

His Worship the Mayor  
Councillors  
City of Marion

## **Notice of General Council Meeting**

Council Chamber, Council Administration Centre  
245 Sturt Road, Sturt

**Tuesday, 23 April 2024 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 Kaurna Acknowledgement

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

## 3 Disclosure

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

## 4 Council Member Declaration of Interest (if any)

## 5 Confirmation of Minutes

### 5.1 Confirmation of Minutes of the General Council Meeting held on 26 March 2024

**Report Reference** GC240423R5.1

**Originating Officer** Business Support Officer - Governance and Council Support –

Cassidy Mitchell

**Corporate Manager** Manager Office of the Chief Executive – Kate McKenzie

**General Manager** Chief Executive Officer – Tony Harrison

## RECOMMENDATION

That the minutes of the General Council Meeting held on 26 March 2024 be taken as read and confirmed.

## ATTACHMENTS

1. G C 240326 - Final Minutes [5.1.1 - 16 pages]



**Minutes of the General Council Meeting  
held on Tuesday, 26 March 2024 at 6.30 pm  
Council Chamber, Council Administration Centre  
245 Sturt Road, Sturt**



## 1 Open Meeting

The Mayor opened the meeting at 6.30pm.

## 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 Council 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 Prior declared a general conflict of interest in the Northern suburbs identified in the item *Southern Suburbs Residential Policy - Code Amendment*
- Councillor Mates declared a general conflict of interest in the Northern suburbs identified in the item *Southern Suburbs Residential Policy - Code Amendment*
- Councillor Naismith declared a general conflict of interest in the Northern suburbs identified in the item *Southern Suburbs Residential Policy - Code Amendment*
- Councillor Crossland declared a general conflict of interest in the Southern suburbs identified in the item *Southern Suburbs Residential Policy - Code Amendment*
- Councillor Luscombe declared a general conflict of interest in the Southern suburbs identified in the item *Southern Suburbs Residential Policy - Code Amendment*
- Councillor Veliskou declared a general conflict of interest in the Southern suburbs identified in the item *Southern Suburbs Residential Policy - Code Amendment*
- Councillor Lama declared a general conflict of interest in the Southern suburbs identified in the item *Southern Suburbs Residential Policy - Code Amendment*



## 5 Confirmation of Minutes

### 5.1 Confirmation of Minutes of the General Council Meeting held on 12 March 2024

Report Reference GC240326R5.1

**Moved Councillor Masika**

**Seconded Councillor Hoffmann**

That the minutes of the General Council Meeting held on 12 March 2024 be taken as read and confirmed.

**Carried Unanimously**

## 6 Adjourned Items - Nil

## 7 Communications

### 7.1 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).

There were no updates provided this month.

**Moved Councillor Prior**

**Seconded Councillor Veliskou**

That the following Communication Reports be moved en bloc:

- Mayoral Communication Report
- CEO and Executive Communication Report

**Carried Unanimously**

### 7.2 Mayoral Communication Report

Report Reference GC240326R7.2

Name of Council Member Mayor - Kris Hanna

Date	Event	Comments
22/02/2024	Coast FM	Interviewed
23/02/2024	Citizen of the Year Awards at Government House 2024	Attended
23/02/2024	Farewell Event for the Imam	Attended
25/02/2024	Adelaide Cricket Club - Women & Girls in Cricket Day	Attended and gave speech
26/02/2024	Marion Mall Walkers Birthday	Attended, cut cake
26/02/2024	Mayor's Multicultural Pool Event	Attended and gave speech

29/02/2024	Met Executive Officer – Basketball South Australia	
29/2/2024	2023 Governor's Multicultural Awards	Attended: Awards for Elizabeth Sykora (CoM employee), Jessica Williams (YCC member) and SCI who run the LKCC
29/02/2024	Gala Opening of Wolf Blass Event Centre Morphettville	Attended
01/03/2024	Alawoona Reserve and Streetscape Upgrade – First Dig	Attended
02/03/2024	Cove Cricket Club Hall of Fame evening	Attended
04/03/2024	GAROC meeting at LGA	Attended
05/03/2024	Met Will Cutts, Executive Officer Volleyball SA, and Harrison Paays, President Austral Volleyball Club	
08/03/2024	Hawkesbury Avenue Reserve - Official Opening	Attended and opened site
11/03/2024	Adelaide Cup 2024 SAJC Board Luncheon	Attended
16/03/2024	SA Bangladeshi Community Association Annual Iftar (Dinner)	Attended
In addition, the Mayor has met with residents, MPs and with the CEO and Council staff regarding various issues		

**Moved Councillor Prior****Seconded Councillor Veliskou**

That the Mayoral Communication report be received and noted.

**Carried Unanimously**

**7.3 CEO and Executive Communication Report**

Report Reference GC240326R7.3

Date	Activity	Attended By
28 February 2024	Meeting on site   GM Club Marion and Warriparinga Councillors & CoM re Club Marion Changerooms	Tony Lines
29 February 2024	Event   2023 Governor's Multicultural Awards	Tony Harrison
29 February 2024	Event   Gala Opening of Wolf Blass Event Centre Morphettville	Tony Harrison

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29 February 2024	SRWRA Board Meeting	Angela Allison
1 March 2024	Cross Council (PAE & CCS) Fleet meeting	Angela Allison
8 March 2024	Meeting   LG Professionals SA General Managers and Directors Network	Ben Keen
8 March 2024	Meeting   Graduate Program with City of Mitcham	Ben Keen
8 March 2024	Hawkesbury Avenue Reserve - Official Opening	Tony Harrison Tony Lines
13 March 2024	Meeting   Oaklands Green PCG Monthly meeting with City of Marion and Oaklands Green	Tony Lines
13 March 2024	Meeting   SCI, KC Consulting and CoM re SCI	Tony Lines
13 March 2024	Meeting   Marion Tennis Club & CoM re Marion Tennis Club	Tony Lines
15 March 2024	Workshop by SAGE Group   Demystifying the future for AI for Industrial Operators	Ben Keen
15 March 2024	Project meeting with Sol Energy	Angela Allison
18 March 2024	Meeting   Innovis and CoM re Nungamoora Coastal walkway	Tony Lines
18 March 2024	Teams Meeting   SA Hydrogen Hubs re Hydrogen Refuelling Station	Tony Lines
18 March 2024	Meeting on site   Club Marion and CoM re site upgrades	Tony Lines
20 March 2024	Weekly Onsite Meeting   Blubuilt, North Projects, Aspects Studios, Innovis, CMW Geosciences SA, and CoM re Coastal Walkway Bridges	Tony Lines
20 March 2024	Meeting   North Projects and CoM re Future Pipeline	Tony Lines
20 March 2024	Meeting   Graduate Program with City of Mitcham	Ben Keen
25 March 2024	SRWRA Board meeting	Angela Allison
25 March 2024	Meeting   Innovis and CoM re Nungamoora Coastal walkway	Tony Lines
26 March 2024	Meeting   Tony Harrison, Steve Wren and Blake Sokora (Pelligra)	Tony Harrison

**Moved Councillor Prior****Seconded Councillor Veliskou**

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

**Carried Unanimously**

**8 Deputations****8.1 Marion Tennis Club**

**Report Reference** GC2403268.1

Mr Kym Morgan provided a five-minute deputation regarding the Marion Tennis Club in regards to the proposed Marion Basketball Stadium.

**8.2 Morphettville Park Tennis Club**

**Report Reference** GC2403268.2

Mr Angus provided a five-minute deputation regarding the need for an upgrade of the Morphettville Park Tennis Club Clubrooms

**8.3 Southern Suburbs Residential Policy Code Amendment**

**Report Reference** GC240326D8.3

Mr Lloyd provided a five-minute deputation regarding the Southern Suburbs Residential Policy Code Amendment.

**Order of Agenda**

The Mayor sought and was granted leave of the meeting to vary the order of the agenda and consider the item *Southern Suburbs Residential Policy Code Amendment* next in the meeting.

**12.6 Southern Suburbs Residential Policy Code Amendment**

**Report Reference** GC240326R12.6

- Councillor Prior declared a general conflict of interest in the Northern suburbs identified in the item *Southern Suburbs Residential Policy - Code Amendment* as he owns property within the area and will leave the meeting for the item
- *Councillor Mates* declared a general conflict of interest in the Northern suburbs identified in the item *Southern Suburbs Residential Policy - Code Amendment* as she owns property within the area and will leave the meeting for the item
- Councillor Naismith declared a general conflict of interest in the Northern suburbs identified in the item *Southern Suburbs Residential Policy - Code Amendment* as he owns property within the area and will leave the meeting for the item





7.43pm Councillor Prior left the meeting  
 7.43pm Councillor Mates left the meeting  
 7.43pm Councillor Naismith left the meeting

**Moved Councillor Telfer**

**Seconded Councillor Crossland**

That Council:

1. With regard to the Southern Suburbs Residential Policy Code Amendment for the northern suburbs of Darlington, Seacombe Heights, Seaview Downs, Seacliff Park (eastern side of Ocean Boulevard) and Marino:
  - a. Resolves not to change the policies and retains the existing minimum site areas and frontage widths and communicates Council's decision to those who made submissions and the broader public.

**Carried**

8.02pm Councillor Mates re-entered the meeting  
 8.02pm Councillor Naismith re-entered the meeting

- Councillor Crossland declared a general conflict of interest in the Southern suburbs identified in the item *Southern Suburbs Residential Policy - Code Amendment* as he owns property within the area and will leave the meeting for the item
- Councillor Luscombe declared a general conflict of interest in the Southern suburbs identified in the item *Southern Suburbs Residential Policy - Code Amendment* as she owns property within the area and will leave the meeting for the item
- *Councillor Veliskou* declared a general conflict of interest in the Southern suburbs identified in the item *Southern Suburbs Residential Policy - Code Amendment* as he owns property within the area and will leave the meeting for the item
- *Councillor Lama* declared a general conflict of interest in the Southern suburbs identified in the item *Southern Suburbs Residential Policy - Code Amendment* as she owns property within the area and will leave the meeting for the item

8.02pm Councillor Crossland left the meeting  
 8.02pm Councillor Luscombe left the meeting  
 8.02pm Councillor Veliskou left the meeting  
 8.02pm Councillor Lama left the meeting

8.05pm Councillor Prior re-entered the meeting

**Moved Councillor Mates**

**Seconded Councillor Naismith**

That Council:



2. With regard to the Southern Suburbs Residential Policy Code Amendment for the southern suburbs of Hallett Cove, Sheidow Park, Trott Park, O'Halloran Hill and Seacliff Park (western side of Ocean Boulevard):

Retains the existing minimum site areas and frontage widths (as per Map 4 in Attachment 1), but rezones the Suburban Neighbourhood Zone to Hills Neighbourhood Zone and communicates Council's decision to those who made submissions and the broader public.

**Carried**

8.06pm Councillor Crossland re-entered the meeting

8.06pm Councillor Luscombe re-entered the meeting

8.06pm Councillor Veliskou re-entered the meeting

8.06pm Councillor Lama re-entered the meeting

### **Order of Agenda Items**

The Mayor sought and was granted leave of the meeting to vary the order of the Agenda and consider the following items next in the meeting:

- Cove Sports Complex – Surrender of Liquor Licence
- Biodiveristy Plan 2024-2029
- Disability Access and Inclusion Plan Report 2023
- Remuneration Tribunal of South Australia – Invitation to make submission
- Telecommunications Tower Proposal – Nari Drive Reserve
- Soft Plastics Recycling Update
- SRWRA Board Meeting 29 February 2024 – Constituent Council Information Report
- Questions Taken on Notice Register
- Monthly Work health and Safety Report
- Finance Report – February 2024
- Confidential Item – Glandore Oval Redevelopment – Project Funding
- Confidential Item – Hazelmere Reserve and Morphetville Tennis Club

### **9 Petitions - Nil**

### **10 Committee Recommendations - Nil**

### **12 Corporate Reports for Decision**

#### **12.1 Cove Sports Complex - Surrender of Liquor Licence**

**Report Reference** GC240326R12.1



**Moved Councillor Prior**

**Seconded Councillor Luscombe**

That Council:

1. Surrenders the On-Premise Liquor License (57104172) for the Cove Sports Complex in the name of the Corporation of the City of Marion, in accordance with Part 4 of the Liquor Licensing Act 1997 and executes all documents necessary to enact Council's decision.

**Carried Unanimously**

## 12.2 Biodiversity Plan 2024-2029

**Report Reference** GC240326R12.2

**Moved Councillor Crossland**

**Seconded Councillor Luscombe**

That Council:

1. Notes the outcomes from the community engagement process.
2. Adopts the Draft City of Marion Biodiversity Plan 2024-2029 (Attachment 1) subject to the following amendments:
  - Adds to the Biodiversity plan the clause - "In special circumstances where a declared weed on privately owned land poses a threat to a remnant native vegetation site, the Council has the option to provide support for its removal."

**Carried Unanimously**

## 12.3 Disability Access and Inclusion Plan Report 2023

**Report Reference** GC240326R12.3

8.17pm Councillor Singh left the meeting

**Moved Councillor Mates**

**Seconded Councillor Masika**

That Council:

1. Endorses the City of Marion DAIP Implementation Report (January – December 2023) due for submission to the Department of Human Services no later than March 31, 2024.
2. Notes a new DAIP is expected to be prepared in 2025 within 6 months of the release of the new State Plan. The dates are yet to be confirmed by the Department of Human Services.

**Carried Unanimously**



## 12.4 Remuneration Tribunal of South Australia - Invitation to make submission

Report Reference GC240326R12.4

8.18pm Councillor Singh re-entered the meeting

**Moved Councillor Hoffmann**

**Seconded Councillor Taylor**

That Council:

1. Authorises the proposed response to the Remuneration Tribunal of South Australia which endorses alignment of CEO remuneration bands with the bands already used to determine council member allowances.

**Carried Unanimously**

## 12.5 Telecommunications Tower Proposal – Nari Drive Reserve

Report Reference GC240326R12.5

Councillor Veliskou declared a general conflict of interest in the item due to residing in the vicinity of the area and given there is a shortfall in reception for some telecommunication providers it could be perceived that a benefit may arise if the proposal were to proceed. Councillor Veliskou will leave for the item.

8.21pm Councillor Veliskou left the meeting

**Moved Councillor Mates**

**Seconded Councillor Naismith**

That Council:

1. Declines the proposal for a Telecommunication Tower at Nari Drive Reserve Sheidow Park and informs Indara Digital Infrastructure of its decision.

**Carried Unanimously**

8.22pm Councillor Veliskou re-entered the meeting

## 13 Corporate Reports for Information/Noting

**Moved Councillor Telfer**

**Seconded Councillor Prior**

That the following Corporate Reports for Information / Noting be taken en bloc:

- Soft Plastic Recycling Update
- Community Safety By-law update
- SRWRA Board Meeting 29 February 2024 – Constituent Council Information Report
- Questions Taken on Notice Register
- Monthly Work Health and Safety Report
- Finance Report – February 2024

**The vote was Tied  
The Mayor made a casting vote and voted against the motion  
The motion was Lost**

**13.1 Soft Plastic Recycling Update****Report Reference** GC240326R13.1

8.26pm Councillor Telfer left the meeting

**Moved Councillor Luscombe****Seconded Councillor Veliskou**

That Council:

1. Receives and notes this report that outlines progress for the recycling of soft plastics (refer GC230328M15.2).

**Carried Unanimously**

8.29 Councillor Telfer re-entered the meeting

**13.2 Community Safety By-law update****Report Reference** GC240326R13.2**Moved Councillor Telfer****Seconded Councillor Masika**

That Council:

1. Notes this report.

**Carried Unanimously****13.3 SRWRA Board Meeting 29 February 2024 - Constituent Council Information Report****Report Reference** GC240326R13.3**Moved Councillor Masika****Seconded Councillor Mates**

That Council:

1. Notes the Constituent Council Information Report from SRWRA Board Meeting, 29<sup>th</sup> February 2024.

**Carried Unanimously**



### 13.4 Questions Taken on Notice Register

Report Reference GC240326R13.4

**Moved Councillor Masika**

**Seconded Councillor Telfer**

That Council:

1. Notes the report 'Questions Taken on Notice Register'.

**Carried Unanimously**

### 13.5 Monthly Work Health and Safety Report

Report Reference GC240326R13.5

**Moved Councillor Hoffmann**

**Seconded Councillor Luscombe**

That Council:

1. Note this report.

**Carried Unanimously**

### 13.6 Finance Report - February 2024

Report Reference GC240326R13.6

**Moved Councillor Veliskou**

**Seconded Councillor Taylor**

That Council:

1. Receives the report "Finance Report – February 2024"

**Carried Unanimously**

### 11 Confidential Items

**Moved Councillor Veliskou**

**Seconded Councillor Luscombe**

That the following Cover Reports to move into confidence be moved en bloc:

- Cover Report – Glandore Oval Redevelopment – Project Funding
- Cover Report – Hazelmere Reserve and Morphetville Tennis Club

**Carried Unanimously**



## 11.1 Cover Report - Glandore Oval Redevelopment - Project Funding

Report Reference

GC240326F11.1

### Moved Councillor Veliskou

### Seconded Councillor Luscombe

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, Manager Office of the CEO, Manager City Property, Manager City Activation, Unit Manager, Property Strategy and Delivery, Sports & Community Facilities Officer, Unit Manager Governance and Council Support and Governance Officer, be excluded from the meeting as the Council receives and considers information relating to Glandore Oval Redevelopment – Project Funding, 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 of the project projected costs yet to be publicly tendered and concept designs, and that the receipt, consideration or discussion of the information in public would, on the balance, be contrary to the public interest as it could negatively impact the outcomes for Council of a future construction tender process for the project and could infer a financial advantage to another entity when the project is opened to tender.

**Carried Unanimously**

8.35pm the meeting went into confidence

### Moved Councillor Hoffmann

### Seconded Councillor Masika

That Council:

1. Notes a total project cost estimate of \$[REDACTED] to deliver the preliminary site plan for the Glandore Oval upgrade.
2. Notes the initial Community Engagement Report that captures the preferences expressed by stakeholders and the community during the 29 September 2023 to 23 October 2023 consultation process for the redevelopment of Glandore Oval.
3. Approves an additional funding provision of up to \$[REDACTED] for the Glandore Oval Redevelopment to be incorporated into the next iteration of Council's LTFP in the 2025/26 financial year.
4. In accordance with Section 91(7) and (9) of the Local Government Act 1999, orders that the financial information within the report, attachments and Minutes relating to the item 'Glandore Oval Redevelopment – Project Funding: GC240326F11.1', 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 upon the basis that the information relates to project projected costs yet to be publicly tendered. The disclosure of this information would, on balance, be contrary to the public interest because it could infer a financial advantage to another entity when the project is opened to tender.
5. Notes that this order shall operate until it is revoked, or a further order is made and will be reviewed every 12 months.

**Carried Unanimously**

8.45pm the meeting came out of confidence



## 11.2 Cover Report - Hazelmere Reserve and Morphetville Tennis Club

Report Reference

GC240326F11.2

### Moved Councillor Veliskou

### Seconded Councillor Luscombe

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, Manager Office of the CEO, Manager City Property, Manager City Activation, Unit Manager, Property Strategy and Delivery, Unit Manager Governance and Council Support and Governance Officer, be excluded from the meeting as the Council receives and considers information relating to Hazelmere Reserve and Morphetville Park Tennis Club, 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 of the project projected costs yet to be publicly tendered, and that the receipt, consideration or discussion of the information in public would, on the balance, be contrary to the public interest as it could negatively impact the outcomes for Council of a future construction tender process for the project and could infer a financial advantage to another entity when the project is opened to tender.

**Carried Unanimously**

8.45pm the meeting went into confidence

### Meeting Suspension

### Moved Councillor Crossland

### Seconded Councillor Luscombe

That formal meeting procedures be suspended to discuss the item

**Carried**

8.48pm formal meeting procedures suspended

9.06pm Councillor Lama left the meeting

9.09pm Councillor Lama re-entered the meeting

9.21pm formal meeting procedures resumed

### Moved Councillor Veliskou

### Seconded Councillor Singh

1. In accordance with Section 91(7) and (9) of the *Local Government Act 1999*, orders that the financial information and all matters concerning the Hazelmere Reserve Netball within the report, attachments and minutes relating to the report 'Hazelmere Reserve and Morphetville Tennis Club: GC240326F11.2', 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 upon the basis that the information relates to project costs yet to be publicly tendered. The disclosure of this information





would, on balance, be contrary to the public interest because it could infer a financial advantage to another entity when the project is opened to tender. 3 GC240326 - Confidential General Council Meeting - 26 March 2024.

3. Notes that this order shall operate until it is revoked, or a further order is made and will be reviewed every 12 months.

#### **Meeting Extension**

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

##### **Seconded Councillor Luscombe**

That the meeting be extended until the conclusion of the item *11.2 Hazelmere Reserve and Morphetville Tennis Club*.

**Carried**

9.28pm meeting extended

**The motion was Carried Unanimously**

9.29pm Councillor Telfer left the meeting and did not return

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

##### **Seconded Councillor Luscombe**

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999, orders that the financial information and all matters concerning the Morphetville park Tennis Club within the report, attachments and minutes relating to the item 'Hazelmere Reserve and Morphetville Tennis Club: GC240326F11.2' , 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 upon the basis that the information relates to project costs yet to be publicly tendered. The disclosure of this information would, on balance, be contrary to the public interest because it could infer a financial advantage to another entity when the project is opened to tender. 3 GC240326 - Confidential General Council Meeting - 26 March 2024

2. Notes that this order shall operate until it is revoked, or a further order is made and will be reviewed every 12 months.

**Carried Unanimously**

9.43pm the meeting came out of confidence

#### **14 Workshop / Presentation Items**

#### **15 Motions With Notice**

#### **16 Questions With Notice**

#### **17 Motions Without Notice**

#### **18 Questions Without Notice**



## 19 Other Business

## 20 Meeting Closure

The meeting was declared closed at 9.43pm

CONFIRMED THIS 23 DAY OF APRIL 2024

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CHAIRPERSON

The following items were not considered:

- *11.3 City of Marion Building Asset Strategy Implementation Guide Annual Review 2024*
- *12.7 Community Grants and Youth Grants Review 2024*
- *15.1 Motion with Notice – Funding provision for the draft Reconciliation Action Plan*

## 6 Communications

### 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).

### 6.2 Mayoral Communication Report

**Report Reference** GC240423R6.2

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

Date	Event	Comments
21/03/2024	Meeting with Mayor Hewitson City of Unley	Attended
21/03/2024	Meeting with Mayor Boan City of Port Adelaide Enfield	Attended
22/03/2024	Morphettville Tennis Club Room Visit	Attended
23/03/2024	Launch of City of Marion Harmony Event	Attended and gave speech
24/03/2024	Oaklands Estate Residents Association Annual Residents' Barbecue	Attended
24/03/2024	Plympton Bulldogs Season Opening	Attended
26/03/2024	Marion Village Museum morning tea	Attended
28/03/2024	Resilient South Sector Agreement signing and Resilient South Regional Climate Action Plan launch	Attended
03/04/2024	Roundtable with Minister for Local Government Kristy McBain	Attended
04/04/2024	Marion Cultural Centre Plaza – First Dig	Attended
04/04/2024	Mema Court Reserve - Official Opening	Attended and opened site
05/04/2024	Hallett Cove Business Association breakfast	Attended
07/04/2024	Glenelg Rebels Softball Club - Presentation night	Attended
10/04/2024	Southern Business Connections Event	Attended
16/04/2024	Visit to Trott Park Men's Shed - Amanda Rishworth	Attended
In addition, the Mayor has met with residents, MPs and with the CEO and Council staff regarding various issues		

### 6.3 CEO and Executive Communication Report

Report Reference GC240423R6.3

Date	Activity	Attended By
26 March 2024	Meeting   Industry Advisory Board - Flinders University	Ben Keen
26 March 2024	Meeting   Tony Harrison, Tony Lines, Steve Wren and Blake Sokora (Pelligra)	Tony Harrison Tony Lines
28 March 2024	Resilient South Sector Agreement signing and ReCAP launch	Tony Harrison Ben Keen
2 April 2024	Meeting   City of Marion and Tennis SA re Marion Tennis	Tony Harrison
3 April 2024	Meeting   City of Marion and Community Living Options re Expression of Interest	Tony Harrison
3 April 2024	Cross Council meeting with CEO's and General Managers Corporate Services from City of Marion, City of Charles Sturt and City of Port Adelaide Enfield re Cross Council projects	Tony Harrison Angela Allison
3 April 2024	Roundtable with Minister Kirsty McBain and Louise Miller-Frost	Tony Harrison
4 April 2024	Tree Canopy Mapping Briefing by Green Adelaide	Ben Keen
4 April 2024	Innovate SA Showcase SA – Public Sector Network	Angela Allison
5 April 2024	Meeting   LG Professionals SA General Managers and Directors Network Working Group	Ben Keen
5 April 2024	Public Sector Network Local Government Roadshow	Tony Harrison Angela Allison
5 April 2024	Meeting   City of Marion and Pelligra	Tony Harrison
9 April 2024	Meeting   Clean Peak re water contract	Ben Keen
10 April 2024	Address Residents of the Norfolk Estate Retirement Village re Basketball Stadium Proposal	Tony Lines
11 April 2024	Meeting   CoM, SCI and LKCC re LKCC management	Tony Lines
12 April 2024	ESG Micro-credential session	Ben Keen

12 April 2024	Meeting   City of Mitcham regarding Community Renewables Program	Ben Keen
15 April 2024	Meeting   General Manager Brightly regarding Assetic project	Ben Keen
15 April 2024	Seacliff Village Site Tour with CoM, Villawood and Design IQ	Tony Lines
16 April 2024	Presentation of Grant Funding for Trott Park Neighbourhood Centre Mens' Shed with Minister Amanda Rishworth MP	Ben Keen
17 April 2024	Meeting   Mayor Kris Hanna, Tony Harrison (CEO), The Hon Frank Pangallo MLC, Sean Whittington (Chief of Staff) and Hugh Salter (Advisor) re Abbeyfield House	Tony Harrison
18 April 2024	LGIU Global Local Executive Panel on strategies for tackling misinformation in local government	Tony Harrison
18 April 2024	Quarterly Cross Council Corporate Services GM/Director meeting	Angela Allison
18 April 2024	Joint Workshop with Junction Australia, Renewal SA and CoM re Ash Avenue	Tony Lines
19 April 2024	Joint Workshop with Villawood and Com re Morphetville Racecourse Development	Tony Lines

**7 Adjourned Items - Nil****8 Deputations - Nil****9 Petitions - Nil****10 Committee Recommendations****10.1 Confirmation of Minutes of the Infrastructure and Environment Committee Meeting held on 9 April 2024**

<b>Report Reference</b>	GC240423R10.1
<b>Originating Officer</b>	Business Support Officer - Governance and Council Support – Cassidy Mitchell
<b>Corporate Manager</b>	Manager Office of the Chief Executive Officer – Kate McKenzie
<b>General Manager</b>	Chief Executive Officer - Tony Harrison

**REPORT OBJECTIVE**

The purpose of this report is to facilitate the receiving and noting of the minutes of the Infrastructure and Environment Committee meeting held on 9 April 2024.

**EXECUTIVE SUMMARY**

A summary of items considered by the Committee Members is noted below.

**Reports for Discussion**

- Streetscapes
- Footpaths
- Draft Walking and Cycling Plan

**Reports for Noting**

- Nil

**RECOMMENDATION****That Council:**

1. **Receives and notes the minutes of the Infrastructure and Environment Committee meeting held on 9 April 2024.**
2. **Notes that separate reports will be brought to Council for consideration of any recommendations from the Infrastructure and Environment Committee.**

**ATTACHMENTS**

1. IE C 240409 - Minutes [**10.1.1** - 8 pages]



**Minutes of the Infrastructure and Environment Committee  
held on Tuesday, 9 April 2024 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  
 Councillor Raelene Telfer  
 Councillor Luke Naismith  
 Councillor Jason Veliskou  
 Councillor Sarah Luscombe (Chair)

Councillor Jayne Hoffmann  
 Councillor Ian Crossland  
 Councillor Renuka Lama  
 Councillor Jana Mates  
 Councillor Amar Singh

## In Attendance

Chief Executive Officer - Tony Harrison  
 General Manager City Services - Ben Keen  
 General Manager City Development – Tony Lines  
 General Manager Corporate Services – Angela Allison  
 Manager Engineering, Assets and Environment - Mathew Allen  
 Unit Manager Engineering – Carl Lundborg  
 Executive Officer to the General Manager City Services - Colleen Madsen  
 Chief Financial Officer – Ray Barnwell  
 Transport Engineer, Sara Hurditch

### 1 Open Meeting

The Chair opened the meeting at 6.30pm.

### 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 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:

- Nil

### 4 Confirmation of Minutes

**4.1 Confirmation of Minutes of the Environment Committee Meeting held on 13 February 2024**

**Report Reference** IEC240402R4.1

#### Moved Councillor Crossland

#### Seconded Councillor Mates

That the minutes of the Infrastructure and Environment Committee Meeting held on 13 February

IEC240409 - Infrastructure and Environment Committee - 9 April 2024





3

2024 be taken as read and confirmed with the following correction:

On page 5, spelling of Councillor Maika is corrected to Councillor Masika.

**Carried unanimously**

## 5 Business Arising

### 5.1 Business Arising Statement - Action Items

Report Reference	IEC240409R5.1
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**Moved Councillor Prior**

**Seconded Councillor Hoffmann**

That the Infrastructure and Environment Committee:

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

**Carried unanimously**

## 6 Confidential Items - Nil

## 7 Reports for Discussion

### 7.1 Streetscapes

Report Reference	IEC240409R7.1
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Manager Engineering, Assets and Environmental Sustainability, Mathew Allen and Unit Manager Engineering, Carl Lundborg provided a brief overview of the Streetscape program and various options for a future program.

Since the 2019 streetscape program (15-year program) was endorsed, there has been an approximate 30% increase in costs.

To maximise the funding allocation for the Streetscape program, the following 5 options were presented to the Committee for consideration.

1. Maintain current program and project timeframes.
2. Remove the Streetscape Program.
3. Reduce the Streetscape Program.
4. Increase the Duration of the Streetscape Program.
5. Reduce Service Levels.

Following discussion on each of the above options the Chair conducted a straw poll., the committee was not in favour of options one or two, however would consider a combination of options three, four and five.

The Committee discussed various scenarios of options three to five including:

- Importance of environment impact.

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- Permeable pavers discussed, noting their environmental benefits and cost implications.
- Emphasis placed on utilising permeable pavers where significant benefits exist with reducing use in other projects.
- Comparison made between service standard and cost of standard versus permeable pavers.
- Alawoona Avenue project underway with contractual arrangements in place.
- Options considered need to align with the community vision.
- Discussion on cost-saving measures without compromising service quality.
- Budget reduction target is \$2.2m annually, aiming for a saving of approximately \$1m per annum.
- Staff to develop a revised Matrix, prioritising the program balance, and working with Councillors to identify potential project removals and program duration extensions, and detailed information to inform the 4-year program of works.

### **Raglan Avenue**

Raglan Avenue to be delivered over 2 years – Stage 1 Marion Road to Eastern Avenue – Stage 2 Eastern Avenue to Rail Crossing.

- 90% design complete, ready to go to community consultation, currently on hold due to tonight's discussion.
- Roundabout has a safety priority due to 9 casualty crashes between 2018 to 2022.
- \$510k Federal Government's Local Roads and Infrastructure Grant funding for Stage 1 can potentially be reallocated to another project; staff would need to apply for extension beyond 30 June 2024.
- Funding originally redirected from the MCC project to Stage 1. Perceived risk to request another redirection.
- The draft 2024-25 Capital Work program includes a \$2.2m funding allocation for Stage 2.
- Savings of \$1.3m this year and \$2.2m next year if project does not go ahead.
- Staff to confirm grant eligibility for Stage 2 instead of Stage 1.

The Chair conducted a straw poll on the following options for Raglan Avenue:

1. Stop the project.
2. Go ahead as planned (no changes).
3. Consider an alternate version of the plan – undertake Stage 2 (roundabout to rail crossing) and remove Stage 1. (May be a variance in price of \$100k to \$150k to include roundabout works).

Majority of Members (9) voted for option 3.

7:40 pm the Chair invited Members to take a short break.

7:53 pm the meeting resumed.



Further discussion on Raglan Avenue included:

- Clarification summary by the CEO:
  - No longer undertake Stage 1 (in this year's budget, including the \$510k grant) and allocate those funds into a condensed Stage 2 saving \$2.2m overall. Council Members could determine how to utilise those funds.
  - Councillors would like an opportunity to have time to re-profile the streetscape program for years 2 to 10 with \$2.2m annual budget.
- Incorporate an environmental weighting in the matrix.
- Additional information to be presented at a Forum to support streetscape decisions.

**Moved Councillor Veliskou**

**Seconded Councillor Masika**

That the Infrastructure and Environment Committee:

1. Provides feedback on the current and future Streetscape Program.
2. Supports staff to develop a revised Streetscape Program with a 4-year Streetscape Plan with defined service levels, project costings and timeframes.
3. Recommends proceeding with the Raglan Avenue streetscape with a revised scope from the Towers Terrace roundabout to the rail crossing.

**carried**

## 7.2 Footpaths

### Report Reference

IEC240409R7.2

Manager Engineering, Assets and Environmental Sustainability, Mathew Allen and Unit Manager Engineering, Carl Lundborg presented the Committee with a report on an alternative approach to the footpath program and the kerb ramp upgrade program.

Discussion by the Committee included the following.

#### Do we include a footpath disposal program?

- The majority of the committee were supportive.
- Community consultation, to include at least 50% of the street must reject the footpath removal proposal.

#### Alternative kerb ramp program

- Majority of the committee are supportive of aligning future kerb ramp upgrades to other infrastructure programs.
- Number of requests from residents vary regarding non-compliance.
- Cost per ramp \$2,500.
- Prior to this program kerb ramps were included in other projects.

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- Continuation of upgrading kerb ramps is included in service levels and DDA compliance.
- Noted we have an ageing population.
- Meet all reasonable resident requests and in addition continue with the program when in conjunction with other works – a suggestion of approximately \$50,000 per year over and above the ordinary footpath budget.

#### Footpaths

- Committee suggests reducing budget to \$375,000 per annum for years 2-10.
- Life of a block paved footpath is estimated at 30 years.
- Staff conducting a 4-6 week audit. Data analysis will help inform future renewal investment and be presented back to the committee.
- Program set for next financial year with a budget of \$730,000.

#### **Moved Councillor Telfer**

#### **Seconded Mayor Hanna**

That the Infrastructure and Environment Committee:

1. Provided the following feedback regarding the footpath and kerb ramp service levels and proposed footpath disposal program for consideration in the Draft Transport Asset Management Plan (2024).
  - Continue with upgrading kerb ramps to meet resident requests and DDA compliance up to \$50,000 per annum.
  - Support the footpath disposal program with the criteria that community consultation should be at least 50% of the residents in the street respond and at least 50% of the houses must reject the footpath removal proposal.
  - Consider reducing the footpath budget for years 2 to 10 in the Long-Term Financial Plan to \$375,000 per annum.

**carried unanimously**

### **7.3 Draft Walking and Cycling Plan**

**Report Reference** IEC240409R7.3

The General Manager City Services, Ben Keen, Manager Engineering, Assets and Environment, Mathew Allen and Transport Engineer, Sara Hurditch presented on the Walking and Cycling Plan and presented four budget scenarios for the Committee to consider.

Scenario 1 (\$100,000 p.a.)

Scenario 2 (\$400,000p.a.)

Scenario 3 (\$750,000 p.a.)

Scenario 4 (\$1,000,000 p.a.)



Mr Keen provided an explanation of how the table of deliverable projects within the report could be considered.

Committee discussion included:

- Committee discussed categorising projects as unfunded and discussed opportunities for grant funding.
- Staff advised there is not 50/50 funding - State Bike Fund allocates up to \$200k per project, opening in April with notification in October each year.
- Committee suggested a \$200,000 annual option over a stretched timeline to achieve projects in the \$400,000 category.
- Noted this action is proposed to commence in the financial year 2025-26.

The Chair conducted a straw poll on the above scenarios, with the addition of the \$200,000 option. There was a tie between \$200,000 and \$400,000 (5 each).

- Staff recently met with DIT in relation to number 39 on the list – Mitchell Park Railway Station Connections and advised DIT is willing to asphalt the connections to the station and put in a sealed path in those two locations.
- Clarification provided on the Chrysler Trail. The project relates to the connection between Trott Grove and Boyle Street.
- The Chair proposed a \$300,000 scenario, which was accepted by the Committee. There would need to be an understanding of expenditure averages and project prioritisation.
- Project discussions should precede staff planning.
- Staff engaged at ward briefings in October/November last year to discuss the proposed projects, incorporating feedback into the project list.
- List was derived from strategic network of primary and secondary routes with current projects' timelines.
- Staff will work with a \$300,000 budget scenario, presenting proposed projects for feedback at ward briefings.
- Options discussed for projects exceeding \$300,000, Included carrying over funds or staggering over two years.

**Moved Mayor Hanna**

**Seconded Councillor Prior**

That the Infrastructure and Environment Committee:

1. Provided feedback on the following scenario to consider for the Draft Walking & Cycling Plan:
  - The Committee supports a budget allocation of \$300,000 per annum; staff to present at each of the ward briefings a revised list of projects, prior to the 28 May General Council meeting.
2. Supports staff to present the Draft Walking and Cycling Guidelines and Plan to the 28 May 2024 General Council Meeting for community engagement endorsement.

