

His Worship the Mayor
Councillors
CITY OF MARION

NOTICE OF GENERAL COUNCIL MEETING

Tuesday, 09 June 2020 at 06:30 PM

Virtual Meeting Room - Zoom

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. Due to COVID-19 interested members of this community are welcome to attend by electronic means. Access to the meeting is via the link published on the City of Marion website (<https://www.marion.sa.gov.au/about-council/council-meetings/council-meeting-live-stream>) on the day of the meeting.



Adrian Skull
Chief Executive Officer



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OPEN MEETING

KAURNA ACKNOWLEDGEMENT

We acknowledge the Kurna 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 May 2020

Originating Officer Governance Officer - Angela Porter

Corporate Manager Manager Corporate Governance - Kate McKenzie

Report Reference: GC200609R01

RECOMMENDATION:

That the minutes of the General Council Meeting held on 26 May 2020 be taken as read and confirmed.

ATTACHMENTS:

#	Attachment	Type
1	GC200526 - Final Minutes	PDF File



MINUTES OF THE GC200526 - GENERAL COUNCIL MEETING

Tuesday, 26 May 2020 at 06:30 PM

Held in Virtual Meeting Room - Zoom



Minutes of the General Council Meeting held on 26 May 2020

Present (via electronic means):

Elected Members

Mayor - Kris Hanna

Councillor - Ian Crossland

Councillor - Bruce Hull

Councillor - Luke Hutchinson

Councillor - Matthew Shilling

Councillor - Tim Gard

Councillor - Nathan Prior

Councillor - Kendra Clancy

Councillor - Joseph Masika

Councillor - Jason Veliskou

Councillor - Raelene Telfer

Councillor - Maggie Duncan

Councillor - Sasha Mason

In Attendance (via electronic means):

Chief Executive Officer – Adrian Skull

General Manager City Development – Ilia Houridis

General Manager Corporate Services – Sorana Dinmore

General Manager City Services – Tony Lines

Manager Corporate Governance – Kate McKenzie

Unit Manager Governance and Council Support – Jaimie Thwaites

OPEN MEETING

The Mayor opened the meeting at 06:30 PM

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 video of this General Council meeting will be live streamed on the City of Marion website. Following the meeting the recorded audio will be made available on the 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 declaration was made:

- Councillor - Ian Crossland in relation to the item 'Petition - Removal of Lower Field River Pines' (Report Reference: GC200526P01)

CONFIRMATION OF MINUTES**Confirmation of the minutes for the General Council Meeting held on 12 May 2020****Report Reference:** GC200526R01**Moved Councillor - Raelene Telfer, Seconded Councillor - Bruce Hull**

That the minutes of the General Council Meeting held on 12 May 2020 be taken as read and confirmed.

Carried Unanimously**COMMUNICATIONS****Mayoral Communication Report****Name of Elected Member:** Mayor - Kris Hanna**Report Reference:** GC200526R02**Details**

Date	Event	Comments
25/4/20	Laid ANZAC Day wreath at Marion RSL war memorial	
27/4/20	GAROC- Current & Proposed Activities Webinar	Attended via Zoom
29/4/20	Marion City Band AGM	Attended via Zoom
13/5/20	COVID-19 briefing with Premier Steven Marshall	Attended via Zoom

Moved Councillor - Matthew Shilling, Seconded Councillor - Joseph Masika

That:

1. The Mayoral Communication report be received and noted.

Carried Unanimously**CEO and Executive Communications Report****Date of Council Meeting:** 26 May 2020**Report Reference:** GC200526R03**Details:**

Date	Activity	Attended By
29 April 2020	Cross Council Meeting Recreation & Sport across the City of Marion, City of Charles Sturt and City of Port Adelaide Enfield Via Zoom	Adrian Skull Ilia Houridis

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29 April 2020	Tonsley Precinct Integrated Projects Workshop	Ilia Houridis
29 April 2020	Meeting Representation Review with State Electoral Office via Zoom	Tony Lines
30 April 2020	LGA COVID-19 Briefing on Business Support and Economic Recovery via Zoom	Adrian Skull
1 May 2020	Meeting Adrian Skull and Corey Wingard MP	Adrian Skull
4 May 2020	SRWRA Board Meeting via Zoom	Adrian Skull Sorana Dinmore
6 May 2020	Tonsley / Alawoona Funding Presentation	Ilia Houridis
6 May 2020	KPMG Meeting Metrics that Matter Workshop via Zoom	Adrian Skull Ilia Houridis Sorana Dinmore Tony Lines
8 May 2020	LGFSG Operational Briefing via Zoom	Ilia Houridis Sorana Dinmore
11 May 2020	KPMG Meeting Business Requirement Gathering: City Development via MS Teams	Adrian Skull Ilia Houridis
7 May 2020	SAALC Governance Meeting via Teams	Adrian Skull Ilia Houridis
7 May 2020	LGA CEO Advisory Board Group Meeting via Zoom	Adrian Skull
8 May 2020	Webinar with the Minister for Recreation, Sport and Racing re Sporting Industry Announcements after National Cabinet Meeting held on 8 May 2020	Adrian Skull
11 May 2020	JLT Australia, Risk Monthly Meeting via Zoom	Tony Lines
13 May 2020	LGA COVID-19 briefing with Premier Steven Marshall via Zoom	Sorana Dinmore
13 May 2020	Local Government Virtual Roadshow Adelaide	Sorana Dinmore (Panel Member) Ilia Houridis
13 May 2020	Online Microsoft Nonprofit CXO Summit Innovation and technology to accelerate impact	Sorana Dinmore Ilia Houridis

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13 May 2020	Infrastructure Planning Meeting for Alawoona Avenue, Mitchell Park via Zoom City of Marion, PEET, Junction Australia and Greenhill Australia	Tony Lines
14 May 2020	KPMG Meeting Business Requirement Gathering: Finance and Procurement	Sorana Dinmore
14 May 2020	DPTI Briefing Marion Road and Majors Road Planning Studies via Zoom	Ilia Houridis Tony Lines
15 May 2020	Meeting Adrian Skull and David Speirs MP	Adrian Skull
15 May 2020	Web seminar: The future of privacy regulation and ethics	Sorana Dinmore
15 May 2020	Webinar with the Minister for Recreation, Sport and Racing	Ilia Houridis
20 May 2020	Meeting Adrian Skull, Scott Ashby, Kirk Richardson (City of Onkaparinga), Mark Booth and Chris Adams (Southern Regional Waste Resource Authority)	Adrian Skull
20 May 2020	Meeting Adrian Skull, Scott Ashby (City of Onkaparinga) and Nikki Govan (Southern Adelaide Economic Development Board)	Adrian Skull
20 May 2020	Cross Council Irrigation Project Governance Meeting via Zoom Cities of Marion, Charles Sturt and Pt Adelaide Enfield	Tony Lines
20 May 2020	Meeting with DPTI via Zoom North-South Corridor Program	Tony Lines
21 May 2020	KPMG COVID-19 Research Interview via MS Teams	Adrian Skull
21 May 2020	Meeting Simon Shepherd (Principal, Westminster School), Ilia Houridis & Thuyen Vi- Alternetti	Ilia Houridis
21 May 2020	Meeting via Zoom Zone Emergency Management Committee (ZEMC)	Tony Lines

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22 May 2020	GAROC CEOs Workforce Planning Update Workshop via Zoom	Adrian Skull
22 May 2020	Cross Council ICT Program Board Meeting	Sorana Dinmore
22 May 2020	KPMG Meeting via Zoom Metrics that Matter Workshop 2	Tony Lines Adrian Skull Ilia Houridis Sorana Dinmore

Moved Councillor - Matthew Shilling, Seconded Councillor - Joseph Masika

That:

1. The CEO and Executive Communication report be received and noted.

Carried Unanimously

ADJOURNED ITEMS - Nil

DEPUTATIONS

Lower Field River Native Vegetation Management Plan Deputation

Report Reference: GC200526D01

Damian Landrigan - Resident, gave a 5 minute deputation regarding the Lower Field River Native Vegetation Management Plan.

PETITIONS

Petition - Removal of Lower Field River Pines

Report Reference: GC200526P01

Councillor - Ian Crossland declared a material conflict of interest in the item as he lives in close proximity to the location concerned. He advised that he would leave the meeting for the item.

6.54pm Councillor - Ian Crossland left the meeting

Moved Councillor - Tim Gard, Seconded Councillor - Raelene Telfer

That:

1. Council notes the petition.

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2. The group of approximately 30 Aleppo Pine trees in the Cormorant Drive Reserve, Hallett Cove, be removed in stages over the period of the next three years whilst a revegetation program takes affect during that period.
3. The Petitioners be advised of the decision

Carried

7.07pm Councillor - Ian Crossland re-entered the meeting

Deputation - Drug ARM Warradale

Report Reference: GC200526D02

Deb Lee - CEO of Adelaide Public Health Network (APHN) gave a 5 minute deputation regarding the Drug ARM Warradale.

7.13pm Councillor - Sasha Mason left the meeting

7.15pm Councillor – Sasha Mason re-entered the meeting

VARY ORDER OF AGENDA

The Chair sought and was granted leave of the meeting to vary the order of the agenda and bring forward the following item:

- Drug ARM Warradale (Report Reference: GC200526M01)

Drug ARM Warradale

Report Reference: GC200526M01

7.28pm Councillor - Sasha Mason left the meeting

7.29pm Councillor - Sasha Mason re-entered the meeting

Moved Councillor – Bruce Hull, Seconded Councillor - Joseph Masika

That:

1. Council write to the Premier and to the Federal Member of Boothby to seek an explanation as to why Drug Arm in Warradale has been closed and advise where and how the many clients in need of such services within our city can now obtain the broad assistance and counselling that is needed, particularly for our young people.

Amendment:

Moved Councillor – Raelene Telfer, Seconded Councillor - Tim Gard

That:

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1. Council write to the Premier and to the Federal Member of Boothby to seek advice as to where and how the many clients in need of such services within our city can now obtain the broad assistance and counselling that is needed, particularly for our young people.

The amendment to become the motion was **Tied**
 The Mayor gave a casting vote and voted against the amendment becoming the motion
 The amendment to become the motion was **Lost**

The original motion was **Lost**

COMMITTEE RECOMMENDATIONS - Nil

CORPORATE REPORTS FOR DECISION

3rd Budget Review 2019/20

Report Reference: GC200526R04

Moved Councillor - Tim Gard, Seconded Councillor - Raelene Telfer

That Council:

1. Adopt the revised budgeted statements including the Income Statement, Balance Sheet, Statement of Changes in Equity and Statement of Cash Flows

Carried Unanimously

Digital Transformation Program and Resources

Report Reference: GC200526R05

Moved Councillor - Matthew Shilling, Seconded Councillor - Maggie Duncan

That Council:

1. Endorses the increase of four (4) Full Time Equivalents (FTEs) and two (2) shared resources within the Information Technology Transformation team comprising of:
 - Two Business Analysts for two years (one Level 6 and one Level 7 at approximately \$235k over the two year period).
 - Two Project Managers for two years (both Level 6 at approximately \$224k over the two year period).
 - One Chief Data Officer for three years with costs shared within our cross-council partners CCS and PAE.
 - One Data Analyst for two years or seeking shared resourcing with our cross-council partners.
2. Notes these additional FTE are above the requirements within the Chief Executive

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Officers Employee Key Performance Indicator (KPI), and will not be included as part of the KPI result.

3. Notes that no additional budget is required and the positions will be funded from within existing budget allocations.

Carried Unanimously

Grant Guidelines and Grants Policy

Report Reference: GC200526R06

Moved Councillor - Ian Crossland, Seconded Councillor - Matthew Shilling

That Council:

1. Notes this report.
2. Approves the Community Grants Guidelines as attached in Attachment 1.
3. Approves the Youth Development Grant Guidelines as attached in Attachment 2.
4. Approves the Grants Policy as attached in Attachment 3.

Carried

Community Satisfaction Survey

Report Reference: GC200526R07

Moved Councillor - Ian Crossland, Seconded Councillor - Raelene Telfer

1. That Council endorse the following program of Community Surveys to allow us to baseline and trend the voice of the community, incorporate feedback into business planning and to inform our Corporate KPI measure as follows:
 - Year 1 Community Satisfaction survey (2018/19) - completed
 - Year 2 Events and Facilities survey (2019/20) - cancelled
 - Year 3 Community Satisfaction survey (2020/21)
 - Year 4 Events and Facilities survey (2021/22)

Carried Unanimously

Partial Road Closure - The Cove Road, Hallett Cove

Report Reference: GC200526R08

Moved Councillor - Ian Crossland, Seconded Councillor - Tim Gard

That Council:

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1. Authorises the commencement of the Roads (Opening and Closing) Act process to close approximately 110 square metres of The Cove Road Hallett Cove on the corner of 30 Pindee Street Hallett Cove which requires:
 - preparation of a preliminary plan
 - preparation of a statement of affected parties and
 - undertaking of public consultation
2. Notes that the closed road will be merged with the adjacent land at 30 Pindee Street Hallett Cove being Lot 10 in D81050 in Certificate of Title Volume 6048 Folio 960.
3. Notes that the valuations for determining the market value of the land were undertaken in 2017 and authorises the sale to proceed without obtaining new valuations, subject to successful completion of the road closure process.
4. Authorises the preparation and execution of a Preliminary Agreement with the current owners of 30 Pindee Street Hallett Cove committing the owners to purchase the land for \$5,000 plus costs and GST subject to:
 - the outcome and Council resolution as a result of the public consultation process; and
 - successful completion of the road closure process
5. Notes that a report will be brought to Council for consideration of the outcome of the consultation under the Roads (Opening and Closing) Act 1991.
6. Pursuant to Section 37(b) of the Local Government Act 1999 authorises the Chief Executive Officer to enter into and execute all documentation necessary to commence the road closure process.

Carried Unanimously

Glyphosate use within the City of Marion

Report Reference: GC200526R09

Moved Councillor - Matthew Shilling, Seconded Councillor - Nathan Prior

That Council:

1. Notes the report.
2. Notes that Glyphosate is a Schedule 5 (use with caution) poison on the Australian Government's Therapeutic Goods Administration schedule of medicines and poisons, and based on available information, not classified as hazardous according to Safe Work Australia.
3. Notes that the City of Marion uses a range of mitigation actions to manage risks associated with Glyphosate use, including monitoring weather conditions before and during use, implementing thorough WHS procedures, and ensuring contractors have all appropriate controls in place.
4. Endorses continuing Glyphosate use in the City of Marion, using appropriate safety policies and procedures, as an effective herbicide in Council's weed management programs.

Carried**Councillor – Bruce Hull called for a division**

The Mayor declared the vote set aside

Those for: Councillors Hutchinson, Crossland, Shilling, Duncan, Telfer, Veliskou, Prior and Masika

Those Against: Councillors Mason, Hull, Gard and Clancy

Carried**De Laine Avenue, Edwardstown - Driveway Link**

Report Reference: GC200526R10

Moved Councillor Masika, Seconded Councillor Mason

That Council:

1. Notes the report.
2. Requests the CEO to submit a report to the 9 June 2020 General Council Meeting under regulation 21(1) of the Local Government (Procedures at Meetings) Regulations to rescind the decision of 26 November 2019 that states:

That:

1. *The Driveway Link in Delaine Avenue, Edwardstown be removed as per the request of residents.*
2. *The work to be undertaken (as soon as possible) within the 2020/21 financial year as part of the Capital Works Program.*
3. *That \$47,000 be allocated with the 2020/21 Annual Business Plan (Transport).*

and makes a recommendation that Council:

- i. Retains the Driveway Link in Delaine Avenue, Edwardstown.
- ii. Endorses the following Driveway Link improvements:
 - a. Remove existing trees within the Link as they are considered non-frangible.
 - b. Increase the length of the Driveway Link.
 - c. Replace the existing pavers through the Link with contrasting coloured bitumen.
 - d. Increase landscaping areas to further define the Link.
 - e. Install appropriate signage to delineate the Link.
- iii. Reduces the 2020/21 budget allocation for the De Laine Driveway Link from \$47,000 (cost of removal) to \$25,000 (cost of compliance improvements and replacement of pavers with coloured bitumen).

Carried

Councillor Crossland called for a division

The Mayor declared the vote set aside

Those for: Councillors Shilling, Hutchinson, Prior, Clancy, Duncan, Telfer, Gard, Masika and Mason
Those Against: Councillors Veliskou, Crossland and Hull

Carried

Community Safety Inspectors: Hours and Service Levels

Report Reference: GC200526R11

Moved Councillor Crossland, Seconded Councillor Prior that formal meeting procedures be suspended to enable discussion on the item.

Carried Unanimously

8.49pm formal meeting procedures were suspended

8.51pm Councillor - Joseph Masika left the meeting

8.52pm Councillor - Luke Hutchinson left the meeting

8.53pm Councillor – Luke Hutchinson re-entered the meeting

9.01pm Councilor – Joseph Masika re-entered the meeting

9.03pm Councillor - Raelene Telfer left the meeting

9.11pm Councillor – Tim Gard left the meeting

9.12pm Councillor - Tim Gard re-entered the meeting

9.11pm Councillor - Maggie Duncan left the meeting

9.13pm Councillor – Raelene Telfer re-entered the meeting

9.13pm Councillor – Maggie Duncan re-entered the meeting

9.13pm formal meeting procedures were resumed

Moved Councillor – Ian Crossland, Seconded Councillor - Tim Gard

That Council:

1. Notes the outcomes of the post implementation review and the improvements to the service levels.
2. Maintains the current out of hours contractor service levels and resources.
3. Reinstates the 0.5 FTE to the Community Safety Inspector team (annual cost of \$45,000 indexed annually) as a result of the additional 'Local Nuisance' complaints caused by a transition of jurisdiction from the State Government EPA to Local Government.
4. Requests a series of ongoing targeted activities by the Community Safety Inspector Team to reduce ongoing complaints by the community. (This would include but is not limited to - parking across footpaths, driving or parking on reserves, dog fouling)

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5. Brings a further report to Council in November 2021 with a review of the outcomes of these changes and any further suggestions which will improve the effectiveness of the Community Safety Inspector Team.

Carried

Councillor Hull call a division

The Mayor declared the vote set aside

Those for: Councillors Shilling, Hutchinson, Prior, Duncan, Telfer, Gard, Masika and Crossland

Those Against: Councillors Hull, Clancy, Mason and Veliskou

Carried

CORPORATE REPORTS FOR INFORMATION/NOTING

Community Event Fund Annual Report 2019/2020

Report Reference: GC200526R12

Moved Councillor - Joseph Masika, Seconded Councillor - Bruce Hull

That Council:

1. Notes the report.
2. Endorses an increase in the fund from \$12,000 per annum to \$15,000 per annum, with the maximum amount available per application increasing from \$1,000 to \$2,000 (and update guidelines accordingly).

Carried Unanimously

Moved Councillor - Nathan Prior, Seconded Councillor - Raelene Telfer that the following items be moved en bloc:

- Work Health & Safety - Monthly Performance Report - April 2020 (Report Reference: GC200526R13)
- Finance Report - April 2020 (Report Reference: GC200526R14)

9.22pm Councillor – Ian Crossland left the meeting

9.22pm Councillor - Sasha Mason left the meeting

9.26pm Councillor - Sasha Mason re-entered the meeting

9.27pm Councillor – Ian Crossland re-entered the meeting

Carried Unanimously

Work Health & Safety - Monthly Performance Report - April 2020

Report Reference: GC200526R13

Moved Councillor- Nathan Prior, Seconded Councillor - Raelene Telfer

That Council:

1. Notes the report and statistical data contained therein.

Carried Unanimously

Finance Report - April 2020

Report Reference: GC200526R14

Moved Councillor - Nathan Prior, Seconded Councillor - Raelene Telfer

That Council:

1. Receives the report "Finance Report – April 2020"

Carried Unanimously

MEETING EXTENSION

Moved Councillor - Matthew Shilling, Seconded Councillor - Nathan Prior that the meeting be extended until the conclusion of the remaining items on the agenda.

Carried Unanimously

9.28pm meeting extended

WORKSHOP / PRESENTATION ITEMS - Nil**MOTIONS WITH NOTICE****Confidential - Rescission Motion - Disclosure Incident**

Report Reference GC200526M02

Moved Councillor – Matthew Shilling, Seconded Councillor – Jason Veliskou

1. That pursuant to Section 90(2) and (3)(h) and (g) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Tony Lines, Ilia Houridis, Sorana Dinmore, Akos Szonyi, Kate McKenzie, Craig Clarke and Jaimie Thwaites, be excluded from the meeting as the Council receives and considers information relating to the Confidential - Rescission Motion - Disclosure Incident, 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 legal advice and a matter currently under a confidential order.

Carried

9.29pm the meeting went into confidence

10.30pm Councillor -Joseph Masika left the meeting

Moved Councillor - Jason Veliskou, Seconded Councillor - Raelene Telfer

1. In accordance with Section 91(7) and (9) of the *Local Government Act 1999* (the Act), Council orders that this report, the attachments to this report and the minutes, having been considered in confidence under Section 90 (2) and (3)(g) and (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 2020.

Carried

10.30pm the meeting came out of confidence

QUESTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE - Nil

QUESTIONS WITHOUT NOTICE - Nil

CONFIDENTIAL ITEMS

Disclosure Incident

Report Reference: GC200526F01

Moved Councillor – Jason Veliskou, Seconded Councillor – Maggie Duncan

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, Tony Lines, Iliia Houridis, Sorana Dinmore, Akos Szonyi, Kate McKenzie, Craig Clarke and Jaimie Thwaites, be excluded from the meeting as the Council receives and considers information relating to the item - *Disclosure Incident*, 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 legal advice.

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Carried

10.32pm the meeting went into confidence

Moved Councillor - Jason Veliskou, Seconded Councillor – Maggie Duncan

That:

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999, orders that this report and the minutes 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 resolutions(s) regarding this matter be kept confidential and not available for public inspection, until two weeks after Council has taken all reasonable steps to notify the relevant parties. This confidential order will be reviewed at the General Council Meeting in December 2020.

Carried

10.34pm the meeting came out of confidence

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.

MEETING CLOSURE - Meeting Declared Closed at 10.34pm

CONFIRMED THIS 9TH DAY OF JUNE 2020

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CHAIRPERSON

ADJOURNED ITEMS - Nil**DEPUTATIONS****Deputation Request - Abraham Palakat (Request Denied)**

Originating Officer	Governance Officer - Victoria Moritz
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
Report Reference:	GC200609D01

SPEAKER:

Nil

COMMENTS:

Mr Abraham Palakat requested to make a deputation to Council in relation to the Development Application for the proposed Petrol Station at 373 Diagonal Road, Oaklands Park. The request was denied on the grounds Council is not the decision-making body in relation to the development application.

The refusal of the deputation is reported to Council in accordance with the *Local Government (Procedures at Meetings) Regulations 2013*, Section 11 (5):

If the presiding member refuses to allow a deputation to appear at a meeting, the presiding member must report the decision to the next meeting of the council or council committee (as the case may be).

PETITIONS

Petition - Petrol Station at 373 Diagonal Road, Sturt (Development Application No: 200/2020/0568)

Originating Officer	Team Leader - Planning - Alex Wright
Corporate Manager	Manager Development and Regulatory Services - Warwick Deller-Coombs
General Manager	General Manager City Development - Ilia Houridis
Report Reference:	GC200609P01

PETITION FROM:

Ms Christine Nelson (on behalf of neighbours)

NUMBER OF SIGNATORIES:

10

DATE PETITION RECEIVED:

2 June 2020

CORRESPONDENCE:

"On behalf of the group of people listed on the given petition so far, I am forwarding the petition to make you aware of the neighbourhood sentiments regarding the proposed petrol station at 373 Diagonal Road, Sturt.

You should know that until we were informed by a concerned neighbour, we had no information about the said issue.

This particular neighbourhood is communicative and strongly defensive about wanting a healthy environment and looking after the well-being of the people living here. We all help and look out for each other. We have worked hard on our gardens and relationships to improve the outlook and the general neighbourhood.

Although at this stage there are only 10 names forwarded on the petition, (due to time constraints and corona virus) you can be assured that as more people will be informed, there will be a groundswell of strong disapproval and action to prevent this petrol station going ahead.

Surely a better environmental idea can be evolved to use the land to benefit all those who live around here and pass by. If making money is the core object, then better and healthier ideas need to be created.

We all hope you will re-think this disastrous and very much unwanted plan of a petrol station."

ORIGINATING OFFICER COMMENTS:

Development Application No: 100/2020/0568 is proposing a change in the use of land and subsequent construction of a petrol filling station and shop, associated control building, freestanding canopy with 12 pumps, carwash including four manual bays, two automatic bays, three covered vacuum bays with dog wash, drive-through, three x 100,000 litre fuel tanks, two freestanding pylon signs and advertising signage with ancillary car parking, fencing, and landscaping at 373 Diagonal Road STURT 5047 & 45 Miller Street, Sturt.



The Application is currently on Category 2 public notification, which commenced 3 June and concludes 17 June 2020.

Adjoining owners or occupiers of land who lodged a representation during the public consultation period will receive confirmation of receipt of their representation.

The Applicant will be provided the opportunity to respond to all valid representations made. Following receipt of which, the planning assessment of the application will continue with a report (and recommendation) presented to the Council Assessment Panel for consideration.

In due course, the application will be presented to the Council Assessment Panel (CAP) for a decision. Each of the valid representors will be provided appropriate notice of the CAP meeting date and time and an opportunity to present directly to the Panel. The applicant will also have an opportunity to respond. The general public is welcome to attend and view proceedings, noting that attendance will need to be in line with social distancing requirements in place as at 9 June 2020.

Administration understands there is a public meeting organised for Saturday 6 June 2020 regarding this matter via an invitation that was extended to Elected Members who are welcome to attend.

RECOMMENDATION:

That:

- 1. Council Notes the petition and comments provided by Administration.**
- 2. The head petitioner be advised that Council has noted the petition and that the development application, pursuant to Council's Development Delegations Policy, will be delegated to the Council Assessment Panel (CAP) for consideration and decision, and, all valid representors will be invited to attend the Panel at the relevant meeting.**
- 3. If any additional petitions are received relating to the matter (Development Application No: 200/2020/0568), then the relevant head petitioner will be advised that the application will considered by the CAP and all valid representors will be invited to attend the relevant Panel meeting.**

ATTACHMENTS:

#	Attachment	Type
1	Petition - 373 Diagonal Road	PDF File

Do you want a new large petrol station in your front garden?

The place which currently known as 'All You Can Eat Restaurant', or 'Fresh Choice', is to be demolished, and a **Petrol station** with 12 bowzers, car washes, dog washes, vacuuming bays, three 100,000 litre fuel storage tanks, two huge lights, and a shop.

This kind of 'development' will create additional noise, particulate fumes, over-spray of water from the car and dog washes, odours, excessive light and added traffic risks.

The intersection is already a dangerous corner with traffic problems.

Children attending Darlington Primary School and Kindergarten need to cross both Diagonal Road and Miller Street. This addition petrol station traffic will make this even more hazardous than it is already.

Please support our push to STOP a **PETROL STATION** being built here, at 373 Diagonal Road, STURT SA 5047.

There has been **NO PUBLIC CONSULTATION**.

Please maintain a safe distance when signing this petition.

We, the undersigned, object strongly to the petrol station proposal. There is no need for yet another petrol station in this area.

Name	Address	Signature
Brett Gage	19 Melanto Tce Marion	BG
Sara Gage	4 Wilson Ave, Seaview Downs	dygo
Chris Nelson	15 Sutton Ave, Seacombe GARDENS	C. Nelson
JOEL STEPHENS	17 SUTTON AVE Seacombe GARDENS 5047	J STEPHENS
JOEL STEPHENS	16 Sutton Ave Seacombe GARDENS	JOEL STEPHENS
Leitani Arens	19 Sutton Avenue	Leitani
Teresa Ross	12A Sutton Ave	T. Ross
P Newlyn	14A Sutton Ave	P Newlyn
JUNE STEPHENS	13 SUTTON AVE SEACOMBE GARDENS	June
BRIAN STEPHENS	13 Sutton Avenue	B. S.

DO YOU WANT A SERVO NEXT DOOR?

Ask yourself these questions:

1. Would I like to live next door to a large, noisy, smelly, brightly lit, busy petrol station?
2. Would I like my children and elders to be exposed to daily carcinogenic fumes, carbon monoxide, benzene and solvents and risk a water contamination caused by leaking tanks?
3. Would I like more chances of an explosion or incidents to happen right next door?
4. Would I be happy if I had just purchased a home in a quiet street where I thought my children could safely play, only to find it was about to become a thoroughfare for hundreds of cars?
5. Would I be happy for my investment property or home to suddenly be devalued by 100's of 1000's of dollars?
6. Would I be happy if the safety of my children attending the two adjoining schools & the ageing population's freedom be compromised?
7. Would I be happy if I couldn't rent my property at all because no one wants to live next door to a petrol station?

A petrol station is being planned for the corner of 373 Diagonal Road, Sturt and 45 Miller Street, Sturt 5047.

This development proposal of an integrated servo complex comprises of:

- | | |
|--------------------------------------|---|
| ○ Store | ○ Associated control building |
| ○ Freestanding canopy with 12 pumps | ○ 3 covered vacuum bays |
| ○ Carwashes (4 manual & 2 automatic) | ○ Dog washes |
| ○ 300,000 litre fuel tanks | ○ 2 pylon sign & advertising signage with ancillary car parking |

The development will impact severely the entire community for the following reasons:

- Hazards of traffic and associated safety issues, noise, lighting, and constant activity from regular delivery trucks, fuel tankers, pumps, vehicles accessing the site, and the smell of large rubbish disposals.
- Increased traffic movements in the side streets as motorists avoid the busy road system would impact the safety of the school and neighbourhood community.
- Storage of petrol in 300,000 litres fuel tanks, pose Fire/Explosion risks, in addition to the environmental hazards forcefully exposing on the pristine community.
- The toxins will constantly be in the atmosphere, exposing serious health issues (asthma, allergies & cancers) & poisoning the already compromised ageing population and neighbourhood community & polluting the environment.
- The risk of possible **ground** and water pipe contamination
- Significantly devalue the sale and rental prices of properties nearby. It will immediately rob homeowners of future investment potential & ruin the serenity of streets where children usually play.
- A Shell station, OTR & BP are already located within the 2.5 Km radius. This development will seize business from nearby little stores & other food outlets and affect the well-being of many families in the immediate neighborhood:
- The risk of crime associated with robberies.

Have your say by calling the Council on 8375 6685 and also LODGE your individual objection by EMAILING to: mariondsj@dhfrion.sa.gov.au before 22 May 2020

If you have any further queries regarding this petition, please contact:

Abraham Palakat - :0452 646 637

Mark Linn - :0402 734 623

Neil Harris - :0402 086 790

COMMITTEE RECOMMENDATIONS

Confirmation of Minutes of the Finance and Audit Committee Meeting held on 19 May 2020

Originating Officer	Unit Manager Governance and Council Support - Jaimie Thwaites
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
Report Reference	GC200609R02

REPORT OBJECTIVE

The purpose of this report is to facilitate the receiving and noting of the minutes from the Finance and Audit Committee Meeting held on 19 May 2020.

EXECUTIVE SUMMARY

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

Reports for Discussion

- Elected Member Report
- External Audit Engagement for the Year Ending 30 June 2020
- Draft Annual Business Plan 2020-21 and LTFP Update
- Asset Management
- Annual Business Continuity Management Program
- Annual Corporate Risk Report
- Neighbourhood and Community Centres Service Review - Progress update and discussion
- Proposed Biennial Service Review Program FY2020/21 and 2021/22

Reports for Noting

- Service Review Program and Recommendations - Progress Update
- Internal Audit Program 2020/21
- Internal Audit Program - Implementation of Recommendations

RECOMMENDATION

That Council:

1. **Receives and notes the minutes of the Finance and Audit Committee meeting held on 19 May 2020.**
2. **Notes that separate reports will be brought to Council for consideration of any recommendations from the Finance and Audit Committee.**

Attachment

#	Attachment	Type
1	FAC200519 - Minutes	PDF File



FAC200519 - FINANCE AND AUDIT COMMITTEE MEETING

Tuesday, 19 May 2020 at 02:00 PM

Held in Virtual Meeting Room - Zoom



PRESENT (via electronic means)**Mrs Emma Hinchey (Chair), Ms Natalie Johnston, Mr David Papa and Councillor Tim Gard****In Attendance (via electronic means)**

Mr Adrian Skull	Chief Executive Officer
Ms Sorana Dinmore	General Manager Corporate Services
Ms Illa Houridis	General Manager City Development
Mr Tony Lines	General Manager City Services
Mr Ray Barnwell	Manager Finance
Ms Kate McKenzie	Manager Corporate Governance
Mr Brendon Lyons	Unit Manager Asset Solutions
Mr Mathew Allen	Manager Engineering, Assets and Environment
Mr Colin Heath	Senior Procurement Specialist
Ms Sherie Walzcak	Unit Manager Risk
Mr Steven Williams	Risk Coordinator
Ms Cass Gannon	Performance and Innovation Leader
Ms Karen Cocks	Manager Customer Experience
Ms Liz Byrne	Manager Community Connections
Ms Jaimie Thwaites	Unit Manager Governance & Council Support
Mr Eric Beere	KPMG
Ms Heather Martens	KPMG
Mr Lee Girolamo	Deloitte
Mr Richard Wong	Deloitte

OPEN MEETING

The Chair opened the meeting at 02:00 PM

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.

Nil declarations were made.

COVID-19 Update

The Chief Executive Officer provided an update on the organisation's response to COVID-19. The update outlined the steps taken to date and plan going forward.

The Committee noted the following points in relation to the COVID-19 Update:

- Council has enacted its Business Continuity Plan at a Level 3 incident and the Incident Management Team (IMT) has been operational for a number of weeks. The IMT was meeting daily at the beginning and the frequency has now reduced.
- The IMT has been managing the response including the closure of various Council facilities and services. These have now started to re-commence with the reopening of a number of facilities in the last week.
- Staff are encouraged to work from home where possible. Some more isolated workers have returned to the workplace for their wellbeing. Access to the Employee Assistance Program (a confidential service available to staff and their families) has had a small increase.
- Council has been monitoring daily the number of applications for rates hardship. Approximately three times more people have applied for rates hardship compared to this time last year. This number may increase more before the final due date. It is made up of a mix of commercial, industrial and residential rate payers.
- There has been a reduction in revenue (e.g. from parking fines, usage charges and hire fees. This has largely been offset by a reduction in expenditure (e.g. travel, catering etc.).
- Community and staff wellbeing are a big concern and various actions have been put in place to address.
- Councils are regularly meeting to discuss issues and possible solutions.

CONFIRMATION OF MINUTES**Confirmation of the minutes for the Finance and Audit Committee Meeting held on 25 February 2020**

Report Reference: FAC200519R01

Moved Ms Johnston, Seconded Councillor Gard

That:

1. the minutes arising from the Finance and Audit Committee Meeting held on 25 February 2020 be taken as read and confirmed.

Carried Unanimously

BUSINESS ARISING**Business Arising Statement****Report Reference:** FAC200519R02

The Committee noted the report and confirmed that the 'Secondment Management Roles and Responsibilities' document was circulated out of session.

The Committee suggested that where appropriate, items distributed out of session to be included in the next agenda so the public has access to them.

CONFIDENTIAL ITEMS - Nil**REPORTS FOR DISCUSSION****Elected Member Report****Report Reference:** FAC200519R03

Councillor Gard highlighted that the Confidential items relating to the 'Disclosure Incident' were of significance. As these items are subject to confidentiality orders the Committee noted it would discuss them in other business at the end of the meeting if time permitted.

Councillor Gard also highlighted the two Majors Road projects (BMX facility and Soccer). It was noted that the aim is to run projects to the same time so economies of scale are achieved by running them together.

The Committee noted the report.

External Audit Engagement for the Year Ending 30 June 2020**Report Reference:** FAC200519R04

2.30pm Mr Lee Girolamo and Mr Richard Wong from Deloitte joined the meeting

Mr Girolamo gave an overview of the Deloitte Audit Service Plan for the 30 June 2020 Audit.

The following points were highlighted by the Committee in relation to the External Audit Engagement for the Year Ending 30 June 2020:

- Three new accounting standards impacting on (Rates and Statutory Charges, Grant Revenue and Leases) were discussed, noting that these will be implemented this year for the first time
- The impact of COVID-19 will be a new consideration this year and what impact it has had on the end of year financial statements (e.g. internal controls that have been impacted by

working from home arrangements).

- The impact of the leasing standards is not likely to have a major impact but changes to standards in relation to tied grant funding may have more of an impact. .
- The asset valuations have not been used for materiality which is based on revenue. This is the same approach used in prior years.
- Deloitte's noted that, as external auditors, they cannot rely on internal audit reports, but they can review them to identify risks.

Moved Mr Papa, Seconded Ms Johnson

That the Finance and Audit Committee:

1. Considers the outline of Deloitte's Audit Plan for the financial year ending 30 June 2020.
2. Notes the scope of the audit to be carried out by Deloitte for the year ending 30 June 2020.
3. Notes that the Chief Executive Officer will execute the acknowledgement of engagement letters.

Carried Unanimously

Draft Annual Business Plan 2020-21 and LTFP Update Report Reference FAC200519R05

The Manager Finance introduced the item, highlighting that Council has been pleased to be able to support the community in these difficult times with a 0% rate increase, proposed in the Annual Business Plan, currently out for public consultation. The Draft ABP also includes new initiatives and projects to stimulate the economy noted in the report on page 43.

The Committee noted the following comments in relation to the Draft Annual Business Plan 2020-21 and LTFP Update:

- The written document has significantly improved and is well presented. It is written at the required community level (simple to understand and very clear).
- The funding allocation to the Community Facilities Partnership Program and the Road Reseal Program have been assessed and reduced to allow for the 0% rate increase in 2020-21.
- The document may benefit for some additional explanation about the impacts of COVID-19, however noting that Councils full program is continuing.
- That \$2m of borrowings in 2020-21 has been accounted for regarding the Mitchell Park Redevelopment. This should be revisited when its due and if Council has adequate cash flow to cover these borrowings.
- The full impact of unpaid rates is still unknown but continually being assessed on a daily basis.
- The provision for doubtful debts has not been increased.
- Carryovers are much better managed and there is a better understanding about what is

acceptable.

- It should be highlighted that due to Council's robust financial position, a 0% rate rise is possible.
- Council may wish to further challenge the targets within the Key Performance Indicators (KPI) for its Capital Works Program and Asset Management. It was noted that the Capital Works Program is a stretch program and the KPI reflects this.

Action: the Committee requested to see estimates of Council's cash position in future iterations of the LTFP and worst case scenario across the life of the Long Term Financial Plan.

Moved Mr Papa, Seconded Ms Johnston

That the Finance and Audit Committee:

1. Note the change in the key assumption regarding the proposed rate increase from 1.6% to a proposed zero rate increase for 2020-21 year since the 25 February 2020 FAC meeting
2. Provide feedback on the Draft ABP 2020-21 and Draft LTFP (Attachment 2)
3. Note the new initiatives and capital works included in the Draft ABP and LTFP (Attachment 1)
4. Note the revision of the Corporate KPI's relating to the delivery of Council's capital works program and total employee costs
5. Note the proposed addition of a Corporate KPI related to Carbon Neutrality

Carried Unanimously

Asset Management

Report Reference: FAC200519R06

Unit Manager Asset Solutions introduced the item. The City of Marion has developed eight Asset Management Plans and the Asset Solutions team has been working with teams across the organisation to develop and imbed the plans. The following points were highlighted:

- Seven out of the 11 areas of assessment in the maturity assessment have been obtained. The remaining areas should be achieved by the middle of next year.
- The goal is to obtain a level three for all areas and cement it as business as usual.
- Aiming for above level three can be costly and doesn't provide reasonable return on investment.

The Committee noted the report and provided the following feedback in relation to the Asset Management report:

- The significant improvement over the last few years was acknowledged.
- Page 94 of the agenda / 3 of the Plan – under Risk Management, the sentence "Fleet unavailability is low with controls "to" manage aging fleet or technical obsolescence" was

missing the word “to”.

- Page 97 / page 6 – in boxes, explain what “Testing and Detecting” is, perhaps as a footnote.
- Page 98 / page 7 – clarify that the primary driver is utilization and the secondary factor is age.
- Page 110 / page 19 – in the last paragraph, clarify the definition of a critical asset, is it necessary to maintain public safety, are there dual dependencies?
- There is a blending of asset management planning with renewable energy aspirations. Business cases are assessed on individual merits (e.g. the business case for electric vehicles currently doesn’t stack up as the cost outweighs the benefit).
- Cross council collaboration which includes single specification for utes is an example of achieving economies of scale. In addition there are long-term arrangements with Mitsubishi and Australian Motors in place for light fleet (leveraging State Government pricing, rebates and discounts).
- If a carbon neutrality Key Performance Indicator is added to the Annual Business Plan, it should be demonstrated across the business how this will be achieved.

Annual Business Continuity Management Program

Report Reference: FAC200519R07

Unit Manager Risk gave an overview of the item. It was highlighted that all Incident Management Team (IMT) Commander and the three proxies for this role (Chief Executive Officer and the three General Managers), the IMT Council/Organisational Governance (Manager Corporate Governance) and the IMT Coordinator (Unit Manager Risk) have all undertaken Incident Management 3 training. In addition, the IMT Council/Organisational Governance (Manager Corporate Governance) and the IMT Coordinator (Unit Manager Risk) have undertaken Local Government Liaison Officer training which enables the City of Marion to support formal requests of support from the Local Government Functional Support Group to other councils and/or State agencies during declared emergencies.

Due to the maturity of the Business Continuity Management Program the IMT was well prepared and able to hit the ground running in relation to the Covid-19 incident. A full review of the current response will commence once business as usual has been re-established.

The Committee noted the report and provided the following feedback in relation to the item:

- Congratulated management on its response to Covid-19.
- The next planned exercise for May will be replaced by the real life incident (Covid-19).
- Covid-19 has driven home the critical need for these plans and proved to be a very valuable learning exercise.
- 10 State hazards have been identified and are tested against the plan in order of their risk rating, ensure even the most unlikely is tested.
- The Business Impact Assessment is useful however recovery will differ depending on the scenario.

Annual Corporate Risk Report**Report Reference:** FAC200519R08

Unit Manager Risk Management introduced the item. It was highlighted that movements in some ratings were primarily due to movement in risk ratings as a result of Covid-19. The next steps include improved risk linkage to all corporate governance strategies.

The Committee noted the report and provided the following feedback in relation to the item:

- Although the CEO Survey data is useful, the City of Marion is good at-risk management and therefore results will vary from other Councils. Council shouldn't spend too much time comparing with other Councils.
- Deadline management appeared to be a concern with some actions past the due date (noting that causes for the delays are largely due to manual processes). These are being monitored by the Risk Working Group with concerted effort being put into overdue actions. It was recognised that the deadline management could be improved.
- Some terminology/language could be reviewed. For example could "forecast" be replaced with "target"?
- There are some disconnects within the report. The report could benefit from a thorough review to ensure current and forecast ratings are accurate. There seems to be a large jump between these ratings and the further actions may not reconcile with the forecasted rating.
- Some further actions appear to be simple but have a number of recommendations rolled-up. For example the KPI Action Plan has 5-6 actions that aren't defined in detail.
- The reporting would benefit from a heat map to demonstrate what risks are outside of tolerance.
- Concerns with the number of items outside of the risk appetite and the risks that are taking a long time to address.

Neighbourhood and Community Centres Service Review - Progress update and discussion**Report Reference:** FAC200519R09

Manager Community Connections introduced the item. It was noted that as a result of Covid-19 the final report had been delayed. The report was to provide an update to the Committee.

The Committee noted the Neighbourhood and Community Centres' Service Review – Progress update and discussion.

The Committee suggested if possible consult with rate payers about what they want to happen in the centres now (as a result of the Covid-19 situation). It was acknowledged that it has been possible to experiment during this time and it is a good opportunity to ask the public what ideas they have.

Proposed Biennial Service Review Program FY2020/21 and 2021/22**Report Reference:** FAC200519R10

Manager Customer Experience introduced the item. It was noted that the Program is presented to the Finance and Audit Committee for feedback before being presented to Council for endorsement.

The Committee highlighted the importance of the program being able to survive a change in Chief Executive Officers at any of the involved Councils.

Moved Councillor Gard, Seconded Mr Papa

That the Finance and Audit Committee:

1. Notes and provides comment on the following:
 - 1.1 The proposal of a Biennial Service Review Program of cross council reviews
 - 1.2 Appendix 1 - draft Service Review Program (FY2020/21)
2. Recommends the Proposed Biennial Service Review Program FY2020/21 and 2021/22 to Council for their consideration

Carried Unanimously

REPORTS FOR NOTING

Service Review Program and Recommendations - Progress Update

Report Reference: FAC200519R11

The Finance and Audit Committee noted the report.

Meeting Extension

The Chair sought and was granted leave of the meeting to extend the meeting until 5.10pm

4.55pm meeting extended

4.55pm Mr Beere and Ms Martens from KPMG joined the meeting

Internal Audit Program 2020/21

Report Reference FAC200519R12

Manager Corporate Governance introduced the item. It was explained that two Internal Audits were delayed by approximately 4 weeks due to a management decision to focus resources on adjusting the business as a result of Covid-19.

Mr Beere and Ms Martens from KPMG spoke to item.

The Committee noted the following comments in relation to the Internal Audit Plan for 2020/21:

- The Committee would like to see an assurance map that identifies the controls currently in place and rates each control based on Council's reliance upon it to reduce identified risks. The assurance map should also identify when each control was last audited, what level of reliance can be placed upon it. i.e. effective vs ineffective, etc., any actions recommended to improve it's effectiveness and when it is scheduled to be reviewed again.
- The Committee would like to replace the financial health check with the creation of an assurance map to provide Council with a clear direction and appropriate schedule for the completion of internal audits.
-
- Be mindful of duplicating service reviews. Watch the timing of the Covid-19 internal audit and include cyber-attack as part of this review.

Meeting Extension

The Chair sought and was granted leave of the meeting to extend the meeting until 5.20pm.

5.10pm meeting extended

Internal Audit Program - Implementation of Recommendations

Report Reference FAC200519R13

Moved Councillor, Seconded Councillor

The Committee noted the Internal Audit Program – Implementation of Recommendations report.

The Committee requested that it is ensured all items closed off are actually complete and not closed off because of a future action that yet to happened.

