

His Worship the Mayor  
Councillors  
City of Marion

## **Notice of General Council Meeting**

Council Chamber, Council Administration Centre  
245 Sturt Road, Sturt

**Tuesday, 14 March 2023 at 6.30 pm**

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

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

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



Tony Harrison  
Chief Executive Officer

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**1 Open Meeting****2 Kurna Acknowledgement**

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

**3 Disclosure**

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

**4 Elected Member Declaration of Interest (if any)****5 Confirmation of Minutes****5.1 Confirmation of Minutes of the General Council Meeting held on 28 February 2023**

<b>Report Reference</b>	GC230314R5.1
<b>Originating Officer</b>	Business Support Officer - Governance and Council Support – Cassidy Ryles
<b>Corporate Manager</b>	Manager Office of the Chief Executive – Kate McKenzie
<b>General Manager</b>	Chief Executive Officer – Tony Harrison

**RECOMMENDATION**

That the minutes of the General Council Meeting held on 28 February 2023 be taken as read and confirmed.

**ATTACHMENTS**

1. G C 230228 - Minutes General Council Meeting [5.1.1 - 18 pages]



**Minutes of the General Council Meeting  
held on Tuesday, 28 February 2023 at 6.30 pm  
Council Chamber, Council Administration Centre  
245 Sturt Road, Sturt**





**PRESENT**

His Worship the Mayor Kris Hanna  
Councillor Joseph Masika  
Councillor Nathan Prior (from 7.15pm)  
Councillor Raelene Telfer  
Councillor Luke Naismith  
Councillor Jason Veliskou  
Councillor Sarah Luscombe

Councillor Jayne Hoffmann  
Councillor Renuka Lama (from 6.40pm)  
Councillor Jana Mates  
Councillor Amar Singh  
Councillor Ian Crossland

**In Attendance**

Chief Executive Officer - Tony Harrison  
General Manager City Services - Ben Keen  
General Manager Corporate Services - Angela Allison  
General Manager City Development - Tony Lines  
Manager Office of the CEO - Kate McKenzie  
Governance Officer - Karrie McCann

**1 Open Meeting**

The Mayor opened the meeting at 6.32pm.

**2 Kurna Acknowledgement**

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

**3 Disclosure**

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

**4 Elected Member 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 interests were disclosed:

- Councillor Mates declared a material conflict of interest for item 12.2 Sports in Reserves Annual Report 2022.
- Councillor Luscombe declared a general conflict of interest for item 7.1 Adjourned Item - McConnell Avenue Reserve.



## 5 Confirmation of Minutes

### 5.1 Confirmation of Minutes of the General Council Meeting held on 14 February 2023

Report Reference GC230228R5.1

**Moved Councillor Masika**

**Seconded Councillor Telfer**

That the minutes of the General Council Meeting held on 14 February 2023 be taken as read and confirmed.

**Carried Unanimously**

## 6 Communications

Nil

### 6.1 Elected Member Verbal Communications

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

- Councillor Telfer provided a verbal update.

**Moved Councillor Veliskou**

**Seconded Councillor Hoffman**

That the following items be moved en bloc:

- 6.2 Mayoral Communication Report.
- 6.3 Deputy Mayor Communication Report.
- 6.4 CEO and Executive Communication Report.

**Carried Unanimously**

### 6.2 Mayoral Communication Report

Report Reference GC2YYMMDDR6.2

Name of Council Member Mayor - Kris Hanna

Date	Event	Comments
19/1/2023	Coast FM	Interview
19/1/2023	Water Business Briefing at Oaklands Wetlands	
21/1/2023	Marion Council Planning Day	
23/1/2023	Marion Outdoor Pool Multicultural Event	Speech given
26/1/2023	City of Marion Australia Day Awards Presentation & Citizenship Ceremony	Speech given



28/1/2023	Inaugural ceremony of Indian Multicultural Forum of South Australia	
30/1/2023	Marion Golf Club consultation	
31/1/2023	Survey-General (via Teams) re Seacliff Heights name proposal	
4/2/2023	Concert at the Cove	Speech given
6/2/2023	Met Gap Year Students	
9/2/2023	Glenthorne National Park tour	
10/2/2023	Alinea Group meeting	
10/2/2023	Plympton RSL cheque presentation	
12/2/2023	Hallett Cove Netball Club AGM	
12/2/2023	Annual General Meeting of the Islamic Society of SA	
13/2/2023	Urgent citizenship ceremony	
14/2/2023	'Shed opening' Lions Club of Hallett Cove	
15/2/2023	Galleon Theatre Group Annual General Meeting	
16/2/2023	Pelligra re ice rink	

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

**Moved Councillor Veliskou**

**Seconded Councillor Hoffman**

That the Mayoral Communication report be received and noted.

**Carried Unanimously**

### 6.3 Deputy Mayor Communication Report

**Report Reference** GC230228R6.3

**Name of Council Member** Deputy Mayor – Raelene Telfer

Date	Event	Comments
24/11/22	Reconciliation Committee	Member
1/12/22	Marion Cultural Centre 21 <sup>st</sup> birthday	Attendee
7/12/22	Nari Reserve Queen's Jubilee	Tree planting
8/12/22	MPSC Centre Advisory Committee	Liaison role
12/12/22	Junction and Marionlife	Networking with residents
15/12/22	Tarnham Rd Inspection	Playground consultation with staff
15/12/22	Mayoral End of Year	Attendee
28/12/22	186 <sup>th</sup> Proclamation Day	Attendee for City
16/01/23	Nadia Clancy MP	Ward issues re car parking

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19/01/23	Recycled Stormwater Scheme	Tour
20/01/23	Australian Day Awards SA	Governor hosted, attendee
26/01/23	Marion Awards and Citizenship	Attendee
26/01/23	Light up Adelaide	Attendee for City
29/01/23	Adelaide Cricket Club	Sponsor Day attendee for City
2/02/23	Alawoona Reserves consultation	Met residents
4/02/23	Parkrun Oaklands Estate 1st Birthday	Tail-ended walk
4/02/23	Concert at the Cove	Attendee
7/02/23	Environment Committee	Member
14/02/23	Warriparinga Ward Briefing	Attendee Teams
15/02/23	Voice/Truth/Treaty	Symposium Panel ANW UCA
16/02/23	Tony Harrison	EM Meeting
21/02/23	Reconciliation Committee	Member
23/02/23	Marion 100	Listener

**Moved Councillor Veliskou**

**Seconded Councillor Hoffman**

That the Deputy Mayor Communication report be received and noted.

**Carried Unanimously**

6.4 CEO and Executive Communication Report		
Report Reference GC230228R6.4		
Date	Activity	Attended By
31 January 2023	Meeting   Greenway Architects and City of Marion re SWBMX	Tony Lines
31 January 2023	Meeting   The Mayor (online Teams), Office of the Surveyor General re Proposed Suburb Boundary Realignment	Tony Lines
31 January 2023	Meeting with SA Power Networks	Ben Keen
2 February 2023	Meeting   Tonsley Project Control Group monthly meeting with City of Marion, Peet Limited and Renewal SA	Tony Lines
2 February 2023	Site Meeting   City of Marion, Coastal and Southern Hills Councillors, SWBMX Chair and Club Presidents re SWBMX	Tony Lines

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7 February 2023	City of Marion Executive Leadership Team Tour of One World LED	Tony Harrison Ben Keen
9 February 2023	Meeting   Greenway Architects, Wallbridge Gilbert Aztec and City of Marion re SWBMX	Tony Lines
9 February 2023	Site Meeting   City of Marion, SWBMX Chair and Club Presidents re SWBMX	Tony Lines
10 February 2023	Meeting   City of Marion and ODASA re 22/23 Open Space Grant Program	Tony Lines
14 February 2023	Mellor Olsson Local Government CEO Forum	Tony Harrison
16 February 2023	Meeting   City of Marion and Pelligra re Marion Ice Arena	Tony Harrison
17 February 2023	LG Professionals General Managers and Directors Network Planning Meeting	Ben Keen
21 February 2023	Meeting   Glen Winkler KPMG	Angela Allison
23 February 2023	Networking Event   Duncan Powell - Digital Evidence Management	Angela Allison
24 February 2023	Meeting   Datacom/Datascape	Angela Allison
24 February 2023	Workshop with SA Water   Resilient Water Futures Visioning	Ben Keen

**Moved Councillor Veliskou**

**Seconded Councillor Hoffman**

That the CEO and Executive Communication report be received and noted.

**Carried Unanimously**

## **7 Adjourned Items**

### **7.1 Adjourned Item - McConnell Avenue Reserve**

**Report Reference** GC230228R7.1

The Mayor sought and was granted leave of the meeting to withdraw item 7.1 Adjourned Item - McConnell Avenue Reserve due to the absence of the original mover of the motion and to include a new item titled McConnell Avenue Reserve to be considered after items 8. Deputations and 9. Petitions.



## 8 Deputations

### 8.1 Deputation - McConnell Avenue Reserve

Report Reference GC230228D8.1

Mr Travis Smith and Ms Judy Dangerfield gave a five minute deputation regarding McConnell Avenue Reserve.

6.41pm Councillor Lama entered the meeting.

## 9 Petitions

### 9.1 Petition from Churchill Avenue resident opposing parking restrictions from 12:30-5:30 Saturday and Sunday.

Report Reference GC230228P9.1

**Moved Councillor Hoffman**

**Seconded Councillor Masika**

That Council:

1. Notes the petition.
2. Authorises the Chief Executive Officer to delegate to appropriate staff to further investigate and implement parking solutions where appropriate in Churchill Avenue, Glandore and to address other parking concerns raised by the head petitioners and update Ward Elected Members at the Woodlands Ward briefings.
3. Advises the head petitioners of Council's resolution.

**Carried Unanimously**

### 9.2 Petition - McConnell Avenue Reserve

Report Reference GC230228P9.2

**Moved Councillor Luscombe**

**Seconded Councillor Telfer**

That Council:

1. Notes the petition received from Mr Travis Smith
2. Notes that the open space on the eastern side of McConnell Avenue Reserve was upgraded and opened in November 2021 as per the Open Space Framework resolution (GC200623R18) at a cost of \$217,000.
3. Advises the head petitioner/s of the resolutions of Council relating to McConnell Avenue Reserve.

**Carried Unanimously**



### 7.1 McConnell Avenue Reserve

Report Reference GC230228R7.1

Councillor Luscombe declared a general conflict of interest for item 7.1 McConnell Avenue Reserve on the basis that she is the Council Liaison for the 5049 group who are involved in items 8.1 Deputation and 7.1 McConnell Reserve. Councillor Luscombe dealt with the conflict by remaining in the chamber for the item and voting.

**Moved Councillor Luscombe**

**Seconded Councillor Lama**

That Council:

1. Notes that the open space on the eastern side of McConnell Avenue Reserve was upgraded and opened in November 2021 as per the Open Space Framework resolution (GC200623R18) at a cost of \$217,000.
2. Retains the western portion of McConnell Avenue Reserve and undertakes an evaluation of facilities and upgrades as required at the reserve which will be assessed periodically in accordance with the Open Space Plan, with funding allocated as appropriate.

**Carried**

### 10 Committee Recommendations

**Moved Councillor Veliskou**

**Seconded Councillor Masika**

That the following items be moved en bloc:

- 10.1 Confirmation of Minutes of the Infrastructure Committee Meeting held on 7 February 2023
- 10.2 Confirmation of Minutes of the Environment Committee Meeting held on 7 February 2023
- 10.3 Confirmation of the Minutes for the Finance, Risk and Audit Committee Meeting held on 21 February 2023.

**Carried Unanimously**

### 10.1 Confirmation of Minutes of the Infrastructure Committee Meeting held on 7 February 2023

Report Reference GC230228R10.1

**Moved Councillor Veliskou**

**Seconded Councillor Masika**

That Council:



1. Receives and notes the minutes of the Infrastructure Committee meeting held on 7 February 2023.
2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Infrastructure Committee.

**Carried Unanimously**

#### 10.2 Confirmation of Minutes of the Environment Committee Meeting held on 7 February 2023

**Report Reference** GC230228R10.2

**Moved Councillor Veliskou**

**Seconded Councillor Masika**

That Council:

1. Receives and notes the minutes of the Environment Committee meeting held on 7 February 2023.
2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Environment Committee.

**Carried Unanimously**

#### 10.3 Confirmation of Minutes of the Finance, Risk and Audit Committee Meeting held on 21 February 2023

**Report Reference** GC230228R10.3

**Moved Councillor Veliskou**

**Seconded Councillor Masika**

That Council:

1. Receives and notes the minutes of the Finance, Risk and Audit Committee meeting held on 21 February 2023.
2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Finance, Risk and Audit Committee.

**Carried Unanimously**

### 11 Confidential Items

**Moved Councillor Crossland**

**Seconded Councillor Telfer**

That the following cover reports be moved en bloc:

- 11.1 Cover Report - Confirmation of Minutes of the Confidential Finance, Risk and Audit Committee Meeting held on 21 February 2023.





- 11.2 Cover Report - Marion Water Business - context, strategy and proposed expansion.
- 11.3 Cover Report - Marino Hall Section 48.
- 11.4 Cover Report - Internal Audit Contract

**Carried Unanimously**

#### **11.1 Cover Report - Confirmation of Minutes of the Confidential Finance, Risk and Audit Committee Meeting held on 21 February 2023**

Report Reference GC230228F11.1

##### **Moved Councillor Crossland**

##### **Seconded Councillor Telfer**

That pursuant to Section 90(2) and (3(b)(d) and (e) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager City Services, General Manager Corporate Services, Manager Office of the Chief Executive, Unit Manager Governance and Council Support and Governance Officer, be excluded from the meeting as the Council receives and considers information relating to Confirmation of Minutes of the Confidential Finance, Risk and Audit Committee Meeting held on 21 February 2023 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 and matters affecting the security of the Council.

7.07pm the meeting went into confidence

**Carried Unanimously**

##### **Moved Councillor Veliskou**

##### **Seconded Councillor Hoffman**

In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that this report, *Confirmation of Minutes of the Confidential Finance, Risk and Audit Committee Meeting held on 21 February 2023*, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3) (b)(d) and (e) 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 2023

**Carried Unanimously**

7.16pm the meeting came out of confidence.

#### **11.2 Cover Report - Marion Water Business - context, strategy and proposed expansion**

Report Reference GC230228F11.2

##### **Moved Councillor Crossland**

##### **Seconded Councillor Telfer**

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That pursuant to Section 90(2) and (3)(b) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: : Chief Executive Officer, General Manager City Services, General Manager City Development, General Manager Corporate Services, Chief Financial officer, Manager Engineering, Assets & Environment, Manager Office of the Chief Executive, Unit Manager Engineering, Water Resources Coordinator, Unit Manager Governance and Council Support and Governance Officer, be excluded from the meeting as the Council receives and considers information relating to Marion Water Business - context, strategy and proposed expansion, 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 matters that may impact commercial contracts with 3rd parties.

**Carried Unanimously**

**7.07pm the meeting went into confidence**

**Moved Councillor Veliskou**

**Seconded Councillor Crossland**

In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that this report, Marion Water Business Section 48 Prudential Report, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(b) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection 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 2023.

**Carried Unanimously**

7.16pm the meeting came out of confidence.

### 11.3 Cover Report - Marino Hall Section 48

Report Reference GC230228F11.3

**Moved Councillor Crossland**

**Seconded Councillor Telfer**

That pursuant to Section 90(2) and (3)(b) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager City Services, General Manager Corporate Services, Chief Financial Officer, Manager Office of the Chief Executive, Unit Manager Governance and Council Support, Governance Officer, Manager City Activation and Project Design Advisor be excluded from the meeting as the Council receives and considers information relating to Marino Community Hall prudential report, 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 including financial figures and concept designs.

**Carried Unanimously**

**7.07pm the meeting went into confidence**

**Moved Councillor Crossland**

**Seconded Councillor Luscombe**

That Council:

1. Notes that the Section 48 Prudential Report addresses all requirements under the Local Government Act 1999.
2. Adopts the Section 48 Prudential Report and confirms the report adequately addresses the following issues in relation to the Marino Community Hall project:
  - a. The project supports Council's strategic objectives.
  - b. The project aligns with the objectives of the Council's Development Plan.
  - c. Assessment of the potential economic impacts of the project.
  - d. The level of consultation identified for the project.
  - e. The assessment of the project's risks and the appropriateness of the mitigation strategies developed.
  - f. The project's financial viability in the short and long term.
  - g. Council's capacity to deliver the project within its financial sustainability targets.
3. Notes the cost increase to [REDACTED] and endorses an additional [REDACTED] to be incorporated into the 2023-24 budget, totalling Council's commitment to [REDACTED] for the project.
4. In accordance with Section 91(7) and (9) of the Local Government Act 1999, orders that the attachments and any financial figures within the report and minutes arising from this report 'Marino Community Hall prudential report', having been considered in confidence under Section 90(2) and (3)(b)(i) and (ii) of the Act be kept confidential and not available for public inspection upon the basis that the information contains commercial information including financial figures and concept designs. This order is to remain in force until such time as it is reviewed, at which time a further order of confidentiality may be made. This confidentiality order will be reviewed at the General Council Meeting in December 2023.

**Carried Unanimously**

**Moved Councillor Crossland****Seconded Councillor Luscombe**

In accordance with Section 91(7) and (9) of the Local Government Act 1999, orders that the attachments and any financial figures within the report and minutes arising from this report 'Marino Community Hall prudential report', having been considered in confidence under Section 90(2) and (3)(b)(i) and (ii) of the Act be kept confidential and not available for public inspection upon the basis that the information contains commercial information including financial figures and concept designs. This order is to remain in force until such time as it is reviewed, at which time a further order of confidentiality may be made. This confidentiality order will be reviewed at the General Council Meeting in December 2023.

**Carried Unanimously**

7.16pm the meeting came out of confidence.

#### 11.4 Cover Report - Internal Audit Contract

Report Reference GC230228F11.4

**Moved Councillor Crossland****Seconded Councillor Telfer**

That pursuant to Section 90(2) and (3)(d) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager City Services, General Manager Corporate Services, Manager Officer of the Chief Executive, Unit Manager Governance and Council Support and Governance Officer, be excluded from the meeting as the Council receives and considers information relating to Internal Audit Contract, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to management of the contract.

**Carried Unanimously**

7.07pm the meeting went into confidence

7.15pm Councillor Prior entered the Chamber.

**Moved Councillor Masika****Seconded Councillor Telfer**

In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that this report, Internal Audit Contract, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(d) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection until the contract extension has been executed or 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 2023.



**Carried Unanimously**

7.16pm the meeting came out of confidence.

## **12 Corporate Reports for Decision**

### **12.1 Adoption of the City of Marion Property Asset Strategy**

Report Reference GC230228R12.1

**Moved Councillor Veliskou**

**Seconded Councillor Crossland**

That formal meeting procedures be suspended to discuss the item 12.1 Adoption of the City of Marion Property Asset Strategy.

**Carried Unanimously**

7.17pm formal meeting procedures suspended

**Moved Councillor Veliskou**

**Seconded Councillor Masika**

That Council:

1. Notes the community feedback received for the community engagement process carried out on the City of Marion Property Asset Strategy and Implementation Plan (Attachment 4).
2. Endorses the name change of the City of Marion Property Asset Strategy to:
  - a. City of Marion Building Asset Strategy
3. Endorses the name change of the Implementation Plan to Implementation Guide.
4. Adopts the City of Marion Property Asset Strategy (Attachment 1) and Implementation Plan (Attachment 2).
5. Authorises the Chief Executive Officer to make minor changes to the City of Marion Property Asset Strategy (Attachment 1) and Implementation Plan (Attachment 2) to include the endorsed name changes.

**Carried Unanimously**

7.43 pm formal meeting procedures resumed

Councillor Mates declared a material conflict of interest for item 12.2 Sports in Reserves Annual Report 2022 on the basis that she and her partner have financial interests regarding the matter. Councillor mates dealt with the conflict by leaving the chamber.

7.44pm Councillor Mates left the Meeting.



## 12.2 Sports in Reserves Annual Report 2022

Report Reference GC230228R12.2

**Moved Councillor Crossland**

**Seconded Councillor Prior**

That Council:

1. Endorses Administration to continue the On@CoM Sports in Reserves program from 1 July 2023 to 30 June 2025.
2. Endorse an allocation of \$30,000 per annum for 2023-24 and 2024-25 through the Annual Business Planning process to fund the continued implementation of the program.
3. Receives an On@CoM Sports in Reserves program report in February 2025 to allow consideration of further program funding.

**Carried Unanimously**

7.45pm Councillor Mates re-entered the Meeting.

Councillor Luscombe declared a general conflict of interest for item 12.3 Community Land Management Plans on the basis that she is the Chair of the Community Garden Committee. Councillor Luscombe dealt with the general conflict by remaining in the chamber and voting.

## 12.3 Community Land Management Plans

Report Reference GC2302228R12.3

**Moved Councillor Masika**

**Seconded Councillor Telfer**

That Council:

1. Endorses the following draft CLMPs in order to progress to community engagement in accordance with the requirements of section 197 of the Local Government Act 1999, Council's Public Consultation Policy and the Community Engagement Plan (Attachment 7).
  - Leased Facilities (Attachment 1)
  - Sporting Facilities (Attachment 2)
  - Wetlands (Attachment 3)
  - Coastal and Nature Conservation (Attachment 4)
  - Reserves and Open Space (Attachment 5)
  - Operational and Other Community Land (Attachment 6)
2. Authorises the Chief Executive Officer to make minor changes to the draft CLMPs, if required, prior to the commencement of the Community Engagement.
3. Notes that a report will be brought to a future General Council Meeting to enable Council to consider the feedback received prior to making a decision to adopt the CLMPs.

**Carried Unanimously**

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**Moved Councillor Prior**

**Seconded Councillor Crossland**

That the following items be moved en bloc:

- 12.4 Common Seal - LGIPP Coach House Grant Deed.
- 12.5 Council Member Training and Development Policy.
- 12.6 Council Member Behavioural Management Policy.
- 13.1 Marion Golf Park Community Engagement Report.
- 13.2 Leasing Compliance Update.

**Carried Unanimously**

#### 12.4 Common Seal - LGIPP Coach House Grant Deed

Report Reference GC230228R12.4

**Moved Councillor Prior**

**Seconded Councillor Crossland**

That Council:

1. Notes the amended dates contained in the further Deed of Variation of the Grant Deed for funding towards the restoration of the Coach House and upgrade of the pedestrian bridges at Warriparinga (Attachment 1).
2. Authorises the Mayor and Chief Executive Officer to attest to the affixation of the Common Seal of the Corporation of the City of Marion to a revised Deed of Variation.

**Carried Unanimously**

#### 12.5 Council Member Training and Development Policy

Report Reference GC230228R12.5

**Moved Councillor Prior**

**Seconded Councillor Crossland**

That Council:

2. 1. Adopts the Council Member Training and Development Policy. Allows the Chief Executive Officer to make minor amendments to the Policy as required, for publishing purposes.

**Carried Unanimously**

#### 12.6 Council Member Behavioural Management Policy

Report Reference GC230228R12.6



**Moved Councillor Prior**

**Seconded Councillor Crossland**

**That Council:**

1. 1. Adopt the Council Member Behavioural Management Policy
2. Notes the option to adopt a Behavioural Support Policy and determines this additional Policy is not required now.
3. Allows the Chief Executive Officer to make minor amendments to the Policy as required, for publishing purposes.

**Carried Unanimously**

### **13 Corporate Reports for Information/Noting**

#### **13.1 Marion Park Golf Course**

**Report Reference** GC230228R13.1

**Moved Councillor Prior**

**Seconded Councillor Crossland**

**That Council:**

1. Notes the report

**Carried Unanimously**

#### **13.2 Leasing Compliance Update**

**Report Reference** GC230228R13.2

**Moved Councillor Prior**

**Seconded Councillor Crossland**

**That Council:**

1. Notes the report.

**Carried Unanimously**

### **14 Workshop / Presentation Items - Nil**

### **15 Motions With Notice - Nil**

### **16 Questions With Notice - Nil**

### **17 Motions Without Notice - Nil**

### **18 Questions Without Notice - Nil**

### **19 Other Business – Nil**

### **20 Meeting Closure**





The meeting was declared closed at 8.01pm.

CONFIRMED THIS 14 DAY OF MARCH 2023

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CHAIRPERSON

**6 Adjourned Items - Nil****7 Deputations - Nil****8 Petitions - Nil****9 Committee Recommendations - Nil****10 Confidential Items - Nil****11 Corporate Reports for Decision****11.1 Business, Growth and Engagement Plan**

<b>Report Reference</b>	GC230314R11.1
<b>Originating Officer</b>	Unit Manager Economic Development – Daniel Adams
<b>Corporate Manager</b>	Manager City Activation – Charmaine Hughes
<b>General Manager</b>	General Manager City Development – Tony Lines

**REPORT OBJECTIVE**

The objective of this report is to:

- Provide a high-level overview of the successful existing services established and delivered by the City of Marion's Economic Development unit in recent years.
- Propose an ongoing workplan for the Unit to enable the City of Marion (CoM) to respond to South Australia's changing market conditions, expand business support, growth orientation, and technology initiatives across the City of Marion.

**EXECUTIVE SUMMARY**

The City of Marion has a long-term commitment to support businesses and industry in the city. This has been demonstrated through the establishment of several business support services, and the endorsement of the soon expiring "Revitalisation of the Edwardstown Employment Precinct" initiative.

The Business, Growth, & Engagement Plan seeks to efficiently build on previous efforts by CoM to refine and/or implement initiatives that deliver CoM's Strategic Plan to support business, growth and engagement with the industry. This plan was on the agenda for discussion at the Elected Member Forum on 21 February 2023, but time did not permit discussion before coming to General Council for decision.

The plan is built around five key overlapping and reinforcing areas of focus:

1. Small Business Engagement
2. Sustainable Industrial Engagement
3. Vibrant City
4. Regional Planning and Advocacy
5. Service Innovation

**RECOMMENDATION**

That Council:

- I. Endorses the Business, Growth, & Engagement Plan in Appendix 1.
- II. Endorses the Economic Development Unit budget allocation of \$771,589 per annum, commencing in 2023/24, and indexed for 2023/24 and each year thereafter, noting that:
  - a. this represents a saving of approximately \$144,000 from the current 2022/23 budget
  - b. grants will be applied for if and when available to either further reduce this cost or add further value.

## INTRODUCTION

CoM has a long-term commitment to support businesses and industry in the city, this is reflected in CoM's long term Community Vision – Toward 2040. This community vision is represented by six themes, one of which is Prosperous that aims that “by 2040 our city will be a diverse and clean economy that attracts investment, jobs and creates exports in sustainable business precincts while providing access to education and skills development.” Another theme is Valuing Nature that “by 2040 our city will be deeply connected with nature to enhance peoples’ lives, while minimising the impact on the climate, and protecting the natural environment.”

The City's Strategic Plan 2019-2029, which was endorsed by Council in August 2019, identifies five key strategies within the theme of Prosperous:

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 residential and business communities 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 (e.g., business to business, landlord and tenant).

To achieve the 10-year goal to realise the full potential of the Tonsley Precinct and other key commercial, industrial, retail zones by creating:

- an exciting urban environment that attracts business investment and economic activity,
- a city that promotes and supports business growth and offers increased local employment and skill development opportunities, and
- a welcoming city offering residents and visitors a wide range of leisure and cultural experiences.

The Business, Growth, & Engagement Plan seeks to efficiently build on previous efforts by CoM to refine and/or implement initiatives that deliver CoM's Strategic Plan to support business, growth and engagement with the industry.

## BACKGROUND

The City of Marion:

- first established the “Southern Adelaide Economic Development Board” in a joint venture with City of Onkaparinga in 2007 which operated until its dissolution on 30 June 2020.
- endorsed its first “Economic Development Policy” in 2011.
- opened the Cove Enterprise Hub in 2015 within the Cove Civic Centre which continues to operate.
- established the Southern Business Mentoring Program in partnership with the City of Onkaparinga and Holdfast Bay in November 2019, before the District Council of Yankalilla later joined. This program continues to operate successfully.

- endorsed the “Edwardstown Employment Precinct Program 2019-2023” in 2019. This planned program draws to an end this financial year.
- endorsed the “Smart Community Strategic Plan - Smart CoM 2020-2023” in 2020 in support of the Federal Government grant program. This program draws to an end this financial year.
- staff in the Economic Development team have secured \$340,000 in grant funding in the city over the last three financial years, and currently have \$540,000 in State and Federal grant proposals under consideration for 2022/23.

## WHAT IS ECONOMIC DEVELOPMENT?

Although there is no consistent definition of economic development, most descriptions refer to the process of building the economic capacity of an area to deliver better social and environmental outcomes. Economic development is usually transformative and focuses on job and wealth creation to improve quality of life outcomes for residents. To that end, this is how the World Bank describes the purpose of economic development:

*“...to build up the capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business, and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation.”*

This increased economic capacity can be reflected in, for example, more exports of local produce or manufactured products, or more visitors spending money on local experiences, shops, and restaurants. Economic growth, in turn, allows businesses to invest in new equipment, hire more people and pay higher wages.

With a recent average budget allocation of \$346k per annum for projects and services, CoM’s efforts have been focused on building this capacity in businesses of all sizes and delivering the Edwardstown Employment Precinct Programs and the Smart CoM plan. These efforts were historically supported by up to 4.5 full-time equivalent (FTE) staff spread across a range of initiatives.

## ONGOING SERVICES

### Marion Business Hub – Cove

Established as part of a funding agreement to construct the Cove Civic Centre, the Cove Business Hub provides a place for southern businesses to thrive, meet, network, and upskill the local business community. Cove Business Hub provides the business community with access to a coworking space, workshop and events program specifically for business, as well as meeting room and event space hire. Cove Business Hub has 54 paid members, 28 of which are residents of the City of Marion. Additionally, Cove Business Hub provides a local Adelaide site for a small number of national businesses when they are working out of South Australia, injecting money into the local economy. Members of The Circle First Nations Entrepreneur Hub also receive free use of these facilities to support their growth. The Cove Business Hub also hosts a number of workshops aimed at upskilling the local business community. Last financial year, these workshops were attended by 474 people across a series of events.

*‘For the past 18 months I’ve had the pleasure of working within the Co-Working Incubator at the Cove Business Hub. It’s a welcoming, inviting space where our business connections are nurtured and help is always available from someone who will have more expertise than me. We share ideas, knowledge, stories and sometimes frivolities, making the working day much more enjoyable and productive than it would otherwise be working from my home office every day. The City are to be applauded for making this space available and for encouraging business owners to see the value of making Southern Adelaide their base.’*

- Anonymous survey response

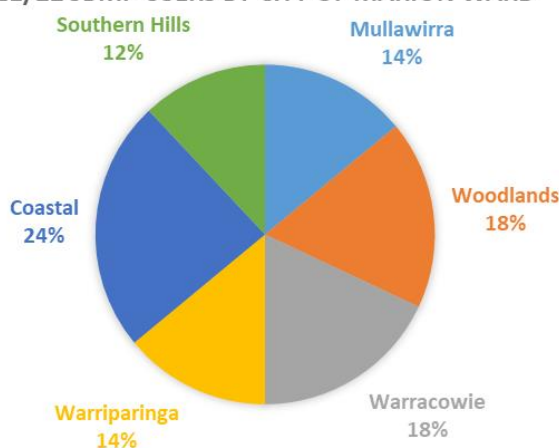
### Southern Business Mentoring

The Southern Business Mentoring Program (SBMP) was established as a collaborative effort between the Cities of Marion, Onkaparinga, Holdfast Bay and the District Council of Yankalilla. The program came in recognition that while there is a great deal of information available for businesses and start-ups available through State and Federal Government websites and other online resources, there is a fundamental need to facilitate business connections to specific services and programs across both public and private platforms. Additionally, there is a need for individualised professional advisory services to assist businesses, which is often beyond the means of many small business. The Southern Business Mentoring Program supports new, established and start-up businesses to gain personalised face-to-face advice and guidance to create a solid foundation for success and build ongoing business confidence. The advisory sessions conducted as part of the service are delivered by experienced Business Advisors who provide information and advice based on the individual needs of the client.

Marion and Onkaparinga contribute \$40k per annum each, Holdfast Bay contributes \$14k and Yankalilla contributes \$11k. The City of Marion hosts a 0.4 FTE resource within the Economic Development Unit funded from this combined pool of funds to administer the service. The City of Marion makes this service available to local residents free of charge, with 51 different businesses using the program last financial year. Most businesses choose to use multiple sessions across a variety of specialist advisors but are limited to one free session per advisor.

The program is working to support our First Nations businesses by extending the one hour offer to two hours for each mentor.

21/22 SBMP USERS BY CITY OF MARION WARD



This program has been an ongoing success, with four participating councils working together to ensure the range of advisors continue to meet the needs of local businesses. One participant said of the program -

*“The mentoring program is an inexpensive, valuable service to help direct and grow the business. It's great to have access to development that is relevant, local and time effective. Instead of having to attend a whole day session which may include a lot of irrelevant information you can have a session more tailored to your needs.”*

## AREAS OF OPPORTUNITY

A review of the City of Marion's business support service levels has highlighted some areas of opportunity. These include:

- Increasing business support services across the northern half of the city, with most business services centred around Cove and Edwardstown (specifically).

- Supporting the increasing numbers of remote and Work from Home workers, as well as small businesses, needing hot desks in a local professional environment.
- Helping CoM businesses to access the currently underutilised State, Federal, and private sector funding support mechanism for businesses to switch to more energy efficient production methods and infrastructure, or sustainable components. These programs can be extremely bureaucratic and challenging for businesses to understand and access.
- Supporting Renewal SA with the positioning of Tonsley in the investment marketplace. While City of Marion have been providing support to Tonsley over many years, the change of State Government has caused a shift in approach to the government's innovation precincts, Tonsley and Lot 14. Lot 14 is filling a particular niche in the defence and space industries. Tonsley has an opportunity to further build on its green credentials, particularly as the State Government rolls out the "Hydrogen Job Plan". As such, Philipp Dautel, Precinct Director, Tonsley Innovation District has suggested three areas of additional support from CoM;
  - Investment Attraction
  - Networking and Integration with businesses in the surrounding area
  - Activation of the MAB with events
- Continue to grow engagement with First Nations businesses through collaboration with The Circle First Nations Entrepreneur Hub.
- Provide additional business support for culturally and linguistically diverse residents through SBMP.
- Leveraging State and CoM's investment along Majors Rd to increase opportunities to drive local resident and visitor spend, longer stays, and a greater offer for residents and visitors alike. Glenthorne National Park, the Southern Soccer Facility, and Sam Willoughby International BMX facility are relatively underserved by shops, cafes, and accommodation options, particularly with the new access points to the Southern Expressway.
- Driving usage of local facilities and services, consumer spending local businesses, local jobs, and local recreation options for CoM residents by encouraging a robust self-funding private event sector to be established in CoM.
- The T2D tunnel project and associated road changes will reimagine how South Road works, what business types are viable, what public areas are accessible, and what investment opportunities could exist. Business engagement will be vital to delivering a successful long-term outcome. The Council is at risk of losing commercially rateable properties without replacement, therefore the displaced businesses will need advice on how to remain within Marion.
- Reviewing the technology trials undertaken under the expiring Smart CoM strategy to ensure they are delivering meaningful outcomes for ratepayers.

## **BUSINESS, GROWTH, AND ENGAGEMENT PLAN**

The Business, Growth, and Engagement Plan is built around five key overlapping, reinforcing areas of focus:

1. Small Business Engagement
2. Sustainable Industrial Engagement
3. Vibrant City
4. Regional Planning and Advocacy
5. Service Innovation

The plan seeks to operationalise some well used and established services and maintain the level of staffing in the economic development team to its current level of 3.5 FTE ongoing, from a previous high of 4.5FTEs. This level of staffing is appropriate for a council the size of the City of Marion and comparable to other large metropolitan Councils. This plan will then be reported on to Council on an annual basis. Additionally, this team has secured \$340,000 in grant funding in the city over the last



three financial years, with another \$540,000 currently under assessment. This plan efficiently delivers wins for businesses and residents across many of CoM's strategic themes, beyond just "Prosperity", and seizes on the opportunities listed above.

### Focus 1 – Small Business Engagement

This focus area will break into five key actions:

- (i) the continuation of the Southern Business Mentoring Program,
- (ii) the extension of Marion Business Hubs,
- (iii) a reshaping of CoM's support for local business associations,
- (iv) delivering CoM's business skills workshops to a wider variety of CoM's residents and businesses, and
- (v) improving CoM's business communications and engagement.

The **Southern Business Mentoring Program** is a long-standing and successful program. Additionally, it is excellent value from a CoM perspective, due to Onkaparinga, Holdfast Bay and Yankalilla subsidising a labour resource for the City of Marion to manage this program. As with all programs there is an opportunity to market this service more effectively to CoM's businesses and residents. A new marketing program is currently being designed in partnership with the other participating councils.

We will know we have been successful in this key action if we:

- Increase the number of new businesses using the Southern Business Mentoring Program annually.
- Maintain a level of user satisfaction of at least 9.5/10 via a biannual survey.
- Book 140 appointments per year.
- Meet all our partnership obligations.

**Marion Business Hub** has a long history of operating out of Cove Civic Centre. In Q3 of 2023, the Economic Development team will begin a trial of a four-desk microsite in an existing room at the Park Holme Library, using spare equipment from Cove. It had been planned for this trial to begin earlier but this was not possible due to a series of longstanding prior bookings of the space which could not be relocated. It is hoped that this microsite will add flexibility to the City of Marion's Business Hub offer by better allocating existing resources.

Moving forward the plan aims to expand the Marion Business Hub into the north of the city acknowledging the shift in remote work that has taken place since the beginning of the Covid-19 pandemic. By expanding Marion Business Hub into an underutilised room in the Glandore Community Centre, the City of Marion can provide a professional working environment and meeting room for remote workers, microbusinesses, and start-ups that are not able to travel to Cove. This new location will also help drive utilisation of the centre, and further improve the viability of the onsite café. This site's business community will be supported by a series of networking and business skills workshops similar to those currently offered at Cove.