**Carried unanimously**



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**8 Reports for Noting - Nil**

**9 Workshop / Presentation Items - Nil**

**10 Other Business**

**11 Meeting Closure**

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

The meeting was declared closed at 9.26pm.

CONFIRMED THIS 11 DAY OF JUNE 2024

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CHAIRPERSON

## 10.2 Confirmation of Minutes of the Finance, Risk and Audit Committee Meeting held on 16 February 2024

<b>Report Reference</b>	GC240416R10.2
<b>Originating Officer</b>	Business Support Officer - Governance and Council Support – Cassidy Mitchell
<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 facilitate the receiving and noting of the minutes of the Finance, Risk and Audit Committee meeting held on 16 February 2024.

### EXECUTIVE SUMMARY

A summary of items considered by the Committee Members is noted below.

#### Reports for Discussion

- Draft Annual Business Plan 2024-25 and Long-Term Financial update
- IS Strategy Update Annual Report
- Internal Audit Program - Implementation of Recommendations
- Internal Audit Plan 2023-2025
- 2nd Budget Review 2023-24

#### Reports for Noting

- Council Member Report

### RECOMMENDATION

That Council:

1. **Receives and notes the minutes of the Finance, Risk and Audit Committee meeting held on 16 April 2024.**
2. **Notes that separate reports will be brought to Council for consideration of any recommendations from the Finance, Risk and Audit Committee.**

### ATTACHMENTS

1. FRA C 240416 - Final Minutes [**10.2.1** - 11 pages]



**Minutes of the Finance, Risk and Audit Committee  
held on Tuesday, 16 April 2024 at 2.00 pm  
Chamber, Council Administration Centre  
245 Sturt Road, Sturt**



**PRESENT**

Mrs Emma Hinchey (Chair)  
Ms Nicolle Rantanen  
Mr Josh Hubbard  
Councillor Jason Veliskou  
Councillor Luke Naismith

**In Attendance**

Chief Executive Officer - Tony Harrison  
General Manager Corporate Services - Angela Allison  
Manager Office of the CEO - Kate McKenzie  
Unit Manager Governance and Council Support - Victoria Moritz  
General Manager City Services - Ben Keen  
Manager Development and Regulatory Services – Warwick Deller-Coombs  
Chief Finance Officer – Marcel Althoff  
Eric Beere – KPMG  
Tom Jaworski - KPMG  
Hugo Walter - KPMG

**1 Open Meeting**

The Chair opened the meeting at 2.02pm.

**2 Kaurna Acknowledgement**

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

**3 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.

- Nil interests were disclosed



#### 4 Confirmation of Minutes

##### 4.1 Confirmation of Minutes of the Finance, Risk and Audit Committee Meeting held on 20 February 2024

Report Reference FRAC240416R4.1

Moved Councillor Veliskou

Seconded Ms Rantanen

That the minutes of the Finance, Risk and Audit Committee Meeting held on 20 February 2024 be taken as read and confirmed.

**Carried Unanimously**

#### 5 Business Arising

##### 5.1 Business Arising Statement - Action Items

Report Reference FRAC240416R5.1

Moved Ms Rantanen

Seconded Mr Hubbard

That the Finance, Risk and Audit Committee:

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

**Carried Unanimously**

#### 6 Confidential Items – Nil

#### 7 Reports for Discussion

##### 7.1 Draft Annual Business Plan 2024-25 and Long-Term Financial update

Report Reference FRAC240416R7.1

The Chief Executive Officer introduced the item and provided the Committee with an update on the development of the Draft Annual Business Plan (ABP) 2024-25 and Draft Long Term Financial Plan (LTFP). He provided an overview of the findings from the City of Marion Local Government Advice review undertaken by the Essential Services Commission of South Australia (ESCOSA).

It was noted that the Commission reviewed the City of Marion's financial performance during the 2023-24 financial year as part of the tranche 2 councils and the report is attached for information. This report must be published in each year's ABP until the next review to be undertaken in 4 years' time. The City of Marion has been assessed by the Commission at the higher end of sustainable for past current and future projections. Overall, the Committee agreed the review was positive and provided positive validation and the following comments were made on the ESCOSA report:

- The CEO noted that ESCOSA expressed satisfaction with the draft ABP, noting positive outcomes and sustainability, along with good governance and financial management.
- The Committee discussed the recommendation to report including the requirement to report any actual and projected cost savings in its annual budget (and long-term financial plan, as appropriate) and to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.

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FRAC240416 - Finance, Risk and Audit Committee - 16 April 2024



- Discussion occurred on the implementation timeline for ESCOSA recommendations, including revaluation processes. Management noted that the revaluation timeline for assets won't change as a full valuation occurred in 2023, however desktop reviews will provide up to date data on asset valuations.
- It was noted that the response to the ESCOSA review will be included in the final ABP, to be endorsed by Council in June.

The following points were discussed regarding the ABP 24/25 and LTFP:

- The Committee queried the public consultation process for the ABP, including the legislative timeframes and requirements, emphasizing the importance of the public consultation process for feedback. Management commented on historical levels of feedback from the community, acknowledging that it has generally been positive however the degree of feedback isn't necessarily sophisticated enough to determine project priorities or a range in which the rates might sit. It was noted that significant engagement had gone into the Strategic 10-year plan and Council's 4-year plan.
- The Committee raised concerns over the proposed rate increase, noting this seemed very low when comparing this to other Councils, discussing the importance of community feedback in decision making. They also noted the importance of ensuring the Community won't need to pay for a low rate rise this year with higher rates in the future.
- The Committee emphasised the need for long-term financial planning and asset management to mitigate fluctuations and maintain financial sustainability.
- The Committee suggested looking at the cost per ratable property compared to inflation to determine whether a cost base was maintained.
- The Committee queried if Council had increased the cost of materials enough as ESCOSA had recommended a higher amount. Management confirmed that it varied depending on the type, however they were satisfied it was budgeted for appropriately.
- The Committee noted Council members have discussed the potential savings from infrastructure programs and the suggestion to revisit spending priorities to save costs.
- The Committee discussed how ESCOSA recommended the rates were published across 9 categories, Management advised that they are looking at how other councils do this and work will be done to see if this information could be presented in a clearer manner in the final plan but still meet ESCOSA recommendations.
- The timeframes of the consultation were discussed, with the Committee commenting they would like to see the plan before it is endorsed for public consultation next year. It was noted that last minute changes to projects had made this difficult.
- Management noted that council is fortunate to be in a very privileged position, coming from very low rates, with little debt, and small surpluses forecast for the next few years.
- Discussions also covered inflationary factors in cost estimation and the adjustment of capital renewals to reflect current costs. The Committee requested an assessment of all current projects to identify projects that are being forecasted to run over budget, or if the projects are forecast to come in on budget including any potential carryovers to be presented in Budget review 3.

#### Action:

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FRAC240416 - Finance, Risk and Audit Committee - 16 April 2024



1. Provide an assessment of all current projects to determine if we are forecasting them to come in over or under budget including any potential carryovers to presented in Budget review 3.
2. When considering the meeting schedule for 2025, ensure the timing of the meetings allows for the FRAC to review the final draft of the ABP before it is presented to Council for endorsement for consultation.

**Moved Councillor Veliskou**

**Seconded Ms Rantanen**

That the Finance, Risk and Audit Committee:

1. Notes the status of the development of the Draft ABP 2024-25 and Draft LTFP.
2. Notes the City of Marion Local Government Advice review findings.

**Carried Unanimously**

## 7.2 IS Strategy Update Annual Report

**Report Reference** FRAC240416R7.2

The Committee noted the status of the Information Services (IS) Strategy and the annual cyber security progress and discussed various aspects of cybersecurity and IT infrastructure:

- Management provided assurance on cybersecurity controls, highlighting the alignment of the annual report with the strategic plan.
- Management emphasized the strategic importance of the strategy, leveraging foundational layers put in place from the DTP to impact the community positively and enhance data sharing.
- The Committee discussed the phishing reports and rate of reporting, with Management confirming this was in relation to the number of phishing emails received that were reported as phishing, not the rate at which people were opening the emails which is less than 1% open rate. It was noted that the wording could be tightened up to better reflect this. Management reassured the committee that controls were in place and the organisation was performing well in independent assessments.
- Cybersecurity awareness training achieved a 100% completion rate, indicating a strong focus on staff education and readiness.
- Discussion also covered the risks associated with platforms like TikTok and the management of Bring Your Own Device (BYOD) policies, with Management reassuring the committee about security measures in place such as multi factor authentication.
- The Committee discussed changes in laptop procurement, moving away from leasing structures to outright purchase for cost efficiency.
- Lessons learned from previous projects, and the previous KMPG health checks were incorporated into current practices to improved project management.
- The Committee discussed the implementation of the Architecture Review Board and its alignment with organisational goals.
- The transition from outsourced to insourced payroll was highlighted as a successful move, leading to improvements in accuracy, efficiency, and cost-effectiveness.

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FRAC240416 - Finance, Risk and Audit Committee - 16 April 2024



**Moved Ms Rantanen**

**Seconded Mr Hubbard**

That the Finance, Risk and Audit Committee:

1. Note the status of the IS Strategy and the successful completion of the IS Strategy's Online Booking Pool project.
2. Note Annual Cyber Security progress.

**Carried Unanimously**

3.00pm Councillor Naismith left the meeting

### **Order of Agenda Items**

The Chair sought and was granted leave of the meeting to vary the order of the agenda and consider the item *2<sup>nd</sup> Budget Review 2023-24* next in the meeting.

### **7.5 2nd Budget Review 2023-24**

**Report Reference** FRAC240416R7.5

The Committee received and noted the report on the 2<sup>nd</sup> Budget Review 2023-24, providing the following comments:

- The Committee inquired about the increase in rates fines compared to the previous year, seeking a breakdown. Management commented the increases resulted from a higher interest rate applying to overdue rates.
- The Committee suggested that the tables relating to the cash statement reconciliation and revised 2023/24 cash surplus could flow more easily for readers. It was suggested this be reviewed prior to consultation.
- The Committee discussed borrowings with Management noting that the review shows \$ 14.7M of borrowings whilst noting \$ 18M of cash at year end. Management advised that there may be potential adjustments depending on contractors and project delays.

3.02pm Councillor Naismith re-entered the meeting

- The Committee enquired if there would be more carryovers than those listed in the paper. Management advised likely in relation to Fleet and open spaces. Management described the change request process that formalises carryovers on capital and major projects.

3.03pm Mr Hubbard left the meeting

- The Committee discussed the timeline for Budget Review 3 with a legislative deadline of the end of May. Management noted that final results from Budget Review 3 to be carried forward in the final budget for 2024-25 would be included and be up to date as possible.



- ESCOSA's concern about the operating surplus was noted, with a positive trend observed over the last four years.

3.06pm Mr Hubbard re-entered the meeting

- The Committee discussed budget statements and cash flow, highlighting the management of loans received and the need to borrow only when necessary.
- The approval mechanism for facilities was discussed, with considerations about whether the current process aligns appropriately with Budget Review 3 approvals, with Management referring back to the Treasury Management Policy.
- Management confirmed the use of a Cash Advance Debenture (CAD) facility has not been needed, however Council has just signed off on a \$10m limit if required. The Committee raised caution for the use of a CAD facility for long-term borrowings, and is not suitable for funding operating facilities, however, works well for timing differentials and bridging finance.

**Moved Ms Rantanen**

**Seconded Councillor Veliskou**

That the Finance, Risk and Audit Committee:

1. Note the 2023-24 - 2<sup>nd</sup> Budget Review position

**Carried Unanimously**

### 7.3 Internal Audit Program - Implementation of Recommendations

Report Reference                      FRAC240416R7.3

The Committee noted the Internal Audit Program – Implementation of Recommendations and provided the following feedback:

- The Committee queried the collaborative model audit finding and current action and questioned when this would transition to routine business operations. Management provided background on joint council initiatives and recent efforts to enhance collaboration, aiming for a revitalized process by January 2025.
- The Committee discussed the frequency of tracking action items in the IS plan and agreed to revisit implementation items marked for transition to the IS plan. Management proposed tracking action items both in the audit plan and the IS plan to ensure comprehensive monitoring and committed to re-opening any referencing incorporation into the IS plan.
- The Committee expressed difficulty in tracking specific actions when they refer to another item. It was requested that all recommendations and actions within the audits are standalone.
- Management discussed the implementation of the new risk management software commenting that the audit reports would be the next element to roll out. This will enable additional reporting aiming for clearer data presentation through the dashboards.
- It was noted there are several actions relating to Stakeholder Management with a due date of 30 June 2024. The Committee questioned whether this was achievable. Management provided assurance that a report was being prepared for ELT with the policies and procedures to consider. Once endorsed, the implementation will occur resulting in many of these being closed out.
- Management commented they are testing a KPI relating to the close out of actions arising from the internal audit process to ensure compliance and accountability through the organisation.

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- The Committee raised concerns relating to the completion of the action related to the recovery objectives in the cyber security report, noting this is nearly five years ago. Management advised that work had occurred however, further work was required to validate system outages and recovery times. Significant work has progressed this year and all SLT departments are reviewing their recovery strategies, with another BCP exercise scheduled in the next month or two.
- The Committee provided positive feedback for closed action items, indicating progress in addressing audit finding.

**Moved Ms Rantanen**

**Seconded Mr Hubbard**

That the Finance, Risk and Audit Committee:

1. Reviews and provides feedback on the Internal Audit Program (Attachment 1).

**Carried Unanimously**

#### 7.4 Internal Audit Plan 2023-2025

**Report Reference** FRAC240416R7.4

Mr Eric Beere, Mr Tom Jaworski and Mr Hugo Walter from KPMG were present for the Item.

The Committee received and provided feedback on the Community Safety Report and Tendering Management Report. Overall, these audits provided some positive results with some areas of improvement noted.

#### **Community Safety Report**

KPMG provided an overview of the Community Safety Report highlighting the following:

- The overall objective of the internal audit was to consider the effectiveness of the CoM's community safety management policies, procedures and controls. The audit included review over the following specific areas related to community safety: Dog and Cat Management, Community nuisance complaints, After Hours Services and Issuance of expiations.
- There were four moderate and two low rated findings identified with recommendations due to be completed by July.

The Committee discussed and noted the following:

- Receipting CSI cases and triage processes were examined. It was noted that incorrect categorization of cases can affect timeframes. This may be due to lack of documented procedures.
- The Committee queried if the after-hours contractor was aware of the customer identification processes to ensure personal information is maintained.
- The Committee queried if 'closing the loop' on cases was addressed and it was noted that this was out of scope however, management noted the feedback.
- The Committee discussed the recommendation for improved training of the CSI team, with plans for a training needs analysis and robust refresher training.
- The Committee discussed Finding 3 focusing on enhancing WHS processes, including consistent use of body cameras by CSI members.



- Management provided assurance it receives detailed reports and comments, aiming to improve accountability and customer satisfaction within the business units.
- The Committee emphasized the importance of transparency and positive feedback, with a focus on addressing concerns promptly and improving communication with residents. The volume of cases processed monthly was noted, with overall satisfaction reported but room for improvement in closing the loop on cases.
- Service level agreements and the number of service level categories were discussed, with an emphasis on data-driven monitoring and accountability across business units.
- The Committee requested a review of the recommendations to ensure they are standalone and don't rely on the description of another recommendation. Overall, the Committee provided positive feedback on the report's findings and recommendations.

**ACTION: Include the date of the audit report on the tracking report to ensure visibility on how long a report is open for.**

4.00pm Ms Rantanen left the meeting and did not return.

#### **Tender Management Audit**

- The Committee provided the following feedback and comments:
- The Committee discussed various aspects related to comparing practices between the collaborative councils aiming to leverage best practices.
- KMPG provided insights from the Manager Strategic Procurement Services who sits across councils, on aligning policies and procedures.
- The Committee emphasized the need to reassess efficiency thresholds and procurement oversight, considering relativity from other Councils and maturity levels.
- The Committee raised concerns about the language used in recommendations, suggesting it should be more precise and assertive. However, Management was comfortable with the recommendations, given the majority is performance improvement opportunities.
- There were discussions about clarifying which recommendations correspond to which actions and evaluating value thresholds, particularly regarding high-level sole-source procurements.
- Queries were raised about retrospective actions and gaps in documentation regarding tender projects e.g. Mitchell Park, Management confirmed this was in relation to the gaps in documentation.
- The Committee also discussed the procurement around the cleaning contracts. Management explained the exemption documented was sufficient and were comfortable with this.
- The Committee emphasised the importance of precise language in recommendations. KPMG acknowledged the need for strong recommendations, however noted that nothing specific enough was identified to warrant immediate action.

#### **Moved Mr Hubbard**

#### **Seconded Ms Rantanen**

That the Finance, Risk and Audit Committee:

1. Considers and provides feedback on the:
  - a. Community Safety (Attachment 1)
  - b. Tendering Management (Attachment 2)

**Carried Unanimously**





## 8 Reports for Noting

### 8.1 Council Member Report

Report Reference FRAC240416R8.1

The Committee noted the report and requested an update on the item Marion Basketball Stadium Options Report Reference GC240227F11.1. Noting that the minutes have been released with financial information redacted, the following was recorded in public:

- The Committee discussed the impact of the proposed project on the Annual Business Plan and proposed rates. Management commented that it was aligned with the CoMBAS and considered over the Long-Term Financial Plan.
- The Committee sought clarification that this has been fully costed in the draft Annual Business Plan to be released for Public Consultation, with Management confirming this is fully costed and recognised.
- Following consideration at the General Council Meeting on 23 April, Council will consider and make a public version of the CoMBAS available to the community.
- The Committee sought to discuss the financials of the CoMBAS and requested to move into confidence.

**Moved Councillor Veliskou**

**Seconded Mr Hubbard**

That pursuant to Section 90(2) and (3)(g) of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Services, General Manager Corporate Services, General Manager City Development, Manager Office of the CEO, and Unit Manager Governance and Council Support, be excluded from the meeting as the Committee receives and considers information relating to a current confidential item 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 a current item held in confidence by Council and discussion of the information in public prior to its release would be in breach of Section 90 of the Local Government Act 1999.

**Carried Unanimously**

4.31pm the meeting went into confidence

**Moved Mr Hubbard**

**Seconded Councillor Veliskou**

In accordance with Section 91(7) and (9) of the Local Government Act 1999, orders that the minutes relating to the item *Council Member Report* having been considered in confidence under Section 90(2) and (3)(g) 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 upon the basis that the information relates to an item currently held in confidence by Council. The disclosure of this information would be a breach of the *Local Government Act 1999*.

Notes that this order shall operate until it is revoked, or a further order is made and will be reviewed every 12 months.

**Carried Unanimously**

4.48pm the meeting came out of confidence



11

**Moved Councillor Veliskou**

**Seconded Mr Hubbard**

That the Finance, Risk and Audit Committee:

1. Notes this report.

**Carried Unanimously**

**9 Workshop / Presentation Items – Nil**

**10 Other Business**

**11 Meeting Closure**

The meeting was declared closed at 4.50pm

CONFIRMED THIS 4 DAY OF JUNE 2024

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CHAIRPERSON

**11 Confidential Items****11.1 Cover Report - City of Marion Building Asset Strategy Implementation Guide Annual Review 2024**

Report Reference	GC240423F11.1
Originating Officer	Business Support Officer - Governance and Council Support – Cassidy Mitchell
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

**REASON FOR CONFIDENTIALITY*****Local Government Act (SA) 1999 S 90 (2) 3***

(b) information the disclosure of which (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and (ii) would, on balance, be contrary to the public interest

**RECOMMENDATION**

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, Manager Office of the CEO, Manager City Property, Manager City Activation, Unit Manager, Property Strategy and Delivery, Property Asset Planner, Unit Manager Governance and Council Support and Governance Officer, be excluded from the meeting as the Council receives and considers information relating to City of Marion Building Asset Strategy Implementation Guide Annual Review 2024, 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 of the project projected costs yet to be publicly tendered and concept designs, and that the receipt, consideration or discussion of the information in public would, on the balance, be contrary to the public interest as it could negatively impact the outcomes for Council of a future construction tender process for the project and could infer a financial advantage to another entity when the project is opened to tender.

## 11.2 Cover Report - Nungamoora Design Options - Confidential

Report Reference	GC240423F11.2
Originating Officer	Business Support Officer - Governance and Council Support – Cassidy Mitchell
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

### REASON FOR CONFIDENTIALITY

#### ***Local Government Act (SA) 1999 S 90 (2) 3***

(b) information the disclosure of which (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and (ii) would, on balance, be contrary to the public interest

(d) 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

### RECOMMENDATION

**That pursuant to Section 90(2) and (3)(b and d) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager City Services, General Manager Corporate Services, Manager Office of the CEO, Manager City Activation, Manager City Property, Project Manager Infrastructure, Unit Manager Governance and Council Support and Governance Officer, be excluded from the meeting as the Council receives and considers information relating to The Coastal Walkway – Nungamoora Design Options, 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 private information including private land valuation financial figures, consideration or discussion of the information in public would, on the balance, be considered personal under privacy law.**

### 11.3 Cover Report - Revocation in part of Confidential Item - Hazelmere Reserve and Morphettsville Tennis Club

Report Reference	GC240423F11.3
Originating Officer	Business Support Officer - Governance and Council Support – Cassidy Mitchell
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

#### REASON FOR CONFIDENTIALITY

##### ***Local Government Act (SA) 1999 S 90 (2) 3***

(g) matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty

#### RECOMMENDATION

That pursuant to Section 90(2) and (3)(g) 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 Corporate Services, General Manager City Development, Manager Office of the CEO, Unit Manager Property Strategy & Delivery, Manager City Property, Unit Manager Media and Engagement and Unit Manager Governance and Council Support, be excluded from the meeting as the Council receives and considers information relating to a current confidential Item – Hazelmere Reserve and Morphettsville Tennis Club, 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 a current item held in confidence by Council and discussion of the information in public prior to its release would be in breach of Section 90 of the Local Government Act 1999.

**11.4 Cover Report - Confirmation of Minutes of the Confidential Finance, Risk and Audit Committee Meeting held on 16 April 2024**

Report Reference	GC240423F11.4
Originating Officer	Business Support Officer - Governance and Council Support – Cassidy Mitchell
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

**REASON FOR CONFIDENTIALITY*****Local Government Act (SA) 1999 S 90 (2) 3***

(g) matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty

**RECOMMENDATION**

**That pursuant to Section 90(2) and (3)(g) 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 Corporate Services, General Manager City Development, Chief Financial Officer, Manager Office of the CEO, and Unit Manager Governance and Council Support, 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 16 April 2024, 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 a current item held in confidence by Council and discussion of the information in public prior to its release would be in breach of Section 90 of the Local Government Act 1999.**

## 12 Corporate Reports for Decision

### 12.1 Draft Annual Business Plan 2024-25 and Long Term Financial Plan for Public Consultation

<b>Report Reference</b>	GC240423R12.1
<b>Originating Officer</b>	Unit Manager Statutory Finance – Melissa Virgin
<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 present the City of Marion - Draft Annual Business Plan 2024-2025 (ABP) and Draft Long Term Financial Plan (LTFP) for Council's consideration and endorsement for public consultation.

#### EXECUTIVE SUMMARY

The development of the Draft ABP and LTFP is an iterative process that continues through to the final adoption of the ABP and LTFP at the end of June. This draft has been developed for the purpose of community consultation and, with any amendments arising from the public consultation process, will be considered for adoption by Council at the 25 June 2024 General Council meeting.

The Draft ABP is Council's statement of its intended programs and outcomes for the 2024-25 year. It connects our long-term planning, as set out in Council's strategic plans and supports the delivery of the second year of Council's 4-Year Business Plan 2023-2027 (4YBP) with the allocation of resources in the 2024-25 Annual Budget.

The City of Marion like many organisations, is dealing with highly challenging market conditions and inflationary pressures continuing into 2023-24, albeit at lower levels than in 2022-23 with Adelaide Year on Year CPI to March 2024 recorded at 4.8%. In developing the Draft ABP 2024-25 and LTFP we have been mindful of current market conditions to ensure continuity of services and project delivery in a financially sustainable way.

Considerable work has been undertaken to set a rate increase that balances the impact on our community without compromising on operational service or capital project delivery while also maintaining a long term financially sustainable position for the City of Marion.

Most recently, the discussion from both the 2 April and 9 April Council Forums, where Council Members further considered rate increases and proposed ongoing savings opportunities from both operational and capital programs, have now been incorporated into this community consultation version of the Draft ABP 2024-25 and LTFP.

The Draft ABP 2024-25 provides for a proposed increase in average rates for the 2024-25 year of 4.8%, closely aligned to the latest reported year on year Adelaide CPI to March 2024. The impact of the proposed 4.8% increase on the average residential rate bill is forecast to equate to \$84 per annum or \$1.62 per week.

The Draft ABP 2024-2025 forecasts a surplus of \$0.075m with all years of the LTFP forecasting a surplus position ensuring Council is meeting its core 'Financial Sustainability' target of maintaining, on average, a break-even or better funding (cash) position over the LTFP. The net surplus position for the 10 years of the LTFP is \$0.631m.

Community consultation is scheduled to be undertaken from 1 May through to 21 May 2024. This consultation period provides an opportunity for the community to provide feedback online through the Making Marion website and/or make submissions via Council's website or alternatively by post. Included within this period is an opportunity for public representation to Council at the 14 May 2024 General Council meeting.

The development of the Draft ABP 2024-2025 will continue through to final adoption with any adjustments or further updates in relation to Council project priorities incorporated into the final iteration set to be adopted at the General Council Meeting on 25 June 2024.

## RECOMMENDATION

### That Council:

- 1. Endorses the Framework and Key Assumptions noted in this report which have formed the basis for the development of the Draft 2024-2025 Annual Business Plan and Draft Long Term Financial Plan.**
- 2. Endorses the City of Marion Draft Annual Business Plan 2024-2025 and Draft Long Term Financial Plan (Attachment 1) to proceed for public consultation, subject to any changes proposed at this meeting.**

## DISCUSSION

### Draft Annual Business Plan 2024-2025

Under Section 23 of the *Local Government Act 1999* (the Act) Council is required to prepare and adopt an ABP each year, and in doing so, determine the key strategic priorities for the ensuing 12 months in the context of Council's Strategic Plans.

The ABP and LTFP form an integral part of Council's suite of Strategic Management Plans. These plans connect the long-term planning, as set out in Council's Strategic Plans and support the delivery of the second year of the 4YBP 2023-2027 with the allocation of resources in the 2024-25 Annual Budget. The ABP also establishes the basis for review of the Council's performance over the year published in its annual report.

The Draft ABP 2024-25 and Draft LTFP have been prepared in accordance with the guidelines stated in section 122 of the Act. The plan includes appropriate information pertaining to rates and charges that Council intends to levy, as well as a range of key information required by the *Local Government (Financial Management) Regulations 2011*.

In the development of the Draft ABP 2024-25, consideration has been given to Council's strategic management framework, financial parameters and key issues identified through the environmental scanning process, as well as the relevant Commonwealth, State and Regional strategies and plans.




## Local Government Advice Scheme

On 30 April 2022, amendments to the Local Government Act 1999 came into operation resulting in the implementation of Local Government Advisory Scheme. The purpose of this advisory scheme is to provide ratepayers confidence that the rates they pay are set at the level necessary for their council to provide the services they value. The Essential Services Commission (Commission) of South Australia is the advisory body. The State's 68 councils are subject to the scheme.


The Commission reviewed the City of Marion's financial performance during the 2023-24 financial year as part of the tranche 2 councils and the report is attached for information.

The City of Marion has been assessed by the Commission at the higher end of sustainable for past current and future projections.


### Current financial performance:

			
Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

### Projected financial performance (future):

			
Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

### Previous financial performance (past ten years):

			
Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

This report, which is included as an attachment to the ABP document, must be published in each year's ABP until the next review to be undertaken in 4 years' time.

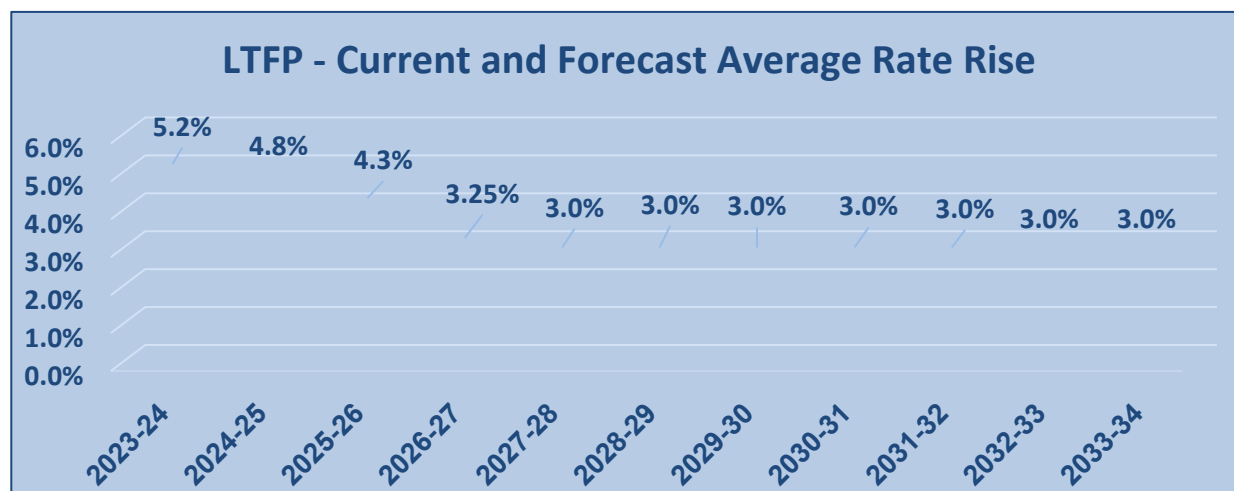
## KEY OBSERVATIONS REGARDING THE DRAFT ABP 2024-25 AND DRAFT LTFP INCLUDE:

### Proposed Average Rate Increase for 2024-25

The Draft 2024-25 ABP and LTFP (Attachment 1) has been developed using a proposed average rate increase of 4.8% for 2024-25 plus forecast annual growth of new properties from development of 1%. Applying an average increase in rates of 4.8% in 2024-25 continues Council's commitment to maintaining the position for an average residential rate that remains among the lower rating

metropolitan councils.

The proposed average rate increase of 4.8% for 2024-25 is also forecast to gradually reduce to 3.0% by 2027-28 in line with inflation forecasts and then be steadily maintained at that 3% level for the remainder of the ten years of the LTFP. The Draft ABP 2024-25 currently forecasts a surplus of \$0.075m. All years of the LTFP are forecasting a net surplus position ensuring Council is meeting its core 'Financial Sustainability' target of maintaining, on average, a breakeven or better funding (cash) position over the LTFP. The net surplus position for the 10 years of the LTFP is forecast at \$0.631m.



The Draft LTFP developed is forecast to meet the requirements of Council's key financial sustainability targets for all years of the LTFP as noted in the table below.

Are financial sustainability ratios being met in <u>all</u> years of the LTFP?				
	Target	Proposed - 4.8%	Max	Average
Operating Surplus Ratio	0 - 10%	✓	6.17%	2.91%
Net Financial Liabilities Ratio	0 - 50%	✓	45.87%	37.07%
Debt Servicing Ratio	0 - 10%	✓	5.22%	3.93%

### Capital Works Program for 2024-25

The planned capital works program for 2024-25 is now forecast at \$33.645m a reduction of \$17.061m on the original program for 2023-24. The forecast reduction in capital expenditure relates primarily to a number of major projects with a spend of \$18.87m forecast for progression or completion in 2023-24.

In addition, further reductions in funding requirements identified for civil construction of \$4.495m including a reduction in funding requirement for streetscapes of \$2.2m have been incorporated into the draft 2024-25 ABP.

### ***CoMBAS – Indicative Funding***

It should be noted that the draft LTFP incorporates the future indicative funding requirement to support the delivery of all projects outlined in the City of Marion Building Asset Strategy (CoMBAS) guide. As the LTFP is a forward looking document, Council will on an annual basis have the opportunity to assess whether or not to incorporate these projects into its annual budget.

### **Key Projects – Funded in ABP 2024-2025**

Council's programmed capital renewal program is aligned to Councils Asset Management Plans but also includes funding in the order of \$13m for delivery of key projects in 2024-25 including;

- Completion of the Marino Hall Upgrade
- Seacliff Golf Park Clubhouse Redevelopment
- Warradale Park Tennis Club
- MCC Plaza Redevelopment
- Administration Building upgrade

The table below outlines the proposed programmed capital expenditure for 2024-25

Classification	2023/24 Budget Original Budget \$000	2024/25 Budget (2nd April Forum) \$000	2024/25 Final Proposed Budget \$000
<b>Civil</b>			
Road Reseals	4,354	3,591	3,591
Kerbs	450	900	900
Drains	2,700	3,624	3,624
Footpaths (New)	1,228	100	100
Footpaths (Renewal)	1,120	730	730
Kerb Ramps	400	450	50
Traffic Control Devices	349	540	540
Retaining Walls	375	-	-
Car Parks	738	248	248
Streetscapes	2,700	2,200	-
Other Infrastructure	635	771	771
<b>Total Civil</b>	<b>15,049</b>	<b>13,154</b>	<b>10,554</b>
<b>Open Space</b>			
Open Space Reserves	4,370	1,951	1,951
<b>Total Open Space</b>	<b>4,370</b>	<b>1,951</b>	<b>1,951</b>
<b>Property &amp; Buildings</b>			
Property & Buildings	1,920	2,770	2,770
Furniture & Fittings	221	200	200
<b>Total Property &amp; Buildings</b>	<b>2,141</b>	<b>2,970</b>	<b>2,970</b>
<b>Other Capital</b>			
Fleet Replacement	799	1,448	1,448
IT Hardware	200	399	399
<b>Total Other Capital</b>	<b>999</b>	<b>1,847</b>	<b>1,847</b>
<b>Total Capital Works Program</b>	<b>22,559</b>	<b>19,922</b>	<b>17,322</b>
<b>Major Projects</b>			
Cove Sports Club	6,720	-	-
Marino Hall Upgrade	6,535	4,064	4,064
Alternative Water Supply	5,615	-	-
Marion Cultural Centre Plaza	3,560	1,225	1,225
Seacliff Golf Club Redevelopment	2,312	3,599	3,599
Seacliff Golf Club Irrigation	1,035	1,325	1,325
Administration Building Upgrade	-	2,250	2,250
Coastal Walkway	1,005	-	-
Glandore Sports Club Redevelopment	-	150	150
Morphettville Park Tennis Club	-	25	25
Hazelmere Reserve Courts	-	25	25
Warradale Tennis Club	545	1,460	1,460
South Adelaide Basketball Redevelopment	520	600	600
Southern Soccer Facility Fourth Pitch	-	-	500
Boatshed Café	300	-	-
Flinders Greenway	-	1,100	1,100
<b>Total Major Projects</b>	<b>28,147</b>	<b>15,823</b>	<b>16,323</b>
<b>Total Capital Works Budget</b>	<b>50,706</b>	<b>35,745</b>	<b>33,645</b>
<b>Classification</b>			
Assets - Renewal	13,430	15,112	14,712
Assets - New	37,276	20,633	18,933
<b>Total Capital Works Budget</b>	<b>50,706</b>	<b>35,745</b>	<b>33,645</b>

## Loan Funding

The City of Marion is in a strong financial position and currently carries minimal debt. The table below depicts forecast outstanding borrowings over the 10 year term of the LTFP. Borrowings average \$44.83m and are forecast to peak at \$62.53m in 2033-34.



The City of Marion has sufficient capacity to undertake the forecast level of borrowings required to support the delivery of future capital projects which are forecast at \$419m over the 10 years of the LTFP, with all forecast financial sustainability ratio results sitting within Council's target ranges. However, as noted earlier, the LTFP is a forward-looking document and Council will have the opportunity to assess whether or not to incorporate future capital projects into its annual budget.

There is also an assumption built into the LTFP that future eligible projects will attract grant funding in the order of 40%. Should this not be achieved these projects may not go ahead or may be deferred until such time as Council supports their progression.

It should also be noted, in line with Council's Treasury Management Policy, that available cash will be utilised first to defer planned borrowings and borrowings will only be undertaken when the cash balances are down to a minimum working cash balance.

## Basis of Preparation of Draft ABP 2024-25 and LTFP

The development of the ABP 2024-25 and LTFP is an on-going iterative process and the framework and assumptions are updated annually based upon the most current data and information prevailing at the time. The Draft ABP 2024-25 and LTFP have been prepared under the framework and assumptions listed below.

### Framework

- Supports the achievement of the City of Marion's Strategic Directions.
- Maintains, on average, a break-even or better funding (cash) position over the Long Term Financial Plan.
- Addresses issues arising and opportunities identified from internal audit reviews, service reviews and business excellence assessments.
- Continues to improve the maintenance of assets in accordance with Council's Asset Management Plans, with a priority on maintenance before renewal, and renewal before new when it is cost effective to do so.
- Reviews existing services and assets to ensure they meet prioritised community needs.
- Council only approves new Major Projects where it has the identified funding capacity to do so.
- Maintains Council's position for an average residential rate that remains among the lower rating metropolitan councils.

### Key Assumptions

The following key assumptions have been applied in developing the Draft 2024-25 ABP and Draft LTFP:

**Service Levels** – Where changes to service delivery are prioritised and approved by Council subject to financial capacity, these changes will be incorporated into the 2024-25 Budget and Long-Term Financial Plan. Where no other endorsement exists, service delivery levels will be maintained at current levels.

**Rate Revenue** – Rating models have been developed to assess average rate increases applied in the LTFP ranging from the proposed 4.8% in 2024-25 moving gradually back to a forecast 3% from 2027-28 onwards through to the end of the 10 years of the LTFP. Rateable property growth or new properties from development is forecast on achieving the continued historical trend of 1%.