ACTION: the Committee requested internal audit Program - Implementation of Recommendations be listed at the top of the agenda for the meeting in August.

WORKSHOP / PRESENTATION ITEMS - Nil

OTHER BUSINESS - Nil

MEETING CLOSURE - Meeting Declared Closed at 05:19 PM

CONFIRMED THIS 10th DAY OF JULY 2020

.....
CHAIRPERSON

Confirmation of Minutes of the Infrastructure & Strategy Committee Meeting held on 2 June 2020

Originating Officer	Executive Assistant to General Manager Corporate Services - Louise Herdegen
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
Report Reference	GC200609R03

REPORT OBJECTIVE

The purpose of this report is to facilitate the receiving and noting of the minutes from the Infrastructure & Strategy Committee Meeting held on 2 June 2020.

EXECUTIVE SUMMARY

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

- Revitalisation of Edwardstown Employment Precinct - Urban Design and Economic Activation Plans
- Asset Management Update
- Strategic Theme Environmental Scan - Liveable
- Strategic Theme Environmental Scan - Engaged

RECOMMENDATION

That Council:

- 1. Receives and notes the minutes of the Infrastructure & Strategy Committee meeting held on 2 June 2020.**
- 2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Infrastructure & Strategy Committee.**

Attachment

#	Attachment	Type
1	ISC200602 - Final Minutes	PDF File

MINUTES OF THE ISC200602 - INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING

Tuesday, 02 June 2020 at 06:30 PM



PRESENT

Councillor Jason Veliskou, Councillor Sasha Mason, Councillor Bruce Hull, Mayor Kris Hanna, Councillor Raelene Telfer (from 7:38 pm), Mr Russell Colbourne

IN ATTENDANCE

Councillor Ian Crossland
Councillor Kendra Clancy

Adrian Skull – Chief Executive Officer
Ilia Houridis – General Manager City Development
Tony Lines – General Manager City Services
Sorana Dinmore – General Manager Corporate Services
Kate McKenzie – Manager Corporate Governance
Louise Herdegen – Executive Officer City Development
Greg Salmon – Manager City Activation
Mathew Allen – Manager Engineering, Assets and Environment
Donna Griffiths – Unit Manager Economic Development
Brendon Lyons – Unit Manager Asset Solutions
Sheree Tebyanian – Strategic Planner
Georgie Johnson – Smart Cities Project Officer
Stephen Holmes – Holmes Dyer
Ben Cunningham – Holmes Dyer

OPEN MEETING

Councillor Veliskou opened the meeting at 06:33 PM

KAURNA ACKNOWLEDGEMENT

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

ELECTED MEMBER'S DECLARATION - Nil**CONFIRMATION OF MINUTES**

Confirmation of the minutes for the Infrastructure and Strategy Committee Meeting held on 7 April 2020 (Report Reference: ISC200602R01)

Moved Councillor Mason, Seconded Mayor Hanna

That the minutes of the Infrastructure and Strategy Committee Meeting held on 7 April 2020 be taken as read and confirmed.

Carried

BUSINESS ARISING

Business Arising Statement – Action Items (Report Reference: ISC200602R02)

- Waste Education – share State Government campaign on “what goes in what bin” on social media to continue providing updates to the community.
- Waste Contractor has committed to engage with the community. CEO to follow up and provide a response to the Members.
- Members with suggestions for a guest speaker for the next meeting to discuss with the Chair, Councillor Veliskou or the General Manager City Development, Ilia Houridis.

Moved Councillor Mason, Seconded Councillor Mayor Hanna

That the Infrastructure & Strategy Committee:

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

Carried Unanimously

CONFIDENTIAL ITEMS – Nil

WORKSHOP / PRESENTATION ITEMS

Revitalisation of Edwardstown Employment – Urban Design and Economic Activation Plans (Report Reference: ISC200602R03)

The Unit Manager Economic Development gave an introduction to the draft Urban Design and Economic Activation Plans prepared as part of the Revitalisation of the Edwardstown Employment Precinct project and introduced guest speakers Mr Stephen Holmes and Mr Ben Cunningham from Holmes Dyer to provide a presentation to the Members.

The following discussion points were noted:

- This is a significant body of work with a lengthy report provided by Holmes Dyer and appreciate the team at HD bringing a succinct strategic summary of key focus.
- An excellent report that has taken in the whole area and offers an opportunity for Edwardstown that provides plenty of potential and encouraging pathway forward.
- Estimated timeframe likely to be 5-10 years but could be 20 years to see full realisation. Strong transformation with key investments to take place.
- To achieve the outcomes of the plan and make significant progress, the strength of the person to lead a community and encourage the private sector to move in unison with the Council will be hugely important. If Members decide a higher level resource is required more funding may be required.
- Environmental concerns with the contamination of land at the old Hills site. Fundamental solution to a contamination issue is the value add that can occur with the area. That value add needs to be sufficient to fund the contamination remediation for whatever the use may be. The contamination issue is beyond the scope of this report but a significant issue. HD assessed EPA reports and included in their report. Good example to look at would be East Perth – an industrial area that has been developed.
- Feedback from businesses is the area hasn't been right for them and the area looks tired/unloved. Public realm is a key to encourage businesses to the area. Council need to

demonstrate what the program is and that it is actually going happen to give businesses the confidence to invest.

- Asset management plans to assist with identifying aging assets due for renewal with existing capital to fund some improvements.
- Edwardstown is a big area. Suggest keeping business and residential as separate. Greening the streets good idea however there are no coffee shops as a draw card other than Castle Plaza.
- HD identified elements can make the area more attractive to live, work and play. The building blocks already exist in Edwardstown. High tech companies will want a quality environment. The residential becomes a flow on from that. Great opportunities, not a small investment but encouraging private sector investment with strategic investment from Council.
- 'Menu' of action items provided at the end of the Holmes Dyer report.
- Potential for a business case to purchase land however not all Members were supportive of Council getting involved in land purchase.
- South Road Corridor potential to have a big impact on the area. Concerns raised there has been no confirmation from the State Government about the design of the corridor to enable Council to start planning for the area.
- Parts of the project can be done quickly ie greening streets however zoning can take years to complete. Request the UPC put Edwardstown rezoning on the agenda and request this is supported by management.
- Suggested the study be expanded to include surrounding areas such as Melrose Park. However the scope and focus of the study was specifically for the employment precinct of Edwardstown.
- Opportunities to partner with State Government ie road infrastructure, cabling/fibre infrastructure that support ICT needs.
- Internet connectivity is valuable infrastructure and to encourage businesses to invest in the area, Council could consider, or in partnership, in the cabling/fibre infrastructure. There would need to be a thorough business case if this was agreed. Benefits and costs to ratepayers would need to be supported.
- Connection with peak bodies may assist in attracting people to the Edwardstown precinct.

REPORTS FOR NOTING

Asset Management Update (Report Reference: ISC200602R04)

The General Manager City Services introduced the Unit Manager Asset Solutions to present to Members on asset management at the City of Marion.

Key points noted from the discussion:

- Asset Management Plans will be presented to Council for endorsement. The first will be going to General Council next month and then for community consultation. Remaining 7 will be presented to Council during the year.
- Community engagement to define levels of service for assets. This will be done in collaboration with the Customer Experience team to harmonise with the work they are doing within the community engagement space to avoid unnecessary duplication.
- An Asset Management System will provide a single point of truth for data driven decisions and to enable better modelling going forward. A system is required that can integrate into other systems such as customer events, finance, GIS, to provide the greatest benefit. Will be going out to the market soon.
- Frequency and improved level of inspections will assist with consistent and accurate data collection.

- Aim is to achieve Level 3 Core Competency in asset management. This is a good level to embed asset management practices before aspiring to higher levels.
- Core Competency is assessed over 11 areas. Within each area there are a number of questions (listed in the report) to probe an organisation to assess if they are achieving that level of competency. Score means we are meeting Level 3 in 7 of those 11 areas. In the remaining 4 we are very close and is not going to take us much more to achieve 11/11 core competency Level 3. Target is June 2021 to achieve Level 3 Core Competency.
- All the work being done on asset management maturity will assist in knowing the assets that are coming up for renewal to enable better planning of finances and resources to reduce unexpected replacement costs.
- The Building Asset Management Plan (BAMP) will be presented to the Finance & Audit Committee in July and then to Council. The Building Asset Plan is a separate body of work from the City Property Strategic Asset Management Plan. Both bodies of work will be complementary and will be presented to Council by November 2020.
- Potential consideration would be to look at intangible assets such as IP and ensuring knowledge is retained when staff leave. This is being assisted through succession planning, data and records management.
- As the policy currently stands trees are not recognised as a financial asset but they are an asset stock that need to be managed and maintained. Whether they should be recognised as a financial asset is a position for Council to consider. Administration to take on board.
- The Operations team is looking to implement an app called Forest Tree that will be used to capture tree information. A business case will be brought to ELT in the near future. The administration will explore the potential to value trees and possibility of creating a dedicated Tree Asset Management Plan.

Moved Councillor Telfer, Seconded Councillor Hull

That the Infrastructure and Strategy Committee:

1. Notes the report.

Carried Unanimously

REPORTS FOR DISCUSSION

Strategic Theme Environmental Scan- Liveable (Report Reference: ISC200602R05)

The Manager Corporate Governance gave a brief introduction to the Environmental Scan based on the strategic theme of Liveable and Engaged and requested feedback from Members from a strategic point of view and to highlight anything missing or to be considered.

- Crime – the statistics noted in the report potentially link to car/shoplifting offences. Request the numbers for these offences be separated to understand the number of neighbourhood related crime.
- Legal – Representation Review progressing as planned with report to be presented to the next Elected Member Forum.
- Environmental - Challenging to address the increasing loss of trees. Acknowledge CoM have embarked on a significant tree planting program however it may not be keeping pace with the loss of trees on private property.
- Climate change – seeing an increased use of plastic turf in private yards and public property. Advocate the Government to prohibit the use of plastic grass. As part of the Planning & Design Code building standards are being looked at. Potential meeting with Building Technical Panel to understand what their role will be and we may be able to drive some influence.

- Relationships – valuable inclusion in the report.
- Population growth – important to note the changing demographics.

Moved Councillor Hull, Seconded Councillor Telfer

That the following items be moved en bloc:

- Strategic Theme Environmental Scan – Liveable (ISC200602R05)
- Strategic Theme Environmental Scan – Engaged (ISC200602R06)

Carried Unanimously

Strategic Theme Environmental Scan- Liveable (Report Reference: ISC200602R05)

Moved Councillor Hull, Seconded Councillor Telfer

That the Infrastructure and Strategy Committee:

1. Notes the analysis presented in the report.
2. Provides feedback on any other key areas they would like noted in the report.

Carried Unanimously

Strategic Theme Environmental Scan- Engaged (Report Reference: ISC200602R06)

Moved Councillor Hull, Seconded Councillor Telfer

That the Infrastructure and Strategy Committee:

1. Notes the analysis presented in the report.
2. Provides feedback on any other key areas they would like noted in the report.

Carried Unanimously

OTHER BUSINESS - NIL
MEETING CLOSURE - Meeting Declared Closed at 09:13 PM

CONFIRMED THIS xx DAY OF xx

.....

CHAIRPERSON

CORPORATE REPORTS FOR DECISION

Draft Annual Business Plan 2020/21 and Draft Long Term Financial Plan

Originating Officer	Strategic Planner - Sheree Tebyanian Unit Manager Statutory Finance and Payroll- Andrew Doyle
Corporate Manager	Manager Finance - Ray Barnwell
General Manager	General Manager Corporate Services - Sorana Dinmore
Report Reference	GC200609R04

REPORT OBJECTIVE

The purpose of this report is to seek Council's feedback on the final Draft Annual Business Plan 2020-21 (ABP) and Draft Long Term Financial Plan 2020-30 (LTFP) in preparation for the final adoption of these documents at the General Council Meeting to be held on 23 June 2020.

EXECUTIVE SUMMARY

The final Draft Annual Business Plan 2020-21 (Attachment 1) has been developed on the basis of a zero increase in average rates for the coming 2020-21 year. This historical low rate seeks to lessen the rates burden on our community in this difficult time in addition to supporting the community through the delivery of key infrastructure projects and the continued provision of services.

The Finance and Audit Committee at their meeting on 19 May 2020 considered the Draft 2020-21 ABP for public consultation and their feedback and commentary is included in the body of this report.

The Draft ABP 2020-21 public consultation period occurred from 30 April to 20 May 2020 and the rates of participation and feedback included:

- 126 people visited the Making Marion website
- 26 downloads of the Draft ABP 2020-21 document
- 4 people provided feedback on the Draft ABP 2020-21 via Making Marion
- the Facebook post reached 5, 838 people with 4 shares of the post. There were 3 comments provided on Facebook in relation to the plan

Council is in a strong financial position at this time and well placed to support the zero average rates increase proposed in the Draft 2020-21 ABP. Council also plans to deliver an ambitious \$45.133m capital works program in 2020-21 supporting the local economy.

Council's robust financial position ensures we are maintaining a balanced or better funding position over the 10 year term of the LTFP sufficient to support operational needs and meet financial sustainability targets.

RECOMMENDATION

That:

1. The Draft Annual Business Plan 2020-21 and Draft Long Term Financial Plan (Attachment 1) be prepared for final consideration at the 23 June 2020 General Council Meeting with variations as approved by Council on the basis of:
 - Average Rate increase of 0%
 - Minimum Rate of \$1,059
 - Capping set at 12% with a \$20 minimum and \$200 maximum
 - Differential Rate by land use:
 - Commercial 85%
 - Industrial 70%
 - Vacant Land 100%
2. The Draft Fees & Charges Schedule for 2020-21 (Attachment 2) be endorsed by Council, subject to the Fees & Charges policy being finalised in light of the final decisions to be made by Council as part of the ABP process.
3. The Grants Program for 2020-21 (Attachment 3) be endorsed by Council.
4. Council notes the feedback received from the Public consultation period held from 30 April to 20 May 2020. Any variations to the plan made by Council as a result of public consultation feedback will be referred to the 23 June 2020 General Council meeting for final adoption in the plan.
5. Council notes the inclusion of the corporate Key Performance Indicator (KPI) around Carbon Neutrality and other general amendments made to the plan as outlined in the report.

DISCUSSION

Following the conclusion of the public consultation process, the table below highlights the key steps remaining for the ABP 2020-21, and LTFP process from this point.

KEY STAGES	DATE	MEETING
Consider final draft ABP and LTFP	9 June	General Council
Adopt ABP and LTFP	23 June	General Council

Finance and Audit Committee feedback

At its meeting on 19 May 2020, the Finance and Audit Committee (FAC) highlighted/noted the following in relation to the Draft ABP and LTFP:

- suggested an edit to the Public health section of the plan (pg 10) due to the re-opening of facilities and an inclusion of how council responded to the COVID-19 situation



- the change in the key assumption regarding the proposed rate increase from 1.6% to a proposed zero rate increase for 2020-21 year since the 25 February 2020 FAC meeting
- it should be highlighted that due to Council's robust financial position, a 0% rate rise is possible.
- the written document has significantly improved and is well presented. It is written at the required community level (simple to understand and very clear).
- the funding allocation to the Community Facilities Partnership Program and the Road Reseal Program have been assessed and reduced to allow for the 0% rate increase in 2020- 21.
- the document may benefit from some additional explanation about the impacts of COVID-19, however noting that Councils full program is continuing.
- that \$2m of the borrowings in 2020-21 regarding the Mitchell Park Redevelopment has been accounted for. This should be revisited when its due and if Council has adequate cash flow to cover these borrowings.
- Council may wish to further challenge the targets within the Key Performance Indicators (KPI) for its Capital Works Program and Asset Management. It was noted that the Capital Works Program is a stretch program and the KPI reflects this.
- the revision of the Corporate KPI's relating to the delivery of Council's capital works program and total employee costs and the proposed addition of a Corporate KPI related to Carbon Neutrality

Public Consultation Feedback

The Draft ABP 2020-21 public consultation period occurred from 30 April to 20 May 2020.

Consultation included:

- A notice in the 'The Advertiser' promoted on 6 May 2020
- A dedicated 'Making Marion' website was developed www.makingmarion.com.au/annual-business-plan-2020
- Social media promoted on the City of Marion Facebook page which reached 5, 838 people from the 11 May through to 18 May 2020
- Communication with community groups via:
 - Email advice to the City of Marion volunteer database
 - Business E Talk newsletter reaching 4,805 people of which 7 people clicked on the link to read about the Draft Annual Business Plan
 - Green Thymes database reaching distributed to 760 people
 - Email advice to youth, arts and cultural, and multi -cultural groups databases
- Communication to the Chief Public Health Officer, Professor Nicola Spurrier, advising on the consultation of the business plan as required under Section 51 (13) of the South Australia Public Health Act

Due to the temporary closure of City of Marion public libraries and administration building to the public as a result of COVID-19 restrictions in place by the Federal Government printed copies were not available for the public to view until they re-opened on 13 May 2020.

Rates of participation and feedback included:

- 126 people visited the Making Marion website
- 26 downloads of the Draft ABP 2020-21 document
- 4 people provided feedback on the Draft ABP 2020-21 via Making Marion
- the Facebook post reached 5, 838 people with 4 shares of the post. There were 3 comments provided on Facebook in relation to the plan

Interested persons were also invited to attend the Council meeting on 12 May 2020 to ask questions and make submissions in relation to the Draft ABP & budget for at least one hour. There were no deputations received.

The following comments were received through Making Marion. The responses were provided to the following statement 'Tell us your thoughts on the Annual Business Plan 2020-21'

1: 'From my reading of the Draft I would like to see in this plan or next years plan the following items, Warradale Railway Station (Addison Rd Side) Safe car parking and landscaping to match the completed Project Landscaping on Addison Rd Oaklands Station Hawkesbury Ave Reserve Sturt Reserve upgrade including paths, play equipment, lawn areas and landscaping I think the electric barbeque installations are not necessary and incur high maintenance and vandalism costs compared to what community benefit they may provide.'

2: 'I have a daughter who attends the A team at Glandore and it has been the best social experience for her, well beyond the therapies we've tried. I'm worried though that the service is for primary school children and she, and several other girls, are heading towards high school where there will be no service like this one available for them again. I'd urge the council to think about a continuation service for these kids who need it.'

3: 'Please introduce more programs with creche at Trott Park neighbourhood centre. Also a 3 hour drop off creche service for those without local support. Need more monkey bars at playgrounds especially around Hallett Cove.'

4: 'Please look at updating the playground on wayside/oakvale way Hallett Cove. It's old, boring and in need of some TLC'.

The following comments were provided on Facebook:

1. 'No where in this document did I see any references to the proposed clubhouse development at Marion Park Golf Club. And yet there is an approved grant of \$200,000. This "project" is now over two years old and yet absolutely nothing has happened. Very disappointed.'

2. 'City of Marion unfortunately we've been hearing the 'hopefully we'll have some positive news to tell golfers' for a while now. Be nice to hear an actual date. This has been pushed around for over 15 years now.'

3. 'Library budget takes up over 8% of money. Please explain.'

Adjustments to the ABP and LTFF

Since the General Council meeting held on 28 April 2020 the following amendments have been made to the Draft Annual Business Plan

Cash/Funding Position

Since the adoption of the Draft ABP for public consultation further budget assurance work has been completed in addition to capturing the ongoing impacts of 2019-20 3rd Budget review adjustments. This work has identified the following net favourable adjustments to the draft 2020-21 funding position as detailed below:

	\$'000
Draft Cash Surplus/ (Deficit) - ABP Consultation Document	(606)
Significant adjustments:	
Increase in Investment Income	250
Review of project related maintenance agreements & subscriptions	173
Alignment of Contributions from Cross Council arrangements	143
Reduction in legal consultants	70
Dog Registration Fees increase	30
Parking Fine income reduction	(81)
CSI Resource funding	(41)
Other various adjustments	183
Net post Consultation Document adjustments	727
Revised Draft Cash Surplus / (Deficit)	121

These changes have had a positive impact on the ABP 2020-21 which now forecasts a funding surplus of \$121k with Council's LTFP forecasting a balanced or better funding position on average over the LTFP.

Employee Costs

Employee costs for 2020-21 are forecast to be \$37.962m an increase of \$732k from the \$37.230m forecast in the draft 2020-21 ABP consultation document. This increase allows for additional resources approved by Council to support the digital transformation project (GC200526R05). The increase in employee costs for the digital transformation project is funded from within existing ICT budget allocations and no additional funding is required in the 2020-21 budget.

An additional allowance of \$41k has also been added for a 0.5 FTE community safety inspector resource as approved by Council at its General Council meeting on 26 May 2020 (GC200526R11).

New Initiatives

The table below shows the new initiatives currently incorporated into the Draft ABP 2020-21 and the source of funding for these new initiatives, being funded either through rates, grant funding or through the utilisation of available funds from Council's Asset Sustainability Reserve.

Operating		Funding Source	2020/21
2020/21	Citywide Attraction Playground contribution	Reserves	2,000,000
2020/21	Edwardstown Co-working space	Rates	35,000
2020/21	ADL Film Festival in the Burbs	Rates	35,000
2020/21	Treescaping funding increase	Rates	20,000
Total Operating Initiatives Loaded			2,090,000
Capital			
2020/21	Coastal Walkway	Grant/Reserves	2,463,187
2020/21	Tarnham Road Tennis and Netball Courts	Reserves	1,640,000
2020/21	Streetscapes funding increase	Rates	400,000
2020/21	Marion RSL Carpark	Rates	700,000
2020/21	Kerb Ramp DDA upgrades	Rates	315,000
Total Capital Initiatives Loaded			5,518,187
Total Initiatives Loaded			7,608,187
Funded from Reserves			(4,910,000)
Funded from Grants			(1,193,187)
Net decrease in Cash			(1,505,000)

Forecast Transfers from Reserves in 2020-21

The Draft 2020-21 ABP forecasts a net allocation from Council's Reserves of \$14.3m. The planned transfer from reserves includes funding for the following key projects in 2020-21:

Sam Willoughby International BMX Facility	\$4,976,568
Regional Football Facility	\$3,815,000
Citywide Attraction Playground	\$2,000,000
Tarnham Road Tennis and Netball Facilities	\$1,640,000
Coastal Walkway	\$1,270,000

The Coastal Walkway funding from reserves is up to \$2.44m with the balance set to be utilised in 2021-22.

The forecast remaining balance in Council's Reserves for future projects is \$ 4.47m (excluding \$2m set aside for major infrastructure failure).

Corporate Key Performance Indicators

At the Elected Member Forum in March 2020 members expressed a desire to have a KPI related to Carbon Neutrality. The following KPI is suggested for members consideration.

Key Performance Indicator	Core Target	Stretch Target
Carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan (applicable 2021/22 onwards)	Actual annual emissions less than the plan's annual target emissions	Actual annual emissions 5% less than the plan's annual target emissions

Members also expressed a desire to have a KPI regarding asset utilisation of community facilities. A report is being presented for members to discuss at the Elected Member Forum on June 16. Any recommendation by members to include a KPI into the ABP 2020/21 can be amended for the final plan's endorsement on 23 June 2020.

- other general amendments:
 - removal of the information related to the 12 May 2020 deputation
 - amendment to the 'Public health' information on page 10 at the suggestion of the FAC
 - adjustment to the 'Environment' section on page 10 to include the addition of electrical charging stations within the city at the request of the CEO
 - adjustment to reflect an error on page 32 to show that Capella Reserve falls in the Coastal Ward
 - inclusion of capital works tables

Financial Ratios

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

The Operating Surplus Ratio is forecast to be within the currently adopted target of 0–10%. This is also in line with LGA suggested range "*To achieve, on average over time, an operating surplus ratio of between 0-10%.*" The budgeted operating surpluses will provide the necessary cash funding for the renewal of existing assets over time to maintain community service standards.

With projected new borrowings of \$13.45m included in the LTFP Council's ratios relating to borrowings are within target over the term of the LTFP. With the utilisation of Council's reserves and the increase in forecast borrowings the Net Financial Liabilities ratio is forecast to increase to 8.63% in 2022-2023 well within Council's target range of between 0 - 50%.

The Asset Consumption Ratio is slightly below its target range, but is more in line with the known condition of Council's asset base – particularly its buildings – where an increased level of maintenance and renewal is required. A project is in place to produce a forward plan for buildings to remediate this issue.

The following table details Council's financial indicators for the 2020-21 ABP .

Ratio	Council Target	2020-21 Budget	3 Year Average
Operating Surplus	0-10%	6.97%	6.38%
Asset Renewal Funding	95-100%	110.4%	100.14%
Asset Consumption	80-100%	74.97%	76.19%
Net Financial Liabilities	0-50%	-2.15%	N/A
Debt Servicing	0-5%	1.6%	N/A

Capital Works Program

Council will undertake a \$45.133m Capital Works Program in 2020-21. Program schedules are included in the appendices of the ABP document. A summary of the program is detailed below.

Classification	2020-21 Draft Budget
Civil	
Roads (including K&WT)	5,215,502
Footpaths	2,000,000
Kerb Ramp DDA Upgrade	315,000
Drainage	2,721,267
Streetscapes	2,200,000
Irrigation	606,666
Traffic Control Devices	468,034
Walking Trails & Paths	220,000
Other Infrastructure	186,698
Total Civil	13,933,167
Open Space	
Playgrounds & Reserve Development	1,235,625
Shade Sails	385,000
Public Toilets	175,000
Total Open Space	1,795,625
Property & Buildings	
Property & Buildings	2,761,777
Car Parks	700,000
Sports Courts	300,000
Furniture & Equipment	202,365
Total Property & Buildings	3,964,142
Other Capital	
Fleet Replacement	905,000
IT Hardware	298,000
Local Roads & Community Infrastructure Grant Projects	1,057,753
Total Other Capital	2,260,753
Subtotal Capital Works Program	21,953,687
Key Projects	
Mitchell Park Sports Club Redevelopment	6,605,000
Regional Football Facility	6,315,000
Tarnham Road Tennis Courts	1,640,000
Marion Outdoor Pool	429,554
Coastal Walking Trail	2,463,187
BMX Track Development	5,726,568
Total Key Projects	23,179,309
Total Capital Works Budgets	45,132,996

Other Adjustments to the Annual Business Plan

The following project changes are suggested by staff/Elected Members and have been amended in the Draft ABP 2020-2021 (Attachment 1):

- Inclusion of the Corporate KPI- Carbon Neutrality

- Amendment to pg 32, the project Capella Reserve is now reflected under the Coastal Ward

Fees & Charges Schedule

A Draft Fees & Charges schedule is attached (Attachment 2) for Council's consideration. Council's Fees & Charges Policy directs that Council will levy fees and charges for goods and services on a user pays basis and, where possible to recover the full cost of operating or providing the service or goods. Where it can be demonstrated that members of the community are unable to meet the full cost, concessions may apply.

In terms of applying increases, Council can only provide an increase on the User Charges. Should Council wish to apply a zero % increase in user charges in line with the zero average rate increase the estimated impact of this would result in a \$20-30k fall in forecast income, the largest component of this being \$15-\$20k at the Marion Outdoor Pool.

The Statutory Charges are set by the Government and forecast to increase in line with CPI, as they have done in prior years.

Grants Program

The Grants Program summary (refer Attachment (3) identifies that for 2020-21 Council is forecasting \$15.987m in grants. The report is set up to identify on-going (recurrent) grants and proposed new grants of an operating and capital nature.

Included in the 2020-21 program is Local Roads and Community Infrastructure stimulus grant funding of \$1.057m. Council will consider a report in relation to this funding at the 16 June Elected Member forum.

CONCLUSION:

This report highlights the further development of the ABP 2020-21 and LTFP. The Final ABP 2020-21 and LTFP will be updated with information not available or finalised at the time of preparing this report including:

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

Attachment

#	Attachment	Type
1	Attachment 1	PDF File
2	Attachment 2	PDF File
3	Attachment 3	PDF File

City of Marion Annual Business Plan 2020-2021 DRAFT



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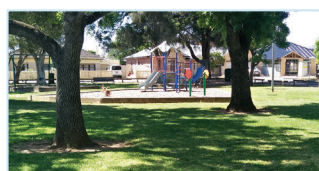
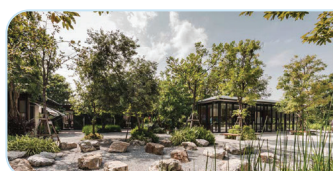
ACKNOWLEDGEMENT OF COUNTRY

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

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WELCOME

Here is the City of Marion's Annual Business Plan 2020-2021. It is our budget for the coming year. We publish this before making any final decision so you get a chance to look at it and ask questions or give your opinion.

The corona virus ("COVID-19") hit while we were preparing this. The anti-virus restrictions imposed by Federal and State governments have brought changes to Council's services and facilities. The restrictions will undoubtedly affect the budget and even now the impact is not fully known.

As a gesture to lessen the rates burden at this difficult time, Council is suggesting zero increase in the average residential rate for the coming year. Council's financial structure depends on getting a huge proportion of revenue from rates, however (like the rest of local government), so there are limits to what we can do. On the other hand, we have a sensible and compassionate hardship policy for people who can demonstrate financial difficulties, and we have waived rent and utilities costs at our Council facilities.

Council continues to deliver projects and services as best we can. This has included library staff focussing on online services, while other staff and volunteers provide social support by telephone. Our outdoor staff are largely continuing with their work, with some safety modifications.

Our major projects (including new facilities for BMX, soccer and Mitchell Park sports) are proceeding. Thanks are due to Federal and State Government for their financial contributions. By carrying on with such projects, we will be pumping life into the local economy when it is sorely needed.

Yours faithfully,

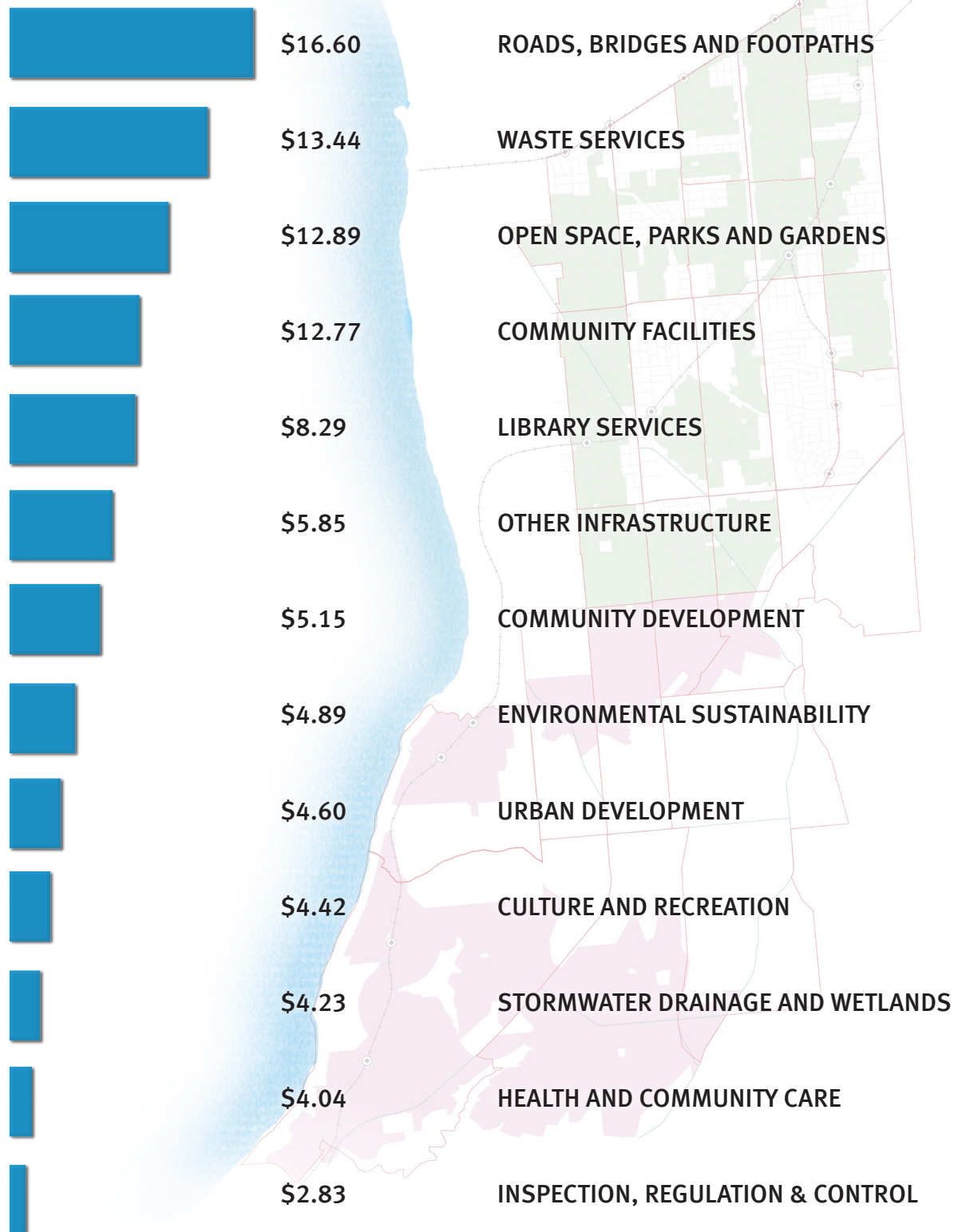


Kris Hanna



YOUR RATES AT A GLANCE

AMOUNTS SPENT PER ONE HUNDRED DOLLARS (\$100)



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OVERVIEW

In preparing the 2020-2021 Annual Business Plan and budget, the Council has determined to undertake strategic initiatives outlined in the Four-Year Business Plan 2019-2023 and to provide services that aim to progress the community's aspirations in the City of Marion Community Vision - 'Towards 2040' and the goals in the 10-Year Strategic Plan 2019-2029.

Council is committed to continuing to deliver value to our ratepayers. Through a focus on prudent financial management and decision making, Council will continue to identify on-going savings. This strong efficiency focus has enabled us to support our community with a proposed zero increase in the average rate for 2020-2021.

This year's Annual Business Plan addresses key feedback from residents in the Community Satisfaction Survey, including street trees and footpath investment.

During 2020-2021, the City will continue to be improved through investment in the following initiatives:



IMPROVING STREETSCAPES

Council will invest \$2.2m to improve the character, and functionality of streets and arterial roads. Work includes planting trees, paving, landscaping and overall improving public amenity. Works will also ensure footpaths & kerb ramps are compliant with the *Disability Discrimination Act 1992* guidelines.



MITCHELL PARK SPORTS & COMMUNITY REDEVELOPMENT

Construction of the \$15.74m rebuild of the ageing facility is due to begin in early 2021. The redevelopment will include indoor and outdoor multipurpose sports courts, clubrooms, a neighbourhood centre and dog club. Council has committed \$10.74m, and the Federal Government \$5m.



COASTAL WALKWAY

Council has endorsed a \$4.8m plan to further improve the Coastal Walkway after temporarily closing a 2.5km section for repairs due to safety concerns.

It has committed \$2.44m to rebuild the sections that remain closed and connect the walkway between Heron Way Reserve and the Field River. The State Government has provided matched funding to help deliver the plan.



EDWARDSTOWN EMPLOYMENT PRECINCT

Council is transforming Edwardstown into a modern business district to attract new industry and create jobs. Work includes making the streets greener, cooler, and more attractive with a \$170,000 project funded equally between Council and State Government.

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OAKLANDS PRECINCT PROJECT

This \$5m project involves building a new playground, footpaths and streetscapes to better connect Oaklands Station to Marion's entertainment hub.

New technology will be used on the precinct's lighting, interactive wayfinding, irrigation, traffic, and parking solutions, and playground.

Work on the 'smart precinct' commenced in May 2020 and will be complete in 2021.

Council received a \$867,500 grant from the Federal Government towards the work, funded under its Smart Cities and Suburbs Program.



NEW BMX AND SOCCER FACILITIES

The \$12.8m construction of new soccer and BMX facilities on Majors Rd, O'Halloran Hill is scheduled to begin in November 2020. The soccer facilities will cost \$7m and include three turf pitches, floodlighting, fencing, clubrooms, and car parking for more than 200 vehicles. Council will provide \$4.5m of funding and the State Government \$2.5m.

The Sam Willoughby International BMX track will cost \$5.8m and include a UCI standard track, clubrooms, landscaping, and car parking.

Marion Council will provide \$1.75m, the State Government \$3.3m, and Onkaparinga Council \$0.75m.



CITY WIDE ATTRACTION PLAYGROUND

A feasibility study undertaken during 2019-2020 has indicated a partnership would be necessary to fund an iconic playground that would attract people from throughout the City of Marion. Council will seek potential partners.



REDEVELOP TENNIS & NETBALL COURTS - OPEN SPACE AT TARNHAM ROAD RESERVE

Council will replace four ageing tennis courts with four new courts that can be used for both tennis and netball.

A shelter, toilet, and play equipment will also be installed. Work will cost \$1.64m and is expected to begin in early 2021.



REPRESENTATION REVIEW

Every eight years, the Council is required to review its elector representation structure in accordance with Section 12 of the *Local Government Act 1999*. This is a comprehensive review of the composition and ward structure of the Council. The review will include a two staged community consultation with a range of options for the community to consider and then a proposed structure.

The outcomes of the Representation Review will be implemented at the 2022 Local Government Elections.



MARION OUTDOOR POOL UPGRADE

The \$3.57m multi-year upgrade of the Marion Outdoor Pool is scheduled to be completed by the start of the 2020 summer season.

The next stage of works will complete the three year project and include a splash pad, water play and picnic areas, shade, and paths.

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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



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

LIVEABLE

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

VALUING NATURE

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

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.

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STRATEGIC MANAGEMENT FRAMEWORK

This Annual Business Plan 2020-2021 is an integral part of Council's Strategic Management Framework that will enable strategic and operational plans, management systems and processes to work together to effectively deliver the Community Vision.



STRATEGIC MANAGEMENT FRAMEWORK

30 YEAR COMMUNITY VISION TOWARDS 2040

LIVEABLE VALUING NATURE INNOVATIVE
PROSPEROUS CONNECTED ENGAGED

A shared Community Vision

Innovating a future for the city and its residents

STRATEGIC PLANS

STRATEGIC PLAN
WORKFORCE PLAN
DEVELOPMENT PLAN
ASSET MANAGEMENT PLAN
LONG TERM FINANCIAL PLAN
HEALTH, SAFETY & ENVIRONMENT PLAN

A suite of plans that focus Council's contributions to the Community Vision

BUSINESS PLAN JULY 2019–JUNE 2023

Council's delivery program over its term

WORK AREA PLANS

Team level planning to ensure community and Council's priorities are delivered

ANNUAL BUSINESS PLAN

Identifies how Council's work is resourced and paid for each year

PERFORMANCE DEVELOPMENT PLANS

Individual delivery and development plans

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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 the context for the development of this plan.

The following broad trends impacting our city include:



PUBLIC HEALTH

Council took an innovative approach to changing the way it delivered services due to the impacts of COVID-19. This included rapidly investing in new technology so more than 200 staff could work from home.

Despite the suspension of public access to facilities, all vital services continued, while others were modified or delivered online.

Vulnerable residents were supported with phone calls to check on their wellbeing, activity packs, and frozen meal deliveries. An online learning and entertainment package provided dozens of free activities for the community and business.



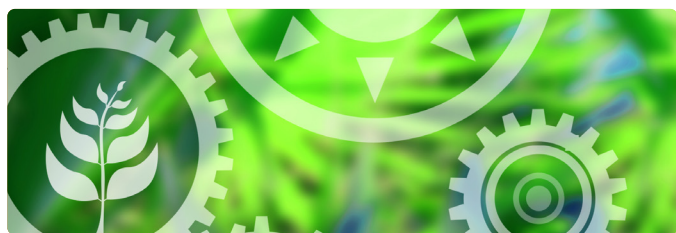
ENVIRONMENT

Climate projections indicate that by 2030 Southern Adelaide will experience an increased incidence of heatwaves, exacerbating the urban heat island effect. Projections indicate overall reduced rainfall and more intense heavy rainfall events, and more severe and extreme fire danger and a longer fire season.

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 and our partnership with Resilient South.

To further support our commitment to the environment we will implement a plan to achieve carbon neutrality for Council operations by 2030.

This year we have partnered with Jolt, who will be installing 8 electric vehicle charging stations. The asset will be owned by Jolt and they will pay for power. There is no cost to Council.



HEALTH, WELLBEING & 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, indicating the potential for social isolation.

Council's focus on facilities and services that promote healthy lifestyles, community participation and wellbeing will positively impact our community.



POPULATION GROWTH

The City of Marion population is forecast to grow by 10% over the next 10 years. To facilitate growth in our community it is important to invest in our infrastructure to meet future needs. A significant part of Council's annual spend is devoted to the repair, maintenance and upgrade of community assets.

Council is currently undertaking asset management plans over a 10-year planning period to ensure that we can continue to deliver services to our community in the most efficient and affordable way.

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LOCAL ECONOMY

Council is a partner with the Southern Adelaide Economic Development Board and is committed to making the region the best place to live, work, invest and do business.

Major Federal and State Government transport projects, including the Darlington Upgrade Project, are nearing completion and will improve access to the region for business and visitors.

The City of Marion, in partnership with State and Federal Governments, is initiating more than \$40m worth of local projects that will create jobs.

The revitalisation of Edwardstown has the potential to boost the local economy, create jobs, and attract investment.



INNOVATION

A smart community uses technology and data to drive economic activity, accelerate innovation, and better manage energy, resources and services.

Council seeks to use technology to improve services and our residents' quality of life.

The upgrade of Oaklands Crossing has enabled Council to begin work to build its first "smart precinct".

This aims to improve connectivity between the station and key destinations including the Marion Cultural Centre, the State Aquatic and Leisure Centre, and Westfield Marion.



PLANNING SYSTEM REFORMS

The State Government has continued to progress a range of reforms to South Australia's planning and development system, to implement the *Planning, Development and Infrastructure Act 2016*.

The modernisation of the system includes converting all Council development plans into one central online portal, the E-Planning system. These changes are likely to impact on Council's business and financial operations in the area of local planning, including:

- A reduction in Council's influence in the assessment of development applications

- Further deregulation of planning assessment through Private Certification

- Changes to operational management of Council's Development Services department

- Improvements to our information technology systems and cost-shifting from the State Government to service a central online planning portal and e-planning system.

Council will monitor the impact of the State Government's reforms package on our business operations as details emerge.



WASTE MANAGEMENT

In January 2018, China introduced restrictions on the importation of recycled materials under its National Sword Policy. This development provided an opportunity for councils to consider localised solutions.

The Southern Region Waste Resource Authority (SRWRA), established by the Cities of Marion, Onkaparinga and Holdfast Bay, is a regional subsidiary that is responsible for providing and operating waste management services.

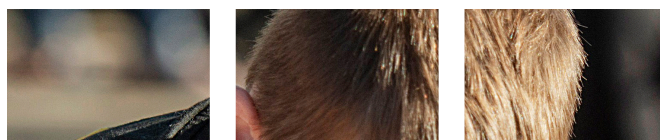
SRWRA recently announced that a new material recycling facility will be established so that recyclables can be re-processed and manufactured locally.

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FRAMEWORK OF THE ANNUAL BUSINESS PLAN

The Annual Business Plan 2020-2021 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 the Council undertakes a number of internal audits. These reviews and assessments have identified a number of key opportunities or requirements for the Council to improve its operations. This document includes the necessary resources to continue Council's independent review process and implement recommendations accordingly.

- MAINTAIN, ON AVERAGE, A BREAK-EVEN OR POSITIVE FUNDING (CASH) POSITION OVER THE LONG TERM FINANCIAL PLAN**



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

- CONTINUE TO IMPROVE THE MAINTENANCE OF ASSETS IN ACCORDANCE WITH COUNCIL'S ASSET MANAGEMENT PLANS, WITH A PRIORITY ON MAINTENANCE BEFORE RENEWAL, AND RENEWAL BEFORE NEW WHEN IT IS COST EFFECTIVE TO DO SO**



The Annual Business Plan has been prepared taking into consideration Asset Management Plan requirements, outcomes of recent infrastructure audits, targets set for renewal versus depreciation of 80-100% as per the Asset Sustainability Key Performance Indicator.

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- **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 \$5.6m to \$6.4m between 30 June 2020 and 30 June 2021. With consideration given to its financial ratios, this means that the 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 2020-2021 relate to Council's contribution towards the Mitchell Park Sports & Community Centre and are anticipated to increase to \$13.9m by 30 June 2022 as this project progresses. Any changes to the timing and scope of this project may reduce the funding and in turn requirement for borrowings currently factored into the 2020-2021 Annual Business Plan.

- **MAINTAIN COUNCIL'S POSITION FOR AN AVERAGE RESIDENTIAL RATE WHICH REMAINS AMONG THE LOWER RATING METROPOLITAN COUNCILS**



Comparative 2019/20 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.



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CONTINUING AND IMPROVING SERVICE DELIVERY

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

ONGOING SERVICES	
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	Increased levels of tree planting annually

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	



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PROJECT PRIORITIES

In 2020-2021 the Council plans to commence or continue working on the following strategic initiatives, as outlined in our 4 Year 2019-2023 Business Plan:

CONTINUING INITIATIVES

CONTINUING INITIATIVES FROM PRIOR YEARS	KEY STRATEGIC THEME
Continue the Oaklands Precinct project to provide improved public amenity and connectivity	Liveable
Commence a feasibility plan for a destination playground to attract users city-wide	Liveable
Continue to expand the streetscape program to include arterial roads	Liveable
Continue planning for a UCI standard BMX facility in partnership with State Government and the City of Onkaparinga	Liveable
Continue to develop the City Property Strategic Asset Management Plan to meet community, sport and recreation needs	Liveable
Continue the Marion Outdoor Pool building and recreational facilities upgrade	Liveable
Continue work on the Hallett Cove Foreshore redevelopment	Liveable
Continue to progress the redevelopment of four multi-purpose courts and open space at the eastern end of Tarnham Road Reserve	Liveable
Continue planning for the Mitchell Park Sports and Community Club redevelopment	Liveable
Implement the Reconciliation Action Plan 2019-2023	Engaged
Continue to deliver the Volunteer Strategy 2019-2021	Engaged
Develop and deliver a Disability Access and Inclusion Plan	Engaged
Implement the Coastal Climate Change Adaptation Plan	Valuing Nature
Implement the Energy Efficiency and Renewable Energy Plan	Valuing Nature
Continue to develop the data platform 'Metrics that Matter' to enable improved service delivery	Innovative
Develop a strategy and implement the enhancement and transformation of our business enterprise systems (including Asset Management system)	Innovative
Implement the Social Media Strategy 2019-2023	Innovative
Continue work to activate the Edwardstown and Melrose Park Employment Precinct	Prosperous
Partner to transition to the new Planning and Design code	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
Continue to trial the third community bus	Connected
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

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NEW PROJECTS COMMENCING IN 2020-2021

2020-2021 INITIATIVES	KEY STRATEGIC THEME
Improve Marino Hall and surrounds	Liveable
Review and deliver improved Cove Sports and Community Club facilities	Liveable
Redevelop Capella and Nannigai Reserve	Liveable
Identify options for recreational facilities at 262 Sturt Road in 2021 and if feasible, commence implementation in 2021-22	Liveable
Assess the future provision of the Oaklands Wetlands Education Centre In partnership with Flinders University	Valuing Nature
Develop an online one stop shop for customers to enable easy access to information and transactions for Council services, rates, registrations and events	Innovative
Research technology and automated solutions for the management of assets and streetscapes	Innovative
Progress the Coastal Walkway	Connected

ASSET MANAGEMENT

The City of Marion's Asset Management vision is:

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

Council's 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.