We will know we have been successful in this key action if we:

- Increase the number of new businesses using Cove (24 new co-workers per year).
- Establish a new service in the north of the city.
  - Growing its userships to a comparable level to Cove within two years.
- Have average usership at 50% of desk space.
- Maintain a level of user satisfaction of at least 8/10 via a biannual survey.

The remaining actions (iii – v) within this focus area will see staff work with the two business associations to drive membership and networking among local businesses, the continuation of the established business skills workshops, and staff undertake and implement a review of how CoM communicates with local businesses.

We will know we have been successful in this key action if we:

- Increase the number of new CoM businesses joining local business associations.
- Deliver a minimum of 12 business skills workshops per year, with at least 4 held north of Cove.
- Undertake a review of how CoM communicates to and for businesses.
  - We are seeing new business joining our mailing list and engaging with our services.
  - We will have established a plan with CoM's Marketing team to promote activities in CoM.

## **Focus 2 – Sustainable Industrial Engagement**

The Revitalisation of the Edwardstown Employment Precinct has delivered over 70 activities to improve access, amenity and activation. Many of the learnings are transferable and present an opportunity to replicate activity and achieve outcomes with businesses and industries across the City of Marion.

To this end the Sustainable Industry Engagement focus area will break into four key actions:

- (i) Sustainability, Climate Change and Circular Economy;
- (ii) Industrial Events;
- (iii) Investment Attraction; and
- (iv) Retail Centre Engagement.

**Sustainability, Climate Change and Circular Economy** will see staff partner with CoM businesses to demystify the opportunities provided by environmentally friendly, efficient, and cost-effective technology. There are a wide range of underutilised support programs such as REPS (a South Australian Government energy productivity scheme that provides cash incentives to South Australian businesses to save energy), Building Upgrade Finance, or any of the many other grant programs which will fund sustainability efforts. These programs, when used, have a history of delivering capital upgrades, improving businesses' bottom-line, and reducing their environmental impact, but are very challenging for small business to navigate on their own.

We will know we have been successful in this key action if we:

- Help CoM business secure new sustainability projects;
  - Within two years the value of these projects will be greater than \$100kpa.
- Reach CoM businesses that haven't used Council's existing business services.

An **Industrial Event** program will seek to deliver larger scale events to support local industry, in addition to the small business workshops out of Cove and Glandore. These events will seek to work in partnership with industrial groups such as SA-H2H Hydrogen Technology Cluster to deliver Future Energy Week at Tonsley, or Defence Teaming Centre to deliver a Defence Industry Day. These events can be funded inexpensively within current Business Engagement budgets. In addition to these events, staff will seek to work with TAFE and the Australian Apprenticeship Support Network (Apprenticeship Network) to deliver an apprenticeship-ready event and a Jobs and Skills Expo similar to the model that has been run successfully in the north of Adelaide. These events will address skills gaps in the local labour market and improve local job outcomes for residents.

We will know we have been successful in this key action if we:

- Partner in the delivery of new business events in CoM each year.
- Partner in the delivery of business events which have been attended by a total of greater than 400 people per year.
- Partner in the delivery of an event which directly leads to new jobs being filled in CoM (as measured by post event surveys).

The **Investment Attraction** action will see CoM staff take a more active role in working with commercial real estate agents, property owners, developers and government agencies, such as



InvestSA and Hydrogen SA to concierge potential investments into the city to help create more local jobs and greater capital values across the City.

We will know we have been successful in this key action if we:

- Develop strong relationships with various state and federal government business and investment agencies (shown by 6 meetings per year).

**Retail Centre Engagement** will see staff work more closely with the larger retail centres in the City of Marion. Due to tightening economic conditions, December 2022 saw the fourth largest one month decline in (seasonally adjusted) Australian retail sales this century (the first coming directly after the introduction of the GST, and the second and third came in July and August 2020 due to Covid-19). Acknowledging the challenging retail environment that exists in the wider economy, the challenges that be brought on by redevelopment plans at Hallett Cove, and the T2D project affecting Castle Plaza, staff will partner with the centre operators to build local relationships to fill vacant spaces with pop ups, temporary activations, and community groups to underpin the viability of these centres during these challenging periods. Long term vacancies in shopping precincts are considered “contagious” in the retail sector, as they undermine the agglomeration effect of co-locating retailers. Ensuring spaces are active, while permanent tenants are sought will help improve the viability of centres, improve job outcomes, and ensure high quality shops and services remain accessible to residents.

We will know we have been successful in this key action if we:

- Develop strong relationships with the centre operators of CoM's larger retail centres.
- Have an agreed methodology to influence the filling of long-term vacant shops with pop-ups or community groups.

### Focus 3 – Vibrant City

The Vibrant City focus area breaks into three key actions:

- (i) Localised Visitation Plans (such as a Glenthorne Visitation Plan, in the first instance);
- (ii) Event Industry Support, and
- (iii) Place-based Engagement.

A **Localised Visitation Plan** for Glenthorne will focus on collaboration with CoM colleagues and the State Government to maximise usage and improve the visitor experience for people attending the Glenthorne National Park (and the adjacent Happy Valley Reservoir) to make it a more complete recreational and local tourism precinct by attracting appropriate and environmentally sensitive business to Major Road.

We will know we have been successful in this key action if we:

- Develop a visitation plan for key sites, starting with Glenthorne, which highlights opportunities, identified hurdles for businesses to establish complementary businesses, and identify a process to maximise opportunities.

**Event Industry Support** seeks to work with event organisers to attract self-sustaining events across the city for the benefit of the local economy, residents, and the utilisation of facilities across the city. This can include events such as markets in Tonsley, to South Australian Living Artists (SALA) Festival and Fringe events, to larger scale events or festivals over time. This will have multiple benefits if done correctly, beyond delivering great experiences for the City of Marion residents on their own doorstep, it will increase local expenditure in the City, create local jobs, while having the additional benefit of growing the City of Marion's reputation and brand with residents, prospective residents, investors, and businesses as a great place to live work and play. This will have multiple benefits if done correctly, beyond delivering great experiences for the City of Marion residents on their own doorstep, it will increase local expenditure in the City and create local jobs,

while having the additional benefit of growing the City of Marion's reputation and brand with residents, prospective residents, investors, and businesses as a great place to live work and play.

We will know we have been successful in this key action if we:

- Identify assets which could be used for events by the private sector;
  - we have mapped the process for running an event in these locations.
- Produce marketing collateral to help the private sector understand the opportunities in the city.
- Meet with private sector event organisers (6 meetings per year) to help support the establishment of new events.

**Place Based Engagement** seeks to work in support of the City of Marion's Public Art and Placemaking Coordinator, and CoM's infrastructure team to engage with local businesses to coordinate efforts to upgrade their facades and public realm through a process of co-design. A similar example of this coordination is currently underway with "It Takes a Village" on Towers Terrace, Edwardstown. By aligning asset renewal plans, the city's tree planting program, CoM's experience in delivering public art, and the business's own desire to invest in upgrading their offer themselves, we are confident we will deliver a repeatable outcome that will deliver a great result for the community and business at minimal additional cost to the City of Marion ratepayers. Rolling out a similar effort will also help drive down vacancy rates in suburban shopping strips and improve the vibrancy of our communities. Similar approaches have been successful in improving precincts in other suburban precincts such as Queen Street in Croydon.

We will know we have been successful in this key action if we:

- Run a marketing campaign to find businesses that would like to invest in upgrading the appearance of their business and need support.
- Deliver an upgrade in partnership with a business each year.

#### **Focus 4 – Regional Planning and Advocacy**

The Regional Planning and Advocacy focus area will break into two action areas: Regional Plan Support, and Government Engagement.

Regional Plan Support action will see Economic Development staff play a supporting role for CoM colleagues in the preparations of the State Government mandated "Regional Plans". It is of key importance for the unit's staff to engage with the process to advocate for local business and industry and provide broader economic analysis of the plan.

The Government Engagement action will see staff engage with, and advocate for, local business and investment outcomes regarding the State Government's T2D project. Additionally, staff will seek to produce attraction campaigns with the Department for Industry, Innovation and Science (DIIS), Renewal SA, and Invest SA (DTI) to drive inbound investment into the City of Marion, with a particular focus on businesses in the sustainability sector and Tonsley.

#### **Focus 5 – Service Innovation**

With the expiration of the Smart CoM strategy and the end of the last Federal Government's funding program, this action will focus on delivering tangible service improvements through the application of technology. This will consist of staff undertaking an audit of technology deployed in the City of Marion and a review of the technology trials and the outcomes that have been delivered. Successful trials will be integrated with CoM's operations, and unsuccessful trials will be decommissioned. Additionally, staff will work with other CoM departments to identify opportunities to improve service levels using technology, by reviewing tangible benefits, procurement and providing internal advice.

We will know we have been successful in this key action if we:

- Produce a review of existing technology services;
  - We have enacted the recommendations of the review.
- Meet with CoM's other departments to identify "pain points" which may be relieved or improved through new technology.
  - We have developed business case to underpin future budget bids or undertaken a trial (if this can be done within existing budgets).

## BUDGET ALLOCATION

The Economic Development Unit has delivered an average of \$346k of projects per annum (excluding salaries) since 2019/20 historically with 4.5 FTE. Staff have predominantly been based around localities such as Edwardstown and Cove. The proposals set out within Appendix 1 are projected to cost around \$316k per annum at a citywide level.

The unit currently operates with a budget of 4.5 FTE. To ensure the successful delivery of the plan in Appendix 1, a budget of 3.5 FTE is required to ensure retention of key skill sets.

The required ongoing budget can be summarised as follows:

	<b>2022/23 Current</b>	<b>Proposed 2023/24 and ongoing</b>	<b>Variance</b>
Salaries – ongoing	\$272,515	\$455,589	\$183,074
Salaries – fixed term ending 30 June 2023	\$280,788	\$-	-\$280,788
Goods and Services – ongoing	\$102,330	\$316,000	\$213,670
Goods and Services – Fixed term ending 30 June 2023	\$434,299	\$-	-\$434,299
Grant funding – fixed term ending 30 June 2023	-\$174,300	\$-	\$174,300
<b>Net Cost</b>	<b>\$915,632</b>	<b>\$771,589</b>	<b>-\$144,044</b>

The ongoing budget required for the proposed Economic Development Unit activities will represent a maximum budget increase of saving of approximately \$144,000 from the current 2022/23 budget.

## BENEFITS OF THE BUSINESS, GROWTH, AND ENGAGEMENT PLAN

It is projected that the delivery of this Plan will result in a more prosperous community, delivering benefits to local businesses and residents including:

- Small Business Engagement – Upskilling of local businesspeople. Improving local networking which will improve the business ecosystem. Improve Council's engagement with the local business community. Support the growth of new businesses within Marion, especially First Nations businesses and residents who are working from home.
- Sustainable Industrial Engagement – Seeking to improve the resilience of businesses and improve their productivity. Supporting them to access grants to securing funding for opportunities they could not otherwise afford such as REPS. Helping local businesses to access new growth sectors such as defence and advanced manufacturing. Working with local retail centres to achieve lower overall vacancy rates.
- Supporting job creation and growth - Connecting Marion residents to job opportunities within the City.
- Service Innovation – Supporting CoM colleagues to improve efficiencies in project and service delivery through the use of technology.

- Vibrant City – supporting visitation to Marion’s businesses and events will reduce escape spend by providing residents with high quality activities close to home, which will increase revenue for our local businesses, supporting their viability and local jobs.
- Environmental benefits - Supporting and educating businesses to respond to climate change by adopting Circular Economy and Renewable Energy. Activities will include supporting businesses to secure grant funding to become more sustainable through investment in improved technology.
- Advocate to improve business outcomes through the delivery of the T2D program.
- Ongoing Federal, State and private grant funding brought into the City to support business – the Economic Development Unit have secured \$340k in grant funding over the last 3 years and are on track secure similar amounts moving forward.

The plan will be reviewed by Economic Development on a regular basis to ensure it meets the needs of the community.

### **SPEAKERS**

Unit Manager Economic Development – Daniel Adams

Manager City Activation – Charmaine Hughes

### **ATTACHMENTS**

1. Business Growth and Engagement Plan PDF [11.1.1 - 1 page]

Business, Growth, and Engagement Plan				Council's Role					Council's Strategy Plan					
Initiative	Description	Actions/Outcomes	Methodology	Advocacy	Leadership	Coordination	Investment	Partnering	Liveable	Valuing Nature	Engaged	Innovative	Prosperous	Connected
Focus 1	Small Business Engagement													
Southern Business Mentor Program (SBMP)	Ongoing program to allow Marion businesses (and other partner councils) to access a number of different mentors free of charge.	<ul style="list-style-type: none"><li>• Continue Southern Business Mentor Program.</li><li>• Improve skill and resilience throughout business community</li><li>• Grow program's usage through sustained marketing.</li></ul>	<ul style="list-style-type: none"><li>• 1 hour subsidized one-on-one sessions with 12 different mentors</li><li>• Market SBMP more heavily through workshops and increased database</li><li>• Add sustainability mentor to program</li></ul>	x	x	x	x	x			E3	I1, I2, I4	P2, P3, P4, P5	C1
Business Hubs	Support small, microbusinesses, and remote workers to work in council run coworking spaces in a variety of locations across the City. Key locations in the North and South.	<ul style="list-style-type: none"><li>• Continue to run Cove Hub</li><li>• Open new site in Glandore, review Park Holme site</li><li>• Grow usage</li></ul>	<ul style="list-style-type: none"><li>• Evaluate Parkholme microsite and compare to other options</li><li>• Open Glandore site and work to activate onsite cafe</li><li>• Implement consistent branding and offer across sites</li></ul>		x	x	x	x	L2		E1	I2, I4	P2, P3, P5	C1
Business Association Support	Support existing business associations (South Business Connections and Hallett Cove Business Association) to drive local membership and membership value.	<ul style="list-style-type: none"><li>• Provide in-kind support to business associations to grow local membership</li><li>• Drive local member benefits and value</li></ul>	<ul style="list-style-type: none"><li>• Reduce cash grant over time</li><li>• Implement city wide business award ceremony</li><li>• Introduce strict local membership KPI's into funding agreement</li></ul>		x		x	x	L2		E2, E3, E4	I1, I2, I3, I4	P1, P2, P3, P5	C1
Workshops	Deliver business events aimed to upskill local business owners, prospective business, owners, and capacity across the CoM	<ul style="list-style-type: none"><li>• Hold monthly business skills workshops across the city.</li><li>• Work with mentors to hold promotional workshops</li><li>• Run quarterly networking events</li></ul>	<ul style="list-style-type: none"><li>• Rotate workshops through different hub locations to access more businesses.</li><li>• Theme workshops broadly:<ul style="list-style-type: none"><li>• Marketing</li><li>• Sustainability</li><li>• Starting out in business.</li></ul></li></ul>		x	x	x	x		VN3, VN6, VN7	E2, E3	I3, I4	P1, P2, P3, P5	C1
Business Communications	Maintain and grow CoM's database of local businesses to strengthen relationships with industry.	<ul style="list-style-type: none"><li>• Audit CoM business communications methods</li><li>• Grow Business Engagement with CoM</li></ul>	<ul style="list-style-type: none"><li>• Integrate business marketing with CoM's broader brand</li><li>• Work with Comms department for new local campaign</li><li>• Profile engaged businesses</li><li>• Use local awards to support business engagement and grow contacts</li></ul>	x	x	x		x	L1		E1, E4	I1, I3, I4	P3, P5	C1
Focus 2	Sustainable Industry Engagement													
Sustainability & Circular Economy	Support CoM businesses to become more sustainable and efficient. Attract and grow sustainable industry within CoM.	<ul style="list-style-type: none"><li>• Promote Tonsley as location of choice for renewal industry investment</li><li>• Offer local businesses support to build business cases and access sustainability rebates, grants, Retailer Energy Productivity Scheme (REPS), and private funding to make local businesses more efficient and resilient.</li><li>• Support transition to circular economy initiatives - ranging from product selection (such as coffee cups etc) to industrial plastic recycling and collaboration of SRWRA.</li></ul>	<ul style="list-style-type: none"><li>• Mentoring through SBMP</li><li>• Facilitate sustainability audits for CoM businesses</li><li>• Educate businesses on services provided by the Retail Energy Productivity Scheme and similar to drive tangible efficiencies.</li><li>• Support business case production</li><li>• Waste minimisation and avoidance, covering: repairing, reusing, refurbishing, remanufacturing, sharing and recycling, product selection.</li></ul>	x	x	x	x	x	L4	VN1, VN2, VN3, VN6, VN7	E1, E2, E4,	I1	P1, P2, P3, P4, P5	C1
Industry Events	Deliver larger business events aimed at strategic locations, industry sectors, or large scale problems.	<p>Themes for events:</p> <ul style="list-style-type: none"><li>• Energy</li><li>• Jobs</li><li>• Apprenticeships</li><li>• Education</li><li>• Defence</li></ul>	<p>Work with the following groups to deliver events:</p> <ul style="list-style-type: none"><li>• Future Energy Week</li><li>• CCS to deliver southern jobs event</li><li>• Defence Teaming Centre</li><li>• Flinders and Tafe</li></ul>		x	x		x	L2	VN2, VN6, VN7	E3, E4, E5	I1, I4	P1, P2, P3, P4, P5	C1
Investment Attraction	Drive inbound investment and construction in Tonsley, Edwardstown, and other key locations.	<ul style="list-style-type: none"><li>• Increased investment, job outcomes, capital values, reputation with business community</li><li>• Focus on climate/sustainability focused businesses for Tonsley</li><li>• Retailer and hospitality into retail strips</li><li>• Manufacturing and logistic businesses into Edwardstown</li></ul>	<ul style="list-style-type: none"><li>• Offer concierge service with prospective businesses and investors</li><li>• Be go between for businesses, planning, infrastructure etc</li><li>• Work closely with commercial real estate agents to find local sites</li><li>• Work with InvestSA to promote CoM to international firms</li></ul>	x	x	x	x	x			E4		P1, P2, P4, P5	C1
Retail Centre Support	Work with property owners to support low vacancy rates in retail precincts.	<ul style="list-style-type: none"><li>• Work with property owners, the real estate sector and business to support new businesses Castle Plaza and Hallett Cove Shopping Centre to reduce vacancy rates</li><li>• Key liaison with Westfield</li></ul>	<ul style="list-style-type: none"><li>• Develop relationships with property owners for long term planning and activation programs.</li><li>• Offer early stage concierge service to retailers looking to expand prior to formally engaging agents</li></ul>	x		x		x			E4		P1, P2, P4, P5	C1
Focus 3	Vibrant City													
Glenthorne Visitation Plan	Grow inbound visitor spend to unpin local recreation and lifestyle businesses in the CoM.	<ul style="list-style-type: none"><li>• Maximise spend of visitors to Glenthorne as key asset</li><li>• Diversify accommodation options in City of Marion</li></ul>	<ul style="list-style-type: none"><li>• Develop comprehensive plan to drive recreation/leisure outcomes for locals and visitation and spend from visitors</li><li>• Engage with ecotourism operators to colocate with Glenthorne</li><li>• Work with Caravan Park operators to determine viability near Glenthorne.</li></ul>	x	x	x		x	L2, L4	VN4			P1, P4, P5	C1, C2, C3
Event Industry Support	Help prospective private event organisers establish events within CoM to provide entertainment options for residents and drive inbound spend.	<ul style="list-style-type: none"><li>• Greater and more diverse leisure activities for residents and visitors</li><li>• Reduction in escape spend from residents</li><li>• Greater visitation spend away from Westfield</li></ul>	<ul style="list-style-type: none"><li>• Focus on market operators for sites such as MAB and Tower Tce</li><li>• Work with large scale event operators to hold events or festivals in CoM assets to create local private industry.</li><li>• Target collaborative events between businesses and Fringe/SALA</li></ul>	x	x	x		x	L2, L4	VN4			P1, P3, P4, P5	C1, C2, C3
Place Based Engagement	Engage with businesses to drive public realm upgrades	<ul style="list-style-type: none"><li>• More privately funded public art</li><li>• Greater local usage</li><li>• Night time activation</li></ul>	<ul style="list-style-type: none"><li>• Partner with placemaking, Engineering, and planning to deliver local level improvements</li><li>• Support businesses to overcome licensing challenges</li><li>• Support business to find artists for public work</li></ul>	x	x	x	x	x	L1, L3, L4		E2, E6	I4	P1, P2, P3, P4, P5	C1, C2
Focus 4	Regional Planning and Advocacy													
Regional Plan Support	Engage with and advocate for local business with regard to State Government mandated "Regional Plans" and provide broader economic analysis.	<ul style="list-style-type: none"><li>• Drive usage of local businesses</li><li>• Greater local convenience for residents</li><li>• Diversify businesses across the city.</li></ul>	<ul style="list-style-type: none"><li>• Develop business cases and economic modelling to support CoM departments in producing plans</li><li>• Test plans with industry groups and businesses</li></ul>	x	x			x	L1, L2, L4	VN1, VN4	E1, E4,	I1	P1, P2, P4, P5	C2
Government Engagement	Engage with and advocate for local business outcomes with regard to the State Government's T2D. Work with state government regarding Tonsley to drive inbound investment, with particular focus on businesses in the sustainability sector.	<ul style="list-style-type: none"><li>• Advocate for integration of green infrastructure including WSUD, investmetn sites, and improved public spaces as part of the North South Corridor Planning.</li><li>• Produce campaigns with DIIS, Renewal SA, and Invest SA (DTI)</li><li>• Work with Regional Development Australia for greater local investment</li></ul>	<ul style="list-style-type: none"><li>• Develop partnership model with InvestSA regarding Tonsley</li><li>• Work with Renewal SA on activation, Edwardstown networking, and Investment attraction program</li></ul>	x	x			x	I4,	VN1, VN4	E1, E4,	I2	P1, P2, P4, P6	C2
Focus 5	Service Innovation													
Technology Support	With the end of the previous Smart CoM strategy and the last federal government's Smart City and Suburb funding review the efficacy of technology that has been deployed.	<ul style="list-style-type: none"><li>• Conduct audit of technology trials and outcomes</li><li>• Work with CoM departments to identify opportunities to improve service levels using technology.</li><li>• Maintain CoM's steadfast commitment to individual privacy and anonymity</li></ul>	<ul style="list-style-type: none"><li>• Analyse success of trials</li><li>• Integrate successful trails within CoM's local platforms</li><li>• Decommission unsuccessful trial technology</li><li>• Build use cases in partnership with other departments</li></ul>	x		x		x				I1, I2, I3, I4	P3	

## 11.2 2nd Budget Review 2022/2023

<b>Report Reference</b>	GC230314R11.2
<b>Originating Officer</b>	Assistant Accountant Partnering – Katherine Galea
<b>Corporate Manager</b>	Chief Financial Officer - Ray Barnwell
<b>General Manager</b>	General Manager Corporate Services - Angela Allison

### REPORT OBJECTIVE

The purpose of this report is to provide the financial results for the 2<sup>nd</sup> Budget Review for 2022-2023. The budget review is a revised forecast of the original 2022-2023 budget and as such any savings identified during the budget reviews will not be confirmed until the projects are completed and/or the financial statements are prepared, inclusive of accruals, and audited at the end of the financial year.

### EXECUTIVE SUMMARY

The completion of the 2<sup>nd</sup> Budget Review has identified an unfavourable cash adjustment of \$0.058m. The 2<sup>nd</sup> Budget Review takes into account funding allocated through council resolutions of \$665k largely offset by net favourable adjustments \$607k including a favourable adjustment of \$304k for better than forecast returns on investment income due to rising interest rates.

The net cash impact of this review will reduce the 1<sup>st</sup> Budget Review forecast surplus of \$0.084m to a revised forecast full year cash surplus to \$0.026m.

The 2022-23 2<sup>nd</sup> Budget Review adjustments can be attributed to the following:

<b>Cash Statement Reconciliation</b>		<b>\$</b>
1st Budget Review Surplus		83,685
<b>2nd Budget Review Adjustments</b>		
Investment income increase (favourable)		340,000
User charges income including Mitchell Park Sports Club, Community Hubs (favourable)		138,240
Contribution from City of Holdfast Bay Council to Joint Management of Waste (favourable)		45,000
Other various net adjustments (favourable)		84,065
<b>Total 2nd Budget Review adjustments</b>		<b>607,305</b>
<b>Revised 2022/2023 Cash Surplus/(Deficit) before Council Resolutions</b>		<b>690,990</b>
<b>Less Council Resolutions funded from Rates</b>		
Funding Allocated for Confidential Resolutions		(465,000)
Glenthorne Nature Play additional contribution (SGC220830R9.1)		(200,000)
		<b>(665,000)</b>
<b>Total 2nd Budget Review adjustments including Council Resolutions</b>		<b>(57,695)</b>
<b>Revised 2022-2023 Cash Surplus</b>		<b>25,990</b>



## RECOMMENDATION

### That Council:

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

## GENERAL ANALYSIS

## BACKGROUND

Council is required to reconsider the approved budget three times during the year in accordance with *Section 123 (13) of the Local Government Act 1999* and *Section 9 of the Local Government (Financial Management) Regulations 2011*.

The original 2022-23 budget was developed within the context of a long-term framework to achieve a balance between meeting the objectives of the Strategic Plan and attaining financial sustainability in the long term.

## FRAMEWORK

This budget review continues the focus on achieving the framework set by Council when developing the 2022-23 budget, this being:

- Support the achievement of the City of Marion's Strategic Directions;
- Address issues arising and opportunities identified from internal audit reviews and business excellence assessments;
- Maintain, on average, a breakeven or positive funding (cash) position over the Long Term Financial Plan;
- Continue to improve the maintenance of assets in accordance with Council's Asset Management Plans, with a priority on maintenance before renewal, and renewal before new where it is cost effective to do so;
- Review existing services and assets to ensure they meet prioritised community needs;
- Council only approve new major projects where it has the identified funding capacity to do so;
- Maintain Council's position for an average residential rate which remains among the lower rating metropolitan councils

## DISCUSSION

### Cash Position

The completion of the 2<sup>nd</sup> Budget Review has identified an unfavourable net cash adjustment of \$0.058m. The net cash impact of this review will reduce the 1<sup>st</sup> Budget Review forecast surplus of \$0.084m to a revised forecast full year cash surplus to \$0.026m.

The 2022-2023 2<sup>nd</sup> Budget Review adjustments can be attributed to the following:

<b>Cash Statement Reconciliation</b>		<b>\$</b>
1st Budget Review Surplus		83,685
<b>2nd Budget Review Adjustments</b>		
Investment income increase (favourable)		340,000
User charges income including Mitchell Park Sports Club, Community Hubs (favourable)		138,240
Contribution from City of Holdfast Bay Council to Joint Management of Waste (favourable)		45,000
Other various net adjustments (favourable)		84,065
<b>Total 2nd Budget Review adjustments</b>		<b>607,305</b>
<b>Revised 2022/2023 Cash Surplus/(Deficit) before Council Resolutions</b>		<b>690,990</b>
<b>Less Council Resolutions funded from Rates</b>		
Funding Allocated for Confidential Resolutions	(465,000)	
Glenthorne Nature Play additional contribution (SGC220830R9.1)	(200,000)	(665,000)
<b>Total 2nd Budget Review adjustments including Council Resolutions</b>		<b>(57,695)</b>
<b>Revised 2022-2023 Cash Surplus</b>		<b>25,990</b>

The cash result:

- Identifies the cash difference between total revenues and expenditures of Council after allowing for funding from loans, investments, cash draw-downs and reserves.
- Includes capital expenditures, which are excluded from the operating result.
- Provides information of changes in uncommitted financial resources available to Council.
- Returns a cash surplus where savings arise from the original budget, representing an increase in uncommitted financial resources or returns a cash deficit when costs are greater than the original budget, representing a decrease in available financial resources.

The 2<sup>nd</sup> Budget review is based upon actual results to the end of January 2023 and forecast to June 2023. In accordance with the Local Government (Financial Management) Regulations 2011 a revised budgeted income statement, balance sheet, statement of changes in equity and statement of cash flows are provided in the Attachments to Appendix 1.



## Operating Position

The 2<sup>nd</sup> Budget Review forecasts a favourable reduction of \$0.154m in the forecast operating deficit of (\$6.006m) noted in Budget Review 1 to (\$5.852m) for the 2022-23 year as summarised in the table below.

Operating Statement Reconciliation		\$
<b>1st Budget Review Deficit</b>		(6,006,059)
<b>2nd Budget Review Adjustments</b>		
Investment income increase (favourable)		340,000
User charges income including Mitchell Park Sports Club, Community Hubs (favourable)		138,240
Contribution from City of Holdfast Bay Council to Joint Management of Waste (favourable)		45,000
Other various net adjustments (favourable)		295,416
<b>Total 2nd Budget Review Adjustments</b>		<b>818,656</b>
<b>Revised 2022-2023 Operating Surplus/(Deficit) before Council Resolutions</b>		<b>(5,187,403)</b>
<b>Less Operating Council Resolutions</b>		
Funding Allocated for Confidential Resolutions		(465,000)
Glenthorne Nature Play additional contribution (SGC220830R9.1)		(200,000)
<b>Total 2nd Budget Review Council Resolutions</b>		<b>(665,000)</b>
<b>Total 2nd Budget Review adjustments including Council Resolutions</b>		<b>153,656</b>
<b>Revised 2022-2023 Operating Deficit</b>		<b>(5,852,403)</b>

## Revised Capital Budget – 2022-23

The 2<sup>nd</sup> Budget Review forecasts capital expenditure decreasing by \$11.317m in 2022-23 from \$46.987m to \$35.671m (Renewal \$13.980m, New \$21.691m). This reduction in Capital Expenditure relates predominantly to the retiming of the Capital Projects noted below into 2023-2024.

Capital Works Retimed to 2023-2024	\$'000	Details
Marino Hall Redevelopment	5,671	budget realigned to confirmed timeframes - design in 22-23 and construct in 23-24
MCC Plaza Redevelopment	3,625	delays due to revision of project scope (GC221129M15.1)
Warradale Tennis Club Redevelopment	1,090	works to be completed over next two financial years
Warriparinga Bridges	225	delays in design, approval and procurement (GC230228R12.4)
Boat Shed Café Car Park & Accessway	200	works delayed until after the completion of the upgrade to the Boat Shed Café
Majors Road Footpath	472	shared path (southern side) works delayed until adjacent DIT works are completed
Cove Sports Facility Upgrade	250	budget realigned to confirmed timeframes
Shetland Avenue Drain	100	additional budget required to be completed in 23-24
Coolah Terrace Drain	184	additional budget required to be completed in 23-24
<b>Total Capital Works Retimed to 2023-2024</b>	<b>11,817</b>	

## Borrowings

The 2<sup>nd</sup> Budget review forecasts a deferral of \$3.0m in forecast loan borrowings to the original budgeted level of required loan funding for 2022-23. The reduction in loan funding relates to the retiming of the council's contribution of \$3.0m towards the Marino Hall Redevelopment now scheduled for completion in 2023/24.

Under council's Treasury Management Policy, cash balances are continuously being monitored and, if required, debt will be either secured or deferred to ensure sufficient cash balances are maintained and do not reduce below that required for capital projects and working capital purposes.

The need for potential borrowings is reviewed as part of the annual budget setting process and approval to access these funds is sought as part of the annual budget process.

## Reserves

The 2<sup>nd</sup> Budget Review reports a decrease in the use of Reserves of \$8.002m mainly as a result of the transfer to Grants and Carryover Reserve of \$8.096m due to the forecast retiming of capital works projects to 2023-2024.

## Labour Budgets

Overall labour budgets remain unchanged at \$41.825m following the adjustment of \$0.241m made in the 1<sup>st</sup> Budget Review.

## Progress on Capital Works Carried over from 2021-22

The current status of programmed capital works budgets carried over from 2021-22 into 2022-23 as at the 31st of January 2023 is provided below:

	Carry Over Budget	Completed	Budget Remaining
Infrastructure	1,563,063	748,150	814,913
Land & Property	421,731	184,331	237,400
Open Space Planning	99,177	51,490	47,687
Other	914,834	911,747	3,087
<b>Total</b>	<b>2,998,805</b>	<b>1,895,718</b>	<b>1,103,087</b>

## Year to Date Actual v Annual Budget

During the original budget preparation, budget owners forecast monthly timing of their income & expenditure budgets. The basis for allocating timing of the budgets is to default to the applicable timing of the income & expenditure incurred from the prior year with adjustments made for expected variations. For new budgets and the capital works budgets, forecasts are provided based on the planned program of works. At any time during the year timing variances will occur where the income or expenditure does not fall into the predicted month. The second budget review has reset the year-to-date budgets to match actual year to date income and expenditure and reforecast the remaining budgets through to the end of the financial year.

During the budget review process all budgets are reviewed to ensure that the current budget for the year is still appropriate. Where the year-to-date actual is off track, either favourable or unfavourable, and it is not related to the timing of the monthly budget allocations, budget review adjustments are made that will impact on the end of year position against the adopted budget. Appendix 1 of the financial statements contains the Year-to-Date Actual v Annual Budget Comparison Report.

## **ATTACHMENTS**

1. Appendix 1 - Budget Review Report Actual to Budget [**11.2.1** - 1 page]
2. Appendix 2 - Budget Review Financial Statements [**11.2.2** - 7 pages]

## APPENDIX 1

CITY OF MARION Budgeted Funding Statement		YTD Actual (31 Jan 2023) \$'000	2022-2023 2nd Review Budget \$000's
<b>OPERATING REVENUE</b>			
Rates		49,110	84,214
Statutory Charges		1,358	2,527
User Charges		1,862	3,081
Operating Grants and Subsidies		3,619	7,465
Investment Income		449	860
Reimbursements		594	1,087
Other Revenues		192	811
Share of Profit - Equity Accounted Investments		-	365
		<b>57,184</b>	<b>100,410</b>
<b>OPERATING EXPENSES</b>			
Employee Costs		22,940	41,825
Contractual Services		19,979	32,449
Materials		2,747	5,989
Finance Charges		109	202
Depreciation		10,196	17,478
Other		4,924	8,318
		<b>60,895</b>	<b>106,261</b>
<b>Operating Surplus/(Deficit) before Capital revenues</b>		<b>(3,711)</b>	<b>(5,851)</b>
<i>Add</i>			
(a) <b>Capital Revenue</b>			
Capital Grants and Contributions		12,513	16,315
Physical Resources received free of charge		-	-
Asset disposal and fair value adjustments		291	-
<i>Equals</i> <b>Net Surplus/(Deficit) resulting from operations</b>		<b>9,094</b>	<b>10,464</b>
<i>Add</i>			
Depreciation		10,196	17,478
(Gain)/Loss on disposal of assets			-
Share of Profit SRWRA		(291)	(365)
<i>Equals</i> <b>Funding available for Capital Investment expenditure</b>		<b>18,998</b>	<b>27,577</b>
<b>Capital</b>			
<i>Less</i> Capital Expenditure - Renewal		4,758	13,980
<i>Less</i> Capital Expenditure - New		4,079	21,691
<i>Less</i> Capital - contributed assets			-
<i>Equals</i> <b>Net Overall funding Surplus/(Deficit)</b>		<b>10,161</b>	<b>(8,094)</b>
<b>Funding transactions associated with accomodating the above net overall funding deficit (or applying the net overall funding surplus) are as follows:</b>			
<b>LOANS</b>			
Loan Principal Receipts (Net)		-	1,400
Loan Receipts from Sporting Clubs (Net)		-	-
<i>Less</i> Loan Principal Payments		432	876
<b>Loan funding (Net)</b>		<b>(432)</b>	<b>524</b>
<b>Movement in level of cash &amp; accruals</b>			
(b) Cash Surplus/(Deficit) funding requirements		26,394	26
Reserves Net (transfer to/(transfer from))		(16,665)	(7,596)
<b>Cash/Investments/Accruals Funding</b>		<b>9,729</b>	<b>(7,570)</b>
<i>Equals</i> <b>Funding Transactions</b>		<b>(10,161)</b>	<b>8,094</b>

## APPENDIX 2

CITY OF MARION			
Budgeted Funding Statement			
	2022-2023 1st Review	2022-2023 2nd Review	Variance
	\$000's	\$000's	\$000's
<b>OPERATING REVENUE</b>			
Rates			
General	82,057	82,057	0
Other	2,089	2,157	68
Statutory Charges	2,500	2,527	27
User Charges	2,946	3,081	135
Operating Grants and Subsidies	7,367	7,465	98
Investment Income	520	860	340
Reimbursements	1,057	1,087	30
Other Revenues	798	811	13
Share of Profit - Equity Accounted Investments	365	365	-
	<b>99,699</b>	<b>100,410</b>	<b>711</b>
<b>OPERATING EXPENSES</b>			
Employee Costs	41,825	41,825	0
Contractual Services	31,809	32,449	640
Materials	6,000	5,989	(11)
Finance Charges	202	202	0
Depreciation	17,478	17,478	0
Other	8,391	8,318	(73)
	<b>105,705</b>	<b>106,261</b>	<b>556</b>
<b>Operating Surplus/(Deficit) before Capital rev's</b>	<b>(6,006)</b>	<b>(5,851)</b>	<b>155</b>
<i>Add</i>			
(a) <b>Capital Revenue</b>			
Capital Grants and Contributions	16,843	16,315	(528)
Physical Resources received free of charge	-	-	-
Asset disposal and fair value adjustments	-	-	-
<i>Equals</i> <b>Net Surplus/(Deficit) resulting from operations</b>	<b>10,837</b>	<b>10,464</b>	<b>(373)</b>
<i>Add</i>			
Depreciation	17,478	17,478	-
(Gain)/Loss on disposal of assets	-	-	-
Share of Profit SRWRA	(365)	(365)	-
<i>Equals</i> <b>Funding available for Capital Investment exp</b>	<b>27,950</b>	<b>27,577</b>	<b>(373)</b>
<b>Capital</b>			
<i>Less</i> Capital Expenditure - Renewal	16,091	13,980	(2,111)
<i>Less</i> Capital Expenditure - New	30,896	21,691	(9,206)
<i>Less</i> Capital - contributed assets	-	-	-
<i>Equals</i> <b>Net Overall funding Surplus/(Deficit)</b>	<b>(19,038)</b>	<b>(8,094)</b>	<b>10,944</b>

## APPENDIX 2

CITY OF MARION			
Budgeted Funding Statement			
	2022-2023 1st Review \$000's	2022-2023 2nd Review \$000's	Variance \$000's
Funding transactions associated with accomodating the above net overall funding deficit (or applying the net overall funding surplus) are as follows:			
<b>LOANS</b>			
Loan Principal Receipts	4,400	1,400	(3,000)
Loan Receipts from Sporting Clubs	-	-	-
Less Loan Principal Payments	876	876	-
<b>Loan funding (Net)</b>	<b>3,524</b>	<b>524</b>	<b>(3,000)</b>
<b>Movement in level of cash &amp; accruals</b>			
(b) Cash Surplus/(Deficit) funding requirements	84	26	(58)
Reserves Net (transfer to/(transfer from))	(15,598)	(7,596)	8,002
<b>Cash/Investments/Accruals Funding</b>	<b>(15,514)</b>	<b>(7,570)</b>	<b>7,944</b>
<i>Equals</i> <b>Funding Transactions</b>	<b>19,038</b>	<b>8,094</b>	<b>(10,944)</b>

## APPENDIX 2

**Financial Indicators**

To assist Council in meeting its objective of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided. The following table provides a matrix of indicators of the 2022-2023 2nd Budget Review and compares the forecast results against the target rate.