Council rate modelling options considered balancing the real cost of service provision and service demand from the community with the financial impact this may have on Marion ratepayers' and their capacity to pay.

Council has continued to adopt an appropriate rating strategy over the past number of years applying rate increases appropriate to manage escalating costs and inflationary pressures experienced. The rating position proposed for 2024-25 is in alignment with current reported CPI, which at the time of writing this report is 4.8% (Adelaide CPI – Year on Year to March 2024). The proposed rate increase will enable the achievement of Council's strategic objectives while maintaining long term financial sustainability throughout the 10 years of the LTFP.

**Indexation** – The 2024-25 budget will be based on forecast expenditure levels indexed to reflect current cost pressures and future anticipated costs including the consideration of major contract price escalation and other market pressures. (*Note Adelaide Year on Year CPI to March 2024 being 4.8%*).

With CPI expected to remain at the higher end of the RBA inflation target of 2–3%, the draft LTFP has factored this higher indexation over the coming years before gradually reverting back to a longer term forecast of 2.50% from 2028-29 onwards.

Continued price escalation and difficult market conditions makes the forecasting task more challenging leading to a higher than normal degree of uncertainty the further one looks into the future. Indexation beyond 2024-25 will be aligned to the Reserve Bank's projected inflation estimates in the medium and longer term, with the following exceptions;

**Employee Costs** - will be increased in alignment with Council's Enterprise Agreement provisions. Please note the current Outdoor Workforce Enterprise Agreement will cease in June 2024 and negotiation for a new agreement is currently underway. In addition, any costs relating to Council approved staff resources to meet operational requirements or Council endorsed new initiatives will be incorporated into the ABP and LTFP. Higher inflation and the ongoing tight labour market is expected to translate into moderately stronger wages growth over time and forecast employee costs in the LTFP will accommodate these expected conditions. The remaining 2 scheduled annual increases of 0.5% to the Superannuation Guarantee are also be incorporated into the LTFP.

**Interest Expenses** – are directly related to Council borrowings and cash flows. Forecast interest rates are based on current market rates with an added margin giving consideration for future potential rate increases.

**Interest Revenue** - is directly related to Council investments and cash flows and is carefully monitored in line with interest rate movements.

**Non-recurrent Costs / Revenues** – An adjustments schedule has been developed to account for any future variations in operating activities (e.g. - an adjustment is made for election expenses to reflect that they only occur once every 4 years). Adjustments will be made to remove any 2023-24 one-off expenditure amounts and to account for any future variation in operating activities or contract renewals.

**Capital Grants, Subsidies and Monetary contributions** – reflect tied monies received in relation to the purchase/construction of new assets and are budgeted in accordance with information known at the time of preparing this document.

**Commonwealth and State Government Stimulus / Election funding** – Council will continue to seek and optimise the opportunity to leverage any State and Federal stimulus funding provided to the sector. It should also be noted Federal and State Government funding attracted throughout the 2022 elections supports major infrastructure initiatives continuing in 2024-2025. The impact of the attraction of this funding and the resource requirements to deliver identified projects and initiatives will continue to be considered in the development of the Draft 2024-25 ABP and LTFP.

**Breakeven or Better Funding (Cash Position)** – A positive cash flow is vital to support operating requirements to continually deliver uninterrupted council services in addition to providing cash to fund:

- Renewal of existing assets over time to maintain community service standards
- Scheduled principal loan repayments and
- Provision of funding for future long term asset management objectives

Council will endeavour to set rates that minimise the impact on our community but also enable the achievement of its long-term strategic objectives while maintaining a break-even or better (cash) position over the LTFP thus ensuring the long-term financial sustainability for the City of Marion.

## Annual Business Plan 2024-25 and LTFP process

The key remaining steps for the ABP and LTFP processes are as follows:

Key stages	Date	Meeting
Adopt Draft ABP 2024-25 and LTFP for public consultation	23 April 2024	General Council
Public consultation period	1 May to 21 May 2024	Written submission and feedback via Making Marion
Community representations to Council	14 May 2024	General Council
Draft ABP 2024-25 and LTFP for final endorsement	28 May 2024	General Council
Review and feedback on Draft ABP 2024-25, LTFP	4 June 2024	Finance, Risk and Audit Committee
ABP 2024-25 and LTFP for adoption	25 June 2024	General Council

## Public Consultation

Public consultation on the Draft ABP 2024-25 and LTFP will be undertaken for the period 1 May to 21 May 2024. This meets the requirements of s122 of the *Local Government Act 1999*.

The Draft Plans and opportunity for community comment will be available on the 'Making Marion' website ([www.makingmarion.com.au](http://www.makingmarion.com.au)). Notices will also be placed in community and business newsletters directing readers to Council's website.

The 14 May 2024 General Council meeting will include an allowance of one hour for public representations where members of the public can be invited to make verbal submissions.

Any feedback from the community consultation process will be considered and will inform the draft ABP 2024-25 and LTFP to be presented for Council's consideration and adoption at the General Council meeting to be held on 25 June 2024.

## Conclusion

The City of Marion Community Vision - Towards 2040 sets out the aspirations of the community and, along with the 10-year Strategic Plan 2019--2029 and the 4-Year Business Plan 2023-2027 provides the basis for the Draft ABP 2024-25 and Draft LTFP for public consultation.

This Annual Business Plan 2024-25 has been developed to guide Council's activities over the coming year and is presented to Council to endorse for public consultation, subject to any proposed changes. Projects and initiatives outlined for delivery in the second year of the 4-Year Business Plan 2023-27 provide the basis for the Draft Annual Business Plan 2024-25 and inform the Draft LTFP for public consultation.



**ATTACHMENTS**

1. Draft Annual Business Plan 2024-25 for Public Consultation [**12.1.1** - 68 pages]

# City of Marion Annual Business Plan 2024-2025

Draft for public consultation

*A great place to live*





Image credits: SATC and Josh Geelan

### Kurna Acknowledgement

Ngadiu tampendi Kurna meyunna yaitya  
mattanya yainty yerta

This Kurna 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 Kurna people and  
recognises the Kurna people as the traditional  
custodians of the land.

## Welcome

Welcome to the City of Marion's Draft Annual Business Plan 2024-2025.

This is our draft budget for the year ahead. The Elected Councillors and I have consistently tried to keep average rate increases below the rate of inflation, but it is probably not possible this year.

In recent years, we have been delivering much-needed upgrades to community facilities (for example, a new Marino community hall and Cove netball facilities will soon be completed) – construction costs have gone up hugely. This and other factors has led us to propose a 4.8 per cent average rate increase for the coming year. Still, this will be one of the lowest average rate increases in metropolitan Adelaide. Property owners may experience variation in that figure due to changing property values which are outside of the Council's control.

Finally, it is worth mentioning that the State Government forced us, and all other councils, to pay for an audit by the Essential Services Commission – the recent report on Marion Council's financial performance shows that we are performing extremely well.

Please tell us what you think – before the 21st of May. Council Members will consider your submissions when we finalise the budget in June.

Yours faithfully



Mayor Kris Hanna



## Your voice

The City of Marion is seeking your ideas and feedback regarding the Draft Annual Business Plan 2024-2025.

This process provides you with the opportunity to have your say on the level of service and activities undertaken by the Council before the final budget is adopted.

Community consultation commences on Wednesday 1 May 2024 and closes on Tuesday 21 May 2024 at 11:59pm. Online submission forms are available on Council's community engagement website [makingmarion.com.au](https://makingmarion.com.au)

Written submissions are welcomed and addressed to the following:

City of Marion  
PO BOX 21  
Park Holme SA 5043

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

Verbal submissions may be made at the 14 May 2024 General Council meeting, which begins at 6:30pm. At this meeting, members of the public may ask questions and make submissions in relation to the Draft Annual Business Plan 2024-2025 for a total period of one hour.

Each speaker will be allocated a maximum of five minutes to make their submission.

If you wish to make a verbal submission to General Council, please contact:

Kate McKenzie  
Manager, Office of the Chief Executive  
Telephone: 08 8375 6600.



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# Your rates at a glance

Amounts spent per one hundred dollars (\$100)



## Infrastructure Management

- Civil infrastructure maintenance
- Asset management
- Stormwater drainage network
- Traffic management



## Community Facilities

- Marion Outdoor Pool
- Sporting facilities
- Property management
- Facilities hire (casual and long term)



## Waste Collection and Management Services

- Kerbside waste collection and management
- Household waste, recyclables, green organics
- Hard rubbish collection and illegal dumping
- Management of waste through our materials recycling facility



## Open Space, Parks and Gardens

- Reserve maintenance
- Playgrounds
- Public toilets
- Playground maintenance



## Library Services

- Marion Cultural Centre Library
- Parkholme Library
- Cove Civic Centre Library
- Library programs/events



\$7.97



### Urban Development, Inspection, Regulation and Control

- Parking control
- Development services
- Dog and cat control
- Food safety



\$6.54



### Community Development and Capacity Building

- Youth services
- Neighbourhood centre operations and programs
- Community grant programs



\$5.45



### Environmental Sustainability

- Street tree management
- Environmental regulation
- Native vegetation



\$4.16



### Culture and Recreation

- Cultural heritage
- Community events



\$4.36



### Health and Community Care

- Aged care services
- Community buses
- Emergency response





## Overview

The draft Annual Business Plan for 2024-2025 highlights proposed strategic projects, services, and programs for the upcoming financial year. We are committed to aligning actions in the draft Annual Business Plan to the 4-Year Business Plan 2023-2027, the Strategic Plan 2019-2029, and the Community Vision 'Towards 2040'.

We aim to provide value to our ratepayers through responsible decision-making and financial management. Ongoing savings will be identified, and external funding secured as we partner with State and Federal Governments. Our focus on delivering efficient services has allowed us to support one of the lower- rate increases across SA with a proposed 4.8% increase in the average rate for 2024-2025.

In the coming year, we will continue to make the City of Marion a great place to live, work and play through its ongoing capital works programs, core services, projects, and investment in the following initiatives:



### Events

Council will support three free major civic events for a celebration of community and culture. At a 'Touch-A-truck' festival, children can get up close and personal with a variety of vehicles from emergency services to construction. Our 'Concert at the Cove' will feature live music and entertainment. Council will support Southern Cultural Immersion to deliver a National Reconciliation Week event where the community can come together to acknowledge and celebrate the histories and culture of Aboriginal and Torres Strait Islander peoples.



### Flinders Greenway development\*

The Flinders Greenway (bikeway) project is a stage 3 upgrade to connect a walking and cycling bikeway between Flinders University, Tonsley, and further north to the Marino Rocks Greenway. This project has a budget allocated by council subject to receiving partnership funding.

*\*Subject to grant funding*



### Marion Basketball Stadium upgrade

Council has proposed a new 5 court indoor basketball stadium at the current site off Norfolk Road. Works to be completed this year include the development of concept designs, community consultation and options for Marion Tennis Club.



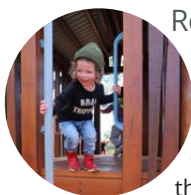
### Seacliff Golf Course upgrade

This multi-year project will conclude this year with the completion of a new clubhouse and car park, which will provide hospitality services, meeting spaces, outdoor deck and a Golf pro-shop.



### Warradale Park Tennis Club upgrade

The upgrade to the Warradale Park Tennis Club will include a new upper-level floor function space and decking, upgraded shower and toilet facilities, bar, and office space. The project will be funded by Council with contributions from the State and Federal Government.



### Reserve and playground redevelopments across Council

Council proposes to invest \$1.95m toward reserve upgrades across the council area as part of the capital works program. Proposed key upgrades include the design of Scarborough Terrace Reserve in Dover Gardens, Southbank Boulevard Reserve in Trott Park, and the construction of Graham Watts Reserve Mitchell Park and Elizabeth Ryan Reserve in Plympton Park.



### Marion Heritage Research Centre archive storage and renovation

To create a purpose-built temperature-controlled archive storage at the Marion Heritage Research Centre to appropriately maintain council's heritage collection. Additionally, this project will provide a minor internal renovation and fit-out to the existing spaces.



### Koorana Gymnastics upgrade

Work will commence at the Koorana Gymnastics Club at Morphettville to construct a new accessible toilet, meeting room and reception, subject to General Council endorsement at the 23 April 2024 meeting.



### Commence detailed design for Glandore Oval Precinct Plan and Redevelopment

Development of a plan that considers the future needs of the sporting clubs and community, including a new clubhouse, car parking, play spaces, removal of old buildings and introduction of new landscaping. Work will commence this year to progress designs following community consultation undertaken in early 2024. The State Government has provided \$5m towards this project.



### Marion Cultural Centre Library refurbishment

An upgrade to the Marion Cultural Centre library space by replacing shelving and revitalising the children's area. This project aims to modernise the library experience after over two decades of operation, ensuring the spaces cater for the current and future needs of our community.



### Marion Cultural Centre Plaza upgrade

The Marion Cultural Centre (MCC) Plaza is being upgraded to create a vibrant public space that aims to create a new destination hub. It will support community events, social interactions, and tourism. The upgrade will improve pedestrian and cyclist connections, provide a versatile space for various community events, and maintain vehicle access to businesses and community facilities on Milham Street. The project is due to be completed by August 2024.



### Southern Soccer Facility soccer pitch

The Southern Soccer Facility was built in April 2022, and included 3 out of 4 proposed soccer pitches. The delivery of the 4th pitch is scheduled to be undertaken in the year through a combination of State Government grant funding and a matching Council contribution.



### Glandore Community Centre-entry upgrade and new business hub

Minor renovations will be undertaken to upgrade the reception area and additionally create a new business hub space. This upgrade will ensure that the main reception is modern and welcoming, providing space for the community to meet and socialise. The newly created Business Hub will allow a vibrant co-working space.



### Cooinda Community Centre upgrade

Minor renovations will be undertaken at Cooina Community Centre, including the addition of new acoustic treatment to the hall, painting the entire centre, improved safety, and access, and upgrading furniture throughout the centre and cafe areas.



### New signage around the city

Council is updating signage in selected parks, buildings, and other spots to give locals and visitors helpful information about important places in our area. The signage at main buildings will make them easier to spot and improved signage will enable visitors to find their way around council buildings and reserve areas.

See the full list of projects on page 19.

# Our purpose, vision and values

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



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

## Liveable

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

## 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.

## 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.

## 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.

## Engaged

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

## 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.

# Strategic Management Framework

This Annual Business Plan 2024-2025 is an integral part of Council's Strategic Management Framework that will enable strategic and operational plans, management systems and processes to work together to effectively deliver the Community Vision.



Council is currently reviewing its 10 year Strategic Plan. The new plan will be endorsed by Council in August 2024. The above strategic themes, Strategic Management Framework and Community Vision are likely to change.





## Significant influences

The following external challenges and opportunities have influenced the development of Council's budget for 2024-2025.



### Cost of living pressures

The current cost of living pressures have led to pressure on people's finances, affecting their overall well-being and sense of quality of life. To alleviate this, Council aims to keep rates low to ensure the burden on ratepayers remains manageable.



### Partnership funding

Through partnerships with state and federal governments, Council receives substantial funding to enhance community facilities, often requiring contributions from the Council itself. This funding is crucial for upgrading existing facilities and developing new ones to better serve the community.



### Climate Resilience

Council is dedicated to doing its part to tackle climate change through various initiatives, such as improving energy efficiency of council's buildings, utilising renewable energy sources, planting thousands of trees annually, and implementing sustainable waste and water management practices. These efforts aim to make the city more resilient to climate-related challenges, with ongoing monitoring through a climate risk register to ensure effective management of potential threats.



### Regional-level Planning (State Government led planning)

The State Government is reviewing changes to South Australia's planning laws, offering the Council an opportunity to proactively engage. Council is required under the Act to ensure that its Strategic Plan reflects broader regional-level plans and is updated within two years of council elections. City of Marion's Strategic Plan is currently being reviewed and will be finalised early in the 2024-2025 budget year.



### Cost of services

Like many organisations, Council faces rising costs associated with delivering services, including inflation, and shortages in the construction workforce. These factors contribute to higher service costs across the board, necessitating careful budgeting and resource allocation.

# Framework of the Annual Business Plan

The Annual Business Plan 2024-2025 has been prepared on the basis of a framework that aims to inform the community and hold the City of Marion accountable to its stakeholders. The key items in this framework are as follows:

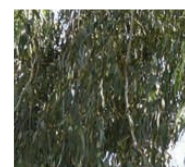
## Support the achievement of the City Of Marion's strategic directions.

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



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

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



## Maintain, on average, a break-even or positive funding (cash) position over the long term financial plan.

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

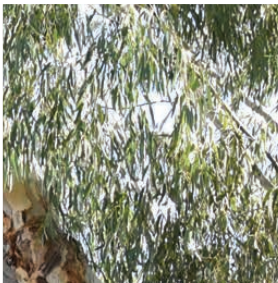


## Continue to improve the maintenance of assets in accordance with Council's Asset Management Plans, with a priority on maintenance before renewal, and renewal before new when it is cost effective to do so.

The Annual Business Plan has been prepared taking into consideration individual Asset Management Plan requirements and outcomes of recent infrastructure audits. The City of Marion has a target of 90-110% for the Annual Asset Renewal Ratio.







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

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



Collaboration with other councils will continue to assist capacity building for shared strategic opportunities, innovation and cost efficiencies and enables the ability to align processes and reduce duplication.



**Council only approve new major projects where it has the identified funding capacity to do so.**

Council debt is forecast to increase to \$24.451m by 30 June 2025, and peak at \$62.526m in 2033-2034. With consideration given to key financial indicators, Council has continued to retain the funding capacity to consider additional strategic Major Projects and is currently investigating partnerships to aid the development of several initiatives.

These additional forecast borrowings after 2024-2025 relate to Council's contribution towards new initiatives in the Capital Works Program. Any changes to the timing and scope of the capital projects may impact the funding required, and in turn the total requirement for borrowings currently factored into the Annual Business Plan 2024-2025.



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

Comparative 2023-2024 data shows that Council's average residential rate continues to remain among the lower rating metropolitan councils, with its current position ranking being the 5th lowest of 18 metropolitan councils.





# Continuing and improving service delivery

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

Ongoing services	
Reserves, parks and gardens management	Tree management
Community facilities management	Public health planning
Infrastructure management	Positive Ageing and Inclusion
Waste and recycling services	Community Transport
Library services	Dog and cat registration
Environmental sustainability	Arts and cultural promotion and support
Business support services	Citizenship ceremonies
Development and building assessments	Supporting community gardens
Land use and development planning	Community Leadership Program
Emergency planning and response	Graffiti removal
Community grants and partnerships	Justice of the Peace
Sport and recreation promotion and support	Community centres
Community health and safety	Parking and traffic management
Enabling services	
Financial management	Innovation
Governance support	Communication and Marketing
Strategic management	Media, Engagement and Events
Strategic asset management	People Management
Continuous Improvement	ICT and knowledge management
Operational support	Strategic procurement
Risk management	Strategic partnerships



## Project priorities

In 2024-2025 the Council plans to commence or continue working on the following strategic initiatives, as outlined in our 4 Year 2023-2027 Business Plan, or through Council resolutions:

### Continuing initiatives

Continuing initiatives from prior years	Key strategic theme
Complete Marion Cultural Centre Plaza upgrade	Liveable
Complete the Marino Hall upgrade	Liveable
Construction of Seacliff Golf Course clubhouse and car park	Liveable
Warradale Park Tennis Club upgrade	Liveable
Deliver a Public Art Strategy	Liveable
Deliver the 'Sports in Reserves Program' providing free sports activities for young people aged 5 to 18 years	Liveable
Continue with transition of Council's passenger vehicles to electric	Valuing Nature
Continue planting of over 4,000 trees annually	Valuing Nature
Deliver an annual program of environmental engagement activities events and programs.	Valuing Nature
Deliver the Youth and Community Grants Program	Engaged
Deliver community events including Australia Day events, Touch a Truck, Concert at the Cove, citizenship ceremonies, opening events, Reconciliation Week event and civic events.	Engaged
Implement the Information Services Strategy	Innovative
Continue to deliver the 'Southern Business Mentoring Program' and Business hubs program.	Prosperous
Deliver an annual program of business events and engagement	Prosperous
Deliver the annual capital works program (stormwater, road reseal, kerbs, kerb ramps, open space works, property/building, footpath, streetscape upgrades, traffic upgrades, other infrastructure)	Connected
Provide the community bus to support residents to remain connected	Connected
Continue to support the Gap Year Program	Council of Excellence
Continue staged upgrade of Council's Administration building	Council of Excellence

### New projects commencing in 2024-2025

2024-2025 new initiatives	Key strategic theme
Commence community engagement and detailed designs for the Marion Basketball Stadium	Liveable
Reserve and playground redevelopments across the Council	Liveable
Marion Heritage Research Centre archive storage and renovation	Liveable
Commence planning for Cosgrove Hall	Liveable
Complete detailed design for Glandore Oval Precinct plan and redevelopment	Liveable
Marion Cultural Centre Library refurbishment	Liveable
Southern Soccer Facility soccer pitch	Liveable
Cooinda Community Centre upgrade	Liveable
Morphetville Park Tennis clubrooms design	Liveable
Hazelmere Reserve courts design	Liveable
Koorana Gymnastics upgrade	Liveable
Glandore Community Centre entry upgrade and new Business Hub	Prosperous
New signage around the city	Connected
Flinders Greenway development*	Connected

*\*Subject to grant funding*

# Asset Management

The City of Marion's Asset Management vision is:

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

Council's assets provide services to the community and businesses for current and future generations. They range from roads and footpaths, to buildings, playgrounds, trees, shelters, vehicles, machinery and stormwater drains. Gifted assets we receive from sources including State Government and developers attract ongoing operational and maintenance costs over their life.

The City of Marion upholds a commitment to implementing asset management best practices throughout all areas of the council, ensuring that assets' performance, risks, funding, and replacement values are integral factors in decision-making and strategic planning. This adherence extends to complying with relevant legislative requirements, regulations, corporate policies, and Asset Management Plans.

The City of Marion's assets provide services to our community now and into the future. Assets are long-lived so must be resilient and adaptable to continue to service community needs across a

range of likely future scenarios. A significant part of council's spend is devoted to the maintenance, operations, renewal, and creation of new assets. Council will continue to invest in these assets as cost effectively as possible while considering beneficial advancements in technology.

Our assets are vulnerable to climate impacts including less rainfall overall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding from sea level rise. Council's asset management plans address climate resilience by including actions that support a transition to a low-carbon, energy efficient future and planning for physical climate and nature-related risks and opportunities whilst ensuring it is cost effective.

Council will continue to optimise spending through better asset management to deliver current levels of service in the most affordable and efficient way. We're looking beyond day-to-day operations and investing in the long-term quality of life for our community.

## The City of Marion owns and manages a large and diverse asset portfolio valued at over one billion dollars



Artworks, culture and heritage assets



Buildings and structural assets



The Coastal Walkway



Fleet, plant and equipment assets



Open space assets



Stormwater assets



Transport assets



Tree assets



Water treatment and resources assets

## Measuring our success

In development

# Funding the Annual Business Plan

## Your rates in 2024-2025

The Annual Business Plan is based on a 4.8 per cent increase in the average rate for the coming year. In setting rates for 2024-2025, Council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2024-2025.

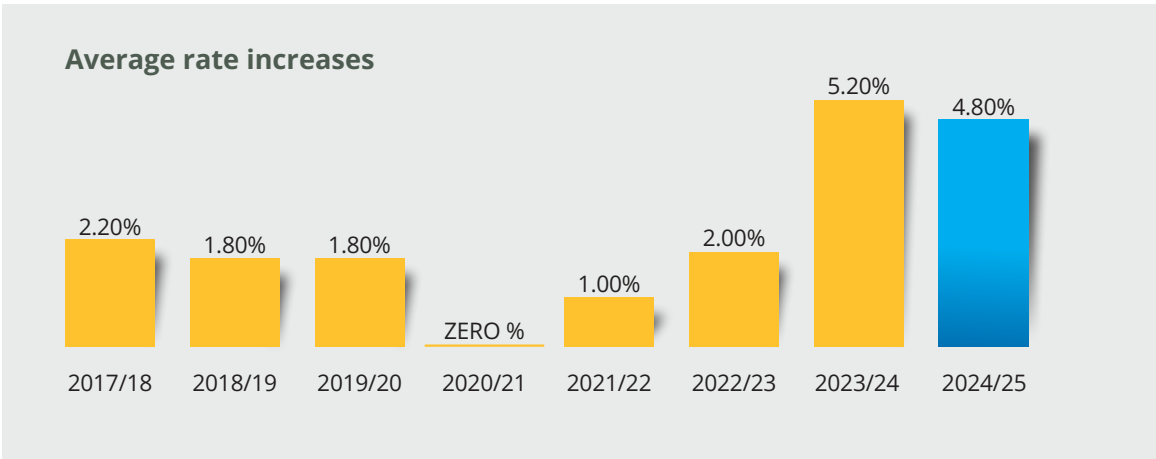
Rates account for 82 per cent of Council's operating revenue with other sources including fees, charges and grants. These revenues contribute to the necessary funding for planned operating and capital renewal programs in 2024-2025.

While the average rate increase is 4.8 per cent, it is to be noted that actual rates payable by a rate payer will vary according to individual property valuations, the attributed land use, and whether there has been any new development or capital improvement on the land.

Council is aware of the impact rate increases have on the community. We are continually looking for opportunities that allow this cost to be minimised, support our community during uncertain times, and maintain the fiscal responsibility required of Council.

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

The outcomes of the community consultation, as well as a balance between achieving the strategic directions, maintaining services and assets, ensuring financial and environmental sustainability, supporting intergenerational equity and making provision for those in the community who are experiencing hardship, have been considered in setting the rate increase for the Annual Business Plan 2024-2025.





# Comparative rating data

With a 4.8 per cent increase, the City of Marion’s average residential rate is in line with Council’s Annual Business Plan framework and set to remain among the lower rating metropolitan councils. In 2023-2024 Council had the 5th lowest average metropolitan residential rate.





# Differential rating

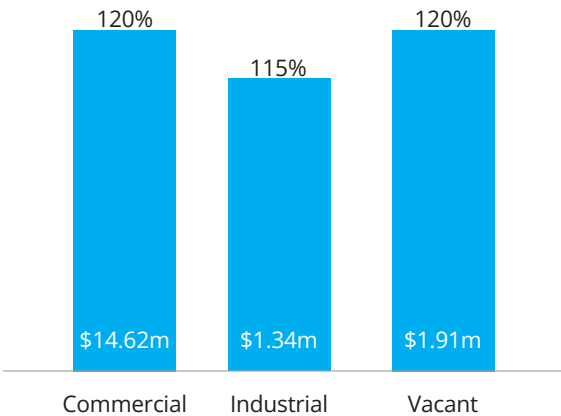
Council currently derives 17% of its rate revenue from the Commercial and Industrial sectors– Commercial (15.5%) and Industrial (1.5%). Commercial and Industrial users consume a greater proportion of Council resources than residential properties, particularly in regard to the use of roads, footpaths, traffic, parking, storm water drainage, public health and environment.

Council uses a differential rating system to raise revenue based on its Land Use to ensure a fair and equitable distribution of rates within the City of Marion.

The differential rate is charged in addition to the normal rate. In applying this approach, Council will take into consideration all prevailing economic conditions and changes and adjust its differential rates accordingly, to ensure an appropriate and fair equalisation of rates across all land use categories.

Differential rates to apply to land use are as follows:

Differential rating



The average increase in rates for 2024-2025 by land use category is outlined below:

Land use category	2024-2025 increase
Residential	\$84
Vacant Land	\$292
Industrial	\$758
Commercial	\$195

Council is forecasting to raise \$92.486m in general rates revenue of which \$14.62m is derived from commercial properties, \$1.34m from industrial properties and \$1.91m from properties in the vacant land use category.





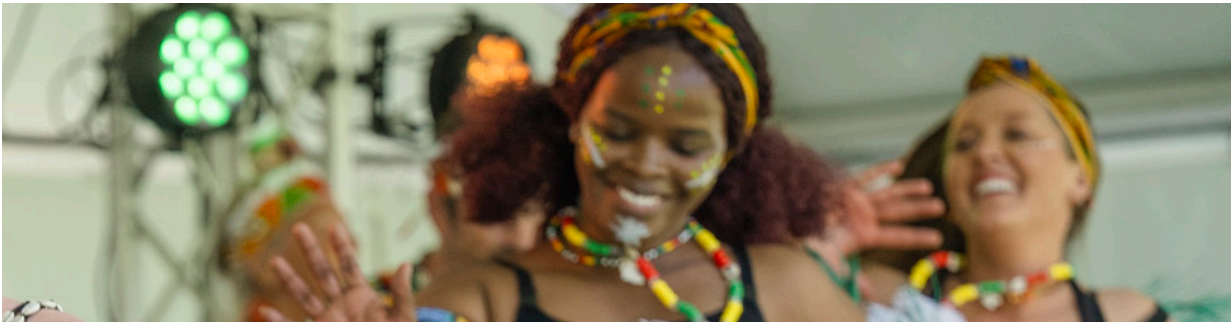


## Budgeted income statement

An operating surplus of \$0.410m before capital revenues is forecast for 2024-2025. The operating surplus is required to support the renewal of existing infrastructure in accordance with Council's Asset Management Plans and to support construction of new assets to deliver services.

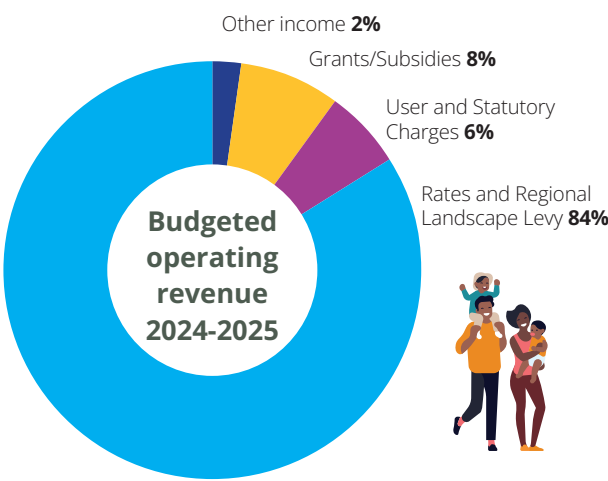
Budgeted Income Statement	2nd Review 2023/24 \$'000	Budget 2024/25 \$'000	Variance \$'000
<b>Operating Revenue</b>			
Rates - General	87,274	92,486	5,212
Rates - Regional Landscape Levy *	2,263	2,337	74
Statutory Charges	2,690	2,738	48
User Charges	3,859	4,164	305
Grants/Subsidies	6,432	8,557	2,125
Investment Income	1,050	300	(750)
Reimbursements	1,245	1,020	(225)
Other Revenue	1,184	668	(516)
Share of Profit/(Loss) Regional Subsidiaries	365	645	280
<b>Total Operating Revenue</b>	<b>106,362</b>	<b>112,916</b>	<b>6,553</b>
<b>Operating Expenditure</b>			
Employee Costs	44,119	46,492	2,373
Contractor Services	33,214	30,442	(2,772)
Materials	6,347	6,865	518
Finance Charges	151	510	359
Depreciation	20,069	20,100	31
Other Expenses	7,854	8,097	243
<b>Total Operating Expenditure</b>	<b>111,754</b>	<b>112,505</b>	<b>752</b>
<b>Operating Surplus/(Deficit) before Capital Revenues</b>	<b>(5,392)</b>	<b>410</b>	<b>5,801</b>
Capital Grants and Contributions	17,151	2,642	(14,509)
Asset Disposal and Fair Value adjustments	331	353	22
<b>Net Surplus/(Deficit)</b>	<b>12,090</b>	<b>3,405</b>	<b>(8,686)</b>

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



# Operating revenue

The main source of income for Council is rate revenue; making up just over 82% (84% including Regional Landscape Levy) of total revenue in 2024-2025, with other sources being government regulated fees for statutory services, untied federal grant monies, as well as other grants from the State and Federal government.



## General rates

Council's revenue in 2024-2025 includes \$92.486m (\$87.274m in 2023-2024) to be raised in general rates. The budget has been developed on the basis of a 4.8% average rate increase (excluding new developments and capital improvements). In setting rates for 2024-2025, Council has forecast the revenue required to meet the costs of delivering the services and projects to be provided to the community in 2024-2025.

Growth from new property development is forecast at 1% for 2024-2025. This predominantly is the result of new housing in Marion, as reported by the Valuer General. The revenue created by this growth will cover the increased costs of servicing a growing community, which includes the requirement to maintain and provide for the replacement of infrastructure such as stormwater drainage and transport networks.

User Charges set by Council – Relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include charges for the use of Council's community facilities, swimming pool admission and the like. Statutory Charges set by State Government relate mainly to fees and fines levied in accordance with legislation and include development application fees, health act registrations and parking fines.

Grants and Subsidies – Grants include all monies received from State and Federal sources for the purpose of funding the delivery of Council's services to ratepayers and for the funding of the capital works program. Operating grants are forecast at \$8.557m for 2024-2025, an increase of \$2.125m on grants received in 2023-24. It should be noted that grant funds anticipated to be received in 2023-24 were paid in advance in 2022-23.

# Operating expenditure



### Employee costs

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

Employee costs are forecast to increase by \$2.37m primarily because of increases stemming from existing Enterprise Agreements provisions, increases to the Superannuation Guarantee Contribution and additional staffing resources for Council endorsed initiatives.

A reduction of \$1.4m has been incorporated into the budget to allow for positions that may be temporarily vacant during the year.

### Contractor services

Contractor services relate mainly to the provision of Council services by external providers. Council uses contractors to assist in the provision of major services such as waste collection and management, and also where specialist services or advice is required, where it is not warranted for Council to have permanent in-house resources. A decrease of \$2.772m is forecast in

the 2024-2025 budget which relates to one off expenditure relating to Infrastructure Condition Audits completed in 2023-2024 and other once off project expenditure no longer required in 2024-2025.

### Materials

Council's Materials budget includes utilities, products utilised in the delivery of community services and maintenance of Council's infrastructure, open space, and other assets, as well as fuel for the fleet of vehicles used to deliver services. An increase of \$0.518m in materials is forecast in the 2024-2025 budget primarily relating to additional funding for set aside to support council's Biodiversity Plan in addition to CPI increases in utilities and material costs.

### Other expenses

Other Expenses have increased by \$0.243m in 2024-2025 which includes an increase of \$0.113m for the Regional Landscape Levy for 2024-25 (collected on behalf of the Green Adelaide Board).

## Capital revenue

### Capital grants and contributions

Council has incorporated \$2.642m in capital grants and contributions towards new capital works planned in 2024-2025. Funding includes Federal and State Government grant funding contributions towards Council's prioritised new initiatives/projects.

## Budgeted capital expenditure

Capital Expenditure	2nd Review 2023/24 \$'000	Budget 2024/25 \$'000
Land	-	-
Buildings and Major Projects	31,220	19,093
Infrastructure:		
Roads & Kerbs	4,993	4,491
Drains	2,984	3,624
Footpaths	3,227	880
Traffic Control Devices	572	540
Other Infrastructure	2,721	1,019
Plant and Equipment	2,148	1,847
Furniture and Fittings	158	200
Streetscapes	3,556	-
Other	5,246	1,951
<b>Total Capital Expenditure</b>	<b>56,825</b>	<b>33,645</b>
Represented By:		
Capital Expenditure		
Assets - Renewal	19,567	13,412
Assets - New	37,258	20,233
	<b>56,825</b>	<b>33,645</b>

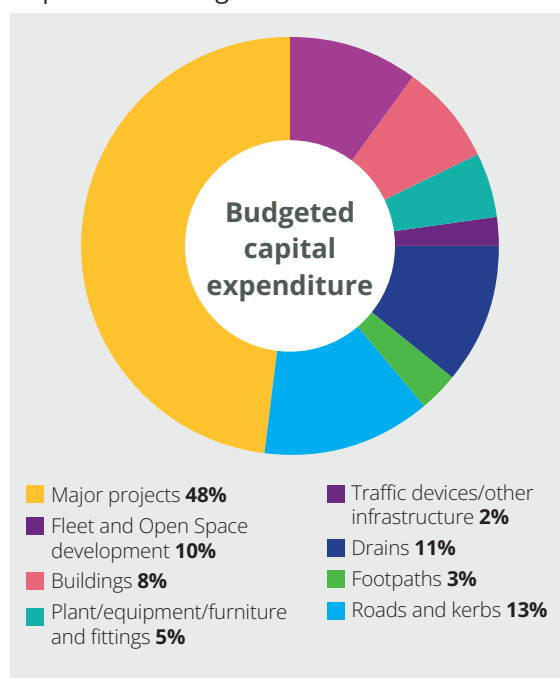
The 2024-2025 Budgeted Statement of Capital Expenditure forecasts a total capital funding requirement of \$33.645m including \$13.412m renewal and \$20.233m new and upgrade.

It is anticipated that \$1.5m Streetscape funding will be carried over from 2023-24 for works to be completed in 2024-2025.

### Funding for key capital projects in the 2024-2025 budget includes forecast funding towards:

Marino Hall Upgrade  
Marion Cultural Centre Plaza Upgrade  
Warradale Park Tennis Club  
Seacliff Golf Park Clubhouse Redevelopment

The chart below summarises Council's planned Capital Works Program for 2024-2025:



## Financing the budget

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

The table below identifies the Council's net funding result. Council's budget for 2024-2025 is expected to result in a net decrease in funding of \$10.785m.