A significant part of Council's annual spend is devoted to the operation, maintenance and renewal of public assets which deliver safe and sustainable services to the community. Council will continue to optimise our spending on these assets through better asset management to deliver current service levels in the most affordable and efficient way. Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to build asset resilience in response to climate impacts.

WE OWN AND MANAGE OVER \$1 BILLION OF ASSETS



**BUILDINGS AND
STRUCTURES**



TRANSPORT



STORMWATER



WATER RESOURCES



OPEN SPACE



COASTAL WALKWAY



**FLEET, PLANT AND
EQUIPMENT**



**INFORMATION AND
COMMUNICATION
TECHNOLOGIES**

Our assets enable the provision of services to the community and businesses for current and future generations. Assets play a vital role in the local economy and on residents' quality of life.

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MEASURING OUR SUCCESS

Monitoring performance is a critical element of strategic management. It is the mechanism for critically ensuring that the 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 2020-2021 (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	No stretch target
Delivery of agreed projects identified in the Annual Business Plan and the second year targets in the 4 year Plan	Greater than or equal to 95%	No stretch target
Lost Time Injury Frequency Rate (An industry standard measure for injuries where a whole days work or more is lost due to a workplace injury).	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 – adjusted for Council endorsed changes to meet resourcing requirements	Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements
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 (A measure to assess that we are replacing community assets in a timely manner)	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 85% 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%
Community engagement/communications	Project specific communications to the public should be timely and accurate	100%
Carbon Neutrality - carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan (applicable 2021/22 onwards)	Actual annual emissions less than the plan's annual target emissions	Actual annual emissions 5% less than the plan's annual target emissions

We will report on our progress against our 2020-2021 KPI dashboard quarterly at Council meetings and in our 2020-2021 Annual Report.

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FUNDING THE ANNUAL BUSINESS PLAN

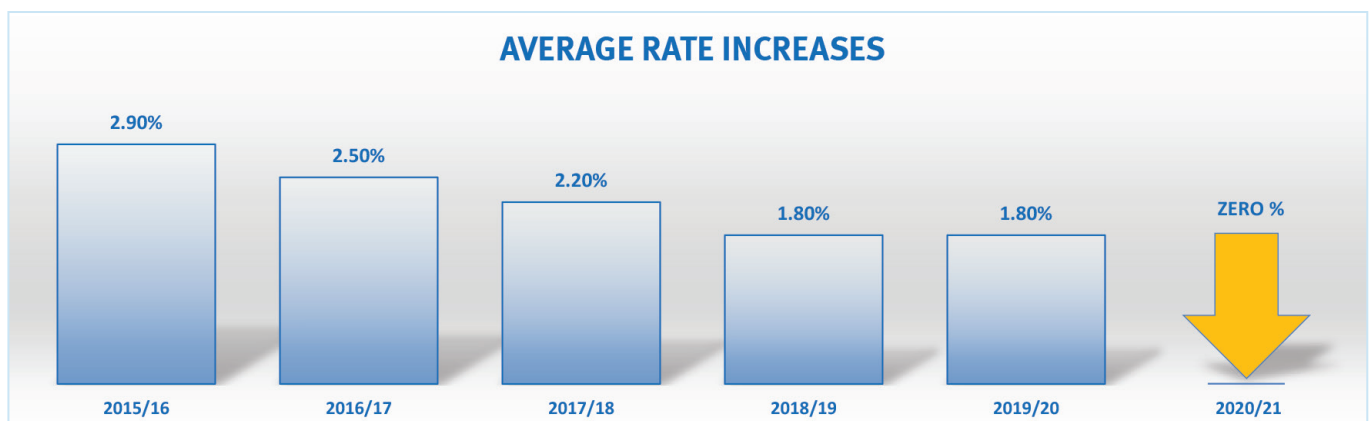
YOUR RATES IN 2020-2021

The Annual Business Plan is based on a zero increase in the average rate for the coming year. In setting rates for 2020-2021, Council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2020-2021.

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 2020-2021.

While the average rate increase is zero, 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 to support our community during these difficult times Council is proposing a zero increase in the average rate for 2020-2021. Our rate increases have been decreasing steadily over the past 6 years and the 2020-2021 rate freeze is the lowest rate adjustment to date.

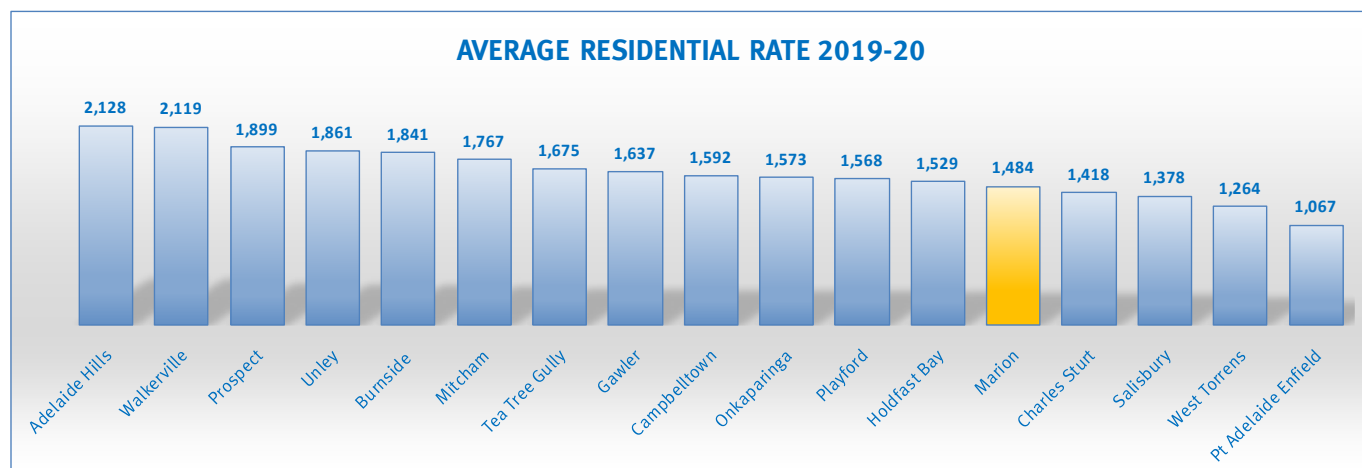


With changing community needs and other external influences impacting on the community, there is a need for Council to consider how to plan more effectively, both for the longer term and more immediate community benefit. The rate increase is set at a level that provides confidence that services will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

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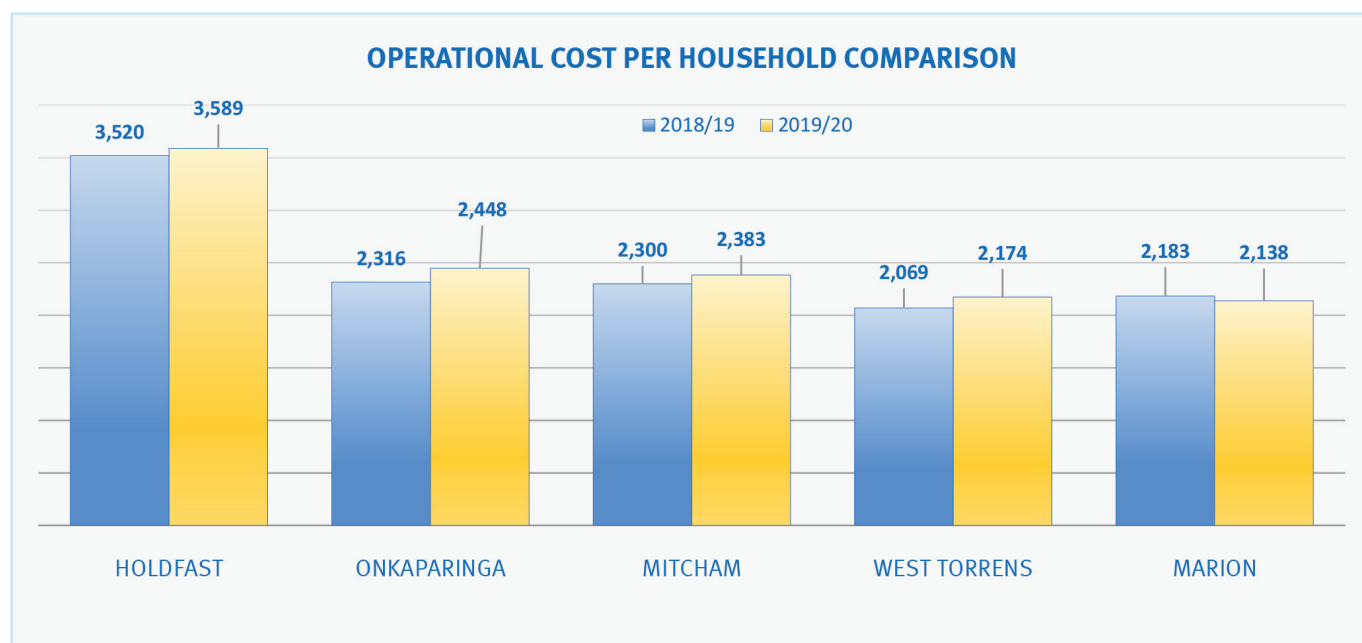
COMPARATIVE RATING DATA



With a zero increase, 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 2019-20 Council had the 5th lowest average metropolitan residential rate.

OPERATIONAL COST PER HOUSEHOLD

Council's primary benchmark is to compare its average residential rate against other metropolitan councils as shown in the 'Average Residential Rate 2019-20' table above. The table below illustrates that Council's operational costs per household compare favourably against those of our neighbouring councils. This does not take into account different councils' service levels, infrastructure renewal and revenue from grants.

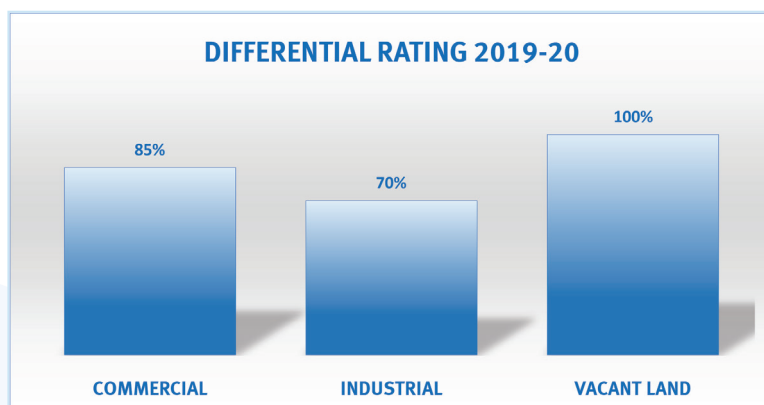


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DIFFERENTIAL RATING

Council currently derives 18% (2019-20: 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 on its Land Use to ensure a fair and equitable distribution of rates within the City of Marion. The differential rate is charged in addition to the normal rate. In applying this approach, Council will take into consideration all prevailing economic conditions and changes and adjust its differential rates accordingly, to ensure an appropriate and fair equalisation of rates across all land use categories. Differential rates to apply to land use are as follows:



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BUDGETED INCOME STATEMENT

An operating surplus of \$6.677m before capital revenues is forecast for 2020-2021. 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 services.

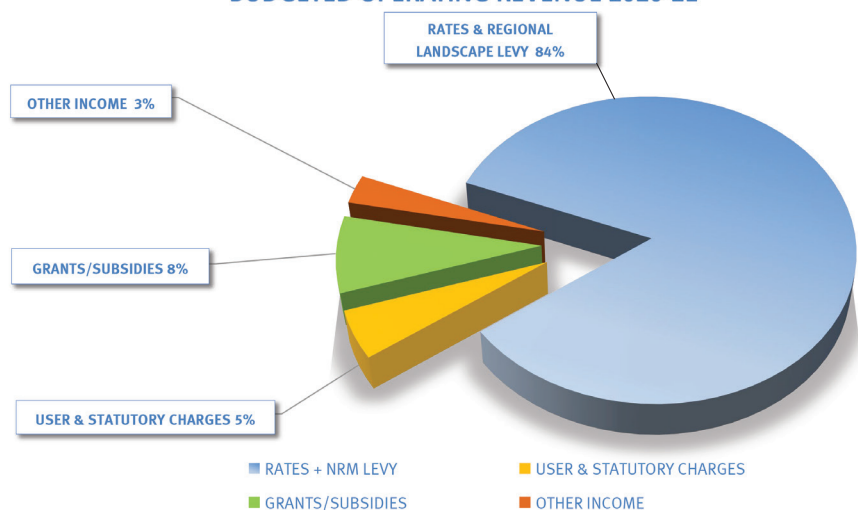
Budgeted Income Statement	3rd Review 2019/20 \$'000	Budget 2020/21 \$'000	Variance \$'000
Operating Revenue			
Rates - General	77,321	78,019	698
Rates - Regional Landscape Levy *	1,973	2,026	53
Statutory Charges	2,069	2,161	92
User Charges	2,265	2,278	13
Grants/Subsidies	6,223	7,824	1,601
Investment Income	902	755	(147)
Reimbursements	1,448	1,164	(284)
Other Revenue	884	1,246	362
Share of Profit/(Loss) Regional Subsidiaries	1,278	365	(913)
Total Operating Revenue	94,364	95,838	1,475
Operating Expenditure			
Employee Costs	36,310	37,962	1,652
Contractor Services	25,882	20,879	(5,003)
Materials	5,474	4,808	(666)
Finance Charges	397	322	(75)
Depreciation	15,527	15,708	181
Other Expenses	7,620	9,482	1,862
Total Operating Expenditure	91,210	89,161	(2,049)
Operating Surplus/(Deficit) before Capital Revenues	3,154	6,677	(3,524)
Capital Grants and Contributions	647	8,163	7,516
Asset Disposal and Fair Value adjustments	-	-	-
Net Surplus/(Deficit)	3,801	14,840	11,040

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

OPERATING REVENUE

The main source of income for Council is rate revenue; making up 81% (84% including Regional Landscape Levy) of total revenue in 2020-2021, with other sources being government regulated fees for statutory services, diminishing levels of untied federal grant monies, as well as other grants from State and Federal government.

BUDGETED OPERATING REVENUE 2020-21



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GENERAL RATES

Council's revenue in 2020-2021 includes \$78.019m to be raised in general rates. The budget has been developed on the basis of a zero average rate increase (excluding new developments and capital improvements). In setting rates for 2020-2021, Council has forecast the revenue required to meet the costs of delivering the services and projects to be provided to the community in 2020-2021.

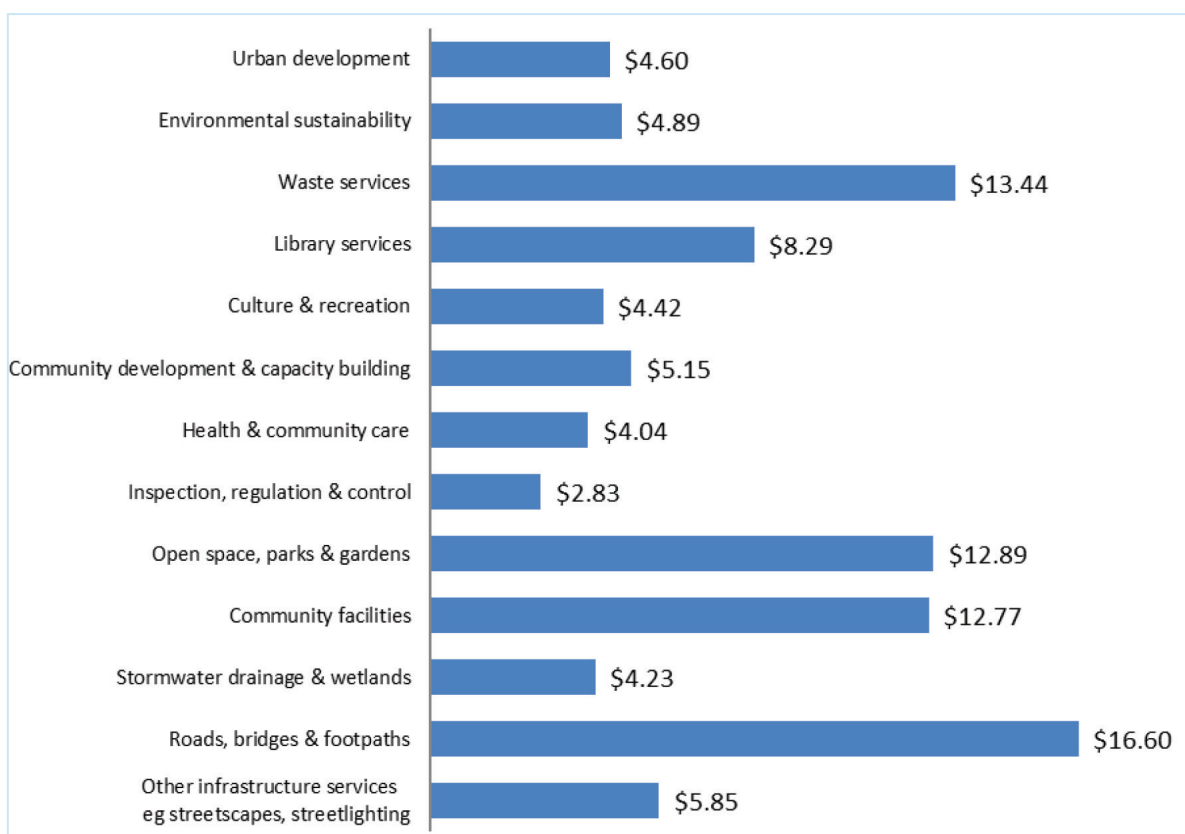
Growth for new developments and capital improvements is forecast at 1% for 2020-2021. This predominantly is the result of new housing in Marion and property improvements, as reported by the Valuer General. The revenue created by this growth will cover the increased costs of servicing a growing community, 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.

OPERATING EXPENDITURE

Council's operating expenses are forecast to reduce to \$89.2m in 2020-2021. The following graph shows a breakdown of operating expenditure across Council services for every \$100 spent:



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EMPLOYEE COSTS

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

Employee costs are forecast to increase by \$1.65m primarily because of increases in Council's staff Enterprise Agreements and additional resources for Council's Digital Transformation projects.

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 three years to 30 June 2021.

The indoor staff EA is negotiated with the Australian Services Union (ASU) and staff agreed to a 2.0% per annum increase, or March CPI if greater, for the three years to 30 June 2022.

A reduction of \$464k 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 \$5.0m (19.3%) is forecast in the 2020-2021 budget which relates to the anticipated finalisation of a number of larger projects the Council contributed to, including the Smart Cities program, replacing the Asset Management System, Morphettville Park Oval Realignment and the Hallett Cove R-12 Car Park along with other minor one-off programs.

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 \$0.67m (12.2%) in materials is forecast in the 2020-2021 budget.

OTHER EXPENSES

Other Expenses have increased by \$1.86m (24.4%) stemming primarily from the \$2.0m budgeted contribution towards the proposed Destination Playground in the 2020-2021 budget.

CAPITAL REVENUE

CAPITAL GRANTS AND CONTRIBUTIONS

Council has forecast \$8.16m in capital grants and contributions towards new capital works planned in 2020-2021. This primarily relates to grant funding of \$5.0m from the Federal Government for Mitchell Park Sports & Community Club Redevelopment with a total project cost of \$15.74m (with the remaining \$10.74m coming from Council funds).

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BUDGETED CAPITAL EXPENDITURE

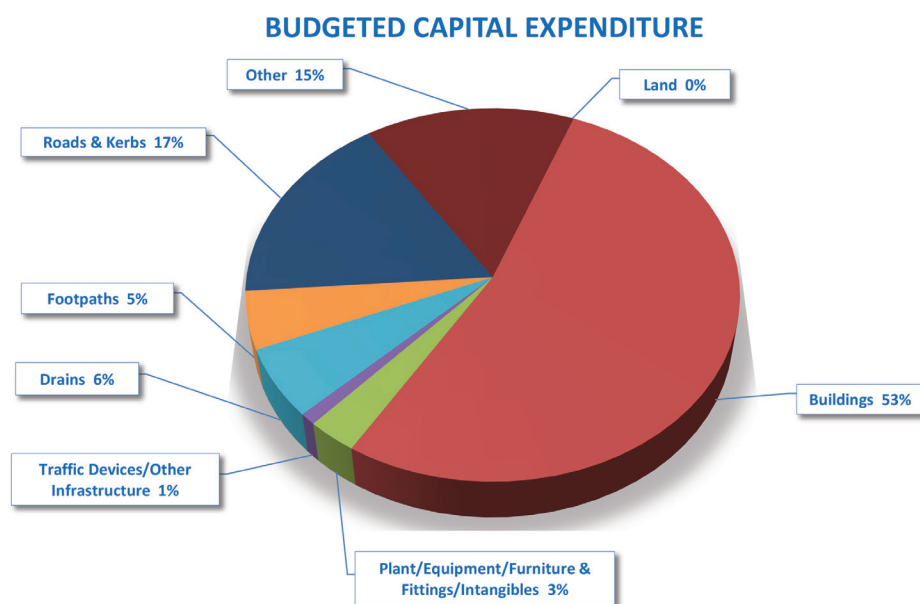
The 2020-21 Budgeted Statement of Capital Expenditure forecasts total capital expenditure of \$45.133m including \$13.842m renewal and \$31.291m new and upgrade.

The following table summarises Council's planned Capital Works Program for 2020-2021

Capital Expenditure	3rd Review 2019/20 \$'000	Budget 2020/21 \$'000
Land	73	
Buildings	7,674	23,908
Infrastructure:		
Roads & Kerbs	7,183	7,416
Drains	1,819	2,721
Footpaths	1,726	2,315
Traffic Control Devices	419	468
Other Infrastructure	3,169	5,328
Plant and Equipment	2,051	1,203
Furniture and Fittings	78	202
Other	3,185	1,571
Intangibles	19	0
Total Capital expenditure	27,396	45,133
Represented By:		
Capital Expenditure		
Assets - Renewal	9,895	13,842
Assets - New	17,501	31,291
	27,396	45,133

Funding for key capital projects included in the 2020-2021 budget included Mitchell Park Sport and Community Club (\$6.6m), Southern Region Soccer Facility (\$6.315m), Sam Willoughby International BMX facility (\$5.593m), Tarnham Road Tennis and Netball Courts (\$1.64m) and Marion Outdoor Pool upgrades (\$0.430m).

The reduction in in Other Capital Expenditure relates to the Marion Outdoor Pool nearing completion.



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FINANCING THE BUDGET

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

	3rd Review 2019/20 \$'000	Budget 2020/21 \$'000
Net Lending/(Borrowing)		
Operating Surplus/Deficit before Capital Amounts	3,154	6,677
<u>less: Net Outlay on Existing Assets</u>		
Capital expenditure on asset renewal/replacement	9,895	13,842
less Depreciation/Ammortisation	(15,526)	(15,708)
	(5,631)	(1,866)
<u>less: Net Outlay on New/Upgrade Assets</u>		
Capital expenditure on New & Upgrade Assets	17,501	31,291
less Capital Grants	(647)	(8,163)
	16,854	23,128
Adjustments		
(Gain)/loss on disposal of assets	0	-
Share of Equity - Regional Subsidiaries	(1,278)	(365)
	(1,278)	(365)
Net funding increase/(decrease)	(9,347)	(14,950)

The table above identifies the Council's net funding result. Council's budget for 2020-2021 is expected to result in a net decrease in funding of \$14.95m.

Financing transactions associated with accommodating the expected net lending result in 2020-2021 are as follows:

	3rd Review 2019/20 \$'000	Budget 2020/21 \$'000
Financing Transactions		
New Borrowings	0	2,000
less: Repayment of Principal on Borrowings	(1,170)	(1,245)
less: Increase/(Decrease) in Cash & Investments		
Transfers from/(to) Reserves	12,116	14,317
Cash Drawdowns/(Investment)	(1,599)	(121)
Equals: Financing Transactions	9,347	14,950

Additional borrowings of \$2m are forecast for 2020-2021, in addition to this, principal repayments of existing loans will result in a forecast balance outstanding as at 30 June 2021 of \$6.39m.

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Council's Long Term Financial Plan includes an allowance for borrowings of up to \$13.45m for the following projects:

Project	Year	\$000's
Mitchell Park Sporting and Community Centre	2020/21	2,000
Mitchell Park Sporting and Community Centre	2021/22	8,490
Administration building essential works - proposed	2022/23	2,960
		13,450

These borrowings are indicative and will see Council's borrowings projected to peak at \$14.5 m in 2022-2023, with its Debt Servicing Ratio peaking at 2.6% in 2023-2024 against a maximum target of 5.0% and its Net Financial Liabilities ratio reaching 8.63% in 2022-2023 against a target of up to 50%.

FINANCIAL RATIOS

To assist Council in meeting its objective of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided. Where a Council target has not been adopted, the recommended Local Government Association (LGA) target has been used. The 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 2020-2021.

Ratio	Council Target	2020-21 Budget	3 Year Average
Operating Surplus	0% - 10%	6.97%	6.38%
Asset Renewal Funding Ratio (formerly Asset Sustainability Ratio)	95% - 100%	110.40%	100.14%
Asset Consumption	80% - 100%	74.97%	76.19%
Net Financial Liabilities	0% - 50%	-2.15%	N/A
Debt Servicing	0% - 5%	1.60%	N/A

The Asset Consumption ratio falls below the expected target, however the Council's Asset Renewal Funding ratio exceeds the target by 10.4% in 2020-2021 and is tracking slightly above the 100% target over the three year window. This indicates that Council's asset base is being maintained and tracking closely to the target of 100% with new capital works. Council is continuing to refine its Asset Management Plans and strategies as they relate to specific asset classes to assist with maintaining or improving this ratio into 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.

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APPENDIX 1. CAPITAL WORKS PROGRAM

STREETSCAPE PROGRAM 2020/21		
Road Name	Suburb	Ward
Sturt Road - Marion to Morphett Road	Oaklands Park	Warracowie
Alawoona Avenue	Mitchell Park	Warriparinga
Quick Road (Stage 2)	Mitchell Park	Warriparinga
Birch Crescent	Clovelly Park	Warriparinga
<i>* Please note capital works programs are subject to change</i>		

OPEN SPACE & RECREATION WORKS PROGRAM 2020/21			
Location	Suburb	Ward	Description
Playground Implementation Program			
Brooklyn Drive Reserve	Hallett Cove	Southern Hills	Construction
Capella Drive Reserve	Hallett Cove	Coastal	Construction
George Street Reserve	Marion	Warriparinga	Construction
Glandore Community Centre	Glandore	Woodlands	Construction
Oakvale Way Reserve	Hallett Cove	Coastal	Construction
Stanley Street Reserve	Glengowrie	Mullawirra	Construction
Yanyarie Avenue Reserve	Edwardstown	Woodlands	Construction
Various*	Various	Various	Remove Playground without replacement
<i>* Council is currently finalising the exact locations for playground removals for 2020/21</i>			
Reserve Improvements			
Alpine Drive Reserve	Seacombe Heights	Warriparinga	Construction
Christopher Grove Reserve	O'Halloran Hill	Southern Hills	Construction
Crown Street Reserve	Dover Gardens	Warracowie	Construction
Denham Avenue Reserve	Morphettville	Mullawirra	Construction
Hallett Close Reserve	Sheidow Park	Southern Hills	Construction
Hugh Johnson Boulevard Reserve	Sheidow Park	Southern Hills	Construction
Kellett Reserve	Morphettville	Mullawirra	Construction
McKellar Terrace Reserve	Morphettville	Mullawirra	Construction
Montague Drive Reserve	Sheidow Park	Southern Hills	Construction
Sandy Glass Court Reserve	Sheidow Park	Southern Hills	Construction
Skipper Close Reserve	Hallett Cove	Southern Hills	Construction
Tilley Court Reserve	Marion	Warriparinga	Construction
Westall Way Reserve	Sheidow Park	Southern Hills	Construction
York Avenue Reserve	Clovelly Park	Woodlands	Construction
Tennis & Netball Courts			
<i>Council is currently finalising the program of works for 2020-2021</i>			
<i>* Please note capital works programs are subject to change</i>			

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PROPERTY/BUILDING WORKS PROGRAM 2020/21

Location	Suburb	Ward	Description
Boatshed Café	Hallett Cove	Coastal	Various building upgrades
Capella Reserve	Hallett Cove	Coastal	Replacement of Gecko Mats
Castrol Shed	Hallett Cove	Coastal	Toilet upgrade
Koorana Gym	Morphettville	Mullawirra	Underpinning works
Marion Leisure & Fitness	Morphettville	Mullawirra	Reception upgrade
Marion Outdoor Pool	Park Holme	Mullawirra	Carpark light upgrade, boiler replacement, heating system, speakers
Morphettville Park Cricket Club	Morphettville	Mullawirra	Cricket nets upgrade
Park Holme Library	Park Holme	Mullawirra	Atrium and Toilet upgrade
Plympton Park Sports Club	Plympton Park	Mullawirra	LED oval lighting upgrade and roof repairs
Cove Sports & Community Club	Hallett Cove	Southern Hills	AV replacement, fridge/freezer replacement
Sam Willoughby BMX Track Development	O'Halloran Hill	Southern Hills	Construction of BMX track and clubrooms
Majors Road Soccer Facility	O'Halloran Hill	Southern Hills	Construction of soccer pitches and clubrooms
Marion Cultural Centre	Oaklands Park	Warracowie	Theatre lighting and tech upgrades
Marion Cultural Centre Library	Oaklands Park	Warracowie	Removal office walls
Adelaide Remote Control Car Club	Mitchell Park	Warriparinga	LED Lighting installation
Administration Building	Sturt	Warriparinga	Replacement of air conditioner units & car park lighting
LKCC Coach House	Bedford Park	Warriparinga	Wall replacement
Cooinda	Sturt	Warriparinga	Air conditioner upgrade
Marion Bowls Club	Marion	Warriparinga	Electrical board upgrade
Marion RSL	Marion	Warriparinga	Car park upgrade
Marion Tennis Club	Marion	Warriparinga	Fencing replacement
Clovelly Park Community Hall	Clovelly Park	Woodlands	Kitchen upgrade
Cosgrove Hall	Clovelly Park	Woodlands	Stage lighting and curtain upgrade
Edwardstown Soldiers Memorial Recreation Ground	Edwardstown	Woodlands	Bowling LED upgrade and landing windbreak
Glandore Community Centre - Fitz Simmons Building	Glandore	Woodlands	Bi-fold doors
Glandore Community Centre - Naldera Building	Glandore	Woodlands	Toilet upgrade
Glandore Sports & Community Club	Glandore	Woodlands	New storage shed, kitchen upgrade and cricket nets upgrade
Harcourt Gardens Building	Clovelly Park	Woodlands	Building cladding replacement
Marion City Band Building	Edwardstown	Woodlands	Kitchen and toilet upgrades

** Please note capital works programs are subject to change*

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ROAD RESEAL PROGRAM 2020/21				
Road Name	Suburb	Ward	From	To
Sandison Road	Hallett Cove	Coastal	Pavana Avenue	Gledsdale Road
Sandison Road	Hallett Cove	Coastal	Bounty Road	Minnipa Drive
Sandpiper Terrace	Hallett Cove	Coastal	Gannet Court	End
Shaftesbury Terrace	Marino	Coastal	Rockford Place	Jervois Terrace
St Vincents Avenue	Hallett Cove	Coastal	Grand Central Avenue	Seaview Avenue
Yartoo Street	Hallett Cove	Coastal	Grantala Court	End
Bray Street	Plympton Park	Mullawirra	Park Terrace	Morphett Road
Harding Street	Glengowrie	Mullawirra	Morphett Road	Filmer Avenue
Hardy Avenue	Glengowrie	Mullawirra	Diagonal Road	Conrad Street
Lawson Avenue	Morphettville	Mullawirra	Morphett Road	Gordon Terrace
Livingstone Street	Glengowrie	Mullawirra	Morphett Road	Wilkins Street
Park Terrace	Plympton Park	Mullawirra	South Terrace	Wattle Terrace
Wattle Terrace	Plympton Park	Mullawirra	Arthur Street	Park Terrace
Clare Court	Sheidow Park	Southern Hills	Clare Avenue	End
Westall Way	Trott Park	Southern Hills	Adams Road	Amaroo Road
Crown Street	Dover Gardens	Warracowie	Morphett Road	Winchester Street
Dunedin Street	Dover Gardens	Warracowie	Scarborough Terrace	Quintus Terrace
Dunrobin Road	Warradale	Warracowie	Diagonal Road	CoHB Boundary
Felix Street	Dover Gardens	Warracowie	Scarborough Terrace	Quintus Terrace
Folkestone Road	Dover Gardens	Warracowie	Dalkieth Avenue	Scarborough Terrace
Greenasche Grove	Seacombe Gardens	Warracowie	Kingston Avenue	Sutton Avenue
Richman Street	Oaklands Park	Warracowie	Morphett Road	Finniss Street
Wilton Avenue	Warradale	Warracowie	Diagonal Road	CoHB Boundary
Avalon Road	Marion	Warriparinga	Marion Road	Betty Street
Bede Street	Seacombe Heights	Warriparinga	Karoona Crescent	Alpine Road

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ROAD RESEAL PROGRAM 2020/21 (continued)

Brolga Place	Sturt	Warriparinga	Diagonal Road	Ralph Street
Dorian Avenue	Seacombe Heights	Warriparinga	Seacombe Crescent	End
Grand View Drive	Seacombe Heights	Warriparinga	Seacombe Crescent	Braeside Avenue
Inverness Avenue	Marion	Warriparinga	Pemberton Street	Boyle Street
Karoona Crescent	Seacombe Heights	Warriparinga	Braeside Avenue	Bede Street
Minkie Avenue	Mitchell Park	Warriparinga	Raggatt Crescent	Thorne Crescent
Stroma Road	Marion	Warriparinga	Andrew Avenue	Avalon Road
Adelaide Terrace	Edwardstown	Woodlands	Lindsay Avenue	Flinders Street
Beaumont Street	Clovelly Park	Woodlands	Daws Road	Norrie Avenue
Carramar Avenue	Edwardstown	Woodlands	Daws Road	Konando Terrace
Castle Street	South Plympton	Woodlands	Harris Street	Chitral Terrace
Finchley Street	Clovelly Park	Woodlands	Norrie Avenue	English Avenue
Furness Avenue	Edwardstown	Woodlands	South Road	Russell Terrace
Gertrude Street	Edwardstown	Woodlands	Churchill Road	Malwa Street
Hazel Street	Ascot Park	Woodlands	Daws Road	End
Lindfield Avenue	Edwardstown	Woodlands	Wooton Road	End
Norrie Avenue	Clovelly Park	Woodlands	Beaumont Street	Percy Avenue
Percy Avenue	Clovelly Park	Woodlands	Norrie Avenue	English Avenue
Raglan Avenue	South Plympton	Woodlands	John Street	Towers Terrace
Stuart Road	South Plympton	Woodlands	Marion Road	Edgeworth Street
Thomas Street	South Plympton	Woodlands	Marion Road	Towers Terrace
Walker Avenue	Clovelly Park	Woodlands	Kensington Street	Celtic Avenue
Waverley Avenue	Edwardstown	Woodlands	Dunorlan Road	Woodland Avenue
Wingate Street	Edwardstown	Woodlands	Railway Terrace	Robert Street
Wood Street	Ascot Park	Woodlands	Marion Road	Edgeworth Street

* Please note capital works programs are subject to change

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KERB & WATER TABLE PROGRAM 2020/21

Road Name	Suburb	Ward	From	To
Columbia Crescent	Hallett Cove	Coastal	Grand Central Avenue	Mayflower Crescent
Dutchman Drive	Hallett cove	Coastal	Gwen Street	Heron Way
Grand Central Avenue	Hallett Cove	Coastal	Shamrock Road	Ranger Street
The Cove Road	Hallett cove	Coastal	Barossa Crescent (North)	Jervios Terrace
Arthur Street	Seacliff Park	Coastal	John Street	Gully Road
Baker Street	Glengowrie	Mullawirra	Filmer Avenue	Rosslyn Street
Cliff Street	Glengowrie	Mullawirra	Gillespie Street	CoHB Boundary
Agars Avenue	Morphettville	Mullawirra	Bray Street	Austral Terrace
Regan Avenue	Morphettville	Mullawirra	Dpti split	Quinn Street
Rosedale Avenue	Morphettville	Mullawirra	Oaklands Road	DPTI split
Bowaka Street	Park Holme	Mullawirra	Cungena Avenue	Condada Avenue
Chambers Street	Park Holme	Mullawirra	Whittier Avenue	Cul-De-Sac
Tarranna Avenue	Plympton Park	Mullawirra	Ross Street	Mulcra Avenue
Basten Avenue	Seaview Downs	Southern Hills	Penong Street	Davenport Terrace
Chandada Street	Seaview Downs	Southern Hills	Morphett Road	Yeelanna Avenue
Wangary Terrace	Seaview Downs	Southern Hills	Seacombe Road	Cadell Street
Hutt Street	Sheidow Park	Southern Hills	Lonsdale Road	Cul-De-Sac
Adams Road	Trott Park	Southern Hills	Whiteley Drive (West)	Cassab Court
Boyle Street	Oaklands Park	Warracowie	Finniss Street	Heathcote Street
Boyle Street	Oaklands Park	Warracowie	Heathcote Street	George Street
Doreen Street	Oaklands Park	Warracowie	Milton Street	Cul-De-Sac
Alderman Avenue	Seacombe Gardens	Warracowie	Diagonal Road	DPTI split
Russell Avenue	Seacombe Gardens	Warracowie	Ramsay Avenue	Wilga Street
Sutton Avenue	Seacombe Gardens	Warracowie	Glamis Avenue	Rider Street
Bowker Street	Warradale	Warracowie	Lindley Avenue	Macarthur Avenue
Buckingham Avenue	Warradale	Warracowie	Oaklands Road	Spruce Avenue
Pine Avenue	Warradale	Warracowie	Diagonal Road	DPTI split
Railway Terrace	Warradale	Warracowie	Third Avenue	Sixth Avenue
Wilton Avenue	Warradale	Warracowie	Diagonal Road	CoHB Boundary
Waterman Terrace	Mitchell Park	Warriparinga	Marion Road	Cul-De-Sac
Woodland Road	Mitchell Park	Warriparinga	Bradley Grove (South)	Handley Avenue
Braeside Avenue	Seacombe Heights	Warriparinga	Seacombe Road	Truscott Avenue
Glen Street	Seacombe Heights	Warriparinga	Braeside Avenue	Crystal Street
Miller Street	Sturt	Warriparinga	Seacombe Road	Diagonal Road
Mimosa Terrace	Clovelly Park	Woodlands	Oak Avenue	Ash Avenue
Towers Terrace	Edwardstown	Woodlands	Wheaton Street	Castle Street
Towers Terrace	Edwardstown	Woodlands	Raglan Avenue	Stuart Road
Chitral Terrace	South Plympton	Woodlands	Cross Road	DPTI split
Pleasant Avenue	South Plympton	Woodlands	Winifred Avenue	Ray Street
* Please note capital works programs are subject to change				

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RESIDENTIAL FOOTPATH PROGRAM 2020/21

Road Name	Suburb	Ward
Proactive Footpath Works	Various	Various
Capella Reserve (Stage 2)	Hallett Cove	Coastal
Corsair Court	Hallett Cove	Coastal
Falcon Court	Hallett Cove	Coastal
Nungamoorra Street	Hallett Cove	Coastal
The Cove Road	Hallett Cove	Coastal
Newland Avenue Reserve	Marino	Coastal
Kersley Avenue	Glengowrie	Mullawirra
Morphettville Urban Renewal Project	Morphettville	Mullawirra
Agnes Street	Glengowrie	Mullawirra
Frederick Street	Glengowrie	Mullawirra
Duncan Avenue	Park Holme	Mullawirra
Christopher Court	O'Halloran Hill	Southern Hills
Berrima Road	Sheidow Park	Southern Hills
Eaton Court	Sheidow Park	Southern Hills
Dunrobin Road	Warradale	Warracowie

* Please note capital works programs are subject to change

TRAFFIC DEVICES PROGRAM 2020/21

Road Name	Suburb	Ward	Description
Ayres Court	Morphettville	Mullawirra	Paved parking areas
Alpha Street	Morphettville	Mullawirra	Paved parking areas
Young Street	Sheidow Park	Southern Hills	Woodend Primary School koala crossing
Lander Road/Young Street	Sheidow Park	Southern Hills	Intersection upgrade
Ludgate Avenue	Trott Park	Southern Hills	Paved parking areas
Dunrobin Road	Warradale	Warracowie	Christ the King School koala crossing
Delaine Avenue	Edwardstown	Woodlands	Driveway link removal

* Please note capital works programs are subject to change

STORMWATER DRAINAGE PROGRAM 2020/21

Road Name	Suburb	Ward
Lucretia Wetland	Hallett Cove	Coastal
Shaftesbury Lane / Bandon Terrace Reserve	Marino	Coastal
Calauria Crescent / Wistow Crescent	Sheidow Park	Southern Hills
Coolah Terrace	Marion	Warracowie
Shetland Avenue	Marion	Warraparinga
Ayre Street	South Plympton	Woodlands
Lynton Avenue / Castle Street	South Plympton	Woodlands

* Please note capital works programs are subject to change

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IRRIGATION & WETLANDS PROGRAM 2020/21

Location	Suburb	Ward
Manoora Drive Reserve	Hallett Cove	Coastal
Mema Court Reserve	Hallett Cove	Coastal
Heron Way Reserve	Hallett Cove	Coastal
Stanley Street Reserve	Glengowrie	Mullawirra
Westall Way Reserve	Sheidow Park	Southern Hills
Mitchell Street Reserve	Seaview Downs	Southern Hills
Capella Reserve	Hallett Cove	Coastal
Brooklyn Road	Hallett Cove	Southern Hills
George Street Reserve	Marion	Warriparinga
Mitchell Park Oval	Mitchell Park	Warriparinga
Glandore Community Centre	Glandore	Woodlands
Yanyarrie Street Reserve	Edwardstown	Woodlands
<i>* Please note capital works programs are subject to change</i>		

OTHER INFRASTRUCTURE PROGRAM 2020/21

Details	Suburb	Ward
Bus Shelters	Various	Various
Sturt River Linear Path	Beford Park	Warriparinga
Signage	Various	Various
Lighting	Various	Various

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APPENDIX 2 - BUDGETED INCOME STATEMENT

Budget 2019/20 \$'000	3rd Review 2019/20 \$'000		Budget 2020/21 \$'000
		Operating Revenue	
77,293	77,321	Rates - General	78,019
1,972	1,973	Rates - NRM Levy	2,026
2,203	2,069	Statutory Charges	2,161
2,210	2,265	User Charges	2,278
7,180	6,223	Grants/Subsidies	7,824
708	902	Investment Income	755
530	1,448	Reimbursements	1,164
1,361	884	Other Revenue	1,246
1,278	1,278	Share of Profit/(Loss) SRWRA	365
94,734	94,363	Total Operating Revenue	95,838
		Operating Expenditure	
35,905	36,310	Employee Costs	37,962
23,812	25,882	Contractor Services	20,879
5,021	5,474	Materials	4,808
397	397	Finance Charges	322
15,056	15,526	Depreciation	15,708
7,263	7,620	Other Expenses	9,482
87,453	91,209	Total Operating Expenditure	89,161
7,281	3,154	Operating Surplus/(Deficit) before Capital Revenues	6,677
5,000	647	Capital Grants and Contributions	8,163
-	-	Asset Disposal and Fair Value Adjustments	-
-	-	Physical resources received free of charge	-
12,281	3,801	Net Surplus/(Deficit) resulting from Operations	14,840

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

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APPENDIX 3 - BUDGETED STATEMENT OF FINANCIAL POSITION

Budgeted Statement of Financial Position			
Budget 2019/20 \$'000	3rd Review 2019/20 \$'000		Budget 2020/21 \$'000
		<u>Current Assets</u>	
24,389	41,270	Cash	26,118
6,823	6,011	Receivables	6,629
266	298	Inventory	269
31,478	47,579	Total Current Assets	33,016
		<u>Current Liabilities</u>	
		Bank Overdraft	
10,835	10,867	Creditors	9,919
5,356	5,655	Provisions	5,655
2,049	1,245	Loans	994
18,240	17,767	Total Current Liabilities	16,568
13,238	29,812	Net Current Assets/(Liabilities)	16,448
		<u>Non-Current Assets</u>	
7,437	7,306	Investment in Regional Subsidiaries	7,671
1,189,920	1,169,671	Infrastructure, Property, Plant	1,198,517
1,197,357	1,176,977	Total Non-Current Assets	1,206,188
		<u>Non-Current Liabilities</u>	
766	724	Provisions	724
13,586	4,390	Loans	5,396
14,352	5,114	Total Non-Current Liabilities	6,120
1,196,243	1,201,675	Net Assets	1,216,516
		<u>Equity</u>	
425,569	413,089	Accumulated Surplus	442,246
770,674	788,586	Reserves	774,270
1,196,243	1,201,675	Total Equity	1,216,516

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APPENDIX 4 - BUDGETED STATEMENT OF CHANGES IN EQUITY

Budgeted Statement of Changes in Equity			
Budget 2019/20 \$'000	3rd Review 2019/20 \$'000		Budget 2020/21 \$'000
		Accumulated Surplus	
403,848	397,167	Balance at beginning of period	413,089
12,281	3,806	Net Surplus/(Deficit)	14,840
-	-	Other Comprehensive Income	-
9,959	19,222	Transfers from Reserves	14,632
(519)	(7,106)	Transfers to Reserves	(315)
425,569	413,089	Balance at end of period	442,246
		Asset Revaluation Reserve	
760,237	762,292	Balance at beginning of period	762,292
760,237	762,292	Balance at end of period	762,292
		Other Reserves	
19,877	38,411	Balance at beginning of period	26,295
(9,440)	(12,116)	Net change	(14,317)
10,437	26,295	Balance at end of period	11,978
770,674	788,586	Total Reserves	774,270
1,196,243	1,201,675	Total Equity	1,216,516

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APPENDIX 5. BUDGETED STATEMENT OF CASH FLOWS

Budgeted Statement of Cash Flows			
Budget 2019/20 \$'000	3rd Review 2019/20 \$'000		Budget 2020/21 \$'000
		Cash Flows from Operating Activities	
92,566	95,630	<i>Receipts</i>	94,781
(72,373)	(73,001)	<i>Payments</i>	(73,717)
20,193	22,629	Net Cash Provided by Operating Activities	21,064
		Cash Flows from Financing Activities	
		<i>Receipts</i>	
10,000	-	Loans Received	2,000
		<i>Payments</i>	
(1,170)	(1,170)	Principal	(1,245)
8,830	(1,170)	Net Cash (Used In) Financing Activities	755
		Cash Flows from Investing Activities	
		<i>Receipts</i>	
5,000	629	Capital Grants/Subsidies & Contributions/Investments	8,163
		<i>Payments</i>	
(44,328)	(27,402)	Purchase of IPP&E	(45,134)
(39,328)	(26,773)	Net Cash (Used In) Investing Activities	(36,971)
(10,305)	(5,314)	Net Increase/(Decrease) in Cash Held	(15,152)
34,694	46,584	Cash at Beginning of Reporting Period	41,270
24,389	41,270	Cash at End of Reporting Period	26,118

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APPENDIX 6 - BUDGETED FUNDING STATEMENT

Budget 2019/20 \$'000	3rd Review 2019/20 \$'000		Budget 2020/21 \$'000
		Operating Revenue	
79,265	79,294	Rates	80,045
2,203	2,069	Statutory Charges	2,161
2,210	2,265	User Charges	2,278
7,180	6,223	Operating Grants & Subsidies	7,824
708	902	Investment Income	755
530	1,448	Reimbursements	1,164
1,361	884	Other	1,246
1,278	1,278	Net gain - SRWRA	365
94,734	94,363		95,838
		Operating Expenses	
35,905	36,310	Employee Costs	37,962
23,812	25,882	Contractual Services	20,879
5,021	5,474	Materials	4,808
397	397	Finance Charges	322
15,056	15,526	Depreciation	15,708
7,263	7,620	Other	9,482
87,453	91,209		89,161
7,281	3,154	Operating Surplus/(Deficit) before Capital Revenues	6,677
		Capital Revenue	
5,000	647	Capital Grants & Subsidies	8,163
12,281	3,802	Net Surplus/(Deficit)	14,840
15,056	15,526	Depreciation	15,708
(1,278)	(1,278)	Share of Profit SRWRA	(365)
26,059	18,050	Funding available for Capital Investment	30,183
		Capital	
12,063	9,895	less Capital Expenditure - Renewal	13,842
32,265	17,501	less Capital Expenditure - New	31,291
(18,269)	(9,347)	Net funding increase/(decrease)	(14,950)
		Funded by Loans	
	-	Loan Principal Receipts (Net)	2,000
1,170	1,170	less Loan Principal Repayments	1,245
8,830	(1,170)	Loan Funding (Net)	755
		Movement in level of cash, investments and accruals	
-	1,599	Cash Surplus/(Deficit) funding requirements	121
(9,440)	(12,116)	Reserves Net transfer to/(transfer from)	(14,317)
(9,440)	(10,517)	Cash/Investments/Accruals Funding	(14,196)
18,269	9,347	Funding Transactions	14,950

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APPENDIX 7. RATING POLICY

RATING

(1) VALUATION METHODOLOGY AND ADOPTION

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

(SEE ANNEXURE 1)

(2) DIFFERENTIAL GENERAL RATES

All land within a council area, except for land specifically exempt under section 147 (2) of the Act is rateable. The Act provides for a council to raise revenue through a general rate, which applies to all rateable land, or through differential general rates, which differentially apply to classes of rateable land. Council uses a differential rating system to raise revenue based upon Land Use 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)

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(4) SERVICE CHARGE

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

(5) REGIONAL LANDSCAPE LEVY (FORMERLY NATURAL RESOURCES MANAGEMENT LEVY)

The Council, under the *Landscape South Australia Act 2019*, is required to collect this levy. It does so by imposing a separate rate for all rateable properties within the Council area.