Key Ratios	Target	2022-23 Forecast
<b>Operating Surplus Ratio</b>	<b>0 - 10%</b>	<b>-5.83%</b>
<i>This ratio expresses the operating surplus as a percentage of total operating revenue</i>		
Target :	Average between 0-10% over each consecutive 5-year period	
Comment :	Positive ratio indicates that Council has sufficient operating revenue to cover operational expenses	
	The average Operating Surplus over the past five years is 6%.	
<b>Net Financial Liabilities Ratio</b>	<b>0 - 50%</b>	<b>-2.67%</b>
<i>This ratio indicates the extent to which net financial liabilities can be met by total operating revenue</i>		
Comment :	This result indicates Council's financial assets currently exceed its Financial Liabilities.	
	Council's capacity to meet its financial obligations remains strong	
<b>Debt Servicing Ratio</b>	<b>0 - 5%</b>	<b>1.08%</b>
<i>This ratio identifies Council's ability to service its debt obligations (principal &amp; interest) from operating revenues</i>		
Comment :	This ratio falls within the target range and indicates Council has a low debt holding and is well positioned for future borrowings outlined in the Long Term Financial Plan	
<b>Asset Renewal Funding Ratio</b>	<b>90 - 110%</b>	<b>100%</b>
<i>This ratio indicates whether Council is renewing or replacing existing assets at the rate of consumption</i>		
Comment :	The ratio can vary from year to year dependant on the renewal capital expenditure.	
	Council's Long Term Financial Plan is set to achieve an average Asset Renewal Funding Ratio of 100% over the next three years	
<b>Asset Consumption Ratio</b>	<b>80 - 100%</b>	<b>75%</b>
<i>This ratio shows the consumption of the asset stock at a point in time and indicates the assets remaining useful life</i>		
Comment :	This ratio indicates that while falling under the target range Council's overall asset base has on average a relatively high remaining useful life	

## APPENDIX 2

CITY OF MARION Budgeted Income Statement		
	Actual 2021-2022 \$000's	2nd Review 2022-2023 \$000's
<b>OPERATING REVENUE</b>		
Rates		
General	78,184	82,057
Other	1,995	2,157
Statutory Charges	2,175	2,527
User Charges	2,701	3,081
Operating Grants and Subsidies	9,819	7,465
Investment Income	503	860
Reimbursements	872	1,087
Other Revenue	902	811
Net Gain - Equity Accounted Council Businesses	173	365
<b>TOTAL OPERATING REVENUE</b>	<b>97,324</b>	<b>100,410</b>
<b>OPERATING EXPENSES</b>		
Employee Costs	38,238	41,825
Contractual Services	26,927	32,449
Materials	5,276	5,989
Finance Charges	335	202
Depreciation	15,963	17,478
Other Expenses	10,329	8,318
Net Loss - Equity Accounted Council Business	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>97,068</b>	<b>106,261</b>
<b>Operating Surplus/(Deficit) before Capital Revenues</b>	<b>256</b>	<b>(5,851)</b>
<b>CAPITAL REVENUES</b>		
Capital Grants, Subsidies and Monetary Contributions	9,542	16,315
Physical resources received free of charge	2,001	-
Asset disposal and fair value adjustments	(2,102)	-
<b>Net Surplus/(Deficit) resulting from Operations</b>	<b>9,697</b>	<b>10,464</b>



## APPENDIX 2

CITY OF MARION		
Budgeted Statement of Financial Position		
	Actual	2nd
	2021-2022	Review
	\$000's	2022-2023
		\$000's
<b><u>CURRENT ASSETS</u></b>		
Cash & Cash Equivalents	27,039	19,469
Receivables	5,279	5,279
Inventory	500	500
<b>TOTAL CURRENT ASSETS</b>	<b>32,818</b>	<b>25,248</b>
<b><u>CURRENT LIABILITIES</u></b>		
Trade & Other Payables	11,029	11,029
Provisions	6,346	6,346
Borrowings	876	876
Lease Liabilities	10	10
<b>TOTAL CURRENT LIABILITIES</b>	<b>18,261</b>	<b>18,261</b>
<b>Net Current Assets/(Liabilities)</b>	<b>14,557</b>	<b>6,987</b>
<b><u>NON-CURRENT ASSETS</u></b>		
Investment in SRWRA & Council Solutions	7,855	8,220
Infrastructure, Property, Plant & Equipment	1,198,015	1,216,208
Other Non-Current Assets	6,659	6,659
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,212,529</b>	<b>1,231,087</b>
<b><u>NON-CURRENT LIABILITIES</u></b>		
Provisions	594	594
Borrowings	2,687	3,211
Lease Liabilities	-	-
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>3,281</b>	<b>3,805</b>
<b>NET ASSETS</b>	<b>1,223,805</b>	<b>1,234,269</b>
<b><u>EQUITY</u></b>		
Accumulated surplus	427,628	445,688
Asset Revaluation Reserves	769,508	769,508
Other Reserves	26,669	19,073
<b>TOTAL EQUITY</b>	<b>1,223,805</b>	<b>1,234,269</b>

## APPENDIX 2

CITY OF MARION		
Budgeted Statement of Changes in Equity		
	Actual	2nd
	2021-2022	Review
	2022-2023	2022-2023
	\$000's	\$000's
<b>ACCUMULATED SURPLUS</b>		
Balance at beginning of period	403,189	427,628
Net Surplus/(Deficit)	6,813	10,464
Adjustments	-	-
Transfers from Reserves	17,626	21,929
Transfers to Reserves	-	(14,333)
<b>Balance at end of period</b>	<b>427,628</b>	<b>445,688</b>
<b>ASSET REVALUATION RESERVE</b>		
Balance at beginning of period	732,120	769,508
Net change this year	37,388	-
<b>Balance at end of period</b>	<b>769,508</b>	<b>769,508</b>
<b>OTHER RESERVES</b>		
Balance at beginning of period	44,295	26,669
Net change this year	(17,626)	(7,596)
<b>Balance at end of period</b>	<b>26,669</b>	<b>19,073</b>
<b>Total Reserves</b>	<b>796,177</b>	<b>788,581</b>
<b>TOTAL EQUITY</b>	<b>1,223,805</b>	<b>1,234,269</b>

## APPENDIX 2

CITY OF MARION Budgeted Statement of Cash Flows		
	Actual 2021-2022 \$000's	2nd Review 2022-2023 \$000's
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<i>Receipts</i>	111,632	100,045
<i>Payments</i>	(97,801)	(88,783)
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b>13,831</b>	<b>11,262</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<i>Receipts</i>		
Loans Received	-	1,400
Proceeds from Bonds & Deposits	-	-
<i>Payments</i>		
Principal	(828)	(876)
Repayment of Finance Lease Liabilities	(117)	-
Repayment of Bonds & Deposits	-	-
<b>NET CASH (USED IN) FINANCING ACTIVITIES</b>	<b>(945)</b>	<b>524</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<i>Receipts</i>		
Capital Grants/Subsidies & Contributions/Investments	4,153	16,315
Sale of surplus assets	97	-
Sale of replaced assets	266	-
Distributions from Equity Accounted Investments	34,900	-
<i>Payments</i>		
Purchase of IPP&E	(44,375)	(35,671)
<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	<b>(4,959)</b>	<b>(19,356)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>7,927</b>	<b>(7,570)</b>
<b>CASH AT BEGINNING OF REPORTING PERIOD</b>	<b>19,112</b>	<b>27,039</b>
<b>CASH AT END OF REPORTING PERIOD</b>	<b>27,039</b>	<b>19,469</b>

### 11.3 Marketing and Engagement Strategy

<b>Report Reference</b>	GC230314R11.3
<b>Originating Officer</b>	Manager Customer Experience – Megan Bradman
<b>Corporate Manager</b>	Manager Customer Experience - Megan Bradman
<b>General Manager</b>	General Manager Corporate Services - Angela Allison

#### REPORT OBJECTIVE

To seek Council's endorsement of a Marketing and Engagement Strategy for the City of Marion.

#### EXECUTIVE SUMMARY

Building public trust and confidence with our community requires an organisation-wide approach to: raising awareness of, and promoting, our services, programs and facilities; engaging with our community on the decisions that affect them; and ensuring that our community's interactions with us are both engaging and inclusive.

This Marketing and Engagement Strategy (the Strategy) sets out the objectives, commitments and actions that are needed to achieve our corporate goals, give effect to our values, and to increase public trust and confidence in us (Attachment 1). It commits the City of Marion to:

- Genuine community engagement
- Effective communications and media
- A recognised and trusted brand
- Innovative and inclusive digital experiences
- Promoting the City of Marion

The Strategy contains over 75 actions that are required to be undertaken to deliver on the objectives of the Strategy, with some of these are already in train.

The Strategy was developed in consultation with internal stakeholders on their key priorities for the financial year 2022-3 and beyond. It was finalised in the first quarter of FY 2022-3 for presentation to the Incoming Council at its Induction Day on 26 November 2022.

Alignment with the financial year cycle means that key foundational actions are already well progressed. For example, a key element of the Marketing + Engagement Strategy is the development of a Brand Management Strategy, which was presented to the new Council at its Planning Day on 21 January 2023. A copy of the final Brand Management Strategy is attached. (Attachment 2).

A set of Branding Guidelines is being developed to support implementation of the Brand Management Strategy and a tagline to support the brand was considered by community members at the *Marion 100 Community Engagement Forum* on 23 February 2023. The taglines presented to the forum were:

- A great place to live/work/play
- A place to thrive

At forum a clear preference was expressed by the community for the following tagline: *A great place to live/work/play*. This tagline will now be incorporated in our future marketing and branding using images of City of Marion features, people and places subject to Council approval.

Two other key outcomes from the discussion at Council's Planning Day were:

- Centralisation of all marketing and communications functions and resources at the City of Marion under the remit of the Unit Manager Marketing and Communications.
- More prominent signage to be placed on/around key City of Marion facilities. (An audit of current facilities and a proposed signage program for 2023-4 is currently underway.)

The Marketing and Engagement Strategy is ambitious. However, the proposed realignment to centralise the marketing and communications functions and resources at the City of Marion, as requested by Council, will significantly bolster the organisation's ability to deliver on the objectives and actions of the strategy.

This integrated model will also position us to drive stronger brand recognition in the community of council's value, improved quality assurance across all communications, publications and social media, and a greater level of resilience in our marketing and communications functions more broadly.

## **RECOMMENDATION**

**That Council:**

1. **Endorses the Marketing + Engagement Strategy 2022-2026**
2. **Notes the Brand Management Strategy**
3. **Endorses the Marion Tag line of "*A great place to live/work/play*"**
4. **Notes the re-alignment of marketing and communications functions to support implementation of the Marketing + Engagement Strategy.**
5. **Notes that an audit of facility signage is currently underway.**

## **ATTACHMENTS**

1. ATT 1 Draft Marketing Engagement Strategy [11.3.1 - 47 pages]
2. ATT 2 Brand Management Strategy Jan 2023 [11.3.2 - 34 pages]

**2022-2026**

# **Marketing + Engagement Strategy**



## Kaurna Acknowledgement

Ngadiu tampendi Kaurna meyunna yaitya  
mattanya yaintya yerta

This Kaurna acknowledgement was prepared in consultation with traditional custodians.

## Acknowledgement of Country

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

## Our Vision for Reconciliation

Our Reconciliation Action Plan 2020-2023 details actions that the City of Marion leads, promotes and facilitates to achieve significant, tangible and meaningful reconciliation outcomes within our community.

Our reconciliation vision is for strong relationships built on trust, respect, integrity, inclusion and equity for all members of our community.

## Enquiries

Pursuant s58 (g) of the *Local Government Act 1999 (SA)*, it is the role of the Mayor, as leader of the Council, to act as principal spokesperson for the Council.

For information about the  
Marketing + Engagement Strategy contact:  
Manager Customer Experience  
Unit Manager Marketing and Communications  
Unit Manager Engagement, Media  
and Events  
**marketing@marion.sa.gov.au**

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

# Introduction

## **This strategy is our commitment to our community.**

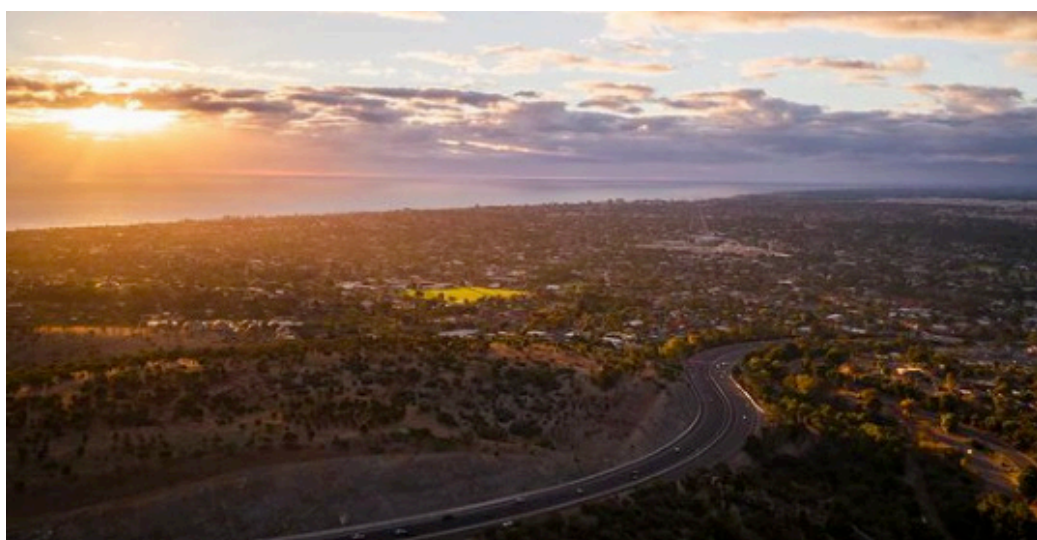
At the City of Marion, we want to lead the way in how we engage with our community, communicate with them, provide innovative and inclusive digital experiences, and promote our city.

We want the City of Marion to be a recognised and trusted brand, where every member of staff is an ambassador for our city.

We are one organisation with our community at the centre.



The City of Marion is a local government area in the southern suburbs of Adelaide, South Australia - approximately 12.6km south of Adelaide CBD, with a growing population of over 95,000. The city is expanding as a liveable destination of choice.



View over the City of Marion | Image source: @coastal.wings via instagram.com

# Our Purpose

**This Marketing and Engagement Strategy sets out the objectives, commitments and actions needed to achieve our corporate goals, give effect to our values, and increase public trust and confidence in the City of Marion.**

**The objectives of this strategy are:**



# Our Vision





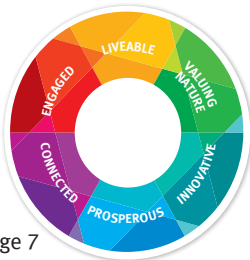
The 4-year 2022 to 2026 Marketing and Engagement Strategy aligns with the City of Marion's Strategic Management Framework and supports the objectives of our Community Vision Towards 2040.

## Community Vision Towards 2040

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

### Six themes of our Community Vision

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



Page 7

#### 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.

#### PROSPEROUS

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

#### INNOVATIVE

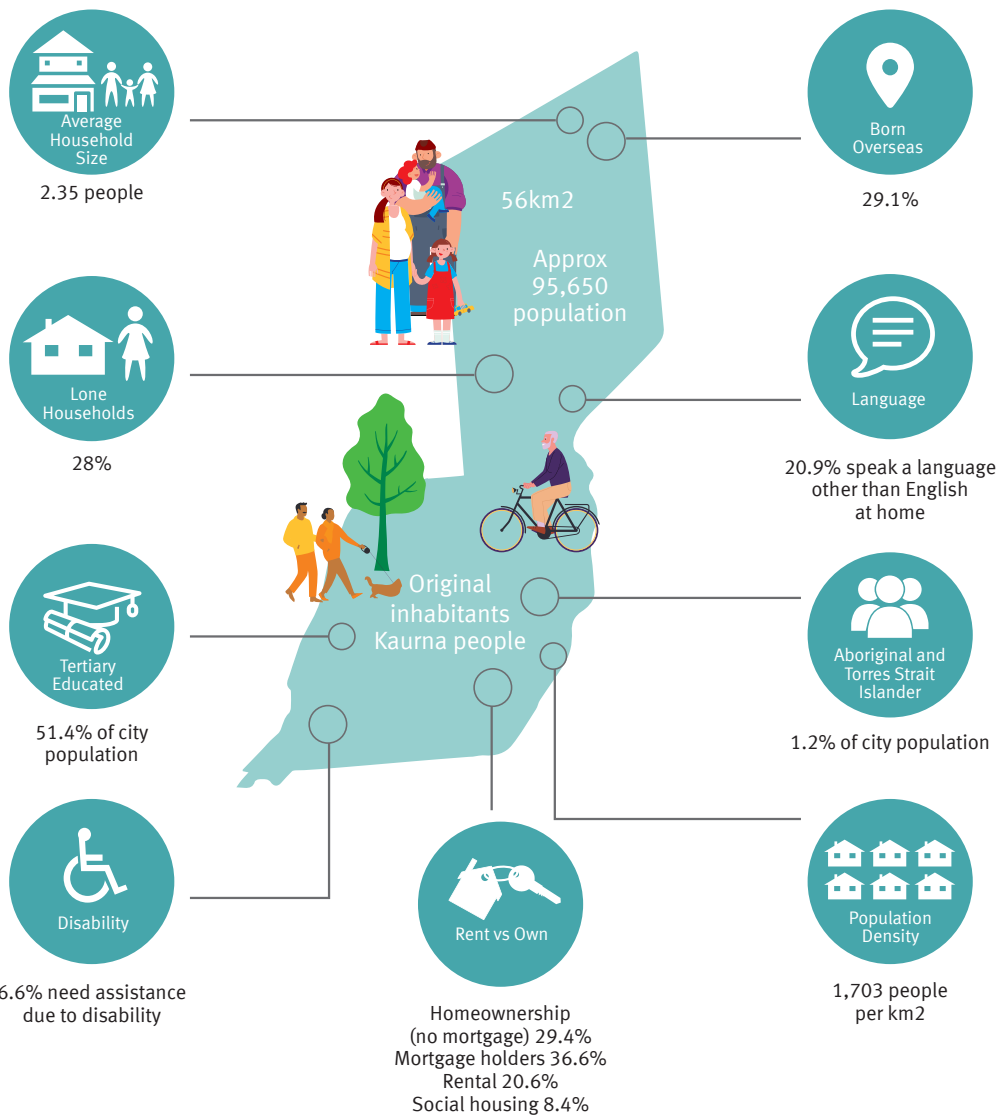
By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all.

#### CONNECTED

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

# Our Community

- The City of Marion is 56km<sup>2</sup>. The Kurna people of the Adelaide Plains are the traditional owners of the land on which the City of Marion is situated.
- Our community enjoys excellent access to key services, cultural activities, employment opportunities, transport and recreational infrastructure.
- Our community includes all residents, ratepayers, community groups, organisations, businesses, and those who live, work and play in the City of Marion.
- People may be members of many communities within the City of Marion.



Data reference: based on results from the 2021 Census of Population and Housing.

Page 8

# Our Commitment

**We aim to be recognised as a leader in local government in South Australia through:**

---

**Genuine community engagement**

---

**Effective communications and media**

---

**A recognised and trusted brand**

---

**Innovative and inclusive digital experiences**

---

**Promoting the City of Marion**

---

**Building public trust and confidence with our community requires an organisation-wide approach.**

Each member of staff at the City of Marion is an ‘ambassador’ for the city. In every interaction we have with our community, in the language we use, the way we present ourselves, the quality of our interactions and the way we put the customer at the centre, we are representing the City of Marion.

These interactions contribute to the reputation of our ‘brand’, as well as public trust and confidence in our brand.

We want each member of staff to be proud to work for the City of Marion and our community to see us as a recognised and trusted brand.



**We're committed to communicating effectively, engaging with our community on the changes that affect them, listening to their feedback, and enabling them to be involved in decision-making wherever and whenever possible.**

**Inform****Consult****Active  
Participation**

*"This was great and appreciate your solicitation of views from this diverse group of 100 people from the City of Marion. Look forward to being a part of it again!"- Marion 100 Participant, 2022*



**Letterbox drops**

We keep our community informed with local area notifications and updates on projects.

**Face-to-face engagements**

We organise in-person forums, activations and pop-ups where our community is encouraged to join the conversation and contribute to decision-making by Council.

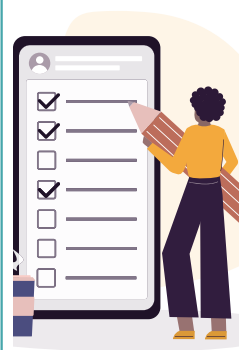
**Online engagement and information**

Our Making Marion website provides our community with the opportunity to have their say on upcoming proposals and projects in the city. Our City of Marion website offers opportunities to stay informed about the latest news, services and events.

**Print publications**

City Limits is a bi-monthly publications distributed to 45,000 households and businesses across the City of Marion. Produced in-house, it keeps our community informed about programs, facilities services and events.

# How we keep our community informed and engaged



**Social media**

We provide opportunities for our community to stay connected and engaged through a number of social media channels. These digital platforms also enable us to provide accurate and current information, along with important updates.



**Brand recognition**

We make sure our brand is reflected prominently across our city, so our community can see tangible examples of how their rates are contributing to the betterment of the city and the range of facilities, programs and services available to them.



**Signage**

We display signage to provide information about projects, assist wayfinding, deliver a richer experience through a supporting narrative, and to seek community feedback.



**Digital and traditional media**

We aim to provide ongoing updates across print, radio, and other media platforms to keep our community informed about projects, services and event updates.



# Why do we need this strategy?



The City of Marion continues to look for opportunities to engage more effectively with our community and enable involvement in decision-making. We also aim to be better at increasing awareness of, and promoting, the services, programs and facilities we offer our community, particularly those that are most important to them.

We want to increase public trust and confidence, build stronger brand awareness, and improve our reputation. Achieving this will ensure that, if something doesn't work as well as it should, our community trusts we will do our best to resolve it. This requires being respectful, open, transparent and responsive in our communications. It also requires every City of Marion member of staff, as an ambassador of the city, to project a strong brand identity in all community interactions.

Councils have evolved beyond their traditional focus on 'roads, rates and rubbish' and are now delivering a broad range of services, programs, initiatives and events to their communities. However community members may not be aware of everything that council does or what services, programs or activities they may be able to access or get involved in. We want to promote our 'value-add' over and above our core services.



**How well we engage and listen, how effectively we communicate and the values we bring to every interaction, all contribute to the strength of our reputation and brand.**

# Why should we improve?

**Marion Council conducted a Community Satisfaction Survey in July 2022.**

**Respondents were invited to rate their levels of satisfaction with, and the relative importance of, the facilities, programs, services and events provided by the City of Marion.**

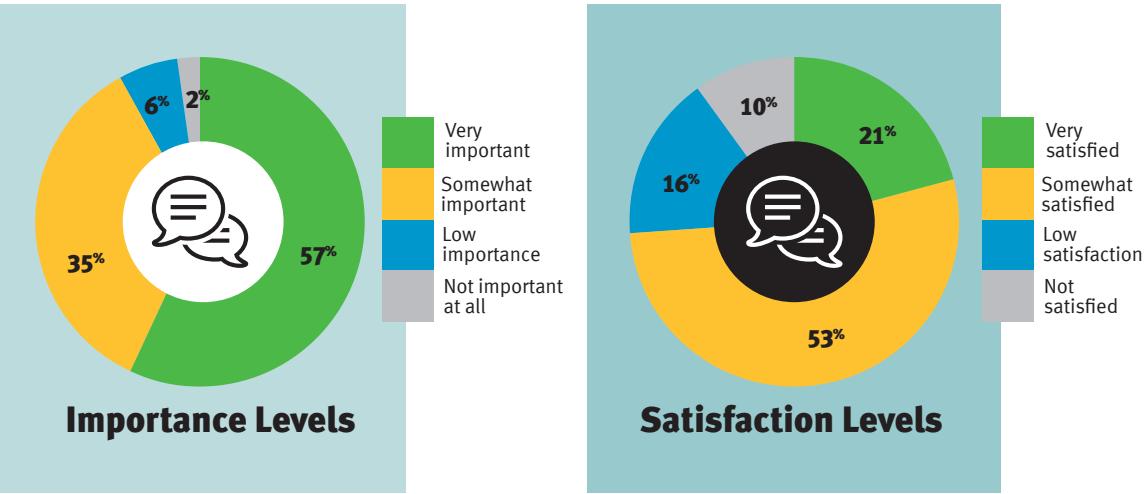
**The responses in relation to community engagement, communications (website and social media), and community events, are reproduced below.**

**Why should we improve our consultation and engagement?**

The 2022 Community Satisfaction Survey was undertaken by community members who identified consultation and engagement as a high priority area for Council. Survey respondents rated consultation and engagement as a high priority area for council.

With 74 per cent of respondents either somewhat satisfied or very satisfied, there are opportunities to improve how we engage with our community.

**Consultation and engagement with the community**



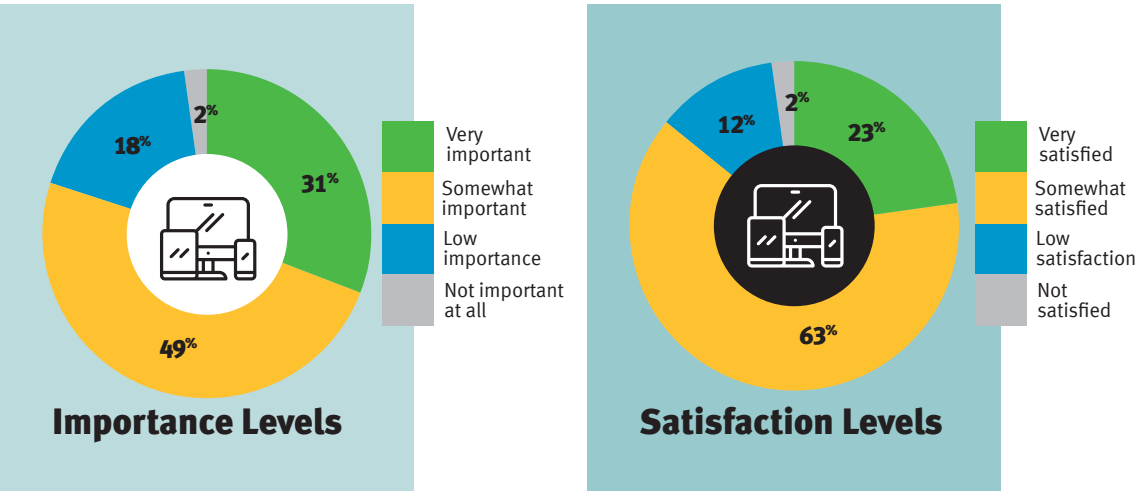
# Why should we improve our website and social media?

## Website

Our website users have told us that, when engaging with this platform, they want to be able to access the right information quickly, and be notified of any changes that affect them in a timely way.

With current satisfaction levels of 86 per cent for our website, there are opportunities to improve the information available, its currency, how it is arranged, presented and accessed, and its general navigation and functionality.

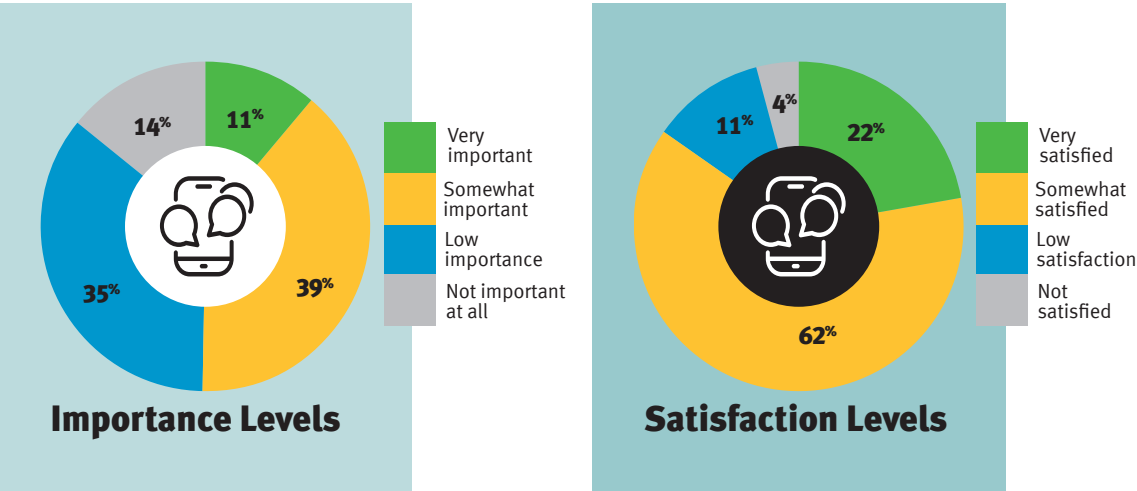
### City of Marion’s website



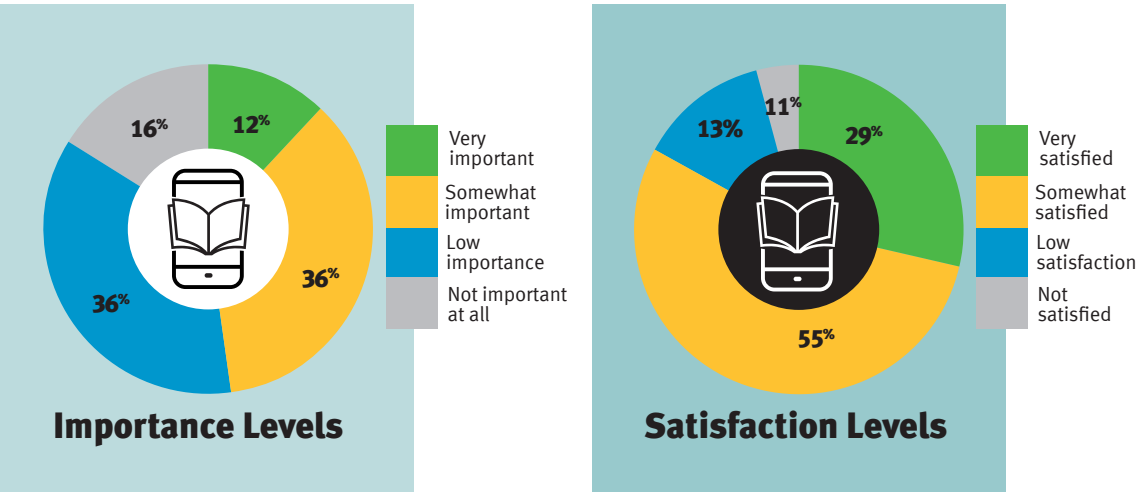
Social media

Social media continues to complement Council’s suite of communications channels by enabling us to deliver timely and accurate information to our followers, and providing an important interaction between council and the community. While 84 per cent of respondents indicated they were satisfied (or very satisfied) with our social media, we will continue to ensure we are offering engaging content and allowing open, two-way communication between council and our community.

Council’s social media (excluding Libraries)



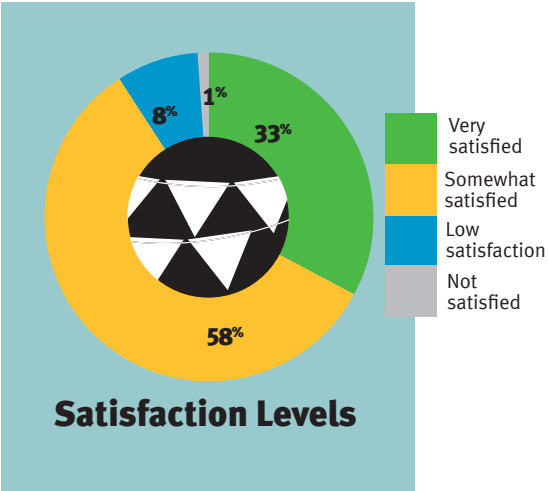
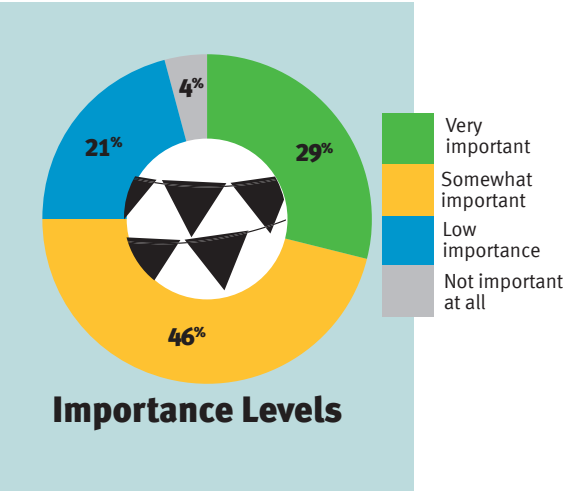
Libraries social media



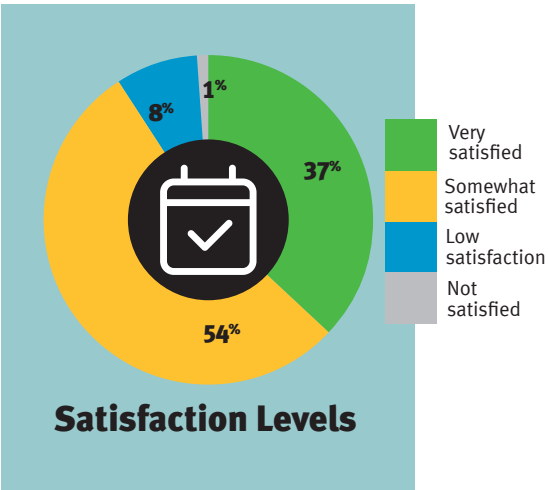
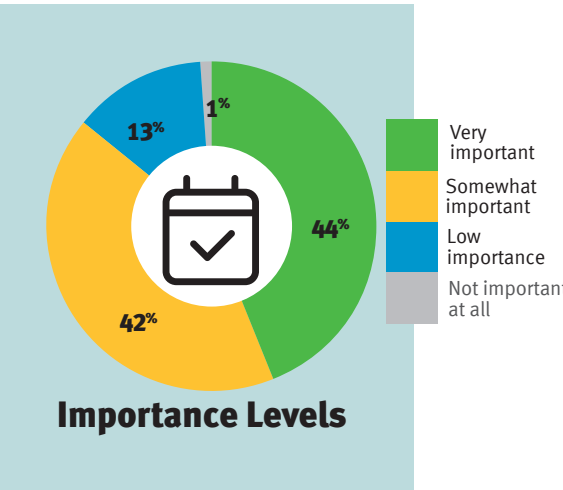


The 2022 Community Satisfaction Survey identified community satisfaction levels on events substantially outweighed importance levels. Opportunities exist for continuous improvement in event management practices, processes, and feedback mechanisms, to ensure a consistently high standard across the City of Marion.

Civic events



Community events



# Why should we invest in digital?

**The City of Marion acknowledges the social, economic and environmental implications of technology and how these will continue to shape our community.**

Digital encompasses all digital platforms that offer direct information to our consumer/customer and all those seeking information. Our digital platforms, including the City of Marion website, our social media channels and email communications, are vehicles for council to build public trust and confidence by delivering real-time information and updates, and engaging in two-way communication.

Digital also offers the opportunity to obtain meaningful data so we can better service our community's needs and wants, and personalise messages for greater two-way communication and engagement.

**Our Innovative Community Vision is:**

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.

**Our digital investment will help to:**

- engage with our community and shape our future
- build and strengthen our position in market
- increase awareness of our service offerings
- provide a platform to house utilisation and booking integrations of our facilities
- offer the capability to target an audience
- strengthen our relationship with our community
- offer current, convenient and up-to-date information
- facilitate two-way communication in real-time
- provide accessibility to multiple users through ‘channel of choice’.



# Why do we need a brand review and more promotion of the City of Marion?

People are not always aware of the wide range of programs, services, community activities and events that the City of Marion supports and funds. A strong, consistent and recognisable brand creates greater awareness everything that we offer. It positively influences the overall experience our community has with us through our communications, our social media channels and our signage. It creates trust and confidence in what we do and the value we add.