Net Lending/(Borrowing)	2nd Review 2023/24 \$'000	Budget 2024/25 \$'000
Operating Surplus/(Deficit) before Capital Amounts	(5,392)	410
<u>less: Net Outlay on Existing Assets</u>		
Capital expenditure on asset renewal/replacement	19,567	20,233
less Depreciation/Ammortisation	(20,070)	(20,100)
	(503)	133
<u>less: Net Outlay on New/Upgrade Assets</u>		
Capital expenditure on New & Upgrade Assets	37,258	13,412
less Capital Grants	(17,152)	(2,642)
	20,106	10,770
Adjustments		
Gain/(loss) on disposal of assets	331	353
Share of Equity - Regional Subsidiaries	(365)	(645)
	(34)	(292)
Net funding increase/(decrease)	(25,030)	(10,785)

Financing Transactions	2nd Review 2023/24 \$'000	Budget 2024/25 \$'000
New Borrowings	14,300	8,700
less: Repayment of Principal on Borrowings	(929)	(312)
less: Increase/(Decrease) in Cash & Investments		
- Transfers from/(to) Reserves	12,373	2,473
- Cash Deficit/(Surplus)	(714)	(75)
<b>Equals: Financing Transactions</b>	<b>25,030</b>	<b>10,785</b>

Financing transactions associated with accommodating the expected net lending result in 2024-2025 are found in the above table. Council's Long Term Financial Plan includes an allowance for borrowings of up to \$8.7m in 2024-25 to support the funding requirements of Council's Capital Works Program.

Council's borrowings are projected to peak at \$62.526m in 2033-2034 with its Debt Servicing Ratio peaking at 5.22% in 2033-2034 against a maximum target of 10.0% and its Net Financial Liabilities ratio remaining within the targeted range of 0 - 50%

# Financial ratios

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

The table below details these financial indicators and whether or not the prescribed target has been achieved over the five years up to 2023-2024. All key financial ratios are forecast to be within their targeted ranges for the 2024-2025 year and throughout the 10-year term of Council's Long Term Financial Plan.

Operating Surplus - this ratio expresses the operating surplus as a percentage of total operating revenue.

The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing assets at the rate of consumption. Council's long term target of 100% ensures that Council aims to invest adequately in maintaining its asset base.

The Net Financial Liabilities Ratio indicates the extent to which the net financial liabilities of the Council can be met by the Council's total operating revenue. With the consumption of cash on significant capital works and major projects forecast to be completed in 2023-2024 and additional projects in 2024-2025 along with loan funding forecast to be utilised up to \$8.7m in 2024-2025, the Net Financial Liabilities Ratio is projected to remain within Council's target range in 2024-2025.

The Debt Servicing Ratio measures the total annual loan principal and interest repayments as a percentage of total income for the year. This ratio identifies Council's ability to service its debt obligations from operating revenues. The ratio is anticipated to increase slightly with the new loan repayments after 2024-2025 but remains in the lower end of Council's targeted bandwidth for this ratio.

Ratio	Council Target	2024-2025 Budget	5 Year Average
Operating Surplus	0% - 10%	0.4%	0.4%
Asset Renewal Funding Ratio	90% - 110%	100%	80.8%
Net Financial Liabilities	0% - 50%	23.8%	-14.5%
Debt Servicing	0% - 10%	0.7%	1.1%



# Response to ESCOSA advice report

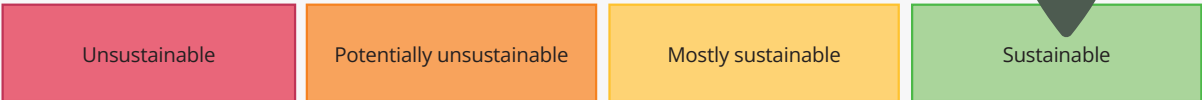
On 30 April 2022, amendments to the *Local Government Act 1999* came into operation resulting in the implementation of the Local Government Advisory Scheme. The purpose of this advisory scheme is to provide ratepayers confidence that the rates they pay are set at the level necessary for their council to provide the services they value. The Essential Services Commission (Commission) of South Australia is the advisory body. The State’s 68 councils are subject to the scheme.

The Commission reviewed the City of Marion’s financial performance during the 2023-24 financial year. The review has been in addition to the existing program of review of financial sustainability by City of Marion’s internal auditor, external auditor and independent scrutiny from our Finance, Audit and Risk Committee.

The City of Marion has been assessed by the Commission at the higher end of sustainable for past, current and future projections.



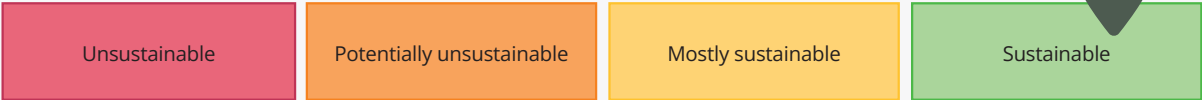
## Current financial performance



## Projected financial performance (future)



## Previous financial performance (past 10 years)



With a key focus on maintaining rates at or under inflation, even in the face of high and unprecedented construction costs well above inflation, incurring borrowings only when prudent to do so for new capital works, the City of Marion is in an enviable position in relation to financial performance.

Notwithstanding the work by the Commission is an advisory scheme, rather than a compulsory one in that the Commission cannot require councils to follow that advice, the City of Marion has provided a response to the recommendations below.

ESCOSA recommendation	City of Marion response
Continue to review its inflation forecasts in its budget and forward projections from 2024-25, given the potential for higher short-term inflation outcomes, followed by a return to long-term averages.	Continually reviewing and assessing inflationary forecasts are already a key element of analysis undertaken by the City of Marion included in the annual and long-term budget setting process.  The City of Marion will continue to review economic indicators, inflation results and forecasts including those published by the Reserve Bank.  The City of Marion appreciate a dynamic and data driven approach to inflation forecasting enhances the accuracy and robustness of our forecasts and fosters greater confidence in our budgetary decision-making processes.
Consider better clarity in its forward estimates in its long-term financial plan concerning the assumptions for its cost and revenue estimates	The City of Marion will continue to use robust analysis in developing the cost and revenue assumptions.  Key assumptions used in the development of Council's Annual Business Plan and Long-term Financial Plan are already published as part of the budget development process contained within Council agendas.
Report any actual and projected cost savings in its annual budget (and long-term financial plan, as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.	The City of Marion uses a conservative approach to expenditure budgeting and forecasts with minimal discretionary funding factored into the annual business plan.  However, the City of Marion does explore opportunities for efficiencies which look to free up capacity to meet demand for the 1,000 new residents per year rather than continually seek new resources. Where these efficiencies result in direct savings these will be published in Council's Annual Report.
Consider undertaking a comprehensive revaluation of its depreciable assets by an external valuer at least every four years to ensure the forecast rate of asset consumption (and depreciation expense) in the long-term financial plan reflects recent macro-economic conditions.	The City of Marion appreciates that the COVID-19 period did result in unusually high asset valuation fluctuations.  With the post COVID economy returning to more moderate inflationary measures it is not considered necessary to increase the frequency of asset valuations to 4 years.
Report in its annual business plan the estimated average annual change for all of its nine categories of general rates, together with the quantum of annual revenue it expects to collect from these distinct categories of rates (with minimum rate revenue reported separately), providing greater clarity and transparency to its ratepayers.	The City of Marion will review the publication of this information in future Annual Business Plans to provide clarity and meaningful information to our ratepayers.



# Appendix 1 - Capital works list

## Open space and recreation works program 2024-2025

Location	Suburb	Ward	
Fryer Street Reserve	Hallett Cove	Coastal	open space design
Linear Park Reserve	Hallett Cove	Coastal	open space construction
Fryer Street Reserve	Hallett Cove	Coastal	open space construction
Capella Drive Reserve	Hallett Cove	Coastal	open space construction
Chatsworth Court Reserve	Hallett Cove	Coastal	open space construction
Perry Barr Farm	Hallett Cove	Coastal	open space construction
Pavana Reserve	Hallett Cove	Coastal	open space construction
Newland Avenue Linear Park Reserve	Marino	Coastal	open space construction
Teesdale Crescent Reserve	Plympton Park	Mullawirra	open space design
Elizabeth Ryan Reserve	Plympton Park	Mullawirra	playground construction
Peter Court Reserve	O'Halloran Hill	Southern Hills	open space construction
Gully Road Reserve	Seacliff Park	Southern Hills	open space design
Roy Lander Reserve	Seaview Downs	Southern Hills	open space construction
Southbank Boulevard Reserve	Sheidow Park	Southern Hills	playground design
Nari Drive Reserve	Sheidow Park	Southern Hills	open space construction
Spinnaker Circuit West Reserve	Sheidow Park	Southern Hills	open space construction
Scarborough Terrace Reserve	Dover Gardens	Warracowie	playground design
Jacaranda Grove Reserve	Oaklands Park	Warracowie	open space construction
Sandery Avenue Reserve	Seacombe Gardens	Warracowie	open space design
Marion Community House	Warradale	Warracowie	open space construction
Graham Watts Reserve	Clovelly Park	Warriparinga	playground construction
Penrith Court Reserve	Mitchell Park	Warriparinga	open space design
Quick Road Reserve	Mitchell Park	Warriparinga	open space construction
Sampson Road Reserve	Mitchell Park	Warriparinga	open space construction
Myer Road Reserve	Sturt	Warriparinga	open space design
Minor Open Space Enhancements & Irrigation	Various	Various	

*\*Please note Capital Works Programs are subject to change.*

## Property/building works program 2024-2025

Location	Suburb	Ward	Description
Koorana Gymnastics	Morphettville	Mullawirra	building upgrades including DDA toilet and reception desk
Marion Outdoor Pool	Park Holme	Mullawirra	improvements to pool filtration system and replacement of equipment
Morphettville Park Sports Club	Morphettville	Mullawirra	upgrades to cricket pitch
Stanley Street Tennis Club	Glengowrie	Mullawirra	design new public toilets to existing building
Cove Sports Club	Hallett Cove	Southern Hills	new equipment, goal posts and coaches boxes
Southern Depot Building	O'Halloran Hill	Southern Hills	replacement of existing Atco Hut
Southern Soccer Facility	O'Halloran Hill	Southern Hills	sewer line upgrade and solar panel installation
Marion Cultural Centre	Oaklands Park	Warracowie	upgrades to theatre
Marion Cultural Centre Library	Oaklands Park	Warracowie	upgrades to building
Administration Building	Sturt	Warriparinga	internal upgrades
Cooinda Neighbourhood Centre	Sturt	Warriparinga	upgrades to buildings
Cosgrove Hall	Clovelly Park	Warriparinga	design for upgraded facilities
Marion Heritage Centre Museum	Sturt	Warriparinga	purpose built storage facility
Edwardstown Cricket Club	South Plympton	Woodlands	upgrades to cricket nets
Edwardstown Rotary Book Exchange Building	Edwardstown	Woodlands	roof replacement
Glandore Community Centre	Glandore	Woodlands	building upgrades including DDA toilet and reception desk
Various	Various	Various	facility and wayfinding signage

*\*Please note Capital Works Programs are subject to change.*

## Road reseal program 2024-2025

Road Name	Suburb	Ward	From	To
Balandra Street	Hallett Cove	Coastal	Olivier Terrace	Balandra Court
Boonga Street	Hallett Cove	Coastal	Peera Street	End
Buffalo Court	Hallett Cove	Coastal	Sovereign Street	Cul-De-Sac
Coorabie Crescent	Hallett Cove	Coastal	Fastnet Court	Lighthouse Drive
Lerunna Avenue	Hallett Cove	Coastal	Chalani Crescent	Perry Barr Road
Lighthouse Drive	Hallett Cove	Coastal	Quailo Avenue	Coorabie Crescent
Resolute Crescent	Hallett Cove	Coastal	Sovereign Street	Valkyrie Street
Yilki Court	Hallett Cove	Coastal	Lerunna Crescent	End
Barton Avenue	Marino	Coastal	Forrest Avenue	Glenvale Avenue
Bundarra Road	Marino	Coastal	Dead End	Caralue Road
Rockford Place	Marino	Coastal	Robertson Place	Shaftesbury Terrace
Baker Street	Glengowrie	Mullawirra	Wilkins Street	City boundary
Marryatt Street	Glengowrie	Mullawirra	Ranelagh Street	Hardy Avenue
Na Botto Court	Morphettville	Mullawirra	Croker Road	Empire Rose Court
Bowaka Street	Park Holme	Mullawirra	Nunyah Avenue	Cungena Avenue
Cowra Crescent	Park Holme	Mullawirra	Cowra Crescent	Nilpena Avenue
Acacia Street	Plympton Park	Mullawirra	Browning Avenue	End
Clement Street	Plympton Park	Mullawirra	Browning Avenue	South Terrace
Tennyson Avenue	Plympton Park	Mullawirra	Park Terrace	Stradbroke Avenue
Oval Road	Hallett Cove	Southern Hills	Cove Sports Car Park Entrance	Brooklyn Drive
Gawler Street	Seaview Downs	Southern Hills	Eyre Street	Mitchell Street
Coolalie Road	Sheidow Park	Southern Hills	Balee Avenue	Elura Road
Marni Road	Sheidow Park	Southern Hills	Tindall Crescent	Heysen Drive
Merriwa Road	Sheidow Park	Southern Hills	Balee Avenue	Eurelia Road
Parri Road	Sheidow Park	Southern Hills	Elura Avenue	Adams Road
Southbank Boulevard	Sheidow Park	Southern Hills	Berrima Road	Worthing Drive
Tindall Crescent	Sheidow Park	Southern Hills	Marni Road	Westall Way
Westall Way	Sheidow Park	Southern Hills	Westall Court	Amaroo Road
Adams Road	Trott Park	Southern Hills	Heysen Drive	Dickerson Crescent
Beauford Avenue	Marion	Warracowie	Abbeville Terrace	Minchinbury Terrace
Heathcote Street	Marion	Warracowie	Boyle Street	Larkdale Avenue
Oliphant Avenue	Oaklands Park	Warracowie	Mark Place	Peppertree Grove
Doradilla Avenue	Seacombe Gardens	Warracowie	Kingston Avenue	Sutton Avenue
Henty Street	Seacombe Gardens	Warracowie	Seacombe Road	White Crescent
Vardon Street	Seacombe Gardens	Warracowie	Miller Street	Kent Avenue
Wilga Street	Seacombe Gardens	Warracowie	Harbrow Grove	Russell Avenue
Cedar Avenue	Warradale	Warracowie	Diagonal Road	Sienna Avenue
Elgin Avenue	Warradale	Warracowie	Lascelles Avenue	Addison Road
Lascelles Avenue	Warradale	Warracowie	Straun Avenue	Boundary
Railway Terrace	Warradale	Warracowie	Fifth Avenue	Sixth Avenue
Hugh Cairns Avenue	Bedford Park	Warriparinga	Laffer Drive	End

*\*Please note Capital Works Programs are subject to change.*

## Road reseal program 2024-2025 (continued)

Road Name	Suburb	Ward	From	To
Cooder Way	Clovelly Park	Warriparinga	Scott Avenue	Byron Avenue
Dana Court	Darlington	Warriparinga	Crystal Street	End
Timothy Court	Mitchell Park	Warriparinga	Bradley Grove	Timothy Court End
Cumbria Court	Mitchell Park	Warriparinga	Lanark Avenue	End
Peterson Avenue	Mitchell Park	Warriparinga	Shaun Crescent	Lutana Crescent
Trowbridge Avenue	Mitchell Park	Warriparinga	Burnley Grove	Lanark Avenue
Galway Avenue	Seacombe Heights	Warriparinga	Hale Street	Lomond Avenue
Inverell Avenue	Sturt	Warriparinga	Inverell Avenue Loop	Lindsay Street
Sherwood Avenue	Sturt	Warriparinga	Diagonal Road	Miller Street
Ash Avenue	Tonsley	Warriparinga	Chestnut Court	Mimosa Terrace
Drury Terrace	Tonsley	Warriparinga	Selgar Avenue	End
Albert Street	Ascot Park	Woodlands	West Street	Allambee Avenue
Harcourt Avenue	Clovelly Park	Woodlands	Athol Street	Beaumont Street
Railway Terrace	Edwardstown	Woodlands	Hyman Avenue	De Laine Avenue
King Street	Glandore	Woodlands	South Road	End
Korana Street	South Plympton	Woodlands	Wheaton Avenue	Gurney Street
Wintrena Street	South Plympton	Woodlands	Wheaton Street	Ayre Street

## Kerb program 2024-2025

Road Name	Suburb	Ward
Kerb & Channel Program	Various	Various
Kerb Ramp DDA Upgrade Program	Various	Various
Kerb Ramp Creation Program	Various	Various

## New footpath program 2024-2025

Road Name	Suburb	Ward
Hugh Johnson Reserve	Sheidow Park	Southern Hills
Sampson Road Reserve	Mitchell Park	Warriparinga
David Avenue	Mitchell Park	Woodlands

## Footpath renewal program 2024-2025

Road Name	Suburb	Ward
Spinks Road	Marino	Coastal
Beadnall Terrace	Glengowrie	Mullawirra
Sturt River Linear Park	Marion	Warracowie
Bradley Grove	Mitchell Park	Warriparinga
Furner Road	Mitchell Park	Warriparinga
Thomas Street	South Plympton	Woodlands

*\*Please note Capital Works Programs are subject to change.*

## Transport program 2024-2025

Road Name	Suburb	Ward	Description
The Cove Road	Hallett Cove	Coastal	Railway Station Pedestrian Refuge Upgrade
Sandison Road	Hallett Cove	Coastal	Speed Cushion Renewal Program
Marine Ave	Hallett Cove	Coastal	Concrete Island Renewal Program
Morphett Street	Glengowrie	Mullawirra	Bus Shelter Renewal Program
Beadnall Terrace	Glengowrie	Mullawirra	Koala Crossing
Hendrie Street	Park Holme	Mullawirra	Refuge Crossing Upgrade Treatments
Park Terrace	Plympton Park	Mullawirra	Concrete Island Renewal Program
Marion Road	Plympton Park	Mullawirra	Bus Shelter Renewal Program
Brooklyn Drive	Hallett Cove	Southern Hills	Refuge Crossing Upgrade Treatments
Heysen Drive	Trott Park	Southern Hills	Speed Cushion Renewal Program
Diagonal Road	Oaklands Park	Warracowie	Speed Cushion Renewal Program
Milham Street	Oaklands Park	Warracowie	Zebra Crossing
Milham Street	Warradale	Warracowie	Refuge Crossing Upgrade Treatments
Struan Avenue	Warradale	Warracowie	Refuge Crossing Upgrade Treatments
Diagonal Road	Warradale	Warracowie	Bus Shelter Renewal Program
Cohen Court	Clovelly Park	Warriparinga	Flinders Greenway
Bradley Grove	Mitchell Park	Warriparinga	Bus Shelter Renewal Program
Adelaide Terrace	Ascot Park	Woodlands	Concrete Island Renewal Program
Marion Road	Ascot Park	Woodlands	Bus Shelter Renewal Program
Angus Avenue	Edwardstown	Woodlands	Concrete Island Renewal Program
Churchill Avenue	Glandore	Woodlands	Speed Cushion Renewal Program
Waterhouse Road	South Plympton	Woodlands	Concrete Island Renewal Program
Thomas Street	South Plympton	Woodlands	Concrete Island Renewal Program

## Stormwater program 2024-2025

Road Name	Suburb	Ward
Second Street	Hallett Cove	Coastal
Freebairn Drive	Hallett Cove	Coastal
Lucretia Way Wetland	Hallett Cove	Coastal
Forrest Avenue	Marino	Coastal
Beadnall Terrace	Glengowrie	Mullawirra
Synnett Avenue	Seaview Downs	Southern Hills
Coolah Terrace	Oaklands Park	Warracowie
Day Street	Sturt	Warriparinga

*\*Please note Capital Works Programs are subject to change.*

## Streetscape program 2024-2025

Road Name	Suburb	Ward
Raglan Avenue	Edwardstown	Woodlands

## Car park program 2024-2025

Location	Suburb	Ward
Moreland Avenue/Ransford Crescent	Mitchell Park	Warriparinga

## Irrigation program 2024-2025

Location	Suburb	Ward
Seacliff Golf Course	Seacliff Park	Southern Hills
Gully Road Reserve	Seaview Downs	Southern Hills
Cadell Street Reserve	Seaview Downs	Southern Hills
Brolga Road Reserve	Sturt	Warriparinga

## Water treatment and resources program 2024-2025

Location	Suburb	Ward
Waterfall Creek erosion protection	Hallett Cove	Coastal
Hugh Johnson Reserve erosion protection	Sheidow Park	Southern Hills
Sheidow Creek erosion protection and detention basin	Sheidow Park	Southern Hills
Islington Drive Reserve detention basin	Sheidow Park	Southern Hills
Upper Field River Stage 1	Sheidow Park	Southern Hills
Oaklands Wetlands Distribution Pump & Sand Filters for Bores	Oaklands Park	Warracowie

*\*Please note Capital Works Programs are subject to change.*

## Appendix 2 - Budgeted Income Statement

Budget 2023-24 \$'000	2nd Review 2023-24 \$'000		Budget 2024-25 \$'000
		<b>Operating Revenue</b>	
87,176	87,274	Rates - General	92,486
2,262	2,263	Rates - Regional Landsacape Levy	2,337
2,551	2,690	Statutory Charges	2,738
3,325	3,859	User Charges	4,164
6,935	6,432	Grants/Subsidies	8,557
425	1,050	Investment Income	300
1,081	1,245	Reimbursements	1,020
701	1,184	Other Revenue	668
365	365	Share of Profit/(Loss) SRWRA	645
<b>104,821</b>	<b>106,362</b>	<b>Total Operating Revenue</b>	<b>112,916</b>
		<b>Operating Expenditure</b>	
44,064	44,119	Employee Costs	46,492
27,477	33,214	Contractor Services	30,442
6,994	6,347	Materials	6,865
151	151	Finance Charges	510
18,100	20,069	Depreciation	20,100
7,670	7,854	Other Expenses	8,097
<b>104,456</b>	<b>111,754</b>	<b>Total Operating Expenditure</b>	<b>112,505</b>
365	(5,392)	<b>Operating Surplus/(Deficit) before Capital Revenues</b>	<b>410</b>
10,119	17,151	Capital Grants and Contributions	2,642
-	331	Asset Disposal and Fair Value Adjustments	353
<b>10,484</b>	<b>12,090</b>	<b>Net Surplus/(Deficit) resulting from Operations</b>	<b>3,405</b>

## Appendix 3 - Budgeted Statement of Financial Position

Budget 2023-24 \$'000	2nd Review 2023-24 \$'000		Budget 2024-25 \$'000
		<b><u>Current Assets</u></b>	
14,478	17,971	Cash	10,572
5,318	6,512	Receivables	4,917
371	678	Inventory	489
<b>20,167</b>	<b>25,161</b>	<b>Total Current Assets</b>	<b>15,978</b>
		<b><u>Current Liabilities</u></b>	
10,439	16,830	Creditors	10,044
6,301	6,722	Provisions	6,715
1,713	935	Loans	2,286
<b>18,453</b>	<b>24,487</b>	<b>Total Current Liabilities</b>	<b>19,045</b>
1,714	674	Net Current Assets/(Liabilities)	(3,067)
		<b><u>Non-Current Assets</u></b>	
8,585	8,866	Investment in Regional Subsidiaries	9,511
1,257,667	1,193,082	Infrastructure, Property, Plant & Equipment	1,206,630
<b>1,266,252</b>	<b>1,201,948</b>	<b>Total Non-Current Assets</b>	<b>1,216,141</b>
		<b><u>Non-Current Liabilities</u></b>	
639	660	Provisions	667
19,455	15,129	Loans	22,166
<b>20,094</b>	<b>15,789</b>	<b>Total Non-Current Liabilities</b>	<b>22,833</b>
<b>1,247,872</b>	<b>1,186,834</b>	<b>Net Assets</b>	<b>1,190,240</b>
		<b><u>Equity</u></b>	
464,580	459,100	Accumulated Surplus	464,980
783,292	727,734	Reserves	725,260
<b>1,247,872</b>	<b>1,186,834</b>	<b>Total Equity</b>	<b>1,190,240</b>



## Appendix 4 - Budgeted Statement of Changes in Equity

Budget 2023-24 \$'000	2nd Review 2023-24 \$'000		Budget 2024-25 \$'000
		<b>Accumulated Surplus</b>	
448,601	434,637	Balance at beginning of period	459,100
10,484	12,090	Net Surplus/(Deficit)	3,405
5,603	22,361	Transfers from Reserves	2,563
(108)	(9,988)	Transfers to Reserves	(90)
<b>464,580</b>	<b>459,100</b>	<b>Balance at end of period</b>	<b>464,980</b>
		<b>Asset Revaluation Reserve</b>	
769,508	711,329	Balance at beginning of period	711,329
<b>769,508</b>	<b>711,329</b>	<b>Balance at end of period</b>	<b>711,329</b>
		<b>Other Reserves</b>	
19,281	28,778	Balance at beginning of period	16,405
(5,497)	(12,373)	Net change	(2,473)
<b>13,784</b>	<b>16,405</b>	<b>Balance at end of period</b>	<b>13,931</b>
<b>783,292</b>	<b>727,734</b>	<b>Total Reserves</b>	<b>725,260</b>
<b>1,247,872</b>	<b>1,186,834</b>	<b>Total Equity</b>	<b>1,190,240</b>

## Appendix 5 - Budgeted Statement of Cash Flow

Budget 2023-24 \$'000	2nd Review 2023-24 \$'000		Budget 2024-25 \$'000
		<b>Cash Flows from Operating Activities</b>	
104,826	105,997	<b>Receipts</b>	112,307
(87,211)	(91,685)	<b>Payments</b>	(92,606)
<b>17,615</b>	<b>14,312</b>	<b>Net Cash Provided by Operating Activities</b>	<b>19,701</b>
		<b>Cash Flows from Financing Activities</b>	
		<b>Receipts</b>	
18,000	14,300	Loans Received	8,700
		<b>Payments</b>	
(929)	(929)	Principal	(312)
<b>17,071</b>	<b>13,371</b>	<b>Net Cash (Used In) Financing Activities</b>	<b>8,388</b>
		<b>Cash Flows from Investing Activities</b>	
		<b>Receipts</b>	
10,434	17,151	Capital Grants/Subsidies & Contributions/Investments	2,098
-	331	Sale of surplus assets	353
		<b>Payments</b>	
(50,707)	(56,825)	Purchase of IPP&E	(37,939)
<b>(40,273)</b>	<b>(39,343)</b>	<b>Net Cash (Used In) Investing Activities</b>	<b>(35,488)</b>
(5,587)	(11,660)	Net Increase/(Decrease) in Cash Held	(7,399)
20,065	29,631	Cash at Beginning of Reporting Period	17,971
<b>14,478</b>	<b>17,971</b>	<b>Cash at End of Reporting Period</b>	<b>10,572</b>

## Appendix 6 - Budgeted Funding Statement

Budget 2023-24 \$'000	2nd Review 2023-24 \$'000		Budget 2024-25 \$'000
		<b>Operating Revenue</b>	
89,437	89,537	Rates	94,823
2,551	2,690	Statutory Charges	2,738
3,325	3,859	User Charges	4,164
6,935	6,432	Operating Grants & Subsidies	8,557
425	1,050	Investment Income	300
1,081	1,245	Reimbursements	1,020
701	1,184	Other	668
365	365	Net gain - SRWRA	645
<b>104,821</b>	<b>106,362</b>		<b>112,916</b>
		<b>Operating Expenses</b>	
44,064	44,119	Employee Costs	46,492
27,477	33,214	Contractual Services	30,442
6,994	6,347	Materials	6,865
151	151	Finance Charges	510
18,100	20,069	Depreciation	20,100
7,670	7,854	Other	8,097
<b>104,456</b>	<b>111,754</b>		<b>112,505</b>
<b>365</b>	<b>(5,392)</b>	<b>Operating Surplus/(Deficit) before Capital Revenues</b>	<b>410</b>
		<b>Capital Revenue</b>	
10,119	17,151	Capital Grants & Subsidies	2,642
-	331	Asset disposal and fair value adjustments	353
<b>10,484</b>	<b>12,090</b>	<b>Net Surplus/(Deficit)</b>	<b>3,405</b>
18,100	20,069	Depreciation	20,100
(365)	(365)	Share of Profit SRWRA	(645)
<b>28,219</b>	<b>31,794</b>	<b>Funding available for Capital Investment</b>	<b>22,860</b>
		<b>Capital</b>	
11,468	19,567	less Capital Expenditure - Renewal	20,233
39,238	37,258	less Capital Expenditure - New	13,412
-	-	less Capital - contributed assets	-
<b>(22,487)</b>	<b>(25,030)</b>	<b>Net funding increase/(decrease)</b>	<b>(10,785)</b>
		<b>Funded by;</b>	
		<b>Loans</b>	
18,000	14,300	Loan Principal Receipts (Net)	8,700
(929)	(929)	less Loan Principal Repayments	(312)
17,071	13,371	Loan Funding (Net)	8,388
		<b>Movement in level of cash, investments and accruals</b>	
80	714	Cash Surplus/(Deficit) funding requirements	75
(5,497)	(12,373)	Reserves Net transfer to/(transfer from)	(2,473)
<b>(5,417)</b>	<b>(11,659)</b>	<b>Cash/Investments/Accruals Funding</b>	<b>(2,398)</b>
<b>22,487</b>	<b>25,030</b>	<b>Funding Transactions</b>	<b>10,785</b>

# Appendix 7 - Rating policy

## 1. RATING

### (1) VALUATION METHODOLOGY AND ADOPTION

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

(SEE ANNEXURE 1)

### (2) DIFFERENTIAL GENERAL RATES

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

The differential general rate Land Use categories are as follows:

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

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

(SEE ANNEXURE 1)

### (3) MINIMUM RATE

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

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

(See Annexure 1)

### (4) SERVICE CHARGE

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

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

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

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

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

(See Annexure 1)

### (6) PAYMENT OF RATES

The Council has determined that payment of rates for the 2024-2025 financial year will be by four instalments, due on 2 September 2024, 2 December 2024, 3 March 2025 and 2 June 2025. However, the total amount of rates may be paid in full at any time.

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

- Payrix – Direct via Council's Rating Portal

- Australia Post – Post Office, Telephone or Internet
- Bpay – Telephone or internet payments
- Centrepay – Deductions directly from Centrelink deductions
- Direct Debit – Direct from either a Cheque or Savings account
- Eservices – Direct through the Council's Internet system
- In person - At Council Offices
- By Mail - PO Box 21 Park Holme SA 5043

### **(7) LATE PAYMENT OF RATES**

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

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

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

(See Annexure 1)

## **8) REBATES AND POSTPONEMENT OF RATES**

### **(8.1) RATE REBATE POLICY**

Refer to the Rate Rebate Policy attached.

### **(8.2) RESIDENTIAL RATE REBATE**

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

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

For the current financial year a rebate will be applied to properties to cap any increase in general rates at 10%, subject to meeting the qualifying criteria set out below:

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

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

### **(8.3) RESIDENTIAL CONSTRUCTION ON VACANT LAND**

Under Section 166 (1) (a) of the Act, and for the purpose of securing the proper development of the area, a discretionary rebate of general rates for the 2024-2025 financial year will be granted in respect of an assessment classed as vacant land by the Council, where:

- The principal ratepayer of the assessment applies to the Council for the rebate prior to 30 June 2025, and
- The footings have been poured on the property by 30 June 2025.

The amount of the rebate will be the difference between the general rate in the dollar applicable to Vacant land, and the general rate in the dollar applicable to Residential land. This is calculated by the number of days remaining between 1 July 2024 - 30 June 2025 from the date footings are poured for a residence on the land. Minimum Rate is still applicable.

**(8.4) POSTPONEMENT OF RATES – HARDSHIP**

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

**(8.5) POSTPONEMENT OF RATES – SENIORS**

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

**(9) SALE OF LAND FOR NON-PAYMENT OF RATES**

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

**(10) CONCESSIONS  
COST OF LIVING CONCESSION**

Pensioners, low-income earners and self-funded retirees holding a Commonwealth Seniors Health Card can receive up to \$243.90 per year. Eligibility includes pensioners and low-income earners who are tenants.

For further information contact the Concessions Hotline on 1800 307 758.

**RATE REBATES****(1) POLICY STATEMENT**

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

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

**(2) MANDATORY REBATES**

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

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

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

Where a person or body is entitled to mandatory rate rebate of 75% only, the Council may increase the rebate up to a further 25% as a discretionary rebate.

Where an application is made to the Council for a discretionary rebate of up to a further 25%, the application will be determined and written notice will be provided to the applicant of its determination of that application in accordance with the requirements for Discretionary Rebates in this Policy.

**(3) DISCRETIONARY REBATES**

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

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

#### **(4) APPLICATION**

Application forms may be obtained online at [www.marion.com.au](http://www.marion.com.au) or from the Council office located at 245 Sturt Road, Sturt.

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

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

#### **(5) IN REGARDS TO PRESCRIBED DISCRETIONARY RATE REBATES THE COUNCIL WILL TAKE INTO ACCOUNT, IN ACCORDANCE WITH SECTION 166(1A) OF THE ACT, THE FOLLOWING MATTERS –**

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

#### **(6) THE COUNCIL MAY TAKE INTO ACCOUNT OTHER MATTERS CONSIDERED RELEVANT BY THE COUNCIL INCLUDING, BUT NOT LIMITED TO, THE FOLLOWING–**

- Why there is a need for financial assistance through a rebate;
- The level of rebate (percentage and dollar amount) being sought and why it is appropriate;

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

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

- The Council may grant a rebate of rates on such conditions as the Council thinks fit.
- The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies.
- Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

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



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

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

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

#### **(7) DELEGATION**

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

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

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

#### **(8) REVIEW OF REBATE**

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

#### **(9) COMMUNITY GRANTS**

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

#### **(10) AVAILABILITY OF POLICY DOCUMENTS**

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

#### **DISCLAIMER**

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

Where a ratepayer believes that the Council has failed to properly apply this Policy they should raise the matter with the Council. In the first instance contact the Council's Team Leader – Rating Services on 8375 6617 to discuss the matter. If, after this initial contact, a ratepayer is still dissatisfied they should write to the Chief Executive Officer, City of Marion, PO Box 21, Park Holme, SA 5043.

#### **ANNEXURE 1**

##### **1. VALUATION METHODOLOGY AND ADOPTION**

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

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

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

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

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

(a) previously received a notice of this valuation under the Act, in which case the objection period is 60 days from the receipt of the first notice; or

(b) previously raised an objection to that valuation.

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

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

## 2. DIFFERENTIAL GENERAL RATES

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

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

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

An objection to the land use:

- Must be in writing
- Must set out-
- The grounds of the objection; and
- The land use (being a land use being used by the Council as a differentiating factor) that should, in the objector's opinion, have been attributed to the land; and
- Must be made within 60 days after the objector receives notice of the particular land use to which the objection relates.

This 60 day objection period may be extended where it can be shown there is reasonable cause to do so.

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

## 3. MINIMUM RATE

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

The Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities;

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

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

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

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

For further information visit: [landscape.sa.gov.au](https://landscape.sa.gov.au)

## 5. LATE PAYMENT OF RATES

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

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

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

All applications for remissions must be submitted to: Rating Services Section, City of Marion at [council@marion.sa.gov.au](mailto:council@marion.sa.gov.au)

## 6. DISCRETIONARY REBATE

The Act requires the Council to rebate the rates payable on certain land ('mandatory rebates'). The Act, at section 166, also empowers the Council to grant discretionary rebates of rates of up to 100% of the rates and/or charges payable. The Council, in considering discretionary rebates, must balance the benefits of providing rebates, with the impact that such rebates have on its overall income (and hence upon the general ratepayer base). To promote the transparency of this process the Council has adopted a Rate Rebate Policy. A copy of this Policy is available at the Council offices or on Council's website at [www.marion.sa.gov.au](http://www.marion.sa.gov.au).

## 7. POSTPONEMENT OF RATES – SENIORS

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

- The person is a prescribed ratepayer, or the spouse of a prescribed ratepayer;
- A prescribed ratepayer means the holder of a current State Seniors Card or a person eligible to hold such a card who has applied but is yet to be issued with a card.

- Rates are payable on the principal place of residence.
- The land is owned by the prescribed ratepayer, or the prescribed ratepayer and his or her spouse, and no other person has an interest, as owner, in the land.
- Any current mortgage over the property which was registered prior to 25 January 2007 will be no more than 50% of the Valuer-General's capital value of the property.

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

- The title to the land is transferred to another person; or
- There is failure to comply with a condition of postponement. A minimum amount of \$500 of the annual rates must be paid.