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

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

(SEE ANNEXURE 1)

(6) PAYMENT OF RATES

The Council has determined that payment of rates for the 2020-2021 financial year will be by four instalments, due on 2 September 2020, 2 December 2020, 2 March 2021 and 1 June 2021. 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 Council receives a payment in respect of overdue rates, the money received is applied in the order set out below, in accordance with Section 183 of the Act,

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

(SEE ANNEXURE 1)

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

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

(8.3) RESIDENTIAL CONSTRUCTION ON VACANT LAND

Under Section 166 (1) (a) of the Act, and for the purpose of securing the proper development of the area, a discretionary rebate of general rates for the 2020-2021 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 2021, and
- The footings have been poured on the property by 30 June 2021

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 2020 and 30 June 2021 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.

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COVID-19 PROVISION

Ratepayers experiencing financial difficulties and are unable to meet standard payment arrangements due to COVID-19 can contact Council to discuss alternative payment options. Council will review the provisions in early 2020/2021.

(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

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

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

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- 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 determine applications and to grant a discretionary rebate of rates, to the Chief Executive Officer on the condition that 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. Persons may obtain a copy of any Policy document upon payment of the fee set by the Council.

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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:

- 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
- 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.



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

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

For further information visit <https://landscape.sa.gov.au/>

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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.

7. POSTPONEMENT OF RATES – SENIORS

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

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

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

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

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

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

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

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

APPENDIX 8. LONG TERM FINANCIAL PLAN

City of Marion

10 Year Financial Plan for the Years ending 30 June 2030

BUDGET SUMMARY - GENERAL FUND

Scenario: Draft LTFP - Zero Average Rate Increase 2020-21

	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income	Indexation Rate									
Rates	0.00%	1.80%	1.80%	1.80%	1.40%	1.40%	1.40%	1.30%	1.30%	1.30%
Statutory Charges	80,044	82,286	84,584	86,946	89,035	91,174	93,364	95,516	97,718	99,970
User Charges	2,161	2,215	2,271	2,328	2,386	2,445	2,507	2,569	2,633	2,699
Grants, Subsidies and Contributions	2,278	2,335	2,393	2,453	2,514	2,577	2,642	2,708	2,775	2,845
Investment Income	7,824	7,097	6,139	6,293	6,450	6,611	6,777	6,946	7,120	7,298
Reimbursements	755	987	1,073	1,131	1,176	1,233	1,288	1,349	1,422	1,512
Other Income	1,164	873	895	918	940	964	988	1,013	1,038	1,064
Net gain - equity accounted Council businesses	1,246	476	481	485	490	496	501	506	512	518
Total Income	95,838	96,645	98,223	100,952	103,403	105,924	108,502	111,056	113,681	116,382
Expenses										
Employee Costs	37,962	38,689	39,120	40,166	41,139	42,253	43,225	44,219	45,236	46,277
Materials, Contracts & Other Expenses	35,169	33,949	34,641	34,361	35,104	35,981	37,524	37,800	38,744	39,712
Depreciation, Amortisation & Impairment	15,708	16,792	17,464	18,162	18,889	19,644	20,430	21,247	22,097	22,981
Finance Costs	322	329	590	628	536	468	398	324	247	172
Total Expenses	89,161	89,758	91,815	93,336	95,668	98,347	101,577	103,591	106,324	109,142
Operating Surplus	6,677	6,887	6,409	7,616	7,736	7,577	6,924	7,465	7,357	7,240
Operating Surplus Ratio	6.97%	7.13%	6.52%	7.54%	7.48%	7.15%	6.38%	6.72%	6.47%	6.22%
Amounts Received Specifically for New or Upgraded Assets	8,163	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit) for the Year	14,840	6,887	6,409	7,616	7,736	7,577	6,924	7,465	7,357	7,240
Capital (Balance Sheet) and Reserve Movements										
Capital Expenditure	(45,134)	(32,132)	(25,280)	(23,089)	(23,259)	(24,005)	(24,832)	(25,867)	(26,881)	(27,726)
Loan Repayments (External)	(1,245)	(994)	(1,714)	(2,044)	(1,470)	(1,537)	(1,607)	(1,681)	(1,759)	(1,419)
New Loan Borrowings (External)	2,000	8,000	2,960	-	-	-	-	-	-	-
Net Transfers (to)/from Reserves	14,317	2,101	648	(315)	(815)	(815)	(315)	(315)	(315)	(315)
Total Capital (Balance Sheet) and Reserve Movements	(30,062)	(23,026)	(23,386)	(25,447)	(25,544)	(26,356)	(26,754)	(27,863)	(28,954)	(29,459)
Net Result (including Depreciation & Other non-cash items)	(15,222)	(16,139)	(16,977)	(17,831)	(17,808)	(18,779)	(19,830)	(20,397)	(21,598)	(22,219)
Add back Depreciation Expense (non-cash)	15,708	16,792	17,464	18,162	18,889	19,644	20,430	21,247	22,097	22,981
Less Other Income (non-cash)	(365)	(376)	(387)	(399)	(411)	(423)	(436)	(449)	(462)	(476)
Cash Budget Surplus	121	277	99	(58)	670	442	164	401	37	286



**FEES & CHARGES
SCHEDULE
2020/21**

Pricing Policy Document

FEES AND CHARGES SUMMARY 2020/21

The 2020/21 fees and charges are to be set in accordance with Council Policy in relation to user pays principles. The policy directs that Council will levy fees and charges for goods and services on a user pays basis and, where possible to recover the full cost of operating or providing the service or goods. Where it can be demonstrated that members of the community are unable to meet the full cost, concessions may apply.

User charges and statutory fees play an important role in enabling Council to provide a range of specific services and community facilities.

The statutory fees and charges listed may be amended at any time during the financial year. The Fees and Charges Schedule will be updated as statutory charges are amended.

The relevant Divisions and community groups have been consulted in relation to the proposed fees and charges and the following factors have been examined when determining the proposed fees:

- the cost of providing the service, inclusive of overhead costs
- the importance of the service to the community
- market comparison of fees and pricing structures with other enterprises who offer a similar service
- the level of service/facility provided by the City of Marion
- increase in statutory charges set by regulation

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By-Laws - 2020/21

The maximum penalty set under the Local Govt Act is \$750. Expiation fees can be set up to 25% of this maximum, being \$187.50

Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$3,973	-\$4,951	-\$3,973
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$35,476	\$55,675	\$53,142
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
\$31,503	\$50,724	\$49,169

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
Bylaws				
*All By-Laws apart from littering:	N	\$187.50	\$187.50	0.0%
Expiation late fee (Statutory fee)	Y	\$55.00	\$55.00	0.0%
Littering	N	\$315.00	\$315.00	0.0%
Permit to sell flowers on side of road	N	\$41.00	\$41.50	1.2%
Permit to place Mini-skip on public land	N	\$41.00	\$41.50	1.2%
Application to keep more than prescribed number of dogs	N	\$36.00	\$36.00	0.0%
Application to keep more than prescribed number of cats	N	\$36.00	\$36.00	0.0%
Local Nuisance and Litter Control	N	\$75.00	\$75.00	0.0%



Commonwealth Home Support Programme - 2020/21

Home support, maintenance services and rubbish removal services aim to assist older residents and disabled people to remain		
Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$2,291,623	-\$2,263,659	-\$2,110,293
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$2,051,087	\$2,453,909	\$2,099,467
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
-\$240,536	\$190,250	-\$10,826

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
AGED CARE				
Home Assist				
Home maintenance - per hour (materials used to be reimbursed at cost incl. GST)	N	\$17.00	\$17.00	0.0%
Domestic Assistance	N	\$17.00	\$17.00	0.0%
Rubbish Removal/per trailerload (includes 2 hr labour)	N	\$45.00	\$45.00	0.0%
Gardening	N	\$17.00	\$17.00	0.0%
Volunteer Social/Transport Support (per round trips ie two-way trip)	N	\$8.00	\$8.00	0.0%
NC CHSP Program & Meals	N	\$12.00	\$12.00	0.0%



Community Transport - 2020/21

The transport service assists older, frail residents and younger people with a disability access to shopping and other community activities which they would otherwise not be able to attend

Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$27,786	-\$26,885	-\$27,786
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$143,709	\$144,276	\$141,681
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
\$115,923	\$117,391	\$113,895

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
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TRANSPORT

Community Bus

Contribution for return trip	Y	\$5.00	\$5.00	0.0%
One way trip	Y	\$2.50	\$2.50	0.0%
One way trip (Weekend)	Y	\$7.00	\$7.00	0.0%

NC CHSP Transport

Contribution - One way trip	N	\$3.00	\$3.00	0.0%
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CPN - Community Passenger Network (fees based on kilometres)

2 - 7 km - One way	N	\$6.00	\$6.00	0.0%
8 - 12 km - One way	N	\$8.00	\$8.00	0.0%
13 - 18 km - One way	N	\$11.00	\$11.00	0.0%
19 - 25 km - One way	N	\$18.00	\$18.00	0.0%



Cove Civic Centre - 2020/21

This schedule reflects income for hire of the Halls & Meeting Rooms at the new Cove Civic Centre		
Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$40,247	-\$30,875	-\$30,000
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$76,012	\$86,851	\$71,386
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
\$35,765	\$55,976	\$41,386

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
Hall (200 people) p/hour				
Corporate	Y	\$100.00	\$100.00	0.0%
COM Business	Y	\$50.00	\$50.00	0.0%
Community/Small Business	Y	\$70.00	\$70.00	0.0%
CoM Resident	Y	\$35.00	\$35.00	0.0%

Hall - Half (100 people) p/hour				
Corporate	Y	\$75.00	\$75.00	0.0%
COM Business	Y	\$38.00	\$38.00	0.0%
Community	Y	\$40.00	\$40.00	0.0%
CoM Resident	Y	\$20.00	\$20.00	0.0%

Hall - quarter (50 people) p/hour				
Corporate	Y	\$50.00	\$50.00	0.0%
COM Business	Y	\$25.00	\$25.00	0.0%
Community	Y	\$25.00	\$25.00	0.0%
CoM Resident	Y	\$13.00	\$13.00	0.0%

Meeting Rooms (6 people) p/hour				
Corporate	Y	\$10.00	\$10.00	0.0%
COM Business	Y	\$5.00	\$5.00	0.0%
Community	Y	\$10.00	\$10.00	0.0%
CoM Resident	Y	\$5.00	\$5.00	0.0%

Meeting Rooms (10 people) p/hour				
Corporate / Community	Y	\$20.00	\$20.00	0.0%
CoM Business	Y	\$10.00	\$10.00	0.0%
Community	Y	\$10.00	\$10.00	0.0%
CoM Resident	Y	\$5.00	\$5.00	0.0%

IT Training Room p/hour				
Corporate	Y	\$75.00	\$75.00	0.0%
COM Business	Y	\$38.00	\$38.00	0.0%
Community	Y	\$50.00	\$50.00	0.0%
CoM Resident	Y	\$25.00	\$25.00	0.0%

Co-working Space				
Co-working space casual daily rate	Y	NEW	\$5.00	
Co-working space partner monthly rate	Y	NEW	\$20.00	

Corporate = businesses, state/fed government departments, non-gov educational organisations, tertiary institutions etc

Community = not-for-profits, free community events run by Govt Dept (eg NBN sessions), religious organisations, community members etc



Development Assessment- 2020/21

1. General advice to customers on the requirements and options available for development within the City of Marion
2. Enforcement of the requirements of the Development Plan and Building Rules in relation to development
3. Assessment of development applications for compliance with the Development Plan and Building Code of Australia
4. Provision of Section 7 search statements
5. Copying and viewing of plans and monthly building schedules

Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$937,923	-\$909,719	-\$937,923
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$2,098,849	\$2,364,046	\$2,372,083
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
\$1,160,926	\$1,454,327	\$1,434,160

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
** Statutory fees will be announced in late June by State Government				
ASSESSMENT FEES				
*Lodgement Fee	N	\$67.00	\$68.50	2.2%
*Lodgement Fee (if assessment against Building Rules is required and Development Cost > \$5,000)	N	\$75.50	\$77.00	2.0%
Staged Consent Fee	N	\$67.00	\$68.50	2.2%
Extension of Approval Fee	N	\$107.00	\$109.50	2.3%
Swimming Pool Inspection Fee	N	\$200.00	\$205.00	2.5%

Development

Development Plan assessment develop *costs <\$10,000	N	\$41.75	\$42.75	2.4%
*Develop costs >\$10,000 & <\$100,000	N	\$114.00	\$115.50	1.3%
Non Complying Development Admin Fee	N	\$137.00	\$140.00	2.2%
Non Complying Development Assessment Fee up to \$10,000	N	\$57.00	\$58.00	1.8%
Non Complying Development Assessment Fee \$10,000 - > \$100,000	N	\$137.00	\$140.00	2.2%

Residential Development Code Fees

*Schedule 1A Fee	N	\$55.50	\$57.00	2.7%
*Referrals per dept	N	\$238.00	\$238.00	0.0%

Other Statutory Fees

*Public Notification	N	\$114.00	\$115.50	1.3%
Advertising Fee	N	\$782.00	\$800.00	2.3%
*Statement requirements	N	\$316.00	\$321.00	1.6%
*Consultation Fee (DAC)	N	\$74.50	\$76.50	2.7%

Other Planning Fees

Certificate of Title	Y	\$52.50	\$55.00	4.8%
*DA - Urban Tree Fund (Regulated) NEW	N	\$188.00	\$192.00	2.1%
*DA - Urban Tree Fund (Significant) NEW	N	\$282.00	\$289.00	2.5%

Building Rules Assessment - where there is a floor area

Building assessment fee (Minimum)	Y	\$71.50	\$73.00	2.1%
*Class 1, 2 & 4	Y	\$3.23	\$3.28	1.5%
*Class 3, 5 & 6	Y	\$4.30	\$4.40	2.3%
*Class 7 & 8	Y	\$2.85	\$2.90	1.8%
*Class 9a & 9c	Y	\$4.88	\$4.90	0.4%
*Class 9b	Y	\$4.28	\$4.36	1.9%
*Class 10	Y	\$0.96	\$0.98	2.1%
Class 10b Retaining Walls, Signs Masts, Fences, Pools min fee \$65.50	Y	\$0.96	\$0.98	2.1%
*Demolition - \$65.50 minimum *	Y	\$0.65	\$0.67	3.1%
*Building rules Modification Fee	Y	\$167.00	\$170.00	1.8%
*Certificate of Occupancy	Y	\$48.00	\$49.00	2.1%
*Essential Fire Safety Schedule	Y	\$103.00	\$104.50	1.5%

Copying & Viewing of plans:				
File Search Fee	N	\$75.00	\$75.00	0.0%
Copying of plans - per page:				
A4	Y	\$2.00	\$2.00	0.0%
A3	Y	\$4.00	\$4.00	0.0%
Sec 34(2) - Copies of plans on public notice	Y	\$25.00	\$25.00	0.0%
Monthly Building Schedules (Current)	Y	\$68.00	\$68.00	0.0%
Monthly Building Schedules (Previous)	Y	\$47.00	\$47.00	0.0%
Monthly Building Schedules - yrly subscription	Y	\$590.00	\$590.00	0.0%



Dog Registration Fees and Fines - 2020/21

Dog and cat regulation and control		
Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$576,155	-\$539,486	-\$559,298
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$807,048	\$813,232	\$721,848
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
\$230,893	\$273,746	\$162,550

**** Fines will be announced in late June by State Government**

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
Animal Registration Fees				
Standard dog - both desexed & microchipped (50% off the 'Non-Standard dog fee)	N	\$36.00	\$36.75	2.1%
Non-Standard dog - not both microchipped & desexed	N	\$72.00	\$73.50	2.1%
Discretionary rebates				
Standard Dog Pensioner Concession	N	\$17.00	\$17.00	0.0%
Standard Dog Pensioner Concession with Trained Certificate	N	\$14.00	\$14.00	0.0%
Standard Dog with Trained Certificate	N	\$28.00	\$28.00	0.0%
Non-standard Dog Pensioner Concession	N	\$36.00	\$36.75	2.1%
Non-standard Dog Concession with Trained Certificate	N	\$31.00	\$31.00	0.0%
Non-standard Dog with Trained Certificate	N	\$64.00	\$65.00	1.6%
Assistance Dog	N	No Fee	No Fee	
Transfer of Registration	N	No Fee	No Fee	

***Dog and Cat Management Act Infringements - Statutory Charges (non exhaustive list)**

Unregistered Dog	N	\$170.00	\$170.00	0.0%
Unregistered Dangerous/Prescribed Breed Dog	N	\$750.00	\$750.00	0.0%
Further offence Unregistered Dog	N	\$170.00	\$170.00	0.0%
Further offence Unregistered Dangerous/Prescribed Breed Dog	N	\$750.00	\$750.00	0.0%
Wandering at Large	N	\$210.00	\$210.00	0.0%
Wandering at Large Dangerous/Prescribed Breed	N	\$750.00	\$750.00	0.0%
Failure to notify Council of Registration change	N	\$210.00	\$210.00	0.0%
Failure to remove dog faeces	N	\$210.00	\$210.00	0.0%
A Dog in School Premises	N	\$315.00	\$315.00	0.0%
Dog in School Premises Dangerous/Prescribed Breed Dog	N	\$750.00	\$750.00	0.0%
Dog in Shop without Consent	N	\$315.00	\$315.00	0.0%
Dog in Shop without Consent Dangerous/Prescribed Breed dog	N	\$750.00	\$750.00	0.0%
Creates noise by barking or otherwise	N	\$315.00	\$315.00	0.0%
Prescribed Breed - Not wearing a muzzle or not under effective control	N	\$750.00	\$750.00	0.0%
Greyhounds not wearing collar and lead	N	\$315.00	\$315.00	0.0%
Fail to notify the place at which dog is subject to order changes	N	\$210.00	\$210.00	0.0%
Fail to notify new owner of Order	N	\$210.00	\$210.00	0.0%
Fail to notify Council of Guard Dog Reg	N	\$170.00	\$170.00	0.0%
Transporting unrestrained dog in vehicle	N	\$210.00	\$210.00	0.0%
Dog rushes or chases a vehicle	N	\$315.00	\$315.00	0.0%
Attacks, rushes or chases person etc.	N	\$315.00	\$315.00	0.0%
Dog attack - Dangerous/Prescribed Breed dog	N	\$750.00	\$750.00	0.0%
Dog rushes or chases a vehicle - Dangerous/Prescribed Breed dog	N	\$750.00	\$750.00	0.0%

Business Registration Fees

1st 4 Business Dogs (per dog)	N	\$72.00	\$73.50	2.1%
5-10 Business Dogs (flat fee)	N	\$400.00	\$408.00	2.0%
11-20 Business Dogs (flat fee)	N	\$800.00	\$816.00	2.0%
21-30 Business Dogs (flat fee)	N	\$1,200.00	\$1,225.00	2.1%
31 or more Business Dogs (flat fee)	N	\$1,600.00	\$1,633.00	2.1%

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
Other Charges				
Cat Traps - deposit returnable	N	\$40.00	\$80.00	100.0%
*Cat Traps not returned at 4 weeks	N	\$213.00	\$216.00	1.4%
Animal Tag Replacement	N	\$10.00	\$10.00	0.0%
Late Fee on Unpaid Dog registrations	N	\$15.00	\$15.00	0.0%
**Dog Impounding Fee (Mon-Fri 10am-5pm)		Impound Fees as charged by RSPCA		
**Dog Impounding Fee (A/H & weekend)		Impound Fees as charged by RSPCA		
**Cat Impounding Fees		Impound Fees as charged by RSPCA		
**All other RSPCA Fees		Fees as charged by RSPCA		



Halls for Hire - 2020/21

Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$7,474	-\$3,264	-\$7,474
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$15,329	\$12,041	\$15,329
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
\$7,855	\$8,777	\$7,855

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
PERRY BARR FARM - Castrol Shed				
Community & Corporate Rates				
Hall Hire - Casual (per hour)	Y	\$20.00	\$20.00	0.0%
Hall Hire - Casual (per hour) - COM resident	Y	\$10.00	\$10.00	0.0%



Health Services - 2020/21

Health standards are monitored in relation to food and water quality, soil and pollution, waste management, mosquito control, and housing		
Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$39,195	-\$42,496	-\$36,430
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$476,861	\$522,847	\$489,809
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
\$437,666	\$480,351	\$453,379

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
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**** Fees will be announced in late June by State Government**

Environmental Health:

Statutory Fines	As per legislation
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Food Safety:

Statutory Fines	As per legislation			
Food handler training course - Full	Y	\$80.00	\$81.00	1.3%
Food handler training course - Summary	Y	\$41.00	\$41.50	1.2%
Food Premises Inspection Fees (Statutory) small business *A business of up to 20 fulltime equivalent people engaged in handling food)	Y	\$127.00	\$127.00	0.0%
Food Premises Inspection Fees (Statutory) large business	Y	\$315.00	\$315.00	0.0%
Home Business Inspection Fee **	Y	\$30.00	\$30.00	0.0%
Off-site caterer		\$121.00	\$121.00	0.0%
Food safety talk (for commercial businesses, not for not-for-profit organisations and charitable organisations)	Y	\$40.00	\$40.50	1.3%
Rates capped as per below:				
Food Audit: Child care centres: \$147 per hr, capped at 3 hrs	Y	\$145.00	\$147.00	1.4%
Food Audit: Aged care facility/hospital - small - less than 40 beds: \$147 per hr, capped at 4 hrs	Y	\$145.00	\$147.00	1.4%
Food Audit: Aged care facility/hospital - med - 40 - 100 beds: \$147 per hr, capped at 5 hrs	Y	\$145.00	\$147.00	1.4%
Food Audit: Aged care facility/hospital - lge 100 - 250 beds: \$147 per hr, capped at 6 hrs	Y	\$145.00	\$147.00	1.4%
Food Audit: Aged care facility/hospital - v. lge > 250 beds: \$147 per hr, capped at 7 hrs	Y	\$145.00	\$147.00	1.4%
Food audit: Desk Top Audit: for new business starting up; or for significant changes to existing business: \$75 per hr	Y	\$75.00	\$75.00	0.0%

Public Health

Statutory Fines	As per legislation			
Sale of sharps containers	Y	\$5.00	\$5.00	0.0%
Expiation late fee (statutory fee set by State Government)	As per legislation			

SRFs (Supported Residential Facilities)

Statutory Fines	As per legislation			
Renewal of SRF Licence (Statutory)	As per legislation			
Application for a SRF Licence (Statutory)	As per legislation			
Application for the transfer of a SRF Licence (Statutory)	As per legislation			
Late application for renewal of SRF Licence (additional fee) (Stat)	As per legislation			
Application in relation to a dispute (Statutory)	As per legislation			
SRF Licence - if Licence exceeds 12 mths, annual fee payable upon anniversary of granting of the licence	As per legislation			
SRF Licence- on a decision to grant a licence (to be read in conjunction with annual licence fee)	As per legislation			
SRF Licence Renewal (to be read in conjunction with annual licence fee)	As per legislation			
SRF Inspection Fee	As per legislation			

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
All fees relating to <i>South Australian Public Health (Legionella) Regulations 2013</i> (statutory charges), including:				
Registration of 1 system		As per legislation		
Registration of each additional system installed on the same premises		As per legislation		
Renewal of registration of each high risk manufactured water system		As per legislation		
Inspection of first system		As per legislation		
Inspection of each additional system installed on the same premises		As per legislation		
All fees relating to <i>South Australian Public Health (Wastewater) Regulations 2013</i> (statutory charges), including:				
Application for a wastewater works approval		As per legislation		

***"Home business" defined as a sporadic, small scale operation not producing commercial quantities and usually not the person's main source of income, eg a person making products at home to sell from home or to sell at markets.



Land Clearing - 2020/21

Council has a responsibility to ensure all high grass is cut to a maximum height of 100mm during the fire danger season		
Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$8,210	-\$2,400	-\$2,400
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$59,198	\$78,405	\$79,923
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
\$50,988	\$76,005	\$77,523

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
Land Clearing				
Land Clearing- per 1000m2 or part thereof (eg. 1500m2 block = \$824)	Y	\$406.00	\$412.00	1.5%
Land Clearing - Admin Fee	Y	\$81.00	\$82.00	1.2%
Land Clearing - Expiation Fee	N	\$315.00	\$315.00	0.0%
Expiation late fee	N	\$55.00	\$55.00	0.0%



Library Services - 2020/21

Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$375,806	-\$383,881	-\$374,881
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$3,991,211	\$3,797,831	\$3,716,137
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
\$3,615,405	\$3,413,950	\$3,341,256

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
Photocopying				
- Per page A4	Y	\$0.20	\$0.20	0.0%
- Per page A3	Y	\$0.30	\$0.30	0.0%
Colour A4	Y	\$1.50	\$1.00	-33.3%
Colour A3	Y	\$2.00	\$1.50	-25.0%

Other Library Income

Toy Library Annual M/ship - Individual	Y	\$20.00	\$20.00	0.0%
Toy Library Annual M/ship - Concession	Y	\$13.00	\$13.00	0.0%
Toy Library Annual M/ship - Family	Y	\$30.00	\$30.00	0.0%
Toy Library Annual M/ship - Family Concession	Y	\$22.00	\$22.00	0.0%
Toy Library Annual M/ship - Organisation	Y	\$65.00	\$65.00	0.0%

Events/programs - cover charge

Programs Adults	Prices range from \$2.00 - \$160.00	Prices range from \$2.00 - \$160.00
Programs Children	Prices from \$2.00	Prices from \$2.00
Sale of debited Stock	Prices range from \$0.10 - \$1.00	Prices range from \$0.10 - \$1.00
Sale of Library Bags	Prices range from \$1.00 - \$5.00	Prices range from \$1.00 - \$5.00

Non Statutory Fines

Processing Fee - Lost/Damaged/Overdue Items/cost of replacement RFID tags	Y	\$5.00	\$5.00	0.0%
Library Card	Y	\$1.10	\$1.10	0.0%
Lost or Damaged items	Replacement Cost			



Living Kurna Cultural Centre - 2020/21

Venue hire for meetings, functions, cultural tours and group events at the Living Kurna Cultural Centre		
Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$91,094	-\$88,815	-\$69,174
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$399,569	\$505,456	\$322,994
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
\$308,475	\$416,641	\$253,820

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
Room Hire				
Education/Community Group Rates				
Hrly Rate above weekday hrs	Y	\$70.00	\$71.75	2.5%
Hrly Rate above weekday hrs COM Residents	Y	\$35.00	\$35.90	2.6%
1/2 day weekday (4 hrs) 8am to 12pm then 12.30pm to 4.30/5.00pm	Y	\$136.00	\$139.50	2.6%
Full Day	Y	\$239.00	\$245.00	2.5%
Corporate Rate				
Hrly Rate above weekday hrs	Y	\$100.00	\$102.50	2.5%
Hrly Rate above weekday hrs COM Residents	Y	\$50.00	\$51.25	2.5%
1/2 day weekday (4 hrs) 8am to 12pm then 12.30pm to 4.30/5.00pm	Y	\$198.00	\$203.00	2.5%
Full Day	Y	\$361.00	\$370.00	2.5%

Cultural Tours

Cultural Tours Fee Adult	Y	\$22.00	\$22.60	2.7%
Cultural Tour Fee - Concession	Y	\$11.50	\$11.80	2.6%
Art workshops- Adult	Y	\$23.50	\$24.10	2.6%
Art workshops - Concession/child	Y	\$13.00	\$13.30	2.3%
Weavers Adult	Y	\$22.00	\$24.10	9.5%
Weavers concession/child	Y	\$11.50	\$11.80	2.6%
Weavers additional materials/room	Y	\$52.00	\$53.30	2.5%

Fairford House

Education/Community Group Rates

Hrly Rate above weekday hrs	Y	\$25.00	\$25.60	2.4%
Hrly Rate above weekday hrs COM Residents	Y	\$13.00	\$13.30	2.3%
1/2 day weekday (4 hrs)	Y	\$78.00	\$80.00	2.6%
Full Day	Y	\$156.00	\$160.00	2.6%

Corporate Rate

Hrly Rate above weekday hrs	Y	\$50.00	\$51.25	2.5%
Hrly Rate above weekday hrs COM Residents	Y	\$25.00	\$25.60	2.4%
1/2 day weekday (4 hrs)	Y	\$136.00	\$139.50	2.6%
Full Day	Y	\$261.00	\$267.50	2.5%
Full Use/Park Use	Y	\$627.00	\$643.00	2.6%
Kitchen	Y	\$115.00	\$118.00	2.6%



Marion Cultural Centre - 2020/21

Hire of Domain Theatre, Foyer, Plaza and Function Rooms at the Cultural Centre		
Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$288,876	-\$178,666	-\$142,351
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$1,061,935	\$950,253	\$799,498
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
\$773,059	\$771,587	\$657,147

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
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DOMAIN THEATRE - PERFORMANCE/FUNCTIONS

Community (Subsidised) Rate

Monday to Saturday - Minimum 3 hours - Per hour	Y	\$100.00	\$100.00	0.0%
Sunday - Minimum 4 hours - Per hour	Y	\$100.00	\$150.00	50.0%
Hourly Rate COM Residents Monday to Saturday	Y	\$50.00	\$50.00	0.0%
Hourly Rate COM Residents Sunday	Y	NEW	\$75.00	N/A
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	N/A

Corporate Rate

Monday to Saturday - Minimum 3 hours - Per hour	Y	\$150.00	\$200.00	33.3%
Sunday - Minimum 4 hours - Per hour	Y	\$150.00	\$250.00	66.7%
Hourly Rate COM Residents Monday to Saturday	Y	\$75.00	\$100.00	33.3%
Hourly Rate COM Residents Sunday	Y	NEW	\$125.00	N/A
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	N/A

OTHER

Staging - load in, load out	Y	\$225.00	\$230.00	2.2%
Curtain de-rig & re-rig	Y	\$395.00	\$395.00	0.0%
Technical and duty staff - per hr (Mon - Sat) min 3hrs	Y	\$60.00	\$70.00	16.7%
Front of House staff - per hr (Mon - Sat) min 3 hrs	Y	\$60.00	\$70.00	16.7%
Technical and duty staff - per hr (Sun & PH) min 4hrs	Y	\$80.00	\$90.00	12.5%
Front of House staff - per hr (Sun & PH) min 4hrs	Y	\$80.00	\$90.00	12.5%

Front of House/Box Office

Ticket sales via box office - per ticket	Y	\$3.00	\$3.00	0.0%
8 person round table (incl cloths)	Y	\$5.00	\$5.00	0.0%

DOMAIN ROOM - No Technician

Community (Subsidised) Rate

Monday to Saturday - Minimum 3 hours - Per hour	Y	\$70.00	\$70.00	0.0%
Sunday - Minimum 4 hours - Per hour	Y	\$70.00	\$100.00	42.9%
Hourly Rate COM Residents Monday to Saturday	Y	\$35.00	\$35.00	0.0%
Hourly Rate COM Residents Sunday	Y	NEW	\$50.00	N/A
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	N/A

Corporate Rate

Monday to Saturday - Minimum 3 hours	Y	\$100.00	\$120.00	20.0%
Sunday - Minimum 4 hours	Y	\$100.00	\$150.00	50.0%
Hourly Rate COM Residents Monday to Saturday	Y	\$50.00	\$60.00	20.0%
Hourly Rate COM Residents Sunday	Y	NEW	\$75.00	N/A
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	N/A

STURT ROOM

Community (Subsidised) Rate

Monday to Saturday - Minimum 2 hours - Per hour	Y	\$25.00	\$25.00	0.0%
Sunday - Minimum 4 hours - Per hour	Y	\$25.00	\$50.00	100.0%
Hourly Rate COM Residents Monday to Saturday	Y	\$13.00	\$13.00	0.0%
Hourly Rate COM Residents Sunday	Y	NEW	\$25.00	N/A
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	N/A

Corporate Rate

Monday to Saturday - Minimum 2 hours - Per hour	Y	\$50.00	\$50.00	0.0%
Sunday - Minimum 4 hours - Per hour	Y	\$50.00	\$80.00	60.0%
Hourly Rate COM Residents Monday to Saturday	Y	\$25.00	\$25.00	0.0%
Hourly Rate COM Residents Sunday	Y	NEW	\$40.00	N/A
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	N/A

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
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GREEN ROOM * After 6 pm or Saturday/Sunday only hired with additional room min rates apply OR Sturt Room rates apply

Community (Subsidised) Rate

Monday to Friday Up to 6pm only - Minimum 2 hours - Per hour				
Sunday Minimum 4 hours - Per Hour	Y	\$20.00	\$20.00	0.0%
Hourly Rate COM Residents	Y	\$10.00	\$10.00	0.0%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

Corporate Rate

Monday to Friday Up to 6pm only - Minimum 2 hours - Per hour				
Sunday Minimum 4 hours - Per Hour	Y	\$25.00	\$30.00	20.0%
Hourly Rate COM Residents	Y	\$13.00	\$15.00	15.4%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

FOYER SPACE After * 6 pm or Saturday/Sunday only hired with additional room min rates apply OR Sturt Room rates apply

Community (Subsidised) Rate

Monday to Friday Up to 6pm only - Minimum 2 hours - Per hour				
Sunday Minimum 4 hours - Per Hour	Y	\$20.00	\$20.00	0.0%
Hourly Rate COM Residents	Y	\$10.00	\$10.00	0.0%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

Corporate Rate

Monday to Friday Up to 6pm only - Minimum 2 hours - Per hour				
Sunday Minimum 4 hours - Per Hour	Y	\$25.00	\$30.00	20.0%
Hourly Rate COM Residents	Y	\$13.00	\$15.00	15.4%
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	

PLAZA SPACE OR CAFÉ AREA

Community (Subsidised) Rate

Monday to Saturday - Minimum 3 hours - Per hour	Y	\$75.00	\$75.00	0.0%
Sunday - Minimum 4 hours - Per hour	Y	\$75.00	\$100.00	33.3%
Hourly Rate COM Residents Monday to Saturday	Y	\$38.00	\$38.00	0.0%
Hourly Rate COM Residents Sunday	Y	NEW	\$50.00	N/A
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	N/A

Corporate Rate

Monday to Saturday - Minimum 3 hours - Per hour	Y	\$110.00	\$110.00	0.0%
Sunday - Minimum 4 hours - Per hour	Y	\$110.00	\$150.00	36.4%
Hourly Rate COM Residents Monday to Saturday	Y	\$55.00	\$55.00	0.0%
Hourly Rate COM Residents Sunday	Y	NEW	\$75.00	N/A
Public Holiday Rates - P.O.A	Y	P.O.A.	P.O.A.	N/A

COMMENTS

All hire rates include one duty staff member. "Theatre" hire rates also apply to "functions" in the theatre that require a technician in the room. Any additional required staff not included in the basic hire rate are charged at a standard minimum hourly rate as specified. A higher rate applies for Sundays. This reflects the increased costs involved when casual staff are engaged at these times. A technician is included for the full period of hirings for performances and functions that require a technician in the room. Meeting rates are available for the Domain Room where a technician is not required to be in the room. For OH&S and security reasons, MCC reserves the right to decide when additional staff are required. This is particularly relevant for performances, for events with attendance exceeding 120, and for events held on evenings or weekends. The Marion Cultural Centre has the exclusive right to manage ticketing to the public for performances.



Marion Outdoor Pool - 2020/21

Actual Income 2018/2019		Budget Income 2019/2020	Budget Income 2020/2021	
-\$804,253		-\$811,090	-\$708,207	
Actual Expense 2018/2019		Budget Expense 2019/2020	Budget Expense 2020/2021	
\$891,602		\$929,968	\$860,372	
Actual Net Cost 2018/2019		Budget Net Cost 2019/2020	Budget Net Cost 2020/2021	
\$87,349		\$118,878	\$152,165	
Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
Admissions				
General Public	Y	\$7.40	\$7.50	1.4%
Children under 4 years		FREE	FREE	0.0%
Children 4-14 years	Y	\$6.10	\$6.20	1.6%
Aged/Disabled Concession	Y	\$6.10	\$6.20	1.6%
Family Concession	Y	\$22.00	\$23.00	4.5%
Student & Concession	Y	\$6.10	\$6.20	1.6%
Spectator	Y	\$4.00	\$4.20	5.0%
Adult Multi Visit Pass 10	Y	\$64.80	\$65.00	0.3%
Adult Multi Visit Pass 30	Y	\$179.00	\$180.00	0.6%
Concession Multi Visit Pass 10	Y	\$52.50	\$55.80	6.3%
Concession Multi Visit Pass 30	Y	\$145.00	\$155.00	6.9%
Season Pass (Adult)	Y	\$441.00	\$445.00	0.9%
Season Pass (Family)	Y	\$985.00	\$985.00	0.0%
Season Pass (Child)	Y	\$340.00	\$345.00	1.5%
Activity Pass - Waterside or Inflatable - 10 uses	Y	\$8.20	\$8.50	3.7%
Unlimited activity pass (Summer school holidays not including admission)	Y	\$17.00	\$17.50	2.9%
Summer school holidays inclusive ticket (child entry + unlimited activity pass)	Y	\$22.00	\$23.00	4.5%
Family inclusive school holiday day pass (Family entry + 4 x unlimited activity passes)	Y	\$74.00	\$78.00	5.4%
Swim Club Entry	Y	\$5.00	\$5.20	4.0%
Aqua-Fitness Class	Y	\$12.00	\$12.20	1.7%
Aqua - Fitness Class Multi Visit Pass 10	Y	\$108.00	\$109.80	1.7%
Aqua - Fitness Class Concession	Y	\$10.50	\$11.00	4.8%
Aqua - Fitness Class Multi Visit Pass 10 Concession	Y	\$94.50	\$99.50	5.3%
Aqua - Fitness Class - Member	Y	\$3.50	\$3.80	8.6%
Birthday Party (games only)	Y	\$17.50	\$19.00	8.6%
Birthday Food (food as extra)	Y	\$7.50	\$7.50	0.0%
Group 20+ Swim Only per person - Not for Profit/Vacation Care Only	Y	\$5.40	\$5.60	3.7%
Group 20+ Swim & Slide per person - Not for Profit/Vacation Care Only	Y	\$9.20	\$9.80	6.5%
Picnic Week - Swim & Icy Pole per person	Y	\$6.10	\$6.50	6.6%
Picnic Week - Swim & Activity Pass per person	Y	\$11.20	\$11.50	2.7%
Picnic Week - Swim, Activity Pass & Icy Pole per person	Y	\$12.00	\$12.50	4.2%
Locker Hire	Y	\$5.00	\$5.00	0.0%
Hire Charges				
Lane Hire - regular user lane hire per hr + entry fee	Y	\$16.00	\$16.20	1.3%
Lane Hire - casual user lane hire per hr	Y	\$21.20	\$21.50	1.4%
Lane Hire - Peak Rate - Single Lane Hire only (Incl admission)	Y	\$31.00	\$31.50	1.6%
Lane Hire - Offpeak Rate - Single Lane Hire only (Incl admission)	Y	\$31.50	\$32.00	1.6%
Lane Hire - Multiple Lane Hire - Per Lan (Incl admission)	Y	\$31.50	\$27.50	-12.7%
Hourly Rate - all 8 lanes Main Pool only - Normal Operating Hours	Y	\$222.00	\$225.00	1.4%
Hourly Rate - Learner's Pool - Normal Operating Hours	Y	\$97.00	\$99.00	2.1%
Hourly Rate - Toddler's Pool - Normal Operating Hours	Y	\$59.00	\$60.00	1.7%
Term Time 45 minutes - DECD Only	Y	\$2.80	\$2.80	0.0%
Term Time 90 minutes - DECD Only	Y	\$3.40	\$3.40	0.0%
Carnivals & Picnics - Main Pool Only (3 hours)	Y	\$637.50	\$650.00	2.0%
Carnivals & Picnics - Normal Operating Hours All Pools (3 hours)	Y	\$1,130.00	\$1,150.00	1.8%
Hourly Rate - After Hours All Pools	Y	\$240.00	\$250.00	4.2%
Hourly Rate - Additional Lifeguards - 1 per 100 swimmers above 250	Y	\$60.00	\$70.00	16.7%
Hourly Rate - 2 x Waterslides	Y	\$150.00	\$160.00	6.7%
Hourly Rate - Inflatable (Min 2 hours)	Y	\$100.00	\$110.00	10.0%
Swim Lessons - pay as you go per lesson	N	\$20.00	\$22.00	10.0%
Swim Lessons - Paid up front per lesson	N	\$17.50	\$19.00	8.6%
Portable BBQ Hire 3 x hours	Y	\$40.00	\$50.00	25.0%
Birthday party room hire per hour	Y	\$50.00	\$50.00	0.0%
Trestle Table Hire (per day)	Y	\$15.00	\$15.00	0.0%
Out of Hours Event (Whole Centre 3 hours)	Y	\$637.50	\$650.00	2.0%
Meeting room corporate rate (per hour)	Y	NEW	\$50.00	N/A
Meeting room community rate (per hour)	Y	NEW	\$30.00	N/A
Meeting room corporate rate - City of Marion (per hour)	Y	NEW	\$25.00	N/A
Meeting room community rate - City of Marion (per hour)	Y	NEW	\$25.00	N/A

	Adult	Child/Conc.	Family	Spectator	Pool Party	Swim Lessons	Waterslide	Unlimited Waterslide	Multi visit Adult pass	Multi visit child/conc	Season pass	Free Under (years)
Marion	\$7.40	\$6.10	\$22.00	\$4.00	\$17.50	\$17.50	\$8.20/10	\$17.00	\$64.80	\$52.50	\$441.00	4
Unley	\$7.70	\$6.20	\$25.00	\$4.00	\$18.00	\$18.00	n/a	n/a	\$62.00	\$52.00	\$520.00	1
Payneham/Norwood	\$7.50	\$6.00	\$22.00	\$4.50	n/a	\$19.50	n/a	n/a	(20) \$110.00	n/a	\$335.00	2
State Aquatic Centre - Marion	\$8.60	\$6.90	\$25.00	\$4.00	\$30.00	\$22.40	\$2.00	\$10.00	(20) \$150.00	(20) \$120.00	n/a	3
Adelaide	\$8.50	\$6.80	\$24.00	\$8.50	\$23.50	\$21.50	n/a	n/a	\$76.50	\$61.20	n/a	3
Tea Tree Gully	\$8.70	\$7.20	\$27.00	\$4.00	\$26.00	\$18.00	\$1.00	\$10.00	\$87.00	\$72.00	\$385.00	2
Aquadome	\$6.90	\$5.50	\$20.50	n/a	\$22.50	\$17.30	n/a	\$4.40	\$62.10	\$49.50	n/a	3
Burnside	\$8.00	\$7.00	\$25.00	\$5.50	\$20.00	\$20.00	n/a	n/a	\$72.00	\$62.00	\$449.00	4



Memorials - 2020/21

The opportunity for members of the community to commemorate a person or group through a memorial in a public open space

Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$2,417	-\$2,141	-\$2,000
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$878	\$0	\$2,000
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
-\$1,539	-\$2,141	\$0

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
Recycled Plastic Seat	Y	\$1,500.00	\$1,500.00	0.0%
Recycled Plastic Picnic Bench	Y	\$1,550.00	\$1,550.00	0.0%
Timber Seat	Y	\$2,250.00	\$2,250.00	0.0%
Timber Picnic Bench	Y	\$5,200.00	\$5,200.00	0.0%
Concrete Slab Installation	Y	\$500.00	\$500.00	0.0%
Large Boulder/Rock	Y	\$200.00	\$200.00	0.0%
Tree	Y	\$300.00	\$300.00	0.0%
Bronze Plaque - Small	Y	\$400.00	\$400.00	0.0%
Bronze Plaque - Medium	Y	\$450.00	\$450.00	0.0%
Bronze Plaque - Large	Y	\$500.00	\$500.00	0.0%

**** The fees listed above include all materials, installation & labour costs and reflect full cost recovery**



Neighbourhood Centres - 2020/21

Community Centre and recreational activities for all ages, and occasional hall hire		
Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$118,923	-\$121,401	-\$120,941
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$598,462	\$645,908	\$606,737
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
\$479,539	\$524,507	\$485,796

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
Courses				
Art classes	Y	\$7.00	\$7.00	0.0%
Specialist Art Classes	Y	\$10.00	\$10.00	0.0%
Ceramics	Y	\$7.00	\$7.00	0.0%
Woodwork	Y	\$6.00	\$6.00	0.0%
Garden Plots	Y	\$25.00	\$25.00	0.0%
Playgroups/Social Groups	Y	\$4.00	\$4.00	0.0%
Dancing	Y	\$7.00	\$7.00	0.0%
Fitness classes	Y	\$5.00	\$5.00	0.0%
Fitness classes - Buy 3 get unlimited additional classes in same week (Mon-Sat) Free	Y	\$15.00	\$15.00	0.0%
Table Tennis	Y	\$1.50	\$1.50	0.0%
Computing Tuition	Y	\$6.00	\$6.00	0.0%
Photocopying 1 side A4	Y	\$0.30	\$0.30	0.0%
Photocopying A3	Y	\$0.50	\$0.50	0.0%

Hall Hire

Cooinda

Hall Hire - Corporate Rate (per hour)	Y	\$100.00	\$100.00	0.0%
Hall Hire - City of Marion Business Rate (per hour)	Y	\$50.00	\$50.00	0.0%
Hall Hire - Community Group (per hour)	Y	\$65.00	\$65.00	0.0%
Hall Hire - City of Marion Resident (per hour)	Y	\$32.00	\$32.00	0.0%

Glandore - Clark Function Centre

Hall Hire - Corporate Rate (per hour)	Y	\$100.00	\$100.00	0.0%
Hall Hire - City of Marion Business Rate (per hour)	Y	\$50.00	\$50.00	0.0%
Hall Hire - Community Group (per hour)	Y	\$65.00	\$65.00	0.0%
Hall Hire - City of Marion Resident (per hour)	Y	\$32.00	\$32.00	0.0%

Glandore - Slade Training

Hall Hire - Corporate Rate (per hour)	Y	\$50.00	\$50.00	0.0%
Hall Hire - City of Marion Business Rate (per hour)	Y	\$25.00	\$25.00	0.0%
Hall Hire - Community Group (per hour)	Y	\$30.00	\$30.00	0.0%
Hall Hire - City of Marion Resident (per hour)	Y	\$15.00	\$15.00	0.0%

Glandore - Rugby

Hall Hire - Corporate Rate (per hour)	Y	\$75.00	\$75.00	0.0%
Hall Hire - City of Marion Business Rate (per hour)	Y	\$37.00	\$37.00	0.0%
Hall Hire - Community Group (per hour)	Y	\$30.00	\$30.00	0.0%
Hall Hire - City of Marion Resident (per hour)	Y	\$15.00	\$15.00	0.0%

Mitchell Park - Whole Centre

Corporate Rate (per hour)	Y	\$80.00	\$80.00	0.0%
City of Marion Business Rate (per hour)	Y	\$40.00	\$40.00	0.0%
Community Group (per hour)	Y	\$30.00	\$30.00	0.0%
City of Marion Resident (per hour)	Y	\$15.00	\$15.00	0.0%

Trott Park - Whole Centre

Corporate Rate (per hour)	Y	\$100.00	\$100.00	0.0%
City of Marion Business Rate (per hour)	Y	\$50.00	\$50.00	0.0%
Community Group (per hour)	Y	\$30.00	\$30.00	0.0%
City of Marion Resident (per hour)	Y	\$15.00	\$15.00	0.0%



Parking Control - 2020/21

Control and regulation of parking within the Council area including Westfield Marion. After hours inspection is also provided.

Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$832,284	-\$785,094	-\$786,556
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$354,108	\$438,477	\$410,686
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
-\$478,176	-\$346,617	-\$375,870

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
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**** Fees will be announced in late June by State Government**

TRAFFIC INFORMATION

*Private Parking

Disabled Zone	N	\$390.00	\$390.00	0.0%
No Standing Zone	N	\$100.00	\$100.00	0.0%
Permit Parking Area	N	\$69.00	\$69.00	0.0%
Loading Zone	N	\$72.00	\$72.00	0.0%
Time Limit Area	N	\$55.00	\$55.00	0.0%
Restricted Parking Zone	N	\$70.00	\$70.00	0.0%
Further Offence	N	\$53.00	\$53.00	0.0%
Not Wholly Within One Space	N	\$53.00	\$53.00	0.0%
In Parking Space Already Occupied	N	\$66.00	\$66.00	0.0%
Protrusion Over Walkway or Driveway	N	\$83.00	\$83.00	0.0%
Obstructing Access or Egress	N	\$81.00	\$81.00	0.0%
Purpose Other Than Parking	N	\$54.00	\$54.00	0.0%
Damage to Signs etc	N	\$99.00	\$99.00	0.0%
Parking in Other Public Place	N	\$69.00	\$69.00	0.0%

*Road Traffic Act

Stop on continuous Yellow Line	N	\$102.00	\$102.00	0.0%
Contravene No Stopping Sign	N	\$100.00	\$100.00	0.0%
Contravene No Parking Sign	N	\$83.00	\$83.00	0.0%
Stop in Loading Zone	N	\$72.00	\$72.00	0.0%
Bus Zone	N	\$137.00	\$137.00	0.0%
Stop within 10m I/Section	N	\$102.00	\$102.00	0.0%
Stop within 20m I/section w Traffic Light	N	\$100.00	\$100.00	0.0%
Stop on dividing strip or nature strip	N	\$102.00	\$102.00	0.0%
Obstructing access to & from a Driveway	N	\$83.00	\$83.00	0.0%
Stop within 1m Fire Plug / Hydrant	N	\$83.00	\$83.00	0.0%
Stop within Prohibited distance Bus Stop	N	\$100.00	\$100.00	0.0%
Not Parallel	N	\$72.00	\$72.00	0.0%
Exceed 1 hr Time Limit Long or Heavy Vehicles	N	\$123.00	\$123.00	0.0%
Parking for Longer than Indicated on Sign	N	\$55.00	\$55.00	0.0%
Double Parking	N	\$100.00	\$100.00	0.0%
Obstruct access to/from a footpath or ramp	N	\$81.00	\$81.00	0.0%
Stop in a Truck Zone	N	\$69.00	\$69.00	0.0%
Stop in a Taxi Zone	N	\$137.00	\$137.00	0.0%
Stop in Permit Zone	N	\$69.00	\$69.00	0.0%
Stop near a Post Box	N	\$100.00	\$100.00	0.0%
Stop on or near a Children's Crossing	N	\$100.00	\$100.00	0.0%

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
Fail to Angle Park	N	\$69.00	\$69.00	0.0%
Fail to park with 1m between vehicles	N	\$72.00	\$72.00	0.0%
Stopping on a Bridge	N	\$100.00	\$100.00	0.0%
Stopping in a Bicycle Lane	N	\$282.00	\$282.00	0.0%
Stopping on a Clearway sign	N	\$280.00	\$280.00	0.0%
Stopping in a Bus Lane	N	\$280.00	\$280.00	0.0%
Stopping in emergency stopping lane	N	\$280.00	\$280.00	0.0%
Stopping in a Disabled Zone	N	\$390.00	\$390.00	0.0%
Stopping on Painted Island	N	\$100.00	\$100.00	0.0%
Fail to Park Wholly Within One Space	N	\$53.00	\$53.00	0.0%
Fail to Park Too Far From Kerb 2/w Road	N	\$72.00	\$72.00	0.0%
Fail to Park Too Far From Kerb 1/w Road	N	\$72.00	\$72.00	0.0%
Fail to Park 3m From Cont. Dividing Line or Strip	N	\$72.00	\$72.00	0.0%
Fail to Park with 3m Clear Passage Alongside Vehicle	N	\$72.00	\$72.00	0.0%
Expiation late fee	N	\$65.00	\$65.00	0.0%
Motor Vehicle registration Search	N	\$10.00	\$10.00	0.0%

Stopping in a Bicycle Lane	N	\$282.00	\$282.00	0.0%
Stopping on a Clearway sign	N	\$280.00	\$280.00	0.0%
Stopping in a Bus Lane	N	\$280.00	\$280.00	0.0%
Stopping in emergency stopping lane	N	\$280.00	\$280.00	0.0%
Stopping in a Disabled Zone	N	\$390.00	\$390.00	0.0%
Stopping on Painted Island	N	\$100.00	\$100.00	0.0%
Fail to Park Wholly Within One Space	N	\$53.00	\$53.00	0.0%
Fail to Park Too Far From Kerb 2/w Road	N	\$72.00	\$72.00	0.0%
Fail to Park Too Far From Kerb 1/w Road	N	\$72.00	\$72.00	0.0%
Fail to Park 3m From Cont. Dividing Line or Strip	N	\$72.00	\$72.00	0.0%
Fail to Park with 3m Clear Passage Alongside Vehicle	N	\$72.00	\$72.00	0.0%
Parking Expiation Reminder Notice	N	\$65.00	\$65.00	0.0%
Motor Vehicle registration Search	N	\$10.00	\$10.00	0.0%



Private Works & Trees - 2020/21

To provide installation of concrete crossovers, inverts, stormwater pipe connections and footpath reinstatements within the City for residents, developers, builders, public utilities and commercial businesses		
Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$247,872	-\$242,533	-\$248,762
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$236,574	\$245,502	\$248,762
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
-\$11,298	\$2,969	\$0

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
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CROSSOVERS & INVERTS

Driveway Crossover Installations

Driveway Crossover (normal std) per sq metre	Y	\$210.00	\$215.00	2.4%
Driveway Crossover (heavy duty) - per sq metre	Y	\$230.00	\$235.00	2.2%

Driveway Invert Installations

Driveway Invert (saw cut, removal & reconstruction of kerb) per item

0-5m std single	Y	\$940.00	\$950.00	1.1%
5-8 std single	Y	\$1,500.00	\$1,550.00	3.3%

Residential Stormwater Pipe Connection

Council sawcut footpath, resident supplies & lays pipe & Council reinstates 75mm or 90mm diameter	Y	\$495.00	\$495.00	0.0%
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Footpath Repairs

Minor reinstatement - per linear metre	Y	\$190.00	\$190.00	0.0%
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Road Closures

Sale of land	Price set by valuer as negotiated			
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Trees

Tree replacement	Y	\$350.00	\$350.00	0.0%
Small Tree 1.5 to 3m height	Y	\$300.00	\$350.00	16.7%
Medium Tree 3 to 9m height	Y	\$900.00	\$900.00	0.0%
Large Tree 9 to 20m height	Y	\$1,800.00	\$1,800.00	0.0%
Xlarge Tree 20+m height	Y	\$3,600.00	\$3,600.00	0.0%



Searches - 2020/21

Searches are issued as required under the Local Government Act 1999 and the Land and Business Agents Act.		
Actual Income 2018/2019	Budget Income 2019/2020	Budget Income 2020/2021
-\$144,734	-\$166,931	-\$170,001
Actual Expense 2018/2019	Budget Expense 2019/2020	Budget Expense 2020/2021
\$790,529	\$867,942	\$873,564
Actual Net Cost 2018/2019	Budget Net Cost 2019/2020	Budget Net Cost 2020/2021
\$645,795	\$701,011	\$703,563

Description	GST Inc Y/N	2019/2020 Fee/Charge	2020/2021 Fee/Charge	Increase
** Fees will be announced in late June by State Government				

RATING INFORMATION

Land & Business Agents

*Rates only	N	35.00	35.00	0.0%
*Zoning Portion Only	N	25.00	25.00	0.0%
* Full Search	N	60.00	60.00	0.0%
* Urgent Fee	N	12.25	12.25	0.0%
Extract from Assessment Book	N	\$10.50	\$10.50	0.0%
Copy of prior years rates notice	Y	\$11.00	\$11.00	0.0%
Copy Rate Accounts	No Charge			



Other Charges & Permits - 2020/21

Information available when requested as required under the Local Government Act 1999

**** Fees will be announced in late June by State Government**

Description	GST Inc Y/N	2017/2018 Fee/Charge	2018/2019 Fee/Charge	Increase
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Permits

Outdoor Dining Permit Application fee (non refundable)	N	\$100.00	\$100.00	0%
Outdoor Dining Permit (1 table and 4 chairs)	N	\$80.00	\$80.00	0%
Mobile Food Vending Permit Annual fee	N	\$2,000.00	\$2,000.00	0%
Mobile Food Vending Permit Monthly fee	N	\$200.00	\$200.00	0%
Mobile Food Vending Permit daily rate for special and community events	N	\$50.00	\$50.00	0%
Casual Use of Community Tennis/Netball Courts (per season up to 6 months)	N	\$300.00	\$300.00	0%

Freedom of Information

Application for access to document (includes first two hours spent dealing with application)	N	\$36.75	\$36.75	0%
Each subsequent 15 mins spent on application	N	\$13.80	\$13.80	0%
Where access is to be given in the form of a written transcript of words contained in document (per page)	N	\$8.25	\$8.25	0%
Photocopy of documents (per page)	N	\$0.20	\$0.20	0%
Where access is to be given in the form of a copy of a photograph, x-ray, video tape, computer tape or computer disk		The actual cost incurred by the agency in producing the copy		
Where the applicant requires that a document be posted or delivered		The actual cost incurred by the agency in posting or delivering the document		
Application for review of a determination made by the Council	N	\$36.75	\$36.75	0%

Notes:

1. Fees are set by Freedom of Information (Fees and Charges) Regulations 2003 and are subject to change
2. A member of the South Australian Parliament who applies for access to documents under freedom of information is entitled to access documents without paying any fees or charges unless the work involved in processing the application totals more than \$1,000
3. Holders of a current concession card such as a health care card or pension card, do not have to pay any fees or charges under freedom of information. Proof of the concession card will be required when application is lodged.
4. Where persons can satisfy Council that payment of the fee or charge would cause financial hardship to the applicant, Council may waive, reduce or remit a fee or charge.

Other Charges

History of Marion book	Y	\$10.00	\$10.00	0%
History of Marion book - Volume 2, Hard Cover	Y	\$39.95	\$39.95	0%

Public Information

Minutes, Policies, Registers, Codes and Procedures (per page) :-	Y	\$0.55	\$0.55	0%
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***These documents are available for inspection at the Council Administration Office,**

245 Sturt Road, Sturt, at no charge

Annual Report	No Charge
Community Consultation Policy	No Charge
Notification of Council Meetings - Notice & Agenda	No Charge
Notification of Committee Meetings	No Charge
Annual Financial Plan (Budget)	No Charge
Rating Policy	No Charge
Code of Practice - Meetings and Documents	No Charge
Strategic Management Plan	No Charge
Register of By Laws	No Charge
Order Making Policy	No Charge
Grievance Procedure	No Charge
Register of Delegations and Sub-delegations	No Charge
Tenders & Contracts Policy	No Charge
Code of Conduct for Members	No Charge
Code of Conduct for Staff	No Charge
Reimbursement of Members Expenses Policy	No Charge
Freedom of Information - Information Statement	No Charge
Council Electoral Roll (a full copy may be purchased - P.O.A)	No Charge

Grant Schedule included in 2020/21 Draft Annual Budget



NOTE: This report includes all grants in which the City of Marion will provide a financial contribution for or will receive a financial contribution for, as per the 2020/21 Draft Annual Budget.

Description	2020/21 External Contribution	2020/21 Marion Contribution	2020/21 Total Proposed	
	Budgeted (confirmed)	Budgeted	Capital	Operating
Adult Community Education Funding	\$160,000	\$0	\$0	\$160,000
Coastal Walking Trail	\$1,193,187	\$1,270,000	\$2,463,187	\$0
Commonwealth Home Support Program	\$1,523,607	\$0	\$0	\$1,523,607
Community Links Program	\$45,390	\$0	\$0	\$45,390
Community Passenger Network	\$199,365	\$0	\$0	\$199,365
Family & Community Development	\$231,888	\$0	\$0	\$231,888
Grants Commission	\$1,932,273	\$0	\$0	\$1,932,273
Grants Commission Roads Funding	\$1,031,278	\$0	\$0	\$1,031,278
Home & Community Care	\$99,506	\$0	\$0	\$99,506
Library Operations Grant	\$317,316	\$0	\$0	\$317,316
Local Roads & community Infrastructure	\$1,057,753	\$0	\$0	\$1,057,753
Marion Outdoor Pool VacSwim	\$4,560	\$0	\$0	\$4,560
Mitchell Park Sports Club Redevelopment	\$4,605,000	\$2,000,000	\$6,605,000	\$0
New Arrival & Refugee Immunisation (NARI)	\$2,458	\$0	\$0	\$2,458
NRM Education Program	\$70,000	\$0	\$0	\$70,000
Pest Plant Erradication & Control	\$2,500	\$0	\$0	\$2,500
Regional Football Facility	\$2,500,000	\$3,815,000	\$6,315,000	\$0
Roads to Recovery	\$975,658	\$0	\$0	\$975,658
School-based Immunisation Program	\$35,000	\$0	\$0	\$35,000
TOTAL GRANT FUNDING	\$15,986,739	\$7,085,000	\$15,383,187	\$7,688,552
TOTAL GRANT FUNDING INCLUDING COUNCIL CONTRIBUTION				\$23,071,739

Final Privacy Policy

Originating Officer	Governance Officer - Victoria Moritz
Corporate Manager	Manager Corporate Governance - Kate McKenzie Manager Digital Transformation and Information Technology - Akos Syzoni
General Manager	General Manager Corporate Services - Sorana Dinmore
Report Reference	GC200609R05

REPORT OBJECTIVE

The purpose of this report is to provide Council with the public consultation feedback relating to the Draft Privacy Policy and present a final Privacy Policy for endorsement.

EXECUTIVE SUMMARY

A draft Privacy Policy was endorsed for public consultation at the 12 May 2020 General Council Meeting (GC200512R15).

A public consultation process was conducted via the Making Marion website from 13 May 2020 - 2 June 2020. The consultation was promoted via social media posts and the Messenger 'What's Happening' column.

During the consultation process, 24 people visited the Making Marion page and a Facebook post promoting the consultation reached 813 people. There were no responses to the quick poll, no formal submissions, nor feedback received.

The policy has been updated with some minor amendments (marked with tracked changes) (attachment 1) and is now presented for final endorsement.

RECOMMENDATION

That Council:

- 1. Notes the outcomes of the public consultation on the draft Privacy Policy**
- 2. Adopts the final Privacy Policy (Attachment 1)**

DISCUSSION

In line with recommendations from the Finance and Audit Committee a Privacy Policy has been developed and is attached as **Attachment 1** for Council's consideration.

The Policy takes into account the legislative requirements that Council has to adhere to, but also considers legislative instruments which do not apply, such as the *Commonwealth Privacy Act 1988*, or the South Australian Government's Department of Premier and Cabinet Information Privacy Principles.



The policy states Council's commitment to ensuring openness and transparency of governance, while recognising that Personal Information is provided with the expectation that Council protect this information against loss, unauthorised access, modification, disclosure and all other misuse. It is proposed that the policy be reviewed every four (4) years in line with the Councils Policy Framework or sooner, if there are notable legislative or technological changes which would require it be reviewed.

Council endorsed the draft Privacy Policy for public consultation at the Council Meeting on 12 May 2020. The consultation period ran for 21 days. Although there was no active participation or formal feedback received, people were made aware of and provided the opportunity to indicate their level of support for the policy.

A procedure for *Investigating and Reporting a Privacy Breach* has been developed. The Procedure provides clarity regarding roles and responsibilities including identifying the steps/actions required to support policy implementation. The Procedure includes internal controls and steps required to meet Council's reporting obligations and to determine an outcome following an investigation. The Procedure will be reviewed in line with the Privacy Policy timeframes.

Attachment

#	Attachment	Type
1	Privacy Policy	PDF File

Privacy Policy



1. RATIONALE

The City of Marion (Council) is committed to ensuring openness and transparency of governance to stakeholders while protecting the privacy of individuals. This policy outlines how Council will approach the collection, storage, disclosure and use of personal and commercial information.

2. POLICY STATEMENT

The City of Marion recognises that personal and commercial information is provided with the expectation that Council protects this information against loss, unauthorised access, modification, disclosure and all other misuse. Personal information will only be collected for a lawful purpose that is directly related to the conduct of Council business and in the provision of Council services to its customers.

3. OBJECTIVES

The following principles apply when personal and commercial information is being considered and handled by Council:

- Only information reasonably required for the operation and effective delivery of Council programs and services is collected and maintained.
- Wherever possible the full purpose for information collection is disclosed at the time of collection. At times that purpose may be broad, for example to enable the effective communication with residents and stakeholders regarding policy, projects and programs occurring within the Council area.
- Council is a file number recipient for the purposes of the Commonwealth *Privacy Act 1988*. A file number recipient is any person who is in possession or control of a record that contains Tax File Number (TFN) information. Breaches are reported to the Office of the Australian Information Commissioner in compliance with the national Notifiable Data Breach scheme and as set out in Council's Procedures.
- Council is subject to the *Freedom of Information Act 1991*. The objects of the *Freedom of Information Act 1991* are:
 - To promote openness in government and accountability; and
 - To facilitate more effective participation by members of the public in the processes involved in making and administration of laws and policies.

These objects are to be achieved as follows:

- Ensuring that information concerning the operations of Council is readily available to members of the public and to Members of Parliament;
- Promoting a legally enforceable right to be given access to documents held by government, subject to restrictions that are consistent with the public interest and the preservation of personal privacy; and
- Enabling each member of the public to apply for the amendment of such government records concerning his or her personal affairs as are incomplete, incorrect, out-of-date or misleading.

Privacy Policy



4. POLICY SCOPE AND IMPLEMENTATION

This policy and related procedures apply to all people with access to Council information, information systems and information stores (computer-based or otherwise), including:

- Council employees;
- Council Members;
- Volunteers;
- Work experience placements; graduates and trainees; and
- Independent contractors and consultants.

Relevant training will be provided by Council to ensure these people can reasonably meet the requirements of this policy.

4.1. Collection and Use of Personal Information

All personal information collected by the Council is used only for the purpose of conducting Council business and in the provision of Council services to its customers.

The type of personal information that may be collected and held by the Council includes, but is not limited to:

- Names and addresses (postal, residential and email addresses);
- Telephone numbers;
- Age and/or date of birth;
- Property ownership and/or occupier details;
- Dog ownership;
- Electoral Roll details;
- Payment history;
- Financial, rental or income details;
- Pensioner/Concession information;
- Library membership details.
- Business data / Market intelligence

When collecting information, Council assumes that:

- Any personal information provided by residents and/or ratepayers is free from errors and omissions, is not misleading or deceptive and complies with all relevant laws; and
- Residents and/or ratepayers have the necessary authority to provide any personal information submitted to the Council.

All information is collected in a fair and lawful manner and as required/permitted by law. Council is committed to ensuring that residents and/or ratepayers are aware of the purpose of collection of their personal information and, where possible, will provide a privacy statement explaining the purpose. Council will take all reasonable steps to apply the objects and methods of the *Freedom of Information Act 1991* in such a way to favour the disclosure of information without infringing the right to privacy while meeting legal requirements.

Privacy Policy



4.2. Maintenance and Storage of Personal Information

Council will take reasonable steps and use appropriate security mechanisms to ensure that the personal information held by Council is protected from misuse and loss, and from unauthorised access, modification or disclosure.

~~In the event of a security breach, Council's procedures enable prompt action to be taken to investigate the incident and determine whether a Notifiable Data Breach of Personal Information has occurred. This will enable Council to take the necessary steps to complete the investigation and notify the relevant bodies.~~

Commented [VM1]: Refer 4.7

Council will maintain its record keeping systems to ensure that all personal information collected is up to date and complete as is reasonably practical, in accordance with the *State Records Act 1997* as applicable to local government bodies.

Any person who, on behalf of Council, uses or discloses personal information held by Council must have appropriate authorisation to do so. Failure to adhere to this requirement may result in disciplinary action.

4.3. Disclosure of Personal Information

Council will not provide personal information it holds on residents and/or ratepayers to third parties unless specifically required to by law and after following relevant consultation requirements, except:

- After Council first takes reasonable steps to obtain the consent of the person concerned to use his or her personal information for that other purpose;
- Where the provision of personal information is for the purpose of distributing materials for the sole purpose of and on behalf of the Council (e.g. for use to distribute Rates Notices);
- Where the third party has been contracted by Council to provide advice or services for the sole purpose of assisting the Council to provide benefits to residents and/or ratepayers;
- Where the Council is required by legislation to provide personal information to a third party (e.g. provision of personal information to the State Electoral Office) or to the public at large in accordance with legislation where the information is not otherwise exempt;
- Where the resident and/or ratepayer has been advised of Council's usual practice of disclosing personal information (through Council's Privacy Statements);
- As part of the public notification required and related to lodgement of a development application;
- If personal information is received as part of a Petition to Council, this will be dealt with in accordance with the *Local Government Act 1999* and as set out in Council's Petition Policy.
- Council believes, on reasonable grounds, that use of the personal information is necessary to prevent or lessen a serious and imminent threat to the life or health of the subject or of some other person;
- The use of the personal information is required and authorised by law; or
- The use of the personal information for that other purpose is reasonably necessary for the enforcement of the criminal law or law imposing a pecuniary penalty.

Before Council will provide personal information to a third party service provider that is subject to the provisions of the *Privacy Act 1988*, that supplier will be required to provide a signed Privacy Undertaking to Council that it will comply with the *Privacy Act 1988* and the National Privacy Principles in respect to the collection, use and handling of personal information supplied by Council.

City of Marion 245 Sturt Road, Sturt SA 5047
PO Box 21, Oaklands Park SA 5046
T 08 8375 6600
www.marion.sa.gov.au

Category: Public
Owner: Manager Information and Transformation /
Corporate Governance
Authorisation Date:
Review Date:

Privacy Policy



Council may supply personal information about an individual to that individual as part of a standard communication or pursuant to a request made by the individual.

4.4. Access to, and Amendment of, Personal Information

Residents and/or ratepayers who wish to access the personal information that Council holds in relation to them can do so by contacting [Customer service employees](#).

If a resident and/or ratepayer can show that the personal information held by Council is not accurate or complete, it will be amended by the [Customer service employees](#).

Council acknowledges that it has certain personal information in its possession that it is legislatively required to make available for access by members of the public. There is also provision under the *Freedom of Information Act 1991* for members of the public to apply for information from Council.

4.5. Privacy Statement

In addition to our privacy policy, we may need to explain specific privacy practices in more detail at other times. In such circumstances we develop and provide separate privacy notices to describe how we will handle the personal information that we collect. This separate privacy notice where issued, will detail our personal information handling practices in relation to that particular service or function.

4.6. Suppression of Personal Information

A person's name and/or address may be suppressed from the Council's Assessment Record and Voters Roll where Council's Chief Executive Officer is satisfied that the inclusion of the name and/or address on the Assessment Record and/or Voters Roll would risk the personal safety of that person, a member of the person's family, or any other person.

Enquiries regarding the suppression of information should be directed to Customer Service employees.

4.7. Eligible Data breach

Any potential eligible data breach will be investigated, assessed and managed in accordance with the Procedure for Investigation and Reporting a Privacy Breach.

4.7.4.8. Complaints

Residents and/or ratepayers who have any concerns regarding how Council handles personal information or require further information should contact the Customer service employees in the first instance.

If Customer service employees cannot satisfy the residents and/or ratepayers concerns, the person may lodge a formal complaint. Complaints should be made in writing to:

Manager Information Technology and Transformation

City of Marion
PO Box 21
Oaklands Park SA 5046

City of Marion 245 Sturt Road, Sturt SA 5047
PO Box 21, Oaklands Park SA 5046
T 08 8375 6600
www.marion.sa.gov.au

Category: Public
Owner: Manager Information and Transformation /
Corporate Governance
Authorisation Date:
Review Date:

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Privacy Policy



5. DEFINITIONS

Key Term – Acronym	Definition
Access	Providing to an individual, information about himself or herself that is held by Council. This may include allowing that individual to inspect personal information or to obtain a copy of the personal information.
Collection	Gathering, acquiring or obtaining personal information from any source and by any means, including information that Council has come across by accident or has not asked for.
Consent	Voluntary agreement to some act, practice or purpose.
Disclosure	The release of information to persons or organisations outside the Council. It does not include giving individuals information about themselves.
Eligible Data Breach	The unauthorised access, disclosure or loss of TFN information that is likely to result in serious harm to one or more individuals.
Notifiable Data Breach (NDB) Scheme	Councils are subject to the NDB Scheme under the <i>Privacy Act 1988</i> (Cwth) to the extent that TFN information is involved in an eligible data breach.
Personal information	Information or an opinion (including information or an opinion forming part of a database), whether true or not, and whether recorded in a material form or not, about a natural living person whose identity is apparent, or can reasonably be ascertained, from the information or opinion, including a photograph or other pictorial representation of a person, but does not include information that is: <ul style="list-style-type: none"> • in generally available publications; • kept in public records and archives such as the Commonwealth or State archives; or • kept in a library, art gallery or museum for the purpose of reference, study or exhibition.
TFN (Tax File Number)	Information, whether recorded in a material form or not, that records the tax file number of a person in a manner connecting it with a person's identity (e.g. a person's name and date of birth). Council, as an employer, is in receipt of TFN information.

Privacy Policy



Use	The handling of personal information within a Council including the inclusion of information in a publication.
Sensitive information	<p>Information or an opinion that may give rise to discriminatory practices based on an individual's:</p> <ul style="list-style-type: none"> • racial or ethnic origin; • political opinions; • membership of a political association, a professional or trade association or a trade union; • religious beliefs or affirmations; • philosophical beliefs; • sexual preferences or practices; • gender; • criminal record; or • health.

6. ROLES AND RESPONSIBILITIES

The departments responsible for the security of Council-held information, accurate electronic recordkeeping and maintenance are Information Technology and Transformation and Corporate Governance.

7. REFERENCES

This Privacy Policy has adopted principles and approaches from:

- The Commonwealth *Privacy Act 1988*; (Australian Privacy Principal Guidelines)
- Previous Ombudsman's finding in relation to Freedom of Information Request reviews;
- The South Australian Department of the Premier and Cabinet's Information Privacy Principles Cabinet Administrative Instruction.

Although this legislation and administrative instructions do not directly apply to councils within South Australia, principles from within each have been adopted to ensure a suitable standard is applied.

In developing this policy, the additional following legislative instruments were considered:

- Local Government Act 1999
- Freedom of Information Act 1991
- State Records Act 1997
- Office of the Australian Information Commissioner - Notifiable Data Breach Scheme

~~In addition, other local government bodies' policies were considered, mainly our partner Council City of Charles Sturt, but also City of Mitcham.~~

8. REVIEW AND EVALUATION

It is proposed that the policy be reviewed every four years in line with Council's Policy Framework, or earlier should legislative or technological changes require it.

Proposed Biennial Service Review Program 20/21 and 21/22

Originating Officer	Performance & Innovation Leader - Cass Gannon
Corporate Manager	Manager Customer Experience - Karen Cocks
General Manager	General Manager Corporate Services - Sorana Dinmore
Report Reference	GC200609R06

REPORT OBJECTIVE

To provide Council with a Proposed Biennial Plan for the Service Review Program for 20/21 and 21/22, comprising of:

- Cross Council Service Reviews
- City of Marion focus on Digital Transformation Project

EXECUTIVE SUMMARY

The Service Review program would have reviewed 8 services, with the start of a 9th, by the end of 19/20. These reviews have been delivered as a combination of cross council and City of Marion only.

Based on the success of the cross council reviews and the delivery of the Digital Transformation project for the City of Marion it is proposed that a biennial SR Program comprised of cross council reviews is implemented. The draft SR Program for 20/21 can be reviewed in Appendix 1, with 21/22 program to be developed in May 2021, based on cross council priorities identified at that time.

At their meeting on 19 May 2020, the Finance and Audit committee, reviewed and recommended the Proposed Biennial Service Review Program 20/21 and 21/22 to Council for their consideration.

DISCUSSION

Proposed Biennial Service Review Program 20/21 and 21/22

The Service Review program is a strategy, 'continuously improve through the service review program', within the Our Council of Excellence: An Innovative Business section of the City of Marion Business Plan 2019-2023 (page 8).

To implement this strategy over the next two financial years, 20/21 and 21/22, CoM is proposing that a biennial program is adopted focused on the delivery of cross council reviews. The draft program for 20/21 can be reviewed in Appendix 1. It is worth noting that the cross council review methodology involves the following steps:

- conducting a desktop analysis of the identified opportunity
- determine scope and deliverables of the service review
- conduct review

This methodology can result in variance in the number of service reviews completed.

Appendix 1 is in draft format only to allow time for the collaborative Councils to understand the true impact of Covid-19. It is anticipated that a finalised program will be brought to the August meeting of the Finance and Audit Committee.

This approach will allow CoM to focus on the delivery of the Digital Transformation Project.



RECOMMENDATION

That Council:

- 1. Endorses the proposed Biennial Service Review Program and draft Service Review Program (FY2020/21) as provided in appendix 1.**

Attachment

#	Attachment	Type
1	Appendix 1 - draft Service Review Program FY2020-21	PDF File

20/21 Cross Council Improvement Program

The Cross Council Improvement Program for 20/21 will be undertaken by the Cross Council Improvement Lead and will be focussed on areas not likely to be heavily impacted by Marion's ICT transformation program including:

- ongoing implementation of recommendations from the 19/20 reviews,
- performance of new major reviews focussed on Civil Operations and sporting and recreation facility management models across the three councils, as well as
- an update of the overall benchmarks across the three councils to determine priorities for 21/22 and to establish a performance baseline and requirements for the Business Intelligence project to be undertaken across the three councils as part of the ICT project delivery collaboration.

Minor reviews will also occur during 20/21 focussed on sharing specific equipment, assessing opportunities in smaller functions at the Charles Sturt and Port Adelaide Enfield councils and any budget assurance reviews as prioritised by the council executive teams. Governance and monitoring of the performance of implemented initiatives will also continue, with some functions expected to transition to business as usual in 20/21.

A summary of the major work objectives for 20/21 Cross Council Improvement Program is included in the table below.

20/21 Cross Council Improvement Program Priorities		Likely Impacted Councils		
		Marion	Charles Sturt	Port Adelaide Enfield
Implementation of 19/20 Service Review recommendations	Utilities Optimisation • Complete implementation	✓	✓	✓
	Fleet Management • Implementation	✓	✓	✓
	Civil Construction • Required Detailed Reviews • Implementation of Recommendations	✓ ¹	✓	✓
	Open Space Planning and Construction • Implementation	✓ ¹	✓	✓
	Parks and Gardens • Detailed Review		✓	✓
New Major Reviews	Sport and Recreation • Desktop review	✓	✓	✓
	Civil Operations • Desktop Review		✓	✓
Sustainable Benchmarking	Update 3 council benchmarking review	✓	✓	✓
	Establish BI platform to enable ongoing benchmarking and performance reporting	✓	✓	✓

Note: implementation of recommendations at Marion will be reviewed in light of whether they would be best delivered ahead of, in parallel to or as part of the Marion ICT Transformation program.

Living Kurna Cultural Centre Management Model - Status Update

Originating Officer	General Manager City Services - Tony Lines
Corporate Manager	N/A
General Manager	N/A
Report Reference	GC200609R07

REPORT OBJECTIVE

This report provides Council with an update on Kurna's submission of a proposal for management of the Living Kurna Cultural Centre (LKCC).

RECOMMENDATION

That Council:

- 1. Notes the report.**
- 2. Extends the due date for Kurna's submission of a proposal for management of the LKCC by 3 months to 31 August 2020, as requested in KYAC's letter of 29 May 2020.**

OR

- 2. Proceeds to request Expressions of Interest (EOIs) for proposals for management of the LKCC, as resolved by Council on 28 January 2020, noting that KYAC can submit an EOI and that all EOIs must include an ongoing partnership with the Kurna people at the LKCC.**

DISCUSSION

The City of Marion and the Kurna Yerta Aboriginal Corporation RNTBC (KYAC) have been discussing options for management models of the LKCC since 2016. At the 28 January 2020 General Council meeting, Council considered a progress report on the LKCC Management Model, where the following was resolved:

That Council:

1. Notes the report.
2. By the end of May 2020 requests that KYAC provide Council with a proposal for its preferred management model for the Warriparinga / LKCC site, including structural, operational, and financial aspects, and that any proposal be submitted with the signed endorsement of all relevant Kurna bodies.
3. Suspends further development of a Kurna management model, including Warriparinga Development Group meetings, until such a proposal is received.
4. If no proposal is received by the due date Council will automatically commence an EOI. KYAC will be also be able to submit an expression of interest whether or not they make a submission to Council before the due date.
5. Notes that any successful EOI must include an ongoing partnership with the Kurna people at the LKCC.

Council wrote to Kurna representatives on 31 January 2020 advising of the above resolution, and inviting KYAC to submit a proposal by end May 2020 (refer Attachment 1). Council welcomed contact on any matters of strategy and day to day documentation or business plans.



KYAC wrote to Council on 29 May 2020 (refer Attachment 2) advising that COVID-19 restrictions meant that the vulnerable Kaurua people could not hold face-to-face meetings to progress a proposal, and requesting a 3 month extension of the due date to 31 August 2020. No updates or contact on “any matters of strategy” were received during that time.

An extension was not envisaged in Council’s 28 January 2020 resolution, and Council must now determine whether to grant a three month extension or “automatically commence an EOI” process.

Attachment

#	Attachment	Type
1	Invitation to submit proposal for management of the LKCC	PDF File
2	KYAC Letter to CoM re LKCC Invitation	PDF File

31 January 2020

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

To:

Organisation	Name	Email
Kaurna Yerta Aboriginal Corporation (KYAC)		
Chair	Jeffrey Newchurch	Jeffrey.Newchurch@outlook.com
Director	Ann Newchurch	Via post
Director	Jessica Davies	jess.davies3@gmail.com
Director	Rosalind Coleman	Via post
Director	Suzanne Russell	suzannerussell2@bigpond.com
Member and recent WDG attendee	Garth Agius	kaurnawarra@hotmail.com
Member and recent WDG attendee	Tania Taylor	tmtay69@gmail.com
Member and recent WDG attendee	Irene Wanganeen	reniefay@hotmail.com
Consultant to Kaurna	Lorraine Merrick	lsmerick@bigpond.com
South Australian Native Title Services Ltd (SANTS)		
	Tom Jenkin	tomj@nativetitlesa.org
Kaurna Nation Cultural Heritage Association (KNCHA)		
Chair	Jeffrey Newchurch	Jeffrey.Newchurch@outlook.com
	Lynette Crocker	crockerlynette@gmail.com
	Frank Wanganeen	frank.wanganeen@gmail.com
	Merle Simpson	msimpson@internode.on.net
Senior Kaurna Elder and early Warriparinga conceptualiser		
	Georgina Williams	georgina.williams8@gmail.com
Indigenous Land and Sea Corporation (ILSC)		
	Greg Trengove	Greg.Trengove@ilsc.gov.au
Indigenous Business Australia (IBA)		
	Natalie Fishlock	natalie.fishlock@iba.gov.au
Kaurna Warra Pintyanthi (KWP)		
	Professor Rob Amery	kwp@adelaide.edu.au
Consultant to KWP/ Kaurna Youth Leadership		
	Jack Buckskin	kumakaaru@outlook.com

Dear Kaurna representatives

RE: INVITATION TO SUBMIT A PROPOSAL FOR THE MANAGEMENT OF THE LIVING KAURNA CULTURAL CENTRE (LKCC)

I refer to discussions between Kaurna representatives (initially KNCHA, then KYAC) and the City of Marion over the last 3 ½ years regarding the management of the LKCC by Kaurna – either jointly with Council or independently.

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.

At the 28 January 2020 General Council meeting, Council considered a progress report on the LKCC Management Model, where the following was resolved:

That Council:

1. *Notes the report.*
2. *By the end of May 2020 requests that KYAC provide Council with a proposal for its preferred management model for the Warriparinga / LKCC site, including structural, operational, and financial aspects, and that any proposal be submitted with the signed endorsement of all relevant Kurna bodies.*
3. *Suspends further development of a Kurna management model, including Warriparinga Development Group meetings, until such a proposal is received.*
4. *If no proposal is received by the due date Council will automatically commence an EOI. KYAC will be also be able to submit an expression of interest whether or not they make a submission to Council before the due date.*
5. *Notes that any successful EOI must include an ongoing partnership with the Kurna people at the LKCC.*

Accordingly, I invite KYAC to submit such a proposal to Council (via myself) by 31 May 2020. I also invite you to contact myself (tony.lines@marion.sa.gov.au) on any matters of strategy, and also to contact Marg Edgecombe, Unit Manager Community Cultural Development (marg.edgecombe@marion.sa.gov.au) regarding any day-to-day documentation or business plans that may be of assistance in developing your proposal.

I understand that KYAC, Kurna Traditional Owners and individual Kurna clans may have varying views on the site. Please note that the KYAC proposal must represent and align all Kurna views (including that of relevant clans), and be submitted with the signed endorsement of all relevant Kurna bodies (i.e. KYAC, KNCHA and KWP).

An update on this invitation for a proposal is likely to be brought back to Council in June 2020. Please note that you are able to make a deputation to Council at that or other General Council Meetings, and that a request for a deputation must be formally made in writing to the Mayor (kris.hanna@marion.sa.gov.au) before the meeting. I would suggest this be sent to the Mayor at least 24 hours before the meeting.

I look forward to receiving a proposal, and to being of any assistance in the process.

Regards



Tony Lines
GENERAL MANAGER CITY SERVICES



Kurna Yerta Aboriginal Corporation RNTBC

29 May 2020

Mr Tony Lines
Chairperson, Warriparinga Development Group
City of Marion
935 Marion Rd Mitchell Park SA 5043

Via email: Tony.Lines@marion.sa.gov.au
cc: Marg.Edgecombe@marion.sa.gov.au

Dear Tony

Re: Invitation to Submit a Proposal for the Management of the Living Kurna Cultural Centre (LKCC)

I am writing on behalf of the Board of the Kurna Yerta Aboriginal Corporation RNTBC (KYAC) in relation to your letter dated 31st January 2020 inviting proposals for the management of the Living Kurna Cultural Centre (LKCC).

As your letter outlines, there have been discussions over a number of years between the City of Marion (CoM) and Kurna peoples and associated organisations. This has included meetings of the Warriparinga Development Group (WDG) which has in recent times included KYAC representatives on behalf of native title holders. The development of a management model for LKCC led by Kurna peoples has been part of these discussions.

The invitation from the CoM to Kurna to submit proposals for management of LKCC has been considered by the KYAC Board. In response, KYAC sought to identify a professional organisation to work with it in developing a proposal. Following positive discussions, KYAC negotiated an engagement with PricewaterhouseCoopers (PwC) and PwC's Indigenous Consulting (PIC) to develop a proposal through:

- Desktop review and analysis
- Co-Design Workshop with Kurna representatives
- Development of a Management Model
- Consultation and finalisation of Management Model and submission to CoM

PwC/PIC bring significant expertise including in community engagement, finance, corporate design and business acumen. The engagement was proposed to commence in early March with co-design workshop held in April and proposal finalised and submitted in May.

As you will be well aware, the World Health Organization (WHO) in response to COVID-19 declared a pandemic on 12 March 2020 and a public health emergency was declared in South Australia on 15

March 2020. Restrictions on travel, gatherings and businesses and other aspects of normal life followed. Given the vulnerability of Kurna people and many Aboriginal and Torres Strait Islanders, Kurna put a hold on all face-to-face meetings. This included proposed face-to-face meetings for developing the Kurna strategic plan and young peoples strategy, KYAC Board and Leadership Group meetings and the KYAC Annual General Meeting. These steps were taken to prioritise and protect the health and well-being of our members. While KYAC Board meetings have been able to continue, many initiatives including the development of a Kurna LKCC Management Proposal have had to be put on hold. Our members do not have ready access to technologies whereby meetings, workshop discussions and decisions can be held remotely.