Disparate branding styles and inconsistent colours, graphic designs and language style, can create confusion in our community and dilute the City of Marion brand.

To develop a strong brand identity for the City of Marion, and build trust in our brand and its recognition within the community, we need to apply consistent visual and communication messages across our facilities, platforms and channels.

**‘Increase public trust and confidence’**

# How we will deliver this strategy

The action plans in the following pages will guide us in ensuring that we deliver on the goals and objectives of this strategy.





# Genuine community engagement



## **Our objective**

Our community is involved in decision-making, and our engagement is proactive, planned and genuine.

According to The City of Marion's Strategic Plan Towards 2040, we will strive to make every decision with integrity and in the best interests of our community.

## **Our challenge**

In making any decisions, council must carefully consider and weigh up all of the factors, including the expressed views of its community. Our community has told us that engagement with them is important and they want more opportunities to contribute to the decisions that affect their lives.

## **Alignment with Strategic Plan**

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

## **Commitment to community engagement**

Our Community Engagement Framework recognises that informed and engaged communities are more likely to support, and have ownership of, decisions or outcomes. This results in time and cost savings, builds trust and confidence, and ensures that our decision-making reflects our community's needs.



# How we engage

Our approach to how we engage depends on the type of proposal, the potential uptake of the proposal and the number of people who might be affected, and any legislative obligations. It is based on IAP2’s Spectrum of Public Participation.

Inform	Consult	Active Participation
<p>Provide balanced and objective information to assist community understanding of how decisions will be, or were, made.</p> <p>Promise: We will keep you informed.</p> <p><b>Examples:</b></p> <ul style="list-style-type: none"><li>• Email, direct mail</li><li>• Social media updates</li><li>• Information sessions</li></ul>	<p>Obtain public feedback and preferences on analysis, alternatives and/ or decisions.</p> <p>Promise: We will keep you informed, listen to and acknowledge concerns, and provide feedback on how your input influenced the decision.</p> <p><b>Examples:</b></p> <ul style="list-style-type: none"><li>• Surveys, polls</li><li>• Land revocation and sale</li><li>• Comment forms</li></ul>	<p>Work directly with the public throughout the engagement process and work together to understand all needs and concerns.</p> <p>Promise: We will work with you to ensure concerns and aspirations are directly reflected and provide feedback on how your input influenced the decision.</p> <p><b>Examples:</b></p> <ul style="list-style-type: none"><li>• Focus groups/committees</li><li>• Marion 100</li></ul>

# Our key community engagement actions



## Key initiative

Increase opportunities for genuine engagement through earlier planning in projects, building our engagement capability across the organisation, and more face-to-face and other engagements in the community.

## Key focus areas

We want to ensure we plan earlier for community engagement on projects that may affect the community.

We also propose to deliver more face-to-face engagements in the community through focus groups and local activations. We will seek to provide the opportunity for all voices to be heard, so the views of the majority are given proper weight.

We commit to closing the loop through Making Marion updates, electronic direct mail, direct mail, social media, and the City of Marion website.

To do this, we must build the capability of business areas to deliver meaningful engagement that ensures community views are considered as part of the decision-making process.

We also need to train our people in effective community engagement approaches using International Association for Public Participation IAP2 methodology.



## As a result we will deliver

Strategy Options	Action	Lead	Partners	Due
Increase importance and profile of community engagement as an integrated function of council	Continue open, transparent, and authentic leadership to improve the way the City of Marion engages with communities when making decisions, including a focus on the use of plain English and tangible examples*	Engagement, Media and Events	All relevant units	Ongoing
	Provide training across the organisation on how to plan, deliver and report on community engagement tools and techniques that facilitate opportunities for greater dialogue and deliberation*	Engagement, Media and Events	All relevant units	2022-23
	Roll out Business Partner Model and educate business units on process	Engagement, Media and Events	All relevant units	2022
	Recruit Community Engagement Coordinator to be a central point for strategically leading this work, providing support and expertise across the organisation*	Engagement, Media and Events	All relevant units	2022
	Focus on hearing from a greater representation of the diverse communities across the City of Marion*	Engagement, Media and Events	All relevant units	Ongoing
	Develop simple strategies/tips for engaging with specific groups within the community*	Engagement, Media and Events	All relevant units	Ongoing
	Embed engagement in planning phase of projects to ensure all projects with high community impact receive appropriate community engagement	Project teams	Engagement, Media and Events	Ongoing
	Introduce regular ward-based community engagement events, led by Elected Members*	Elected members	Engagement, Media and Events	2023
Tailored communications	Tailor community engagement communications to individual preferences	Engagement, Media and Events	Engagement, Media and Events	2023

\*Recommendations of the Marion 100 Review Report Nov 2021.

Strategy Options	Action	Lead	Partners	Due
Increase profile of community engagement as an integrated function of council	Increase membership and participation through Making Marion	Engagement, Media and Events		Ongoing
	Include our commitment to community engagement in induction for new starters	Engagement, Media and Events		2022
Strategic and planned approach	Review/update the Community Engagement Policy (dependent on Draft Local Government Association Community Engagement Charter sign-off or otherwise by Minister for Local Government)	Engagement, Media and Events		2022/2023
	Include early up-front engagement in preparing council's direction for the next four years (4 Year Business Plan)*	Engagement, Media and Events	Governance	2022/2023
	People leaders to advocate for early engagement with the community	Senior Leadership Team	Engagement, Media and Events	Ongoing
	Implement formal evaluation of community engagement efforts for key projects	Engagement, Media and Events		2022
	Develop annual community engagement calendar outlining key dates and activities	Engagement, Media and Events		Annually
	Marion 100 to be invited to provide input on whole of council matters including Annual Business Plan/4 Year Business Plan *	Engagement, Media and Events		2022
	Clear stakeholder management plan for reference in all engagement activities	Engagement, Media and Events Risk and Strategy	Governance	2022
Celebrate successful community engagement	Review and promote the Engagement, Media and Events Quarterly Report	Engagement, Media and Events	All relevant units	2023
Increase engagement with hard to reach groups	Develop and implement a First Nations Engagement Strategy in consultation with Council's Reconciliation Action Plan Committee	Engagement, Media and Events	Reconciliation Action Plan Committee	Ongoing
	Develop targeted engagement strategies to ensure feedback from diverse groups is incorporated in Council decision-making	Engagement, Media and Events		Ongoing
	Review Marion 100 panel	Engagement, Media and Events		2023
	Regularly review the development, availability and suitability of new consultation and research techniques	Engagement, Media and Events		Ongoing
Accessible and inclusive engagement	Ensure engagement practices consider accessibility for all participants	Engagement, Media and Events	People and Culture	2023

\*Recommendations of the Marion 100 Review Report Nov 2021.

# Effective communications and media

**Our objective**

Publish regular positive news about services, activities and programs through a range of channels.

**Our challenge**

Our community has told us they want to know more about what is happening in their City.


**Alignment with City of Marion 2019-2029 Strategic Plan**

**ENGAGED E4** – We will ensure that our community is well informed about the services we provide.

**Commitment to media and communications**

We are committed to helping people become fully engaged members of the community by letting them know what is happening, why and when - and what it will mean for them.

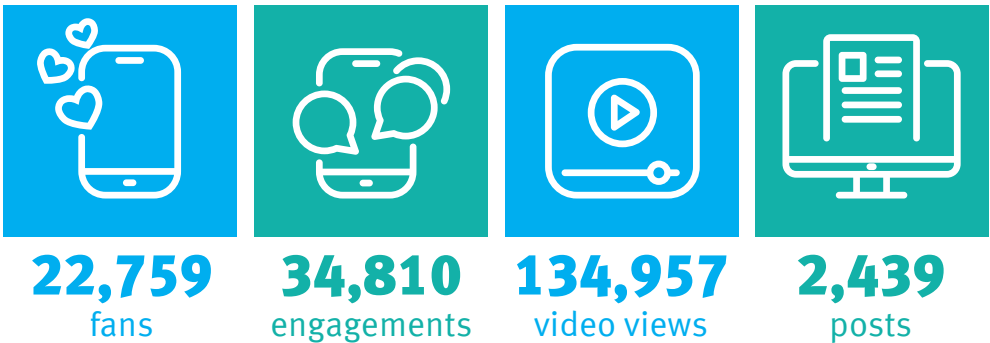
# Our key communications and media actions



**Key Initiative**  
Provide clear, consistent, accessible, accurate and relevant information to the community.

**Key areas of focus**

- Build greater public trust and confidence with our community through a pro-active, open and transparent approach to communicating Council decisions, clarifying the respective responsibilities of the different tiers of government, and correcting any misinformation.
- Provide our community regular, effective and accurate communications through ‘channels of choice’.
- Tailor our communications based on customer preferences.
- Implement various campaign plans to support various business unit needs – internal and external, showcasing our initiatives, programs, services and events.



## As a result we will deliver

Strategy Options	Action	Lead	Partners	Due
Strategic Frameworks/ Guidelines	Develop Digital Inclusion Guidelines	Marketing and Communications	Manager Customer Experience	June 2022
	Contribute to Community Engagement framework - communications	Events, Media and Engagement	Mayor, Elected Members, Stakeholder Groups, Manager Customer Experience	June 2023
	Develop social media strategy – 4-year plan 2023 – 2027	Marketing and Communications	Manager Customer Experience	June 2023
	Brand Strategy – 2040 vision - to be delivered 2023	Marketing and Communications	Mayor, Elected Members, Stakeholder Groups, Manager Customer Experience	June 2023
	Conduct and report on 2022 Community Satisfaction Survey	Events, Media and Engagement	Marketing and Communications	Aug 2022
Opt-In and Following	Increase engagement through an effective Communications campaign to drive and encourage opt-in to Council's platforms, including new Customer Relationship Management. .	Marketing and Communications	Events, Media and Engagement	2022, 2023, 2024, 2025, 2026
Tailored/personalised communications	Tailor our communications based on customer preference indicated in CRM	Marketing and Communications	IT Services	2025
Promotions / Marketing and Communications	Asset Utilisation Campaign Plan	Marketing and Communications	Neighbourhood Centres, Mitchell Park, Cove, Marion Cultural Centre, Oaklands Education Centre, Marion Outdoor Pool	2022, 2023, 2024, 2025, 2026
	Reconciliation Action Plan promotions and campaign plan (incl. Programs and events)	Marketing and Communications	Reconciliation Action Plan Committee	2022, 2023, 2024, 2025, 2026
	Individual campaign plans to support Events, Media and Engagement Team Promotions framework around Consultations, Projects and Events	Marketing and Communications		2022, 2023, 2024, 2025, 2026
	Development and Regulatory Services (By-laws, Dog and Cat registration, Food safety, etc.)	Marketing and Communications		2022, 2023, 2024, 2025, 2026
	Digital Transformation Project Internal/ External (i.e.RATES)	Marketing and Communications		2022, 2023, 2024, 2025, 2026
	Outdoor Workforce campaigns (e.g. reserve maintenance)	Marketing and Communications		2022, 2023, 2024, 2025, 2026
	People and Culture, Arts, Diversity Inclusion	Marketing and Communications		2022, 2023, 2024, 2025, 2026
	Environment and Waste Management (Verges, Tree Warrior, Climate, Report card, CoastSnap, Bins, Recycle plant, Which Bin, etc.)	Marketing and Communications		2022, 2023, 2024, 2025, 2026
	Grants (Community, Youth) Programs (On@Com, Moveit, Community Leadership Program, Southern Business Mentor Program) Volunteering	Marketing and Communications		2022, 2023, 2024, 2025, 2026
	4 Year Business Plan Community Satisfaction Survey Annual Business Plan Elections City of Marion Property Asset Strategy	Marketing and Communications		2022, 2023, 2024, 2025, 2026
Media	Proactively inform the community of Council decisions and activities within the City of Marion	Engagement, Media and Events		Ongoing
	Provide timely, accurate and transparent releases to media (proactively and reactively)	Engagement, Media and Events		Ongoing

# A recognised and trusted brand





**Our objective**

Our brand is professional, consistent, recognised and valued. We have a clear and consistent value proposition

**Alignment with City of Marion Strategy**

A strong, consistent and recognisable brand creates greater awareness of the programs, activities, services and events that we offer. It positively influences the overall experience our community with us through our communications, our social media channels, and our signage. It creates trust and confidence in what we do and the value we add.

We aim to build a strong brand identity by applying consistent visual and communication messages across our facilities, platforms and channels.

# Our key brand actions

Increasing public trust and confidence through how effectively we manage and promote our brand.



## Key Initiative

Build trust in our brand and its recognition in our community through a consistent brand management strategy

## Key Focus

We recognise that brand is more than a logo – it is the sum of all different impressions of each customer about the organisation.

We want to manage our brand well to improve recognition in the community of the value we provide.

also aim to ensure consistency and clarity across all our communications and facilities to support strong brand identity and recognition.

We need to apply consistent visual and communication messages across our facilities, platforms and channels.

We will achieve this by developing and implementing a brand management strategy for the City of Marion.


## As a result we will deliver -

Strategy Options	Action	Lead	Partners	Due
Strategy	Brand strategy	Marketing and Communications Unit	City of Marion community, staff, stakeholder groups	July 2023
Deliverables	Applying our 2040 vision across all marketing and communications through eTalk banners, City Limits footers and vision included each edition.	Marketing and Communications Unit		
	Review Council's Social Media Guidelines	Marketing and Communications Unit		July 2022
	Review and update Councils' Brand Guidelines	Marketing and Communications Unit		July 2023
	Review asset register	Marketing and Communications Unit		July 2023
	Implement a channel strategy to align to asset register	Marketing and Communications Unit		July 2023
	Conduct an audit and provide advice on current City of Marion signage in partnership with Property	Marketing and Communications Unit		December 2023
	Provide advice on appropriately branded signage for major City of Marion projects	Marketing and Communications Unit		Ongoing



# Innovative and inclusive digital experiences

What it means and how we communicate with our audience



**Our objective**  
We provide our community with opportunities to influence and interact with us in an accessible and convenient way.

**Our challenge**

To meet community expectations around choice of channel in how they interact with us.

**Offering innovative and inclusive digital experiences**

As more of our services are available digitally, it makes it easier for our residents and ratepayers to engage with us and access the services we provide. Our new Customer Relationship Management (CRM) system, My Marion, allows people to report an issue, request a service or pay rates online. However we also recognise that not all people have access to technology, or the necessary levels of digital literacy or ability, or the confidence to use digital services or to access information online. Or may simply choose not to interact online.

It is therefore important that we continue to make information and services available in multiple ways, across various channels, as we continue to undergo our own digital transformation.

**Innovative digital communications:**



**Innovation is at the core of the City of Marion, aligned to our purpose ‘To improve our residents’ quality of life; continuously, smartly and efficiently.’**

### **Digital Transformation Program:**



The 12 projects of the Digital Transformation Program (DTP) are designed to deliver an improved digital experience that puts our customer at the centre. Our new Customer Relationship Management System enables this single view of each customer.

# Our key digital actions



## Objective

The City of Marion is transforming its IT systems, to place our community at the centre of everything we do.

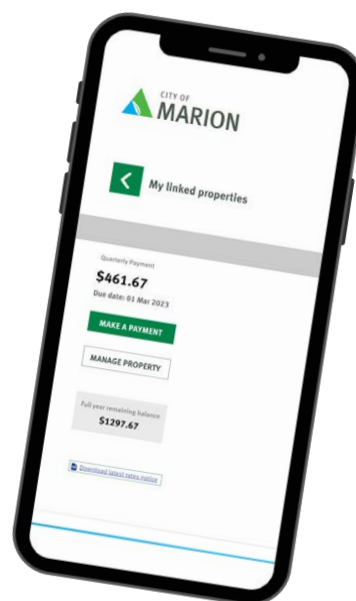
Our Innovative Community Vision is: “By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all.” The City of Marion acknowledges the social, economic and environmental implications of technology, and how they are and will continue to shape our community.

## As a result we will deliver

Strategy Options	Action	Lead	Partners	Due
Strategy and development	Develop a campaign plan to support the Digital Transformation Project	Marketing and Communications	Digital Transformation Project team	2022, 2023, 2024, 2025, 2026
	Develop a campaign plan to support the Digital Transformation Project Customer Relationship Management - rates go digital	Marketing and Communications	Digital Transformation Project team	2022, 2023, 2024, 2025, 2026
	Develop a campaign plan to support new City of Marion app	Marketing and Communications	Digital Transformation Project team	June 2023
	Brand Strategy – for consistent brand and tone of voice across all marketing and communications	Marketing and Communications		June 2023
	Develop a Social Media Strategy for consistent brand and tone of voice across all social platforms	Marketing and Communications		June 2023
	Prepare a Digital Communications Strategy to cover website, social media, e-marketing and video			June 2024
	Create a coordinated digital content schedule			
	Implement social media guidelines to support various business units and ensure alignment to brand	Marketing and Communications	Marion Cultural Centre, Marion Outdoor Pool and Libraries, Neighbourhood Centres	June 2024
Opt-In and Following	Increase engagement through an effective Communications campaign to drive and encourage opt-in to Council's platforms	Marketing and Communications	Events, Media and Engagement	2022, 2023, 2024, 2025, 2026

## As a result we will deliver

Strategy Options	Action	Lead	Partners	Due
	Implement a Marketing and Communications Campaign plan to support Digital Transformation Project Key Performance Indicators Framework	Marketing and Communications	Digital Transformation Project Team	June 2022
	Provide channel of choice promotions i.e., – apply advertisement in Rates notice, use QR codes on external facing material (understanding audience)	Marketing and Communications		
Guidelines and Reports	Digital Literacy Guidelines	Marketing and Communications	Digital Transformation Project Team Lisa	June 2023
	Implement Digital Inclusion Guidelines	Marketing and Communications	Manager Customer Experience	June 2022
	Review Social Media Policy	Marketing and Communications	Council	July 2022
	Review Council's Social Media Guidelines	Marketing and Communications		July 2022
	Release a City of Marion app to the community	Marketing and Communications	Digital Transformation Project Team	June 2024
Digital Experience and User Journey	Investigate upgrading Council's web platform to improve functionality for content management	Marketing and Communications	Council, SIMPLE	June 2023
	Undertake an audit of website content to ensure it is accurate and current – and increase website visitation	Marketing and Communications	Internal stakeholders	June 2023
Making Marion Development	Implement improvements to Making Marion Engagement website – survey capabilities and layout design	Events, Media and Engagement		
	Brand refresh – Making Marion	Events, Media and Engagement	Marketing and Communications	July 2023



# Promoting the City of Marion

**Our objective**

To leverage our corporate communications and marketing efforts to strengthen the destination brand.

**Our challenge**

Our City is a great place to live, work and play, and full of surprises. We want to increase collaboration and strengthen both our corporate and destination brands to ensure that we don't waste an opportunity to promote the City of Marion.

**Alignment with City of Marion 2019-2029 Strategic Plan:****Engaged E4**

We will ensure our community is well informed about the services we provide.

**Liveable L4**

We will celebrate our rich cultural diversity and heritage through artistic, cultural and community activities and vibrant destinations.



# Our key promotional actions



## Key Initiative

Promote the City of Marion as a place to live, work and play.



### In promoting the City of Marion, we will focus on events to promote our city

e.g. Cycling events, Concert at the Cove



### Attractions that people want to visit and see

e.g. Coastal Walkway



### Facilities where people can play and that people can use

e.g. Sam Willoughby International BMX Facility, Mitchell Park Sports and Community Centre, Southern Soccer Facility and Glandore Oval.



### Our programs that deliver endless opportunities

e.g. our community programs, neighbourhood centres and libraries.



### Promoting our people and their successes

e.g. supporting and promoting local businesses and the achievements of our community.



### Our services beyond rates, rubbish and roads

e.g. environmental initiatives, grants and funding.

## As a result we will deliver

Strategy Options	Action	Lead	Partners	Due
Promotions / Marketing and Communications	Asset Utilisation Campaign Plan	Marketing and Communications	Neighbourhood Centres, Mitchell Park, Education Centre, Marion Outdoor Pool	2022, 2023, 2024, 2025, 2026
	Reconciliation Action Plan promotions and campaign plan (incl. Programs and events)	Marketing and Communications	Social Planning Officer and Reconciliation Action Plan Committee	2022, 2023, 2024, 2025, 2026
	Individual campaign plans to support Events, Media and Engagement Consultations, Projects and Events	Marketing and Communications		2022, 2023, 2024, 2025, 2026
	Development and Regulatory Services (By-laws, Dog and Cat Registration,	Marketing and Communications		2022, 2023, 2024, 2025, 2026
	Digital Transformation Project Internal/ External (i.e.Rates)	Marketing and Communications		2022, 2023, 2024, 2025, 2026
	Outdoor Workforce	Marketing and Communications		2022, 2023, 2024, 2025, 2026
	People and Culture, Arts, Diversity Inclusion	Marketing and Communications		2022, 2023, 2024, 2025, 2026
	Environment and Waste Management (Verges, Tree Warrior, Climate, Report Which Bin, etc.)	Marketing and Communications		2022, 2023, 2024, 2025, 2026
	Grants (Community, Youth) Programs (On@Com, Moveit, Southern Business Mentor Program) Volunteering	Marketing and Communications		2022, 2023, 2024, 2025, 2026
Strategic Survey and Consultation Promotions	4 Year Business Plan Community Satisfaction Survey Elections City of Marion Property Asset Strategy	Marketing and Communications		2022, 2023, 2024, 2025, 2026





**We will use  
this strategy to  
ensure we keep  
our community  
informed,  
engaged, and  
at the heart of  
everything we do.**



# How can you stay connected?

Discover news, events and ways to have your say, through any of our communication channels.



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City of Marion



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**Arts, entertainment and culture**

**Beaches, parks and recreation**

**Budgets and rates**

**Building and planning**

**Environmental/water/waste**

**Roads and traffic**

**Tourism and economy**

**We invite and welcome ongoing feedback at Marion Council.**

Our 2022 Community Satisfaction Survey was open during June 2022. This time we focused on ensuring all demographic groups in our community would have the opportunity to provide feedback.

These results will provide Council with a current understanding of key issues, community needs and priorities for the future, as well as opportunities for us to improve.

**We want to hear from you.**

# Want to have your say?



If you want to help shape the future of Marion, sign up at **[makingmarion.com.au](https://makingmarion.com.au)**

For many years, we have been involving our community in decision-making, and offering ways for you to stay connected to what is happening in your city.

We deliver extensive communications and engagement programs aimed to be inclusive, because we believe our city will be better if we work together to make decisions.

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

*Designed by CoM Marketing and Communications 2022.*

# City of Marion Council — Brand Strategy.

SB

StudioBand®

Smarter Brands — Empowering Business.

Prepared December 2022

# Marni naa pudni — Proudly working on Kurna land.

SB

StudioBand® acknowledge and pay our respects to the Kurna people, the traditional custodians whose ancestral lands we gather and work on. We acknowledge the deep feelings of attachment and relationship of the Kurna people to country and we respect and value their past, present and ongoing connection to the land and cultural beliefs.



Murlapaka (shield), front, 2014, Jack Buckskin, Kurna Miyurna people

Smarter Brands — Empowering Business.

StudioBand®

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SB

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# 1.0 (Place) Branding

SB

StudioBand®



## 1.1 (Place) Branding — What is it?

A place brand is a perception that people can have about a place, city, region or a country and a place's reputation among those people that the place embraces.

Arguably one of the most complicated forms of branding due to the fact that it is neither owned nor controlled by a single entity, place branding is the process of creating a brand surrounding a town, city, or region.

Branding a place or region enables interpretation and connection to certain features, characteristics, values and emotions that are present within the community through the eyes of its stakeholders.

Branding can be what a place is at the moment, what makes it special and what differentiates it from other brand, it can also help build future value in a place or region in the eyes of the resident or visitor.

As a process, place branding allows a place to build on all its strengths, and make meaningful sense out of the complex, multi-dimensional characteristics and the often conflicting assortment of its past, current and future identity.



## 1.1 (Place) Branding — Why is it Important?

A successful place brand can have an enduring effect on a person and their relationship to their environment and their community. When a brand works in the context of a place, it forges bonds between people, revitalises economies, and rallies action on important social and environmental issues.

Place branding helps to build an identity with distinguishing features so that a city or region can stand out from others and clearly communicate its benefits and strengths to potential investors, visitors or residents.

When done creatively, good branding can bring a city or region to life, seeking inspiration from its culture, cuisine, technology, architecture, heritage, art, future vision etc.

Branding a region or city is not an activity restricted to elite countries or cities like Paris, New York or London. It can help any place or destination to prosper and be in the limelight.

For the City of Marion (CoM), we believe a successful branding outcome is going to enable the clear communication of the council's vision leading to greater connection, engagement and pride within the broader stakeholder group and CoM community, as well as supporting and even driving economic growth and development for many years to come.



# 2.0 Analysis —

SB

## PESTEL —

The threats and issues that are raised by looking at the broader environment could also be framed as opportunities. Economic pressures such as inflation and interest rates are likely to cause council rates to rise. Being proactive with branding and messaging will help build value in the eyes of our audience which will help counteract the negative perception around rate rises. The potential increase in migration as well as the housing crisis can all be supported by building a more inclusive narrative. Environmental policies as well as Tonsley Innovation District and access to super fast broadband will help to attract business as well as residents.

## Global Environment —

The three examples highlighted are all exemplar place branding projects. All capitalising on strong brand identity and narrative as well as celebrating history, environment and most importantly vision and values.

## Local Environment —

Strong place branding at a council or city level has taken a little while to take off in Australia. Having said this, the three examples are all extremely strong and successful examples of what can be achieved with strategic place branding.

## Internal Analysis —

The CoM brand boasts a long history, this has allowed it to build strong connections and equity to its market based assets. Whilst the brand equity may be strong, the connection to the vision and values is somewhat diluted.

Whilst some visual considerations should be given to ensure the longevity of the identity, especially considering the growth of digital media, strengthening the brand with a clear narrative will lead to greater connection to the vision and core values of the organisation.

## 2.1 External Analysis — PESTEL

- Funding and Grants
- Cost of living and wage growth
- Inflation and interest rates
- Migration
- Housing crisis
- Digital infrastructure
- Super fast broadband
- Work from home
- Climate change
- Waste management
- Coastal environment

### Political —

The political landscape has a significant impact on the City of Marion. Current and future legislation and government policy can effect councils across many factors ranging from infrastructure, environment, skills and labour, migration and trade. Political forces can also have significant impact with funding, grants and other initiatives.

### Economic —

Broader economic forces that will likely impact the City of Marion council will range from inflation, interest rates, cost of living pressures and wage growth. At a more granular level, all of these factors will likely trickle down to the resident. Council rates are likely to increase over time as a result of broader economic pressures, if not handled carefully, this could have significant negative on council's reputation and brands.

### Social —

Being such a large council, covering many suburbs across the geographic landscape of the inner suburban sprawl, there are many social factors that will likely play a significant role in shaping the City of Marion council. Current pressures to increase migration at a federal level will seek to resolve labour shortages. This could have significant impact on social factors such as housing, culture and demographics. The post-war migration push in Australia brought 1.2 million migrants to Australia over the course of 15 years helping to shape modern Australia. The current labour shortages in Australia could force another migration push which would likely have significant impact. Another major social factor is the current housing crisis. Shortage of housing stocks driving demand and pricing younger buyers out of the market will lead to a growth in the rental market, meaning that less houses will be owner occupied, potentially having a negative impact on council's street-scape.

### Technological —

Technology factors impacting councils can range from broadband internet connectivity to digital infrastructure to the introduction of big data and open data as well as security infrastructure. Super fast broadband internet can attract not only residents but also business, especially modern tech focussed industries that rely on super fast internet speeds to operate. Being that Work From Home (WFH) is now a norm, residents require reliable internet speeds at home, not only for recreational purposes but also professional.

### Environmental —

Climate change and global warming as well as the introduction of a more environmentally conscious federal and local government, is bringing about new legislation related to the environment. Waste management and the global push to reduce waste and recycle is a growing concern for all councils. Environmental initiatives such as tree planting and the conservation and protection of nature reserves and wetlands are playing a significant role in councils environmental policies having an impact on brand reputation. The increase in natural disasters and climate influenced events are causing enormous issues for many councils across Australia. Coastal erosion and the protection of highly sensitive coastal areas in South Australia is a concern for all councils that share coastline.

### Legal —

Councils have a responsibility to their citizens and residents to supervise legislation and vote on policy issues. The councillors have the responsibility to make important decisions by voting in council on issues such as resolutions of the council, policy changes, the integrated development plan and the annual budget. This means that legal factors are embedded in the role that council has within the community, not only from the perspective of the resident but also the visitor and business that operates within the council.

## 2.1 External Analysis — Global Environment



### Porto — Portugal

The second largest city in Portugal, Porto had long been known as a destination but one without an identity for residents, tourists and businesses to engage and resonate with.

The new brand helped to identify Porto as a global, complex and rich city, that was connected to its heritage whilst considering the long term growth and future of the city.

This change in the visual identity of the city added as one more action in its place branding and made Portuguese citizens feel more identified with Porto. The versatility of the branding system allows the identity to mature along with the city of Porto.



### Amsterdam — Holland

Prior to re-branding the city in 2004, Amsterdam had struggled with its identity due to current misconceptions brought about by the historical theme of it being an openly tolerant city. This theme had been successful in bringing many tourists to the city every year however, for business and residents, it had been somewhat of a reason not to move there.

The strategy to embrace a slogan and identity that aligned with the core values of the city allowed them to focus their attention on the type of people they wanted to attract more of, being business and residents. The short, distinct and easy to remember slogan and identity was a proposition to their target audience to allow themselves to be a part of the city making process.

A welcoming and inviting strategy that became an urban sculpture in one of the most photographed spots in Amsterdam, extending the invitation to the world.



### Regent's Place — UK

Regent's Place is situated at the cross section of three suburbs in London. A truly authentic, low-carbon, socially inclusive, intellectually progressive place for businesses and communities to connect.

Filled with thoughtful green areas, sustainable architecture and with a deep connection to the local community, we're home to independent shops, affordable workspaces and places to eat and drink, uniting an array of companies from the worlds of art, science, research and creativity.

The use of a strong mark and engaging graphics alongside narrative that communicates the vision allows for a brand that has impact, is highly distinct and will endure as the precinct matures.



## 2.1 External Analysis — Local Environment



### West Coast Council — Tasmania

A vast council region, being the largest in Tasmania, comprises of mining 'ghost towns', World Heritage sites, mills, and leftover mining infrastructure. Formed in 1994, the council was an amalgamation of three smaller councils that were formed in the early 1900's, as a result the region struggled with its identity.

Several years ago, the council embarked on a mission to breathe new life into Tasmania's remote region, producing a brand identity to help overcome the area's remoteness, lack of profile and declining population.

The brand is collection of stories, language and heritage that typify the West Coast, all used to create an identity that brings the personality of the West Coast to life in a cohesive story that distinguishes it from the rest of Tasmania

The outcome is an honest brand that truly reflects the West Coast's natural features, tough people and history of tension between environment and economy.



### Liverpool City Council — New South Wales

The City of Liverpool was undergoing a fundamental transformation, led by their Mayor and the City Council. Its aim was to attract inward investment to the city and revitalise the heart of the city, with new gateways and precincts, designed to upgrade the experience of visiting, living in and working in Liverpool.

The new brand developed aimed to embrace and communicate the many faces of Liverpool – its diversity, its vibrancy, its youthfulness and especially its role as the focus for growth in the South West. The outcome is a bold yet professional brand that created heightened visibility and awareness for the council.

Helping to put the city on the map and stake a claim for greatness, as the positioning line 'The Great South West, so simply stated. The new brand identity now plays a major role in the growth for the city, building pride amongst residents and businesses like.



### City of Sydney — New South Wales

When a city is as buzzing and pulsing as Australia's beloved Sydney, the branding needs to mirror and showcase it.

The City of Sydney is the local government authority responsible for the city centre and more than 30 suburbs within our boundaries. They provide services for more than 200,000 residents and 20,000 businesses — as well as the daily influx of workers and visitors into the city.

The new brand was to unify all of the City's communications into one consistent visual identity and help implement a master brand approach for their organization. A key criteria was to build on the City's existing visual identity whilst retaining the logo. It needed to build on what was already there, whilst being intuitive and enable in-house teams and creative partners to thrive.

## 2.2 Internal Analysis — Distinctive Brand Assets

### Original Logo

The original logo can be found on a development plan document on the Department for Infrastructure archive website. It's difficult to accurately determine the exact date of this logo however, we would estimate from the style and typography that it would've been created in the early to mid 80's.

The green part of the triangle represents the CoM region, the white line is the beach whilst the blue is the ocean. The light green leaf is to indicate the region's natural surroundings.

Interestingly, the triangle shape is an Isosceles triangle where only two sides are equal in length. We believe this was to allow for a more accurate representation of the region or boundaries of CoM. It also assists with the lock up with the type, the width of the type fits nicely under the logo mark, it would be difficult to balance this with a more equilateral triangle.

The colour palette uses more primary colour palette than the current evolution. Due to limitations with printing and execution this is fairly indicative of this era.

The font used is called Futura. A sans serif created around the turn of the century but became quite popular in the 80's due to it's use with well known brands and advertising of that era.



### Current Logo

The current logo is a clear evolution of the original. You can see where the designer has attempted to integrate the leaf to represent the coast. We feel that this representation has diluted this connection as it is not as obvious as the original.

The triangle is now an equilateral triangle which is taller and the colours are more contemporary which tends to add a little bit more vibrancy and energy to the logo mark.

The typography has been updated to Meta, a font that was very popular during the early to mid 90's.

The lock up of the typography and the logo mark are significantly different with the logo mark fitting above 'RION'. Lock ups like this tend to have been updated in recent times due to scaling issues in social media where smaller logos are required.



# 2.2 Internal Analysis — Distinctive Brand Assets

**100%**

Logos should be distinct, clearly visible and legible at all sizes, especially with the introduction of social media and favicons. In context, we often only have seconds to view logos, this means that the logo should remove any barriers for it to be clearly absorbed in order to build memory structures and easily recalled.

**Type Lockup —**  
The configuration of the logo presents issues ranging from legibility to scaling. The words 'City of' are 30% of the X-height of 'Marion'. It is likely that the words 'City of' would become less visible and illegible at distances and when scaled to smaller sizes.

**50%**

**Visibility —**  
At smaller sizes when the logo is reversed against solid colour the legibility of the words 'City of' clearly become strained.

The counter spacing in the triangle also becomes strained and could. This could be increased to allow for scaling at smaller sizes.

**25%**

**Social Media / Digital —**  
Social media avatars and favicons should be legible and visible without strain in order to be recalled.

**10%**

Counter spacing fills in at smaller sizes



## 2.2 Internal Analysis — Purpose & Vision

Source: Internal Stakeholder Sessions

### Comments

- Concerns about restricted nature of vision
- One dimensional vision and values
- Not aspirational enough
- Too resident and community focused
- Too singular and one dimensional
- Single minded value proposition is missing
- Not distinct enough

### Purpose

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

### Community Vision

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

## 2.3 Competitor Analysis — Landscape

### Competing Councils aren't Really Competing —

It's difficult to presume that a resident would choose where they were to live based on a council's value proposition or brand however, it is good to consider the competitive landscape in order to understand how we can be more distinct.

Strong, distinct brands attract engagement and help to build reputation shielding against threats, negative opinion and criticism.

As well as offering protection from threats a strong, distinct brand can also be a critical component to encouraging pride and engagement amongst internal and external stakeholders of the organisation.

A strong brand can play a crucial role in attracting future employees as it can help to communicate reputation and credibility as well as key features or benefits of working there.

Finally, a strong and distinct brand can help to build pride and loyalty amongst internal stakeholders including staff. If a staff member is proud of the brand and company they work for it is likely they will be more loyal to the company meaning they are far less likely to consider offers from competitors or other employers.

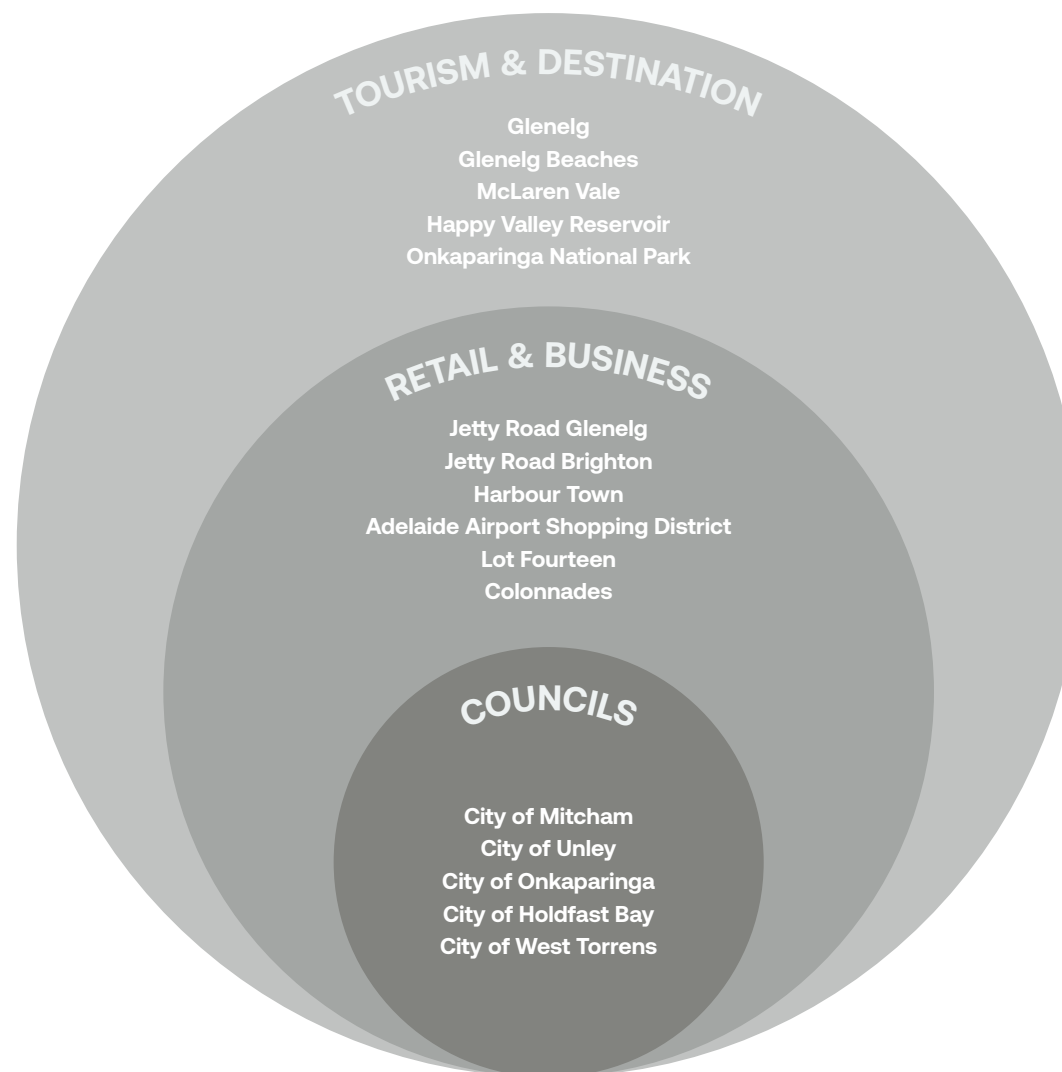
### Attracting Retail & Business —

Looking at the more broad competitive landscape, the retail & business sector presents a great deal of competition. Ranging from Jetty Road Glenelg and Brighton to Harbour Town moving north and Colonnades in the south. We believe Lot Fourteen should be considered as competition as it is attracting businesses nationally and internationally that could be taking opportunity away from Tonsley Innovation District.