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

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

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

Appendix 8 - Long Term Financial Plan to 30 June 2034

Funds statement - general fund			Current year		Projected years							
Scenario: Consultation 4.8% Model			2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Rates Indexation			4.80%	4.30%	3.25%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Income												
Rates			94,823	99,917	104,229	108,464	112,867	117,445	122,205	127,155	132,301	137,651
Statutory Charges			2,738	2,820	2,905	2,985	3,059	3,136	3,214	3,295	3,377	3,461
User Charges			4,164	4,289	4,418	4,539	4,653	4,769	4,888	5,011	5,136	5,264
Grants, Subsidies and Contributions - operating			8,557	8,814	9,078	9,328	9,561	9,800	10,045	10,296	10,554	10,818
Investment Income			300	300	300	300	300	300	300	300	300	300
Reimbursements			1,020	1,051	1,082	1,112	1,140	1,168	1,198	1,228	1,258	1,290
Other Income			668	688	708	728	746	765	784	803	823	844
Net gain - equity accounted Council businesses			645	664	684	705	726	748	770	793	817	842
Total Income			112,916	118,543	123,405	128,161	133,052	138,131	143,405	148,880	154,566	160,470
Expenses												
Employee Costs			46,492	48,095	49,538	51,024	52,555	54,131	55,755	57,428	59,151	60,925
Materials, Contracts & Other Expenses			45,404	46,219	48,119	48,928	50,170	51,406	53,238	54,008	55,380	56,743
Depreciation, Amortisation & Impairment			20,100	21,904	22,780	23,691	24,639	25,625	26,650	27,716	28,824	29,977
Finance Costs			510	1,357	2,146	2,775	2,658	2,688	2,616	2,383	2,163	2,878
Total Expenses			112,506	117,575	122,583	126,418	130,021	133,850	138,259	141,535	145,518	150,523
Operating Surplus			410	968	822	1,743	3,031	4,281	5,146	7,346	9,048	9,947
Operating Surplus Ratio			0.36%	0.82%	0.67%	1.36%	2.28%	3.10%	3.59%	4.93%	5.85%	6.17%
Funds from Replaced Asset Disposal			353	320	100	766	847	454	525	1,580	1,117	1,597
Amounts Received Specifically for New or Upgraded Assets			2,642	8,682	3,423	1,952	5,142	4,898	2,042	2,589	18,859	19,476
Net Surplus / (Deficit) for the Year			3,405	9,970	4,345	4,461	9,020	9,632	7,713	11,515	29,023	31,020
Capital (Balance Sheet) and Reserve Movements												
Capital Expenditure			(33,645)	(50,268)	(37,679)	(25,340)	(33,541)	(33,253)	(25,227)	(34,218)	(72,265)	(73,786)
Loan Repayments (External)			(312)	(1,661)	(2,432)	(3,174)	(3,452)	(3,557)	(3,951)	(4,178)	(4,417)	(4,427)
New Loan Borrowings (External)			8,700	15,500	13,800	1,200	4,200	2,450	-	-	17,600	16,200
Net Transfers (to)/from Reserves			2,473	5,275	(75)	(75)	(75)	(75)	(4,325)	25	2,075	1,925
Total Capital (Balance Sheet) and Reserve Movements			(22,784)	(31,154)	(26,385)	(27,389)	(32,868)	(34,435)	(33,502)	(38,370)	(57,008)	(60,089)
Net Result (including Depreciation & Other non-cash items)			(19,380)	(21,184)	(22,040)	(22,928)	(23,848)	(24,803)	(25,789)	(26,855)	(27,984)	(29,069)
Add back Depreciation Expense (non-cash)			20,100	21,904	22,780	23,691	24,639	25,625	26,650	27,716	28,824	29,977
Add back Other Expenses (non-cash)			(645)	(664)	(684)	(705)	(726)	(748)	(770)	(793)	(817)	(842)
Cash Budget Surplus			75	55	56	59	65	74	90	67	23	67

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Advice

## Local Government Advice

City of Marion

February 2024

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**Enquiries concerning this advice should be addressed to:**

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# City of Marion

## AT A GLANCE

## OVERVIEW

The Essential Services Commission finds the City of Marion's current and projected financial performance **sustainable** taking into account the council's forecast moderate expense growth increase over the next 10 years and the planned average rate increases of 3.3% p.a. per property over this period

## RISKS IMPACTING SUSTAINABILITY

- ⚠️ If moderate growth in forecasted expenses is not realised and the Council maintains the current cost trajectory, ratepayers risk shouldering the burden through unexpected higher rate increases
- ⚠️ Asset renewal expenditure in line with the LGA target range of between 90% and 110% is not met

## CONTINUE

- ✅ Reviewing inflation forecasts in the budget and forward projections from 2024-25
- ✅ Adhering to a robust strategic planning process

## COMMISSION'S RECOMMENDATIONS

- Consider better clarity concerning assumptions for the cost and revenue estimates
- Report any actual and projected cost savings in the annual budget and long-term financial plan
- Report in the annual business plan the estimated average annual change for all of the nine categories of general rates
- Consider a comprehensive revaluation of the depreciable assets by an external valuer at least every four years.

## KEY FACTS

- Population in 2021 was **94,721**
- Council covers **55 square kilometres**
- **44,902** rateable properties in 2022-23
- **\$84.3 million of rate income** in 2022-23
- Value of assets held in 2022-23 equals **\$1.20 billion**

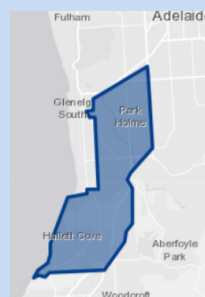




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## Glossary of terms

ABS	Australian Bureau of Statistics
AMP	Asset management plan (also called an IAMP)
Commission	Essential Services Commission, established under the <i>Essential Services Commission Act 2002</i>
CPI	Consumer Price Index (Adelaide, All Groups)
Council	City of Marion
CWMS	Community Wastewater Management System
ESC Act	<i>Essential Services Commission Act 2002</i>
F&A	<a href="#">Local Government Advice: Framework and Approach – Final Report</a>
FTE	Full Time Equivalent
IAMP	Infrastructure and asset management plan (also called an AMP)
LG Act	<i>Local Government Act 1999</i>
LGA SA Financial Indicators Paper	Local Government Association of South Australia, Financial Sustainability Information Paper 9 - Financial Indicators Revised May 2019
LGGC	Local Government Grants Commission
LGPI	Local Government Price Index
LTFP	Long-term financial plan
Regulations	<i>Local Government (Financial Management) Regulations 2011</i>
RBA	Reserve Bank of Australia
SACES	The South Australian Centre for Economic Studies
SEIFA	Socio-Economic Indexes for Areas
SMP	Strategic management plan
SG	Superannuation Guarantee
The scheme or advice	Local Government Advice Scheme


Legend:  Low-risk  Moderate-risk  High-risk

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## 1 The Commission's key advice findings for the City of Marion

The Essential Services Commission (**Commission**) considers the City of Marion (**Council**) to be in a **sustainable** financial position with historical and projected operating surpluses. The projected strong ongoing financial performance should enable it to accommodate asset renewal as required to maintain service levels without the need for further significant rate increases.


### Current financial performance:

			
Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

### Projected financial performance (future):

			
Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

### Previous financial performance (past ten years):

			
Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

Looking ahead, the Commission suggests the following steps to help ensure the Council budgets transparently, reports its cost savings and efficiencies, ensures the assumptions underpinning its financial and asset management planning are clear and sets rate levels more transparently.

#### Budgeting considerations

1. **Continue** to review its inflation forecasts in its budget and forward projections from 2024-25, given the potential for higher short-term inflation outcomes, followed by a return to long-term averages.
2. **Consider** better clarity in its forward estimates in its long-term financial plan concerning the assumptions for its cost and revenue estimates.

#### Continuing to provide evidence of ongoing cost efficiencies

3. **Report** any actual and projected cost savings in its annual budget (and long-term financial plan, as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.

#### Refinements to asset management planning

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4. **Consider** undertaking a comprehensive revaluation of its depreciable assets by an external valuer at least every four years to ensure the forecast rate of asset consumption (and depreciation expense) in the long-term financial plan reflects recent macro-economic conditions.

## Reporting and containing rate levels

5. **Report** in its annual business plan the estimated average annual change for all of its nine categories of general rates, together with the quantum of annual revenue it expects to collect from these distinct categories of rates (with minimum rate revenue reported separately), providing greater clarity and transparency to its ratepayers.

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## 2 About the advice

The Essential Services Commission (**Commission**), South Australia's independent economic regulator and advisory body, has been given a role by State Parliament to provide advice on material changes proposed by local councils in relation to elements of their strategic management plans (**SMPs**) and on the proposed revenue sources, including rates, which underpin those plans.<sup>1</sup>

One of the main purposes of the Local Government Advice Scheme (**advice or the scheme**) is to support councils to make 'financially sustainable' decisions relating to their annual business plans and budgets in the context of their long-term financial plans (**LTFPs**) and infrastructure and asset management plans (**IAMPs**)<sup>2</sup> – both required as part of a council's SMP.<sup>3</sup> Financial sustainability is considered to encompass intergenerational equity,<sup>4</sup> as well as program (service level) and rates stability in this context.<sup>5</sup> The other main purpose is for the Commission to consider ratepayer contributions in the context of revenue sources, outlined in the LTFP.<sup>6</sup> In addition, the Commission has discretion to provide advice on any other aspect of a council's LTFP or IAMP it considers appropriate, having regard to the circumstances of that council.<sup>7</sup>

The first cycle of the scheme extends over four years from 2022-23 to 2025-26, and the Commission has selected 17 councils for advice in the second scheme year (2023-24), including the Council (**Council**).

This report provides the Local Government Advice for the Council in 2023-24.

The Council is obliged under the *Local Government Act 1999* (**LG Act**) to publish this advice and its response, if applicable, in its 2024-25 annual business plan (including any draft annual business plan) and subsequent plans until the next cycle of the scheme.<sup>8</sup> It does not need to publish the attachment to the advice (these will be available with the advice on the Commission's website<sup>9</sup>), nor is it compelled under the LG Act to follow the advice.

The Commission thanks the Council for meeting with the Commission and for providing relevant information to assist the Commission in preparing this advice.

### 2.1 Summary of advice

In general, the Commission finds the Council's current and projected financial position and outlook strong and sustainable with operating surpluses achieved historically, and continued surpluses forecast in the medium to longer term.

The Council will continue to rely on rate contributions, as well as grants income growth, to achieve this performance, but the Commission notes that historically the Council's rate levels were relatively low.<sup>10</sup>

<sup>1</sup> Amendments to the *Local Government Act 1999* (**LG Act**) (s122(1c) to (1k) and (9)) specify the responsibilities for the Commission and local councils for the Local Government Scheme Advice. The Commission must provide advice to each council in accordance with the matters outlined in s122(1e), (1f) and (1g).

<sup>2</sup> Commonly referred to as asset management plans.

<sup>3</sup> The objectives of the advice with reference to a council's LTFP and IAMPs are presented under LG Act, s122(1g). LG Act s122(1) specifies the requirements of a council's SMP, including the LTFP and IAMPs.

<sup>4</sup> 'Intergenerational equity' relates to fairly sharing services and the revenue generated to fund the services between current and future ratepayers.

<sup>5</sup> Commission, *Framework and Approach – Final Report*, August 2022, pp. 2-3, available at [www.escosa.sa.gov.au/advice/advice-to-local-government](http://www.escosa.sa.gov.au/advice/advice-to-local-government).

<sup>6</sup> LG Act s122(1f)(a) and (1g)(a)(ii).

<sup>7</sup> LG Act s122(1f)(b) and (1g)(b).

<sup>8</sup> LG Act s122(1h).

<sup>9</sup> The Commission must publish its advice under LG Act s122(1i)(a).

<sup>10</sup> Refer to council rates data for 2021-22 available at <https://councilsinfocus.sa.gov.au/home>. The Commission is not relying on these rate comparisons for its advice: the data source provides just one indicator, among many, which has informed its advice on the appropriateness of the rate levels.

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Looking ahead, the Council has forecast an increase in its borrowings to finance infrastructure projects drawn from its City of Marion Building Asset Strategy (**CoMBAS**). As a result, its level of net financial liabilities is forecast to increase from \$18.7 million in 2023-24 to \$41.0 million in 2032-33 (within acceptable limits for a council of its size). This reduces the pressure on its rates base to fund the annual capital spending as it occurs, which in turn supports intergenerational equity.

Although the Council has forecast higher expenditure on new assets and asset renewals than what it has achieved historically, its forward projections indicate a slight decrease in the value of assets per property (to \$27,829 in 2032-33 from \$27,843 in 2023-24). These projections (in asset values per property), as they stand, would contribute to the Council's sustainability into the future and reflect a period of asset and service consolidation. By implication, this also indicates the Council's asset stock will decline in real terms. At the same time, the Council's LTFP also shows its continued commitment to maintaining community service levels by spending adequately on the renewal of its existing asset base.

In recent years, the Council has run small operating surpluses, indicating that the operating income it collects is generally exceeding its operating expenses by a small margin. The Commission notes that the Council is continuing to forecast small operating surpluses in the short term. If its total operating expenses (including depreciation) do not reflect current macro-economic conditions, the Council risks understating its total operating expenses and overstating its operating surplus ratio.

The Commission also considers that there may be opportunities to achieve greater savings and efficiencies in the Council's recurrent budget and encourages it to review and report on this. In general, a focus on managing its growth-related assumptions and consulting with its community about rate contributions and service levels should help the Council to identify and act upon opportunities to reduce affordability risk to the community.

## 2.2 Detailed advice findings

The next sections summarise the Commission's more detailed observations and advice findings regarding the Council's material changes to its 2023-24 plans (compared with the previous year's plans), its financial sustainability (in the context of its long-term operating performance, net financial liabilities, and asset renewals expenditure), and its current and projected rate levels.

In providing this advice, the Commission has followed the approach it previously explained in the Framework and Approach – Final Report (**F&A**). The attachment explores these matters further.<sup>11</sup>

### 2.2.1 Advice on material plan amendments in 2023-24

#### Key Points:

- ✓ An additional improvement of \$104.4 million or 10.3 percent in total operating income on the 2022-23 estimates (for the period 2023-24 to 2031-32) mostly driven by higher rates, grants and subsidies and user charges.
- ⚠ An additional \$102.8 million or 10.6 percent in total operating expenses on the 2022-23 estimates (for the period 2023-24 to 2031-32) mostly driven by 'materials, contracts and other' expenses, finance costs and depreciation expenses.
- ✓ The long-term financial plan is based on forecast expenditure levels indexed to reflect current cost pressures and future anticipated costs, factoring indexation at the higher end of the RBA target over the coming two years before reverting to a longer-term forecast of 2.5 percent from 2025-26 onwards.

<sup>11</sup> The attachment will be available on the Commission's website with the Advice.

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The Council's 2023-24 LTFP includes an improvement to its projected operating performance and increases to its projected capital expenditure estimates, compared with the 2022-23 forecasts,<sup>12</sup> as follows:

- ▶ An additional improvement of \$104.4 million or 10.3 percent in total operating income. Most of this increase is due to higher rates, which increased by \$87 million or 9.9 percent on the 2022-23 estimates (for the period 2023-24 to 2031-32). Grants, subsidies and contributions have also increased by \$7.6 million or 12.5 percent, and user charges have increased by \$7.9 million or 31.8 percent.
- ▶ An additional \$102.8 million or 10.6 percent in total operating expenses. This includes an additional \$71.9 million or 20.5 percent for 'materials, contracts and other' expenses, and an additional \$13 million or 309 percent in 'finance costs'. Depreciation has also increased by \$8.2 million or 4.5 percent.

The Council's LTFP is based on forecast expenditure levels indexed to reflect current cost pressures and future anticipated costs.<sup>13</sup> The Council's LTFP has factored indexation at the higher end of the RBA target over the coming two years before reverting to a longer-term forecast of 2.5 percent from 2025-26 onwards. Given the current high inflationary environment and the degree of uncertainty in future events that may impact inflation, the Commission considers that it would be appropriate for the Council to:

1. **Continue** to review its inflation forecasts in its budget and forward projections from 2023-24, given the potential for higher short-term inflation outcomes, followed by a return to long-term averages.

Based on updated inflation assumptions in its 2023-24 LTFP, an increase in its cost and revenue estimates (excluding employee costs) by up to 10 percent over the 2023-24 to 2031-32 forecast period,<sup>14</sup> compared with the same estimates in its 2022-23 LTFP, could be accounted for by higher inflation forecasts. The Council has not adjusted its operating income and expense forecasts by higher amounts than its adjusted inflation forecasts (both with increases of 10.3 percent and 10.6 percent on 2022-23 estimates<sup>15</sup>). This suggests that there are not higher forecasts in real terms.

The Commission notes that the Council's stated assumptions for indexation in its 2023-24 LTFP are based on its annual review of these forecasts. Notwithstanding the need for the Council to find savings and reduce any inflationary impact on its community, the Commission has found that it would be appropriate for it to:

2. **Consider** better clarity in its forward estimates in its long-term financial plan concerning the assumptions for its cost and revenue estimates.

## 2.2.2 Advice on financial sustainability

### Operating performance

#### Key Points:

- ✓ Operating surpluses consistently achieved between 2012-13 and 2021-22, with the operating surplus ratio averaging 8.1 percent in that time.
- ✓ The operating surplus ratio is forecast to average 4 percent per annum between 2023-24 and 2032-33.

<sup>12</sup> The overlapping forecast period in both LTFPs (2022-23 to 2031-32 and 2023-24 to 2032-33).




<sup>13</sup> City of Marion, *2023-2033 long-term financial plan*, June 2023, p. 6.

<sup>14</sup> The set of nine years forecast in both the 2022-23 and 2023-24 LTFP projections.

<sup>15</sup> Based on the overlapping forecast period in both LTFPs (2022-23 to 2031-32 and 2023-24 to 2032-33).



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-  Over the past 10 years, operating expenses increased annually on average by 4.5 percent (compared with CPI of 2 percent) primarily driven by increases in 'Materials, contracts and other' expenses (6.3 percent), and employee costs (3.2 percent).
-  'Materials, contracts and other' projected expenses and costs for depreciation are forecast to increase by an average of 2.6 percent and 4.0 percent per annum respectively, from 2022-23 to 2031-32.
-  Forecast modest expenses growth over the next 10 years, combined with higher rate increases, will likely assist the Council's operating performance to remain in surplus. Nonetheless, should the Council not achieve the moderate expense projections it could result in further rate increases.

For the past 10 years, the Council's operating surplus ratio<sup>16</sup> generally displayed an underlying decreasing trend from 7.1 percent in 2012-13, to 0.5 percent in 2021-22 (8.1 percent on average). Looking ahead, it is forecast to meet the lower end of the suggested target range in each year to 2032-33 (4 percent on average).

The Commission notes that the Council's operating surplus ratio decreased sharply in the three years to 2021-22. The decrease largely coincided with the average rate revenue per property growing at only 0.8% over the same period as the Council sought to minimise rate increases on its community. At the same time the Council's operating expenses grew at 6.8 percent in the three years to 2021-22 which is mostly attributable to materials, contracts and other expenses increasing at 10.8 percent for the same period. The operating surplus ratio is forecast to gradually improve as operating income grows at a faster rate than operating expenses in the ten years to 2032-33.

The Council's operating expense growth (from 2012-13 to 2021-22) was primarily due to an average annual increase in 'Materials, contracts and other' expenses of 6.3 percent and a 3.2 percent increase in employee costs.<sup>17</sup>

The depreciation expense measured as a percentage of the Council's total expense was around 17 percent in 2012-13 and in 2022-23. The Commission notes that typically the depreciation expense when measured as a percentage of total expenses is around 20 percent for Councils in South Australia suggesting the Council's depreciation expense could be lower than what is required to reflect the current cost of the Council's assets. This could also cause an overstatement of the Council's operating surplus ratio. The depreciation expense is discussed in further in the asset renewal expenditure section.

Looking forward, the Council is projecting average annual rates revenue growth of 3.3 percent to 2032-33, which is above the forecast long-term inflation<sup>18</sup> and represents a real term increase in rates. This average growth in annual rates revenue is also higher than expected expense growth (rates are discussed in more detail in section D).

Higher forecast average expense growth of 3.1 percent per annum is slightly above the RBA-based forecast inflation growth and is also lower than the Council's past performance (with average annual growth of 4.5 percent in the 10 years to 2021-22).

<sup>16</sup> The operating surplus ratio is defined as: Operating Surplus (Deficit) ÷ Total Operating Income. The general target is to achieve, on average over time, an operating surplus ratio of between zero and 10 percent (Local Government Association of South Australia, *Financial Sustainability Information Paper 9 - Financial Indicators Revised*, May 2019 (**LGA SA Financial Indicators Paper**), p. 6).

<sup>17</sup> Based on the compound average annual growth rate formula (which is the adopted approach to calculating average annual growth rates throughout the Commission's advice).

<sup>18</sup> The forecast average annual growth in the CPI from 2023-24 to 2032-33 is estimated to be 2.6 percent based on the RBA forecasts for the CPI (Australia-wide) to December 2025 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2025-26.

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The Council's data (provided to the Commission) shows that employee numbers increase negligibly (to 363 FTEs in 2032-33 from 362 in 2023-24), and its employee expenses are forecast to increase by an average of 2.7 percent per annum from 2023-24 to 2032-33. In addition, 'Materials, contracts and other' expenses and costs for depreciation are forecast to increase by an average of 2.6 percent and 4.0 percent per annum respectively, from 2022-23 to 2031-32. The estimated rate of growth in these expenses over the next 10 years, combined with higher rate increases, will likely assist the Council's operating performance to remain in surplus. Nonetheless, the Commission notes that, should the Council not be able to achieve these moderate expense projections (i.e., these assumptions are understated), it could result in further rate increases as a result of operating expenses growth outgrowing operating income growth.

To assist the Council in achieving its forecast operating surpluses, the Council may need to find more savings and efficiencies in its budgets. To this end, the Commission has found that it would be appropriate for the Council to:

3. **Report** any actual and projected cost savings in its annual budget (and long-term financial plan, as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.

### Net financial liabilities

#### Key Points:

- ▲ The net financial liabilities ratio has been negative each year from 2012-13 to 2021-22 averaging negative 20 percent, which is below the suggested LGA target range, however noting that borrowing levels were relatively low over this time.
- ✓ The annual average forecast for the net financial liabilities ratio from 2022-23 to 2031-32 is 30 percent.
- ▲ Total borrowings are forecast to increase from \$21.1 million in 2023-24 to a peak in 2031-32 of \$57.6 million. These additional forecast borrowings after 2023-24 relate to the Council's capital forecast expenditure to 2032-33 and its strategy to finance infrastructure projects.

The Council's net financial liabilities ratio<sup>19</sup> result was negative each year from 2012-13 to 2021-22, which is below the suggested LGA target range. Looking ahead, the Council has forecast that its net financial liabilities ratio will be positive throughout the forecast period to 2031-32 and remain within the suggested LGA target range. The annual average forecast for the net financial liabilities ratio from 2022-23 to 2031-32 is 30 percent.

The Council's borrowing levels were relatively low from 2012-13 to 2021-22 and its net financial liabilities ratio was negative (averaging negative 20 percent over these years). The Council's net financial liability is forecast to increase from \$18.7 million in 2023-24 to \$41.0 million in 2032-33. Accordingly, the net financial liabilities ratio is also forecast to increase from 18 percent in 2023-24 to 27 percent in 2032-33. The level of net financial liabilities and the ratio are driven by the total borrowings, which are forecast to increase from \$21.1 million in 2023-24 to a peak in 2031-32 of \$57.6 million. These additional forecast borrowings after 2023-24 relate to the Council's capital forecast expenditure to 2032-33<sup>20</sup> and its strategy to finance infrastructure projects articulated in its City of Marion Building asset Strategy report (CoMBAS).

<sup>19</sup> The net financial liabilities ratio is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a council's total operating income covers, or otherwise, its net financial liabilities. The suggested LGA target range is between zero and 100 percent of total operating income, but possibly higher in some circumstances (LGA SA Financial Indicators Paper, pp. 7-8).

<sup>20</sup> City of Marion, 2023-24 annual business plan, June 2023, p. 15.

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The Council stated in its 2023-33 LTFP that it has a desirable target range is between zero and 50 percent for its net financial liabilities ratio.<sup>21</sup> Community concerns about the Council's level of debt also appear small, with the Commission noting that only one out of the 78 submissions received expressed concern about the forecast level of debt in 2032-33.<sup>22</sup>

**Asset renewals expenditure****Key Points:**

- ✓ Between 2012-13 and 2021-22 total capital expenditure averaged \$25.3 million per annum including \$14.7 million per annum on new or upgraded assets.
- ✓ From 2023-24 to 2032-33, the Council's asset renewal funding ratio (under the 'IAMP-based' approach) is forecast to be within the suggested LGA target range, with an average of 100 percent.
- ⚠ Asset stock per property rose by 0.6 percent for each year over the 10 years to 2021-22, implying that the value of Council's asset stock, has declined in real terms (the increase is lower than historical inflation).
- The depreciation-based asset renewal ratio from 2012-13 to 2021-22 averaged 66 percent which is below the suggested LGA target range.
- ⚠ The depreciation-based asset renewal ratio is forecast from 2023-24 to 2032-33 to be 85 percent which is slightly below the LGA target range lower band.
- ✓ Comprehensive asset management plans for all asset classes and condition assessments have been carried out on all assets within the last four years.

The Commission notes that prior to 2020-21, the Council reported the asset renewal funding ratio in its annual report using the depreciation based method.<sup>23</sup> While the Council had renewal expenditure targets in place prior to this, the depreciation-based method was considered the more reliable and suitable measure and retained comparability to previous years. Looking ahead, from 2023-24 to 2032-33, the Council's asset renewal funding ratio<sup>24</sup> (under the 'IAMP-based' approach) is forecast to be within the suggested LGA target range, with an average of 100 percent.

In the 10 years to 2021-22, the Council marginally grew its asset base with total capital expenditure averaging \$25.3 million per annum (including \$14.7 million per annum on new or upgraded assets). This has led to a small average increase in the value of the asset stock per property of \$133 or 0.6 percent for each year over the 10 years to 2021-22. This implies that the value of Council's asset stock has declined in real terms (the increase is lower than historical inflation).

The Council's forward projections indicate that the value of assets per property will decrease slightly to \$27,829 per property in 2032-33 (from \$27,843 in 2023-24) – this represents a fall in real terms of 2.7 percent (the RBA-based forecast rate of inflation is 2.6 percent per annum). These projections, as they stand, would contribute to the Council's sustainability into the future and reflect a period of asset and service consolidation.

<sup>21</sup> City of Marion, *2023-33 long-term financial plan*, June 2023, p. 11.

<sup>22</sup> City of Marion, *General Council Meeting Agenda -13 June 2023, Attachment 11.5.4 Draft 2023/2024 annual business plan, Making Marion – Public Consultation*, available at [https://cdn.marion.sa.gov.au/meetings/agendas/GC230613-Final-AgendaV2\\_2023-06-08-050047\\_lpcj.pdf](https://cdn.marion.sa.gov.au/meetings/agendas/GC230613-Final-AgendaV2_2023-06-08-050047_lpcj.pdf)

<sup>23</sup> City of Marion, *2020 annual report*, October 2021, p. 82.

<sup>24</sup> The IAMP-based method is the current industry standard whereby asset renewal/replacement expenditure is divided by the recommended expenditure in the IAMP (or AMP). Ideally, this will show the extent to which a council's renewal or replacement expenditure matches the need for this expenditure, as recommended by the plan. The suggested LGA target range for the ratio is 90 to 110 percent (LGA SA Financial Indicators Paper, p. 9).

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The Commission notes that the small growth in asset stock per property could also be a result of the frequency of asset valuations undertaken by the Council. For all infrastructure assets the council has a program to undertake an independent desktop revaluation process annually and a full comprehensive revaluation for infrastructure (81 percent of its depreciable assets) every 5 years.<sup>25</sup>

For land, buildings, site improvements and other assets (19 percent of depreciable assets) a comprehensive external valuation is undertaken every 5 years. For interim years additions and adjustments are recorded at cost and not indexed.<sup>26</sup>

Notwithstanding the Council's annual desktop revaluation and the indexing of depreciation,<sup>27</sup> the Commission notes that undertaking a comprehensive revaluation every five years could present a risk in the current macroeconomic environment. Inflation and the upward impact to asset prices could result in depreciation charges not reflecting recent asset valuations. As previously mentioned in the operating performance section this could cause the Council's depreciation expense to be lower than what is required to reflect the current cost of the Council's assets. In addition, it could also cause an overstatement of the Council's operating surplus ratio. For these reasons the Commission considers it appropriate for the Council to:

4. **Consider** undertaking a comprehensive revaluation of its depreciable assets by an external valuer at least every four years to ensure the forecast rate of asset consumption (and depreciation expense) in the long-term financial plan reflects recent macro-economic conditions.

When the asset renewal funding ratio is instead calculated by the depreciation-based method,<sup>28</sup> it is forecast to average 85 percent over the forecast period (2023-24 to 2032-33). This is slightly below the suggested LGA target range and follows an average performance of 66 percent for the ratio from 2012-13 to 2021-22. Nevertheless, this could indicate the total depreciation expenses is higher than the required expenditure on capital renewals under its various AMPs. Alternatively, it could also indicate that the Council's capital renewal expenditure is below the appropriate level.

According to the Council's 2022-23 annual report a comprehensive revaluation was carried out by independent valuation for the period ending 30 June 2023 for the Council's infrastructure assets (roads, footpaths, kerbs, drains, bridges, traffic devices and traffic signs) and its buildings and other structures.<sup>29</sup>

Other infrastructure assets such as car parks, lighting, walking trails and reserve pathways as well as land and land improvements and all other assets (excluding plant, equipment that are recognised at cost) had a comprehensive revaluation carried out by independent valuation for the reporting period, 30 June 2018.<sup>30</sup>

The Council currently has individual AMPs for transport, buildings, water resources, open space, coastal walkway, fleet and technology. It also undertakes an annual review of its forecast asset management expenditure. The revised forecast annual funding requirements are updated in Appendix A of each asset management plan and incorporated into the Council's adopted ABP and LTFP.<sup>31</sup> The Council's 'Refresh of Budgeted Expenditures Accommodated in the LTFP' document outlines the revised forecast expenditure for each AMP.

In addition the Commission also notes that the Council's annual 'state of the assets' report that covers

<sup>25</sup> Submissions to the Essential Services Commission of South Australia – Response to follow up questions – City of Marion. November 2023, p. 3.

<sup>26</sup> Submissions to the Essential Services Commission of South Australia – Response to follow up questions – City of Marion. November 2023, p. 3.

<sup>27</sup> Based on the Council's Excel template (with material amendment reasons) it provided to the Commission.

<sup>28</sup> Where asset renewal/replacement expenditure is divided by depreciation expenses.

<sup>29</sup> City of Marion, 2022-23 annual report, June 2023, p. 24.

<sup>30</sup> City of Marion, 2022-23 annual report, June 2023, p. 24.

<sup>31</sup> City of Marion, refresh of budgeted expenditures accommodated in the LTFP, August 2023, p. 1

## OFFICIAL

asset valuation, condition, asset performance, risk, intervention levels, level of service monitoring and future financial sustainability options and consequences.<sup>32</sup>

These matters (among others) have informed the Council's planned operating and maintenance budgets, and asset renewal needs. The Commission's review of the AMPs has found that, on balance, the Council's strategic planning processes aligns with good practice for a council of its size and complexity.

### 2.2.3 Advice on current and projected rate levels

#### Key Points:

- ▲ Rate revenue per property growth has averaged 2.4 percent or \$39 per annum for each property in the period between 2012-13 and 2021-22 which is 0.4 percent above CPI for the same period.
- ✓ Budgeted for an average rate increase of 5.2 percent or \$100 per property for its existing ratepayers in 2023-24 and represents a fall in real terms as the increase is below CPI for the same period.
- ▲ Between 2023-24 and 2032-33 the average rate increase across all categories is forecast to be 3.3 percent, from \$1,980 to \$2,645 per property, and is 0.8 percent above the RBA-based forecast average inflation of 2.6 percent per annum in the same period.

The Council's rate revenue per property growth has averaged 2.4 percent or \$39 per annum for each property over the past 10 years,<sup>33</sup> to reach an estimated \$1,834 per property in 2021-22. This has slightly exceeded CPI growth of an average of 2.0 percent per annum over this period, but also encompasses 1.0 percent average annual growth in rateable property numbers.<sup>34</sup> Current rate levels partially reflect its recent history of constrained spending growth, predominantly on capital expenditure (on renewals, and new and upgraded assets), material costs, and employee related costs.

The Council has budgeted for an average rate increase of 5.2 percent or \$100 per property for its existing ratepayers in 2023-24,<sup>35</sup> representing a reduction in real terms as the increase is below the level of inflation.<sup>36</sup> This was higher than it had anticipated charging for this year in its 2022-23 long-term financial plan projections (2.4 percent for existing rateable properties). The rate increase reflects higher short-term inflation (anticipated by the Council through its indexation of rates in its long-term financial plan). In 2022-23, the Council had 44,902 rateable properties and expects this to increase to 49,401 in 2032-33, representing modest growth of 1 percent per annum in rateable properties.<sup>37</sup>

Looking forward, between 2023-24 and 2032-33 the average rate across all categories is forecast to increase from \$1,980 to \$2,645<sup>38</sup>, a cumulative increase of \$665 per property. This equates to a 3.3 percent average annual increase (between 2023-24 and 2032-33), above the RBA-based forecast

<sup>32</sup> City of Marion, *2019-28 asset management strategy*, March 2019, p. 6.

<sup>33</sup> From 2012-13 to 2021-22.

<sup>34</sup> CPI Adelaide (All groups). Average annual growth in the LGPI published by the South Australian Centre for Economic Studies was similar (at 2.0 percent). Available at <https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index>.

<sup>35</sup> Based on the Council's 2023-24 annual business plan and its Excel template (with the 2023-24 forecasts) provided to the Commission. The Commission has used \$89.438 million (in 2023-24 budgeted rates revenue) compared to unaudited 2022-23 estimates. Individual rate level changes may be higher or lower depending on the rates category and property value.

<sup>36</sup> CPI Adelaide (all groups) increased by 7.9 percent in the year to March 2023 quarter and has reduced in the year to June 2023 and September 2023 quarters to 6.9 percent and 5.9 percent, respectively. Available at <https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/sep-quarter-2023>.

<sup>37</sup> Based on the Council's 2023-24 annual business plan and its Excel template (with the 2023-24 forecasts) provided to the Commission

<sup>38</sup> This includes rates growth of 4.3 percent expected each year of which 1 percent is for property growth.

## OFFICIAL

average inflation of 2.6 percent per annum and representing a real increase in rates over that period.<sup>39</sup>

The Council uses a differential rating system to raise revenue based upon land use. This option was adopted following a review of the rating options in 2002-03, which involved the Council consulting extensively with the community and concluding that the differential rating system would ensure a fair and equitable distribution of rates within the Council.<sup>40</sup> As a result, different rate categories are subject to varying changes, with residential ratepayers to pay an average increase of \$80 per property on 2022-23 levels. Vacant land, commercial and industrial are subject to average increases of \$262, \$755 and \$862 per property, respectively.<sup>41</sup>

The *Local Government (Financial Management) Regulations 2011* (Regulations) require, at a minimum, that the annual business plan provides a statement on the average change in the expected rates for each land use category.<sup>42</sup> While the Council has complied with this obligation,<sup>43</sup> the Commission considers that it would be appropriate for the Council to also:

5. **Report** in its annual business plan the estimated average annual change for all of its nine categories of general rates, together with the quantum of annual revenue it expects to collect from these distinct categories of rates, providing greater clarity and transparency to its ratepayers.

### 2.3 The Commission's next advice and focus areas

In the next cycle of the scheme, the Commission will review and report upon the Council's:

- ▶ ongoing performance against its LTFP estimates (including depreciation), and
- ▶ achievement of cost savings and efficiencies and its continued reporting of these in its plans.

<sup>39</sup> The forecast average annual growth in the CPI from 2023-24 to 2032-33 is estimated to be 2.6 percent based on Reserve Bank of Australia (RBA) forecasts for the CPI (Australia wide) to June 2025 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2025-26.

<sup>40</sup> City of Marion, 2023-24 *annual business plan*, June 2023, p. 44

<sup>41</sup> City of Marion, 2023-24 *annual business plan*, June 2023, p. 23

<sup>42</sup> Under Regulations s6(ec) *Local Government (Financial Management) Regulations 2011*.

<sup>43</sup> City of Marion, 2023-24 *annual business plan*, June 2023, p. 23



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*Designed by CoM Marketing and Communications 2024.*

## 12.2 Club Marion Changerooms

<b>Report Reference</b>	GC240423R12.2
<b>Originating Officer</b>	Unit Manager Property Strategy & Delivery – Geoff Norris
<b>Corporate Manager</b>	Manager City Property – Mark Hubbard
<b>General Manager</b>	General Manager City Development – Tony Lines

### REPORT OBJECTIVE

To seek Council's support to submit an Expression of Interest (EOI) in the Australian Government's Play our Way program towards the construction of six new changerooms at Club Marion, and to seek approval for funding contribution towards the cost of the new changerooms, as well as some initial costs to develop the concept designs and cost estimates.

### EXECUTIVE SUMMARY

The Marion Sports and Community Club (trading as Club Marion) manages a site leased from Council on Sturt Road that consists of the Club Marion building (clubhouse and function centre), oval, soccer pitches, and lawn bowls facility (under a sub-lease).

The Club has eight clubs that utilise the sports facilities on-site, and six other clubs affiliated for the purposes of utilising the clubroom and function facilities.

Over the last 14 years Club Marion has undertaken over \$3.5M in upgrades to the main clubhouse building utilising over \$2.2M of their own reserves, as well as funding from the Federal Government and some funding from Council. The main works completed were an expansion of the building for new function spaces, gaming room, administration space, and two change rooms. The investment into the building has helped Club Marion generate surpluses that enable Club Marion to provide the facilities and grounds at no cost to the home sporting clubs and to allocate approximately \$100,000 per annum towards the provision of sports equipment and sponsorships.

Whilst these facilities at Club Marion are quite modern and reflect positively on the experience of visitors and members, the original changerooms on the ground floor have yet to be upgraded and are considered to be in poor condition and not fit for purpose. Further, the change rooms do not provide for the significant existing and growing female participation base (570 female members) stemming from their clubs, and do not meet the expectation of gender inclusive facilities.