KYAC remain committed to developing a LKCC management proposal. Given the COVID-19 situation, we request that the date for submission of a management proposal be extended to enable Kurna to meet and work with PwC/PIC once the situation allows. Should the current and forecast easing or restrictions occur, we would consider that a further 2-3 months (say by 31st August) would provide Kurna with the opportunity to develop a proposal in a safe and appropriate manner. KYAC also request that the Council not proceed with an open EOI process until Kurna have had this opportunity. We will also consider whether a deputation is required in support of our request as outlined in this letter and will follow up accordingly.

We hope that you view our request favourably given the unprecedented circumstances. Please contact me should you wish to discuss or if you require further information.

I look forward to continuing to work with the City of Marion on the LKCC and more broadly.

Yours sincerely



Jeffrey Newchurch

CHAIRPERSON

KAURNA YERTA ABORIGINAL CORPORATION RNTBC

Revitalisation of the Edwardstown Employment Precinct - Update and Next Steps

Originating Officer	Unit Manager Economic Development - Donna Griffiths
Corporate Manager	Manager City Activation - Greg Salmon
General Manager	General Manager City Development - Ilia Houridis
Report Reference	GC200609R08

REPORT OBJECTIVE

To provide Council with the achievements of the past twelve months in revitalising the Edwardstown Employment Precinct and identify proposed next steps.

EXECUTIVE SUMMARY

The Edwardstown Employment Precinct is a key economic engine room of the City of Marion economy. It is host to over 4500 jobs, over 1700 businesses and provides \$1bn into our economy.

In 2019, Council resolved to investigate the revitalisation of the Edwardstown Employment Precinct from an Access, Amenity and Activation perspective. As a result, a forum was held and a 12 month action plan was developed in collaboration with the business community. Progress on the past 12 months is provided as Attachment 1.

This project is more important now than ever. COVID has increased unemployment within our region, particularly for skilled workers and youth. The success of our business community correlates with the success of our ability to deliver key projects in the City of Marion.

As part of the Action Plan, two key pieces of work were commissioned:

- Urban Design Framework (Attachment 2) and;
- Economic Activation Plan (Attachment 3).

These two pieces of work provide a foundation for what can be achieved to revitalise the Edwardstown Employment Precinct and that facilitates the strategic objectives that Council has set out to delivery, namely; access, amenity and activation, business growth and investment.

To realise the broader goals Council is seeking and that are outlined in the attached reports will require a strategy that considers a long term horizon but has clear demonstrable actions that deliver short term outcomes, whilst progressing key longer term goals. Particularly relating to the future stages of South Road, and the North South corridor and broader planning reforms.

At this point in time, there are two clear opportunities; to finalise the existing work program and develop the business case to frame the next phase of the revitalisation of this precinct. This will provide a funded proposal for consideration that will position Council to realise its outcomes for the next 5-10 year horizon.

In this context, the Greening of Edwardstown proposal with DEW was successful in 2019 and we will need to continue to deliver this funding deed until 30 April 2021.

Furthermore, administration seek the resources to develop a long term plan and business case for the project based on the recommendations of the Urban Design Framework and Activation Plan. Staff will provide Council with a sustainable model and business case in October 2020.

RECOMMENDATION

That Council:

- 1. Note the achievements and recommendations of the 2019/20 Action Plan (Attachment 1).**
- 2. Note the Urban Design Framework and Economic Activation recommendations by independent consultants (Attachments 2 and 3).**
- 3. Endorse the following actions and resources:**
 - **Resource a Level 6 Project Coordinator at 0.8 FTE for 4 months costing up to \$27,000 to maintain existing renewal program including business engagement, greening project, grant submissions.**
 - **Resource a Level 8 Project Manager at 1 FTE for 4 months costing up to \$41,000 to develop a comprehensive long term strategic plan and business case for the precinct.**
 - **up to \$20,000 for support consultancy to develop the business case for the project.**
 - **Apply to the Department of Environment and Water for a Greening of Edwardstown Stage two up to \$60,000.**
- 4. Notes that options for a longer term strategic view in project delivery and resourcing, with a business case, will be provided at a forum in September 2020 and a report to GC in October 2020.**

GENERAL ANALYSIS

The 'Activate Edwardstown and Melrose Park Employment Precinct' project is listed as a major project within Council's 2019/20 and 2020/21 Business Plan.

This project supports the delivery of the community vision - Prosperous – By 2040, our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts whilst providing access to education and Skills Development.

This project supports the achievement of the following goals:

- E4 – We will ensure our community is well informed about the services we provide.
- VN6 – We will encourage our community to be careful in their energy and water consumption.
- VN7 – We will encourage our community to minimise waste going to landfill, and we will adopt best technologies and methods for recycling of green-waste and other waste.
- I4 – A city that provides infrastructure and support that enables innovation (entrepreneurialism) to flourish.
- P1 – We will ensure that our development regulation and interaction with businesses allows for a thriving economy, increased visitation and vibrant atmosphere.
- P2– We will work with universities, business peak groups, Regional, State and Federal Governments to facilitate local economic growth.
- P3 – We will encourage our business community to pursue education and training, innovation and local investment.
- P4 – We will seek to activate our city through quality streetscapes and place making initiatives to deliver vibrant and prosperous business precincts.
- P5 – We will bring people together through networking opportunities to provide more economic Opportunities (eg. business to business, landlord and tenant).

DISCUSSION

In June 2019, Council endorsed a 12 month action plan (Attachment 1) to Revitalise the Edwardstown Employment Precinct. A 0.4 FTE was employed to coordinate and support the delivery of the 24 actions under access, amenity and activation.

In reality delivery of this plan has involved a number of different business units working in unison to achieve these outcomes with strong support from all members of the Economic Development function.

Key achievements of the 2019/20 Action Plan include:

Access

1. Delivery of an Urban Design Framework by Holmes Dyer, and an Economic Activation Plan for Industrial Precincts by the Australian Institute of Industrial Transformation.
2. Joint discussions with local councils on the North-South Corridor.

Amenity

3. Attraction of \$85,000 grant to match the \$85,000 budget to deliver 100 advanced trees, 75 tree inlets, 50 tree guards and environmental monitoring.
4. Heightened customer events to improve amenity.

Activation

5. Higher level of engagement with the business community at monthly meetings, via Making Marion and at events that has helped to shape the Action Planning process.
6. Creation of a property event that was well attended by over 40 property owners.
7. Built our local market intelligence and Edwardstown business listing.
8. Partnership approach to business support services with Southern Business Connections, Southern Business Mentors and State Government.
9. A tender to operate a Creative Industries Hub was released.
10. A business development and networking program was delivered before COVID restrictions were placed.
11. 'The Faces of Edwardstown' highlights the innovation of Edwardstown businesses.

Activities not delivered as part of the 2019/20 plan include:

1. Stobie pole art as this was budgeted for 2020/21 FY.
2. Allocation of \$50,000 to a contemporary community project as an uplift to Raglan Avenue because of perceived issues with façade mesh and a return of funds to community grants.

These projects are progressing to completion in early 2020/21.

Urban Design and Economic Activation Plan

The Urban Design and Economic Activation Plan (Attachment 2) was developed by Holmes Dyer.

Holmes Dyer presented the Urban Design and Economic Activation Plan at the Infrastructure and Strategy Committee. Members of the Urban Planning Committee were invited to attend given the overlap of this proposal across the objectives of the two committees. Members commended the work to date and were keen to see the project developed further and to come to fruition.

There was a keen sense to frame this project within a strategic context and apply appropriate resourcing to deliver a three to five year plan. It is estimated that the creation of this framework can be achieved within four months with dedicated resources. This will set the longer term vision up for success.

Members shared their concerns of the various externalities that could impact on this project but were still keen to see this progress. Concerns raised were:

- North South Corridor design
- State Government Planning reform and decisions



- Election cycles: Policy direction and Funding opportunities
- Private sector development and investment
- Environmental factors, including contamination issues within Edwardstown

This environmental scanning will be pivotal in developing a sustainable framework for the future.

Given the current sentiment, the opportunity exists to commence this work to leverage partnerships within the business community and State and Federal governments. It is proposed that we continue the momentum and formulate a clear proposal that will deliver a considered forward approach for success in the longer term.

Proposed Next Steps

Continuing this project will derive the following benefits:

- Enhance vibrancy and liveability of the area for local people
- Foster local commercial activity and business prosperity
- Raise the profile of the City as a business and visitor destination
- Improve visual and aesthetic appeal of the built environment
- Present increasing employment opportunities for all local residents
- Promote environmental responsibility through low-carbon initiatives and sustainable business practices
- Promote environmental and social benefits through encouraging local jobs for local people and minimising impact on transport infrastructure
- Generate financial benefit and reinvestment by the City for community projects and enhancement of services
- Support economic recovery
- Improve access to competitively priced goods and services

What does success look like?

The successful transition of the Edwardstown Employment Precinct from its current state into a place that attracts investment and supports business growth. The first stages of such transition activity will take between five and ten years. It is a long term investment and for it to be realised, requires considered and timely action now.

What steps do we need to put in place now to get to the vision?

The revitalisation of the employment precinct is in a strategic location in metropolitan Adelaide. It has the essential ingredients for a successful employment precinct – transport linkages, infrastructure and public realm. The key to the success of this project will be a flexible and agile approach given a series of unknowns that could have a significant impact.

Within the Council strategic plan this project was identified as a two year major project. Continued investment over the remainder of this Council term will be necessary to progress revitalisation objectives and seek the necessary inputs and investments from key partners.

The following steps can be implemented to start to realise revitalisation:

1. Continue to implement some short term actions that demonstrate Council's commitment to the Economic uplift of the employment precinct. This will maintain the current momentum.

The following is proposed for the next four months.

- Resource a Level 6 at a 0.8 FTE (up to \$27,000) for four months to continue the Greening of Edwardstown Project; Apply for Greening of Edwardstown part two; maintain the Making Marion pages; stakeholder engagement and support the creation of a five year framework.



- Provide up to \$60,000 for Greening of Edwardstown Part Two to apply for a grant for \$60,000 from DEW (due mid July 2020).
- Finalise delivery of the Raglan Avenue and public art 'Stobie Pole' works.

2. Concurrently develop a more strategic approach to revitalisation through a 1 FTE resource at Level 8 (up to \$41,000) for four months. This resource will prepare an Implementation Framework for a more strategic view and will incorporate resourcing and financing and be clear in Council's role. This will be sent to Council in October 2020.

The Implementation Framework will consider, but is not limited to:

- Investigation into a Business Improvement District / other Governance models
- Investigation into a Precinct Model with a Precinct Director to oversee the five year Revitalisation plan – including partnerships with developers, similar to the Tonsley Innovation District model.
- Investigation into ROI, financial and civic benefit with feedback from business and potential investors
- Consider action and input from other LG jurisdictions
- Business case, incorporating;
 - costs and benefits to Council, community and its ratepayers;
 - role of Council;
 - total investment opportunity;
 - role of partners - internal and external;
 - alignment to election cycles for funding;
 - explore other funding and economic stimulus opportunities;
 - Resourcing and funding for the future works;
 - Partnerships; and,
 - Externalities that may have an impact - North South Corridor design, planning decisions, elections, policy direction and funding opportunities and private sector development and investments.

Ultimately this work will seek to balance the direct financial and economic return on investment with the public value and benefits we deliver for our community.

Attachment

#	Attachment	Type
1	Attachment 1 - 2019/20 Action Plan - Results and Recommendations	PDF File
2	Attachment 2 - Urban Design and Economic Framework	PDF File
3	Attachment 3 - Economic Activation Plan (Australian Industrial Transformation Institute)	PDF File

#	Action Item	Actual Budget	Benefit / Outcome	Recommendation
REVITALISATION OF THE EDWARDSTOWN EMPLOYMENT PRECINCT PROJECT				
1	Project Governance: <ul style="list-style-type: none"> Board Champion – Mayor / Councillor Joseph Masika Project Sponsor – Ilia Houridis, General Manager City Development Senior Leader – Greg Salmon, Manager City Activation Project Manager – Donna Griffiths, Unit Manager Economic Development Project Coordinator – Kate Silkstone, Edwardstown Project Coordinator (0.4 FTE) <i>Internal Project Control Group</i> – meets monthly – Coordination and delivery of the project by establishing an internal working group of lead areas / subject matter experts to meet monthly. <i>Project Steering Committee</i> (external) – meets monthly – Edwardstown business community – stakeholder reference group. Purpose is to feed into the plan, provide feedback on actions, give a business lens / insight into the project. Members range from small business (sole operators) to large business (20 + employees). Agendas, Minutes and Action Registers are in place. 	Existing resources and budget	<ul style="list-style-type: none"> 6 Internal Project Control Group meetings held 6 Project Steering Committee meetings held 	Continue with this governance model
2	<p>Establish a Making Marion site for the project to continue two-way communication. https://www.makingmarion.com.au/edwardstown-project https://www.makingmarion.com.au/greening-edwardstown</p> <p>A 'Faces of Edwardstown' section was included to celebrate the rich diversity of businesses and industry in Edwardstown.</p>	Existing resources and budget	<ul style="list-style-type: none"> Dedicated online consultation channel to keep the community informed and where they can contribute and comment on the project. Traffic to the <i>Revitalisation of Edwardstown</i> between 30/08/19 and 29/04/20: 736 visits to the site with 60% visiting more than one page and 26% downloading documents or contributing to the discussion. <i>Greening of Edwardstown</i> site established on 14/01/20. 	<ul style="list-style-type: none"> Continue to post key information and documentation on the Making Marion sites Direct all communications to 'find out more by visiting the Making Marion sites'. Continue the 'Faces of Edwardstown'

DRAFT Outcomes of the past 12 Months - Short Term Action Plan (1 July 2019 to 30 June 2020) for the Revitalisation of the Edwardstown Employment Precinct

#	Action Item	Actual Budget	Benefit / Outcome	Recommendation
			At 29/04/20 there have been 166 visitors to the site, 48% viewing more than one page and 23% downloading documents or contributing to the discussion.	
3	Engage a Project Coordinator for two days per week to support the roll out of the Short Term Action Plan (0.4 FTE).	\$40,000	Additional resource appointed in September 2019 to deliver the 24 actions until 30 June 2020.	Increase this resource to (0.8 FTE) and continue for 2020/21 FY
4	Report to Council on progress at six monthly intervals.	Existing	<ul style="list-style-type: none"> January 2020 complete Urban Planning Committee June 2020 	Continue with six monthly updates for 2020/21 FY
	Edwardstown Business Listing - Consolidation of business listing with rates database, Industry Capability Network, REMPLAN and local knowledge.	Existing	<ul style="list-style-type: none"> A consolidated up to date listing of business and property owners. Contact list used to gather market intelligence, and build community relationships. 	Monitor and maintain this list to ensure that it is kept up to date in 2020/21 FY
ACCESS – how we move in, out and around the Edwardstown Precinct?				
5	North South Consultative Group: Establish a Consultative Committee to inform North South Road discussions with the Deputy Mayor as Chair. The Committee to include City of Mitcham, City of Marion, City of Unley and City of West Torrens. This committee will meet quarterly to advocate for business and connectivity for the region during the north-south corridor discussions.	Existing resources and budget	<ul style="list-style-type: none"> Advocate for reduced disruption to business and improve connectivity with Melrose Park. Monitor design. One meeting held with a tunnel being the preferred option. 	Consultative Committee for North-South Road Corridor with Cr Sasha Mason as chair to meet as required

DRAFT Outcomes of the past 12 Months - Short Term Action Plan (1 July 2019 to 30 June 2020) for the Revitalisation of the Edwardstown Employment Precinct

#	Action Item	Actual Budget	Benefit / Outcome	Recommendation
6	Traffic Investigations: Incorporate traffic management investigation into the <i>City Transport Plan</i> , with a focus on Raglan Avenue, Woodlands Terrace, Woodlands Park Station, Angas Avenue, Edwards Street, Dunorlan Road and Aclan Avenue. These streets were identified at the forum. To consider traffic counts, parking needs analysis, etc. Feed this into the Urban Design Framework.	Existing	Traffic data was incorporated into the Urban Design Framework to identify recommendations.	Adopt recommendations in Urban Design Framework
7	Urban Design Framework: Commission an Urban Design Framework and Implementation Plan. This will form a base to apply for future funding opportunities. Holmes Dyer engaged through open tender process.	\$50,000	Key actions to revitalise access, amenity and activation for the next five years developed.	Action draft Implementation Plan
AMENITY – the look and feel of the precinct				
8	8A. Raise customer events for items within the Edwardstown Precinct Analysis Document. 8B. Start a campaign to ‘snap and connect’ – If the business community sees a problem – report it to Council.	Existing	<ul style="list-style-type: none"> Investment in pride of place Improve Edwardstown’s image Remove graffiti, weeds and rubbish 2000 customer events were received and actioned for Edwardstown via a number of mechanisms 	Continue 2020/21 FY
9	Public Art: Incorporate Stobie Pole Art into the Raglan Avenue streetscape upgrade.	Nil	Nil	Implement 2020/21 FY
10	Investigate the incorporation of ‘façade mesh’ to old Hills Site / Raglan Avenue to provide an uplift on Raglan Avenue.	\$10,000 (from grant budget)	<ul style="list-style-type: none"> Uplift of Raglan Avenue Showcase the history of Edwardstown Reinforce the character and underlying cultural diversity within Edwardstown 	Implement 2020/21 FY

DRAFT Outcomes of the past 12 Months - Short Term Action Plan (1 July 2019 to 30 June 2020) for the Revitalisation of the Edwardstown Employment Precinct

#	Action Item	Actual Budget	Benefit / Outcome	Recommendation
			<ul style="list-style-type: none"> Create environments that have high levels of amenity and cultural identify 	
11	Greening of Edwardstown: Investigate <i>Greening Adelaide Fund</i> and <i>Water Sensitive Urban Design Grant Funding Programs</i> for the Edwardstown Precinct. This fund requires a 50% council contribution. NB. Funding awarded. Project commenced November 2019. This project will cease on 30 April 2021.	\$85,000 Grant And \$85,000	<ul style="list-style-type: none"> Improve public realm Create green character amenity including green spaces to help people meet. Reduce urban heat Reduce air pollution and energy use Project outcomes: <ul style="list-style-type: none"> 166 advanced trees 75 tree inlets 8 educational totems Environmental monitoring Community engagement 	Finalise project by 30 April 2021. Action Item 2020/21 Investigate additional funding to extend the Greening of Edwardstown to include another four streets.
12	Environmental Monitoring: Investigate environmental monitoring of the precinct – tree canopy cover, air pollution and heat. An open tender is currently out and will close 7 February 2020.	[\$20,000 in above]	Incorporated within #11 Greening of Edwardstown outcome	Finalise project by 30 April 2021
ACTIVATION – how do we create an environment for business growth and investment?				
13	Economic Activation Plan - Commission an Economic Activation Plan that supports business growth, smart precinct development, international trade and investment attraction. This will form a base to apply for future funding opportunities. The report was developed by the Australian Industrial Transformation Institute.	\$10,000	Independent review of the precinct and recommendations to activate the precinct.	Deliver recommendations contained in the action plan

DRAFT Outcomes of the past 12 Months - Short Term Action Plan (1 July 2019 to 30 June 2020) for the Revitalisation of the Edwardstown Employment Precinct

#	Action Item	Actual Budget	Benefit / Outcome	Recommendation
14	Creative Hub / Makers Space: Investigate models to deliver a creative design co-working space in Edwardstown.	\$35,000 x 3 years	Attraction of the creative industries to Edwardstown	Monitor and report on outcomes.
15	Zoning: Investigate re-zoning opportunities for Edwardstown through the code conversation process within the Urban Planning Committee.	Existing	<ul style="list-style-type: none"> Zoning supports the needs of the industry Flexibility for new entrants 	Monitor
16	<p>Business Advice: Work with the Southern Adelaide Business Advisory Service to deliver advisory sessions in Edwardstown, identify high growth potential businesses and connect into the business support ecosystem.</p> <p>Southern Business Mentoring Program (program from November 2019) promoted to Edwardstown business community.</p>	Existing	<ul style="list-style-type: none"> Six businesses have participated in advisory sessions. Advisory session have been promoted to 780 Edwardstown businesses. A campaign was scheduled for May 2020 commencing with a business community networking event to meet mentors specialising in HR/WHS, Innovation and Transformation, Export and International Trade and dedicated days to meet with mentors at the Edwardstown Club. 	Continue to promote the opportunity
17	<p>Networking Program: Develop an Edwardstown focus for Southern Business Connections to operate out of Edwardstown Soldiers' Memorial Community Centre that celebrates the precinct. Support Southern Business Connections with expanding the admin service with this focus.</p> <p>Workshop topics and dates agreed at the Edwardstown Club:</p> <ul style="list-style-type: none"> Building your personal Brand – 18 February 2020 Building your Business – 12 March 2020 Building your Team – 21 April 2020 (postponed due to COVID) Building Visibility – 19 May 2020 (postponed due to COVID) 	<p>Up to \$5,000</p> <p>[Spend to date \$2500]</p>	<ul style="list-style-type: none"> Peer to peer networking and advice from Southern Business Connections Quality speakers that meet the needs of the Edwardstown business community Attendance at workshops: February – 27 participants March – 21 participants 	<p>Once COVID restrictions are released, reactivate this.</p> <p>Carryover funds</p>

DRAFT Outcomes of the past 12 Months - Short Term Action Plan (1 July 2019 to 30 June 2020) for the Revitalisation of the Edwardstown Employment Precinct

#	Action Item	Actual Budget	Benefit / Outcome	Recommendation
18	Meet with Vicinity Centres bi-monthly to inform a revised development plan for the Hills Site. NB. Vicinity Centres are part of the Business Community Meetings.	Existing	<ul style="list-style-type: none"> Ongoing relationship Monitor investment 	On-going
19	Work with property owners to identify different leasing options to activate vacant spaces. A Property Event was held on 17 February 2020.	Existing	<ul style="list-style-type: none"> 43 property owners attended 	Nil
20	Information: Keep business up to date with activities through the Business Talk E-Newsletter and Making Marion site.	Existing	Engaged with 780 Edwardstown businesses through direct email communication about the project and/or through the Business Talk E-Newsletter and the Making Marion site.	Continue to build relationships with the Edwardstown business community and have a focus on showcasing Edwardstown business activity.
21	Understanding Community Development Requirements: Gather data plus evidence and develop a suitable plan for implementation if required.	Existing	Understand community development opportunities	Community Connections to action
22	Allocate one round of the Community Grants Program (\$50,000) into a community project for the Edwardstown Precinct. An Art of Respect Project – aerosol mural (worth \$40,000) was being considered for Raglan Avenue.	This relates to action item 10	Historical mural on Raglan Avenue	Continue using existing budget
23	Develop case studies of the five businesses in Woodlands Terrace that undertook the Energy Support Package to showcase to other businesses. Investigate continuing the energy support package to other areas within the precinct.	Existing	Understand if the project is transferable to other streets / businesses	Consider any recommendations
24	Steering Committee: Establish a precinct business focus group to meet bi-monthly. <ul style="list-style-type: none"> Gaining feedback on direction – access, amenity and activation Engaging on the Urban Design Framework and Economic Activation Plan 	Existing	<ul style="list-style-type: none"> 22 members 18 industries represented Market intelligence Feedback into the future 	Retain this group for the 2020/21 Action Plan
	TOTAL for 1 July 2019 to 30 June 2020 Actual Spend / Commitment	Total COM Actual Spend		

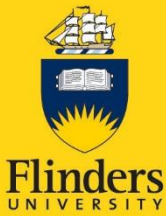
DRAFT Outcomes of the past 12 Months - Short Term Action Plan (1 July 2019 to 30 June 2020) for the Revitalisation of the Edwardstown Employment Precinct

#	Action Item	Actual Budget	Benefit / Outcome	Recommendation
		\$292,000 CoM Total Grant = \$85,000		

Budget Breakdown

Item		Actual Spend
0.4 FTE	Contract	\$ 40,000.00
Urban Design Framework	Holmes Dyer	\$ 50,000.00
Economic Activation Pan	Australian Industrial Transformation Institute	\$ 10,000.00
SBC Networking Program	Southern Business Connections	\$ 2,500.00
<u>Greening of Edwardstown</u>		
\$85,000 Grant	DEW	
\$85,000 Operational		\$ 85,000.00
Creative Industries Hub (3 x \$35k)	Tender yet to be awarded	\$ 105,000.00
TOTAL ACTUAL SPEND / COMMITMENT		\$ 292,500.00

Pages 159 to 216 of this agenda have been redacted as per the resolution of Council at its meeting on 28 July 2020 (GC200728F05).



Flinders University
Australian Industrial
Transformation
Institute

Economic Activation of Precincts

City of Marion



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Australian Industrial Transformation Institute

May 2020



Economic Activation of Precincts

City of Marion

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The Australian Industrial Transformation Institute (AITI) has taken care to ensure the material presented in this report is accurate and correct. However, AITI does not guarantee and accepts no legal liability or responsibility connected to the use or interpretation of data or material contained in this report.

Key findings

- The Edwardstown Precinct in the City of Marion is home to more than 1,800 active businesses, operating in over 200 industries. Its prominent location along the South Road corridor and nearby public transport are ideal for industrial development and transformation.
- The largest employing industries in Edwardstown include the Retail industry, and Food Services, however an analysis of the relative employment in Edwardstown industries reveals the presence of Library and Information Services, Manufacturing; including clothing, furniture, transport equipment and fabricated metal products, and Professional, Scientific and Technical Services as unique industrial strengths.
- The Edwardstown Precinct is one of the most diversified regions in Australia. Of the 105 industries analysed, Edwardstown has an Industrial Comparative Advantage in 41 industries. This places Edwardstown in the top 50 of more than 2,000 regions analysed for industrial diversity. The presence of many industries, with high relative levels of employment, combined with the strong clusters of businesses which exist within the precinct, especially among manufacturing businesses is a significant strength for the Edwardstown Precinct. Collaboration among businesses, across industries, provides an opportunity for businesses to learn from each other, and work together to improve competitiveness.
- Industry development and diversification opportunities for Edwardstown exist in many industries, notably Machinery and Equipment Manufacturing and Fabricated Metal Product Manufacturing.
- The City of Marion should prioritise improving the capabilities of the existing manufacturing industries in the Edwardstown Precinct to take advantage of digital technologies and Industry 4.0 in light of the State Government's state growth agenda and focus on the high tech sector.
- 366 products are identified as opportunities for Edwardstown businesses to manufacture. These products are highly complex and share the industrial capabilities in which Edwardstown is strong.
- 156 of the products identified have experienced a strong five year growth in global demand and are opportunities for businesses in Edwardstown to begin or expand their export capabilities.

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1 Introduction

1.1 Background

The Cities of Marion, Charles Sturt and Holdfast Bay have commenced a project to help activate and revitalise the industry and employment precincts of Edwardstown, Charles Sturt and Somerton Park. The project aims to increase the three precincts' competitiveness through fostering innovation and employment growth, and by identifying and developing unique business development opportunities for each precinct.

This research report focusses on the Edwardstown Precinct; covering the three destination zones within the suburb of Edwardstown (bounded by Daws Road, South Road, Cross Road, and Towers Terrace/Roberts Street), identifying the precinct's skills, strengths and sectors and determining a pathway forward that takes advantage of growth industries identified through economic analyses and supported by government policy and plans.

The unfolding COVID-19 pandemic will have significant impacts on the productivity, economic viability and future focus of many sectors of the economy, including manufacturing, retail, and wholesale trade. Product opportunities and export priorities are likely to change according to altered global demand with impacts likely within most supply chains and across many sectors.

1.2 Strategic landscape

The Hon Steven Joyce's *Review of the South Australian Government's International and Interstate Engagement Bodies and Functions* (Joyce 2019) aimed to assist the South Australian Government to achieve its goal of lifting economic activity in South Australia and increasing the state's prosperity. The review impressed that identifying and accelerating the growth of sectors that have global appeal and in which the state has comparative advantage will build the future prosperity of South Australia. It recommended as an initial step, the definition of potential growth sectors that should be the focal point for the State Government over the next five to ten years. Nine sectors were identified through this process as having significant export growth potential and growth plans are under development for:

- Creative industries,
- Defence industry,
- Energy and mining,
- Food, wine and agribusiness,
- Health and medical industries,
- High-tech,
- International education,
- Space industry,
- Tourism.

The South Australian Government Chief Scientist developed the *Excite Strategy* to support the recommendations from the Hon Steven Joyce's review. The Chief Scientist identified innovation precincts and neighbourhoods as key 'Enablers of Collaboration' to support the growth of the Science, Technology, Engineering, Maths and Medicine (STEMM) Research and Innovation value chain (McMillen, 2019). The value chain comprises knowledge creation, knowledge transfer and knowledge application and requires key enablers in order to successfully deliver economic and non-economic outcomes. Innovation precincts, characterised by an agglomeration of industry, research and education activities, provide a mechanism for building partnerships and

entrepreneurism, assisting local businesses to improve competitiveness, productivity and innovative capacity (Department of Industry, Science, Energy and Resources, 2019). These unique environments, enabling the exchange of research knowledge, industry experience and business opportunity, help to translate innovation into high value, sustainable growth industries which underpin the economy.

The South Australian government has implemented policies focusing on key industry sector development, through the state sector growth plans, and the development of a business environment conducive to entrepreneurialism, through the Future Industries Exchange for Entrepreneurship (FIXE) hub.

1.3 Precinct success factors

Innovation precincts are clusters of industry, research and education activity in a specific geographic area (Department of Industry, 2019). They bring together leading institutions and companies, clustering start-ups, business incubators and accelerators in a physically compact, transit-accessible area. Precincts also are technically connected and combine mixed-use housing, office and retail environments (Wagner, Katz, & Osha, 2019).

Innovation precincts are a key source of economic productivity growth - a key determinant of a regions living standards (Baily & Montalbano, 2018). Their strength lies in their complexity, and integration of previously separated leaders, disciplines, investors and researchers (Wagner et al., 2019). Geographic clustering of firms and researchers has been extensively studied in economic development literature, revealing its value in terms of innovation, efficiency and productivity (Baily & Montalbano, 2018). The integration of and interaction between economic, physical and networking assets is what sustains and grows an innovation precinct (Baily & Montalbano, 2018). The economic assets include high value research sectors, creative industries, incubators, accelerators and training facilities. Physical assets relate to office buildings, lab spaces, retail outlets and parks, while the networking assets are the meetings, workshops and informal interactions that occur between precinct players (Baily & Montalbano, 2018). Separately, these assets are unable to support an innovation district, but together they provide a powerful platform for innovation and economic productivity (Baily & Montalbano, 2018).

The Silicon Valley high-tech precinct, backed by US Department of Defense funding in the 1950s, adopted a culture of collaboration by integrating research institutions, government funding, private sector investment and high-skilled workers to create a hub of innovation and entrepreneurship (Baily & Montalbano, 2018). The result is a highly innovative and economically productive precinct that, in 2016, contributed \$722 billion to United States GDP (Baily & Montalbano, 2018).

Following the decline of the iron and steel industry in Pittsburgh, Pennsylvania, the Pittsburgh precinct realigned its charter with the strengths of the University of Pittsburgh and Carnegie Mellon University – information technology - focussing its efforts on biotech, pharmaceuticals and information technology (Baily & Montalbano, 2018). The positioning of the Pittsburgh precinct within the fast-growing health care sector, strong links with education and research institutions, and federal and state government funding lead to its success – contributing \$138 billion to US GDP in 2016 (Baily & Montalbano, 2018).

Local leadership is critical to the success of an innovation precinct (Department of Industry, 2019). A successful precinct is one that builds on existing competitive strengths and comparative advantage. It utilises local skills and expertise through building collaborative relationships with likeminded industry partners and engages with research institutions and skills providers to ensure industry and community needs are addressed (Department of Industry, 2019).

Three of the key precinct success factors – Research and educational institutions; Collaboration with local partners; and Governance and investment – are discussed in more detail in the following sections.

1.3.1 Research and educational institutions

Collaboration with researchers and educational institutions is pivotal to the success of innovation precincts (Department of Industry, 2019). Collaborative partnerships support entrepreneurs and start-ups to establish and succeed, whilst also enabling established businesses to innovate and improve competitiveness and productivity (Department of Industry, 2019).

The Tonsley Innovation Precinct in the City of Marion, home to Flinders University and TAFE SA, is a hub of innovation and the nexus between research, vocational education and industry in South Australia.

“Tonsley brings together leading-edge research and education institutions, established businesses and start-ups, business incubators and accelerators as well as government and the wider community to connect and collaborate in Australia’s leading innovation district.”¹

The Tonsley Innovation Precinct focusses on four sectors that reflect South Australia’s major economic strengths and opportunities – Health, medical devices and assistive technologies; Cleantech and renewable energy; Automation, software and simulation; Mining and energy services. The breadth of these focus sectors provides a wealth of knowledge sharing and collaboration opportunities that can support the reactivation of the Edwardstown Precinct.

1.3.2 Collaboration with local partners

Collaboration with local partners is essential for building a critical mass within a successful innovation precinct. Potential local partners include start-ups, small and medium enterprises (SMEs), large firms, researchers, specialised suppliers and international companies (Department of Industry, 2019). The ability to build on local strengths and common interests, to utilise complementary resources, and to share knowledge and technology enable an innovation precinct to compete and advance in competitive economies both locally and globally.

1.3.3 Governance and investment

Appropriate governance arrangements and organisational structure will provide a solid framework in which an innovation precinct can thrive. Coupled with this is the need for adequate and appropriate investment from precinct participants and funding bodies. The governance and investment arrangements will vary for each precinct according to scale, age and sophistication, and are critical to the precincts’ success.

The *Revitalisation of the Edwardstown Employment Precinct Project* is supported by a Project Steering Group, comprised of members of the Edwardstown business community and key City of Marion staff. The Project Steering Group supports and informs the project, providing insights, information and recommendations on the Action Plan, with members acting as project advocates within the precinct community. The inclusion of business representatives provides a solid foundation for the Edwardstown Precinct revitalisation project. Consideration of financial investment is also a critical ingredient in the development of successful and thriving precincts.

¹ <https://tonsley.com.au/>

1.4 Planning regulations

The South Australian planning system is undergoing significant reform to modernise and simplify planning and development across the state. The new Planning and Design Code (the Code), underpinned by the new *Planning, Development and Infrastructure Act 2016*, is being rolled out across South Australia to replace all existing council development plans, to unify and clarify planning policy across the State. The Code will become operational for all urban councils in July 2020.

These changes will impact the Edwardstown Employment Precinct, with the existing Development Plan Zoning Categories (Figure 1) replaced by the Planning and Design (P&D) Code Zones (Figure 2) from mid-2020. Under the new Act, the areas currently classified as 'Industrial', will be reclassified as either 'Employment' or 'Suburban Employment', and the existing 'Commercial' zones will become 'Suburban Employment' zones. The Castle Plaza Shopping Centre will be rezoned as a 'Suburban Activity Centre', whilst the area to the north will become 'Suburban Main Street' and 'Suburban Business and Innovation'.

The South Australian Government *Guide to the Draft Planning and Design Code* defines the following:

➤ **Employment Zone**

This zone supports a range of industrial, high-impact activities including general industry, logistical, warehousing, storage, research and training land uses.

➤ **Suburban Employment Zone**

This zone supports a diverse range of low-impact, light industrial, commercial (including bulky goods) and business activities that complement the role of other zones with significant industrial, shopping and business activities.

➤ **Suburban Activity Centre Zone**

This zone accommodates small-to medium- sized activity centres servicing a local or neighbourhood area. Development will primarily comprise shops, offices and consulting rooms. Residential development will be appropriate only in conjunction with non-residential development.

Building heights up to 4 storeys may be appropriate subject to appropriate interface with adjoining zones.

➤ **Suburban Business and Innovation Zone**

This zone provides for a range of commercial, light industrial, shop and residential land uses.

Development will be designed and sited to minimise impacts on adjoining land uses.

➤ **Suburban Main Street Zone**

This zone accommodates small-to medium- sized activity centres servicing a local or neighbourhood area. Development will primarily comprise shops, offices and consulting rooms. Residential development is appropriate only in conjunction with non-residential development.

Buildings will be oriented toward the main street to create active frontages and reinforce the main street character.

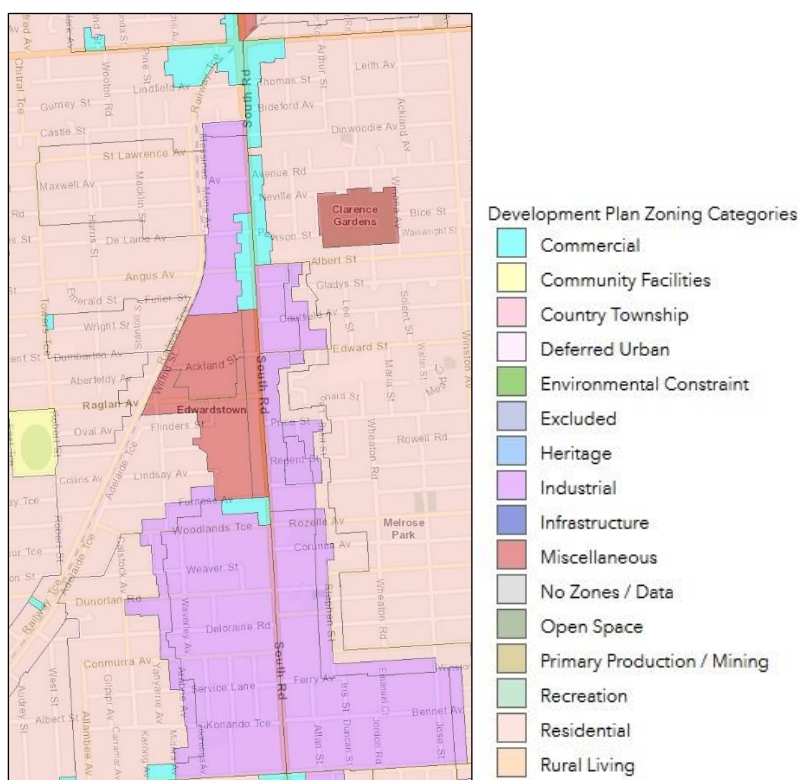
Building heights up to 4 storeys are anticipated where the building reinforces the main street edge. Buildings will decrease in height to provide an appropriate interface with adjoining low- to medium- density residential development.

In light of the proposed changes, the South Australian Local Government Association submitted a letter to the South Australian Government (November 2019) supporting the restriction of commercial development to main streets and commercial hubs in order to maintain and enhance activation of the main street areas of regions and towns.

The Edwardstown industrial and commercial precinct will be surrounded by residential areas classified in the new P&D Code as General Neighbourhood, Suburban Neighbourhood or Housing Diversity Neighbourhood.

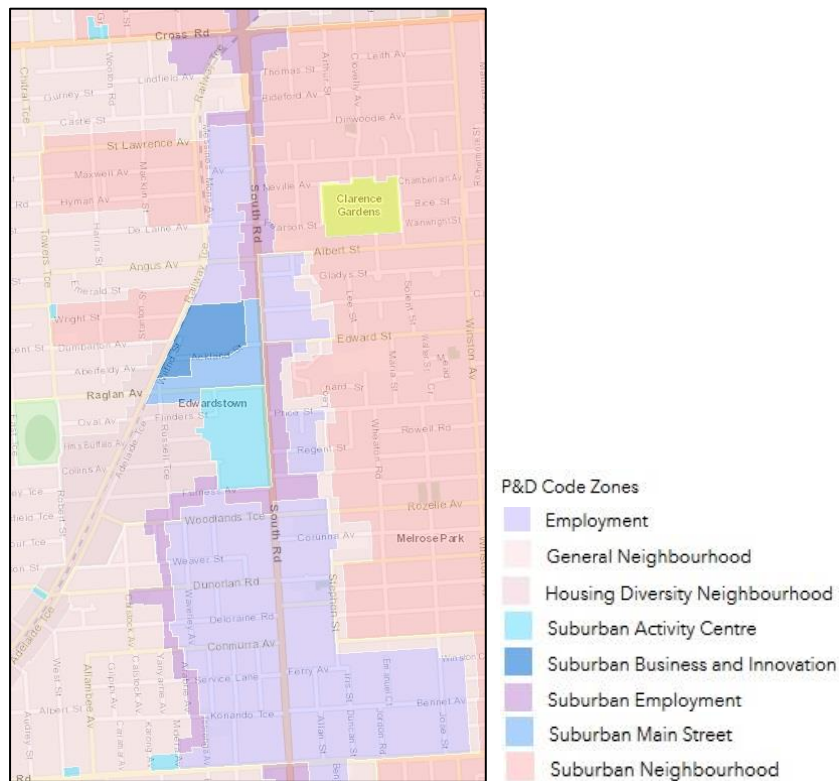
The P&D Codes listed above are described in detail in Appendix A.

Figure 1: Development Plan Zoning Categories, Edwardstown Precinct



Map source: [Planning and Design Code Consultation Map Viewer](#)

Figure 2: Planning and Design Code Zones (operational from July 2020), Edwardstown Precinct



Map source: [Planning and Design Code Consultation Map Viewer](#)

2 Edwardstown Employment Precinct

The Edwardstown Employment Precinct refers specifically to the two industrial and commercial/industrial areas of the broader Edwardstown Precinct. This area is bounded by Cross Road, South Road, and Daws Road, and the Seaford railway line, and has been a central employment hub for the City of Marion for many years and is home to 1,824 businesses² and 4,435 residents (Australian Bureau of Statistics, 2016). The 232-hectare industrial and commercial site is experiencing a period of decline with many underutilised and vacant sites.

The City of Marion are investing in strategic revitalisation and renewal activities, aiming to establish a mixed-use employment precinct for businesses and employees, integrated with diverse housing for residents. Located just 8 kilometres from the Adelaide central business district (CBD) and bordered by South Road, the Edwardstown Employment Precinct is ideally located for attracting new industries, workers and residents.

This research project is a direct action from the *Revitalisation of the Edwardstown Employment Precinct Project Action Plan* and will assist in future planning of business growth, international trade opportunities and investment attraction in the precinct over the next decade.

The *Revitalisation of the Edwardstown Employment Precinct Project* is supported by the Project Steering Group, comprised of members of the Edwardstown business community and key City of Marion staff. The Project Steering Group will support and inform the project, providing insights, information and recommendations on the Action Plan, with members acting as project advocates within the precinct community.

2.1 Review of existing plans and strategies

The City of Marion have implemented the *Revitalisation of the Edwardstown Employment Precinct Project* to provide a framework for reactivating the Edwardstown Employment Precinct. The project involved several important analyses to identify, support and inform the need to reactivate the Precinct, namely:

- Edwardstown Precinct Analysis (2019)
 - Edwardstown - Attachment 1: Demographic Profile
 - Edwardstown - Attachment 2: Economic Analysis
 - Edwardstown - Attachment 3: Connection with Melrose Park
- Short Term Action Plan (1 July 2019 to 30 June 2020)

The **Edwardstown Precinct Analysis** provides a contextual summary of the Edwardstown precinct, differentiating between the industrial/commercial precinct (the focus of this report) and the residential precinct. The Precinct Analysis highlights the key principles of *access*, *activation* and *amenity* as important for driving the future growth and development of the area. The visual strengths and opportunities of the precinct are identified through textual and photographic analyses, and the current access and movement situation for vehicles and pedestrians is documented. Environmental quality (noise and air emissions, urban heat, vegetation coverage) of the precinct area is also considered.

The Precinct Analysis presents a basic **demographic profile** for the area based on the 2016 ABS Census. An **economic analysis** provides employment, wage and salary information, economic output data, exports, sales and business-related statistics. Since the Edwardstown

² Number of businesses trading on 1 January 2019 (Source: REMPLAN)

precinct analysis was released, more recent economic data has been made available and is presented in Section 3.

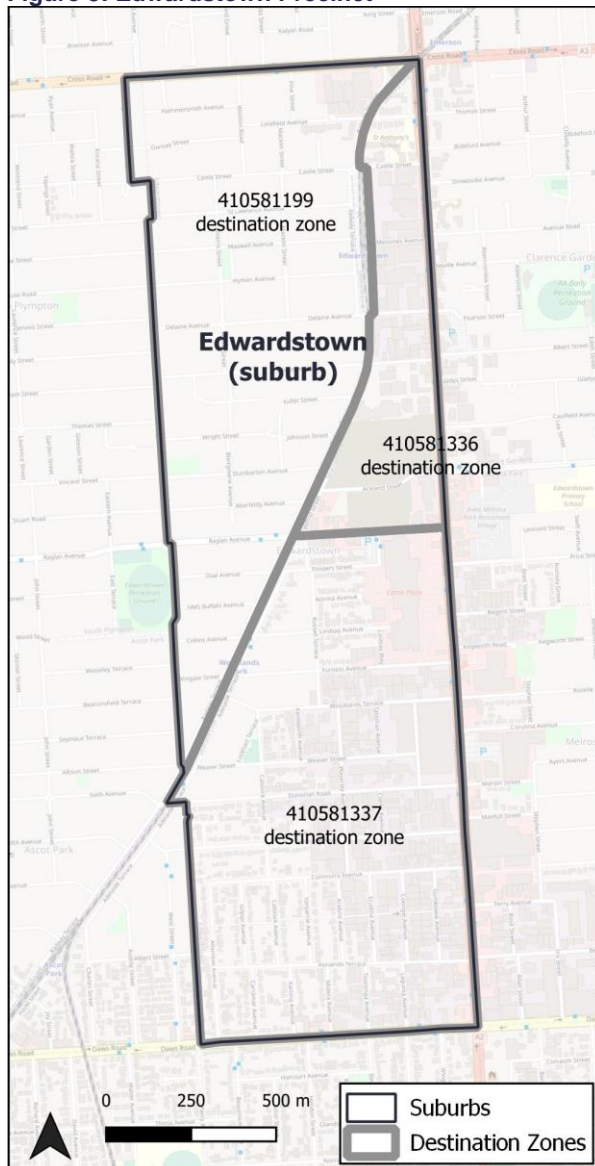
The proximity of the Edwardstown precinct to the suburb of Melrose Park (in the City of Mitcham) is highlighted in **Attachment 3: Connection with Melrose Park**. The western boundary of Melrose Park is formed by South Road, home to many commercial and industrial businesses, and adjacent to the eastern boundary of the Edwardstown Precinct. The *Edwardstown Precinct Analysis* indicates underutilisation of this industrial zone, suggesting potential to collaboratively reactivate the area of South Road in both Edwardstown and Melrose Park.