### A Lot to Celebrate —

Whilst it will always be difficult to compete with Glenelg's beaches, McLaren Vale and the Onkaparinga National Park, the City of Marion isn't short of tourist attractions. The council's cultural and sporting facilities are second to none, Westfield Marion precinct is probably the best suburban retail precinct in SA and the Marino to Hallett Cove coastline is highly unique.

Smarter Brands — Empowering Business.



## 2.3 Competitor Analysis — Councils



**City of Mitcham —**  
Let Us Build For Posterity



**Holdfast Bay —**



**City of Onkaparinga —**



**City of West Torrens —**  
Between the City and the Sea



**City of Unley —**

### Competing Councils that Share Boundary —

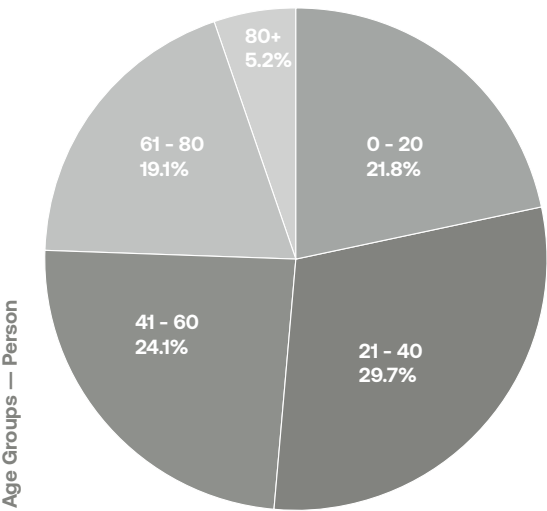
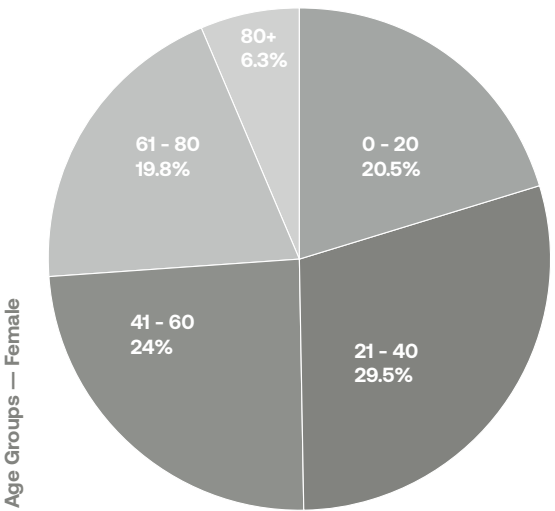
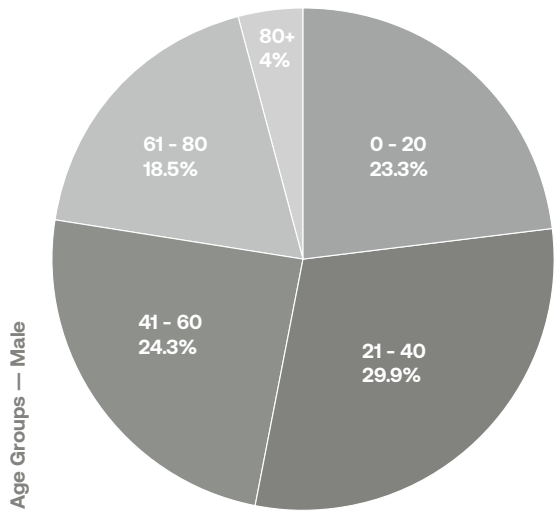
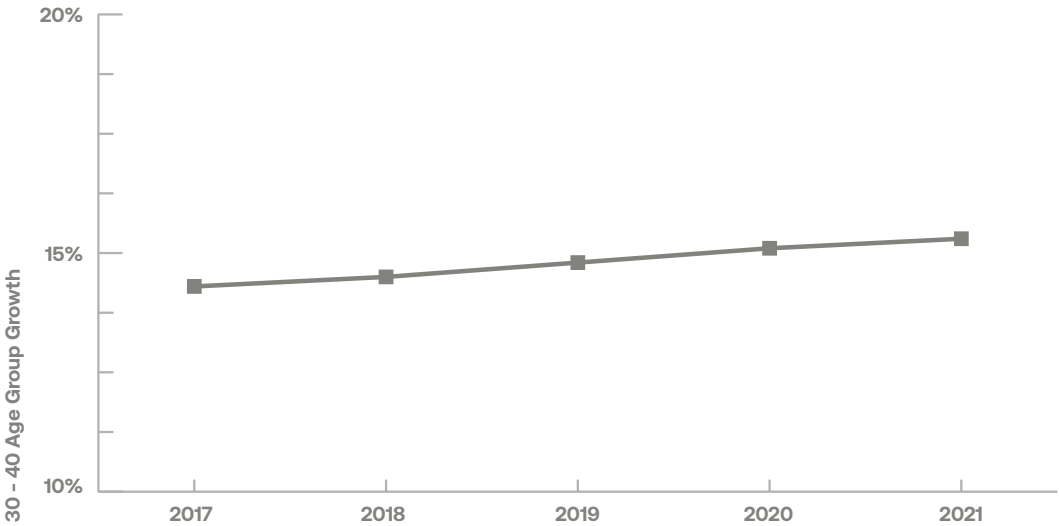
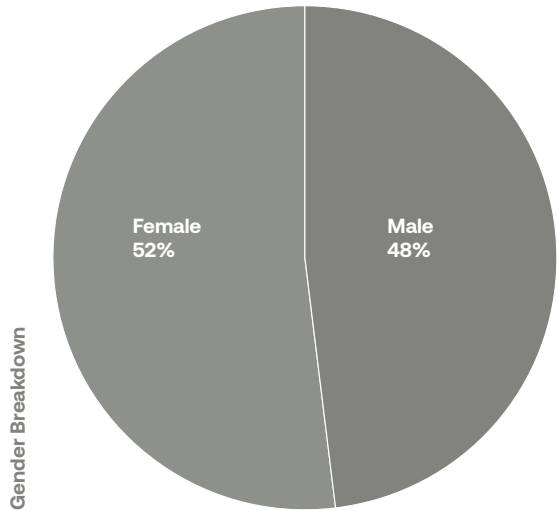
We have reviewed the bordering councils and their assets. It seems that there hasn't been much in the way of investment into their brands in recent times. Whilst the City of Mitcham and Onkaparinga do seem to be more distinct, City of West Torrens, Holdfast Bay and City of Unley do share a lot of similarities with their assets, in particular colour. We believe this is to be an important factor when considering developing the CoM brand.

Distinctiveness is an important factor when building a brand. It is an element that helps to build greater memory structures so that your brand can be easily remembered by your audience. When brands are not distinct or they look similar to other brands they are unacceptable to what is referred to as brand ambiguity. This means that your brand could easily be mistaken for one of your competitor's brands. .

2.4 Market Analysis — Resident

Source: Census Data 21

SB



## 2.4 Market Analysis — Resident

- Largest proportion of residents are Gen Y and Millennial
- 30 - 40 age segment has shown consistent growth over the last five years
- Marion is younger than it was in 1991.
- Families with teenage children, as well as baby boomers in their late 60s to 70s have also shown growth
- Second largest proportion of resident is Gen X
- Median income on par with state average
- 17.4% high income households compared with 18.2% for greater Adelaide
- 24.4% low income households compared with 23.5% for greater Adelaide
- 38.2% households are families
- 53.9% households are either lone person or couple with no children

Source: Census Data 21

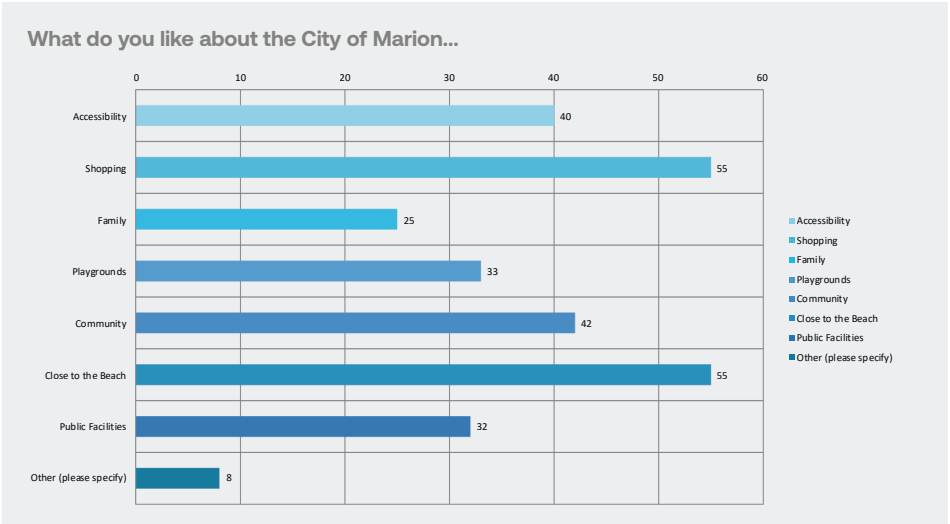


## 2.4 Market Analysis — Resident - Important Factors

Source: Brand Survey 2022

- Shopping and proximity to coast are most important factors for residents
- Accessibility and community rank high
- Family, playgrounds and public facilities were also seen as important factors for residents
- Generally positive input from residents
- Retail, facilities, green spaces and parks are common differentiators

As a part of the strategic phase and stakeholder engagement process, the CoM marketing team conducted a survey that sought to engage with both internal and external stakeholders. The key points have been taken from the results of the survey that went out to residents.



## 2.4 Market Analysis — Resident - Anecdotes

Source: Brand Survey 2022

- I sometimes get lost with the car as I always think I know where I am going but I don't. Anyway, as I get lost in the suburb I often think, gosh it's so nice here, why is that not known?
- The Bray St shops, whilst small, seems to have created a sense of community.
- I gained my citizenship at a ceremony at the civic centre 7 years ago.
- I always grew up in then north. Now I have a family and my kids are experiencing growing up in the south. We visit the beach often and there's so much for the kids here.
- The first time I "discovered" the Marino to Hallett Cove board walk it blew my mind seeing seals and dolphins. This experience convinced us to immediately start saving to buy our forever home in the area.
- I remember the playgrounds from 35+ years ago. They were full of gravel and dangerous equipment. I still loved it, but the playgrounds the kids get to play in today are next level but nice and safe.
- When we first moved here the older people classed us as the new kids on the block. We knew their names and they cared about what was happening in our lives and our children's, we still have some of the originals on our street.
- Visiting Patritti Wines for the first time was like finding a hidden gem.
- We have only just moved to Marion 6 months ago. So far we are really loving the area.



## 2.4 Market Analysis — Target Segments



### **Resident — Gen Y and Millennial**

This is the largest proportion of your current resident and the trends suggest that this is the only segment that is growing. With a large number of this segment looking to own their home and inner city prices becoming out of reach for the middle income earners of this segment, the south western suburbs are an attractive option for the Gen Y and millennial.

More affordable housing, proximity to city and coast, a good selection of public and private schools, as well as access to a large selection of facilities, the City of Marion has a lot to offer this segment.



### **Visitor — Tourist and Visitor**

Given the large amount of destinations that are easily accessible for the tourist and visitor, it would be highly beneficial to highlight this as a part of the value proposition and branding communication.

Ranging from coastline to cafés, to swimming pools, parks and playgrounds, world class BMX facilities, to one of the states largest suburban shopping precincts, there is a lot to celebrate in order to engage and attract a greater number of tourist and visitors to the region.



### **Business — Business Community**

Not only does the City of Marion offer one of the largest shopping precincts in the state, it also lays claim to the Tonsley Innovation District, the first of its kind in Australia. Connected to the North - South Corridor, the City of Marion is a perfect location for all types of business, ranging from SME to large multi-nationals.

Littered throughout the region are many smaller yet thriving business and commercial hubs and precincts, all contributing to an active and prosperous business community within the City of Marion, attracting hundreds of thousands of residents and visitors every year. A major factor in the City of Marion's value proposition and one that could assist with attracting more businesses.



## 2.5 SWOT —

### Strengths Should Embrace Opportunities and Overcome Weakness and Threat —

The City of Marion possess many strengths, all of which should be embraced in order to overcome weaknesses and threats.

There is clear opportunity to build a stronger brand and increase distinctiveness and endurance in order to create future value in the CoM brand. These opportunities highlighted below will assist in overcoming weaknesses in order to achieve higher brand performance leading to greater engagement and pride amongst stakeholders.

#### Strengths —

- Customer service and the customer experience
- Strong pride and culture within the organisation
- Thriving business community
- Parks, playgrounds and sporting facilities
- Marino to Hallett Cove Coastline
- Cultural and neighbourhood centres

#### Weaknesses —

- Brand lacking distinctiveness
- Brand lacking narrative
- Brand lacking clarity
- Not celebrating assets enough
- Brand architecture at threat with introduction of sub brands

#### Opportunities —

- Engage with emerging age groups to build pride and engagement amongst residents
- Develop a strong and clear brand strategy and narrative to build value in CoM brand
- Celebrate the council's many assets to build awareness and attract visitors and business
- Improve the distinctiveness of the CoM brand
- Create greater architecture and structure with CoM brand to avoid confusion and dilution with the CoM master brand
- Staff recruitment and retention
- Innovation / digital  
(My Marion: pay rates, book hard rubbish online)

#### Threats —

- Economic pressures and rising inflation
- Housing crisis
- Other business districts
- Climate change
- Boundary realignment

# 3.0 Strategic Insights —

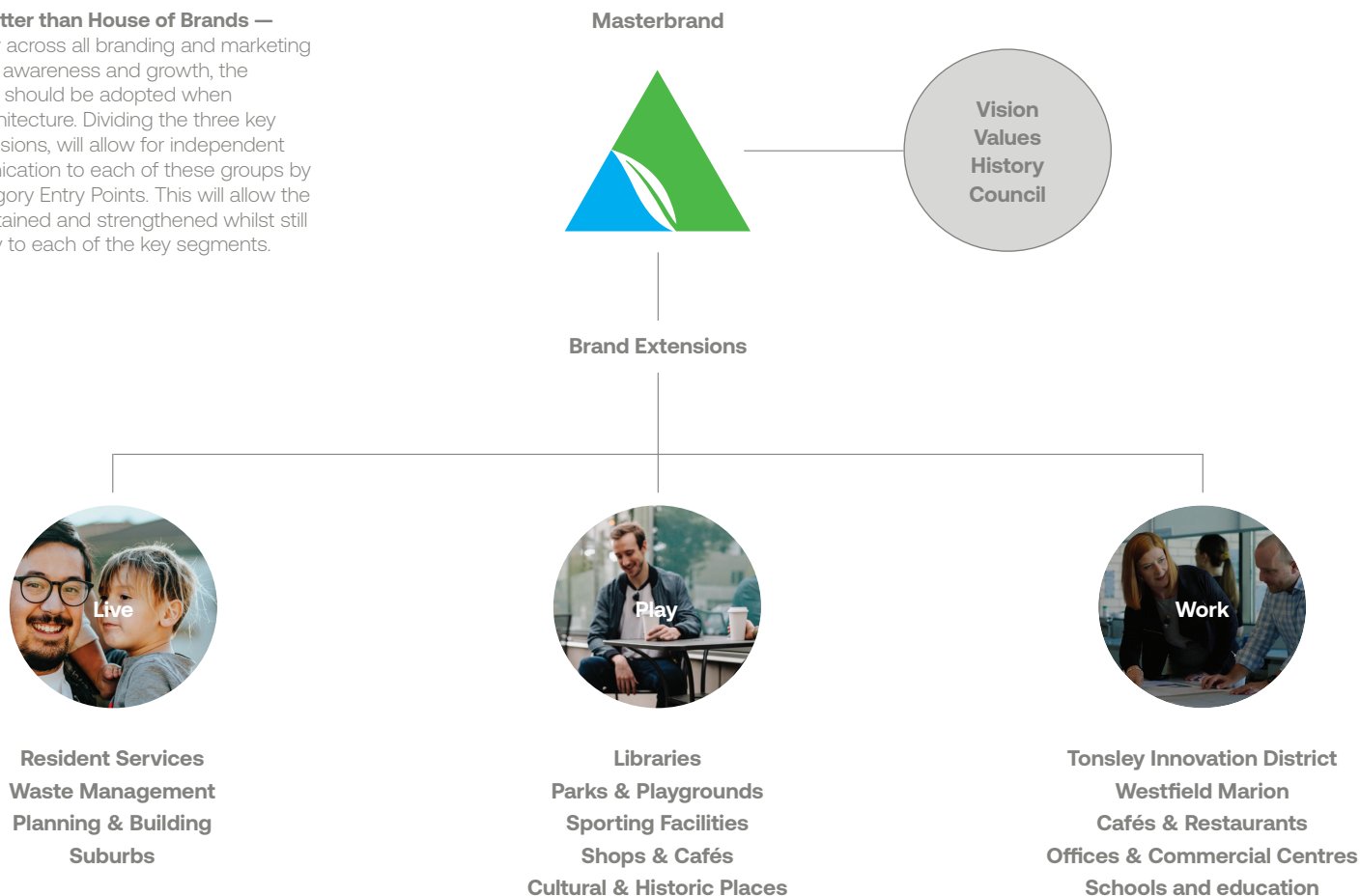
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## 3.1 — Brand Architecture

### Branded House is Better than House of Brands —

To ensure consistency across all branding and marketing in order to drive brand awareness and growth, the branded house model should be adopted when considering brand architecture. Dividing the three key areas into brand extensions, will allow for independent and targeted communication to each of these groups by way of adopting Category Entry Points. This will allow the master brand to be retained and strengthened whilst still communicating clearly to each of the key segments.

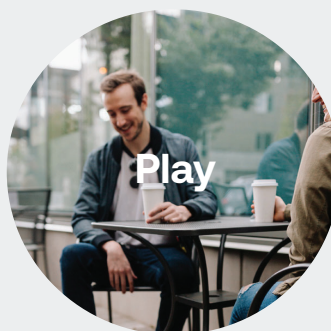


## 3.2 — Brand Pillars

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**Pride**  
**Inclusive**  
**Enjoyable**  
**Enthusiastic**  
**Diverse**  
**Safe**



**Lively**  
**Exciting**  
**Welcoming**  
**Urban**  
**Relaxing**  
**Nature**



**World class**  
**Innovative**  
**Progressive**  
**Distinct**  
**Supported**  
**Connected**

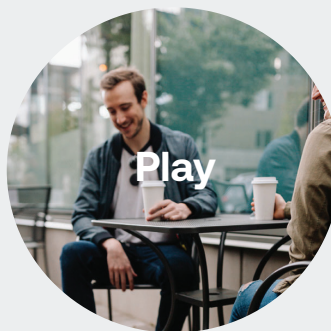
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## 3.3 — Value Drivers

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- Facilities, parks and playgrounds
- Retail and entertainment
- Proximity to coast
- Connected and accessible
- Customer service and experience



- Libraries & Public Facilities
- Parks and playgrounds
- Sporting facilities
- Westfield Marion
- Retail & entertainment
- Coastal walkway
- Cultural centres



- Tonsley Innovation District
- Westfield Marion Precinct
- Grants, events and programs
- Connected and accessible
- Thriving Community

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### 3.4 — Value Statement

SB

**From the foothills to the coast, the City of Marion's reach boasts one of the largest in South Australia. Bringing together a diverse and vibrant mix of people and cultures, thriving and innovative businesses and millions of visitors every year — our city is like no other.**

**Lively and energetic, innovative and progressive, relaxing and welcoming, thriving and growing. Life can be lived here, life can be enjoyed here, life can thrive here.**

### 3.5 — Tagline / Option 01

SB

**City of Marion**  
**A great place to live**  
**[work/play]**

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### 3.5 — Tagline / Option 02

SB

**City of Marion**  
**A place to thrive**

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### 3.5 — Tagline / Option 02

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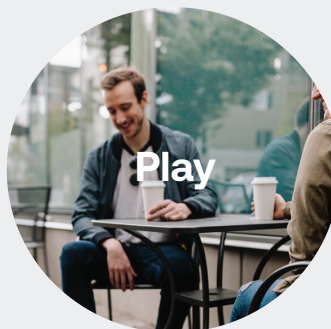
City of Marion  
...?

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## 3.6 — Category Entry Points



- I need to pay council rates
- I need to register my pet
- I want to renovate or build a house
- I want to know how my rates are being spent
- I need to find information relating to waste management
- I want to find things to do or places to visit



- I want to take my kids to a park or playground
- I want to join a sporting club with good facilities
- I want to go shopping
- I want to get some lunch or dinner
- I want to go for a walk along the coast with my family
- I want to go swimming



- I need to find a location for my business that is central and accessible
- I want to be a part of a thriving business community
- I want to work close to where I live
- I want to work close to other facilities
- I need a place to study that is close to home

### 3.7 — Mood Board Live

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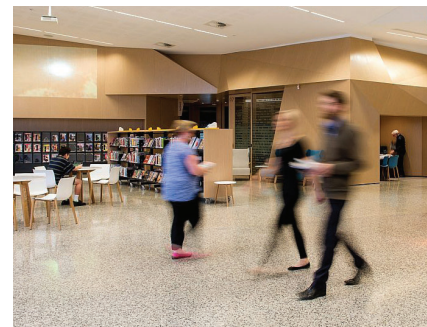
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### 3.7 — Mood Board Play

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### 3.7 — Mood Board Work

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# Thank you —

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## 11.4 Code of Practice - Access to Meetings and Documents

<b>Report Reference</b>	GC230314R11.4
<b>Originating Officer</b>	Unit Manager Governance and Council Support – Victoria Moritz
<b>Corporate Manager</b>	Manager Office of the Chief Executive - Kate McKenzie
<b>General Manager</b>	Chief Executive Officer - Tony Harrison

### REPORT OBJECTIVE

The purpose of this report is to present the draft Code of Practice, Access to Meetings and Document (**attachment 1**) and seek feedback from Council prior to commencing public consultation.

### EXECUTIVE SUMMARY

Pursuant to Section 92 of the *Local Government Act 1999* (the Act), the Council is required to have a Code of Practice for Access to Council Meetings and Documents (the Code). The objective of the Code is to clearly document how the Council will deal with public access to its meetings and associated documents and in what circumstances the public access will be restricted.

### RECOMMENDATION

**That Council:**

- 1. Endorses the proposed Code of Practice – Access to Meetings and Documents (Attachment 1) for the purposes of public consultation;**
- 2. Notes public consultation commences on 20 March 2023 and concludes 10 April 2023, in accordance with Council’s Community Consultation Policy and the legislative requirement of a minimum 21 days public consultation.**
- 3. A report be presented to the General Council meeting to be held on 9 May 2023 that includes;**
  - a. Details of any submissions received during the public consultation period regarding the Code of Practice – Access to Meetings and Documents;**
  - b. A final proposed Code of Practice for Council to consider and adopt.**

### DISCUSSION

The City of Marion is committed to open and transparent decision making, however, it recognises that in certain circumstances, it may be necessary, to restrict public access to discussions and documentation. Section 92 of the Act requires Council to prepare and adopt a Code to address how the Council will deal with public access to its meetings and associated documents.

The Code must relate to the principles, policies, procedures and practices that apply to Council as outlined in Section 90 (meetings in public places) and 91 (minutes and release of documents) of the Act. The objectives of the Code are to:

- Provide information to the community regarding access to Council Meetings and documentation;
- Summarise the legal position relating to public access to the Council Meetings and documents; and
- Outline to the community for what purpose and on what basis the Council may apply the



provisions of Sections 90 and 91 of the Act.

The current Code was last reviewed in December 2021 and included amendments resulting from the Statutes Amendment (Local Government Review) Act. The Code should be reviewed within 12 months of each election. A thorough review was undertaken to ensure any changes resulting from the Local Government Reform had been captured with minor amendments included.

Section 92(5) of the Act states “before a Council adopts, alters or substitutes a Code of Practice, it must;

- a) Undertake public consultation on the proposed code, alterations or substitute code (as the case may be); and
- b) Follow the relevant steps set out in its public consultation policy.

The City of Marion Community Consultation Policy and legislative provisions require that at a minimum, the following steps are taken;

- Advise communities and stakeholder groups of the issues on which Council is consulting by:
  - publishing a notice in a newspaper circulating within the area of the Council and on Council’s website;
  - describing the matter under consideration; and
  - inviting interested persons to make submissions within a period stated in the notice (being at least 21 days); and
- Make a summary of the matter under consideration (or any specific document required by the Act) available for inspection and purchase at Council’s principal office and for inspection on Council’s website.
- Consider any submissions made in response to the invitation set out in the notice described above.
- Undertake any other such steps required by the Act.

The following timetable is proposed to accommodate the requirements within the Act and the consultation process;

- 14 March 2023 General Council – Council to consider and endorse the Code for the purposes of Community consultation;
- 20 March 2023 – 10 April 2023 Community consultation period
- 20 March 2023 (week commencing) – Notice to appear in newspaper
- 9 May 2023 General Council – Submissions and community consultation outcomes presented to Council to consider and final code presented for adoption.

The Code of Practice provides guidelines as to how the Council will manage public access to its meetings and associated documents. The Code articulates the provisions for when the Council may decide to move into confidence and how they will achieve this. The Code is a statutory requirement and has been drafted on the principles of open and transparent decision making.

## **ATTACHMENTS**

1. Code of Practice Access to Council Meetings and Documents March 2023 [**11.4.1** - 11 pages]



# Code of Practice – Access to Council Meetings and Documents



## 1. RATIONALE

Council must prepare and adopt a Code of Practice, in accordance with Part 5 of the Local Government Act 1999 (the Act), that relates to the principles, policies, procedures and practices that the Council will apply for the purpose of the operation of Part 3 and Part 4 of the Act.

## 2. POLICY STATEMENT

- 2.1 The City of Marion is committed to the principles of honest, open and accountable government and encourages community participation in the business of Council.
- 2.2 In fulfilling the role of an effective Council that is responsive to the needs of the community and which operates within the legal framework (prescribed by the Act), the City of Marion supports the principle that procedures to be observed at a Council or Committee meeting should contribute to transparent and informed decision making and encourage appropriate community participation in the business of Council. However, the City of Marion also recognises that on a limited number of occasions it may be necessary in the broader community interest to restrict public access to discussion or documents.

## 3. OBJECTIVES

This Code of Practice sets out the policy framework for access to meetings and documents and provides guidance as to the application of provisions in the Act to restrict public access to meetings and/or documents.

### 3.1 The Code of Practice aims to;

- Provide the community with information on access to Council and Council Committee meetings and the documents of those meetings;
- Summarise the legal position relating to public access to the Council and Council Committee meetings, agendas, documents and minutes of meetings; and
- Outline to the community for what purpose and on what basis the Council may apply the provisions of the Act to restrict public access to Council and Council Committee meetings or documents and minutes.

## 4. POLICY SCOPE AND IMPLEMENTATION

- 4.1 This Code of Practice applies to Council and Council Committees and the associated agenda, minutes and attachments that relate to those meetings;
- 4.2 The Code of Practice does not apply to the Council Assessment Panel (CAP) as the requirements of the CAP are defined within the Development Assessment Act 1993;

Policy Ref/Security Classification:

Category: Public / Legislative

Owner: Manager Office of the CEO

Authorisation Date: ~~14 December 2021~~ 14 March 2023

Review Date: 2023 March 2027

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City of Marion

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# Code of Practice – Access to Council Meetings and Documents



- 4.3 In accordance with section 132(1) of the Local Government Act, council must now ensure that the code of practice—procedures at meetings (included in schedule 5) is published on a website determined by the CEO and, on request, provide a person with a printed copy of the code (on payment of a fixed fee (if any)).
- 4.4 Where the Freedom of Information Act 1991 (FOI Act) provides for access to Council's administrative documents which are not normally available to the public, then those documents are not included in the scope of this Code. Access to the Agenda for Meetings

## 5. Access to the Agenda for Meetings

- 5.1 In accordance with the Act, the Chief Executive Officer (CEO) must give written notice of an ordinary meeting to all the Council or Committee Members, setting out the date, time and place of the meeting at least three clear days before the meeting.
- 5.2 The notice contains or is accompanied by the agenda for the meeting and a list of the items of business, plus any documents and reports relating to these matters (with the exception of any matters that might be potentially subject to the making of an order of confidentiality).
- 5.3 The notice is placed on public display at the principal office of the Council, and the notice and agenda are available via Council's website: [www.marion.sa.gov.au](http://www.marion.sa.gov.au), at the same time as they are forwarded to the Council members. A printed copy may be made available upon request on payment of a fee (if any) fixed by the council. Further copies are made available to the public at the meeting of the Council or Council Committee.
- 5.4 Documents and reports (including attachments and any information or material referred to in the documents or reports) supplied to the council or a council committee that are able to be supplied to members of the public must also be made available to the public.

Note: - these provisions apply to the Council and Council Committee meetings that have as part of their responsibility some regulatory activities and those other committees to which the Council has determined these procedures will apply. Where a committee is not performing a regulatory activity these procedures may be varied, eg; notice may be given in a form decided by the committee, and need not be given for each meeting separately. Public notice may be given at a place determined by the CEO taking into account the nature and purpose of the Council Committee [Part 3 of the Local Government (Procedures at Meetings) Regulations 2000].

- 5.5 Distribution of agenda papers to members of the Council, or members of a Council Committee, may contain items of business (including reports or documents) that include a recommendation from the CEO that a document or report on a particular matter may be considered in confidence to the exclusion of the public. Where this occurs, the CEO will identify the legislative ground(s) upon which the Council or Council Committee members can determine whether a confidentiality order is to be made.
- 5.6 If, upon consideration of the grounds under Section 90(3), the Council or Council Committee members do not make an order of confidentiality for an item that the CEO has recommended to

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be considered in confidence, then a copy of the document will be made available to the public. Council will publish information about information and briefing sessions in accordance with Regulation 8AB of the Local Government (General) Regulations 2013. Absent a specific decision of the Council or Chief Executive Officer to the contrary, documents presented to information or briefing sessions are not publicly available and documents presented to information or briefing sessions that are closed to the public are confidential.

## 6. Public Access to Meetings

6.1 Council (and Council Committee) meetings are open to the public and attendance is encouraged and welcomed. Meeting schedules are made available for public viewing on the website.

4.16.2 ~~The capacity of the Council Chambers Gallery is a maximum of 30 persons seated. Entry into the Chamber will be managed to ensure we stay within this limit. The proceedings will not be broadcast outside of the Chambers. Participants may register their attendance at a meeting via the Council Meeting page on the City of Marion website. A copy of the minutes and audio of the Council Meeting is available on the City of Marion website by 5pm on the Friday following the meeting~~

4.26.3 There are times where Council (or Council Committee) considers it necessary to exclude the public from the discussion of a particular matter. In these circumstances, Council (or Council Committee) will do so in accordance with Section 90(3) of the Act which outlines the circumstances when a meeting can be closed to consider a matter in confidence.

4.36.4 The public will only be excluded when the need for confidentiality outweighs the principle of open decision making, and that will be determined on a case-by-case basis, upon satisfying one or more of the grounds under Section 90(3) of the Act.

4.46.5 In accordance with section 90 of the Act, it is not unlawful for Members of Council, Council Committee members and staff to participate in Information or Briefing Sessions. Information Sessions, where appropriate, provide a valuable opportunity to enhance the decision-making process by providing opportunities for Council Members to become better informed on issues and seek further clarification.

6.6 Information sessions are to be used solely for the purpose of generating ideas, sharing information and seeking further information and must not deal with a matter in a way that obtains or effectively obtains, a decision on a matter outside of a formally constituted council or council committee meeting.

~~1.5 Information or Briefing Sessions will be in compliance with Council's 'Information Sessions Policy'~~

## 7. Information and briefing sessions

6.47.1 ~~Council or the CEO are permitted to facilitate an 'information or briefing session' where more than one member of the Council or Council Committee is invited.~~

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6.27.2 A matter must not be dealt with at an information or briefing session in such a way so as to obtain, or effectively obtain, a decision outside of a formally constituted meeting of the Council or Committee.

6.37.3 An information or briefing session on a matter that will be included on a council agenda must be open to the public. However, the Council or the CEO may order that the information or briefing session be closed to the public if the matter listed for discussion falls within the confidentiality provisions listed in Section 90(3) of the Local Government Act.

7.4 Whether or not an information or briefing session has been open to the public, the following information must be published as soon as practicable after the holding of the session:

- The place, date and time of the session;
- The matter discussed at the session; and
- Whether or not the session was open to the public

## 7.8. Matters Considered in Confidence at Council and Committee Meetings

7.48.1 Before a meeting order that the public be excluded to enable the receipt, discussion and/or consideration of a particular matter, the meeting must, in public, formally determine that this is necessary and appropriate to do so, and then pass a resolution to exclude the public while dealing with that particular matter. If this occurs, everyone, except those persons permitted to stay by express inclusion in the resolution of Council (or Council Committee), must leave the room. Once Council, or Council Committee, has made the order it is an offence for a person, knowing that an order is in force, to enter or remain in a room in which such a meeting is being held.

7.28.2 Once discussion on a particular matter, including the making of a resolution made under Section 91(7) (if required) has concluded, the order to exclude the public lapses and the public are then permitted to re-enter the meeting. If there is a second or subsequent matter on the agenda to be considered in confidence it will be necessary for the Council or Council Committee to again undertake the formal determination process, and where satisfied resolve to exclude the public in the manner described above.

7.38.3 Council, or the Council Committee, can, by inclusion within the resolution, permit a particular person or persons to remain in the meeting. An example would be allowing a ratepayer who is suffering personal hardship to remain in the meeting when their circumstances concerning the payment of rates is being discussed.

7.48.4 When determining the order of matters on the agenda, Council or the Council Committee, will take into consideration the convenience of the public and the complexity of the matter to determine appropriate order.

7.58.5 In accordance with Section 90(3) of the Act, Council, or a Council Committee may order that the public be excluded in the following circumstances:

- information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

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- information the disclosure of which –
  - i. could reasonably be expected to confer a commercial advantage on a person with whom Council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
  - ii. would on balance, be contrary to the public interest;
- information the disclosure of which would reveal a trade secret;
- 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;
- matters affecting the security of Council, members or employees of Council, or Council property, or the safety of any person;
- information the disclosure of which could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial;
- matters that must be considered in confidence in order to ensure that Council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;
- legal advice;
- information relating to actual litigation, or litigation that the Council or Council Committee believes on reasonable grounds will take place, involving the Council or an employee of the Council;
- information the disclosure of which –
  - i. would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by Council); and
  - ii. would, on balance, be contrary to the public interest;
- tenders for the supply of goods, the provision of services or the carrying out of works;
- information relating to a proposed amendment to a Development Plan under the

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Development Act 1993 before a Plan Amendment Report relating to the amendment is released for public consultation under that Act;

- Information relevant to the review of a determination of Council under the Freedom of Information Act 1991.
- Information relating to a proposed award recipient before the presentation of the award.

~~7.68.6~~ Where Council, or a Council Committee, is considering making an order that the public be excluded on one or more of the grounds above it is not a relevant consideration that discussion of the matter in public may:

- cause embarrassment to the Council or the Council Committee concerned, or to members or employees of the Council;
- cause a loss of confidence in the Council or the Council Committee;
- involve discussion of a matter that is controversial within the council area; or
- make the council susceptible to adverse criticism.

~~7.78.7~~ If a decision to exclude the public is taken, Council or the Council Committee will include details in the resolution of the making of the order and the grounds on which it was made and application of those grounds to the present matter without disclosing the issues giving rise to the confidentiality. Minutes of a meeting of Council or a Council Committee are publicly available within five days after the meeting. If the matter to be discussed at an information session will or is intended to be on the agenda for a formal council or committee meeting, the information session must be open to the public.