In March 2024 the Federal Government opened a new funding program (Play our Way) focused on ways to provide safe, inclusive, quality, and sustainable facilities that address participation barriers faced by women and girls. The total funding pool available is \$200M over 3-years with \$60M available in 2024-25 for Facilities projects. As such, there is an opportunity for Council to upgrade and expand the change room facilities to meet modern compliance and gender inclusive standards. The estimate to do so is \$2M. Through the Play our Way program there is an opportunity to secure up to \$1.5M funding support for the project which would then require a funding contribution of \$500,000 from Council in the 2025-26 financial year.

It is recommended that Council submit an Expression of Interest for the \$1.5M funding as the first stage of the grant process.

### RECOMMENDATION

**That Council:**

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1. Notes the rebuild of changerooms at Club Marion to improve access, safety and use by women and girls is estimated to cost \$2M.
2. Endorses an Expression of Interest being submitted in Round 1 of the Australian Government Play our Way program towards the construction of new changerooms at Club Marion.
3. Endorses the Chief Executive Officer or authorized delegates to submit a full grant application for the maximum stream 1 grant amount of \$1.5M if Council's EOI application is successful.
4. Notes a funding allocation of \$500,000 in the 2025-26 budget would need to be endorsed to deliver the Club Marion changerooms project should Council be awarded a maximum \$1.5M grant under the Play our Way program, and that this funding has already be allowed for within the City of Marion Building Asset Strategy (CoMBAS) and provisioned for within Council's Draft Long Term Financial Plan (LTFP), set for final adoption in June 2024.
5. Approves a \$20,000 funding allocation from existing 2023-24 budget savings to prepare concept designs and cost estimates for new changerooms at Club Marion in preparation for a potential round 1 grant application.

## DISCUSSION

### 1. Background – Club Marion & Clubs

The Marion Sports and Community Club (trading as Club Marion) manages a site leased from Council on Sturt Road that consists of the Club Marion building (clubhouse and function centre), oval, soccer pitches, and lawn bowls facility (under a sub-lease).

The Club Marion Building was built in the 1980's and is now over 40 years old. Club Marion has invested in major upgrades to the building over the last 14 years largely aimed at improving the hospitality and gaming areas.

Year	Works Undertaken
2008	Two new changerooms funded by the Federal Government.
2010	\$2.3M (\$1.2M Club Marion, \$1M Federal Government, \$99k City of Marion) expansion of Club Marion, including new functions rooms, administration spaces and gaming room.
2019	\$1M commercial kitchen and balcony upgrades funded by Club Marion.

The rationale for these upgrades was to improve Club Marion's business model and be less reliant on club membership income, and more self-sustainable from other revenue sources. The revenues generated from Club Marion operations are directed into supporting the home clubs and affiliated clubs through the provision of building facilities and sporting grounds at no cost and to support clubs through a combination of annual equipment supplies and sponsorships.

Club Marion currently has a 21 year lease for the site ending 11 September 2039.

### 2. Club Marion Members

Club Marion has seven clubs that utilise the sports facilities on-site, and six other clubs affiliated for the purposes of utilising the clubroom and function facilities. The home clubs based at the facility are:

- Arista Marion Korfball
- Flinders United Women's Soccer Club

- Glenelg Rebels Softball Club
- Marion Cricket Club
- Marion Rams Football Club
- South City Chiefs Gridiron Club
- Sturt Marion Thunder Soccer

The membership of these Clubs is:

Club	Senior - Male	Senior - Female	Junior - Male	Junior - Female
Flinders United Women's Soccer Club		120		160
Glenelg Rebels Softball Club		70		30
Marion Cricket Club	95	20	150	60
Marion Rams Football Club	90	45	175	65
South City Chiefs Gridiron Club	40		40	
Sturt Marion Men's Soccer Club	110			
<b>TOTAL</b>	<b>335</b>	<b>255</b>	<b>365</b>	<b>315</b>

Apart from the overall strong membership numbers of these clubs (1270), it is notable that 45% of the membership numbers are women and girls (570).

The growth of female participation in cricket, AFL, and soccer is significant, and these participation numbers are expected to continue to grow. Of interest is the key growth rates of female participation in each of these sports:

- Soccer (Football Federation Australia – FFA) – 67% growth in the last year alone significantly due to the Women's World Cup and performance of the Matildas.
- AFL – 20% of all AFL registrations are now females.
- Cricket – 26% growth since last year with over 50,000 participants.

A focus for these sports is to continue to invest into facilities that have historically been designed for male participants to become accessible for both female and male participants. The facility guidelines for all of these sports now include toilet and changeroom designs that allow for inclusivity through gender neutral amenities that allow flexible utilisation.

### 3. Club Marion Facility Issues and Constraints

#### a. Building Condition and Compliance

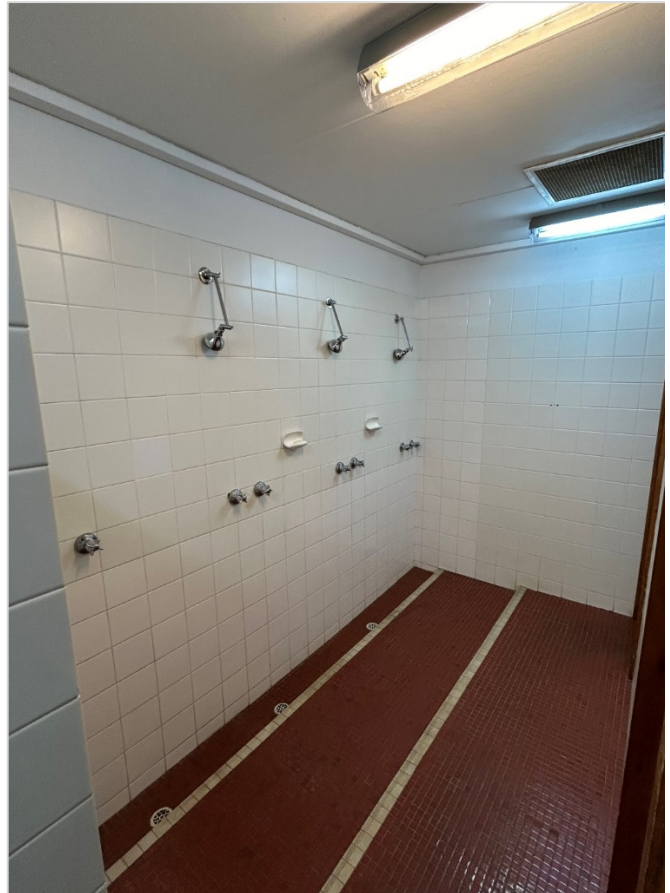
Whilst Club Marion has utilised its own reserves and external funding to reinvest back into its facilities over the years, the changerooms and connected amenities (canteen, keg room and cold store) are still in original form and are considered to be in poor condition, non-compliant, not fit for purpose, and not supportive of gender inclusivity.

The changerooms are in the poorest condition of any changeroom facilities within Council's sporting assets and are the most in need of upgrade.

Some of the issues highlighted in a recent tour of the facility include:

- Urinals in most of the toilet and changeroom areas.
- Showers with no cubicles.

- Multiple steps throughout the shower rooms not meeting Disability Discrimination Act (DDA) standards.
- Non-compliant toilets (DDA standards) with multiple toilet cubicles so small the toilet doors physically hit the toilet bowl when opened.
- Exposed piping through multiple rooms that make the spaces susceptible to rodents and pests.
- Indications of sustained leaking in ceilings and structures.
- Old, unused shower and toilet rooms used for storage and stock.



There were multiple other issues identified within the ground floor structure likely stemming from multiple construction projects completed in isolation and potentially without an overarching future design incorporating future changeroom, storage and canteen requirements.

#### b. Functionality

There are currently four changerooms within the existing ground floor building structure used for referees, home teams and away teams. Most of these rooms have had storage built into the area for clubs without dedicated storage areas outside, and none are compliant to AFL standards.

There are a further two “newer” changerooms built in 2008 that are closer to modern compliance standards.

Apart from condition, one of the biggest issues is trying to accommodate on any given weekend having men’s and women’s football teams playing on the oval and needing to use the changerooms, with men’s and women’s soccer teams on the soccer pitches also needing to access changerooms at the same time, with several umpires also needing changeroom space, and potentially a room set



aside for first aid. Currently the building is not designed to cater for all the participation on the sporting grounds at any one time.

#### 4. Proposed Upgrades

It is proposed that concept designs be developed between Council and Club Marion with an aim to:

- Rebuild the existing ground floor changeroom areas and rooms to accommodate two new AFL Standard inclusive changerooms.
- Design two new AFL standard inclusive changerooms to be built between the old changerooms and the newer 2008 changerooms.
- Upgrade 2008 changerooms to be gender inclusive.
- Create new umpires changerooms.
- Create new first aid room.
- Redesign the canteen area and ensure compliance with food hygiene standards and safety.
- Redesign (as required) storage areas to accommodate for the sporting clubs and Club Marion requirements.

A high-level cost estimate indicates that \$2M would be required to complete these works. In order to better understand the works and cost requirements to achieve the necessary minimum six inclusive changerooms, umpires room, first aid room, storage, and canteen a concept design will need to be developed.

#### 5. Play our Way Program

In August 2023 the Australian Government announced the \$200M Play our Way program aimed at promoting equitable access, building more suitable facilities, and supporting grassroots initiatives to engage women and girls in sport and physical activity throughout their lives.

The program will run over three years from 2024-25 to 2026-27. There are two streams to the funding program:

- 1: Facilities, and
- 2: Participation and Equipment.

Grant amounts can be up to 100% of a project's costs, and whilst no minimum contribution is required, co-contribution arrangements are strongly encouraged. In the 2024-25 FY there will be a \$60M pool of funding under the Facilities stream.

Organisations seeking funding through Stream 1 (Facilities) will need to submit an Expression of Interest (EOI) detailing the project purpose, cost, need, and capacity to deliver. If an EOI is successful, the organisation is then asked to submit a full application as Stage 2 of the grant funding process.

The expected timing for the EOI and grant process is as follows:

Activity	Expected Timeframe	Potential Dates
EOI Closes	29 April 2024	
Assessment of EOI	4 weeks	End May 2024
Outcomes of EOI	2 weeks	Mid-June 2024
Preparation and submission of stage two grant application (if successful with EOI)	6 weeks	End-July 2024
Assessment of Stage Two applications	6 weeks	Mid-September 2024
Approval of outcomes	4 weeks	Mid-October 2024
Awarding grants	4 weeks	Nov 2024
Anticipated start of grant project	Oct 2024	Nov 2024
End date to complete grant project	30/6/2027	

It is proposed that Council submit an EOI under the Facilities Stream of the grant program seeking a maximum \$1.5M contribution towards the estimated \$2M cost to build new changerooms and associated facilities at Club Marion.

It is also requested that Council supports \$20,000 being allocated from within 2023-24 budget savings to enable the concept design and cost estimates to be completed to enable these to be attached to a Stage 2 full grant submission should Council be successfully shortlisted from the EOI process.

## **6. Club Marion Lease & Financials**

Club Marion commenced a 21 year lease for the site on 12 September 2018 that concludes on 11 September 2039.

For the 2023 calendar year (the last four quarterly financial reports received from Club Marion to Council), Club Marion recorded a \$207,000 trading loss. Club Marion has advised that they are also trading at a loss for the financial period January 2024 – March 2024, noting this takes into consideration depreciation of over \$300,000. The main impact to the business is a decline in gaming trade that may largely be caused by the cost of living issues facing the community.

Club Marion reported that during the Covid crisis the Club had to close for 3-months which drained their reserves and put them in a financially vulnerable position. Following the closure the Club Marion board introduced a reserves policy to ensure they would have sufficient reserves to cover staff liabilities, a 3-month closure period, and start to build an asset renewal sinking fund (carpets, furniture, equipment). Club Marion is currently building that reserve but have yet to reach their target.

## **7. Financial Implications**

The total cost for the proposed project is estimated at \$2M. Based on the potential 75% contribution to be received by Council should the grant submission be successful, Council's required contribution will be \$500,000 in 2025-26.

A funding allocation exists within the City of Marion Building Asset Strategy (CoMBAS) and Council's draft Long Term Financial Plan (LTFP) to cover the \$500,000 allocation if required.

The works would be required to be completed by 30 June 2027.

In relation to the request for \$20,000 to complete initial concept design and cost estimate works commencing May 2024, these funds can be allocated from existing budget savings within the City Property budget which will have no impact on the forecast outcome of the 2023-24 financial year.

## **ATTACHMENTS**

Nil



### 12.3 Community Energy Upgrade Fund

<b>Report Reference</b>	GC240423R12.3
<b>Originating Officer</b>	Unit Manager Property strategy and Delivery – Geoff Norris Unit Manager Environmental Sustainability – Rebecca Neumann
<b>Corporate Manager</b>	Manager City Property – Mark Hubbard Manager Engineering Assets and Environment – Matt Allen
<b>General Manager</b>	General Manager City Development – Tony Lines General Manager City Services – Ben Keen

### REPORT OBJECTIVE

To seek Council endorsement to lodge a grant application in Round 1 of the Community Energy Upgrades Fund and budget approval of \$724,700 to meet Council's commitment of 50% contribution towards the proposed works (subject to a successful Grant application).

### EXECUTIVE SUMMARY

The Federal Department of Climate Change, Energy, the Environment and Water has released round 1 of the Community Energy Upgrades Fund that aims to assist local governments to:

- Make their facilities more energy efficient.
- Lower their greenhouse emissions and energy bills.

Round 1 submissions are required to be submitted by 30 April 2024 and delivered by 31 March 2027.

An assessment of potential works has been undertaken which has identified two initiatives that Council could submit for Round One. These works include:

- Installation of solar car parking at Marion Outdoor Pool and Council's Administration Building.
- Upgrading Sports lighting across various sites to LED.

The cost estimate to complete these works is \$1,449,400. The Community Energy Upgrade Fund provides 50% contribution towards the works therefore council's commitment would be \$724,700.

The solar car parking would reduce Council energy costs by an estimated \$40,500 per annum and have a payback period of just over 6 years for the initial capital investment.

The replacement of existing sports lighting to new LED lighting would (i) offset some future Council costs and (ii) provide cost savings (lower electricity costs) to sporting clubs making them more financially sustainable.

The proposed initiatives not only contribute to environmental sustainability but also enhance community sporting facilities and support the City of Marion's commitment to becoming carbon neutral by 2030.

### RECOMMENDATION

**That Council:**

- 1. Notes that the proposed installation of solar car parking would reduce Council energy costs by an estimated \$40,500 per annum and have a payback period of just over 6 years.**

2. Endorses a grant application being submitted in Round 1 of the Community Energy Upgrades Fund for the installation of solar car parking at the Marion Outdoor Pool and Administration Building, and approves \$328,700 to be allocated in 2024-2025 and 2025-26 years in Council's Long Term Financial Plan being Council's 50% contribution budgeted as follows:
  - a. \$100,000 in 2024-2025 for detailed design
  - b. \$228,700 in 2025-2026 for construction.
3. Notes that the proposed replacement of existing sports lighting to new LED lighting would (i) offset some future Council costs and (ii) provide cost savings (lower electricity costs) to sporting clubs making them more financially sustainable.
4. Endorses a grant application being submitted in Round 1 of the Community Energy Upgrades Fund for the replacement of sports lighting to new LED lighting at:
  - i. Marion Bowling Club
  - ii. Mitchell Park Sports and Community Centre (MPSCC)
  - iii. Morphetville Park Sporting Club (MPSC)
  - iv. Edwardstown Soldier's Memorial Recreation Ground (ESMRG)
  - v. Club Marion Soccer Pitch,and approves \$396,000 to be allocated in the 2024-2025 and 2025-26 years in Council's Long Term Financial Plan being Council's 50% contribution budgeted as follows:
  - b. \$30,000 in 2024-2025 for detailed design
  - c. \$366,000 in 2025-2026 for construction.
5. Notes a further report will be provided to advise Council of the outcome of the application.

## **DISCUSSION**

### **1. Strategic Background**

The City of Marion Strategic Plan presents a community vision divided into six themes: liveable, prosperous, valuing nature, innovative, engaged and connected. The proposed project delivers outcomes across most of these themes, but in particular "liveable" and "valuing nature" through recreational opportunities for the community and through climate mitigation and adaptation measures.

The City of Marion Carbon Neutral Plan 2020-2030 was endorsed on 9 February 2021. The Carbon Neutral Plan maps out a pathway for reducing the greenhouse gas emissions from council operations and includes a target of becoming carbon neutral for our operations by 2030. Continued implementation of solar PV projects and energy efficiency measures are critical for achieving this target.

### **2. Community Energy Upgrades Fund**

In December 2023, the Department of Climate Change, Energy, the Environment and Water announced a new Community Energy Upgrades Fund (CEUF) to deliver \$100M over two funding rounds with Round 1 closing 30 April 2024 and Round 2 opening January 2025.

The CEUF will deliver \$100M over two funding rounds for energy efficiency and electrification upgrades for local governments. It aims to deliver reduced energy bills and emissions from local government-owned and/or operated facilities.

Submission of a successful Round 1 application does not permit an application to be submitted for Round 2, which opens in January 2025. One grant application can be received at a time and integrated projects that bring together several activities and encompass multiple sites are

encouraged.

For Round 1, up to \$50M is available with the minimum grant amount of \$25,000 and the maximum of \$2.5M. The grant amount will be up to 50% of eligible expenditure which means Council will need to fund 50% of the total project cost. Labour costs are limited to the direct costs to deliver the project, with administration project costs being ineligible.

The CEUF grant initiative provides Council with a significant opportunity to access funding to assist with achieving its strategic objective to make Council operations Carbon Neutral by 2030.

### 3. **Proposed Works**

An assessment of Council facilities and opportunities that aligned with the grant criteria has been undertaken. The following two key initiatives have been identified and are proposed to be submitted for consideration for the Round 1 CEUF grant submission.

#### a. Solar Car Park Facilities - Marion Outdoor Pool & Administration Building Solar

The proposed works involve the installation of solar car parking at the Marion Outdoor Pool (MOP) and Administration Building, increasing solar generation to offset electricity consumption and cost. This is achieved by constructing a solar system over existing car parking which essentially establishes additional roof space for solar panels whilst also providing shading to vehicles.

The following provides examples of the solar car parking system options that could be constructed at the individual sites.



The final solution will be determined though the development of detailed design should the application be successful.

The MOP is Council's highest energy consumer. There is currently 20kW rooftop solar PV at this site, which maximises the current available roof space. The site has adequate load to support additional solar panels, particularly during summer months when the energy use is high. As there is minimal

suitable roof space and no viable ground area, solar carpark structures are the only appropriate form of additional solar PV.

The Administration Building (Admin) including council chambers, meeting rooms, customer service desk and staff offices is one of the highest electricity consumers of all of Council's buildings. There is currently a 14kW rooftop solar PV system which maximises the suitable roof space for solar panels. There is sufficient load within the site to support the installation of additional solar panels.

An independent technical assessment has been completed and identified that the installation of solar would provide significant annual energy savings (refer Attachment 1).

Site	Initiative	Initial Cost (1)	Cost after 50% CEUF Funding	Approx. Annual Energy Cost	Estimated First Year Saving (2)	Payback Period (years) (3)
MOP	Carpark Solar PV – 70 kWp	\$296,700	\$148,350	\$150,000	\$17,750	8.3
Admin	Carpark Solar PV – 70 kWp	\$260,700	\$108,265	\$110,000	\$22,750	5.7
	Totals	\$557,400	\$256,615	\$260,000	\$40,500	6.3

1. Cost includes 20% allowance for contingency and escalation.
2. Future year savings determined by electricity pricing.
3. Based on receiving 50% CEUF Funding.

Both these projects will deliver tangible carbon-reducing environmental outcomes, at two of Council's highest carbon producing locations whilst also reducing electricity costs. The locations also have high community participation, showcasing to community Council's commitment to its Carbon Neutral Plan by reducing carbon emissions and providing increased shaded parking options for the community at both venues.

Noting the solar installation will have about a 20-25 year life there will be ongoing savings of over \$40,000 per annum post year 6.

The technical assessment provides options for larger solar systems at both locations. The proposed size of the installations has been considered to retain both sites under the 100kW threshold whilst maximising the return on investment, carbon savings and reduction in operating costs. Solar PV systems that generate over 100kW are ineligible for small scale technology certificates which include a rebate as part of the Federal Government's Renewable Energy Technology Scheme. As a result, it is more cost-effective to keep the total solar system at or below 100kW.

The technical feasibility assessment considered the business case for battery energy storage systems (BESS) at both the MOP and Admin Centre. This analysis recommended that Council does not undertake BESS projects at either site at this stage due to limited reduction in emissions cost savings. This is because most of the electricity from the solar system would be consumed on site (81% for a 70kW system at the Administration Building) and therefore the BESS would result in a minimal increase in solar utilisation.

Attachment 2 identifies the potential locations for the additional solar within the car parks at MOP and the Administration Building. To meet the proposed solar kWp (kilowatt 'peak' power output of a system) target identified in the above table at each site only a portion of the shaded areas is required for the car park solar installation. If the grant submission is successful further detailed investigation

will be completed as part of the installation to determine the most practical and cost-efficient location. This will also consider locating the solar car parking to limit the impact on existing trees.

Should the unmade car park section at the Administration building car park be identified as the preferred location there may be a need to bring forward capital funding to formalise this section of the car park.

Apart from the construction cost estimate of \$557,400 for the two sites, a further \$100,000 will be required to allow for detailed design works, site surveys and other fees and services.

#### **b. LED Sports Lighting – Various Sites**

Proposed scope includes the replacement of existing halogen sports lighting with LED sports lighting at the following council-owned sites:

- Marion Bowling Club (new LED lights and lighting towers)
- Mitchell Park Sports and Community Centre (new LED lighting only)
- Morphettville Park Sporting Club (new LED lighting only)
- Edwardstown Soldier's Memorial Recreation Ground (new LED lighting only)
- Marion Soccer Club (new LED lighting only).

Changing Council's lighting to energy efficient LEDs is a key component to reducing Council's carbon footprint. The installation would offset some future Council renewal costs and the saving in power costs would also improve the sustainability of the sporting clubs and help to provide ongoing opportunities for our community to become involved in sport and physical activities. Utility expenses are one of the largest operational expenses that clubs incur.

The total estimated cost to upgrade the sports lighting is \$792,000 based on replacing towers and new LED lighting at Marion Bowling Club and installing new LED lighting only at the other four sites. Detailed investigations will need to be carried out in the coming months to determine if the current lighting towers at some or all of the sites have the structural capacity to change over to LED lighting without the lighting towers needing to be replaced. This will be determined during detailed design for each location. If new towers are required at a site, then the costs to do so can be brought to a future Council report and a determination made as to whether to proceed with the works at that site or not.

#### **4. Financial Implications**

The total cost for the proposed project is up to \$1,449,400. Based on the available 50% contribution should the grant submission be successful, Council's required contribution will be \$724,700, with \$130,000 for 2024-2025 and the remaining \$594,700 required for 2025-2026.

Apart from the Marion Bowling Club lighting renewal works (estimated at \$350,000), no other funding is currently set aside for this project in Council's Draft ABP 2024-2025 or Long-Term Financial Plan.

Should Council endorse the estimated required funding of up to \$724,700 in this report, the financial impact of servicing the contribution will require annual loan repayments over a 10-year loan term estimated at \$95,185 (interest \$22,715 and principal of \$72,470) to meet overall repayments of \$951,846 including interest of \$227,146.

Operational savings are forecast through the reduction of energy costs, estimated at \$40,500 per annum expected to take effect from the 2026-2027 financial year. This would offset the annual debt servicing requirements of \$95,185 leaving a net annual cost to Council over 10 years of \$54,685 if those savings are realised. Beyond the 10-year term of the loan, ongoing savings in the order of \$40,500 are forecast to be achieved.

Rating Impact - The forecast increase in rates required in 2025-2026 to service the additional funding



for this project should no other source of funds be identified equates to an increase in rates of approximately 0.06%.

The impact on the draft 2024-2025 ABP and LTFP set to be adopted in June 2024 is manageable and Council's key financial sustainability indicators of Net Financial Liabilities Ratio, Debt Servicing Ratio and Operating Surplus ratio all remain within target bandwidths over the 10 years.

The works will be required to be completed by 31 March 2027.

## **ATTACHMENTS**

1. Attachment 1 – Community Energy Upgrades Fund Feasibility Assessment [**12.3.1** - 25 pages]
2. Attachment 2 – Potential Locations for Solar Car Park Infrastructure [**12.3.2** - 2 pages]



City of Marion

Community Energy Upgrades Fund (CEUF) Feasibility Assessment

2 April 2024



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## 1 Executive Summary

The City of Marion is seeking to gain funding from the Federal Government's Community Energy Upgrade Fund (CEUF) and has engaged The Energy Project (TEP) to provide a feasibility assessment of potential initiatives at the City of Marion Administration Centre (Admin) and the Marion Outdoor Pool (MOP).

The initiatives considered include solar PV car parks, battery energy storage systems (BESS) and EV charging. On request, we have also investigated power factor correction at the Marion Outdoor Pool.

To complete this analysis, we have assessed the energy consumption and load profiles at both sites and then modelled the costs and impacts of various options. From this, we recommend the following projects as listed in Table 1.

**Table 1: Summary of Initiatives**

Site	Initiative	Initial Cost	Cost after 50% CEUF Funding	Estimated First Year Saving	Payback Period (y)*
MOP	Carpark Solar PV – 50 kWp	\$141,000	\$70,500	\$14,250	4.9
MOP	Power Factor Correction	\$10,000	–	\$1,600	6.3
MOP	Adjusting heat pump controls	\$0	–	\$9,000	–
Admin	Carpark Solar PV – 80 kWp	\$255,500	\$127,000	\$25,250	5

\*After 50% CEUF Funding

Based on our analysis, we do not recommend BESS projects at either site due to the high upfront costs and low estimated reductions in energy costs and emissions. We do, however, recommend further investigation into the costs and

benefits of thermal energy storage at the Marion Outdoor Pool as well as electrification of the remaining gas plant at this site.

Depending on Council's preferred location, carpark solar PV systems at the Admin building may require the removal of some trees – which is likely to be undesirable – or a long cable run to the southern gravel carpark.

Our review found there is opportunity to integrate EV Charging at the two sites assessed – however the merits of doing so depend largely on the desired use case of the EV chargers. We have not recommended the installation of any chargers as part of our review, however, have recommended that Council undertake a planning process to better understand charging use cases and need at each site to better inform actual EV Charger requirements.

## 2 Introduction

The City of Marion (Council) have engaged The Energy Project (TEP) to provide a technical assessment of the costs and benefits of possible projects at two sites – the Marion Outdoor Pool (MOP) and the Administration Building (Admin).

TEP have assessed the following projects for both sites:

- Additional solar PV
- Battery energy storage systems (BESS)
- Electric vehicle (EV) charging

In addition to this, an assessment of power factor has been completed for the Marion Outdoor Pool to understand opportunities for improvement.

We have also completed a high-level review of site electricity demand profiles and provided some general suggestions for reducing costs.

### 2.1 CEUF Overview

The Australian Government is partnering with local governments to deliver the \$100 million Community Energy Upgrades Fund (CEUF) with Round 1 open from December 2023 to April 2024. Grants of between \$25,000 and \$2.5 million in matched funding are available for facilities to reduce greenhouse emissions and reduce energy bills through on-site energy generation, increased efficiency and/or flexibility.

#### 2.1.1 Key Criteria

Whilst there are four assessment criteria that applications will be assessed against; this report relates only to the first criteria. This criteria is as follows:

**CEUF Assessment Criteria 1: Describe how your project will reduce local government greenhouse gas emissions and/or provide load flexibility.**

You must demonstrate this through:

- a) Explaining how impactful your project will be in relation to energy efficiency, load flexibility, electrification and/or emission reductions
- b) Explaining how your project will reduce operational costs of local governments in the longer term
- c) Providing calculated energy savings, emissions reductions and load flexibility capacity utilising the abatement calculator on [business.gov.au](https://business.gov.au).

#### 2.1.2 Emissions Assessment Calculation

The grant guidelines outline a method for calculating the potential emissions reduction of projects which utilises the forecast 2030 national emissions factors. This is designed to allow for equity of assessment between states, however means that the actual emissions reduction benefits of the projects assessed in this report may vary from the provided figures.

The emissions factor for electricity that will be used is 0.31 kg-CO<sub>2</sub>e/kWh.

The following sections provide an overview of the technologies assessed in this report.

## 2.2 Solar PV

Rooftop solar PV represents the best investment for reducing energy costs in behind the meter applications – as long as the generated energy is consumed on-site rather than being exported.

When a site has reached its maximum solar capacity based on suitable roof-space, other options need to be considered if additional solar is required. These options and the anticipated price per kWp have been listed in Table 2.

Type	Cost \$/kWp
Rooftop	\$1,200
Carpark	\$3,200
Ground Mount	\$1,700

For both the MOP and Admin, roof and ground space is limited and therefore carpark solar is the only remaining potential option. Generally, these projects are cost prohibitive and have a long payback period, which makes the CEUF ideal for improving this business case.

Carpark solar comes in three arrangements, and the type chosen depends on the orientation and location of the system – these are presented in Figure 1.

**Single Pitch Cantilever** – when the structure only covers one row of carpark, generally angled as much to the North or West as is practical.

**Double Pitch Cantilever** – when the structure covers two rows of carpark and can face north.

**Double Pitch 'Butterfly'** – when carpark are arranged north to south, a 'butterfly' structure will be used to allow half of the panels to face east and the remaining to face west.

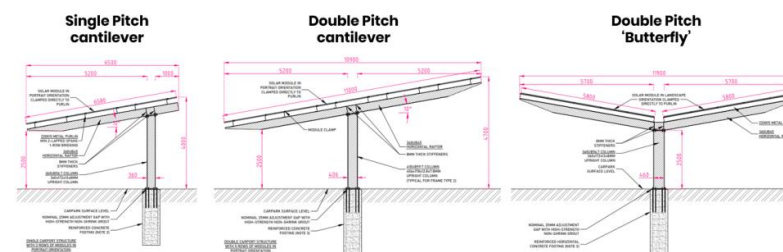


Figure 1: Carpark Solar PV Types

Government rebates are also available for solar PV installations as part of the Renewable Energy Target (RET) scheme. This includes small scale technology certificates (STCs) which provide an upfront rebate and are only available for the first 100 kWp of solar PV installed at a site.

For any capacity beyond this point, large generation certificates (LGCs) are available to be created each year based on the amount of generation and can then either be sold for additional revenue or surrendered to reduce emissions.

## 2.3 Battery Energy Storage Systems

Battery Energy Storage Systems (BESS) allow storage of electrical energy to achieve additional emission reductions and financial savings, as well as providing backup power during grid outages.

BESS can perform various functions, which depends on the system size and configuration. These have been listed in Table 3.

**Table 3: BESS Use Cases**

Use Case	Benefits
<u>Maximise Solar Self-consumption</u>	
Charge with excess solar energy rather than exporting to the grid.	Lower emissions
Discharge when there is less solar generation.	Lower energy costs
<u>Tariff Arbitrage</u>	
Charge from the grid during lower price periods (off-peak / solar sponge).	Lower energy costs
Discharge during high price periods (peak).	
<u>Maximum Demand Reduction</u>	
A BESS' power output can be used to reduce a site's peak demand costs; however a large battery is required to achieve material reductions.	Lower network costs
<u>Backup Power</u>	
Maintain a set level of charge (e.g., 50%) and discharge when grid supply is not available. Prioritising this use case reduces the amount of the battery's capacity that can be used for the first three use cases. The usefulness of this function depends on the capacity of the battery and criticality of backed up loads.	Continuity of supply

BESS will be described with two figures – the maximum power output in kW and the energy storage capacity in kWh. Both figures are important to determine how useful a system will be for the application.

For behind-the-meter applications, BESS are typically in the size range from 5 kW / 10 kWh to in excess of 1,000 kW / 2,000 kWh, ranging in price from \$15,000 to over \$2 million.

In our analysis, we have modelled BESS costs at \$1,000 / kWh of storage capacity.

### 2.3.1 High level feasibility

The feasibility of BESS projects depends on the potential savings that can be achieved through these methods as well as the upfront cost. Typically, BESS have a warranty of eight to ten years, so a payback period shorter than this is generally required for a valid business case.

Considering the Council's exciting LGAP electricity contract, a high-level estimate of the potential benefits for a Tesla Powerwall 2 (5 kW / 13 kWh) has been determined to for context and shown in Table 4. This calculation has significant assumptions including one full cycle per day with 80% round trip efficiency, and the ability of the BESS to always be available to provide these functions.

Table 4: Maximum BESS Benefits

Use Case	Maximum Value (13 kWh BESS)
<u>Maximise Solar Self-consumption</u>	
Peak value – \$0.26 / kWh (weekdays)	\$876 / year
Offpeak value – \$0.16 / kWh (weekends)	(assuming full charge from excess solar)
<u>Tariff Arbitrage</u>	
Peak to off-peak difference – \$0.09 / kWh	\$243 / year
<u>Maximum Demand Reduction</u>	
Anytime – \$38.33 / kVA	\$407 / year
Peak – \$43.13 / kVA	(assuming peak occurs for less than 2hrs)
<b>Total</b>	<b>\$1,526 / year</b>

Based on this calculation, the maximum annual savings possible for a Tesla Powerwall 2 are \$1,526 / year, which for a conservative upfront cost of \$13,000 would have a simple payback period of 8.5 years.

When all other factors are considered, the real-world potential saving reduces, and the payback period will extend beyond ten years.

### 2.3.2 Potential Emission Reductions

BESS can provide emission reductions when used to maximise solar self-consumption, as more of the site's solar generation will be consumed rather than grid electricity.

The quantity of emission reduction will depend on the amount of excess solar energy that would have otherwise been exported. The impact of BESS on carbon reduction is provided on a site-by-site basis.

## 2.4 EV Charging

Electric vehicle charging stations are required to support the transition from internal combustion engine (ICE) vehicles to battery electric vehicles. There are several levels of charging speed that can be achieved, as outlined in Table 5.

Table 5: Comparison of Charging Types

Speed	Capacity	80% charge in	Upfront Cost
Slow (plug point)	< 7 kW AC	> 8 hours	< \$100 (cable)
Medium	7 – 22 kW AC	4–8 hours	\$5,000 – \$10,000
Fast	>50 kW DC	< 60mins	>\$80,000

There are many variables to consider when planning to install electric vehicle charging stations, including:

- Intended use case for chargers
- Site electrical infrastructure capacity
- Location & distance from electrical infrastructure
- Charging station type
- Monitoring & control platform
- Charging demand and management
- Asset management

There are also opportunities for third party operators to install charging stations on council land which is an effective way to reduce the upfront and ongoing costs of these systems.

To be eligible for the CEUF grant, projects must be considered to be “smart EV charging infrastructure”. This likely requires inclusion of load management systems which will optimise charging based on the number of vehicles that need charging, electricity tariffs and available solar production.

### 3 Marion Outdoor Pool

#### 3.1 Site Details

The Marion Outdoor Pool (MOP) is a large swimming complex located in suburban Adelaide. The complex contains three pools, a splash park and two waterslides. The site operates between October and April.

##### 3.1.1 Overview

Table 6 outlines details of the main electricity meter at the site and Figure 2 shows the layout. The site has 20 kVA of existing solar capacity that was installed in 2017.

**Table 6: Site Details – Marion Outdoor Pool**

Address	120 Hendrie St, Park Holme SA 5043
National Meter Identifier (NMI)	20010062311
Retailer	Iberdrola Energy
Annual Energy Consumption	333 MWh
Annual Solar Export	0.581 MWh
Anytime / Annual Peak Demand	303 kVA / 267 kVA

The second electricity meter (20013404599) was considered out of scope for this analysis.

Whilst not included in this analysis, we recommend investigating electrification of the second plant room as a potential future project.



Figure 2: Aerial View – Marion Outdoor Pool



3.1.2 Energy Consumption Profiles

The following analysis has been developed from interval data recorded by the site’s electricity meter.

Figure 3 shows the monthly energy consumption for the site, which highlights the contrast between summer and winter months. The increase in energy consumption from October 2023 reflects the recent electrification of the main pool heating systems.

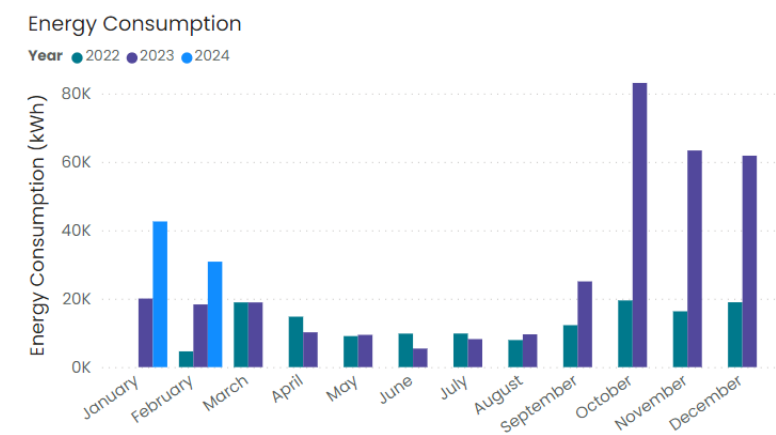


Figure 3: Monthly Energy Consumption (MOP)

Figure 4 shows the average power demand for each day of the week during summer months. In contrast, Figure 5 shows this data for the winter months when the site is closed – note that the small impact of the existing solar is visible in this chart through the reduction in average demand during the middle of the day.