As part of the broader *Revitalisation of the Edwardstown Employment Precinct Project*, the City of Marion have developed and implemented an **Action Plan** that outlines activities to address the amenity, access and activation of the precinct over a twelve month period (from 1 July 2019 to 30 June 2020). The Action Plan covers all aspects of the project from greening initiatives, to urban design, transport infrastructure, attracting start-ups, street art and an economic activation plan – the mandate of this project.

3 Baseline mapping

This section utilises data from REMPLAN for the three destination zones which make up the suburb of Edwardstown to ensure consistency in the mapping of the current business environment, economic output, and employment analysis (sections 3.1, 3.4 and 3.5 respectively) (Figure 3). This area is referred to as the Edwardstown Precinct and reflects those businesses that were trading as of 1 January 2019.

Figure 3: Edwardstown Precinct

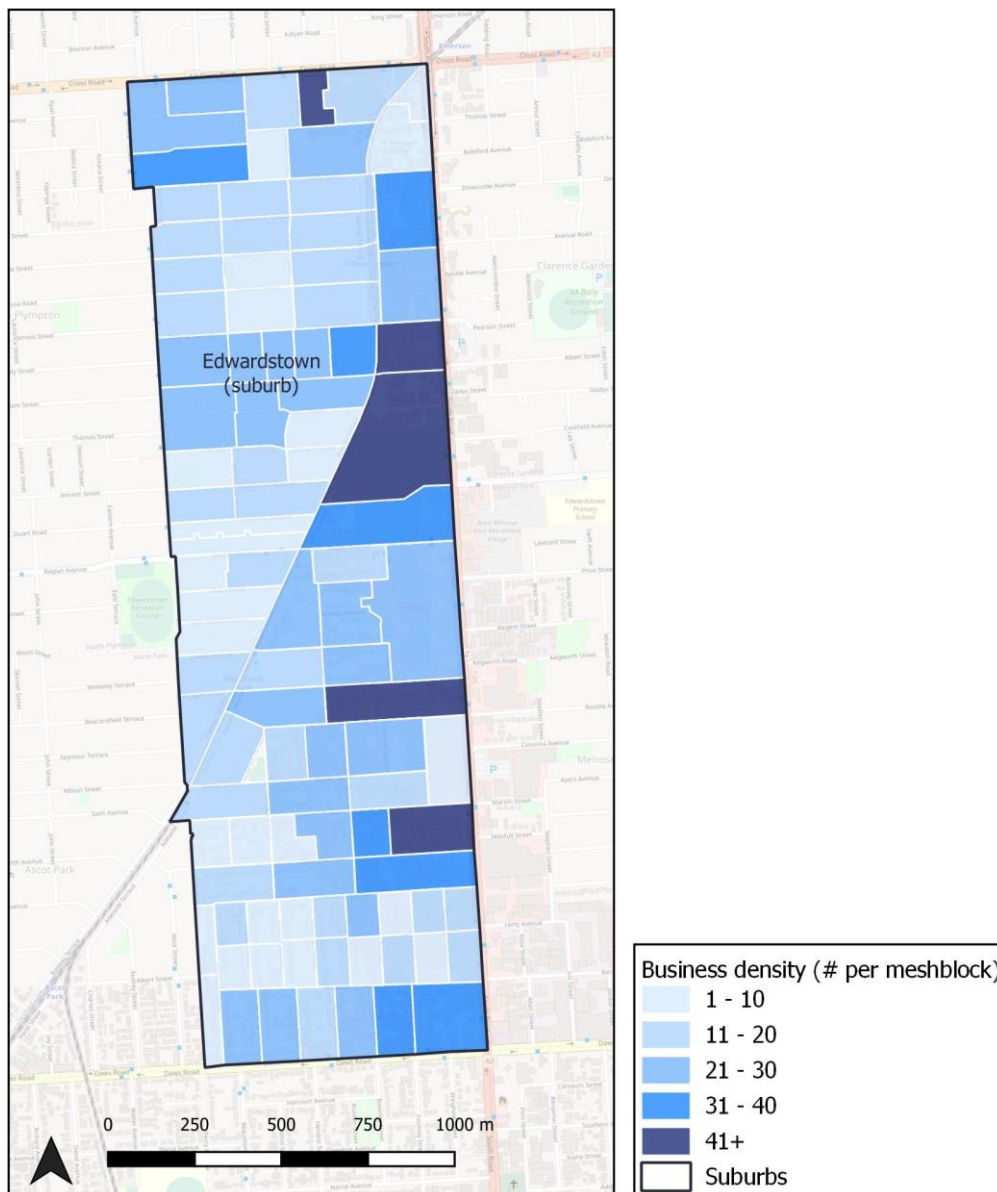


3.1 Current business environment

Over 1,800 businesses in the suburb of Edwardstown are registered on the Australian Business Register (ABR). A map of their location within the Edwardstown Precinct is shown below in Figure 4. There are five clear business 'hubs' within Edwardstown, where more than 40 businesses are congregated. These are visible in Figure 4. Business density appears to be highest on the South Road corridor, and along the train line, indicating the strength of these

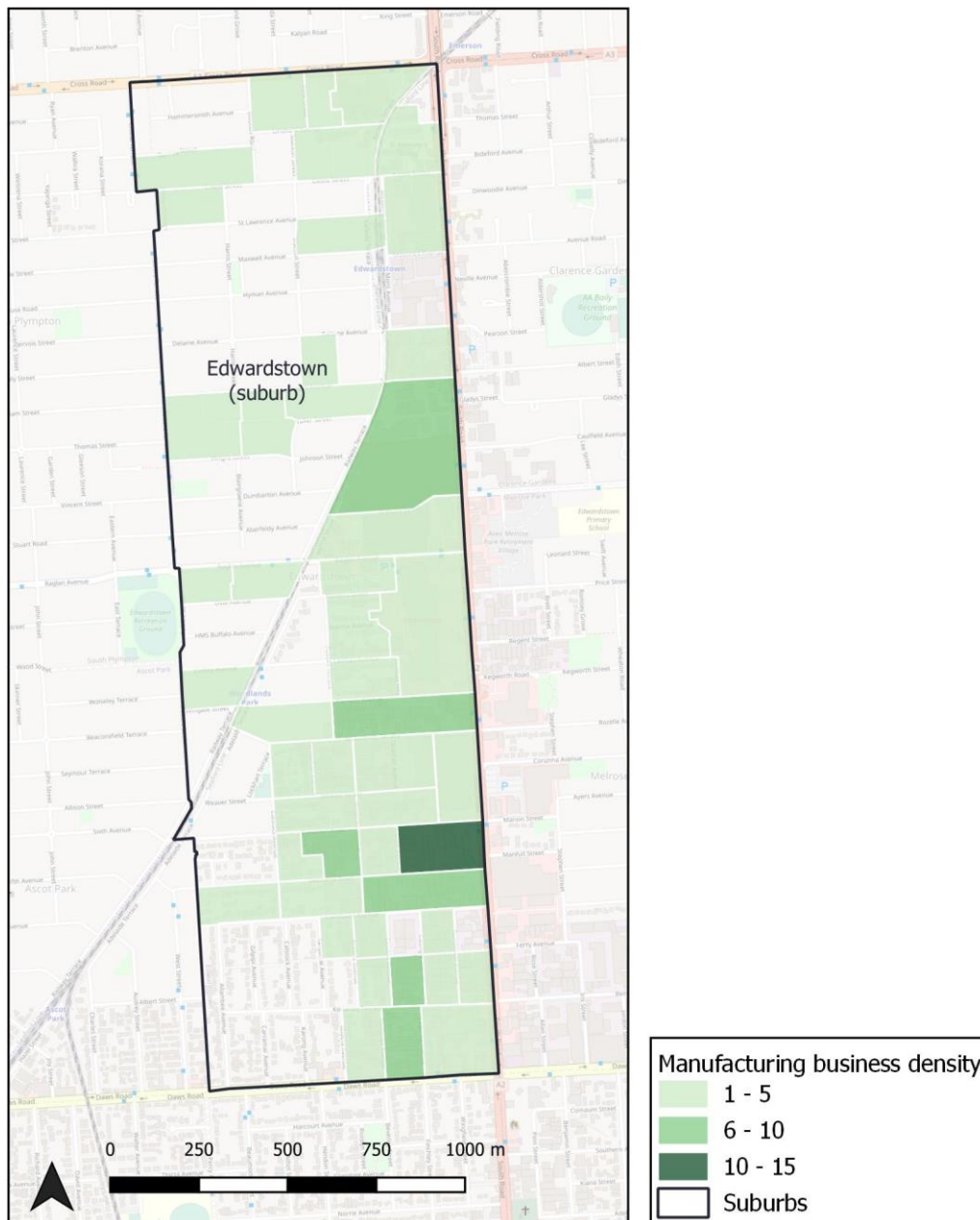
transport corridors as drivers of business activity, and their potential for generating further economic activity.

Figure 4: Edwardstown Precinct business density



The intensity of Manufacturing businesses in Edwardstown is summarised in Figure 6, with a clear pocket of manufacturing businesses in the south eastern corner of the Edwardstown Precinct.

Figure 5: Edwardstown Precinct manufacturing business density



The businesses in the Edwardstown Precinct operate across more than 200 industry classes³. The top ten are shown in Table 1, with *Building and Other Industrial Cleaning Services*, and *Non-Residential Property Operators* each with 106 businesses.

³ Based on the 2016 Australian and New Zealand Standard Industrial Classification (ANZSIC) Revision 2.0

Table 1: Edwardstown Precinct Business Counts by Industry Class

Industry Class	Number of businesses
Building and Other Industrial Cleaning Services	106
Non-Residential Property Operators	106
Financial Asset Investing	90
Other Auxiliary Finance and Investment Services	65
Residential Property Operators	63
Superannuation Funds	63
Management Advice and Related Consulting Services n.e.c.	41
Computer System Design and Related Services	33
Non-Store Retailing n.e.c	30
Other Automotive Repair and Maintenance	28

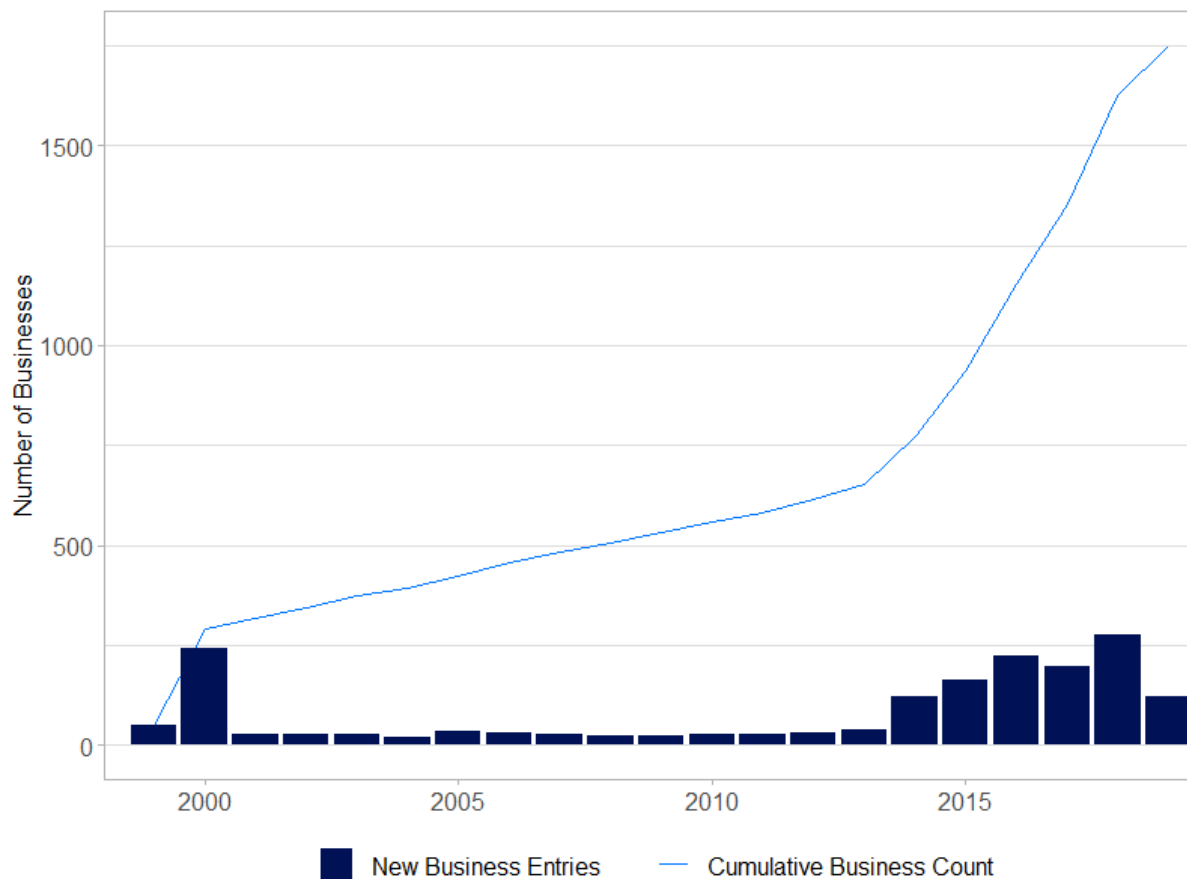
The most common business operating in Edwardstown by entity type are sole traders, with more than 800 businesses described this way. The breakdown for all 1,800 Edwardstown businesses is shown below in Table 2.

Table 2: Edwardstown Businesses by Entity Type

Entity Type	Number of Businesses
Individual/Sole Trader	806
Australian Private Company	461
Discretionary Trading Trust	129
Discretionary Investment Trust	113
Fixed Unit Trust	67
Other Partnership	64
ATO Regulated Self-Managed Superannuation Fund	63
Family Partnership	56
Other Incorporated Entity	16
Strata-title	15
Discretionary Services Management Trust	8
Other Unincorporated Entity	7
Australian Public Company	5
Hybrid Trust	5
Deceased Estate	2
Limited Partnership	2
Other Trust	2
Cash Management Trust	1
Co-operative	1
Fixed Trust	1

Analysis of the entity start date for Edwardstown businesses reveals the relatively low level of entries between 2001 and 2013 as shown in Figure 6. However, since 2014 the number of new businesses operating in Edwardstown has increased significantly year on year.

Figure 6: Number of Businesses by Year of Entry Date, Edwardstown



3.2 Business sentiment

The City of Marion Council has conducted a survey of businesses in the Edwardstown precinct to assess business sentiment in the region. Fifteen businesses operating in ten industries responded to the survey. On average these businesses have been operating for 23 years, with 15 of those years at their current location in Edwardstown and have grown from employing 40 people to 282 with the expectation of employing an additional 80 people over the next five years. All firms who responded to the survey indicated that they were looking to hire additional employees over the next five years indicating a high degree of confidence in the operation of their business, and the environment in which they operate. Six firms (40%) indicated that they would be willing to co-locate their business at Tonsley. The three most important factors for success of the businesses surveyed were the ease of their employees to get to work (through parking, and public/private transport infrastructure), high speed internet, and parking for customers. Of the four firms who are considering relocating their businesses, access to space, concerns about a grade separated South Road, and the ability to grow their business were given as the key reasons for the potential relocation.

3.3 Business counts

The finest level of data available for analysis of the ABS Business Count is at the ABS Statistical Area 2 (SA2) classification⁴. By this data, the number of businesses operating in Edwardstown increased from 868 in 2011, to 1,160 in 2019. By this data, the number of businesses operating

⁴ See Figure 10 for a comparison of the Edwardstown SA2 boundary with the Edwardstown Suburb boundary

in Edwardstown increased from 868 in 2011, to 1,160 in 2019 (Australian Bureau of Statistics, 2019). Figure 7 and Figure 8 show the breakdown of the number of businesses in Edwardstown by employment size and turnover ranges for 2011 and 2019. They show that Construction, Rental Hiring and Real Estate Services, and Transport, Postal and Warehousing businesses are the three largest industries by business count in Edwardstown in 2019. Over the period examined, there has been a clear increase in the number of non-employing businesses in Construction, Rental Hiring and Real Estate Services, and Transport, Postal and Warehousing. The corresponding increase in number of employing businesses has been observed in Construction, and Accommodation and Food Services businesses employing between one and four employees. Manufacturing remains a strong source of business activity and employment for Edwardstown.

In terms of turnover, the largest number of businesses in 2019 are in the Transport, Postal and Warehousing industry with a turnover of less than \$50,000 (Figure 8). Construction businesses are the largest cohort of businesses earning between \$50,000 and \$100,000, and between \$100,000 and \$200,000. Between 2011 and 2019 there has been a significant increase in the number of low turnover Transport, Postal and Warehousing businesses, and the number of Construction businesses earning between \$100,000 and \$200,000.

Figure 7: Number of Businesses by Industry by Employment Size, 2011 and 2019, Edwardstown SA2

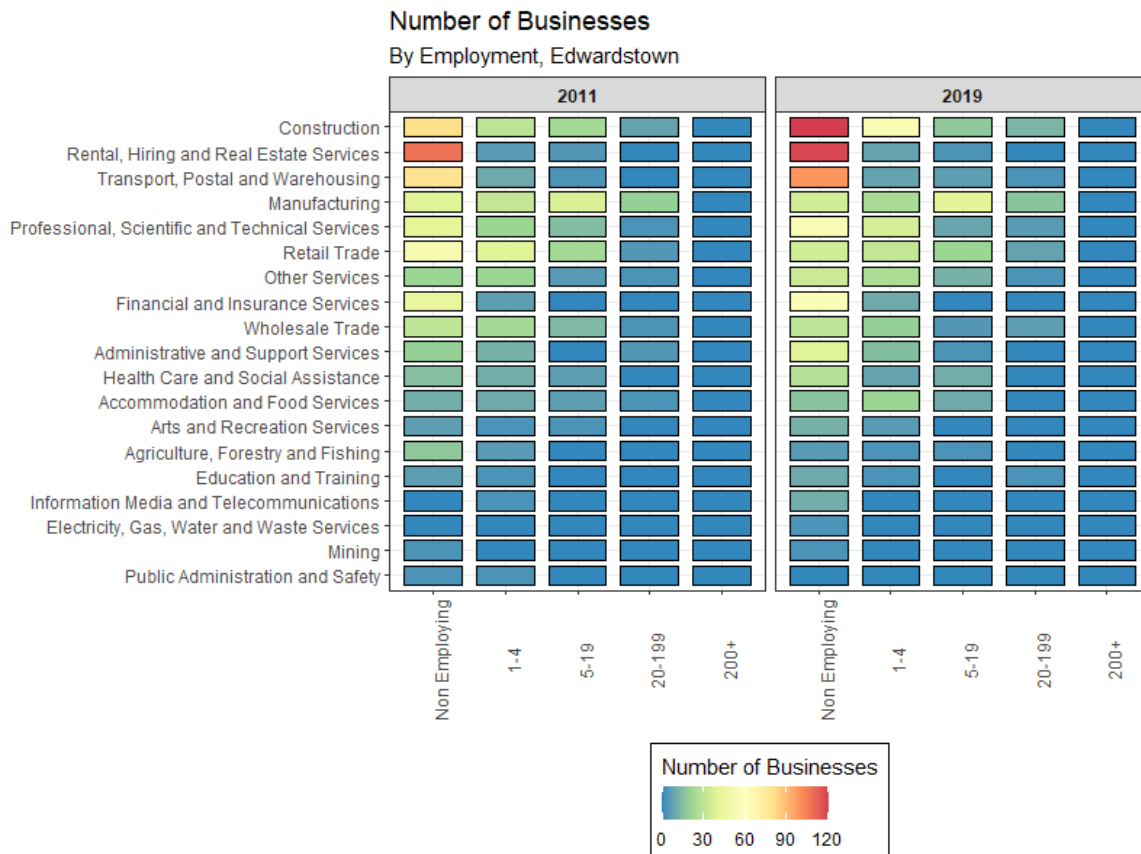
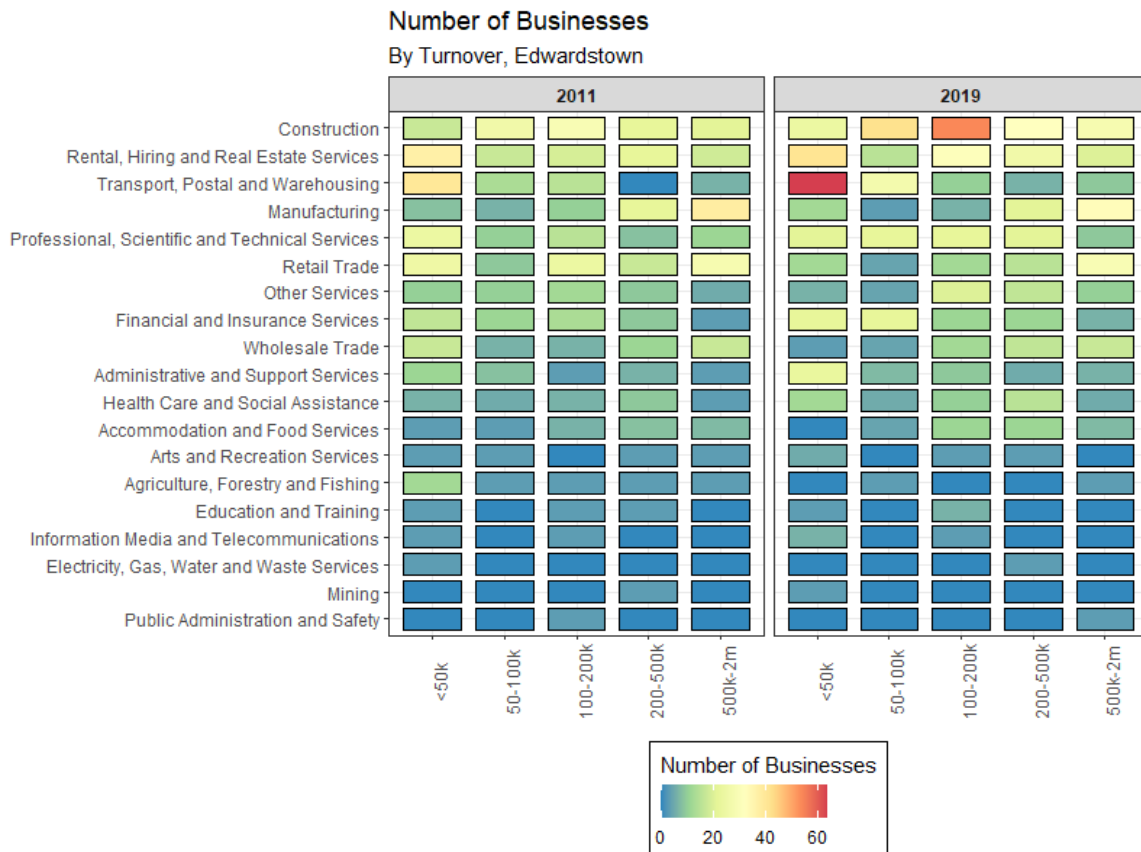


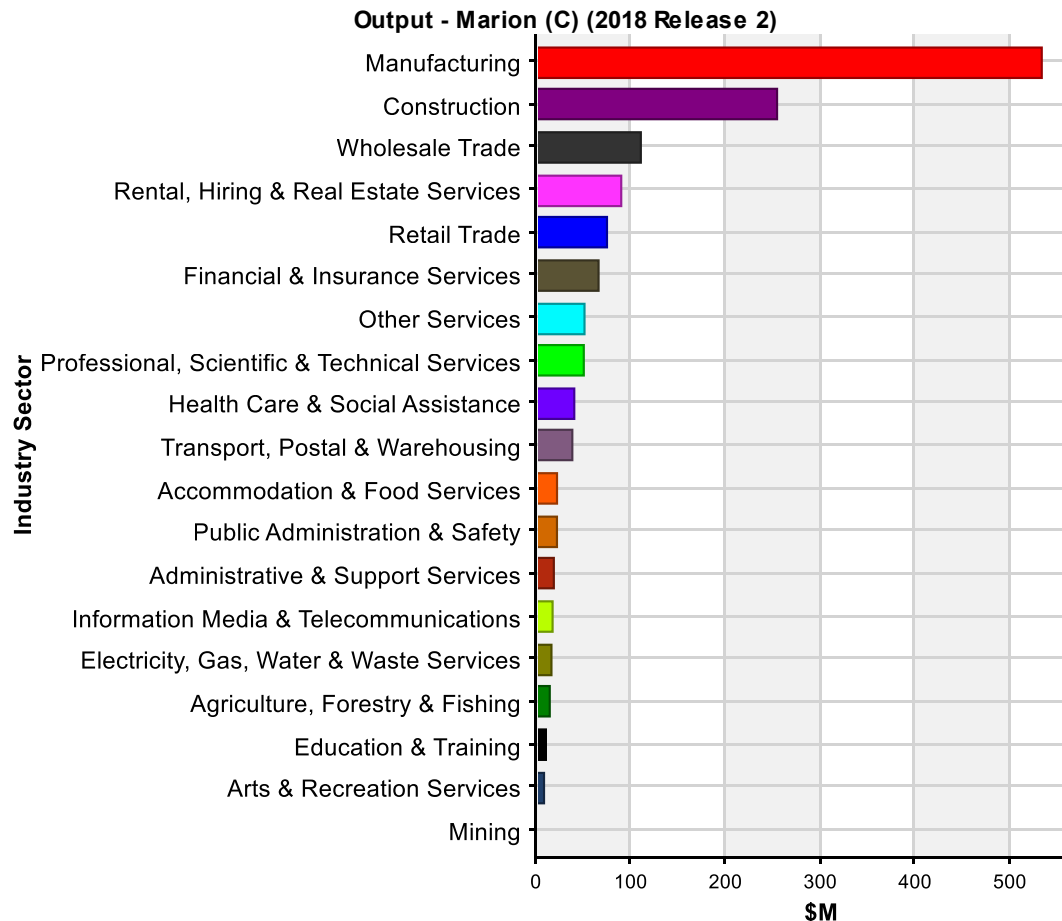
Figure 8: Number of Businesses by Industry by Turnover Size, 2011 and 2019, Edwardstown SA2



3.4 Output

The three destination zones which make up the Edwardstown Precinct represent 4.2% of the total area of Marion Council, but contribute an estimated \$1.44 billion (23.2%) of Marion Council's total output of \$6.21 billion. This output is strongly concentrated in the Manufacturing (\$533.6 million; 37%) and Construction sectors (\$254.4 million; 17.6%) (Figure 9).

Figure 9: Edwardstown Precinct Output (\$millions) by Sector



Within the Manufacturing sector, output is concentrated in Transport Equipment and Parts Manufacturing (\$164.3 million; 11.4%)⁵, Metal and Metal Product Manufacturing (\$126.5 million; 8.8%) and Technical Equipment and Appliance Manufacturing (\$78.8 million; 5.5%). Overall, 14 Manufacturing sectors contribute to the output of the Edwardstown Precinct (Table 3).

⁵ A significant proportion of this output is from the manufacture of Motor Vehicles and Parts, and Other Transport Equipment (\$152.5 million). As Remplan data is sourced from the latest census (2016) it is likely that this sector's output has since decreased.

Table 3: Edwardstown Precinct Output (\$millions) by Manufacturing Sector

Sector	Output	
Transport Equipment & Parts Manufacturing	\$164.334	11.4%
Metal & Metal Product Manufacturing	\$126.472	8.8%
Technical Equipment & Appliance Manufacturing	\$78.808	5.5%
Basic Chemical, Cleaning & Polymer Manufacturing	\$42.594	3.0%
Apparel Manufacturing	\$33.942	2.4%
Food Product Manufacturing	\$29.459	2.0%
Furniture Manufacturing	\$17.606	1.2%
Printing (including the reproduction of recorded media)	\$12.332	0.9%
Sawmill, Wood & Paper Product Manufacturing	\$9.796	0.7%
Other Manufactured Products	\$7.210	0.5%
Pharmaceutical Product Manufacturing	\$6.567	0.5%
Non-Metallic Mineral Product Manufacturing	\$4.495	0.3%
Beverage Product Manufacturing	\$0.047	0.0%
Petroleum & Coal Product Manufacturing	\$0.000	0.0%

Within Construction, the output is nearly evenly split between Construction Services (\$131.0 million; 9.1%) and Construction (\$123.4; 8.5%).

3.5 Employment

Total employment in the Marion Council area is estimated at 22,983 jobs. The Edwardstown Precinct contributes 4,582 (19.9%) to total employment, at an estimated 19.6 jobs per hectare. The largest employing industries in the Edwardstown Precinct, defined at the divisional level of the Australian and New Zealand Standard Industrial Classification (ANZSIC) are Manufacturing (925; 20.2%), Retail Trade (725; 15.8%) and Construction (610; 13.3%). Analysis of employment at the ANZSIC sub-divisional level within the Edwardstown Employment Precinct is presented in Section 4.

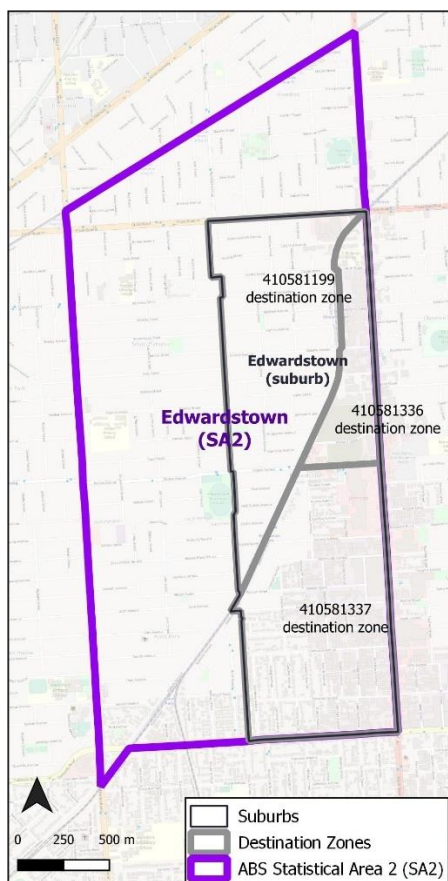
4 Opportunity identification

4.1 Economic analysis

There has been significant investment in the precinct in recent years - the \$45 million Bunnings development, expansion of the Castle Plaza Shopping Centre (\$40 million) and the \$8 million Edwardstown Oval redevelopment have prompted increased economic activity. As discussed in Section 3, the Edwardstown Precinct employs people in a wide range of industries such as Manufacturing, Retail Trade, and Construction. At the two-digit ANZSIC (Industry Subdivision), the Edwardstown Precinct predominantly employs in Food Retailing (393), Other Store-Based Retailing (345), and Construction Services (269).

The Edwardstown Statistical Area (SA2) was used to define the Edwardstown Employment Precinct's employment figures, which are used in the analysis to identify the precinct's product level opportunities (Figure 10). This choice has been made, despite the Edwardstown Statistical Area being larger than the Edwardstown Precinct, in order to generate meaningful, statistically valid results. Although employment by industry data is available at the destination zone level, there are issues with data quality⁶ and difficulties in generating meaningful results for more than one destination zone. As such, the industrial strengths identified for the Edwardstown SA2 may not exactly match the industries present in the Edwardstown Employment Precinct.

Figure 10: Edwardstown Employment Precinct



⁶ In order to protect confidentiality, the ABS randomise some data where it could be used to identify individuals. For employment by industry data, any industries which employ below ten people are randomised. At very small geographic levels, this effect is more pronounced.

The basis for identifying the industrial strengths of Edwardstown is the Industrial Comparative Advantage (ICA). The Industrial Comparative Advantage (ICA) is calculated as the ratio of the share of employment in an industry in Edwardstown to the share of employment in the same industry in Australia. We disaggregate employment to the ANZSIC sub-divisional level, at which there are 105 industries. This data is from the ABS Census and as such is current as at 2016. As a share of Edwardstown's total employment, there are five times more employees in Furniture and Other Manufacturing compared to Australia. So, while Retail Trade (specifically Food Retailing and Other Store-Based Retailing) and Construction Services are the largest industries of employment in Edwardstown, the industry strengths of Edwardstown are better expressed in Table 4, which shows the top ten industries by industrial comparative advantage in Edwardstown. Compared to Australia, employment in Edwardstown is more concentrated in:

- Library and Other Information Services
- Manufacturing; including clothing, furniture, transport equipment, and fabricated metal products
- Professional, Scientific and Technical Services

Table 4: Edwardstown Industrial Strengths

Industry	Industrial Comparative Advantage (ICA)
Library and Other Information Services	9.0
Textile, Leather, Clothing and Footwear Manufacturing	5.3
Manufacturing, nfd	5.3
Furniture and Other Manufacturing	5.0
Fabricated Metal Product Manufacturing	4.8
Transport Equipment Manufacturing	4.5
Polymer Product and Rubber Product Manufacturing	3.6
Printing (including the Reproduction of Recorded Media)	3.5
Professional, Scientific and Technical Services, nfd	3.3
Primary Metal and Metal Product Manufacturing	3.0

The industrial strengths identified for the Edwardstown Statistical Area (SA2) are used as a filter for the product opportunity analysis, ensuring only the products which are more likely to be feasible for the Edwardstown Employment Precinct are highlighted. Although Library and Other Information Services is Edwardstown's strongest industry, it is not included in further analysis as the economic complexity model only considers tradeable products, and not services. As such its potential for development cannot be assessed in this analysis.

Finding the relationship between a precinct's employment strengths and their productive strengths is the next step in identifying opportunities at a precinct level. Utilising a model of economic complexity at the state level allows us to identify where productive capabilities exist in South Australia. This model uses the export value of 1,241 products from South Australia in 2016 to determine where South Australia has comparative advantage. Products are then matched to the industry which produces them, and this industry is matched to the industries in which Edwardstown has Industrial Comparative Advantage (Table 4). Results are filtered to include only:

1. Industries in which Edwardstown has industrial comparative advantage.
2. Products in which South Australia has comparative advantage.
3. Products that are exported from South Australia in some capacity.
4. Products that would increase the complexity of South Australia.

Out of the 1,241 products analysed, 366 opportunities are identified for Edwardstown, across 10 industries. They are summarised below in Table 5 and Table 6.

Table 5: Summary of Edwardstown product opportunities by industry

Industry	Product Opportunities
Machinery and Equipment Manufacturing	148
Fabricated Metal Product Manufacturing	44
Textile, Leather, Clothing, and Footwear Manufacturing	43
Primary Metal and Metal Product Manufacturing	34
Polymer Product and Rubber Product Manufacturing	32
Furniture and Other Manufacturing	30
Transport Equipment Manufacturing	23
Wood Product Manufacturing	7
Printing	4
Aquaculture	1

Table 6: Edwardstown product opportunities

Product	Industry	Exports (South Australia)	Complexity Gain
Screws and similar articles of iron or steel	Fabricated Metal Product Manufacturing	1,056,261	1.47
Machines n.e.c.	Machinery and Equipment Manufacturing	30,878,418	1.44
Lathes for removing metal	Machinery and Equipment Manufacturing	45,866	1.43
Machines for assembling electric lamps	Machinery and Equipment Manufacturing	11,151	1.41
Industrial electric furnaces	Machinery and Equipment Manufacturing	180,240	1.38
Instruments for measuring properties of liquids or gases	Machinery and Equipment Manufacturing	785,582	1.38
Machinery parts, not containing electrical features, n.e.c.	Machinery and Equipment Manufacturing	239,886	1.35
Interchangeable tools for hand tools	Machinery and Equipment Manufacturing	2,870,186	1.34
Parts of musical instruments	Furniture and Other Manufacturing	29,103	1.33
Tools for hand working, pneumatic, hydraulic motors	Machinery and Equipment Manufacturing	570,109	1.33

Imperative to the Council's decision making around which areas to prioritise is an assessment of the global demand for the products identified as opportunities. The 5-year growth of global exports (in US dollars) is -10.7%. Any products exported from South Australia which are growing faster than this could be considered, however we take the approach of only including products which have positive global export growth over the last five years. This reduces the potential opportunities for Edwardstown to 156 products. They are summarised in Table 7.

Table 7: Edwardstown Product Opportunities (Export Growth)

Product	Industry	Exports (South Australia)	Export Growth
Apparatus and equipment for photographic laboratories, n.e.c.	Machinery and Equipment Manufacturing	55,756	95.6%
Optical microscopes	Machinery and Equipment Manufacturing	678,785	72.7%
Video recording apparatus	Machinery and Equipment Manufacturing	47,535	60.2%
Textile footwear	Textile, Leather, Clothing and Footwear Manufacturing	131,779	50.3%
Plastic floor coverings	Polymer Product and Rubber Product Manufacturing	22,302	32.6%
Lamps	Machinery and Equipment Manufacturing	1,395,724	32.0%
Balances of a sensitivity < 50 milligram	Machinery and Equipment Manufacturing	3,494	31.9%
Wooden kitchenware	Wood Product Manufacturing	9,334	31.7%
Electrical lighting equipment used for motor vehicles	Transport Equipment Manufacturing	12,714,205	31.1%
Other aircraft and spacecraft	Transport Equipment Manufacturing	163,654	31.0%

5 Recommendations

The Australian Industrial Transformation Institute recommends that the City of Marion develop a **Precinct Activation Plan** based on the recommendations in this report. The Precinct Activation Plan should focus on the staged deployment of the following recommendations, which can be divided into three broader goals. Each stage is intended to be completed progressively, building on the completion of all the previous stages.

STAGE 1 – Focus on existing strengths

The first stage involves recognising the existing strengths of the Edwardstown Precinct, and assessing the commonalities between businesses in terms of barriers to growth, and goals and aspirations, through increased collaboration between existing businesses, and between the businesses and the Council. This can be achieved through the implementation of **Recommendation 1**.

STAGE 2 – Adopt new technologies

The second stage investigates the ability of Edwardstown manufacturing businesses to adjust their existing processes to utilise Industry 4.0 and digital technologies in light of the State Government's growth agenda, with potential financial assistance provided by State and Federal Government programs aimed at increasing Australian businesses manufacturing competitiveness. This stage of the Precinct Activation Plan would incorporate **Recommendation 2** and **Recommendation 3**.

STAGE 3 – Diversify manufacturing products

The final stage prioritises diversifying the products manufactured in Edwardstown to align with those products identified as opportunities in this analysis, in order to improve South Australia's economic complexity, and to drive future economic growth. This stage will require the implementation of **Recommendation 4** and **Recommendation 5** and should be progressed jointly by the City of Charles Sturt, City of Holdfast Bay, and City of Marion councils, focusing on product opportunities common to each of the Employment Precinct's analysed.

Recommendations

1. Recognise the importance of Edwardstown's existing industrial strengths.

The industrial strengths of the Edwardstown Precinct identified in Table 3 highlight the industries where employment intensity is higher than the national average. Assessing industrial strengths this way, rather than through total employment data, reveals the unique industry propositions of the Edwardstown Precinct. Recognising that these industries form the character of the Edwardstown Precinct and focusing on their development will help to solidify the industrial base of the Precinct. This development process should involve collaboration between businesses both within and across industries to identify barriers to growth, and collective goals, such that Council support can be better targeted.

2. Assess the skills of businesses in the Edwardstown Employment Precinct, and the broader City of Marion's access to skilled labour.

Using business intelligence and Council expertise, develop an inventory of the skills present in businesses within the Edwardstown Employment Precinct. This could be as simple as developing a 'rolodex' of the businesses in the Precinct, what they produce, and how. Consultation with local TAFE and Universities should coincide to identify whether appropriate training is taking place. Essential skills for the implementation of the second stage of the Precinct Activation Plan include

mechanical, electrical, and electronic engineers, electricians, and computer and data scientists. If these skills are missing, develop a strategy to attract those skills to the region via retraining opportunities, working with local TAFE and Universities to upskill local workers.

3. Encourage existing / local businesses to reconsider their manufacturing processes in light of the High Tech Sector Growth Plan.

The State Government is prioritising the *High Tech Sector* as a key enabling sector for improving South Australia's economic productivity. This sector focuses on the development and use of key enabling technologies such as 3D printing, automation and robotics, advanced computing and big data, remote sensors and the Internet of Things, and machine learning to strengthen existing sources of industrial growth. The Edwardstown Precinct is an ideal location for the City of Marion to develop and showcase these technologies being applied to existing manufacturing processes, due to the concentration of manufacturing businesses within the Employment Precinct, its proximity to South Australia's main transport corridor and the Tonsley Innovation Precinct. Opportunities exist for businesses to develop and trial new technologies in partnership with industry and educational institutions, utilising laboratories at the Tonsley Innovation Precinct and potentially accessing Government funding.

4. Conduct a feasibility analysis of the product opportunities identified within this report.

The products identified as opportunities in this analysis (Table 6) do not consider individual business needs. While a survey was conducted by the City of Marion on businesses within the Edwardstown Precinct, the number of responses was low. The findings from this report should be presented to businesses at the City of Marion's Business Community Meetings to discuss the opportunity analysis with local businesses, and identify their feasibility, and any barriers which may exist.

At a broader level, consultation between the City of Marion, City of Holdfast Bay, and City of Charles Sturt on the product opportunities which are present in all three Councils, as detailed in the summary report, is recommended to target opportunities collectively, building economies of scale.

5. Create a business environment favourable to exporting.

The model of economic complexity uses exports as a proxy for productive capabilities. A business which can export their product (whether interstate or overseas) creates additional sources of revenue and enables greater business growth. The products identified in Table 7 are those with strong global import demand. Exposing Edwardstown businesses to these markets would help them to become more competitive, bringing additional domestic benefits. Businesses need specific export capabilities including market knowledge, and an understanding of the regulatory framework. The South Australian export accelerator program can be targeted to assist businesses who wish to export – whether for the first time, to expand their business and create jobs, or to enter new markets (see Appendix C).

Appendix A: Planning and Design Code descriptions

Extracted from the Guide to the Draft Planning and Design Code (Government of South Australia, 2019).

Employment Zone

This zone supports a range of industrial, high-impact activities including general industry, logistical, warehousing, storage, research and training land uses.

Suburban Employment Zone

This zone supports a diverse range of low-impact, light industrial, commercial (including bulky goods) and business activities that complement the role of other zones with significant industrial, shopping and business activities.

Suburban Activity Centre Zone

This zone accommodates small-to medium- sized activity centres servicing a local or neighbourhood area. Development will primarily comprise shops, offices and consulting rooms. Residential development will be appropriate only in conjunction with non-residential development.

Building heights up to 4 storeys may be appropriate subject to appropriate interface with adjoining zones.

Suburban Business and Innovation Zone

This zone provides for a range of commercial, light industrial, shop and residential land uses. Development will be designed and sited to minimise impacts on adjoining land uses.

Suburban Main Street Zone

This zone accommodates small-to medium- sized activity centres servicing a local or neighbourhood area. Development will primarily comprise shops, offices and consulting rooms. Residential development is appropriate only in conjunction with non-residential development.

Buildings will be oriented toward the main street to create active frontages and reinforce the main street character.

Building heights up to 4 storeys are anticipated where the building reinforces the main street edge. Buildings will decrease in height to provide an appropriate interface with adjoining low- to medium- density residential development.

General Neighbourhood Zone

This zone encourages a range of dwelling types to increase housing diversity and supply. Other non-residential uses, including small-scale office and consulting rooms, and a range of community facilities, including education, recreation and community centres, will also be encouraged. Development will generally retain a suburban character and scale of 1 or 2 building levels.

Suburban Neighbourhood Zone

This zone adopts current development plan guidelines relating to building heights and allotment sizes. It will be applied where there is justification to vary site areas, setbacks and building heights due to local context / issues.

Housing Diversity Neighbourhood Zone

Development in this zone will generally retain a low-rise residential character and will involve replacing existing dwellings with medium density housing, primarily in the form of terrace housing, group dwellings or residential fat buildings.

Appendix B: Economic Analysis

Identifying targeted product level opportunities for precincts requires an understanding of the supply of labour at the precinct level, and the broader productive capabilities in the state, and how these can be matched. State level productive capabilities are determined using an economic complexity framework developed by AITI to incorporate the Australian States, and labour supply at the precinct level is determined through an adaption of the economic complexity model.

5.1 Economic complexity

Economic complexity modelling pioneered by Hausmann and Hidalgo (Hidalgo & Hausmann, 2009) has been identified as a tool to measure the productive knowledge present in a region based on the products that it exports with *comparative advantage* (Hausmann, Hwang, & Rodrik, What You Export Matters, 2007) (Hausmann, et al., 2014) (Hidalgo, Klinger, Barabasi, & Hausmann, 2007). Economic complexity identifies the present productive capabilities in a region, using data on the products it exports. Second, it identifies the similarities of capabilities required to develop products and quantifies the extent that these capabilities are present in a region. The premise of economic complexity is that a region can only successfully develop an industry for which it has comparative advantage or related capabilities. It must have the capability, skills and know-how (Rigby, 2015): it cannot do something competitively if it does not know how to do so.

Economic complexity analysis uses global export data to rank both countries and products based on their level of complexity⁷. Two measures of complexity are calculated: Economic Complexity Index (ECI) which ranks the complexity of countries, and Product Complexity Index (PCI) which ranks the complexity of products. The relationship between the number of products a region exports with comparative advantage (its diversity), the number of countries which export a product with comparative advantage (its ubiquity), and their respective complexity can be explained with an analogy to Scrabble. In the analogy, capabilities are represented by letters, and products are represented by words. Players (countries) with rarer letters (capabilities) can play both more words (products) and combine their letters in unique ways to produce words worth more points.

Countries with high economic complexity also tend to have many diverse businesses, which produce and export products which combine capabilities in such a way that cannot be produced elsewhere in the world (Roos, 2017). The most complex products are sophisticated chemicals and machinery, and the least complex products are raw materials and extractive agricultural products such as wheat.

Economic complexity analysis determines how related capabilities, materials and assets can be leveraged to provide and scale up production in areas which may be deemed economically important. Economic complexity analysis identifies where productive capabilities in an economy lie. Productive capabilities are identified by an assessment of the revealed comparative advantage in a product for a country, measured by the value of exports of that product relative to total world trade.