~~7.8 The CEO can order that an information session be closed to the public in accordance with s90A(3) where the CEO considers it necessary or appropriate to close the session to the public in order to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Local Government Act.~~

~~7.9 If an order is made to close a session to the public, the order will be made in writing pursuant to section 90A(4) and published on the relevant item at the time the agenda or related information is distributed to Council Members and prescribed information published in accordance with legislative requirements.~~

## ~~8.9.~~ **Process to Exclude the Public and Consider a Matter in Confidence**

~~8.49.1~~ Confidentiality provisions will only be utilised after careful consideration and when considered proper and necessary;

~~8.29.2~~ The grounds on which an order to exclude the public is made will be conveyed to the public at the time of the order being made and will be included in the minutes of the meeting which are available to the public within 5 days of the meeting;

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**8-39.3** Once discussion of the matter is concluded, the meeting will then consider if it is necessary to make an order that any report or other document or the minutes associated with the confidential agenda item remains confidential. In determining this, the meeting shall have regard to the provisions of Section 91 and in particular Section 91(8) which details when Council or a Council Committee must not order that a document in whole or in part remain confidential;

**8-49.4** If a meeting determines that it is proper and necessary to keep a report or documentation

**8-59.5** confidential, then it must evidence this by resolution. Where Council or a Council Committee resolves to retain information as confidential Council or the Council Committee will specify the duration of the order or the circumstances in which the order will cease to apply or a period after which the order will be reviewed. In each case the review period must not be for a period longer than 12 months, in accordance with the Act.

**8-69.6** Once discussion of the matter is concluded (and the public have returned to the meeting room), the decision of the meeting in relation to the matter will be made publicly known unless the Council has resolved to order that some information and all relevant decisions remain confidential, (eg the price to which the Council is prepared to bid for land yet to be auctioned).

**8-79.7** Details relating to any order to keep information and/or discussion on the item confidential in accordance with Section 91(7) of the Local Government Act are also to be made known. When making a confidentiality order the meeting must specify the duration of the order or the circumstances in which the order will cease to apply, or a period after which the order must be reviewed, that period being no longer than 12 months. This along with the making of the order and the grounds on which it was made, is also recorded in the minutes.

**8-89.8** In all cases the objective is that the information be made publicly available at the earliest possible opportunity.

**8-99.9** Where a person provides information to Council or a Council Committee for consideration and requests that it be kept confidential Council is not able to consider this request unless the matter falls within one of the grounds under Section 90(3) of the Act. If this is the case, Council will then be in a position to consider the request on its relative merits.

## **9-10. Review of Confidential Orders**

A confidentiality order made under section 91(7) of the Act must specify the duration of the order or the circumstances in which the order will cease to apply, or a period after which the order must be reviewed. In any event, any order that operates for a period exceeding 12 months must be reviewed at least once in every year.

An order will lapse if the time or event specified has been reached or carried out. There is no need for the Council to resolve for the confidential order to be lifted. Once the order has lapsed, the minutes and/or documents automatically become public.

Orders that exceed 12 months must be reviewed annually and the Council must assess whether the grounds for non-disclosure are still relevant and, if so, provide the relevant grounds and reasons for the minutes and/or documents remaining confidential. The conduct of the annual review can be

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delegated to the Chief Executive office and sub-delegated to an employee of the Council if appropriate. If there are any items that require a fresh confidentiality order because the original order is about to expire, then the reviewer will prepare a report to Council making recommendations with respect to each item to be retained in confidence. Each item must then be addressed separately and assessed against section 90(3) and section 91(7) of the Act. While a Council may delegate the power to undertake an annual review, the Council cannot delegate the power to apply sections 90(3) and 91(7) of the Act.

A Council may resolve to exclude the public from a meeting to discuss and undertake consideration of the recommendations arising from the annual review in confidence, subject to the application of the relevant ground under section 90(3) of the Act. Section 90(3) of the Act must be applied separately to each item and not en bloc.

If there is no longer any need for the confidentiality order then the Council or Council Committee may delegate to an employee of the Council the power to revoke an order made in accordance with section 91(7) of the Act. The Council or Council Committee may also include in the resolution whether any delegation is given to an employee to revoke the order and if relevant, any conditions associated with the delegation.

## 11. Accountability and reporting to the Community

11.1 Consistent with the principle of accountability to the community, a report on the use of sections 90(2) and 91(7) by the Council and Council committees must be included in the annual report of a Council as required by Schedule 4 of the Local Government Act. The report should include the following information, separately identified for both Council and Council committees:

- Total number of orders made under sections 90(2) and 90(3) and 91(7) in the relevant year;
- The date and subject of each order made under sections 90(2) and 90(3) and 91(7) in the relevant financial year;
- In relation to each ground specified in section 90(3), the number of times in the relevant financial year that an order was made under section 90(2) and 90(3) for each ground;
- The number of orders made under section 91(7) that expired, ceased to apply or were revoked during the relevant financial year and the date and subject of each such order; and
- The number of orders made under section 91(7) since 15 November 2010 that remained operative at the end of the financial year.

## 10.12. Public Access to Documents

The Local Government Act requires Councils to make available a large number of documents available as set out in Schedule 5 of the Act. These Various documents are made publicly available in electronic form via the City of Marion website and a printed copy can be made available (on payment of a fee (if any) fixed by the Council (see Council's fees and charges register for any relevant fee).

The Council or the Council Committee will only order that a document associated with a discussion from which the public are excluded is to remain confidential if it is considered proper and necessary

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in the broader community interest.

The Council or the Council Committee can only resolve to keep minutes and/or documents confidential under section 91(7) if they were considered in confidence pursuant to sections 90(2) and 90(3).

Where keeping a document confidential is considered proper and necessary, a resolution to this effect is required which shall include:

- the grounds for confidentiality; and
- the duration of the order or the circumstances in which the order will cease to apply, or a period after which the order must be reviewed – if the order has a duration of more than 12 months, the order must be reviewed at least once in every year;
- (if applicable) whether the power to revoke the order will be delegated to an employee of the Council. [s.91(9)]

Public agendas and minutes of meetings must be made available on the Council's website within five days of the meeting. The Minutes and audio will be published on the City of Marion Website by 5pm on the Friday following the meeting.-

Requests to access Council and Council Committee documents that are not otherwise publicly available can be made under the *Freedom of Information Act 1991*. Inquiries in relation to the process for seeking access to documents held by Council should be directed to Council's accredited Freedom of Information Officer.

## **~~11. Accountability and Reporting to the Community~~**

~~11.1 To support Council's commitment to the principle of accountability to the community, Council will report, on an annual basis, in relation to its use of the confidentiality provisions. Council will report on the following information in its Annual Report:-~~

- ~~i. the number of occasions Council or a Council Committee resolved to exclude the public; and~~
- ~~ii. the relevant provisions within section 90 (3) of the Act that were utilised to exclude the public.~~

## **~~12.13. Review of Council Decisions~~**

~~12.13.1~~ The Act provides that Council is required to establish procedures for the review of a decision in relation to the operation of:

- Council or a Council Committee
- An employee of the Council

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- Other persons acting on behalf of the Council.

12.213.2 Where a person is aggrieved about a decision under Section 90 of the Act to restrict public access to either a meeting or a document, they may apply for consideration under the Review of Decisions procedure that has been established in accordance with section 270 of the Act.

## 13.14. Availability of the Code

13.114.1 A copy of the Code will be made available on the Council Website ([www.marion.sa.gov.au](http://www.marion.sa.gov.au)) and a printed copy can be made available (on payment of a fee (if any) fixed by the Council.

13.214.2 Further enquiries about the Code should be directed to the Manager Office of the CEO or by telephoning Council on 8375 6600.

## 14.15. Review Process

14.115.1 The Act requires that the code be reviewed within 12 months of a periodic election (i.e. every 4 years). Council has the right to review this code at any time.

14.215.2 Before a Council adopts, alters or substitutes the Code it must;

- Undertake public consultation on the proposed code, alterations or substitute code (as the case may be)

## 15.16. DEFINITIONS

<u>Term</u>	<u>Definition</u>
<u>Agenda</u>	<u>A list of items of business to be considered at a meeting.</u>
<u>Clear Days</u>	<u>The time between the giving of the notice and the meeting is determined excluding the day on which the notice is given and the day of the meeting eg; notice is given on a Thursday for a following Monday meeting, the clear days being Friday, Saturday and Sunday.</u>
<u>Council Committee</u>	<u>A committee of Council established under section 41 of the Local Government Act 1999 or any other Committee established under the Act, including any subcommittee.</u>
<u>Deputation</u>	<u>a person or group of persons who wishes to appear personally before the Council or Council Committee in order to address the Council or Committee on a particular matter.</u>

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<u>Term</u>	<u>Definition</u>
<u>Minutes</u>	<u>a record of the items discussed and the resolutions made of a meeting of Council or Council Committee.</u>
<u>Personal Affairs</u>	<u>being a person's financial affairs, criminal records, marital or other personal relationships, personal qualities, attributes or health status, or that person's employment records, employment performance or suitability for a particular position or other personnel matters relating to the person but does not include the personal affairs of a body corporate.</u>
<u>The Act</u>	<u>Local Government Act 1999</u>

## 46.17. REVIEW AND EVALUATION

Review due July ~~2027~~2023.

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## 11.5 Code of Practice - Procedures at Meetings

Report Reference	GC230314R11.5
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

### REPORT OBJECTIVE

The purpose of this report is for Council to review and adopt the proposed *Code of Practice – Procedures at Meetings* (Attachment 1).

### EXECUTIVE SUMMARY

Section 86(8) of the *Local Government Act 1999* (The Act), prescribes the procedures at meetings at a high level. Section 86(8) states:

Subject to this Act, the procedures to be observed at a meeting of a Council will be:

- a) as prescribed by regulation;
- b) insofar as the procedure is not prescribed by regulation, as determined by the Council.

The relevant regulations are the *Local Government (Procedures at Meetings) Regulations 2013* (the Regulations). If Council determines to establish its own practices in certain matters, Council must prepare a Code of Practice or Policy.

Pursuant to Section 6(1) of the Regulations, if Council establishes its own procedures it must be supported by resolution of **(at least two-thirds of the members of the whole Council as a whole (9 members when rounding up to a whole number))**.

The current *Code of Practice, Procedures at Meetings* was adopted by Council on 14 December 2021 and included amendments resulting from the *Statutes Amendment (Local Government Review) Act 2021*. As required by the Regulations, this Code of Practice is required to be reviewed once every financial year.

### RECOMMENDATION

That Council:

1. **Adopts the amended ‘Code of Practice – Procedures at Meetings’ provided at Attachment 1 to this report, subject to the inclusion of the following changes:**

•

### DISCUSSION

The Regulations allow for a Council to adopt a Code of Practice or Policy to vary procedures at meetings. The common practice is to adopt a Code of Practice as it can be a useful document that provides greater clarity (to both Council Members and the public) in relation to the procedures used at General Council and Council Committee meetings. This allows Council to have a degree of flexibility in meeting procedures.

Section 4 of the Regulations provides guiding principles that should be applied with respect to the

procedures to be observed at formal meetings as follows:

- Procedures should be fair and contribute to open, transparent and informed decision making;
- Procedures should encourage appropriate community participation in the affairs of the council;
- Procedures should reflect levels of formality appropriate to the nature and scope of responsibilities exercised at the meeting;
- Procedures should be sufficiently certain to give the community and decision makers confidence in the deliberations undertaken at the meeting.

This Code has been reviewed and updated with Council Member feedback received. A thorough review was also undertaken to ensure any changes resulting from the Local Government Reform had been captured with minor amendments included.

It should be noted that in section 4.5 the meeting procedures are currently stating that members are permitted two (2) questions per item. This was amended on feedback from Members. However, Council may consider a short suspension of meeting procedures to allow for informal discussion regarding if the the number of questions should be reduced to two (2) or remain at three (3).

Should Council endorse the revised Code, all Council Members will be provided with a copy of the document, which will also be published on Council's website to enable public access.

The regulations require that the Code of Practice be reviewed once per financial year and hence, the next review will be undertaken during the 2023/24 financial year.

## **ATTACHMENTS**

1. Council Member Code of Practice Procedures at Council Meetings March 2023 [**11.5.1** - 23 pages]

# Council Member Code of Practice – Procedures at Council Meetings



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# Council Member Code of Practice – Procedures at Council Meetings



## RATIONALE

The role of a council is to manage its local area by acting as an informed representative and responsible decision-maker in the best interests of its community. Council can only make decisions and act through a majority vote of the Council (or Committee). The effectiveness of Council Meetings directly contributes towards accountability to the community.

Council meeting procedures are largely determined by the *Local Government (Procedures at Meetings) Regulations 2013* (the Regulations). In addition to the requirements of the Regulations, this Code of Practice identifies a number of discretionary procedures adopted by Council for Council meetings.

## POLICY STATEMENT

Procedures at Council meetings are regulated by the *Local Government (Procedures at Meetings) Regulations 2013*. In accordance with these Regulations, Council is able to set discretionary procedures pursuant to Regulation 6. This Code of Practice is made pursuant to this Regulation and has been passed by a two thirds majority of Council Members.

The provisions set out in this Code of Practice reflect the provisions of the Regulations (including numbering) except where Council has utilised its discretionary powers. Regulations that have been varied by Council under these powers are highlighted in **bold** in this document.

## OBJECTIVES

### Guiding Principles

Council's approach to the conduct of its meetings adopts the **Guiding Principles** contained within the *Local Government (Procedures at Meetings) Regulations 2013* which state:

- Procedures should be fair and contribute to open, transparent and informed decision making;
- Procedures should encourage appropriate community participation in the affairs of the council;
- Procedures should reflect levels of formality appropriate to the nature and scope of responsibilities exercised at the meeting;
- Procedures should be sufficiently certain to give the community and decision-makers confidence in the deliberations undertaken at the meeting.

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## PROCEDURES AT COUNCIL MEETINGS

### 1. City of Marion General Procedures

#### 1.1 Council Meeting Close Time

Where Council meetings continue to 9.30pm, unless there is a specific motion adopted at the meeting to continue beyond this time, the meeting will cease with remaining items to be rescheduled to appropriate date and time. ~~be adjourned to a date and time specified as part of the motion.~~

#### 1.2 Publication of Council Agenda

Council meeting Agendas will be uploaded to Council's website at least three clear days before the meeting and a copy can be requested (on a payment of a fee 'if any' fixed by the council).

#### 1.3 Late Items (Reports)

Late items (reports) listed on a circulated Agenda will be emailed and/or delivered to members prior to the scheduled meeting. Late reports will only occur where information has not been provided in time for the delivery of the Agenda and where an urgent Council decision is required.

#### 1.4 Council Member Verbal Communications

Council Member has the right to speak for up to two minutes in the second meeting of Council every second month from February (with the exception of caretaker period).

#### 1.5 Council Committee Reporting Obligations

Council Committees will report to Council in the form of the minutes from each committee meeting. The minutes will be received and noted. Any matters discussed by the Committee where a Council resolution is required is to be considered as separate resolutions to the receiving and noting of the Committee minutes.

#### 1.6 Moving Items "En Bloc"

Items listed on the Agenda for Council consideration may be "moved en bloc".

#### 1.7 Confidential Items (Section 90(2) *Local Government Act 1999*)

Any item that has been identified as potentially confidential may include a report from the CEO that identifies the reason why the report should be discussed with the exclusion of the public. Any recommendation to consider an item in confidence will be presented to Council or Committee in accordance with the requirements under the Act.



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The Council or Committee will consider the recommendation of the CEO and determine whether the matter will be considered in confidence. This section should be read in conjunction with Council's Code of Practice – Access to Council and Committee Meeting Documents, which outlines how Council or Committee may apply the confidential provisions of the Act and restrict public access to the specific matter under consideration (and any associated documents).

A motion to move into confidence will not be considered a procedural motion and debate may occur on the motion to allow for sufficient consideration and a determination to be made which satisfies the clauses of the Act.

## 2. Commencement of Meetings and Quorums

### Regulation 7

A meeting will commence as soon after the time specified in the notice of meeting as a quorum is present.

- 2.1 If the number of apologies received by the Chief Executive Officer indicates that a quorum will not be present at a meeting, the Chief Executive Officer may adjourn the meeting to a specified day and time.
- 2.2 If at the expiration of 30 minutes from the time specified in the notice of meeting as the time of commencement a quorum is not present, the presiding member or, in the absence of a presiding member, the Chief Executive Officer, will adjourn the meeting to a specified day and time.
- 2.3 If a meeting is adjourned for want of a quorum, the Chief Executive Officer will record in the minute book the reason for the adjournment, the names of any members present, and the date and time to which the meeting is adjourned.
- 2.4 council members who are suspended from office and those granted a leave of absence under section 55A are not to be counted in the total number of members of the council when calculating the prescribed number of council members that constitutes a quorum.
- 2.5 If a meeting is adjourned to another day, the Chief Executive Officer must-
  - (a) give notice of the adjourned meeting to each member setting out the date, time and place of the meeting; and
  - (b) give notice of the adjourned meeting to the public by causing a notice setting out the date, time and place of the meeting to be placed on display at the principal office of the council.

## 3. Minutes

### Regulation 8

- 3.1 The minutes of the proceedings at a meeting must be submitted for confirmation at the next meeting or, if that is omitted, at a subsequent meeting.

# Council Member Code of Practice – Procedures at Council Meetings



- 3.2 No discussion on the minutes may occur before confirmation, except as to the accuracy of the minutes as a record of proceedings.
- 3.3 On the confirmation of the minutes, the presiding member will-
- (a) initial each page of the minutes, which pages are to be consecutively numbered; and
  - (b) place his or her signature and the date of confirmation at the foot of the last page of the minutes.
- 3.4 The minutes of the proceedings of a meeting must include-
- (a) The names of the members present at the meeting; and
  - (b) (ab) The name of any member who is not present because the member is suspended or taken to have been granted leave of absence from the office of member of the council; and
  - (c) (b) in relation to each member present -
    - i. the time at which the person entered or left the meeting; and
    - ii. unless the person is present for the whole meeting, the point in the proceedings at which the person entered or left the meeting; and
    - iii. if, during the meeting, the member is excluded under section 86(6b) of the Act (Council member behaviour), a statement that the member was excluded and the period for which the member was excluded; and
  - (d) (c) each motion or amendment, and the names of the mover and seconder; and
  - (e) (d) any variation, alteration or withdrawal of a motion or amendment; and
  - (f) (e) whether a motion or amendment is carried or lost; and
  - (g) (f) any disclosure of interest made by a member; and
  - (h) (g) an account of any personal explanation given by a member; and
  - (i) (h) details of the making of an order under subsection (2) of section 90 of the Act (see subsection (7) of that section); and
  - (j) (i) a note of the making of an order under subsection (7) of section 91 of the Act in accordance with the requirements of subsection (9) of that section; and
  - (k) (j) details of any adjournment of business; and
  - (l) (k) a record of any request for documents to be tabled at the meeting; and

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~~(m)~~(l) a record of any documents tabled at the meeting; and

~~(n)~~(m) a description of any oral briefing given to the meeting on a matter of council business; and

~~(e)~~(n) any other matter required to be included in the minutes by or under the Act or any regulation including:

- i. a question on notice asked by a Council Member of which seven clear days notice has been given together with the reply provided (refer also to Clause 4.2(b) of this Code of Practice).
- ii. if resolved by Council Members present at the meeting at which the question is asked, details of a question without notice together with the reply provided (refer also to Clause 4.5 of this Code of Practice).
- iii. In the event that a division is called by a member, the names of members who voted in the affirmative and the names of the members who voted in the negative (in addition to the result of the vote) (refer also to Clause 12.4 of this Code of Practice)

## 3.5 The minutes of relevant Council meetings will also include:

(a) **Council Member communication reports to the following extent:**

i. **The Mayor's, Deputy Mayor's and Council Member reports (only the subject matter) where those reports have been provided in writing to the minute taker by 12 noon on the Wednesday next following the meeting.**

ii. **Types of activities to be included in reports are those attended by Council Members in their Representative or Civic capacity only. Examples include:**

- Civic activities (e.g. citizenship ceremonies)
- Meetings with external bodies attended as Council Liaison
- Meetings with residents
- Training sessions attended

**Attendance at Council meetings will not be recorded.  
Attendance at Development Assessment Panel or Committee meetings will be recorded.**

(b) **The name of a person or persons (representor) making a deputation. However, the details of the content of the deputation will not be included (refer also to Clause 6.9 of this Code of Practice).**

~~(c) The time at which each item commences~~

# Council Member Code of Practice – Procedures at Council Meetings



**3.6 Minutes will be forwarded by email to Council Members to confirm accuracy and then placed on Council's website by 5.00pm on the Friday next following the meeting, or at the latest, within five days after the meeting.**

**3.7 The minutes of the meetings will not include:**

- (a) **Apologies received from Council Members**
- (b) **Leave of Absences (except with the leave of the meeting)**
- (c) **Voting Patterns other than Divisions or as required by legislation**

## 4. Questions

*Regulation 9*

**4.1 A member may ask a question on notice by giving the Chief Executive Officer written notice of the question at least seven clear days before the date of the meeting at which the question is to be asked.**

**4.2 If notice of a question is given under Clause 4.1:**

- (a) the Chief Executive Officer must ensure that the question and answer is placed on the agenda for the meeting at which the question is to be asked; and
- (b) the question and the reply must be entered in the minutes of the relevant meeting (refer also to Clause 3.4(n)(i) of this Code of Practice).

**4.3 In relation to Questions with Notice, all questions and answers will be included in the agenda papers and the minutes therefore will not be read out at the relevant meeting.**

**4.4 A member may ask a question without notice at a meeting.**

**4.5 Members are able to ask a maximum of ~~three~~ two Questions without Notice at a Council meeting except with the consent of the meeting or at the discretion of the Presiding Member (i.e. if the question is arising out of natural debate of the meeting or arising out of information provided at the meeting, the Presiding Member may consider allowing it).**

**4.5.4.6** The presiding member may allow the reply to a question without notice to be given at the next meeting.

**4.6.4.7** Questions without Notice that were not answered at the same meeting will be entered into a register. This register will be tabled as an information report at the following meeting.

**4.7.4.8** 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 (refer also to Clause 3.4(n)(ii) of this Code of Practice).

**4.8.4.9 The presiding member may rule that a question with or without notice not be**

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answered if the presiding member considers that the question is vague, irrelevant, insulting, ~~–or–improper~~ or could have been asked prior to the meeting to seek further information or clarification.

**4.94.10** Questions may be asked prior to the moving of a motion or during a debate on a motion for clarification purposes only. Such questions are not considered “questions without notice” as described in Clauses 4.4, 4.5, 4.7 and 4.8 of this Code of Practice.

**4.104.11** In asking a clarification question a member will not be considered to be speaking to the motion.

**4.114.12** Council Members may not express an opinion when seeking clarification but can provide factual / contextual background at the discretion of the Chair.

**4.124.13** A maximum of two clarification points may be asked by individual members in relation to each motion except with the consent of the presiding member.

Members are encouraged to seek answers to questions prior to the Council meeting.

## 5 Petitions

Regulation 1

5.1 A petition to the council must-

- (a) be legibly written or typed or printed; and
- (b) clearly set out the request or submission of the petitioners; and include the name and address of each person who signed or endorsed the petition.
- (c) be addressed to the council and delivered to the principal office of the council.

5.2 If a petition is received as detailed in 5.1, the Chief Executive Officer must ensure that the petition or a statement as to the nature of the request or submission and the number of signatures is placed on the agenda for the next ordinary meeting of the council.

5.3 Where further investigation is required on issues raised in a petition, the petition will be provided to the next meeting of Council from receipt of the petition to note the petition and a report providing further detail will be provided to Council once investigations have been completed.

5.4 On initial receipt of the petition, a summary and the first page only will be provided to Council. When the matter is considered the entire petition will be attached to the report.

# Council Member Code of Practice – Procedures at Council Meetings



## Regulation 11

### 6 Deputation

- 6.1 A person or persons wishing to appear as a deputation at a meeting must deliver (to the principal office of the council) a written request to the council.
- 6.2 The Chief Executive Officer must transmit a request received as detailed in Section 6.1 to the presiding member.
- 6.3 The presiding member may refuse to allow the deputation to appear at a meeting.
- 6.4 The Chief Executive Officer must take reasonable steps to ensure that the person or persons who requested a deputation are informed of the outcome of the request.
- 6.5 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.
- 6.6 The council may resolve to allow a deputation to appear despite a contrary ruling by the presiding member.
- 6.7 A council may refer the hearing of a deputation to a council committee.
- 6.8 **A deputation must not exceed five minutes except with the consent of the meeting.**
- 6.9 **The name of the representor will be recorded in the minutes of a Council meeting however, the details of the content of the deputation will not be included (refer also to Clause 3.5(b) of this Code of Practice).**

### 7 Motions

## Regulation 12

- 7.1 A member may bring forward any business in the form of a written notice of motion.
- 7.2 The notice of motion must be given to the Chief Executive Officer at least seven clear days before the date of the meeting at which the motion is to be moved.
- 7.3 A motion the effect of which, if carried, would be to revoke or amend a resolution passed since the last periodic election of the council must be brought by written notice of motion.
- 7.4 If a motion as detailed in Clause 7.3 is lost, a motion to the same effect cannot be brought-
  - (a) until after the expiration of 12 months; or
  - (b) until after the next periodic election, whichever is the sooner.
- 7.5 **Where a notice of motion has been given by a member who is not present at the meeting the notice of motion may be moved by any other member present at the meeting.**

~~7.6 Notice of motions cannot be added to on the night of the meeting where the notice of motion is presented. Additions to notices of motions will be dealt with~~

# Council Member Code of Practice – Procedures at Council Meetings



~~separately as a motion without notice.~~

~~7.77.6~~ Subject to the Act and these regulations, a member may also bring forward any business by way of a motion without notice.

~~7.87.7~~ The presiding member may refuse to accept a motion without notice if, after taking into account the Guiding Principles, he or she considers that the motion should be dealt with by way of a written notice of motion.

~~7.97.8~~ The presiding member may refuse to accept a motion if the subject matter is, in his or her opinion, beyond the power of the council.

~~7.407.9~~ **A motion without notice may not be accepted, where in the opinion of the presiding member, the motion relates to a significant issue or substantive information is required in order to make an informed decision on the motion (Refer Clause 7.8 above). Such issues should be provided as written notices of motion.**

~~7.117.10~~ A motion will lapse if it is not seconded at the appropriate time.

~~7.127.11~~ **A member moving or seconding a motion will speak to the motion at the time of moving or seconding the motion for no longer than two minutes (clause 10.1). If further time is required, it will be considered by the presiding member and granted at their discretion to a total maximum of five minutes.**

~~7.137.12~~ **If the motion is seconded, the common practice of the meeting will be to put the motion without further debate/discussion unless there is a speaker against the motion.**

~~7.147.13~~ **The common practice of the meeting will be to alternate speakers for and against the motion until the debate is complete.**

~~7.157.14~~ **At the conclusion of the debate, if a member who has not already spoken wishes to raise a new matter that has not been covered in previous debate/discussion or a matter considered of high importance, they ~~will~~ may be permitted to speak for a maximum of two minutes at the discretion of the presiding member.**

~~7.167.15~~ A member may only speak once to a motion except –

- (a) To provide an explanation in regard to a material part of his or her speech, but not so as to introduce any new matter; or
- (b) with leave of the meeting; or
- (c) as the mover in reply.
- (d) for the mover who may exercise a right to speak in closing the debate.

**for no longer than two minutes (Clause 10.1). The period of speaking may be extended with the consent of the presiding member.**

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**7.177.16** In exercising the right of reply (Clause 7.16) the mover must confine the remarks to responding to the issues raised in the debate and not introduce new material.

**7.187.17** A member who has spoken to a motion may not at a later stage of the debate move or second an amendment to the motion.

**7.197.18** A member who has not spoken in the debate on a question may move a formal motion.

**7.207.19** A formal motion must be in the form of a motion set out in 7.17 (and no other formal motion to a different effect will be recognised).

**7.217.20** If the formal motion is-

- (a) that the meeting proceed to the next business, then the effect of the motion, if successful, is, in the case of an amendment, that the amendment lapses and the meeting proceeds with the consideration of the motion before the meeting without further reference to the amendment and, in the case of a motion, that the motion lapses and the meeting proceeds to the next item of business; or
- (b) that the question be put, then the effect of the motion, if successful, is that debate is terminated and the question put to the vote by the presiding member without further debate; or
- (c) that the question lie on the table, then the effect of the motion, if successful, is that the meeting immediately moves to the next item of business and the question can then only be retrieved at a later time by resolution (and, if so retrieved, debate is then resumed at the point of interruption); or
- (d) that the question be adjourned, then the effect of the motion, if successful, is that the question is disposed of for the time being but debate can be resumed at the later time (at the point of interruption); or
- (e) that the meeting be adjourned, then the effect of the motion, if successful, is that the meeting is brought to an end immediately without the consideration of further business.

**7.227.21** If seconded, a formal motion takes precedence and will be put by the presiding member without discussion unless the motion is for an adjournment (in which case discussion may occur (but only occur) on the details for resumption).

**7.237.22** A formal motion does not constitute an amendment to a substantive motion.

**7.247.23** If a formal motion is lost-

- (a) the meeting will be resumed at the point at which it was interrupted; and
- (b) if the formal motion was put during debate (and not at the end of debate) on a question, then a similar formal motion (i.e., a motion to the same effect) cannot be put until at least one member has spoken on the question.

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7.257.24 A formal motion for adjournment must include the reason for the adjournment and the details for resumption.

7.267.25 Any question that lies on the table as a result of a successful formal motion under 7.20 lapses at the next general election.

7.277.26 The Chief Executive Officer must report on each question that lapses under 7.25 to the council at the first ordinary meeting of the council after the general election.

## 8 Amendments to Motions

*Regulation 13*

- 8.1 A member who has not spoken to a motion at an earlier stage of the debate may move or second an amendment to the motion.
- 8.2 An amendment must be relevant to the motion and so framed that it forms a sensible alternative proposal. It must not be a direct negation of the original motion.
- 8.3 An amendment will lapse if it is not seconded at the appropriate time.
- 8.4 A person who moves or seconds an amendment (and, if he or she chooses to do so, speaks to the amendment) will, in so doing, be taken to have spoken to the motion to which the amendment relates.
- 8.5 If an amendment is lost, only one further amendment may be moved to the original motion.
- 8.6 If an amendment is carried, only one further amendment may be moved to the original motion.
- 8.7 **Amendments are to be provided to the minute taker in writing to ensure accuracy of recording.**
- 8.8 **Note a division cannot be called on an amendment as an amendment to a motion is an alteration to the wording of a motion – it is not a motion in its own right.**

## 9 Variations etc.

*Regulation 14*

- 9.1 The mover of a motion or amendment may, with the consent of the seconder, request leave of the meeting to vary, alter or withdraw the motion or amendment.
- 9.2 The presiding member must immediately put the question for leave to be granted and no debate will be allowed on that question.

## 10 Addresses by Members etc.

*Regulation 15*

- 10.1 A member must not speak for longer than two minutes at any one time without leave of

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the meeting.

- 10.2 Members are to speak through the Chair of the meeting when speaking to a motion.
- 10.3 A member may, with leave of the meeting, raise a matter of urgency.
- 10.4 A member may, with leave of the meeting, make a personal explanation. The personal explanation will be summarised and recorded in the minutes.
- 10.5 The subject matter of a personal explanation may not be debated.
- 10.6 The contribution of a member must be relevant to the subject matter of the debate.
- 10.7 Members will address other members as Councillor during council meetings.**
- 10.8 Members may choose to sit or stand when addressing the Council meeting.**

## 11 Voting

### Regulation 16

- 11.1 The presiding member, or any other member, may ask the Chief Executive Officer to readout a motion before a vote is taken.
- 11.2 The presiding member will, in taking a vote, ask for the votes of those members in favour of the question and then for the votes of those members against the question (and may do so as often as is necessary to enable him or her to determine the result of the voting), and will then declare the outcome.
- 11.3 A person who is not in his or her seat is not permitted to vote unless extenuating circumstances exist, in which case the Council Member may be located elsewhere within the Chamber, but not in an area designated a public area.**
- 11.4 For the purpose of clause 11.3 extenuating circumstances are;**
  - infant or dependent care
  - injury
  - infirmity

### Regulation 17

## 12 Divisions

- 12.1 A division will be taken at the request of a member.
- 12.2 If a division is called for, it must be taken immediately and the previous decision of the presiding member as to whether the motion was carried or lost is set aside.
- 12.3 The division will be taken as follows-
  - (a) the members voting in the affirmative will, until the vote is recorded, stand

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in their places; and

(b) the members voting in the negative will, until the vote is recorded, sit in their seats; and

(c) the presiding member will count the number of votes and then declare the outcome.

12.4 The Chief Executive Officer will record in the minutes the names of members who voted in the affirmative and the names of the members who voted in the negative (in addition to the result of the vote).

**12.5 Members wishing to vote in the affirmative but are unable (to stand) due to extenuating circumstances, may indicate their affirmative vote by raising a hand or by indicating in some other unambiguous manner.**

**12.6 Members voting in the negative, who are not currently in their seats due to extenuating circumstances may indicate their negative vote by raising a hand or by indicating in some other unambiguous manner.**

**12.7 A division cannot be called on an amendment to a motion as it is not a motion in its own right.**

**12.8 The Presiding Member will not accept a division called on a procedural motion (such as an adjournment, extension of time, confidential order).**

## 13 Tabling of Information

*Regulation 18*

13.1 A member may require the Chief Executive Officer to table any documents of the council relating to a motion that is before a meeting (and the Chief Executive Officer must then table the documents within a reasonable time, or at a time determined by the presiding member after taking into account the wishes of the meeting, and if the member who has required the tabling indicates that he or she is unwilling to vote on the motion until the documents are tabled, then the matter must not be put to the vote until the documents are tabled).

13.2 The Chief Executive Officer may, in tabling a document, indicate that in his or her opinion consideration should be given to dealing with the document on a confidential basis under section 90 or 91 of the Act.

## 14 Adjourned Business

*Regulation 19*

14.1 If a formal motion for a substantive motion to be adjourned is carried-

(a) the adjournment may either be to a later hour of the same day, to another day, or to another place; and

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(b) the debate will, on resumption, continue from the point at which it was adjourned.

14.2 If debate is interrupted for want of a quorum and the meeting is then adjourned, the debate will, on resumption, continue from the point at which it was interrupted.

14.3 **The Presiding Member can allow for new business to be dealt with prior to business adjourned from a previous meeting.**

## 15 Short-term Suspension of Proceedings

Regulation 20

15.1 If the presiding member considers that the conduct of a meeting would benefit from suspending the operation of all or some of the provisions of this Division for a period of time in order to allow or facilitate informal discussions, the presiding member may, with the approval of at least two-thirds of the members present at the meeting, suspend the operation of this Division (or any part of this Division) for a period determined by the presiding member.

15.2 The Guiding Principles must be taken into account when considering whether to act in accordance with Clause 15.1.

15.3 If a suspension occurs in accordance with Clause 15.1

- (a) a note of the suspension, including the reasons for and period of suspension, must be entered in the minutes; and
- (b) the meeting may proceed provided that a quorum is maintained but, during the period of suspension-
  - (i) the provisions of the Act must continue to be observed; and
  - (ii) no act or discussion will have any status or significance under the provisions which have been suspended; and
  - (iii) no motion may be moved, seconded, amended or voted on, other than a motion that the period of suspension should be brought to an end; and
- (c) the period of suspension should be limited to achieving the purpose for which it was declared; and
- (d) the period of suspension will come to an end if-
  - (i) the presiding member determines that the period should be brought to an end; or
  - (ii) at least two-thirds of the members present at the meeting resolve that the period should be brought to an end.

Category: Public / Legislative

Owner: Manager Office of the CEO

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# Council Member Code of Practice – Procedures at Council Meetings



## Regulation 21

### **16 Chief Executive Officer may submit report recommending revocation or amendment of council decision**

- 16.1 The Chief Executive Officer may submit a report to the council recommending the revocation or amendment of a resolution passed since the last general election of the council.
- 16.2 The Chief Executive Officer must ensure that the report is placed on the agenda for the meeting at which the report is to be considered.

## Regulation 28

### **17 Points of Order**

- 17.1 The presiding member may call to order a member who is in breach of the Act or these regulations.
- 17.2 A member may draw to the attention of the presiding member a breach of the Act or these regulations, and must state briefly the nature of the alleged breach.
- 17.3 A point of order takes precedence over all other business until determined.
- 17.4 The presiding member will rule on a point of order.
- 17.5 If an objection is taken to the ruling of the presiding member, a motion that the ruling not be agreed with must be moved immediately.
- 17.6 The presiding member is entitled to make a statement in support of the ruling before a motion under 17.5 is put.
- 17.7 A resolution under 17.5 binds the meeting and, if a ruling is not agreed with-
  - 17.7.1 the ruling has no effect; and
  - 17.7.1 the point of order is annulled.

## Regulation 28A

### **18 Exclusion of member from meeting by presiding member**

- 18.1 For the purposes of section 86(6b) of the Act, before giving a direction under that subsection, the presiding member must allow the member to make a personal explanation.
- 18.2 If a member is excluded from a meeting for a contravention of section 86(6a) of the Act, action cannot be taken under regulation 29 in respect of the contravention.

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# Council Member Code of Practice – Procedures at Council Meetings



18.3 A member will not be taken to contravene section 86(6a) of the Act merely because the member is—

18.3.1 objecting to words used by a member who is speaking; or

18.3.2 calling attention to a point of order; or

18.3.3 calling attention to want of a quorum.

18.4 For the purposes of section 86(6e) of the Act, if a member the subject of a direction excluding them from a meeting under section 86(6b) of the Act refuses to comply with the direction or enters the meeting in contravention of the direction, the remaining members at the meeting may, by resolution—

18.4.1 censure the member; or

18.4.2 suspend the member for a part, or for the remainder, of the meeting.

## 19 Interruption of Meetings by Members

Regulation 29

19.1 A member of a council must not, while at a meeting-

19.1.1 behave in an improper or disorderly manner; or

19.1.2 cause an interruption or interrupt another member who is speaking.

19.2 Clause 18.1(b) does not apply to a member who is-

19.2.1 objecting to words used by a member who is speaking; or

19.2.2 calling attention to a point of order; or

19.2.3 calling attention to want of a quorum.