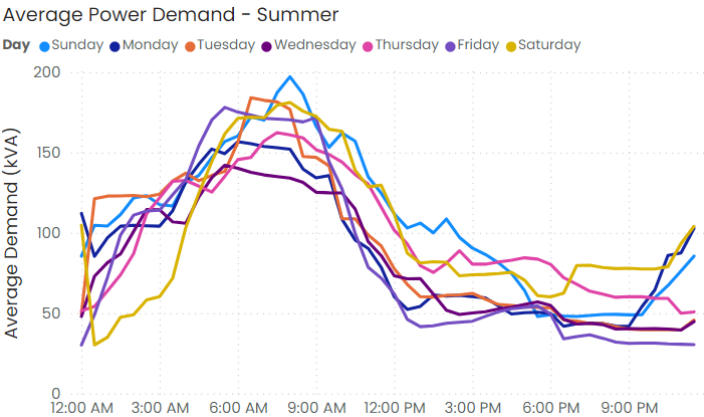


Figure 4: Average Power Demand - Summer (MOP)

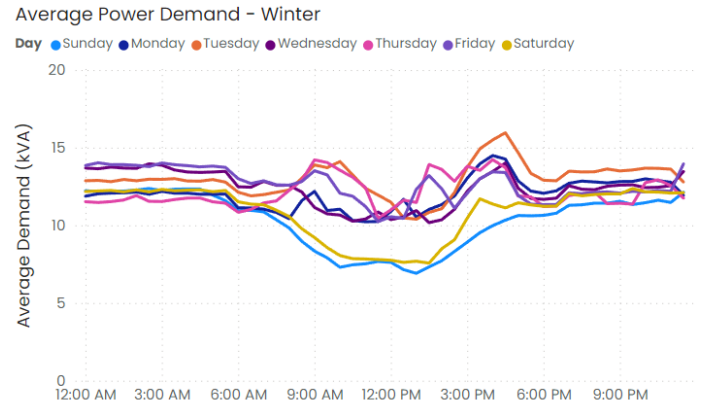


Figure 5: Average Power Demand - Winter (MOP)

### 3.2 Additional Solar PV

The site has adequate load to support the business case for additional solar panels, particularly during summer months when the site is fully operational.

As there is minimal suitable roof space and no viable ground area, solar carpark structures are the only appropriate form of additional solar PV. We have highlighted the areas which could be suitable for carpark structures in Figure 6. Further installations in this area would require the removal of trees located between carpark rows.



Figure 6: Potential carpark solar PV

Option A would be a "butterfly" style structure of up to 100 kWp with an East/West pitch. Option B is an approximately 50 kWp single cantilevered structure with a 10° tilt to the north. This option can be extended further to the West however may experience some shading from the tall tree to the south.

The existing distribution board (DB2) that is located within the Staff Room is the closest electrical infrastructure to the proposed carpark solar PV locations. DB2 has electrical capacity to support solar PV up to 60kWp. Systems in addition to this capacity will require an approximate 150m cable reticulation to the main switchboard (located at Southern boundary). We anticipate this cable cost to be in the order of \$50,000.

An alternative to carpark solar PV structures would be an architecturally designed shade structure in the grounds of the site that provides shade to patrons while hosting solar PV.

Regardless of the option chosen, installing any additional solar panels will require adherence to SA Power Network's (SAPN) conditions for systems over 30 kVA. This will require secondary protection units to be installed on both the new system and the existing system unless the inverters are co-located. In this instance, co-location would require the new inverters to be installed in the storeroom next to the staff room.

#### 3.2.1 Modelling

Our analysis considered the energy consumption profile from February 2023 to January 2024, and includes the increased consumption from the heat pump for these months. We anticipate that there will be higher consumption in March and April however this impact was not included in the analysis.

We have included the additional costs for cable reticulation and secondary protection units within our estimate of capital costs. A full list of our modelling assumptions is included in Appendix A.

### 3.2.2 Results

We have determined the estimated cost, expected generation, and potential savings for a range of solar PV systems for the MOP. We have provided results in Table 7 for systems up to 80 kWp which would attract the upfront STC rebate. Systems above this capacity provided less attractive financial returns.

Upfront costs for systems >60kWp include allowances for cable reticulation back to the MSB.

Table 7: Solar PV Modelling Results (MOP)

Solar (kWp)	Upfront Cost (\$)	Year 1 Savings (\$)	Simple Payback (y)	Self-Consumption (%)	CEUF Emission Reduction (t-CO <sub>2e</sub> )	Abatement Cost (\$/t-CO <sub>2e</sub> )
10	-\$28,250	\$3,500	8.1	94%	4.1	\$6,890
20	-\$56,500	\$6,750	8.4	91%	8.0	\$7,063
30	-\$84,500	\$9,500	8.9	87%	11.5	\$7,348
40	-\$112,750	\$12,250	9.2	83%	14.6	\$7,723
50	-\$141,000	\$14,250	9.9	79%	17.4	\$8,103
60	-\$169,250	\$16,250	10.4	75%	19.8	\$8,548
70	-\$247,250	\$17,750	13.9	71%	21.8	\$11,342
80	-\$275,500	\$19,000	14.5	67%	23.5	\$11,723

Of these options, the systems under 60 kWp have the shortest simple payback and the lowest abatement cost per tonne. Larger systems have worse results due to higher capital costs (attributable to additional cabling costs) and are increasingly effected by decreasing self-consumption, however this may be improved during summer months by load shifting.

On the current electricity contract, the feed-in tariff is calculated based on the wholesale spot price minus a fee (\$2/MWh) which leads to a charge to export

during periods of negative wholesale pricing. This factor has not been included in our analysis as export can be limited to avoid penalties during low consumption times.

The following figures show the calculated daily load profile for summer (Figure 7) and winter (Figure 8) months after the installation of a 50 kWp solar PV system.

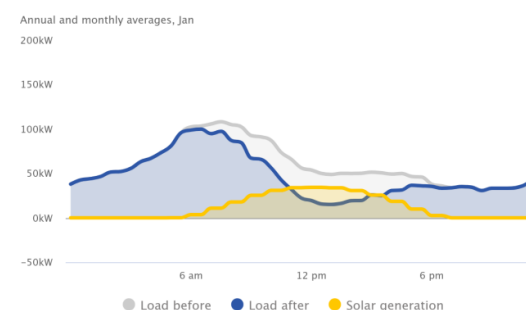


Figure 7: Load profile with 50 kWp Solar - Summer (MOP)

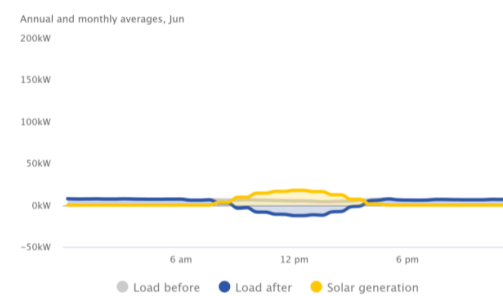


Figure 8: Load profile with 50 kWp Solar - Winter (MOP)

3.3 Battery Energy Storage Systems

At the MOP, a battery energy storage system could be used for:

- Reducing maximum demand
- Retail tariff arbitrage
- Maximising utilisation of generated solar energy (reducing export)

To achieve this, we have assessed the following scenarios:

- BESS of varying sizes on their own (with no additional solar PV)
- BESS with solar (50 kWp and 80 kWp)

The results for payback periods, presented in Figure 9, indicate that:

- A standalone BESS of any size has a payback period of greater than twenty years.
- When coupled with a solar PV system, the payback period reduces however still exceeds ten years.

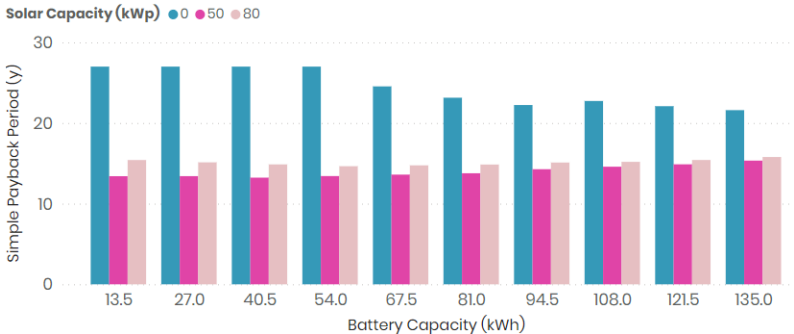


Figure 9: BESS Analysis – simple payback period (MOP)

The high-level results of this analysis is included in Table 8.

Table 8: BESS Analysis (Admin)			
Battery (kWh)	Upfront Cost (\$)	Year 1 Savings (\$)	Simple Payback (y)
13.5	-\$13,500	\$500	27
27	-\$27,000	\$1,000	27
40.5	-\$40,500	\$1,500	27
54	-\$54,000	\$2,000	27
67.5	-\$67,500	\$2,750	24.5
81	-\$81,000	\$3,500	23.1
94.5	-\$94,500	\$4,250	22.2
108	-\$108,000	\$4,750	22.7
121.5	-\$121,500	\$5,500	22.1
135	-\$135,000	\$6,250	21.6

The potential emission reduction will depend on the amount of excess solar PV that be consumed rather than exported.

In 2023, there was 581 kWh of exported solar energy, predominantly during winter months. If a BESS enabled full utilisation of this generation through charging and discharging, it is estimated that 0.18 t-CO<sub>2</sub>e of emissions would be offset (based on the CEUF emissions factor). This would require a BESS with a capacity of at least 50 kWh.

Where additional solar is installed, this potential emissions reduction increases a maximum of 4.5 t-CO<sub>2</sub>e for a 50 kWp system and 11.54 t-CO<sub>2</sub>e for an 80 kWp system, however would require a BESS with a larger capacity.

As such, we do not recommend installing a BESS to achieve either cost or emissions reduction at the Marion Outdoor Pool.

### 3.3.1 Thermal Energy Storage

Whilst BESS are not viable, thermal energy storage using a hot water reservoir (either above or below ground) may be a more feasible option. This would allow the heat pump to utilise any available generated solar energy (rather than export) as well as potentially benefiting from future 'solar sponge' tariffs.

Further investigation and modelling would be required to determine the costs and potential benefits of this type of storage. This project would be eligible for the CEUF and likely have a strong business case.

This technology is being trialled at the Brimbank Aquatic and Wellness Centre in Victoria as part of a project partly funded by ARENA. For more details, see the following link: <https://arena.gov.au/projects/brimbank-aquatic-and-wellness-centre-integrated-energy-system/>

### 3.4 Power Factor Correction

#### 3.4.1 Overview

In Alternating Current (AC) electric circuits, electric motors such as those used to pump water at the Marion Outdoor Pool require two 'types' of electric current:

- 'in phase' with the voltage to do real work (kW)
- 'out of phase' with the voltage to create the magnetic fields to make the motors turn (kVar).

The current drawn from the grid is the (geometric) sum of these two currents. This is referred to as 'apparent power' and measured as 'kVA'.

The term 'Power Factor' is the ratio of real power (kW) to apparent power (kVA). A power factor of 1 means that the least amount of current as possible is drawn from the grid to deliver the 'real power' that is used to run the machinery.

Electricity network tariffs include a maximum demand component which is based on the apparent power (kVA) drawn at a given site. Assessing and improving the power factor will reduce the apparent power and therefore demand costs.

A Power Factor Correction (PFC) unit is a set of capacitors that allow for the 'out of phase' current to be exchanged back and forward with the motors without drawing extra current from the grid, hence reducing apparent power. PFC units are generally designed to achieve a power factor of 0.9 to 0.95.

#### 3.4.2 Assessment of Power Factor

We have calculated the site's power factor and apparent power using data from the site's electricity meter. Data for the 2023/24 opening season has been graphed and is presented in Figure 10, and shows that the power factor at the site's maximum demand is between 0.79 and 0.82.

This is low and suggests that savings may be achieved through the installation of a PFC device.

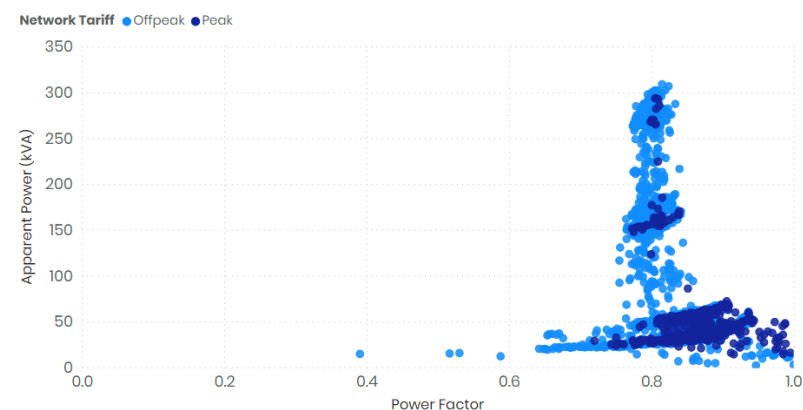


Figure 10: Power Factor and Apparent Power – Nov '23 to Feb '24 (MOP)

This chart also shows the approximate network tariff timeframe with peak from 5–9pm November to March.

The maximum demand value recorded in this time frame is 308.84 kVA on 25 January at 1:30pm. The power factor at this point was 0.82.

### 3.4.3 Estimated benefits of Power Factor Correction

The MOP's network tariff contains two demand components:

**Anytime Actual Demand:** the maximum demand value recorded in the past twelve months, measured in kVA and with a rate of \$0.1050 / kVA / day.

**Peak Annual Demand:** the maximum average of demand during the four-hour period from 5–9pm on weekdays during November to March, with a rate of \$0.2856 / kVA / day. This is only charged from November to March (151 days)

For the maximum demand point above, improving power factor from 0.82 to 0.95 would result decrease this to 266.58 kVA. This would reduce annual costs by approximately \$1,600.

Achieving this would require 95 kVAr of power factor correction, which would have a cost of approximately \$10,000.

Based on these figures, the project will have a simple payback period of six years. This is anticipated to be lower due to additional savings from reduced peak annual demand.

Whilst power factor correction will reduce demand costs, there will be no minimal impact on emissions.

The PFC device should be located as close to the main switchboard as is possible. There is currently sufficient electrical space within the main switchboard to facilitate the installation of PFC units at the Main Switchboard.

### 3.5 EV Charging

As the MOP is a public facility, Council must determine whether any EV charging stations installed will be for public use or only for staff. This will guide the chosen installation and items to consider.

Based on existing distribution board capacity (DB2) near the carpark, there is limited opportunity to install any EV charging due to the existing load on the distribution board. There is an opportunity to install load managed EV chargers and the associated load management system, however we recommend that an operational need drive this requirement. Even with load management we anticipate a maximum of 3 chargers would be reasonably utilised in this location.

Installing additional chargers will require additional electrical cabling back to the main switchboard, which is expected to be cost prohibitive unless installed as part of a solar PV carpark project.

An alternate option would be to connect a new electricity service in the carpark. An external company that provides EV charging may be interested in this site for installing their own chargers, which would shift the costs and risk away from Council whilst maintaining amenity for users of the pool facility.



### 3.6 Load Flexibility

Since the installation of the heat pump, the site's Peak Annual Demand has increased from 59 kVA to 266 kVA, representing an annual price increase of around \$9,000. Based on the site's demand profile since the installation (demonstrated through a subset of days from December 2023 shown in Figure 11) it appears that the heat pumps are configured to maintain a temperature set point.

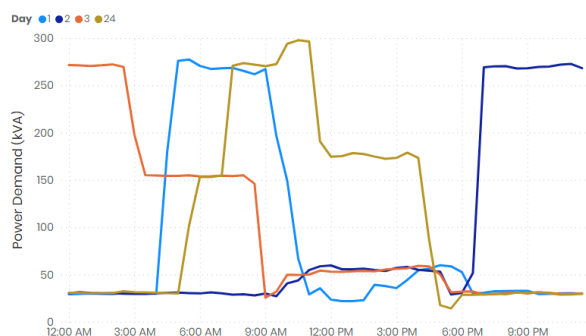


Figure 11: Site Demand Profile (MOP)

We recommend investigating whether the heat pumps can be configured to not operate during the peak demand window (5–9pm) to minimise peak demand costs.

There are also significant benefits that could be achieved through further investigation and optimisation of the heat pumps, including maximising solar energy consumption. **If this can be achieved, it would likely be financially viable to increase the size of the current proposed solar PV carpark to 80 kWp.**

There are also potential opportunities to minimise costs through alternate tariff structures (such as SAPN's trial Flexible Demand Tariffs), demand management schemes, alternate retail contracts (such as those that include solar sponge rates) and potentially wholesale energy contracts. Any of these benefits would likely be further enhanced through thermal storage.

3.7 Summary

Based on our analysis at the Marion Outdoor Pool, there is opportunity to implement a cost-effective solar PV system within the constraints of the existing electrical infrastructure.

Our primary recommendation for MOP is the installation of 60kWp of Solar PV carpark structures in the northern carpark. This enables utilisation of existing electrical infrastructure and provides attractive returns.

External to the CEUF process, we also recommend Council consider the installation of a ~100kVAr Power Factor Correction Unit.

These initiatives are summarised in Table 9 and Table 10.

Table 9: Summary of Initiatives (MOP)

Initiative	Estimated First Year	
	Cost	Saving
Carpark Solar PV – 50 kWp	\$141,000	\$14,250
Power factor correction	\$10,000	\$1,600

Table 10: CEUF Grant Details (MOP)

Initiative	Cost	Existing annual energy use	Proposed annual energy use	Proposed annual generation
Behind the meter solar power	\$191,000	333,000	333,000	70,718

We recommend that the City of Marion consider EV charging use cases for MOP as part of a broader EV Charging strategy. Charging needs arising from the use cases for MOP can then inform proposed EV charging infrastructure planning at the site. We recommend this process is completed in parallel with any carpark solar PV systems, to provide efficiency in sharing electrical infrastructure.

Depending on Council's appetite for capital expenditure, there is also opportunity to combine multiple, more ambitious initiatives to demonstrate load flexibility, onsite generation and efficient electric pool heating operations. This can include a consolidated approach to installing:

- An electrified second plantroom,
- Stored heating water,
- Increased solar PV system capacity,
- High efficiency filtration systems (also eligible for CEUF funding)
- Electric vehicle charging systems (pending a known charging need from Council).

## 4 Administration Building

### 4.1 Site Details

The City of Marion Administration Building (Admin) contains the council chambers, customer service desk and staff offices. It is a two-storey building with underground parking and carpark surrounds.

#### 4.1.1 Overview

Table 11 outlines details of the electricity meters at the site and Figure 12 shows the layout of the site. The site has an existing 20 kW solar PV system that was installed in 2017.

**Table 11: Site Details – Administration Centre**

Address	245 Sturt Road, Sturt 5047
National Meter Identifier (NMI)	SAAAAAC8703
Retailer	Iberdrola Energy
Annual Energy Consumption	302 MWh
Annual Solar Export	~0 MWh
Anytime / Annual Peak Demand	175 kVA / 63 kVA

An aerial view of the site has been included in Figure 12. This image shows the existing solar PV system on the northern section of the building, which is the only north facing roof area available. For this report, it has been assumed that the southern carpark is City of Marion land.



Figure 12: Aerial view (Admin)

#### 4.1.2 Energy Consumption Profiles

The following analysis has been developed based on interval data from the site's electricity meter. Figure 13 shows the monthly energy consumption for the site, which has been relatively consistent year on year (note that February 2024 does not include the full month of data).

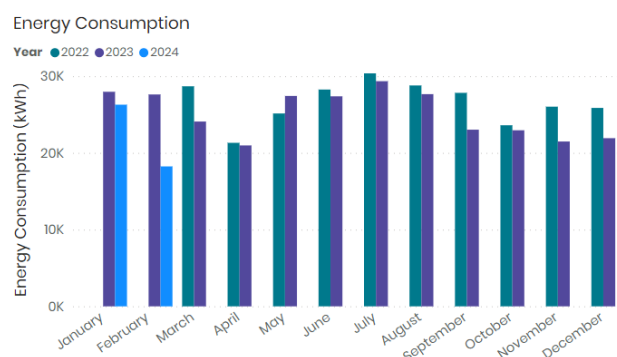


Figure 13: Energy Consumption (Admin)

Figure 14 shows the average power demand profile by weekday for summer months (December 2023 to February 2024).

Figure 15 shows average power demand profiles for winter months (June 2023 to August 2023) and demonstrates the point of the site's peak demand. The building's power demand increases rapidly every weekday morning – likely due to air conditioning systems. This ramps down as the building reaches temperature by 9am.

We recommend investigating whether the discrepancy between Saturday and Sunday is due to a scheduling fault in the HVAC control system.

Average Power Demand – Summer

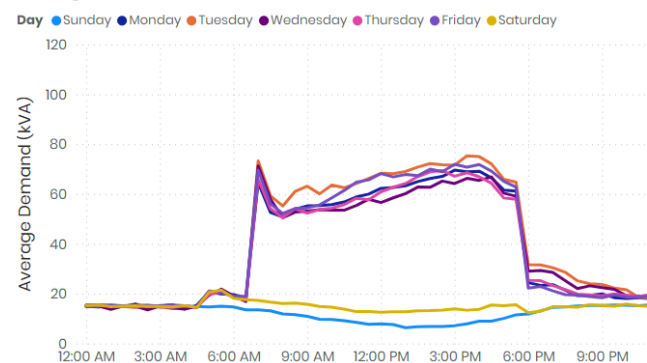


Figure 14: Average Power Demand – Summer (Admin)

Average Power Demand – Winter

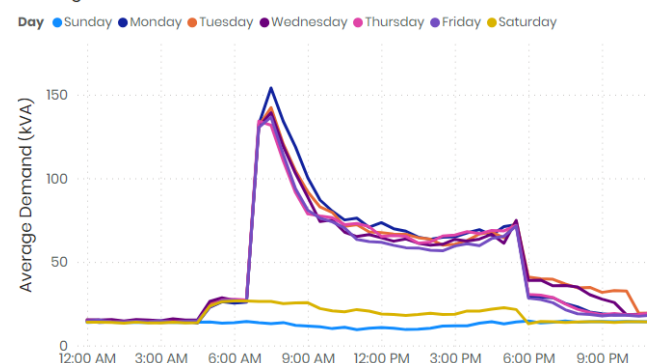


Figure 15: Average Power Demand – Winter (Admin)

4.2 Additional Solar PV

The site has a consistent load profile and would be suitable for the installation of additional solar PV. Like the MOP, there is no suitable roof area for additional panels and therefore carpark solar is the most viable option however has additional costs and considerations.

Figure 16 shows a range of options for installing solar carpark structures, summarised in Table 12.

Table 12: Solar Carpark Options (Admin)			
Type	Capacity	Notes	
A Single cantilever	70 kWp	Significant impact to view of building from street. Requires tree management.	
B Double cantilever	150 kWp	Requires removal of ~10 trees	
C Double cantilever	115 kWp	Requires removal of ~10 trees Overlaps property border	
D Double cantilever	115 kWp	Unmade carpark	
Total		450 kWp	

All options will require significant works to reticulate electrical cable, particularly options C and D. It is anticipated that there will be additional challenges to connections due to the age of the building and available electrical infrastructure. In all cases, a secondary protection unit will be required for the existing solar PV system.

Based on our high-level assessment of the building's switchboards, we expect that it will be most feasible to establish a new solar PV distribution board (PVDB) connected to the existing main switchboard.

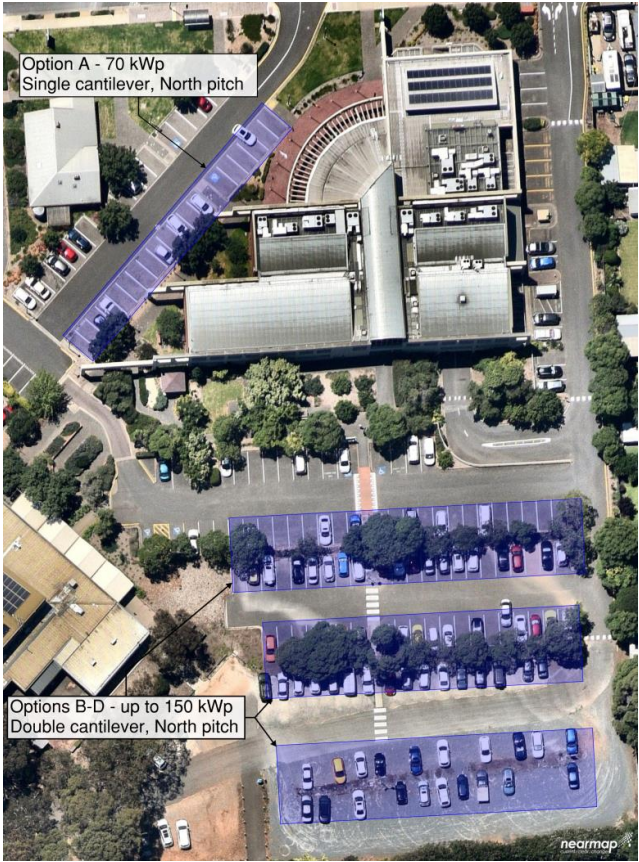


Figure 16: Solar Carpark Options (Admin)



4.2.1 Modelling

We have modelled a range of system sizes for this site, with the results included in Table 12. Due to the existing 20 kWp PV, systems up to 80 kWp will be eligible for STCs and have a lower upfront cost. Beyond this point, LGCs will apply.

We have included a nominal \$30,000 figure for cable reticulation in our analysis.

Table 13: Solar PV Modelling Results (Admin)

Solar (kWp)	Upfront Cost (\$)	Year 1 Savings (\$)	Simple Payback (y)	Self-Consumption (%)	CEUF Emission Reduction (t-CO2e)	Abatement Cost (\$/t-CO2e)
40	-\$142,750	\$13,750	10.4	87%	16.4	\$8,704
50	-\$171,000	\$16,750	10.2	85%	19.9	\$8,593
60	-\$199,250	\$19,750	10.1	83%	23.3	\$8,552
70	-\$217,250	\$22,750	10	81%	26.5	\$8,575
80	-\$255,500	\$25,250	10.1	78%	29.4	\$8,690
90	-\$318,000	\$34,500	10.3	76%	32.0	\$10,250
100	-\$350,000	\$37,500	10.6	73%	34.3	\$10,204
110	-\$382,000	\$40,250	10.8	71%	36.4	\$10,495

Note: Payback periods for LGC systems (90 kWp and above) consider future LGC pricing.

Due to the increase in cost for LGC systems, up to 80 kWp of solar carpark PV represents the best value in this instance. We recommend considering either Option A or Option B depending on Council's preference. Whilst Option D would require no tree removal, there is anticipated to be additional costs above those detailed within Table 13 for extending cabling to this point.

4.3 Battery Energy Storage Systems

At the Administration Centre, a battery energy storage system could be used for:

- Reducing maximum demand
- Retail tariff arbitrage
- Maximising utilisation of generated solar energy (reducing export)

To achieve this, we have assessed the following scenarios:

- BESS of varying sizes on their own (with no additional solar PV)
- BESS with solar (80 kWp)

The results for payback periods, presented in Figure 17, indicate that:

- A standalone BESS of any size has a simple payback period of greater than eighteen years.
- When coupled with an 80 kWp solar PV system, the payback period reduces however still exceeds ten years.

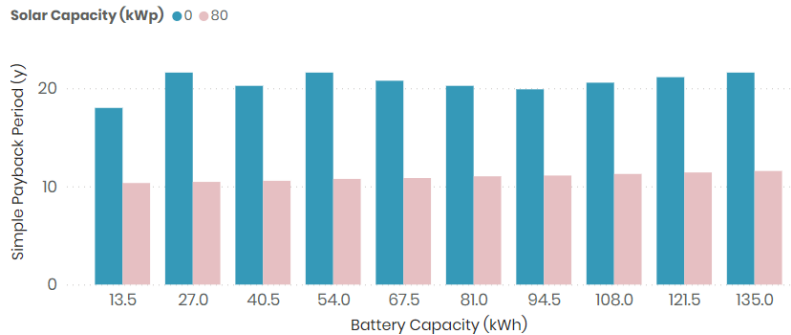


Figure 17: BESS Analysis – simple payback period (Admin)

The costs and potential savings from a range of BESS sizes is included in Table 14.

<b>Battery (kWh)</b>	<b>Upfront Cost (\$)</b>	<b>Year 1 Savings (\$)</b>	<b>Simple Payback (y)</b>
13.5	-\$13,500	\$750	18
27	-\$27,000	\$1,250	21.6
40.5	-\$40,500	\$2,000	20.3
54	-\$54,000	\$2,500	21.6
67.5	-\$67,500	\$3,250	20.8
81	-\$81,000	\$4,000	20.3
94.5	-\$94,500	\$4,750	19.9
108	-\$108,000	\$5,250	20.6
121.5	-\$121,500	\$5,750	21.1
135	-\$135,000	\$6,250	21.6

The potential emission reduction will depend on the amount of excess solar PV that be consumed rather than exported.

The existing solar PV at the Administration Centre has resulted in minimal export over the past two years. As such, a standalone BESS will result in no measurable reduction in emissions.

Where an additional 80 kWp of solar is installed, the potential emission reduction is around 8.1 t-CO<sub>2</sub>e if the BESS has a capacity large enough to store and discharge all excess solar, which is unlikely. For context, our modelling indicates that a 135 kWh BESS with CAPEX of \$135,000 would allow utilisation of 87% of generated solar. This is only 9% more than the solar utilisation without a BESS, which equates to 3.4 t-CO<sub>2</sub>e at an abatement cost of \$40,000 / t.

Based on our results, we do not recommend installing a BESS to achieve either cost or emissions reduction at the Administration Centre.

#### 4.4 EV Charging

The Administration Centre has two existing 7 kW RAA charging stations in the underground carpark. Installing additional charging stations in this area will require upgrades to electrical infrastructure, likely an additional connection back to the main switchboard.

We understand that the City of Marion is currently undertaking a holistic assessment and planning exercise for EV charging at this site. We recommend this assessment be used to determine use cases and associated charging needs before determining an approach to additional EV charging. As with MOP, there is opportunity to utilise new switchboard infrastructure required for solar PV to cost effectively integrate EV chargers.

#### 4.5 Load Flexibility

The site's energy consumption data indicated that the peak demand of 175 kVA occurred on 24 July 2023 at 7am. The sharp increase of the load profile at 7am each day indicates that this is the point when the air conditioning units in the building turn on and operate at maximum capacity to bring the building up to temperature.

We recommend investigating methods to flattening this peak by adjusting the time that these units are turned on – for example moving a third of the units to start half an hour earlier and a third half an hour later. Whilst this may increase energy consumption, it is likely that these costs will be offset by the reduction in demand costs.

It is possible that this change will reduce the site's maximum demand to around 150 kVA, which would represent an annual saving of around \$1,000.



4.6 Summary

Based on our analysis at the City of Marion Administration Centre, we recommend:

- A solar PV carpark shade structure of approximately 80 kWp.
- Adjusting HVAC timings to reduce maximum site demand.

The final location of solar PV arrays will need to be selected based appetite for potential loss or ongoing management of existing trees.

The costs and potential savings of these are summarised in Table 15, and summarised for the CEUF application spreadsheet in Table 16.

Table 15: Summary of Initiatives (Admin)

Initiative	Cost	Estimated First Year Saving
Carpark Solar PV – 80 kWp	-\$255,500	\$25,250
Adjusting HVAC timing	\$0	\$1,000

Table 16: CEUF Grant Details (Admin)

Initiative	Cost	Existing annual energy use	Proposed annual energy use	Proposed annual generation
Behind the meter solar power	\$255,000	302,000	302,000	120,800

## 5 Conclusion

We have assessed the feasibility of various projects at the City of Marion Administration Centre and Marion Outdoor Pool. Based on our analysis, we recommend that Council seek CEUF funding for solar carpark PV at both sites, as well as completing other initiatives that will result in reductions in costs or operational efficiencies.

We have assessed the potential impact of 50% funding on these projects and have presented these figures in Table 17. These projects have favourable business cases and payback periods.

Table 17: Summary

Site	Initiative	Initial Cost	Cost after 50% CEUF Funding	Estimated First Year Saving	Payback Period (y)*
MOP	Carpark Solar PV – 50 kWp	\$141,000	\$70,500	\$14,250	4.9
MOP	Power Factor Correction	\$10,000	-	\$1,600	6.3
MOP	Adjusting heat pump controls	\$0	-	\$9,000	-
Admin	Carpark Solar PV – 80 kWp	\$255,500	\$127,000	\$25,250	5
Admin	Adjust HVAC timing	\$0	-	\$1,000	-

\*After 50% CEUF Funding

For BESS projects, 50% CEUF funding will reduce the payback period to under 10 years only when the projects are paired with solar PV – in which case most benefits are related to the solar PV. As such, these projects do not have a strong business case and should not be considered.

Based on our review, we recommend the City of Marion undertake a strategic review of EV charging across the Council's assets. This planning activity can then be used to inform EV Charging need on a site-by-site bases. This review can then be utilised to inform future grant funding applications.

At both sites assessed, there is opportunity to cost effectively install EV Chargers in conjunction with carpark solar PV arrays – as such there is merit in accelerating the EV charger planning activity in conjunction with applications for CEUF grant funding for solar PV.

6 Assumptions

The assumptions used in our modelling are listed below in Table 18.

Table 18 – Modelling Assumptions	
Item	Value
Power Factor (for solar)	0.98
MLF & DLF	1
Maximum DC/AC Ratio	1.33
CAPEX	Based on 2024 Market Rates
O&M Cost	1.0% p.a.
PV Module Degradation	0.5% p.a.
Inverter Replacement Interval	12 years
Discount Rate	5.0%
Analysis Period	25 years for solar
	15 years for BESS
Commissioning Year	2024
Retail Tariff Escalator	0% p.a.
Network Tariff Escalator	2.0% p.a.
Feed-in Tariff	\$0 / kWh

## Attachment 2 Potential Locations for Solar Car Park Infrastructure

### Administration Building





Attachment 2 Potential Locations for Solar Car Park Infrastructure

Marion Outdoor Pool



Potential location for car park solar

## 12.4 Koorana Gymnastics

<b>Report Reference</b>	GC240423R12.4
<b>Originating Officer</b>	Unit Manager Property Strategy & Delivery – Geoff Norris
<b>Corporate Manager</b>	Manager City Property – Mark Hubbard
<b>General Manager</b>	General Manager City Development – Tony Lines

### REPORT OBJECTIVE

The purpose of this report is to:

- Advise that the Koorana Gymnastics grant submission to the Office for Recreation Sport and Racing (ORSR) seeking 50% funding towards the build of a new accessible toilet, meeting room and reception was unsuccessful.
- Seek full Council funding of the project in 2024/25.

### REPORT HISTORY

<b>Report Reference</b>	<b>Report Title</b>
GC230912R11.2	Koorana Gymnastics Minor Capital Works Request

### EXECUTIVE SUMMARY

Council received a request from the Koorana Gymnastics Club for Council to support an upgrade to their facility through the build of a new Disability Discrimination Act (DDA) compliant toilet, meeting room and reception to accommodate the growing needs of the large gymnastics club.

Koorana Gymnastics Club has one of the largest participation bases in the City of Marion, and their facility is highly utilised by schools, special needs groups, and the broader community. The proposed upgrade to their facility would be a valuable addition for the operations of the club.

Council agreed at the 12 December 2023 meeting to fund 50% of the cost to complete the building upgrade and to support Landlord Consent to enable the Club to apply for a grant through the Office for Recreation Sport and Racing (ORSR).

The Club applied for funding through the ORSR Community Recreation and Sports Facilities Program (CRSFP) and were advised in February 2024 that their application was unsuccessful.

### RECOMMENDATION

**That Council:**

1. **Notes that the Koorana Gymnastics Club grant submission to the Office for Recreation, Sport and Racing for \$110,000 towards the build of a new DDA compliant toilet, meeting room and reception was unsuccessful.**
2. **Approves a funding allocation of \$220,000 within the 2024/25 City Property Minor Capital Works budget to enable Council to build a new DDA compliant toilet, meeting room and reception, noting that this funding allocation has already been included in the draft 2024/25 Council Budget.**

### DISCUSSION

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## 1. Background

Koorana Gymnastics Club Incorporated (Koorana) was established in 1976 with the amalgamation of the Warradale Youth Club and the Pioneer Youth Group.

Representatives of the newly founded committee lobbied the local, state, and federal governments to build the multi-use sports facility called the Marion Community Recreation Centre which is now known as the Marion Leisure & Fitness Centre (MLFC). Koorana commenced operations from the facility in 1978. Koorana continued to develop, grow, and deliver high quality gymnastics programs which resulted in them deciding to develop a purpose-built gymnastic venue. In 1991 Koorana obtained a loan to build their current venue which is located at the northern end of the MLFC carpark. The new facility allowed for gymnastics equipment to remain setup at all times permitting additional time for training, access to a greater variety of equipment, as well as a large foam pit to increase program delivery options.

Koorana Gymnastics Club Inc entered a new 5-year community lease with Council in October 2023.

Koorana had recently undertaken a jointly funded project with Council replacing the old fluorescent lighting in the main gymnasium with new LED lighting. Council also replaced damaged ceiling tiles at the same time to take advantage of the scaffolding that was erected for the lighting upgrade.

The Koorana facility is highly utilised by a large participation base (1000+ participants) and includes regular bookings from schools, special needs groups and birthday parties. This results in the facility being well utilised during weekdays, evenings and weekends.

Koorana has requested Council support an upgrade to their facility to address two key issues:

a) Accessible Toilets

The current accessible toilets are located on the western end of the facility which is only accessible by walking across spongy gymnastics matting that sits across the entire floor space inside the gymnastics equipment area. This makes it very difficult for any person with a disability to access the toilets and is not compliant with the current DDA legislation requirements.

b) Meeting Room and Reception

The Club currently has no space for private meetings and is using a small table in a kitchen area that also accesses their storage area. The Club is requesting a separate meeting room to allow them a small space for club meetings. The club has also advised that they will consider the installation of an external access door to the meeting room to allow for the room to be hired by the community when not in use by the club.