5.1.1 Methodology

⁷ It is important to differentiate between economic or product complexity and 'technical complexity'. Where two regions may use very different technologies to extract minerals, the product which is exported has the same economic complexity. Although there may still exist a difference in the productivity of these activities across regions, this is not the focus of the economic complexity model, and these differences are likely to show up as other productive capabilities

The key outputs from economic complexity analysis include a description of the products in which a country has capabilities, based on the products which are exported with revealed comparative advantage, a level of economic complexity which is comparable across countries and across time, and a ranking of product complexity. This study follows the method for calculating economic complexity as developed by Hausmann and Hidalgo and uses the dataset published by The Growth Lab at Harvard (The Growth Lab at Harvard University, 2019) where Australia has been removed and replaced with the Australian States. As such, references to 'countries' below can be interpreted as a reference to an Australian State. An explanation of the indicators, and their derivation is provided below:

Revealed Comparative Advantage

Revealed comparative advantage (RCA) is a measure of the level of comparative advantage which a country possesses for a given product:

$$RCA_{cp} = \frac{X_{cp}}{\sum_c X_{cp}} / \frac{\sum_p X_{cp}}{\sum_{cp} X_{cp}}$$

Values of RCA over 1 indicate that a country has comparative advantage in the production of that product. That is, the share of the country's total exports captured by a product to its total exports is greater than the share of the world's total exports captured by the world's exports of that product. Comparative advantage in the production of a product is a useful proxy for a country's level of productive capabilities. The RCA is converted into a matrix M_{cp} with value 1 if the country-product pair has RCA greater than 1, and 0 otherwise.

Economic Complexity Index

The economic complexity index (ECI) is the level of complexity embedded in an economy, based on the complexity, ubiquity ($k_{p,0}$), and diversity ($k_{c,0}$) of the products they export. Highly complex economies export many highly complex (knowledge intensive) products, which in turn are exported by relatively few economies. The derivation of the Economic Complexity Index uses diversity (the number of products an economy exports with $RCA > 1$) and ubiquity (the number of economies that export a product with $RCA > 1$):

$$M_{cc} = \sum_p \frac{M_{cp} M_{c'p}}{k_{c,0} k_{p,0}}$$

The ECI is the eigenvector corresponding to the second largest eigenvalue of M_{cc}

Product Complexity Index

The Product Complexity Index (PCI) is the level of complexity embedded in a product, based on the complexity and the ubiquity of economies which export them. Highly complex products are non-ubiquitous products which are exported by complex economies. There is a recursive relationship between ECI and PCI, as can be seen by the similarity between the M_{cc} and M_{pp} matrices. The Product Complexity Index is the eigenvector corresponding to the second largest eigenvalue of M_{pp} .

$$M_{pp} = \sum_c \frac{M_{cp} M_{cp'}}{k_{c,0} k_{p,0}}$$

Proximity

The proximity between two products measures the relatedness of those two products based on the productive knowledge required to export them with comparative advantage. It is based on the proportion of economies which export both products with comparative advantage.

$$\phi_{pp'} = \frac{M_{cp}M_{cp'}}{\max(k_{p,0}, k_{p',0})}$$

Density

Density provides an indication of how near an economy is from the productive knowledge required to export a new product with Revealed Comparative Advantage. The density for a product is the proportion of related knowledge that the economy has revealed comparative advantage in, weighted by the proximity between the related products and the target product. Density can also be referred to as Distance where Distance = 1 – Density.

$$d_{cp} = \sum_{p'} \frac{(1 - M_{cp'})\phi_{pp'}}{\sum_{p'} \phi_{p,p'}}$$

5.2 Industrial Comparative Advantage

Analysis of employment by industry is an inadequate measure of the economic opportunities in a precinct however, as it does not identify where a precinct outperforms another. For example, employment in Manufacturing and Retail Trade tends to be high in all precincts. To that end, we have employed a measure of industrial comparative advantage, to identify in which industries a precinct employs a higher share than the Australian average. That is:

$$ICA_{p,i} = \frac{E_{p,i} / \sum_i E_{p,i}}{\sum_p E_{p,i} / \sum_{p,i} E_{p,i}}$$

Where ICA is the industrial comparative advantage for precinct p in industry i , and $E_{p,i}$ is the level of employment in precinct p in industry i . A precinct is defined as having industrial comparative advantage in an industry if $ICA \geq 1$. This is analogous to the revealed comparative advantage measure used to identify productive capabilities at the state level.

6 Appendix C: Government Support

A range of government programs at the state and federal level exist to assist businesses develop their export capabilities and strengthen the innovative capabilities of local companies.

6.1 South Australian Government Funds

South Australian Venture Capital Fund

The Department for Trade and Investment (DTI) offer the South Australian Venture Capital Fund (SAVCF) to early-stage companies to assist them to accelerate their growth to a national and global scale. The SAVCF aims to strengthen the competitiveness of local, innovative companies to attract co-investment from national and international private investors.

The SAVCF is for high growth companies with export potential that have demonstrated a market for their product or service.

Research, Commercialisation and Startup Fund

The Department for Innovation and Skills (DIS) supports researchers, entrepreneurs and businesses to accelerate their progress through the Research, Commercialisation and Startup Fund (RCSF). The funding is offered in three streams:

- Stream 1: Strategic Research Initiatives
 - Supports research initiatives that will create innovative solutions or translate research into industry or commercial outcomes that address economy-wide challenges for South Australia.
- Stream 2: Startup and Early Stage Company Incentive
 - Provides entrepreneurs with funding to start and scale their innovative early-stage business.
- Stream 3: Entrepreneurship and Innovation Ecosystem Initiatives
 - Supports programs, events and activities that have broad benefit to the startup community.

South Australia Export Accelerator

The South Australian Export Accelerator (SAEA) grant provides funding assistance to businesses looking to grow into international markets. The three funding categories available are designed to support businesses that are either emerging, current or mature exporters.

Export Market Development Grants

The Export Market Development Grants (EMDG) aims to increase international sales for Australian exporters through reimbursement of promotional expenses.

South Australian Landing Pad

The South Australian Landing Pad assists companies looking to make their first investment in the Asia Pacific Region, Australia or South Australia. The program is available to companies at all stages of growth (except seed-stage companies).

6.2 Australian Government Funds

Industry 4.0

The Australian Government offers a range of Industry 4.0 initiatives to enable businesses to grow and embrace new technologies.

Testlabs Program

The Industry 4.0 Testlabs pilot program supports businesses to transition to Industry 4.0 technologies. In Adelaide, Flinders University at Tonsley provides a physical space for businesses to trial and explore Industry 4.0 technologies in partnership with universities and other small and medium enterprises.

Higher Apprenticeship Program

The Industry 4.0 Higher Apprenticeship Program trains technicians to a higher skill level and includes completing an Associate Degree covering:

- Advanced manufacturing processes
- Automation and robotics
- Internet of Things
- Cloud computing
- Advanced algorithms
- Smart sensors

Advanced Manufacturing Early Stage Research Fund (AMESRF)

The Advanced Manufacturing Growth Centre offers the Advanced Manufacturing Early Stage Research Fund (AMESRF) to support small-scale and pilot research projects and businesses in advanced manufacturing. The grant funding is between \$100,000 and \$400,000 for up to 50% of eligible project costs and must be completed within twelve months.

Entrepreneurs' Programme

The Department of Industry, Science, Energy and Resources' Entrepreneur's Programme provides a network of business advisers to assist small and medium enterprises be more competitive, attract investment and work with researchers through the following grant programs.

Accelerating Commercialisation Grant

The Accelerating Commercialisation program provides small and medium businesses, entrepreneurs and researchers with access to expert advice and funding to assist with getting innovative ideas to the marketplace.

Incubator Support – New and Existing Incubators

The Incubator Support – New and Existing Incubators program provides incubators with funding to assist start-ups develop capabilities to succeed in international markets.

Business Management

The Business Management component of the Entrepreneur's Programme consists of two elements:

- Business Advice and Facilitation
 - Business Evaluation – a broad review of the business and development of action plan to increase ability to trade in Australia and other markets.
 - Supply Chain Facilitation – learn how to identify supply chain opportunities.
 - Growth Services – assistance to identify growth opportunities for the business
- Business Growth Grants – assistance to implement recommendations in business management plans

Innovation Connections

The Innovation Connections program assists businesses to understand their research needs, connect with researchers and provides funding for collaborative research projects. The grant is for businesses in one of the following growth sectors:

- Advanced Manufacturing
- Food and Agribusiness
- Medical Technologies and Pharmaceuticals
- Mining Equipment, Technology and Services
- Oil, Gas and Energy Resources

Additionally, businesses that provide enabling technologies and services to the above growth sectors are also eligible to apply.

Early Stage Venture Capital Limited Partnerships

Early Stage Venture Capital Limited Partnerships provides fund managers and investors with support to help stimulate early stage venture capital investments. Benefits include tax exemptions on an investor's share of a fund's income and tax gains.

Venture Capital Limited Partnerships

The Venture Capital Limited Partnership (VCLP) program offers tax benefits to fund managers and eligible foreign investors to help stimulate venture capital investment. Benefits include an exemption for eligible foreign investors from capital gains tax on their share of a fund's returns from eligible venture capital investments.

Research and Development Tax Incentive

The Australian Government provides a Research and Development Tax Incentive to encourage businesses to invest in research and development activities. The tax incentive offsets some of the costs associated with investing in research and development to help encourage innovation and business growth.

Innovative Manufacturing Cooperative Research Centre

The Innovative Manufacturing Cooperative Research Centre will co-fund industry-led manufacturing research projects by matching industry cash contributions between \$250,000 and \$3 million ideally for projects that run for between two and four years in duration.

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Rescission Motion - De Laine Avenue, Edwardstown - Driveway Link

Originating Officer	Chief Executive Officer - Adrian Skull
Corporate Manager	N/A
General Manager	N/A
Report Reference	GC200609R09

REPORT OBJECTIVE

This report is for the CEO to put forward a rescission motion for the removal of the Driveway Link - De Laine Avenue, Edwardstown (GC200526R10).

EXECUTIVE SUMMARY

At its meeting on 26 May 2020 Council considered a report on the De Laine Avenue, Edwardstown traffic calming solution. After consideration and debate, Council resolved the following (GC200526R10):

That Council:

1. Requests the CEO to submit a report to the 9 June 2020 General Council meeting under regulation 21(1) of the Local Government (Procedures at Meetings) Regulations to rescind the decision of 26 November 2019 that states:

1. *The Driveway Link in Delaine Avenue, Edwardstown be removed as per the request of residents.*
2. *The work to be undertaken (as soon as possible) within the 2020/21 financial year as part of the Capital Works Program.*
3. *That \$47,000 be allocated with the 2020/21 Annual Business Plan (Transport).*

and makes a recommendation that Council:

- i. Retains the Driveway Link in De Laine Avenue, Edwardstown.
- ii. Endorses the following Driveway Link improvements:
 - a. Remove existing trees within the Link as they are considered non-frangible.
 - b. Increase the length of the Driveway Link.
 - c. Replace the existing pavers through the Link with contrasting coloured bitumen.
 - d. Increase landscaping areas to further define the Link.
 - e. Install appropriate signage to delineate the Link.
- iii. Reduces the 2020/21 budget allocation for the De Laine Driveway Link from \$47,000 (cost of removal) to \$25,000 (cost of compliance improvements and replacement of pavers with coloured bitumen).

RECOMMENDATION

That Council:

1. Rescinds the following decision from its meeting on 26 November 2019:

- 1. The Driveway Link in Delaine Avenue, Edwardstown be removed as per the request of residents.*
- 2. The work to be undertaken (as soon as possible) within the 2020/21 financial year as part of the Capital Works Program.*
- 3. That \$47,000 be allocated with the 2020/21 Annual Business Plan (Transport).*

That Council:

1. Retains the Driveway Link in De Laine Avenue, Edwardstown.
2. Endorses the following Driveway Link improvements:
 - a. Remove existing trees within the Link as they are considered non-frangible.
 - b. Increase the length of the Driveway Link.
 - c. Replace the existing pavers through the Link with contrasting coloured bitumen.
 - d. Increase landscaping areas to further define the Link.
 - e. Install appropriate signage to delineate the Link.
3. Reduces the 2020/21 budget allocation for the De Laine Avenue, Edwardstown Driveway Link from \$47,000 (cost of removal) to \$25,000 (cost of compliance improvements and replacement of pavers with coloured bitumen).

CORPORATE REPORTS FOR INFORMATION/NOTING

Corporate Risk Quarterly Report

Originating Officer	Unit Manager Risk - Sherie Walczak
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
Report Reference	GC200609R10

REPORT OBJECTIVE

The purpose of this report is to provide Council with assurance that the City of Marion is committed to managing its corporate risks and provide information on those risks currently rated as high or above through the provision of the Corporate Risk Quarterly Report.

EXECUTIVE SUMMARY

Council last considered the Corporate Risk Quarterly Report at its meeting on 28 January 2020 (GC200128R18).

The quarterly corporate risk review shows a continuing maturity of risk management across the organisation. A summary of the outcomes of the quarterly Corporate Risk Register Reviews undertaken over the past twelve months is attached (**Attachment 1**) and although it demonstrates an increase in the number of risks currently rated high, this also demonstrates the dynamic management of risk in response to the external environment. There has conversely been a reduction in the number of risks currently rated as medium or low.

RECOMMENDATION

That Council:

- 1. Notes the report including the mitigation strategies for high rated risks.**

DISCUSSION

During the January to March 2020 quarter, the 8 high rated risks were reviewed but continue to be rated as high. Two risks, one medium and one low, however were re-rated to high in response to the changing environment in direct response to the COVID-19 pandemic, particularly workforce issues and an increase in statutory obligations impacting our capacity to deliver services to the Community under the Public Health Act. These risks were:

- *DSE09: Failure to deliver Health & Safety services for the Community (eg: re Food Act, Public Health Act, animals, fire prevention, parking, Local Nuisance and Litter Control, Local Government Act, Council By-Laws).* This risk was heightened due to the urgency and magnitude of demand for Community Health & Safety enforcement services and Environmental Health inspections as directed by State agencies and/or legislated by the Public Health Act during a pandemic. The required response included re-allocation of appropriate personnel from elsewhere in the existing workforce and activation of various initiatives in order to meet increased obligations.

- *PCU05: Ineffective strategic workforce planning.* This risk was re-rated high due to the scale of the Covid-19 impact on the organisation's workforce as, in order to ensure social distancing, the majority of CoM work sites were closed and staff rapidly transferred to working remotely. Regular Incident Management Team (IMT) meetings have ensured staff wellbeing and workforce planning are key considerations in the response and recovery decision making. Future months will need to incorporate crucial strategic workforce planning in order to achieve a return of staff to their recognised work practices and a successful return to full delivery of Council services.

As a result, the breakdown of the current risk ratings for the 109 risks identified in the Corporate Risk Register, is as follows; 10 high, 78 medium and 21 low. The 10 corporate risks rated as high are detailed in an extract from the Corporate Risk Register (**Attachment 2**) and relate to; asset management, WHS management, environmental management, governance, business continuity & community, and ICT infrastructure/cyber security. These risks are managed on a day to day basis across the organisation at Senior Leadership level as the Risk Owners, with the Executive Leadership Team undertaking a review each quarter in partnership with the Risk Management Team with monitoring and reporting being submitted to the Risk Working Group, Finance and Audit Committee and also to Council.

CONCLUSION

The ongoing Corporate Risk Quarterly Report provides Council with the assurance that the City of Marion is working to manage and mitigate its high rated risks. This will benefit the business and provide a greater level of assurance for Council and all key stakeholders.

Attachment

#	Attachment	Type
1	Attachment 1 - Risk Movement as at Mar 2020	PDF File
2	Attachment 2 - High Risks as at Mar 2020	PDF File

Corporate Risk Quarterly Report – Movement in Quarter 3 2020

An objective of the City of Marion's Risk Management Policy is to 'implement consistent risk management processes to manage risk and opportunities throughout City of Marion's organisational systems and functions'. The Risk Management Framework outlines the risk management process including the development of a risk register to record the following:

- Risk Identification
- Risk Analysis
- Risk Evaluation
- Risk Treatment
- Monitoring and Review

The monitoring and review process requires risk owners to review their risk environment and provide updates on the progress on identified actions. This occurs on a quarterly basis in conjunction with Work Area Reporting. At the end of each quarter, prior to collating the risk data, an overview is undertaken by the Risk Unit and the Executive Leadership Team (through the Risk Working Group) to provide assurance of validation to the corporate risk management framework and consistency across the organisational structure.

Table 1: Corporate Risk Register Review Quarterly Outcomes

Period:	Qtr 4: Apr to Jun 2019			Qtr 1: Jul to Sept 2019			Qtr 2: Oct to Dec 2019			Qtr 3: Jan - Mar 2020			Current Risk Impact
Corporate Risk	I	C	F	I	C	F	I	C	F	I	C	F	
Extreme	20	0	0	20	0	0	20	0	0	20	0	0	↔
High	74	9	0	71	8	0	71	8	0	71	10	0	↑
Medium	17	84	68	18	81	67	18	79	65	18	78	70	↓
Low	0	18	43	0	20	42	0	22	44	0	21	39	↓
Total	111	111	111	109	109	109	109	109	109	109	109	109	

Current High Risk %	8%	7%	7%	9%
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* Key: I = Inherent, C = Current, F = Forecast

Corporate Risk Register - extract showing current HIGH risks (Mar 2020)

ELT Risk Owner (ELT)	SLT Risk Owner (SLT)	Strategic Link	Ref	Risk Description	Risk Causes /Sources	Potential Consequences	INHERENT Level of Risk			Current Controls/Contingencies in Place	CURRENT Level of Risk			Further Required Action	Further Action Due Date	Action Owner	FORECAST Level of Risk		
							Likeli-hood	Conse-quence	Risk Rating		Likeli-hood	Conse-quence	Risk Rating				Likeli-hood	Conse-quence	Risk Rating
City Services	Engineering, Assets & Environmental	Liveable	ASY02	Property & Infrastructure Failure to appropriately manage assets and associated funding, including planning, acquisition, renewal, maintenance, management and disposal.	<ul style="list-style-type: none">- Lack of lifecycle and whole of life controls utilised in corporate decision making.- Poor asset related data- Ineffective asset management systems- Ineffective asset management planning- Lack of clarity regarding service standards/levels- Change in strategic priorities- Increased workload/ inadequate staffing/specialised skills- Inadequate funds allocated for asset management- Increased quality expectations from the community, Australian standards and legislation- Climate change	<ol style="list-style-type: none">1.Death or critical injury (contractor mgt)2.Reputational damage3.Asset deterioration/ failure4.Financial burden - short & long term5.Poor staff morale6.Non compliance with legislation, regulations and industry standards7.Dissatisfied community8.Service level cuts	Likely	Severe	EXTREME	<ol style="list-style-type: none">1. Strategic Plan2. Asset Management Plans (x5)3. Long Term Financial Plan (LTFP)4. Annual Budget Planning process5. Valuation program6. Asset Management Governance (Asset Steering Committee)7. Annual Asset Management Maturity Assessments8. Asset Inspection & Audit Program9. Asset Management Policies/Procedures/Processes10. Asset induction & training program11. Community Satisfaction Survey12. Professional memberships13. Annual Audit of Financial Statements14. Annual Internal Control Audit15. Monitoring of Complaints via CES16. Asset Management Strategy	Unlikely	Severe	HIGH	<ol style="list-style-type: none">1. Update Asset Management Plans (x 9) - will incorporate reference to Climate Change Adaptation & SMART Cities2. Review asset condition inspection regime3. Finalise 'single point of truth' for all asset data4. Finalise review and setting of asset service levels5. Development of the City Property Strategic Asset Management Plan6. Undertake activity level process mapping7. Develop & implement ICT Asset Management Information System (AMIS)8. Implement Asset Mgt Improvement Program (AMIP 3.0)9. Implement a Key Performance Indicator (KPI) program	<div>1.31/12/20</div> <div>2.30/06/20</div> <div>3.30/06/20</div> <div>4.31/12/20</div> <div>5.30/06/20</div> <div>6.30/06/20</div> <div>7.30/06/21</div> <div>8.30/06/21</div> <div>9.30/06/21</div>	<div>1.UM AS</div> <div>2.UM AS</div> <div>3.UM AS</div> <div>4.UM AS</div> <div>5.Mgr CP</div> <div>6.UM AS</div> <div>7.Mgr ITT</div> <div>8.UM AS</div> <div>9.UM AS</div>	Rare	Severe	MEDIUM
Corporate Services	Strategic Procurement	Council of Excellence	CON03	WHS Management Failure to manage contractors appropriately to ensure that contractual obligations are met	<ul style="list-style-type: none">- Inadequate awareness for the procurement and contracting process- Inconsistent approach for the procure-to-pay process- Lack of knowledge regarding corporate requirements for contract management- Lack of training regarding contractor management	<ol style="list-style-type: none">1.Death or critical injury to Workers, Contractors or member of Public2. Weak internal controls and process assurance3.Ineffective financial monitoring of contracts/budgets4.Inappropriate contractor management5.Inability to engage quality contractors6.Non-performance of contractors7.Ineffective use of staff resources8.Lack of integrity in the process, frequent 'work arounds'9.Disruption to works impacting CoM & team10.Disruption to works impacting local community11.CoM exposure to liability12.Reputation damaged through adverse media coverage	Likely	Severe	EXTREME	<ol style="list-style-type: none">1.Procurement and Contractor Management policy & procedures (reviewed 2016)2.Staff training provided in procurement & contractor management3.Business Partnering approach4.Internal customer satisfaction surveys (every project)5.Annual procurement planning (aligned to projects etc)6.Contracting centralised through the Contracts Team7.Existing Procurement and Contractor Management Policies and Procedures (including tender evaluation, contractor induction, site inspections);Tender Board process for contracts greater than \$200,0008.Recruitment of appropriately skilled staff within Contracts Team9. Sharepoint used to manage records10. Staff trained in Contract Management Oct/Nov 201611. Review of Contract Management activities by Internal Audit has been undertaken and considered by F&AC12. Contractor Audit program outlined in HSE Plan13. Pilot contractor surveillance & monitoring to SkyTrust	Unlikely	Severe	HIGH	<ol style="list-style-type: none">1.Contract Management Internal Audit recommendations2.WHS KPI Action Plan 2020	<div>1.30/06/19</div> <div>2.31/10/20</div>	<div>1.Strat.Proj.Lead</div> <div>2.UM Risk</div>	Rare	Severe	MEDIUM
City Services	Engineering, Assets & Environmental	Valuing Nature	ESU03	Environmental Management /Climate Change Failure to understand, plan and act to respond to the projected impacts of climate change.	<ul style="list-style-type: none">- Lack of climate change awareness / understanding- Lack of recognition for climate risk mapping in urban planning (PDI Act)- Planning application approvals in unsuitable areas- Poor decision making- Poor project management- Inadequate communication- Poor inter-departmental working	<ol style="list-style-type: none">1.Catastrophic damage during extreme weather (e.g. flooding)2.Cost of remedial works3.Cost of mitigation works4. Dissatisfied community5. Damage to coastal zone from storm surge6. Reduced rates revenue as property values go down7. Increased difficulty in obtaining insurance cover8. Increased difficulty in obtaining loans if financial institutions require evidence of responses to climate change impacts9. Infrastructure damage	Likely	Severe	EXTREME	<ol style="list-style-type: none">1. Valuing Nature CoM Community Vision2. CoM Climate Change Policy3. Resilient South regional Climate Change Adaptation Plan4. Resilient South Local Government Regional Implementation plan5. CoM Climate Risk & Governance Assessment gap analysis6. Coastal Climate Change Adaptation Plan being developed including baseline monitoring to detect early changes to risk.7. Professionally qualified staff8. Education via events, networking, workshops etc.9. Building community resilience through partnership & education10.Evaluation of the Regional ImplementationPlan undertaken with program partners11. Development of a Carbon Neutral Plan to achieve carbon neutrality by 2030 for Council operations (includes development of ESD Guidelines for Council Buildings)12. integration of environmental impacts and climate change into AMPs.	Possible	Major	HIGH	<ol style="list-style-type: none">1. Update Review of climate change projections/observations & use of pathways approaches in adaptation planning as part of the Resilient South Regional Implementation Plan review.2. Develop & implement a Climate Risk Governance program3. Implement findings of Coastal Climate Adaption Plan4. Elected Member engagement & education5. Undertake a skills/capability audit & document training gaps in the TNA Build organisational skills/capacity in responding to climate change ipacts through appropriate training (eg: UMAS & ME&FS on IPWEA training Feb2020)6. Provide training & capability building opportunities with identified staff	<div>1.30/06/20</div> <div>2.30/06/20</div> <div>3.30/06/20</div> <div>4.30/06/20</div> <div>5.30/06/20</div> <div>6.31/12/20</div>	<div>1.UM ES</div> <div>2.UM ES</div> <div>3.UM ES</div> <div>4.UM ES</div> <div>5.UM ES</div> <div>6.UM ES</div>	Rare	Major	MEDIUM
City Services	Corporate Governance	Council of Excellence	GOV06	WHS Management Failure of CoMs officers to discharge Due Diligence obligations under the WHS Act	<ul style="list-style-type: none">- Failure to advise and train staff of WHS obligations- Officers' having low levels of WHS knowledge & awareness- Ineffective training- Inadequate WHS Management System	<ol style="list-style-type: none">1. Criminal Charges2. Incarceration3. Financial Penalty4. Reputation Risk	Likely	Severe	EXTREME	<ol style="list-style-type: none">1.Skilled and experienced WHS Staff2.TSLW WHS Management system (SkyTrust)3.Specialist WHS Coordinator4.Due diligence training5.Ongoing consultation, training and advice to staff across CoM6.ELT Support and briefings on emerging risk issues7.WHS induction new staff8.Monthly reporting to Council, ELT and SLT regarding hazard and incident management9.Annual WHS KPI Action Plans10.Internal WHS Audits undertaken11.Implementation of Work Area Inspections12.WHS training with Elected Members13.SWMs, SOPs, related policy & procedures regularly reviewed	Unlikely	Severe	HIGH	<ol style="list-style-type: none">1.Implementation of Contractor Mgt/ Skytrust S3(Pilot undertaken but awaiting Contract team to identify system)2.WHS KPI Action Plan 2020	<div>1.30/09/19</div> <div>2.31/10/20</div>	<div>1.Strat.Proj.Lead</div> <div>2.UM Risk</div>	Rare	Major	MEDIUM
Corporate Services	ITT	Council of Excellence	ITT02	ICT Infrastructure/ Cybersecurity Poor data quality and governance not supporting informed decision making	<ul style="list-style-type: none">- Human error- Strategic awareness/oversight of corporate data and processes unknown- Lack of standardised Data Quality Assurance processes in place- Lack of awareness that there is a Data Governance Framework- Lack of organisational resource and capacity to oversee the Data Governance Framework and embed the principles- Poor capture of data due to inconsistent processes- Increased workload of team- Lack of specialised skills across work units to capture quality data- Reluctance to use Corporate System databases versus personal spreadsheets due to systems not supporting business needs- Inadequate funds allocated in internal budgets for system improvements and ICT computer skills development for staff- Lack of ICT training for staff (no corporate ICT Trainer role)- Lack of mobility tools for outdoor staff- Ineffective use of end user reporting and query tools	<ol style="list-style-type: none">1.Non compliance with related regulations/ legislation2.Poor decision making3.Failure to deliver identified IT business outcomes4.Failure to address business issues.5.Inability to provide innovation and improve efficiencies6. Lack of data integrity7. Failure to measure data value	Likely	Severe	EXTREME	<ol style="list-style-type: none">1. ICT Steering Committee meets quarterly to discuss major initiatives and priorities2. ICT working in line with the Strategic Management Framework, ICT Strategic Themes and Work Area Plan3. Core application systems user groups in place with ICT business unit account manager roles (engagement partners / project co-ordinators)4. Vendor management Reviews of required software enhancements and faults5.Clarified roles and responsibilities of software ownership (org wide versus departmental)6.Regularly reviewed policies, procedures & processes7.ICT Digital Transformation Plan 2017-2022 and ICT Roadmap embedded into annual business plan and budget process, and updates provided to Council ISC committee8.Business Systems "Fitness" Review completed & distributed to senior management with findings Dec 2018.9. Development of the Information Technology Application Strategy 201910.Business intelligence data analytics reporting toolset (Microsoft PowerBI) deployed.11.Information Technology Application Strategy (ITAS) plan implemented.	Possible	Severe	HIGH	<ol style="list-style-type: none">1. Implementation of the ICT Service Review recommendations2. Embed the Data Governance Framework across the organisation3. Seek endorsement of Data Governance/Database Administrator to implement and oversee the Data Governance Framework	<div>1.30/06/20</div> <div>2.30/06/20</div> <div>3.30/06/20</div>	<div>1.Mgr ICT</div> <div>2.Mgr ICT</div> <div>3.Mgr ICT</div>	Unlikely	Major	MEDIUM
City Development	Development & Reg Services	Liveable	DSE09	Business Continuity & Community Safety Failure to deliver Health & Safety services for the Community (eg: re Food Act, Public Health Act, animals, fire prevention, parking, Local Nuisance and Litter Control, Local Government Act, Council By-Laws)	<ul style="list-style-type: none">- lack of strategic direction- inadequate number of appropriately qualified and/or trained staff including administrative/business support staff- Increase in legislation to be administered: Local Nuisance and Litter Control Act- State Govt is reviewing the Local Nuisance and Litter Control Act with a view to further increasing Council's responsibilities and workload- Council resolution to reduce Community Safety Inspectors by .5- introduction of DACO the statewide dog registration system has significantly increased the tasks and workload of a Community Health and Safety Unit Business Support Officer, which has impacted on other tasks and workload including attending to expiation appeals, which in turn could lead to unrealised revenue- inadequate community education- inadequate staff supervision and training- non compliant schedule of inspections- absent, out-dated and/or ineffective policies, procedures & processes- insufficient budget- inadequate equipment- lack of access to appropriately trained temp staff	<ol style="list-style-type: none">1. Lost opportunity to increase the safety & health of the community2. Failure of Council to fulfil legislative responsibilities3. Lack of accountability4.Exposure to Litigation/Penalties/Costs5. Delayed service improvement6.Low staff morale	Possible	Major	HIGH	<ol style="list-style-type: none">1.Implementation of KPMG audit actions (Financial Receipting/Fines & Enforcement)2.Implementation of Service Review actions (Parking & Abandoned Vehicles/Community Safety Inspectorate)3.Implementation of Dog & Cat Management Board audit actions4.Review new Comm.Safety service delivery standard & report to Council (operational hours & resources post 1.4.20)5.Implementation of Management Plan in alignment with Council 's Strategic Plans6.Annual reports to State Government re SA Public Health Act/Food Act/Dog&Cat Management Act7.Professionally qualified EHO staff8.Appropriately trained staff - inc.Customer Experience Training & aggressive people training9.Unit Manager on Adelaide Mount Lofty Ranges Bushfire Management Committee10.Fire Prevention Officer(s) trained by CFS11.Delegations updated in consultation with Governance Department (and reviewed regularly)12.Process maps used for key duties (and reviewed regularly)13.Work of unit conducted in line with legislated requirements, policies, procedures and processes14.Existing staff resources can deliver majority of current content within Plans15.Grant funding received from Govt.re immunisation16.Other grant funding opportunities are actively sought where appropriate17.Partnering with other internal and external stakeholders18.Appropriate ICT technology available	Possible	Major	HIGH	<ol style="list-style-type: none">1. Implement IMT actions regarding increased EHO inspections2. Clarify LG exemptions to the Public Health Act re: legislated requirements to inspect/assess businesses/premises3. Liaise with People & Culture team to ensure adequate resourcing for increased volume of workload/inspections	<div>1.immediate</div> <div>2.immediate</div> <div>3.immediate</div>	<div>1.Mgr D&RS</div> <div>2.Mgr D&RS</div> <div>3.Mgr D&RS</div>	Unlikely	Major	MEDIUM

ELT Risk Owner (ELT)	SLT Risk Owner (SLT)	Strategic Link	Ref	Risk Description	Risk Causes /Sources	Potential Consequences	INHERENT Level of Risk			Current Controls/Contingencies in Place	CURRENT Level of Risk			Further Required Action	Further Action Due Date	Action Owner	FORECAST Level of Risk		
							Likeli-hood	Conse-quence	Risk Rating		Likeli-hood	Conse-quence	Risk Rating				Likeli-hood	Conse-quence	Risk Rating
City Services	Corporate Governance	Council of Excellence	GOV02	Ineffective Governance Break down of Council Administration and Elected Members working relationship, impacting on sound and effective decision making process for the delivery of aligned and strategic business outcomes.	- Poor strategic level decision making - Administration managing requests from Council without due consideration and adequate time - Council and Administration failing to communicate with each other, resulting in unfunded, unplanned initiatives gaining Council endorsement - New initiatives going straight to Council without following procedures through due diligence (eg Asset Management, Finance, Governance, Risk, Environmental Sustainability, Contracts, Strategic Management etc), - Some Councillors have differing perspectives of their role on Council, decisions being made that are Ward based, rather than whole of - Council perspective - State Government Elections- Local Government Elections	1. Unsustainable initiatives 2. Strategic plan misalignment 3. Process Errors 4. Lack of funding and negative financial implications 5. Lack of or misuse of resources 6. Impact on the delivery of other project/initiatives 7. Staff stress 8. Low staff morale	Likely	Major	HIGH	1. Process of unfunded initiatives 2. Staff provide frank and fearless advice 3. Annual workshop for Council & Finance & Audit Committee 4. Council Meeting Procedures training during induction 5. Committee's bi-annual self evaluation effectiveness survey 6. GM's induction on governance processes 7. Due diligence and prudential report to Council. 8. Elected Member Code of Conduct (Mandatory) and Elected Member Code of Code Procedure for Investigating Complaints 9. Caretaker Policy reviewed and adopted by Council 10. Caretaker training delivered to EMs and Staff 11. Joint Forum - July 2019 12. Elected Member Planning Day (18/01/20) 13. CEO/Mayor weekly meetings 14. Manager CG & Mayor fortnightly meetings 15. Elected Member Training & Development. 16. Post Election (Nov18) Policy review completed	Likely	Moderate	HIGH	1. Consider SLT joint forum /effectiveness survey	1.30/06/20	1.Mgr CG	Unlikely	Moderate	MEDIUM
City Services	Corporate Governance	Council of Excellence	GOV10	Business Continuity & Community Safety Failure in Council's ability to prevent, prepare, respond to and promote resilience in the community in the event of an emergency ie pandemic (human disease) , earthquake, flood, extreme heat, bushfire and terrorism	- Absent, outdated or inadequate Community Emergency Plan, - Failure to undertake risk assessment and undertake mitigation activities for known hazards	1. Death or critical injury to Workers, Contractors or member of Public 2. Disruption to works impacting CoM & team 3. Disruption to works impacting local community 4. CoM exposure to liability 5. Officers' exposure to criminal litigation 6. Reputation damaged through adverse media coverage	Possible	Severe	HIGH	1. Flood prevention activities 2. Fire prevention activities 3. Planning/Building Fire Committee 4. Community education/development 5. Community Emergency Management Plan 6. Workplace Emergency Management Plan for each CoM worksite 7. Business Continuity Plan & Recovery Strategies 8. Emergency Management Training Needs Analysis/conduct of required training (inc.iResponda etc) 9. Response personnel/Incident Management Team 10.Events Mgt (CSC) - implementation of Crowded Place Risk Assessment and Notification Processes issued by SAPOL 11.Monitoring and management of Emergency Management program actions (via EPC/BCWG/ZEMC) 12.Generator installed and commissioned to provide ICT backup/select power for IMT/EOC activities at Admin Building 13.ZEMC Recovery Exercise - increased understanding of Council's roles & responsibilities (Exercise RUMBLE 4/9/18) 14.Participation in LGA Council Ready Emergency Management program Management health check October 2018 15.Draft Corporate Emergency Management Risk Assessment 16. IMT Commander/Liaison/Coordinator trained in Incident Management 3 (IM3) 17. BCP exercise for extreme heat - Exercise Swelter 24/10/19 18.LGFSG training of IMT officers 19.Emergency Mgt landing page on CoMBI gives access to BC docs inc iResponda 19.Formal induction/Responda refresher session with IMT Ops	Unlikely	Severe	HIGH	1. Distribute reviewed Corporate Emergency Management Risk Assessment 2. Finalise LGA Council Ready Action Plan 3. Implementation of Ex Rumble's recommendations 4. Implementation of Ex Unite's recommendations 5. Implementation of Ex Swelter's recommendations 6. Implementation of IMT response to COVID19 for staff /EMs and community eg: remote working/communications updates & strategies/community engagement/reduced services 7. Implementation of Commonwealth & State directives re 'Stop the Spread' etc	1.31/01/20 2.28/02/20 3.24/04/20 4.24/04/20 5.24/04/20 6.Immediate & ongoing 7.Immediate & ongoing	1.UM Risk 2.UM Risk 3.Risk Ctr 4. Risk Ctr 5. Risk Ctr 6.IMT Commander 7.IMT Commander	Rare	Severe	MEDIUM
Corporate Services	ITT	Council of Excellence	ITT04	ICT Infrastructure/ Cybersecurity Failure to deliver key corporate initiatives/projects as identified by the business	- Lack of consistent organisation wide project management framework - Lack of appropriate business and ICT resource for project delivery - Too many projects - Strategic Plan and Annual Business Plan projects don't consider ICT resource implications - Business as usual work commitments under estimated resource-wise - System failure and data breaches - Lack of detailed project planning including project brief/scope, budget, resourcing, risks and quality assurance	4.Reputational risk of not delivery and utilising council funds effectively 2.Legislative requirements not being able to be met 3.Productivity loss due to system failures 4.Service Delivery impacts may lead to industrial action	Likely	Major	HIGH	1. Project Management Leader recruited 2.Use of ICT project management methodology and templates 3. Full scoping of project to create accurate/relevant project initiation document (PID) 4. Clearly identified roles & responsibilities within project team 5. Regular team/partnership meetings 6.Regularly reviewed ICT policies, procedures & processes 7.Regular project status reporting, monitoring and reviews (ELT Project Control Group and Project Steering Committees) 8.Part of the annual business planning process, ensure Work Area Plans are resourced and achievable 9.Project Management software solution implemented 10.CoM Project Management Office (PMO) framework completed 11. Cyber Security Awareness Program in place 12. Corporate Cyber Security Audit and CQR Program in place	Possible	Major	HIGH	1.Implement the ICT Service Review outcomes	1.30/06/20	1.Mgr ICT	Rare	Major	MEDIUM
CEO	People & Culture	Council of Excellence	PCU05	Effective HR Ineffective strategic work force planning	- lack of strategic approach in resourcing - lack of focus on service delivery & business needs	1.Skills deficiencies 2.Staff dis-engaged 3.Reduced productivity 4.Difficulty attracting and retaining staff 5.Ageing workforce issues 6.Lack of succession planning 7.Perceived inequities across the business 8.Negative impacts of vacancy management 9.Lack of reduced work pattern/retirement management 10. Skills deficiencies	Almost Certain	Major	HIGH	1. Strong change management processes whilst embedding change 2. Policies, procedures and processes to endorse the importance of culture and values to service delivery 3. Employee Pulse Survey & Action Plan - embedded with the CoM and run/reported on quarterly with SLT accountable for action planning with teams 4. LEAD (Leadership Exploration and Development) Program 5. GAP Year Program 6. Work Placements Program 7. Workforce plan developed 8. ELT continual assessment of resourcing needs, whole of CoM approach	Possible	Major	HIGH	1. Further implementation of Workforce Planning Framework (CAMMs Project) to support all (future) workforce related HR policies, procedures and processes to include visits to organisations doing this well. 2. Continue to collaborate with Port Adelaide Enfield and Charles Sturt Councils for workforce needs and change management 3. Change management framework in development 4. Pilot Workforce Planning Process (WFP) with ITT 5. Implement IMT actions for strategic management of CoM workforce following immediate closure of key worksites as a consequence of legislated COVID-19 restrictions	1.30/12/20 2.30/06/20 3.1/12/20 4.30/06/20 5.Immediate	1.Mgr P&C 2.Mgr P&C 3.Mgr P&C 4.Mgr P&C 5.Mgr P&C	Unlikely	Moderate	MEDIUM

Ceasing Southern Adelaide Economic Development Board

Originating Officer	Executive Assistant to CEO - Dana Bartlett
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	Chief Executive Officer - Adrian Skull
Report Reference	GC200609R11

REPORT OBJECTIVE

The purpose of this report is to advise Council of the decision to conclude the Southern Adelaide Economic Development Board (SAEDB) from 30 June 2020.

EXECUTIVE SUMMARY

The SAEDB was established in 2007 by Tom Phillips, the CEO of Mitsubishi at the time, to help transition the region's grim employment outlook arising from the closure of the Mitsubishi sites at Lonsdale and Tonsley. The Board is governed by local industry leaders and supported as a collaborative initiative of industry and the Cities of Marion and Onkaparinga. A revitalisation of the board was effected in 2017 with an Independent Chair and Executive Officer appointed to advocate for Southern Adelaide as a great place to live, work, study, visit and do business.

The SAEDB has been a strong voice and advocate for Southern Adelaide over the past three years.

Given the current economic environment and the impacts of the coronavirus, the City of Marion and City of Onkaparinga have reviewed the regional approach required to best address current and future challenges and investigate other regional advocacy models.

It has been decided to cease funding of the Southern Adelaide Economic Development Board effective 30 June 2020 and direct their collective energies towards alternative methods of support for their business communities.

The hard work for our region by the Board is greatly appreciated and valued. The passionate and committed work for the Board from the Chair, Nikki Govan has been a notable highlight, as has the Board members who volunteered their time to the prosperity of Southern Adelaide.

Both Councils will maintain their long-standing commitment to supporting economic development through their respective business support programs, Onkaparinga 'ON Business Partner' program City of Marion 'Open for Business' program.

Regional collaboration will continue in the delivery of the Southern Business Mentoring Program which provides free business advice, support and mentoring to our southern local business and start-up community. This includes targeted advice in human resource management, digital communications, strategic marketing, retail, health and wellbeing and business planning.

Collaboration between the two councils and their business communities will continue, actively progressing strategic ideas and regional projects and working together in a flexible and innovative way as opportunities arise.

RECOMMENDATION

That Council:

1. Notes the report 'Ceasing Southern Adelaide Economic Development Board'.

Questions Taken on Notice Register

Originating Officer	Governance Officer - Angela Porter
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
Report Reference	GC200609R12

REPORT OBJECTIVE

To receive and note the information contained within the *Questions Taken on Notice Register* provided in Attachment 1.

EXECUTIVE SUMMARY

At the 8 May 2018 General Council meeting Council resolved that (GC080518M01):

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	GC200609 - QON Register	PDF File

Questions Taken on Notice Register



Report Reference	Meeting Date	Councillor	Responsible Officer	Question taken on notice during the meeting	Response
GC200526R09 – Glyphosate use within the City of Marion	26 May 2020	Cr Tim Gard	Jock Conlon	What spraying of weeds is currently happening around schools? Can this be wound back?	Weed spraying near schools occurs through the verge spraying program, and reserve maintenance program. These programs include weeds being sprayed 4-6 times per year as part of the verge program, and 2-4 weekly on reserves that may be adjacent schools. School ovals and open spaces are maintained by the Department for Education or a private provider. All weed spraying near schools within the City of Marion is completed prior to school starting. The verge spray programs starts at 7am and are completed well before school students attend school. Reserve weed management also occurs outside of high use times for reserves and adjacent areas. There are multiple methods that could be used as alternatives to spraying herbicide near schools such as using thermal/steam, hand weeding and brushcutting. All of these alternatives have a higher cost to the current spraying program and would need to be resourced accordingly.



WORKSHOP / PRESENTATION ITEMS - Nil

MOTIONS WITH NOTICE - Nil

QUESTIONS WITH NOTICE

Hardship Policy Applications

Elected Member Councillor Jason Veliskou

Report Reference: GC200609Q01

Question:

1. How many residential ratepayers have applied for and received hardship extensions/deferrals under our hardship policy, and what percentage are they of the total number of residential ratepayers?
2. How many non-residential ratepayers have applied for and received hardship extensions/deferrals under our hardship policy, and what percentage are they of the total number of non-residential ratepayers?

Supporting Information:

Nil.

Response Received From:

Manager Finance - Ray Barnwell

Staff Comments:

How many residential ratepayers have applied for and received hardship extensions/deferrals under our hardship policy, and what percentage are they of the total number of residential ratepayers?

As at 4 June 2020 - 200 out of 41,298 residential ratepayers have applied for and been supported with rate extensions under our hardship policy.

This represents 0.48% of our total residential ratepayers.

How many non-residential ratepayers have applied for and received hardship extensions/deferrals under our hardship policy, and what percentage are they of the total number of non-residential ratepayers?

As at 4 June 2020 - 212 out of 2,656 non-residential ratepayers have applied for and been supported with rate extensions under our hardship policy.

This represents 7.98% of our total non-residential ratepayers.

It should be noted that of the 212 non-residential ratepayers noted above, 150 of these relate to two individual applicants who have multiple tenancies. These have been granted a 30 day extension and have agreed they will be in a position to pay in full by the end of this financial year.

**MOTIONS WITHOUT NOTICE****QUESTIONS WITHOUT NOTICE****CONFIDENTIAL ITEMS****Cover Report - Cats (Confinement) Variation By-law Legislative Review Committee**

Originating Officer	Team Leader Community Safety - Luke Manuel
Corporate Manager	Manager Development and Regulatory Services - Warwick Deller-Coombs
General Manager	General Manager City Development - Ilia Houridis
Report Reference	GC200609F01

RECOMMENDATION

That 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, Ray Barnwell, Ilia Houridis, Tony Lines, Sorana Dinmore, Kate McKenzie, Jaimie Thwaites, Warwick Deller-Coombs, Luke Manuel, Sharon Perin and Craig Clarke, be excluded from the meeting as the Council receives and considers information relating to the Cat Curfew By-Law Update and Legal Advice, 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 legal advice.

Cats (Confinement) Variation By-law - Legislative Review Committee

CONFIDENTIAL

Reason For Passing This Resolution:

Local Government Act (SA) 1999 S 90 (2) 3(h): legal advice.

Cover Report - City Wide Attraction - Glenthorne National Park

Originating Officer	Open Space and Recreation Planner - Rebecca Deans
Corporate Manager	Manager City Activation - Greg Salmon
General Manager	General Manager City Development - Ilia Houridis
Report Reference	GC200609F02

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, Ilia Houridis, Tony Lines, Sorana Dinmore, Kate McKenzie, Jaimie Thwaites, Rebecca Deans, Greg Salmon, Renee Pitcher and Craig Clarke, be excluded from the meeting as the Council receives and considers information relating to the *City Wide Attraction - Glenthorne National Park*, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information of a confidential nature and the disclosure of which would be contrary to the public interest.

City Wide Attraction - Glenthorne National Park

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.



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.