19.3 If the presiding member considers that a member may have acted in contravention of Clause 18.1, the member must be allowed to make a personal explanation.

19.4 Subject to complying with Clause 18.3, the relevant member must leave the meeting while the matter is considered by the meeting.

19.5 If the remaining members resolve that a contravention of Clause 18.1 has occurred, those

19.6 members may, by resolution-

18.5.1 censure the member; or

18.5.2 suspend the member for a part, or for the remainder, of the meeting.

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# Council Member Code of Practice – Procedures at Council Meetings



19.7 A member who-

18.6.1 refuses to leave a meeting in contravention of Clause 18.4; or

18.6.2 enters a meeting in contravention of a suspension under Clause 18.5, is guilty of an offence and the Maximum penalty is \$1,250

## 20 Interruption of Meetings by Others

*Maximum Penalty \$500*

*Regulation 30*

20.1 A member of the public who is present at a meeting of a council must not-

20.1.1 behave in a disorderly manner; or

20.1.2 cause an interruption.

## 21 Obstructing meetings

*Maximum Penalty \$1,250*

*Section 95 LG Act*

21.1 A person who intentionally obstructs or hinders proceedings at a meeting of a council or council committee, or at a meeting of electors, is guilty of an offence.

20.1.3

## 21.2 Disruptive Behaviour by Members of the Public

21.2.1 Disruptive behaviour is to be assessed on a continuum. It amounts to more than strong emotions or opinions expressed during the course of discussion in a public forum and it is more than the expression of controversial and/or extreme points of view.

21.2.2 Generally, 'disruptive behaviour' is that which interferes with the business of the Council. The persistence, severity, and nature of the behaviour are key factors in determining the level of disruptiveness and the degree of tolerance with the perpetrator(s) of the disruptive behaviour and the nature of the action that Council will take to address the behaviour. Examples include (but are not necessarily limited to):

20.2.1. talking when others are speaking;

20.2.2. constant interjection, particularly when the Presiding Member or ~~Elected Council~~ Members present at the Council Meeting are speaking, but also when Council staff, consultants or the public are addressing the Council Meeting;

20.2.3. refusal to accede to a Presiding Member's lawful and reasonable instructions, particularly when asked to desist from disruptive behaviour;

20.2.4. verbal badgering;

20.2.5. frequent interruptions (including of a non-verbal nature);

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# Council Member Code of Practice – Procedures at Council Meetings



- 20.2.6. audible mobile phone use in a public forum;
- 20.2.7. swearing or using derogatory and demeaning language;
- 20.2.8. unreasonably monopolising public opportunities for discussion and refusal to give up the floor to allow other members of the public to ask questions;
- 20.2.9. stalking or intimidation;
- 20.2.10. verbal or physical threats or any other aggressive or threatening behaviour towards
- 20.2.11. either Elected Council Members, Council staff or other members of the public;
- 20.2.12. erratic, or otherwise odd or unusual behaviour;
- 20.2.13. excessive noise-making;
- 20.2.14. appearing to be under the influence of intoxicating alcohol or drug use; and
- 20.2.15. physical aggression to other people or property.

21.322.3 Council notes that some of the above behaviours constitute a criminal offence, and Council will take appropriate action, as required, in such circumstances, including by calling the South Australia Police (SAPOL) and/or making a report to SAPOL.

## **22.23 Dealing with Member of the Public Disruptive Behaviours**

22.423.1 Decisions about whether disruptive behaviour is occurring, and the appropriate action to take in the circumstances, will be made by the Presiding Member, in accordance with this Code of Practice.

22.223.2 If, in the view of the Presiding Member, the behaviour is considered to be disruptive, the person (or persons) will be directed to cease such behaviour immediately.

22.323.3 Should the behaviour continue, and is, in the view of the Presiding Member, disrupting the orderly conduct of Council business, the Council may adjourn the Council Meeting for a stated period of time. The details of the adjournment (including the reasons) must be included in the minutes.

22.423.4 During that adjournment the Presiding Member and the Chief Executive Officer (CEO) (or delegate) will discuss the appropriate management of the situation with the person (or persons) involved, advising them of their statutory obligations and requesting that they cease disrupting the Council Meeting. This stage will only occur if there is no risk to safety of the Presiding Member or CEO. If the risk is determined to be unacceptable, the Presiding Member will progress to the steps in 22.5. The Elected Council

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# Council Member Code of Practice

## – Procedures at Council Meetings



Members will not engage with the person (or persons) involved during this time but, rather, will remove themselves from the situation while the Presiding Member and the CEO discuss the matter with the disruptive person(s).

22-523.5 If, after resuming the Council Meeting, the disruptive behaviour continues, the Presiding Member may take one or more of the following actions:

- 21.5.1. Request the assistance of a member of SAPOL to attend the Council Meeting and remove the offending person(s) pursuant to Section 18A(2) of the Summary Offences Act 1953, and/or any other relevant legislative provision, and, in conjunction with the CEO seek to have the person(s) prosecuted for a breach of Section 18A(1) of the Summary Offences Act 1953, and/or any other relevant legislative provision that may have been breached in the circumstances.
- 21.5.2. In the event that a member of SAPOL is not immediately available to attend, the Council Meeting will remain adjourned until such time as a member of SAPOL can attend, or after a reasonable period of time has elapsed (as determined by the Presiding Member), the Council Meeting will be adjourned to a time and date to be fixed.
- 21.5.3. As soon as practicable following the Council Meeting (that has either naturally concluded or has been adjourned in accordance with 21.3), if a member of SAPOL has been unable to attend, the Presiding Member, in conjunction with the CEO, will arrange for a comprehensive report to be made to SAPOL regarding the behaviour exhibited and setting out the identity of the person(s) (if known).
- 21.5.4. The Council will also consider any other legal avenues that may be open to it, including making application for an intervention order to restrict a person's access to Council land and/or Council meetings as may be appropriate.

22-623.6 In all cases, the Council will, upon the outcome of any successful prosecution or other civil action, seek to recover from the offending person or persons, its full indemnity costs in pursuing the matter.

22-723.7 Upon the outcome of any successful prosecution as part of the sentencing process, the Council will in all cases:

- 21.7.1. make application to the Court for an order restraining the offending person(s) from attending at any Council Meeting for a period of no less than six calendar months; and
- 21.7.2. make submissions to the Court that a criminal conviction be recorded against the offending person(s).

22-823.8 Nothing in this Policy prevents an ~~Elected~~ Council Member, Council employee or member of the public from making their own report in relation to disruptive behaviours to the appropriate public authority, and taking any lawful action they consider appropriate in the circumstances.

# Council Member Code of Practice – Procedures at Council Meetings



## **2324 Ability to Conduct Committee Meetings Electronically**

Section 90(7a)

23.124.1 Committee Meetings of Council established under Section 41 of the *Local Government Act 1999* may be held via telephone or other electronic means:

- (a) When notice is given by the Presiding Member of the intent to hold the meeting electronically in the circumstance the meeting cannot be held in person. Notice must be given at the time the agenda is made available or earlier;
- (b) Due to individual circumstances where a Committee Member is unable to attend, they may after seeking approval from the Presiding Member and confirmed by the CEO join the meeting electronically;
- (c) Whilst participating in a Committee Meeting in accordance with this clause a Committee
- (d) Member shall be considered as being present at the meeting for all purposes.

## **2425 Ability to Conduct Information or Briefing Sessions Electronically Attendance at Information or Briefing Sessions Electronically**

24.125.1 Members of the Council or a Council Committee may participate in an information or briefing session by electronic means (an electronic information or briefing session).

24.225.2 A member of the Council or Council Committee participating in electronic information or briefing session is taken to be present at the information or briefing session provided that the member:

- (a) can hear all other members present at the information or briefing session; and
- (b) can be heard by all other members present at the information or briefing session.

## **2526 Form of Participation by Electronic Means**

Where:

- (a) a Council or Committee member is to participate in an information or briefing session by electronic means; and
- (b) the electronic means has the functionality to allow the member to participate in electronic information or briefing session by being heard but not seen or by being both seen and heard; and
- (c) the electronic means of the Council has the functionality to allow the council member to be heard but not seen or to be both seen and heard, the member must participate by being both seen and heard.

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# Council Member Code of Practice – Procedures at Council Meetings



## 2627 Public Access to Electronic Information or Briefing Session

Council will make available to the public a live stream of any electronic information or briefing session which must be conducted in a place open to the public so that members of the public can hear the discussions between all persons participating in the information or briefing session.

The live stream will be published on a website determined by the chief executive officer, provided that this requirement will not apply to any part of the electronic information or briefing session that has been closed to the public. Definitions electronic means includes a telephone, computer or other electronic device used for communication.

### DEFINITIONS

In these procedures, unless the contrary intention appears-

<i>Term</i>	<i>Definition</i>
<b>Act</b>	means the <i>Local Government Act 1999</i> ;
<b>clear days</b>	means days, inclusive of Saturdays, Sundays and public holidays, which do not include: <ul style="list-style-type: none"> <li>- the day on which the notice is given</li> <li>- the day on which the meeting occurs</li> </ul>
<b>deputation</b>	means a person or group of persons who wish to appear personally before a councilor council committee in order to address the council or committee (as the case may be) on a particular matter
<b>electronic</b>	means includes a telephone, computer or other electronic device used for communication
<b>formal motion</b>	means a motion- <ul style="list-style-type: none"> <li>(a) that the meeting proceed to the next business; or</li> <li>(b) that the question be put; or</li> <li>(c) that the question lie on the table; or</li> <li>(d) that the question be adjourned; or</li> <li>(e) that the meeting be adjourned;</li> </ul> <b>"member"</b> means a member of the council or council committee (as the case may be);
<b>point of order</b>	means a point raised to draw attention to an alleged breach of the Act, Regulations or this Code of Practice in relation to the proceedings of a meeting

# Council Member Code of Practice – Procedures at Council Meetings



<b><i>presiding member</i></b>	means the person who is the presiding member of a council or council committee (as the case may be) and includes any person who is presiding/chairing at a particular meeting
<b><i>written notice</i></b>	means legibly hand-written or typed in either hard copy or email form

## REFERENCES

*Local Government Act 1999*

*Local Government (Procedures at Meetings) Regulations 2013*

## REVIEW AND EVALUATION

Review ~~2022/23~~2023/24

## 11.6 Portrait of the Queen

<b>Report Reference</b>	GC230314R11.6
<b>Originating Officer</b>	Unit Manager Governance and Council Support – Victoria Moritz
<b>Corporate Manager</b>	Manager Office of the Chief Executive - Kate McKenzie
<b>General Manager</b>	Chief Executive Officer - Tony Harrison

### REPORT OBJECTIVE

The purpose of this report is for Council to consider a recommendation enabling future updates of the current monarch to be displayed in the Council Chambers.

### EXECUTIVE SUMMARY

Council currently and has historically displayed a portrait of Her Majesty Queen Elizabeth in the Chamber. Following the official announcement of His Majesty King Charles III being proclaimed as the new Sovereign, and with the change in Monarch, Administration sought advice from the Governor of South Australia on the future protocols for the use of official photographs of His Majesty following the official coronation to be held on Saturday 6<sup>th</sup> May 2023. The proposed recommendation will enable the portrait to be updated upon official advice from Government House.

### RECOMMENDATION

**That Council:**

- 1. Display a photo of the current monarch within the City of Marion Council Chamber. In the case of a change in monarch, the photo will be changed on advice from Government House.**

### DISCUSSION

Australia is a constitutional monarchy where the position of head of state is inherited. Australia's head of state is His Majesty King Charles III. The head of state is a formal, symbolic and ceremonial position. In Australia the powers of the King have been delegated by the Australian Constitution to his representative in Australia, the Governor-General. The King's only necessary constitutional function is to appoint the Governor-General, and in doing this the King acts as advised by the Australian Prime Minister.

There is no legislative requirement that a portrait of the Monarch be on display during Council Meeting. There is a requirement however for a number of national symbols to be present at citizenship ceremonies in accordance with the Australian Citizenship Ceremonies Code which has been updated to include; the Commonwealth Coat of Arms, an official portrait of The King of Australia, His Majesty King Charles III and the Australian National Flag must be displayed.

In 2013, Council considered a motion to remove the Portrait of the Queen which was lost.

This item was also considered by Council in 2003, Council passed a motion to remove the Queen's portrait from the Council Chamber except on occasions required by law. This resulted in a number of letters from residents, subsequently, a rescission motion was put to Council and the original

motion was rescinded.

If the proposed recommendation is endorsed, this will allow Council to update the portrait upon official advice from Government House.

Management is also aware that Councillor Luscombe and Councillor Telfer wish to move a part 2 to this motion stating "That Council displays the Australian flag and Aboriginal flag in the Council Chamber. The flags will be displayed in accordance with the Department of Premier and Cabinet flag protocol"

## **ATTACHMENTS**

Nil



## 12 Corporate Reports for Information/Noting

### 12.1 Council and CEO KPI Report Quarter Two 2022/23

<b>Report Reference</b>	GC230314R12.1
<b>Originating Officer</b>	Unit Manager Governance and Council Support – Victoria Moritz
<b>Corporate Manager</b>	Manager Office of the Chief Executive - Kate McKenzie
<b>General Manager</b>	Chief Executive Officer - Tony Harrison

#### REPORT OBJECTIVE

To advise Council of the results of the Council and CEO KPI's for quarter two 2022/23.

#### EXECUTIVE SUMMARY

Monitoring performance of the Council and CEO KPI's is critical for 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.

Details of the results are provided in Attachments 1-4. For the quarter two results, Council achieved the Core Target on all KPI's with the exception of the following KPI's:

- Delivery of agreed projects identified in ABP and fourth year targets in the 4-year plan. The result for Q2 was 70% and has not met the core target of 95%. The off-track projects and associated comments are provided in attachment 1a.
- Staff Engagement – the combined engagement results were 69%. This was under the core target of 75% with only two SLT Departments achieving at least 50% participation rate. This data is collected at a point in time which has been impacted by employee leave over the Christmas period. At the previous Meeting held on 1 November 2022, the Committee requested a comparative graph be included that shows how this indicator is tracking each quarter. This graph has been included in Attachment 1.
- Asset Utilisation of Sports and Community Venues – the result was 33.08%. This was under the core target of 50%. However, it is noted that this is an increase on the previous quarter's result of 30.27%.

#### RECOMMENDATION

That Council:

1. **Notes this information and information contained within the attachments for Quarter Two 2022/23.**

#### ATTACHMENTS

1. Attachment 1 KPI Statistics and Data [**12.1.1** - 2 pages]
2. Attachment 1a Supporting Information for KPI2 [**12.1.2** - 1 page]
3. Attachment 2 KPI Summary 1 1 [**12.1.3** - 1 page]
4. Attachment 3 FTE Employees Staff and Agency 1 [**12.1.4** - 1 page]
5. Attachment 4 Labour and FTE Movement Summary 8BBS [**12.1.5** - 1 page]



## CEO AND COUNCIL KEY PERFORMANCE INDICATORS 2022/23 QUARTER TWO: OCT '22 – DEC '22 - ATTACHMENT 1

1

### Financial Sustainability

**Core target:** Council maintains, on average a break even or better funding (cash) position over the Long-Term Financial Plan

**Stretch target:** Council maintains a break-even or positive position in delivering its Annual Budget.

**Measure:** This target compares funding cash position at the relevant budget review with the adopted budget figure.

**Q1 Result:** The result of the adopted budget is a forecast surplus of \$0.084m. The core target is forecast to be met with a surplus of \$1.544m over the ten years of the LTFP.

Forecast =  
\$0.084m

Third review

Second review

First review

Adopted budget  
\$0.023

4

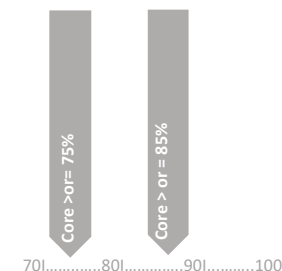
### Overall Satisfaction with Council's performance

**Core target:** Greater than or equal to 75% rated as satisfied or above.

**Stretch target:** Greater than or equal to 85% rated as satisfied or above.

**Measure:** Annual Community Survey

**Result:** This is an annual measure that will be reported on at the end of the 2022/23 reporting period.



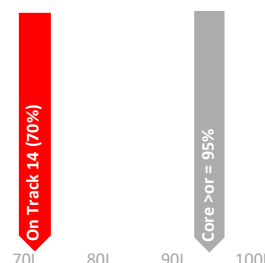
2

### Delivery of agreed projects identified in ABP and fourth year targets in 4-year Plan (20 projects – (projects completed in years 1, 2 and 3 not included))

**Core target:** Greater than or equal to 95%

**Measure:** Monthly data as at 31 December 2022

**Result:** 70% - 14 projects are on track. 6 projects are considered off-track. The Core Target has not been met.



5

### Asset Renewal Funding Ratio

**Core target:** Asset Renewal Funding Ratio between 90 and 110%

**Stretch target:** Asset Renewal Funding Ratio equal to 100% over the ten year long term financial plan

**Q2 Result** - This is an annual measure and our result is 100%

The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing existing assets at the rate of consumption.



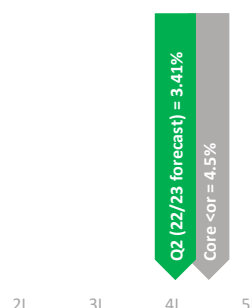
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### Total Employees Costs

**Core target:** Less than or equal to 4.5% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements.

**Stretch target:** Less than or equal to 4% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements.

**Q2 result:** the 2022/23 forecast is \$41.826m which is a 3.41% increase over the 2022 audited result after adjusting for council endorsed changes and additional grant funded positions



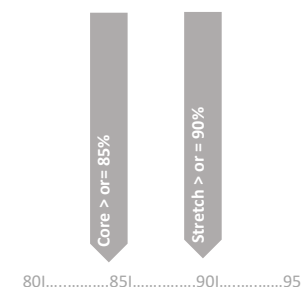
6

### Delivery of Council's Capital Works Program

**Core target:** Greater than or equal to 85% delivery of Council's planned capital works program (adjusted for extraordinary items)

**Stretch target:** Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)

**Q2 Result** = This is an annual measure that will be reported on at the end of the 2022/23 reporting period.





# CEO AND COUNCIL KEY PERFORMANCE INDICATORS 2022/23

## QUARTER TWO: OCT '22 – DEC '22 - ATTACHMENT 1

7

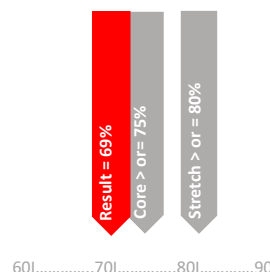
### Staff Engagement

**Core target:** Achievement of an overall employee engagement survey result of 75% with at least 50% employee participation per SLT department

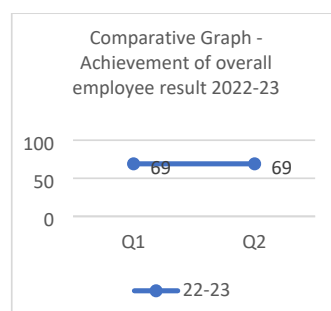
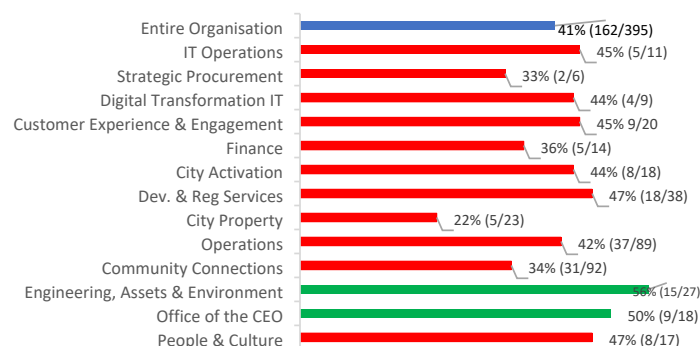
**Stretch target:** Achievement of an overall employee survey result of 80% with at least 50% participation per SLT department

**Measure:** Staff Teamgage survey results.

**Result:** Achieved 69% combined engagement results. Not all SLT Departments achieved at least a 50% participation rate.



SLT participation by department



8

### Community Engagement / Communications

**Core target:** Project specific communications to the public should be timely and accurate

**Stretch target:** 100%

**Measure:** Based on feedback received on project specific distributed communications. This KPI is marked as 'met' or 'not met'.

**Result:** Q2 result = Met (have not been made aware of any inaccurate or untimely information provided to the public)



90|.....95|.....100|

9

### Carbon Neutrality

**Core target:** Actual annual emissions less than the plan's annual target emissions (3,800 tCO<sub>2</sub>e)

**Stretch target:** Actual annual emissions 5% less than the plan's annual target emissions (3,610 tCO<sub>2</sub>e)

**Measure:** Carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan.

**Result:** This figure is reported every six months. At the end of the Q2 period, the result was 1,376(tCO<sub>2</sub>e). This is reporting on track and less than the stretch target.



1000|.....2000|.....3000|.....4000|

10

### Asset Utilisation of Sports and Community Venues

**Core target:** 50% utilisation across venues

**Stretch target:** Nil

**Measure:** Monthly data as at 30 September 2022 based on the average utilization rate (Peak and off-peak)

**Result:** Q1 = 33.08% average utilisation rate for venue utilisation across community and sporting clubs.

Peak Utilisaiton = 39.9%

Off-Peak Utilisation = 21.12%



20|.....30|.....40|.....50|

## ATTACHMENT 1a – Supporting Information

As at 31 December 2022 - 70% (14 projects) are on-track, including two that have been deferred. 30% (6 projects) are considered off-track.

The on-track includes projects that were started or completed in the fourth-year targets of the 2022/23 financial year and also includes those projects that are deferred and not started.

**Table 1: Year 4 Projects by exception (all other projects are considered on-track or completed)**

Project Name	Q2 Supporting Comments
Sam Willoughby International BMX Complex	Working with clubs to finalise minor track rectifications – Berm repair and to resolve UCI accreditation.
Southern Soccer Facility	Defects Liability Period ends April 2023. City Activation resolving a number of stormwater issues.
Research technology and automated solutions for the management of assets and streetscapes	Council has received a proposal to automate the monitoring of asset defects. This proposal is currently being considered as part of the New Initiative process.
City Property Strategic Plan	Not on track - Now referred to as the City of Marion Property Asset Strategy (CoMPAS). The draft CoMPAS was endorsed for consultation by Council. The final draft is being presented to Council on 28 February 2023 seeking adoption.
PROGRAM - Business Enterprise Systems Enhancement (DTP)	Not on track - 9 of the 12 projects that make up the program have been implemented. Outstanding projects include, <ul style="list-style-type: none"> <li>• Digital Literacy and Security Awareness</li> <li>• Asset Management - AMIS</li> <li>• Financial Transformation (Rates &amp; Property modules)</li> </ul>
Coach House – LKCC (Living Kurna Cultural Centre)	Works to the Coach House due for completion end of March 2023 associated landscaping works to be completed soon after.

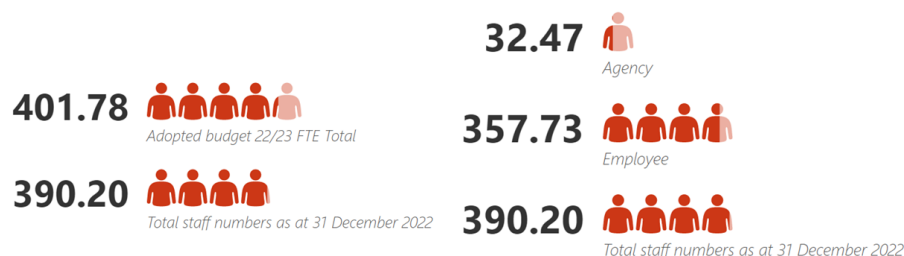
## CEO and COUNCIL KPI Report Quarter Two 2022/23 – ATTACHMENT 2

KPI	Details	Core Target	Stretch Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
1	Financial sustainability.	Council maintains, on average a break even or better funding (cash) position over the Long-Term Financial Plan	Council maintains a break-even or positive cash funding position in delivering its Annual Budget	\$0.023m (forecast)	\$0.084m (forecast)		
				The result for the Q2 adopted budget is a forecast surplus of \$0.084m. The core target is forecast to be met with a surplus of \$1.544m over the ten years of the LTFFP.			
2	Delivery of agreed projects identified in the <i>Annual Business Plan</i> and the fourth-year targets in the four-year plan.	Greater than or equal to 95%	No Stretch Target	85%	70%		
				70% (14) projects are identified as being on track. 30% (6) projects are considered off-track. The Core target has not been met.			
3	Total employee costs (inc agency).	Less than or equal to 4.5% 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 4% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements	3.62% (forecast)	3.41% (forecast)		
				Q2 result: the 2022/23 forecast is \$41.826m which is a 3.41% increase over the 2022 audited result after adjusting for council endorsed changes and additional grant funded positions			
4	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	Annual Measure	Annual Measure		
				This is an annual measure and a figure will be provided at the end of the 2022/23 financial year.			
5	Asset Renewal Funding Ratio	Asset Renewal Funding Ratio between 90 and 110%	Asset Renewal Funding Ratio greater than or equal to 100%	100% (Budgeted)	100% (Budgeted)		
				This is an annual measure and our budgeted result is 100%. The final figure will be provided at the end of the 2022/23 financial year.			
6	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)	Annual Measure	Annual Measure		
				This is an annual measure figure will be provided at the end of the 2022/23 financial year.			
7	Staff Engagement	Achievement of an overall employee pulse survey result of 75% based on 5 metrics with at least 50% employee participation per SLT department.	Achievement of an overall employee pulse survey result of 80% with at least 50% participation per SLT department.	69%	69%		
				Q2 Result: Achieved 69% combined engagement results. The Core Target has not been met. Two SLT Departments achieved at least a 50% participation rate.			
8	Community engagement / communications	100%	NA	Met	Met		
				There was no information identified in the Q2 reporting period that was identified as inaccurate or untimely when distributed to the Community. This KPI is currently met.			
9	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 (reported every six months)	Actual annual emissions 5% less than the plan's annual target emissions	NA (reported bi-annually)	1,376(tCo <sub>2</sub> e)		
				Measure: Plans annual target emissions = 3,800 tCo <sub>2</sub> e Result: This is an annual Measure, reported bi-annually. The Q2 is 1,376(tCo <sub>2</sub> e) 36% less than the the Plan's annual target emissions			
10	Asset utilisation of Sports and Community venues	50% utilisation across venues (through the booking system)	No stretch target	30.27%	33.08%		
				Q2 Result = 33.08% average utilisation rate for venue utilisation across community and sporting clubs. Peak Utilisation = 39.9% Off-Peak Utilisation = 21.12% The core target has not been met, however has increased on the previous quarter.			

## ATTACHMENT 3

## FULLTIME EQUIVALENT (FTE) EMPLOYEE AGENCY

The number of FTE employees (staff and agency) employed across the organisation as at 31 December 2022



There are currently 19 temporary vacant positions comprised of:

- Recruitment in progress (required position) 16
- Currently under review 0
- Vacant required position 3

The following tables provide comparative FTE data with the Gap Year Team Members, Pool Staff, and Grant Funded positions being excluded.



## ATTACHMENT 4

## LABOUR AND FTE MOVEMENT SUMMARY

	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>Total Employee Costs (including Agency)</b>	<b>41,826</b>	<b>40,134</b>	<b>38,238</b>	<b>36,487</b>	<b>34,861</b>	<b>33,274</b>	<b>32,221</b>	<b>31,783</b>	<b>31,757</b>
<b>% Movement on Prior Year</b>	<b>4.25%</b>	<b>4.96%</b>	<b>4.79%</b>	<b>4.66%</b>	<b>4.77%</b>	<b>3.27%</b>	<b>1.40%</b>	<b>0.10%</b>	<b>0.70%</b>
<b>Total Number of Employees (FTE as at 30 June)</b>	<b>390*</b>	<b>387</b>	<b>370</b>	<b>358</b>	<b>365</b>	<b>360</b>	<b>344</b>	<b>342</b>	<b>348</b>
<b>% Movement on Prior Year</b>	<b>0.75</b>	<b>4.59%</b>	<b>3.35%</b>	<b>-1.9%</b>	<b>1.38%</b>	<b>4.80%</b>	<b>0.60%</b>	<b>-1.70%</b>	<b>-0.90%</b>

**5-Year average FTE to June 2022     368**

\*as at 31 December 2022



**12.2 WHS Report**

<b>Report Reference</b>	GC230314R12.2
<b>Originating Officer</b>	Unit Manager WHS – Mark Jentsch
<b>Corporate Manager</b>	Manager People and Culture - Sarah Vinall
<b>General Manager</b>	Chief Executive Officer - Tony Harrison

**REPORT OBJECTIVE**

The purpose of this report is to inform Council of key Work Health and Safety performance indicators.

**EXECUTIVE SUMMARY**

City of Marion has reported 1 Lost Time Injuries for the during February 2023. This LTI occurred in Civil Operations. The injured worker suffered a muscle strain in his back as the result of lifting a bin stand out of the ground.

The 12 month Rolling Lost Time Injury Rate has decreased from a high of 13.4 Lost Time Injuries per million hours worked in September 2022 to the current LTIFR of 11.7.

The 12 month Rolling Total Recordable Injury Frequency Rate has decreased from 29.1 in December 2022 to 25.8 in February 2023.

**RECOMMENDATION**

**That Council:**

- 1. Notes this report**

**ATTACHMENTS**

1. WHS G C 230124 - Monthly WHS Report for meeting March 2023 [**12.2.1** - 2 pages]

### WHS Monthly Performance Report for 01-28 February 2023

City of Marion's HSE Vision is that **'We can all make a difference towards achieving zero harm, to people and the environment'**. We are specifically focused on further developing our leadership styles, organisational culture and systems committing to:

- Developing our people to lead the change across the City of Marion
- Embedding a culture of safety and wellbeing as a part of normal business practice
- Continually improving our WHS Management System (WHSMS) and Environmental Management System (EMS) to achieve best practice

### Hazard and Near Miss Reports (Internal WHS SkyTrust reporting data)

Historical statistics inform us that when there is a healthy culture of proactive Hazard/Near Miss Reporting, there is a consequential reduction in injuries to workers. Hazards and Near Misses are reported to date for this financial year and are outlined in Table 1. They can be compared against those reported last financial year which are outlined in Table 2.

**Table 1: Hazard and Near Miss Reports - Financial Year 2022/23**

Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total	Ave
21	17	30	10	12	3	4	9					108	13.5

**Table 2: Hazard and Near Miss Reports - Financial Year 2021/22**

Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total	Ave
8	6	6	4	4	5	5	8	8	3	4	11	72	6

### Lost Time Injuries Reported (Skytrust reporting data)

Lost Time Injuries (LTI's) are those injuries where a whole work day or more has been lost due to a workplace injury. LTI's reported to date for this financial year are presented in Table 3 and can be compared against those reported last financial year which are presented in Table 4.

Table 5 provides description of the LTI's for the current financial year.

**Table 3: Number of LTI's per month - Financial Year 2022/23**

Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
1	1	1	1	0	0	0	1					5

**Table 4: Number of LTIs per month - Financial Year 2021/22**

Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total
0	0	0	0	1	0	0	1	1	0	2	0	5

**Table 5: Outline of LTIs reported - Financial Year 2022/23**

No.	Description of Incident	Mechanism of Injury	Injury Description
1	Stepping back from garden bed and slipped on loose soil.	Slipping on loose soil	Hyper extended right knee
2	Walking up steep slopes at skate park with blower vac.	Muscular stress while carrying objects on steep slopes	Ongoing pain in left hip
3	Accumulated back, neck and shoulder pain from change in task type.	Muscular stress	Pain developed in soft tissue
4	Slipped on stair tread after walking on wet carpet.	Slips and trips	Fractured ankle
5	Muscle strain in back pulling bin stand out of ground.	Muscular stress caused by lifting object	Muscle strain in back

**Lost Time Injury Frequency Rate (Skytrust reporting data)**

The Lost Time Injury Frequency Rate (LTIFR) is a measure of the occurrence of Lost Time Injuries per million hours worked. The current financial year LTIFR for the CoM is 8.9

**Rolling Average Lost Time Injury Frequency Rate (Skytrust reporting data)**

Rolling Average Lost Time injury frequency rate is a measure of the LTIFR trend over an extended reporting period.

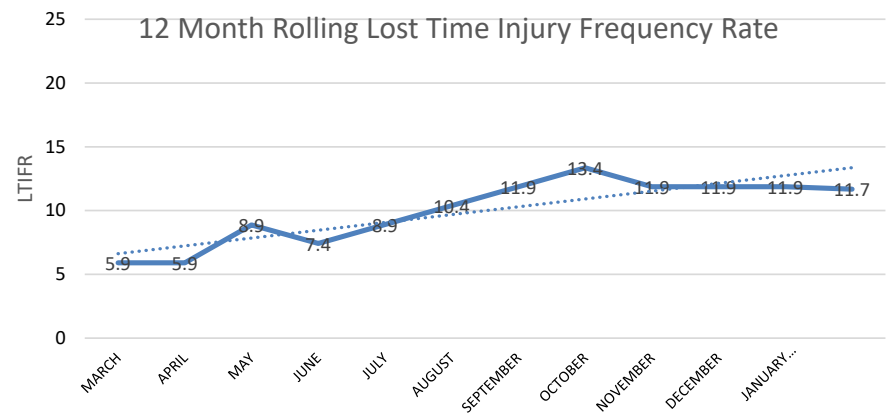


Figure 1: Rolling LTIFR over 12 months

**Rolling Total Recordable Incident Frequency Rate (SkyTrust reporting data)**

Total Recordable Incidents include fatalities, LTI's and incidents resulting in the employee receiving medical treatment and/or is certified as only fit to undertake suitable duties. The Rolling Total Recordable Incident Frequency Rate (TRIFR), outlined with a solid green line in Figure 2, provides analysis of the TRIFR over the last 12 months.

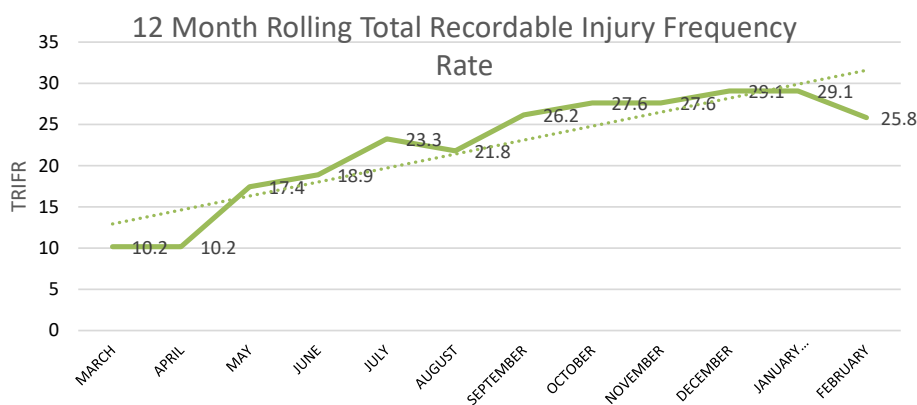


Figure 2: Rolling TRIFR over 12 months

### 12.3 Finance Report - January 2023

<b>Report Reference</b>	GC230314R12.3
<b>Originating Officer</b>	Assistant Financial Accountant – Melissa Virgin
<b>Corporate Manager</b>	Chief Financial Officer – Ray Barnwell
<b>General Manager</b>	General Manager Corporate Services - Angela Allison

#### REPORT OBJECTIVE

This report provides Council with information relating to the management of financial resources under its control as of January 2023. This report is one of a series of reports designed to assist Council in achieving and maintaining a financially sustainable position. Other reports assisting in this process include the Quarterly Budget Reviews and the Long-Term Financial Plan.

This report includes financial information regarding major projects. The principles used for the assessment of reportable projects are:

- Council has agreed to proceed with the project and approved a Prudential Report under Section 48 of the *Local Government Act* 1999.
- The Whole-of-Life Cost is greater than \$5.4 million dollars (including grant assisted projects).

#### RECOMMENDATION

**That Council:**

1. **Receives the report “Finance Report – January 2023”**

#### DISCUSSION

This report is presented on a monthly basis to provide Elected Members with key financial information to assist in monitoring Council’s financial performance against budget.

#### ATTACHMENTS

1. Finance Report Jan Appendix 1 Pts 1 2 3 [**12.3.1** - 4 pages]
2. Finance Report Jan Appendix 2 Pts 1 2 [**12.3.2** - 8 pages]
3. Finance Report Jan Appendix 3 Pts 1 2 [**12.3.3** - 2 pages]

## APPENDIX 1

**Funding Statement – Actual versus Budget**

The Funding Statement provides a view of Council's financial performance against the approved budget and is consistent with the information provided at budget reviews. It provides a review against all of the elements contained within the Statement of Comprehensive Income and the Statement of Financial Position that are adopted as part of the Annual Budget Report. It details Council's:

**Statement of Comprehensive Income -**

The operating result is recognised as one of Council's key financial indicators. The budget framework includes a commitment to its ongoing Financial Sustainability maintaining an Operating Surplus Ratio of between 0% and 10%, on average over each five-year period, which for 2022-23 means a targeted operating surplus of between \$0 and \$9.970m.

**Comment:** Council currently has a net operating deficit result of \$3.711m before capital revenues, against a year to date forecast budget of \$3.056m deficit. The 2022-23 1<sup>st</sup> budget review forecasts a net cash surplus of \$0.084m. This position is detailed in the attached Funding Statement and variation notes.

**Capital Budget -  
\$46.987m**

The Capital Budget is linked to Council's key financial indicator – "Asset Renewal Funding Ratio" and an actual to budget comparison reflects Council's progress in achieving its Capital program.

**Comment:** The actual to budget position reveals that 105.34% of the year to date Capital Renewal Budget has been spent. This higher than forecast spend relates to budget timing, which will be aligned in budget review two.

**Loans -**

The loans component of the Funding Statement identifies any new proposed loan receipts or principal payments. Council's borrowings are included in Council's key financial indicator – "Net Financial Liabilities" which reflects Council's total indebtedness.

**Comment:** \$4.400m of new borrowings and \$0.876m of principal repayment are budgeted for 2022-23, meaning that the overall loan liability balance is budgeted to increase by \$3.563m to \$7.087m by 30 June 2023. To date this loan has not been required.

Cash may be utilised to fund expenditure within the context of Treasury Management to ensure loans are not drawn down where temporary cash holdings are available.

**Reserves & Cash -**

Various fund movements such as surplus budget review results, unspent grants and carryover projects at year end are reflected as transfers to reserves, whilst utilisation of reserve funds are recognised as transfers from reserves.

**Comment:** Council's Reserves are fully cash backed and are detailed in the below table. Council's adopted budget for 2022-23 includes Transfer to Reserves of \$7.586m and Transfers from Reserves of \$23.184m, and after accounting for amounts quarantined for specific projects or works, there is \$2.742m available.

Reserves (\$000s)	Asset Sustainability Reserve	Water Reserve - Oaklands Wetland	Open Space Reserve	Grants & Carryover Reserve	TOTAL ALL RESERVES
<b>Opening Balance</b>	10,151	1,153	2,512	12,853	26,669
Budgeted transfers to reserve	61	15	10	7,500	7,586
Budgeted transfers from reserve	(7,825)	(900)	0	(14,459)	(23,184)
<b>Current Budgeted Closing Balance</b>	2,387	268	2,522	5,894	11,071
Quarantined Funds	(2,167)	(268)	0	(5,894)	(8,329)
<b>Projected Available Balance</b>	220	0	2,522	0	2,742

The 2022-23 1<sup>st</sup> budget review forecasts a net cash surplus of \$0.084m.

**Funding Statement  
as at 31 January 2023**

Original Adopted Budget	Carryovers	Budget Review Adjustments		YTD Actual	YTD Budget	YTD Variance	Annual Budget	Note
\$'000	\$'000	\$'000		\$'000	\$'000	\$'000		
			<b>Operating Revenue</b>					
84,146	-	-	Rates	49,110	49,090	20	F	84,146
2,194	-	306	Statutory Charges	1,358	1,419	(61)	U	2,500
2,765	-	181	User Charges	1,862	1,791	71	F	2,946
6,929	(1,203)	1,641	Operating Grants & Subsidies	3,619	2,546	1,073	F	7,367
200	-	320	Investment Income	449	369	80	F	520
1,159	-	(102)	Reimbursements	594	641	(47)	U	1,057
780	-	18	Other Revenues	192	43	149	F	798
365	-	-	Net gain - Equity Accounted Investments	-	-	-	-	365
<b>98,537</b>	<b>(1,203)</b>	<b>2,365</b>		<b>57,184</b>	<b>55,899</b>	<b>1,285</b>	<b>F</b>	<b>99,699</b>
			<b>Operating Expenses</b>					
41,584	-	241	Employee Costs	22,940	23,203	263	F	41,825
24,314	3,355	4,140	Contractual Services	19,979	17,302	(2,677)	U	31,809
5,242	-	758	Materials	2,747	3,120	373	F	6,000
202	-	-	Finance Charges	109	123	14	F	202
16,651	-	827	Depreciation	10,196	10,196	-	-	17,478
8,404	-	(13)	Other Expenses	4,924	5,011	87	F	8,391
<b>96,396</b>	<b>3,355</b>	<b>5,953</b>		<b>60,895</b>	<b>58,955</b>	<b>(1,940)</b>	<b>U</b>	<b>105,705</b>
<b>2,141</b>	<b>(4,558)</b>	<b>(3,589)</b>	Operating Surplus/(Deficit) before Capital Revenues	<b>(3,711)</b>	<b>(3,056)</b>	<b>(655)</b>	<b>U</b>	<b>(6,006)</b>
			<b>Capital Revenue</b>					
6,651	3,217	6,975	Capital Grants & Subsidies	12,513	9,103	3,410	F	16,843
-	-	-	Contributed Assets	-	-	-	-	-
-	-	-	Asset Disposal and Fair Value Adjustment	291	5	286	F	-
<b>6,651</b>	<b>3,217</b>	<b>6,975</b>		<b>12,804</b>	<b>9,108</b>	<b>3,696</b>	<b>F</b>	<b>16,843</b>
<b>8,792</b>	<b>(1,341)</b>	<b>3,386</b>	Net Surplus/(Deficit) resulting from operations	<b>9,093</b>	<b>6,052</b>	<b>3,041</b>	<b>F</b>	<b>10,837</b>
16,651	-	827	add Depreciation	10,196	10,196	-	-	17,478
-	-	-	add (Gain)/Loss on Asset Disposal	(291)	(5)	(286)	-	-
(365)	-	-	less Share of Profit Equity Accounted Investments	-	-	-	-	(365)
<b>25,078</b>	<b>(1,341)</b>	<b>4,213</b>	Funding available for Capital Investment	<b>18,998</b>	<b>16,243</b>	<b>2,755</b>	<b>F</b>	<b>27,950</b>
			<b>Capital</b>					
10,548	5,207	336	less Capital Expenditure - Renewal	4,758	4,517	(241)	U	16,091
29,847	6,356	(5,307)	less Capital Expenditure - New	4,079	4,667	588	F	30,896
-	-	-	less Capital - Contributed assets	-	-	-	-	-
-	-	-	add Proceeds from Sale of Surplus Assets	-	-	-	-	-
<b>(15,317)</b>	<b>(12,904)</b>	<b>9,184</b>	Net funding increase/(decrease)	<b>10,161</b>	<b>7,059</b>	<b>3,102</b>	<b>F</b>	<b>(19,038)</b>

Original Adopted Budget \$'000	Carryovers \$'000	Budget Review Adjustments \$'000		YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Annual Budget \$'000	Note
<b>Funded by</b>								
			<b>Loans</b>					
4,400	-	-	Loan Principal Receipts (Net)	-	-	-	4,400	
-	-	-	Loan Receipts/(Payments) from Sporting Clubs (Net)	-	-	-	-	
(876)	-	-	Loan Principal Repayments	(432)	(432)	-	(876)	
<b>3,524</b>	<b>-</b>	<b>-</b>	<b>Loan Funding (Net)</b>	<b>(432)</b>	<b>(432)</b>	<b>-</b>	<b>3,524</b>	
<b>Movement in level of cash, investments and accruals</b>								
23	-	61	Cash Surplus/(Deficit) funding requirements	26,394	22,225	4,169	84	
(11,817)	(12,904)	9,123	Reserves Net - Transfer to/(Transfer from)	(16,665)	(15,598)	1,067	(15,598)	I
<b>(11,794)</b>	<b>(12,904)</b>	<b>9,184</b>	<b>Cash/Investments/Accruals Funding</b>	<b>9,729</b>	<b>6,627</b>	<b>5,236</b>	<b>(15,514)</b>	
<b>15,317</b>	<b>12,904</b>	<b>(9,184)</b>	<b>Funding Transactions</b>	<b>(10,161)</b>	<b>(7,059)</b>	<b>(3,102)</b>	<b>F 19,038</b>	J



**Variation Notes**

<b>A</b>	<b>Operating Grants &amp; Subsidies</b>	<b>Favourable \$1,073k</b>	Predominately relates to budget-timing variances with regards to Library Services (\$313k) along with the budget-timing of income received in advance being brought in as carryovers (\$840k).
<b>B</b>	<b>Other Revenues</b>	<b>Favourable \$149k</b>	Reflects budget-timing variances with regards to contributions towards Resilient South Climate Partnership (\$50k), Rainwater Tank Pilot Project (\$32k) and a number of variances which are individually insignificant.
<b>C</b>	<b>Employee Costs</b>	<b>Favourable \$263k</b>	Predominantly reflects savings from temporarily vacant positions.
<b>D</b>	<b>Contractors</b>	<b>Unfavourable \$2,677k</b>	Reflects budget-timing variances with regards to IT Licences paid up front (\$832k), Trees (\$213k), Marino Hall Upgrade (\$153k), Cove Sports Netball and Lower Oval (\$125k), Resilient South Climate Partnership (\$85k) and a number of variances which are individually insignificant.
<b>E</b>	<b>Materials</b>	<b>Favourable \$373k</b>	Reflects budget-timing variances with regards to Electricity (\$125k), Water (\$88k), Fuel (\$71k) and a number of other variances which are individually insignificant.
<b>F</b>	<b>Capital Grants &amp; Subsidies</b>	<b>Favourable \$3,410k</b>	Reflects budget-timing with regards to a number of grants received in advance which have been brought in as carryovers and a number of variances which are individually insignificant.
<b>G</b>	<b>Capital Expenditure (Renewal)</b>	<b>Unfavourable \$241k</b>	Reflects budget-timing variances with regards to the Coach House Rehabilitation.
<b>H</b>	<b>Capital Expenditure (New)</b>	<b>Favourable \$588k</b>	Reflects budget-timing variances with regards to Tarnham Road Sports Courts redevelopment.
<b>I</b>	<b>Reserve Transfers</b>	<b>\$1,067k</b>	This relates to an unbudgeted transfer to reserves for funds received from the sale of council land offset by an unbudgeted transfer from reserve for the purchase of land. This will be adjusted in budget review two.
<b>J</b>	<b>Funding Transactions</b>	<b>Favourable \$3,102k</b>	This variance is the sum total of all variances and reflects an increase against council's expected YTD cash position.

The above comments referring to budget timing variations are where some monthly budget estimates are not reflective of the actual expenditure patterns as at the reporting date.

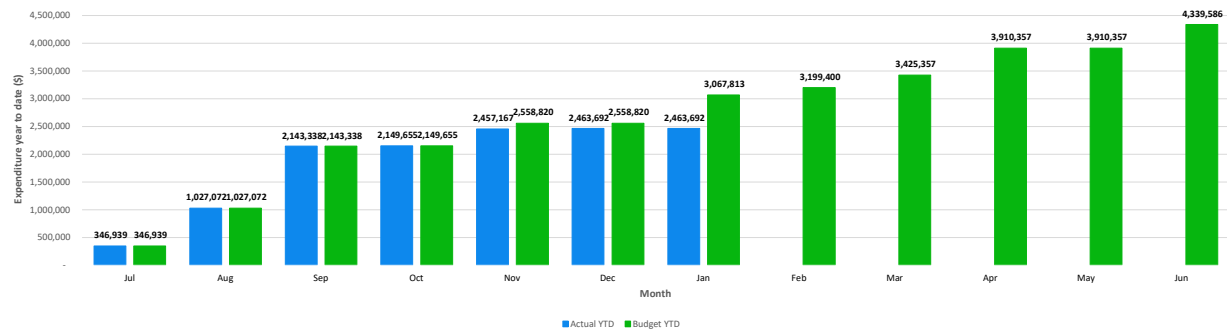
**Funding Transactions**

This variance is the sum total of all variances and reflects an increase against council's expected YTD cash position.

Road Reseal

Monthly Comment

Program is in progress and on track. The remainder of the projects in this program are anticipated to be complete by end of financial year.



Kerb and Water Table

Monthly Comment

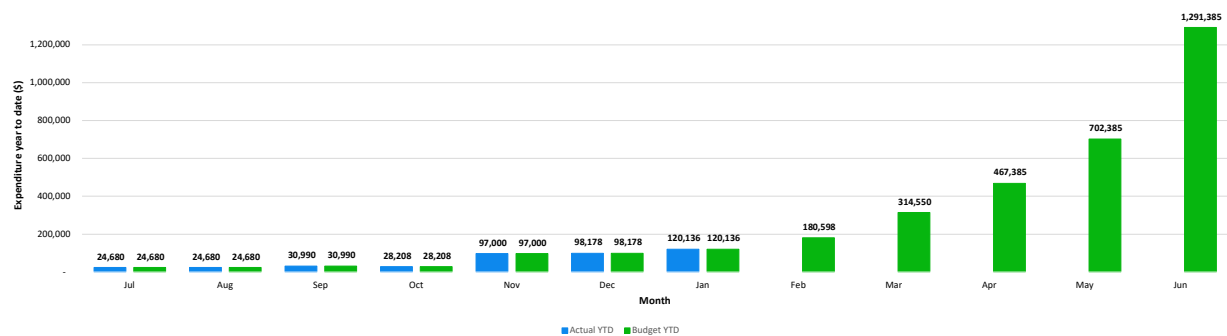
Kerb and Water Table and Kerb Ramp Program are in progress and anticipated to be complete by end of financial year.



New Footpath Construction

Monthly Comment

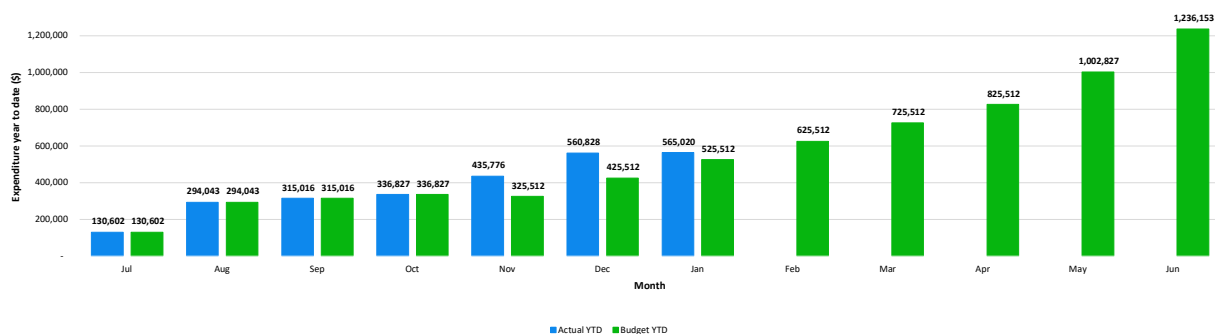
Program is in progress and on track. Progress on one of the larger projects in this program, Majors Road, is dependent on adjacent works being complete first.



### Renewal Footpath Construction

#### Monthly Comment

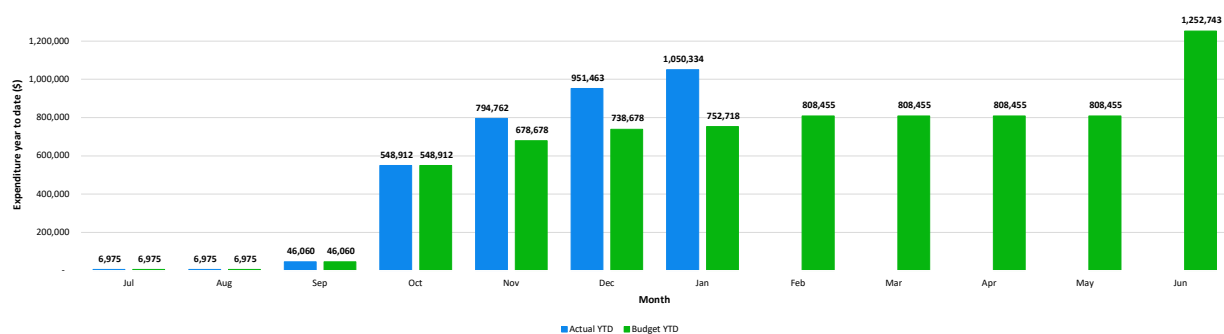
Program is in progress and on track. This program is anticipated to be complete by end of financial year.



### Transport

#### Monthly Comment

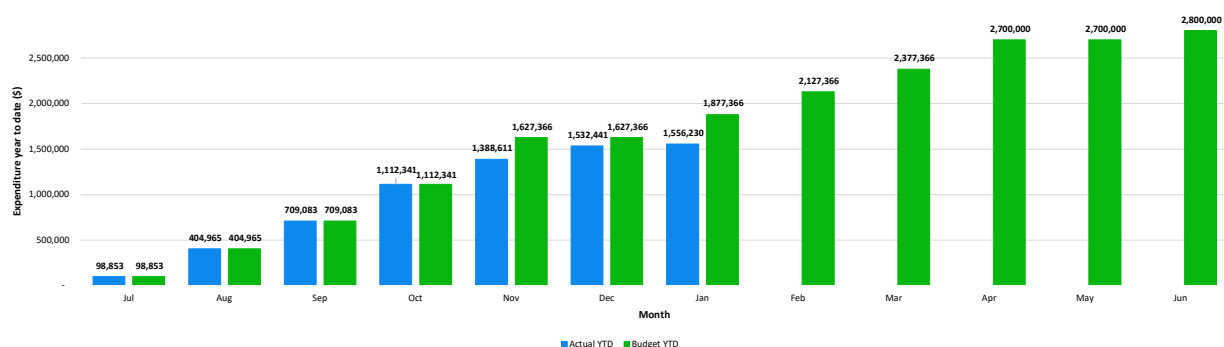
Program in progress with Lander/Young Street Intersection, Ross Street Emu Crossing, Great Eastern Avenue and Finnis Street Wombat Crossings complete. This program is anticipated to be complete by end of financial year.



### Drainage

#### Monthly Comment

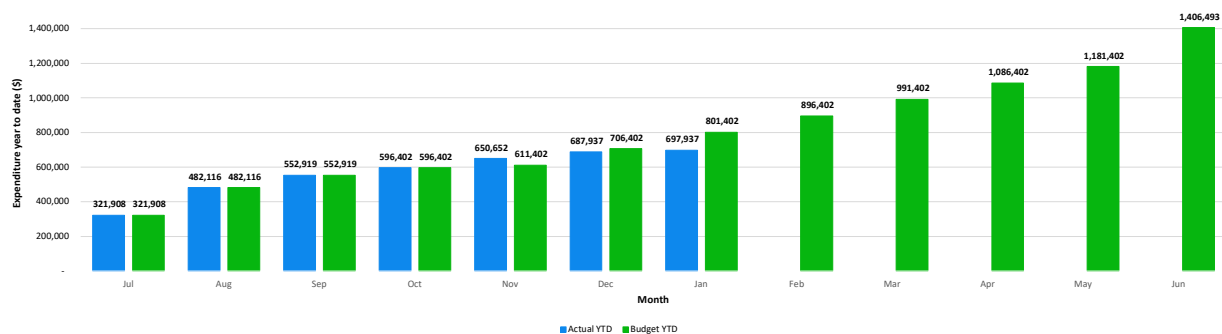
Program in progress with Dalkeith Avenue complete. Clark Avenue/Naldera Street tender is currently being assessed and works are anticipated to be complete by end of financial year.



### Street Trees

#### Monthly Comment

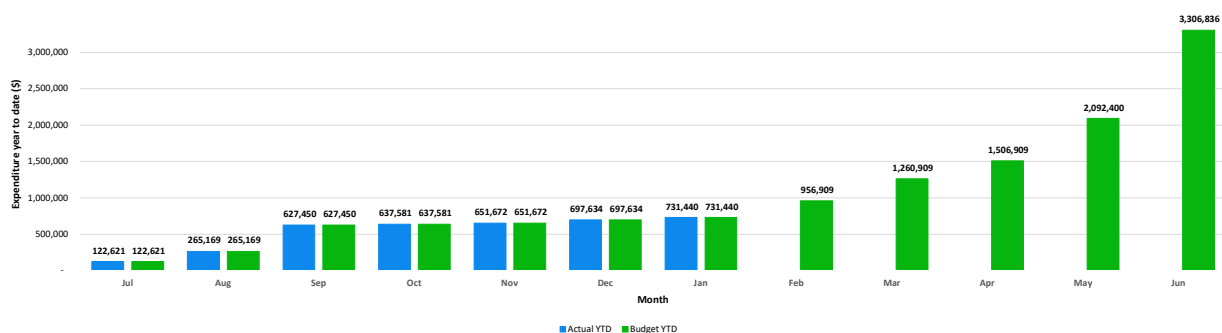
Program has commenced with 3,400 out of 3,900 trees from the Tree Planting Program complete. Planting will recommence on the Advanced Tree Planting Program and Street Tree Program in April/May.



### Streetscapes

#### Monthly Comment

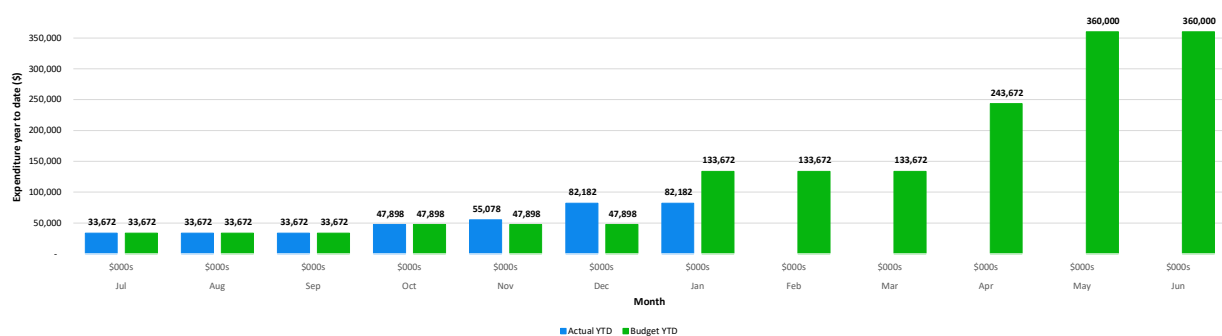
Program in progress with works at Messines Avenue complete. Works on Birch Crescent Streetscape and Morphet Road have commenced.



### Irrigation

#### Monthly Comment

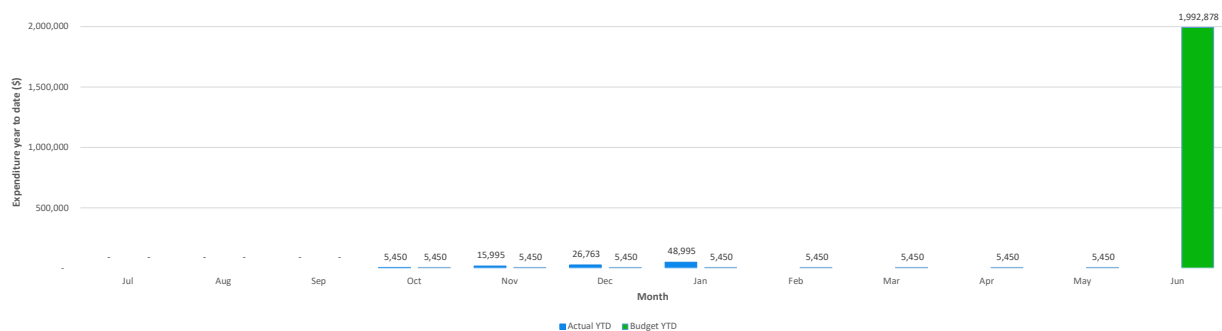
Works at Mitchell Park are planned to commence in March/April. This program is anticipated to be complete by the end of financial year.



## Wetlands

### Monthly Comment

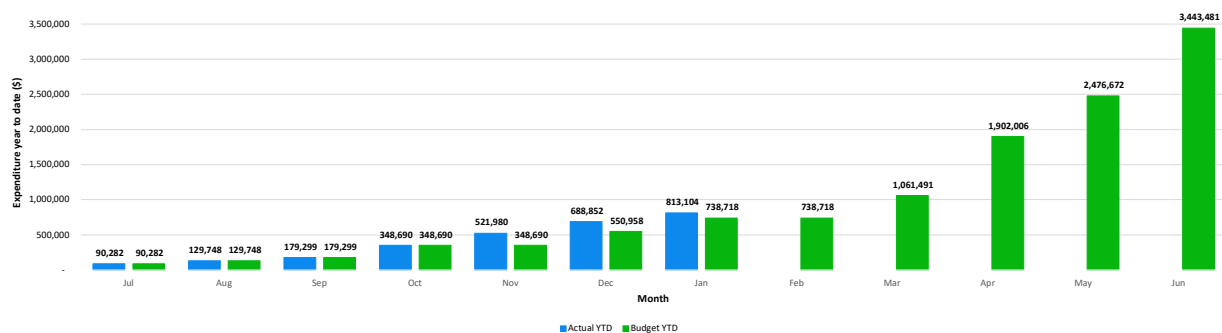
\$1.3m of this program relates to the Seaciff water extension (Marion Water Business) which has now been endorsed by council and is anticipated to commence before the end of financial year. All other projects in this program are due to commence after the summer months and are anticipated to be complete by end of financial year. This budget will be re-timed in budget review 2.



## Open Space Developments

### Monthly Comment

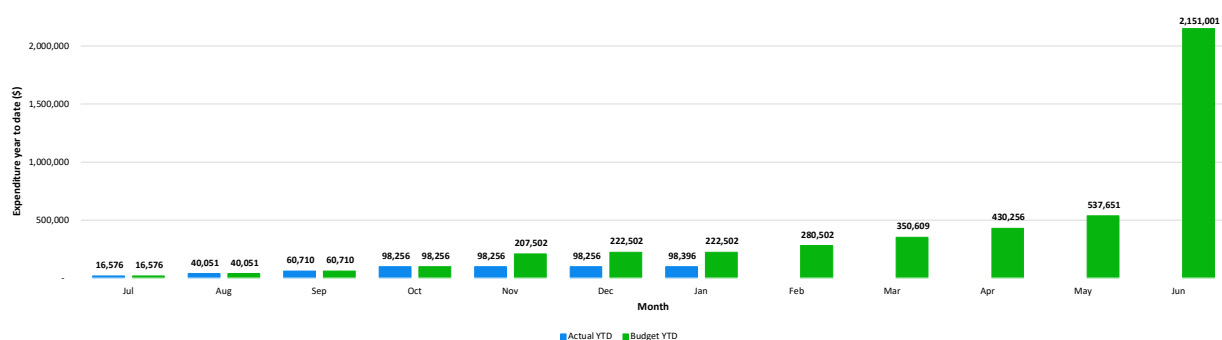
Program is on track with Ballara Park, Weaver Street and Kendall/McKellar Fencing under construction. Procurement for four toilets has occurred and are scheduled to be installed in May. Works on Cormorant Drive, Lapwing Street and Vista Street Reserves are anticipated to commence in February.



## Sports Facilities and Courts

### Monthly Comment

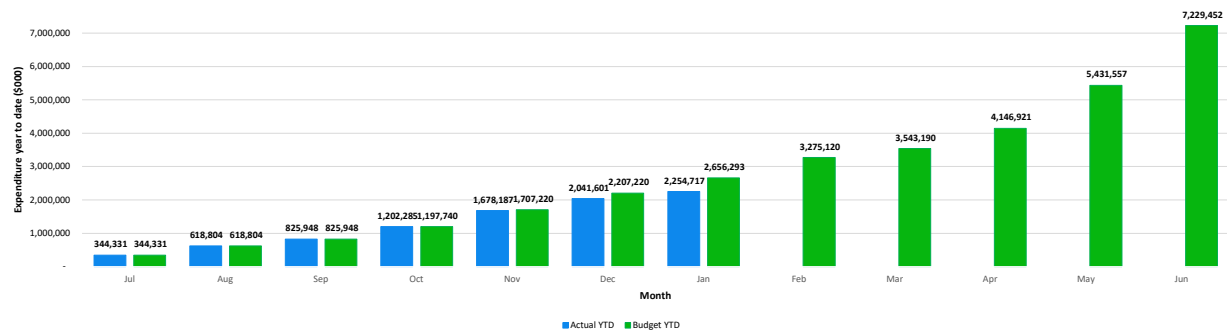
Program in progress with works on Edwardstown Bowls Club Bench Shade and Glandore Cricket Nets complete. Lights have been ordered for the Ascot Park Lighting Project and are anticipated to be installed in April.



Building Upgrades

Monthly Comment

Program in progress with contractor being appointed for Marion Outdoor Pool Boiler Replacement and Boatshed Roof Access System. The Coach House Rehabilitation and Tarnham Road Upgrades are in the final stages, with completion anticipated in March.



**Marino Hall Upgrade**

	<b>2022-23 Actual YTD 31/01/2023</b>	<b>2022-23 Budget</b>	<b>Project Cost At Completion</b>
<b>Income</b>			
State Government Grant Contribution	500,000	500,000	500,000
Commonwealth Government Grant Contribution	-	2,500,000	3,000,000
<b>Total Income</b>	<b>500,000</b>	<b>3,000,000</b>	<b>3,500,000</b>
<b>Expenditure</b>			
<b>Operating</b>	-	-	-
<b>Capital Construction</b>	(262,358)	(6,000,000)	(6,835,000)
<b>Total Expenditure</b>	<b>(262,358)</b>	<b>(6,000,000)</b>	<b>(6,835,000)</b>
<b>Project Result Surplus/(Deficit)</b>	<b>237,642</b>	<b>(3,000,000)</b>	<b>(3,335,000)</b>

The remaining \$3.335m of project funding required will be funded by Council.

Council have received the State Governments contribution to this project.



**Coastal Walkway**

	<b>2022-23 Actual YTD 31/01/2023</b>	<b>2022-23 Budget</b>	<b>Project Cost At Completion</b>
<b>Income</b>			
State Government Grant Contribution	-	-	2,440,604
<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>2,440,604</b>
<b>Expenditure</b>			
<b>Operating</b>	-	-	-
<b>Capital Construction</b>	(581,386)	(6,420,000)	(10,456,000)
<b>Total Expenditure</b>	<b>(581,386)</b>	<b>(6,420,000)</b>	<b>(10,456,000)</b>
<b>Project Result Surplus/(Deficit)</b>	<b>(581,386)</b>	<b>(6,420,000)</b>	<b>(8,015,396)</b>

The remaining \$8.015m of project funding required will be funded by Council.

Council have received \$1.33m of the State Governments contribution to this project.

**Cove Sports and Community Club**

	2022-23 Actual YTD 31/01/2023	2022-23 Budget	Project Cost At Completion
<b>Income</b>			
State Government Grant Contribution	2,500,000	2,500,000	2,500,000
<b>Total Income</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>2,500,000</b>
<b>Expenditure</b>			
<b>Operating</b>	-	-	-
<b>Capital Construction</b>	(207,898)	(750,000)	(7,220,000)
<b>Total Expenditure</b>	<b>(207,898)</b>	<b>(750,000)</b>	<b>(7,220,000)</b>
<b>Project Result Surplus/(Deficit)</b>	<b>2,292,102</b>	<b>1,750,000</b>	<b>(4,720,000)</b>

The remaining \$4.720m of project funding required will be funded by Council.

Council have received the State Governments contribution to this project.

Attachment 12.3.3

Debtor	Total Balance	Current	30 Days	60 Days	90 Days	90+ Days	Percentage of total 90+ day balance	Comments for 90+ Day balances
General Total	11,346.25	7,405.00	.00	2,423.25	1,400.00	118.00	0%	Made up of 1 out of 7 debtors in this category.
Neighbourhood Centres Total	11,072.20	5,524.00	760.00	3,458.20	1,200.00	130.00	0%	Made up of 1 out of 19 debtors in this category. This account has subsequently been settled in February.
Regulatory Services Land Clearing Total	18,300.14	.00	.00	.00	.00	18,300.14	10%	Made up of 4 debtors. Three of these accounts are on payment plans while one account is in the process of being transferred to their rates account.
City Property - Leased Facilities Total	364,526.18	147,562.16	48,754.91	36,004.33	5,415.59	126,789.19	69%	Made up of 8 out of 32 debtors. One account totalling \$43,000.62 is being worked through with the debt collector. Three accounts totalling \$72,932.07 are on a payment plans, with payments of \$1020.21 being subsequently received in February. One account totalling \$1,499.50 has subsequently been settled in February.
City Property - Sporting Facilities Total	23,880.13	5,515.75	9,062.00	.00	.00	9,302.38		Made up of 2 out of 3 debtors. Both of these accounts have subsequently been settled in February.
Civil Services Private Works Total	62,420.02	19,465.00	13,018.67	3,188.35	6,435.00	20,313.00	11%	Made up of 12 out of 30 debtors in this category with five accounts totalling \$11,265.00 relating to works not commenced, awaiting payment. Five accounts totalling \$4,308.00 are on payment plans. One account totalling \$3,850.00 is in the process of being transferred to their rates accounts as a charge on the land.
Swim Centre Debtors Total	74,916.56	23,978.06	45,993.20	4,295.30	.00	650.00	0%	Made up of 1 out of 30 debtors in this category. This account has subsequently been settled in February.
Grants & Subsidies Total	1,174,499.60	622,249.60	93,000.00	16,500.00	442,750.00	.00	0%	
Environmental Health Inspections Total	20,272.40	2,602.50	4,977.20	2,198.00	4,197.80	6,296.90	3%	Made up of 33 out of 108 debtors, with none individually significant.
Marion Cultural Centre Total	10,907.00	1,009.00	7,648.80	1,164.00	.00	1,085.20	1%	Made up of 3 out of 12 debtors, with none individually significant. Two accounts totalling \$512.00 have subsequently been settled in February.
Local Government	154,777.68	154,777.68	.00	.00	.00	.00	0%	
Total	1,926,918.16	990,088.75	223,214.78	69,231.43	461,398.39	182,984.81		
Total Aging Profile		51%	12%	4%	24%	9%		

Category	Description
Employees	Anything that relates to CoM employees.
General	Anything that does not fit into one of the below categories.
Neighbourhood Centres	For hire of rooms in Neighbourhood Centres, etc. - usually charged out at an hourly rate. Also includes cultural workshops and tours.
Regulatory Services Land Clearing	When council has had to clear land due to non-compliance of owner.
Sporting Clubs & Other Leases	Rent, electricity, water, maintenance, etc. charged out to lessees.
Civil Services Private Works	Repairs or modifications to infrastructure (footpaths, kerbs, driveway inverts). Can be at resident request.
Swim Centre Debtors	Outdoor Swimming Centre - used for lane hire, school visits, etc.
Grants & Subsidies	Government grants and subsidies.
Environmental Health Inspections	Food Inspection fees.
Regulatory Services Other	Vehicle Impoundment fees and other regulatory services.
Supplier Refunds	Where a supplier owes the City of Marion funds. This category is used to keep track to ensure we have received payment for credits.
Development Services	Includes contribution from residents and/or developers for the removal and/or replacement of Council Street Trees and significant trees.
Living Kaurna Cultural Centre	Relates to programs run through the LKCC.
Environmental Health Testing	Environmental testing fees.
Local Government	Transactions with other Local Government corporations.
Communications	Anything related to communications.
Economic Development	Events, etc. relating to economic development within the City of Marion.
Marion Cultural Centre	Hiring of the Marion Cultural Centre.

\*any category that does not have any outstanding invoices will not be displayed.

## **Rates Report - Collection of Rates to 31 January 2023**

### **ANALYSIS OF OUTSTANDING RATES AS AT 31 JANUARY 2023**

	<u>Note</u>		<b>% of Total Annual Rates</b>
CURRENT	1	\$ 32,089,519	<b>38.1%</b>
OVERDUE	2	\$ 1,359,297	<b>1.6%</b>
ARREARS	3	\$ 1,283,496	<b>1.5%</b>
INTEREST	4	\$ 56,790	<b>0.1%</b>
POSTPONED	5	\$ 249,935	<b>0.3%</b>
LEGALS	6	\$ 20,644	<b>0.0%</b>
		<b>\$ 35,059,681</b>	<b>41.7%</b>
<b>TOTAL ANNUAL RATES FOR 2022/23</b>		<b>\$ 84,159,736</b>	

#### **Note 1: Current**

Current rates represent the total amount of rates levied in the current financial year that are not yet due for payment. For example at 1st January this represents Quarter 3 & Quarter 4 rates unpaid.

#### **Note 2: Overdue**

Overdue rates represent rates levied in the current financial year that remain unpaid past their due payment date. For example on 1st January, this represents rates from Quarter 1 and Quarter 2 that remain unpaid.

#### **Note 3: Arrears**

Rates in arrears represent rates and charges levied in previous financial years that remain unpaid .

#### **Note 4: Interest**

Interest represent the fines and interest applied to overdue rates and rates in arrears.

#### **Note 5: Postponed**

Postponed rates represent any rates amount due by seniors that have been granted a deferral, until the eventual sale of their property, as allowable under the Local Government Act. Interest is charged on these deferred rates and is recoverable when the property is sold.

#### **Note 6: Legals**

Legals represent any legal fees, court costs that have been incurred by Council in the collection of rates in the current financial year. These amounts represent costs that have been on-charged to the defaulting ratepayers and are currently outstanding.

**13 Workshop / Presentation Items - Nil****14 Motions With Notice****14.1 National Reconciliation Week - Southern Cultural Immersion**

<b>Report Reference</b>	GC230314M14.1
<b>Council Member</b>	Councillor – Ian Crossland

**MOTION****That Council**

1. **Receive a report on 28 March 2023:**
  - a. **Outlining the event proposal by Southern Cultural Immersion to host a large free public National Reconciliation Week event at Living Kurna Cultural Centre (LKCC) in May/June 2023, inclusive of financial commitment of City of Marion for this event to occur.**
  - b. **Consider Council's future year options for a similar event, including discussing the process, location, and financial commitment, at the April 2023 Council Member Forum where the draft Reconciliation Action Plan will be presented.**

**SUPPORTING INFORMATION**

Nil.

<b>Response Received From</b>	Social/Cultural Sustainability Planner – Melissa Batt
<b>Corporate Manager</b>	Manager People and Culture – Sarah Vinall
<b>General Manager</b>	Chief Executive Officer – Tony Harrison

**STAFF COMMENTS**

If Council is supportive of the proposed motion, administration will prepare a report to be presented to the General Council Meeting on 28 March 2023 detailing the proposal by Southern Cultural Immersion.

This report will also include further information for Council Members to provide feedback on the draft Reconciliation Action Plan 2023 –2025 (RAP), at the April 2023 Council Member Forum. This is a well-timed opportunity for Council to consider future support of NRM events as part of the new RAP.

**15 Questions With Notice - Nil****16 Motions Without Notice****17 Questions Without Notice****18 Other Business****19 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.