Koorana had suggested a meeting room and DDA compliant toilet could be built within the existing foyer area of the facility. This has been considered but there is insufficient space to build these two rooms, so a preliminary plan has been drafted to extend the foyer area to the east to accommodate the DDA compliant toilet and meeting room (refer Attachment 1). This would also allow for the addition of a new reception desk area. The estimated cost of the works is up to \$220,000, noting further work is required to develop detailed designs.

The Club applied for a grant to support the works through the Office for Recreation Sport and Racing (ORSR) Community Recreation and Sports Facilities Program (CRSFP) seeking \$110,000 to support the Council commitment of \$110,000 should the grant be successful.

Koorana Gymnastics has recently been advised by ORSR that their grant submission was unsuccessful.

Upon learning that their application was unsuccessful the Koorana Gymnastics Club President reached out to Council to seek Council's support to fund the full amount required to complete the building upgrade stating that *"The improvements we are seeking are not only crucial for complying with inclusivity standards but also pivotal in creating a safe and welcoming environment for our diverse membership as outlined in our Strategic Plan"*.

## 2. Future Marion Leisure & Fitness Centre Upgrade



It is relevant to note that the broader Marion Leisure and Fitness Centre (MLFC) site has been identified in the City of Marion Building Asset Strategy (CoMBAS) for a potential future redevelopment. This project had been rescheduled to potentially occur in 2027/28, however through recent Council meetings, it has been determined to re-time the project to 2032/33-2033/34.

While the MLFC broader site includes the Koorana Gymnastics building, early high-level concept designs have indicated the Koorana Building is unlikely to be demolished or significantly altered as part of any future redevelopment, although at this stage that cannot be guaranteed.

### **3. Minor Capital Works Budget**

At the Council Forum on 5 March 2024 staff presented the proposed City Property Minor Capital Works Program for the 2024/25 financial year. The program allocated \$220,000 for the construction of the disability toilet, meeting room and reception at Koorana.

Given these works would improve building compliance, customer experience, and club operations, it is recommended that Council support 100% funding towards the building upgrade up to \$220,000 from within Council's existing 2024/25 Capital Works budget allocation.

### **ATTACHMENTS**

Nil

## 12.5 Southern Soccer Field (SSF) Pitch 4

<b>Report Reference</b>	GC240423R12.5
<b>Originating Officer</b>	Unit Manager Property Strategy & Delivery – Geoff Norris
<b>Corporate Manager</b>	Manager City Property – Mark Hubbard
<b>General Manager</b>	General Manager City Development – Tony Lines

### REPORT OBJECTIVE

The purpose of this report is to:

- Advise Council that the Cove FC grant submission for 50% funding towards the fourth pitch at the Southern Soccer Facility (SSF) was successful.
- Outline proposed next steps to deliver the project.

### REPORT HISTORY

Report Reference	Report Title
GC230822M15.2	Southern Soccer Facility – Fourth Pitch

### EXECUTIVE SUMMARY

At the 22 August 2023 General Council meeting a Motion with Notice recommendation was supported by Council to fund up to 50% (\$500,000) towards the cost of the construction of a fourth pitch at the Southern Soccer Facility (SSF) on the proviso that the Cove FC was successful in securing a 50% grant (\$500,000) through the Office for Recreation, Sport and Racing's (ORSR) Community Recreation and Sport Facilities Program (CRSFP).

The Cove FC was advised late February 2024 that its grant submission was successful with a funding allocation of \$498,300.

The 22 August 2023 Motion with Notice noted that “the total cost of the proposal to construct a fourth pitch at the Southern Soccer facility is estimated at \$1 million”. The Staff Comments to the Motion with Notice noted that the actual cost would likely be between \$1.2M-1.25M. Any project costs over \$998,300 are currently unfunded.

Staff will proceed with the design of the fourth pitch works and – subject to budget – delivery of the works.

### RECOMMENDATION

**That Council:**

1. Notes that the Office for Recreation Sport & Racing has offered The Cove FC \$498,300 towards the delivery of the fourth pitch at the Southern Soccer Facility.
2. Notes that Council resolved to fund up to \$500,000 towards the fourth pitch if The Cove FC successfully obtained 50/50 funding for the estimated project cost, and that \$500,000 has been provisioned in Council's draft 2024-2025 budget towards the delivery of the fourth pitch at the Southern Soccer Facility.

## **DISCUSSION**

### **1. Background**

The Southern Soccer Facility (SSF) located on Majors Road O'Halloran Hill was originally designed to provide four soccer pitches, a clubhouse and car parking. Due to budget constraints the SSF was initially completed with three pitches in 2022 on the understanding that as demand grew a fourth pitch could be constructed in the future within the existing parcel of land leased by Council from the Department of Environment and Water (DEW).

A Motion with Notice was considered at the 22 August 2023 General Council meeting (see Attachment 1) seeking Council support for The Cove FC to submit a grant application through the Office for Recreation, Sport and Racing's (ORSR) Community Recreation and Sport Facilities Program (CRSFP) for funding of a fourth pitch at the SSF.

The estimated cost to deliver the fourth pitch was \$1M. The Staff Comments to the Motion with Notice noted that the actual cost would likely be between \$1.2M-1.25M. Council supported an allocation of up to \$500,000 towards the delivery of a fourth pitch on the basis that The Cove FC successfully obtained a 50% funding contribution of \$500,000.

The club was advised in late February 2024 that its grant submission was successful, and was awarded \$498,300 towards the fourth pitch project. The Cove FC has subsequently entered into a funding agreement with ORSR and received the full funding amount.

### **2. Project Costs**

In the Staff Comments section within the Motion with Notice, staff noted that further investigation would be required to confirm details relating to the delivery of a fourth pitch at the SSF, including details impacting the project cost. In the report it was suggested that the estimated project cost was \$1.2M to \$1.25M, noting the initial project cost estimate provided by The Cove FC excluded:

- Escalation costs
- Project contingencies
- Professional fees.

Further investigation has identified some other project items that were not included in the project estimate, including:

- Equipment allowance (sports netting, goals, benches)
- Turf sods in lieu of hydroseeding
- Works required to support additional stormwater management (detention basin upgrades).

The cost estimate was also based on one construction quote sourced by The Cove FC that had not been tested through a Council procurement process.

As such, it is suggested that a likely project cost is \$1.3M.

### **3. Financial Implications**

In alignment with the motion endorsed by Council on 22 August 2023 and following the successful attraction of grant funds by The Cove FC a provision of \$500,000 has now been incorporated into the Draft ABP 2024-2025.

In addition, ongoing maintenance costs will need to be incorporated in Councils' annual operational budget estimated at \$50,000 in 2025-2026 and \$40,000 per annum from 2026-2027.

Staff will proceed with the design of the fourth pitch works and – subject to budget – delivery of

the works. Any shortfall in budget will be reported back to Council.

#### 4. Lease

Council has an existing lease with the Department for Environment and Water (DEW) for the parcel of land on Majors Road that already allows for a fourth pitch.

Council will still need to seek approval from DEW for any planned works to the leased area.

#### 5. Project Delivery and Next Steps

Staff will enter into an agreement with The Cove FC to cover the following:

- The Cove FC recognising that the funding and any accrued interest it receives from ORSR towards the project will need to be provided in full to Council prior to Council committing to any procurement process for the construction of the fourth pitch.
- Council will be responsible for the project management and delivery and all decisions relating to the project.
- Council will include The Cove FC representatives on a project group to ensure the club remains involved in the project development and delivery process.

The below high-level project timeline shows steps to (budget permitting) deliver the project within 2024-2025 to try and complete the project by the beginning of the 2025 winter season for soccer.

Dates	Action
April/May 2024	Check Planning and Development Approval status and determine if DA approval is still valid from the initial phase of the project.
May/June 2024	Engage a consultant to review the existing design package developed for the SSF that includes detailed designs for the fourth pitch, and to develop a new design tender package.
May/June 2024	Draft legal agreement between City of Marion and The Cove FC to ensure that all grant funds are paid through to the City of Marion, noting that the Cove FC will need to have deposited all grant funds (\$498,300 plus interest) with the City of Marion prior to Council opening a tender process for the construction of the fourth pitch.
May/June 2024	Seek approval from DEW to construct the fourth pitch.
August/September 2024	Open construction tender.
October 2024	Enter into construction contract.
November 2024	Commence works.
March 2025	Project completion.

#### ATTACHMENTS

Nil

## 12.6 Community Grants and Youth Grants Review 2024

<b>Report Reference</b>	GC240423R12.6
<b>Originating Officer</b>	Grants Officer – Sherina Kuik
<b>Corporate Manager</b>	Manager Community Connections - Merran Fyfe
<b>General Manager</b>	General Manager City Services - Ben Keen

### REPORT OBJECTIVE

For Council to decide on the desired governance structure and endorse updated guidelines and assessment matrix for City of Marion's Community Grant and Youth Grant programs effective for Round 1 2024-25 onwards, and to endorse the redistribution of funds that were allocated to Round 2 2023-24 Community and Youth Grant programs.

### REPORT HISTORY

<b>Report Reference</b>	<b>Report Title</b>
FORUM240206R1.3	Community Grants and Youth Grants – Review of programs
GC240326R12.7	Community Grants and Youth Grants Review 2024

### EXECUTIVE SUMMARY

At the 6 February 2024 Council Forum (FORUM240206R1.3), Council discussed the administration process, governance, eligibility, and assessment matrix associated with the annual Community Grant and Youth Grant programs. Further information was scheduled to be presented to the General Council on 26 March 2024 for a decision. Due to time constraints the agenda item was deferred to a later General Council meeting.

In February, it was requested that future options be brought back for Council endorsement prior to the second round of 2023-24 Grants opening to the community. Staff note that in early February there was a desire from staff and Council to still conduct Round 2 of the 2023-24 grant rounds with proposed dates being that the round opens in late April / early May and closes prior to 30 June 2024. As a result of the deferred item, staff decided in early April to cease the distribution of the Round 2 2023-24 Community and Youth Grants and have advised the community of this outcome.

In 2023-24, of the total annual allocation of \$220,000 for these two grant programs, \$62,685 has been distributed to the community. In relation to the unspent funds, Council can either provide these as savings in the 2023-24 budget or redistribute the funds to other programs or services in 2024-25 as a roll over (e.g., to increase 2024-25 grant rounds). It is recommended that Council provide these as savings for the 2023-2024 budget.

The following report is predominantly the report presented to the General Council in March (GC240326R12.7), with minor changes (e.g., to address the cessation of Round 2 2023-24 Grants).

### RECOMMENDATION

**That Council:**

- Notes the cancellation of the Round 2 2023-24 Community Grants and Youth Grants, and the allocated \$157,315 for Round 2 is provided as savings during 2023-24 budget review process.**

2. Endorses the updated Community Grant and Youth Grant guidelines. (Attachments 1 & 4)
3. Endorses the updated Community Grant and Youth Grant assessment matrix. (Attachments 2 & 5)
4. Endorses the Governance structure of future Community Grants and Youth Grants to:
  - a. Continue under current structure OR
  - b. Operate under a Section 41 Committee model with Terms of Reference to be drafted, including but not limited to the following parameters:
    - i. Nominates two Council members per round.
    - ii. Includes two staff on the committee.
    - iii. A Chair – General Manager City Services.
    - iv. Process for reallocation of Council Members and staff if unable to perform their duties (e.g., leave, conflict of interest).
    - v. Minimum number of meetings.
5. Endorses Community Events as:
 

Option 1 – Current Structure / process (with improvements):

  - i. Community Event Fund to have an annual allocation of \$XX,XXX (\$XXXX per round) with a maximum of XX per grant.

OR

Option 2 – Current Structure / process (no changes).

OR

Option 3 – Merge Community Events Funding into Community Grants and Youth Grants funding streams, dissolving Community Events Fund.

## DISCUSSION

### Cancellation of Round 2 2023-24 Community Grants

It was noted in the report and discussed at the 6 February Council Forum (FORUM240206R1.3) that there was a short window of opportunity for the decision making to occur, to then enable the distribution of the total value of \$157,315, inclusive of Round 2 Community Grants and Youth Grants allocation and Round 1 unspent funds.

Noting the item was not discussed at the March General Council Meeting, for a range of staffing, timing and logistical reasons, Round 2 of the 2023-24 Community Grants and Youth Grants has been withdrawn.

It is recommended that the funds be provided as savings in the 2023-24 budget.

If Council is unable to discuss the item on 23 April 2024 and/or finalise the desired future state, it is recommended that the following replace recommendations 2-5 in this report:

*Notes a decision has not yet been made regarding the governance, guidelines, and matrix for the 2024-25 Community Grants and Youth Grants, and that a report return to Council on 14 May 2024 for consideration.*

## **Governance structure**

### Current Structure

The current process for governance of the Community Grants and Youth Grants is:

- Applications are received and processed by staff.
- All eligible applications are presented to Council via a Forum for discussion and feedback (all Council members as active members at the Forum).
- Presented to Council for decision and endorsement (based on the discussion at Forum).

This process includes a panel of staff with experience in community outcome focussed work (e.g., Youth Partnerships Officer, Community Development Officer, etc.) and includes oversight by Team Leader Projects and Partnerships, Unit Manager Community Wellbeing and Manager Community Connections. The steps include:

- Using the Council endorsed guidelines to determine eligibility.
- If eligible, using the Council endorsed assessment matrix to assess weighting.
- Score for each application completed first by individuals on the panel, without group discussion about the specific applications.
- Applications and scores are then discussed as a panel (over 1-2 meetings), prior to determining the final score for each application.
- Once a score is finalised, this information and overall ranking is presented to Council at Forum for discussion and feedback. No decision at this stage has been made regarding any funding allocation.
- Based on the feedback from Council, staff prepare and present a General Council report for decision and endorsement.
- The decision-making regarding eligibility, the assessment matrix construct (resulting in the score) and the final selection of successful applicants is with Council Members.

### Committee Model

On 6 February 2024 at Member Forum, discussions included adjusting the assessment process with the aim for Council Members to gain a better understanding of the grants assessment process and engage earlier in their decision making. An option was to create a formalised Grants Committee and have two Council Members sit on this committee alongside staff. Feedback was that this could be done on a rotating basis, with two Members per round sitting on this committee. This governance model would remove the visibility of both Community Grants and Youth Grants at a Forum where all Council Members are involved, and the process for governance would be:

- Applications are received and processed by staff.
- All applications presented to the Committee for discussion and recommendation.
  - Committee structure to be two staff, two Council Members, and a chair (supported by a minute taker).
  - The agenda and minute process would need to comply with the Local Government (Procedures at Meetings) regulations meaning that agendas must be placed on the council website three clear days before the meeting.
  - The Committee would be open to the public unless grounds for confidentiality would be granted under the Local Government Act 1999.
  - The two Council Members will be formal members of the Committee, with voting rights.
  - Other Council Members may attend as observers.
  - Questions from Members not on the Committee would need to be submitted to the Chair of the Committee prior to the meeting. Points of clarification may be accepted at the discretion of the chair.
- Presented to General Council for decision and endorsement (taking into consideration the Committee's recommendation).



This Committee would operate in a similar manner as the Infrastructure and Environment Committee and Finance, Risk and Audit Committee, as a Section 41 Committee required to meet and abide by the Local Government Act 1999 and the Local Government (Procedures at Meetings) Regulations 2013.

If Council decides to operate under a committee model, staff must return a subsequent report to Council in late April / early May to have this endorsed, including endorsing Terms of Reference.

If a committee is not the preferred process, the Council can remain under the current structure.

### **Updated Guidelines and Assessment Matrix**

Council Members provided feedback via the Council Member survey and at the 6 February 2024 Forum, identifying potential changes to the guidelines and assessment matrix. This feedback has been summarised below and shown in the updated:

- Draft Community Grant Guidelines (attachment 1)
- Draft Community Grant Assessment Matrix 2024 (attachment 2)
- Community Grant Assessment Matrix 2021 (attachment 3)
- Draft Youth Grant Guidelines (attachment 4),
- Draft Youth Grant Assessment Matrix 2024 (attachment 5),
- Youth Grants Assessment Matrix 2021 (attachment 6).

Below is a summary of the feedback and discussion relevant to topics presented in the guidelines or assessment matrix for both **Community Grants and Youth Grants**.

- Activities must be located or delivered within the City of Marion  
The current position is that projects outside of the City of Marion Council boundaries are ineligible unless the activity clearly demonstrates significant benefits to the participants, being City of Marion residents. Application process includes requirement to demonstrate benefit to majority of City of Marion residents and scored on strength of benefit. Guidelines and matrices remain unchanged.
- Activities must benefit and be provided for the majority of CoM residents/young people.  
The current position is that the application process requires applicants to demonstrate the benefit of the activity to City of Marion residents. Feedback was that a suitable ratio is 80/20 percent of City of Marion to non-City of Marion residents, and appropriately weighted. Where the organisation is within City of Marion, their membership base will be considered 'local' and where possible their ratio of Marion / non-City of Marion residents will be noted for the assessment panel to consider (e.g. Sporting clubs or service clubs close to City of Marion boundaries may experience a higher percentage of non-City of Marion residents as part of their membership base, however the organisation itself could be located within our boundary). Matrices have been updated. Guidelines remain unchanged.
- Group or organisation applying must be located within the City of Marion  
Many non-City of Marion organisations are well placed to deliver both Community Grant and Youth Grant projects within our community for our residents. The current guidelines and assessment matrix focus on the community benefits and outcomes associated with each project, and not on the organisation location. Application process includes requirement to demonstrate benefit to majority of City of Marion residents and scored on strength of benefit. Guidelines remain unchanged.
- Negative weighting to be applied to applications if organisations have been funded within the last 1-2 financial years

A percentage reduction was applied in Round 1 2023/24. Feedback was this was a desired future component of both grant rounds with a reduction of 10% to be applied if the organisation has been funded within the last 3-4 rounds, and a reduction of 20% applied if funded within the last 1-2 rounds. This percentage reduction is applied after the initial assessment has been completed. Guidelines have been updated.

- Applications are required to show a cost per head  
Applicants will be required to provide cost per head for relevant projects and activities within the application process. Cost per head will be shown via reports appropriate to the endorsed governance structure (e.g., to Committee or to Forum, and in attachments to General Council). Guidelines and matrices remain unchanged.
- Organisations may only apply for a Community Grant or a Youth Grant in a grant round (not both)  
The current position is that an organisation can apply for both without restriction. Feedback was that an organisation should not be able to apply for a Community Grant and a Youth Grant for the same project, deeming the organisation ineligible, but a Community Grant and Youth Grant for different projects should be considered in isolation. Guidelines have been updated.
- Organisation or group declares any current and/or financial support or agreement they receive from the City of Marion  
The current position is that organisations show if they receive a direct City of Marion financial contribution (e.g. via Management Agreement). Feedback was that this remains in place but does not extend to provision of information in relation to other government or non-government funding, rebates, or other financial support from outside of City of Marion. The request for this direct City of Marion disclosure has been implemented for 2023-24 Community Grant Round 1. Guidelines remain unchanged for Community Grants and have been updated for Youth Grants.
- The current position is that Council is the final decision maker regarding grants. Feedback was that the inclusion of *"this decision may take into account other matters that Council deem reasonable and relevant to the decision-making process"* within the guidelines enables Council to consider all information presented by the applicant, staff, an assessment panel / committee and/or Council Members prior to making the final decision. Guidelines have been updated.

Below is a summary of the feedback and discussion relevant to topics presented in the guidelines or assessment matrix for **Community Grants**:

- Applications should align with CoM's Strategic Plan / Community Vision – Towards 2040  
The current position is that there is no alignment needed. Feedback was that it should be within the assessment matrix with a small weighting, with a majority of the assessment matrix focussed on community outcomes and benefits. Guidelines and matrix have been updated.
- Applications assessed in relation to wider community access  
Activities continue to be assessed in relation to wider community access. Feedback was to ensure target groups / particular demographics within CoM should also be supported. Guidelines and matrix have been updated.
- All not-for-profits are eligible for Community Grants regardless of size, financial position, etc.

Feedback was applications from all not-for-profits would continue to be eligible. Guidelines remain unchanged.

- Continue to fund activities, programs, and equipment  
The current position is that capital works and facility upgrades are eligible. Feedback was that these types of applications (minor and major capital works, facility upgrades, etc) would continue to be eligible. Guidelines remain unchanged.

## Community Event Fund

The purpose of the Community Event Fund (CEF) is to assist local not for profit organisations and community groups to stage events or festivals, providing a contribution to event costs that demonstrate a benefit to the City of Marion that are in line with the endorsed CEF Guidelines.

Currently, the CEF has a total pool of \$16,000 per annum. Not-for-profits can apply for a maximum of \$1,000 per annum to assist in the delivery of local community events and/or festival type activities held within the City of Marion.

The CEF is open over two rounds per year, January to June and July to December. A total pool of \$8,000 is available for distribution in each round. Staff assess each application on merit, eligibility, and alignment with the CEF Guidelines and decide on successful and unsuccessful applications. The current process is more agile to administer than those within the Community Grants or Youth Grants and provides a faster turnaround to applicants.

During the February Elected Member Forum, Council remained uncertain about their desired future state for the funding of events and wished for the three options to be presented back at General Council prior to a decision being made.

### Option 1: Current Process with improvements (recommended option by staff)

- Considerations:
  - The intent of funding 'events' within the Community Grant (CG) and Youth Grant (YG) streams is aligned with applications that deliver a suite or series of events within a program or project e.g., a number of skate workshops/events, within a program held over a school holiday period rather than a once off Skate Day event.
  - Once off events currently have a dedicated fund (CEF) for assistance and support to deliver local community events with lower financial value than available in CG or YG (\$1,000 max compared to CG & YG that generally as a \$5,000 max).
  - Examples of once off events e.g., Multicultural Festival (Holi, Lunar New Year, etc), Special Olympics, 'Come n Try' events, Careers Day. Some of these events may experience substantial costs (e.g., total budget for an event could be in excess of \$20,000) to deliver the event. The current annual allocation for CEF, and maximum dollar per grant, reduces the effectiveness of the CEF for larger community events to seek funding from CoM to run their events in the Council area.
  - Once off events struggle to meet the criteria throughout the assessment process when applied through the CG & YG streams and are limited in their alignment with the CG or YG purpose.
  - Once off events utilising CG and YG funding, reduce the options to fund programs that the stream is intended for. example: activities, projects, workshops, and equipment.
  - Improvements:
    - *Once off events become ineligible for CG and YG streams*
    - *All event applicants will be directed to apply to the CEF.*

- *Increase CEF annual allocation and individual grant value to cater for small and large Community Events, administered under same process (two rounds, processed by staff).*
- *Use CEF as a tool to market, attract and support community events of a variety of size and nature throughout the year, including markets, multicultural events, youth specific events, etc.*
- Administration to continue to assess and allocate funding from the CEF stream.

**Option 2: Current process (no change)**

- Considerations
  - The current position is that events are eligible for CG and YG however, as previously noted, the intent of funding 'events' within the CG and YG grant streams is aligned with applications that deliver a suite or series of events within a program or project e.g., skate workshops/events, within a program held over a school holiday period, not once off events.
  - Once off event applications tend to score low through the CG & YG assessment processes as opposed to more relevant community programs and projects.
  - Once off events may continue to apply for the most appropriate grant round relevant to their event and be assessed against that preferred fund grant guidelines (e.g., CG, YG or CEF).
  - Administration to continue to assess and allocate funding from the CEF stream.

**Option 3: Combine Community Event Fund into the CG and YG grant streams (least preferred option by staff)**

- Considerations:
  - A new criterion would need to be set to incorporate once off events and be able to suitably assess and support once off events, alongside dedicated programming, and smaller scale community development-based applications.
  - Once off community events fund is currently available to not-for-profit organisations and community groups and this process is agile, responsive, and well utilised.
  - Combining the two grants and CEF would significantly increase the length of time from receiving an application to funding it, in comparison to CEF. If this is the preferred option, the CG and YG streams would need extra funding allocated to ensure COM could support small and large events such as markets, CALD, youth events, etc.
  - The CG and YG would need eligibility criteria and matrices adjusted further to the current discussion, and this would need to come back to Council at a later date for consideration and endorsement.
  - Option to increase the CEF fund is more efficient in resourcing and administration, and ensures events are clearly separated out as a separate community offering.
  - The existing 5-6 month timeline for Council decisions (when considering the open/close dates of grant rounds, assessment period, Forum/Committee discussion, General Council decision) restricts the support COM can provide to event organisers as many event applications are received in the months leading up to event dates, whereas CG and YG are longer in the planning phase. COM remaining agile in our response to support and attract community events is beneficial.

Guidelines to be updated to reflect Council endorsed option.

**ATTACHMENTS**

1. Attachment 1 - DRAFT Community Grants Guidelines 2024 [**12.6.1** - 4 pages]
2. Attachment 2 - Community Grants Assessment Matrix 2024 [**12.6.2** - 1 page]
3. Attachment 3 - Community Grants Assessment Matrix 2021 [**12.6.3** - 1 page]
4. Attachment 4 - DRAFT Youth Grants Guidelines 2024 [**12.6.4** - 4 pages]
5. Attachment 5 - DRAFT Youth Grants Assessment Matrix 2024 [**12.6.5** - 1 page]
6. Attachment 6 - Youth Grants Assessment Matrix 2021 [**12.6.6** - 2 pages]







# GUIDELINES



## Introduction

The purpose of the Community Grants Program is to assist local not-for-profits to establish and undertake projects or activities that are beneficial for the community.

Applications should support and align the projects with the following: ~~reports and policies:~~

- The City of Marion ~~Strategic Plan and Community Vision – Towards 2024. Community Vision and Strategic Plan;~~
- ~~The City of Marion Equity, Access and Social Inclusion Policy Statement;~~ ~~xx~~

Applications should ensure programs, activities and events are inclusive and as accessible as possible for all groups, including people of various genders, ages, sexuality, cultural backgrounds, religious beliefs and those living with disability. ~~The City of Marion recognises particular programs may be implemented to support vulnerable populations and/or specific demographic groups within our community.~~

## Support with your application

Applicants are strongly encouraged to refer to the Grant Guidelines and the document links above before considering an application.

If you require further information please contact [Ashley Lambourne Sherina Kuik](#), Grants Officer on phone 08 8375 6600 or email [ashley.lambournesherina.kuik@marion.sa.gov.au](mailto:ashley.lambournesherina.kuik@marion.sa.gov.au).

All information relating to City of Marion grants including key dates and previously successful recipients can be found on the City of Marion [website](#).

Applications need to be submitted [online](#).

## To be eligible

- Applications are encouraged from incorporated not-for-profit organisations and groups.
- **NOTE:** Groups that are not incorporated need an incorporated body willing to accept the funds on your behalf and accept responsibility for the funding of the project.
- **Applications must include completed financial information and necessary quotations. All quotations must be GST exclusive.**

## The following will make an application ineligible

- Funding for individual, private, political or commercial enterprises or activities.
- Fundraising or sponsorship.
- Ongoing operational costs, core business, salaries or costs not directly related to project delivery.
- Payment for facilitators/instructors (unless it is clearly demonstrated that required expertise cannot be sourced internally).
- Projects that duplicate a community need already being met.
- ~~Applications that have applied within the Youth Grants stream for the same project within the same round.~~
- Projects implemented outside of the City of Marion council boundaries (unless the activity clearly demonstrates significant benefits to the participants, being City of Marion residents).
- The project has commenced or retrospective funding (money spent before a grant is approved).
- Funding for academic research or conference costs, interstate or overseas travel.
- Schools are not eligible to apply. External organisations conducting activities within schools, during school hours, are also ineligible.
- The organisation has an outstanding acquittal or debt owing to Council. *Please note this does not apply to organisations that have a loan with Council and are complying with the repayment terms.*

**Ineligible applications will not progress to the assessment stage.**

## Funding and additional criteria

- Each funding round may include one grant up to \$10,000.

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

March ~~June~~ 2024

Field Code Changed





# GUIDELINES



- The remaining funding pool has a \$5,000 limit per application.
- ~~Council's strong preference will be given to small not-for-profit organisations.~~
- Applicants must declare any current and/or ongoing in-kind or financial support received from the City of Marion eg subsidised rent, funding agreements.
- Only one application per community group/organisation per round will be accepted.
- Where relevant, applications may be approved subject to additional criteria being met (eg: subject to development approval, landlord approval etc).
- Grants should generally not be used for site improvements on private property.

**Commented [JC1]:** Forum discussion - all NFP's equally eligible to apply

## Grant Objectives

Applicants should consider the following:

- Establish and undertake activities that align with the
  - City of Marion ~~Strategic Plan and Community Vision – Towards 2024. Community Vision and Strategic Plan.~~
  - ~~City of Marion Equity, Access and Social Inclusion Policy statement.~~
- Activities that focus on the following will be highly considered:
  - Demonstrate a strong benefit to City of Marion residents.
  - Demonstrate inclusivity and accessibility to the wider community, where possible.
  - Encourage community led projects/activities, including opportunities for volunteers.
  - Create opportunities for ~~increased social connections and grass roots clubs and groups to~~ increased community participation.
  - Demonstrate how the outcomes of the funding includes giving back to the community.
  - Enable wellbeing eg: healthy lifestyles, skill development, community safety, cultural harmony
  - Demonstrate environmental responsibility by the organisation/group, where applicable, eg: environment policies or practices.

**Commented [JC2]:** reworded to reflect Councils preference after forum re: concentrate on increased social connection (previously stipulated grass roots - comments suggest any orgs increasing community connection should be encouraged)

**Examples of funding areas could include:** recreation ~~al/community programs, workshops/series of events, eg: health & wellbeing and/or skill development~~ ~~Game n Try's, equipment, open days, arts and cultural activities, facility upgrades and minor capital works.~~

## How are applications assessed?

- Applications will be assessed and scored against grant guideline criteria.
- Applications will be assessed and scored against community grant objectives.
- Applications will be assessed and scored against the City of Marion's identified reports ~~and policies~~ listed throughout the guidelines.
- ~~A reduction of 10% is applied to the application total assessment score if the organisation has been funded within the last 3-4 rounds, and a reduction of 20% applied if funded within the last 1-2 rounds.~~
- ~~Additional assessment information to be included as per endorsed Council processes eg: Community Grants Assessment Matrix 2024, grants committee.~~

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Please note that meeting the eligibility criteria alone does not guarantee funding. The Community Grants Program is highly competitive with a budget limit. The decision to award a grant is made by Council and the decision of Council is considered final. ~~This decision may take into account other matters that Council deem reasonable and relevant to the decision-making process.~~

## Financial reporting and project evaluation

Applicants will be required to complete an acquittal form online. The form is due one month after the completion of the project or 13 months from the funding date, whichever is earlier. Evidence of expenditure is required – **all receipts must be attached to the acquittal.**

The acquittal form verifies that the grant funding has been spent in accordance with the project budget provided in the application form. Final acquittal of the grant requires a statement of income and expenditure for the project as well as evaluation documentation. The evaluation ~~form~~ provides valuable feedback to the

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

March ~~June~~ 2024



# GUIDELINES



City of Marion on how your project and the community have benefited from the Community Grants Program.  
(where applicable please include photos of your project/activity).

**Successful applicants are required to comply with terms and conditions included in the application form.**

| [www.marion.sa.gov.au/grants](http://www.marion.sa.gov.au/grants)

March ~~June~~ 2024



# Community Grants Assessment Matrix

Activity or Project Criteria	Weighting Applied	Criteria Applied to Assessment
Activity or Project benefits majority of City of Marion residents	20%	Demonstrates participation by CoM residents and/or members of local CoM clubs/organisations at an 80/20 ratio or higher.
Activity or Project creates Community Connection	15%	Addresses social isolation, increases opportunity for social connectedness, neighborhood connection and/or intergenerational connection.
Activity or Project incorporates a focus on health and wellbeing	15%	Demonstrates opportunities for supporting better physical and/or mental health.
Activity or Project incorporates a focus on skill development	15%	Evidence of skill development opportunities for participants eg: employment skills, leadership skills, life skills.
Activity or Project is inclusive as possible for the CoM community	10%	Open to broader community but mindful of specific targeted demographics for some activities/projects. Creates safe spaces for community and encourages cultural harmony.
Activity or Project aligns with CoM's Strategic Plan/Community Vision - Towards 2040	10%	Strength of alignment in relevant areas eg: engaged, liveable.
Activity or Project demonstrates applicant's in-kind support	5%	Level of applicant contribution to total project cost eg: facility, facilitators and/or resources to deliver activity/project.
Activity or Project creates opportunities for volunteers	5%	Project or activity utilises or gives opportunities to engage volunteers, gives back to the community.
Organisation/group demonstrates environmental responsibility	5%	Application indicates current or intended progress towards an increased environmental responsibility eg: organisational policies and practices in place

<b>Community Grants Assessment Matrix – FINAL 2021</b>			
<b>Alignment</b>	<b>Weighting</b>	<b>Assessment Criteria</b>	
<b>Aligns with CoM's Equity, Access and Social Inclusion policy</b>	15%	Demonstrates alignment to the Policy Statement Key Points • Recognise the rights for all members of our community to have dignity and autonomy • Be non-discriminatory and inclusive • Encourage full and effective opportunities for participation in, and contribution towards community life • Respect, foster and value a sense of belonging amongst a diverse community • Respect diversity • Value contributions made by community members to community life • Have a strong focus on equity of opportunity	
<b>Grass-Roots Organisation</b>	5%	Preference given to smaller Not for Profit clubs/ organisations	
<b>Local Community Provider</b>	15%	Preference given to clubs/organisations who are located exclusively within the CoM	
<b>Strength of Benefit to CoM</b>			
<b>Creates Community Connection</b>	15%	Activities or events are community led and/or create opportunities for volunteers and/or give back to the community	
<b>Enables Community Participation</b>	15%	Opportunity for community participation and/or demonstrates opportunities for the wider community to access activities and/or events	
<b>Encourages Community Wellbeing</b>	15%	Focus on overarching wellbeing factors, e.g. physical health, mental health, skill development, community safety, cultural harmony	
<b>Incorporates Environmental Responsibility</b>	5%	Environmental responsibility where applicable, e.g. evidence of policies or practices in place	
<b>Additional Criteria</b>			
<b>Quality of budget</b>	5%	Provides a clear, accurate and complete budget	
<b>Council best place to assist</b>	10%	Preference given to applicants that have a limited ability to attract other external funding	
	<b>100%</b>		





# GUIDELINES



## Introduction

The purpose of the City of Marion Youth Grants is to support not-for-profit groups and service organisations to deliver well-managed and relevant projects and programs whilst strengthening connections for young people in our community.

Applications should support and align the projects with the following reports and policies:

- City of Marion [Strategic Plan and Community Vision – Towards 2040 Youth Engagement and Consultation Report](#) ~~XXX~~ key findings.
- City of Marion [Strategic Plan](#) ~~XXX~~

Applications are invited from organisations with the expertise and local knowledge to provide diverse and inclusive opportunities that are accessible as possible for all groups, including people of various genders, ages, sexuality, cultural backgrounds, religious beliefs and those living with disability. [The City of Marion recognises particular programs may be implemented to support vulnerable populations and/or specific demographic groups within our community.](#)

## Support with your application

Applicants are strongly encouraged to refer to the Grant Guidelines and the document links above before considering an application.

If you require further information please contact [Ashley Lambourne, Sherina Kuik](#), Grants Officer on phone 08 8375 6600 or email [ashley.lambournesharina.kuik@marion.sa.gov.au](mailto:ashley.lambournesharina.kuik@marion.sa.gov.au).

All information relating to City of Marion grants including key dates and previously successful recipients can be found on the City of Marion [website](#).

Applications need to be submitted [online](#).

## To be eligible

- Applications are encouraged from incorporated not-for-profit organisations and groups.  
**NOTE:** Groups that are not incorporated need an incorporated body willing to accept the funds on your behalf and accept responsibility for the funding of the project.
- **Applications must include completed financial information and necessary quotations. Quotations must be GST exclusive.**
- Schools/educational institutions are eligible to apply, provided they can demonstrate:
  - The project is delivered outside of normal school hours, this also applies to external facilitators conducting programs and activities within schools.
  - The project is meeting an identified need that is not limited to the school environment and demonstrates how the project will have benefits to the wider youth population.
  - The project does not form part of the core business of the Department for Education.
  - Alternative funding sources for the project are not available from the Department for Education.

## The following will make an application ineligible

- Funding for individual, private, political or commercial enterprise or activities.
- Fundraising or sponsorship.
- Ongoing operational costs, core business, salaries or costs not directly related to project delivery.
- Projects that duplicate a community need already being met.
- Projects implemented outside of the City of Marion council boundaries (unless the activity clearly demonstrates significant benefits to the participants, being City of Marion's young people).
- [Applications that have applied within the Community Grants stream for the same project within the same round.](#)
- The project has commenced or retrospective funding (money spent before a grant is approved).
- ~~Funding for academic research or conference costs, interstate or overseas travel.~~

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

March 2024 June 2023

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# GUIDELINES



- The organisation has an outstanding acquittal or debt owing to Council. *Please note this does not apply to organisations that have a loan with Council and are complying with the repayment terms.*

**Ineligible applications will not progress to the assessment stage.**

## Funding

- Applicants may apply for funding up to \$10,000.
- Applicants may apply for more than one grant by submitting a separate application for each project, demonstrating clear distinctions between the projects.
- Applicants must declare any current and/or ongoing in-kind or financial support received from the City of Marion eg subsidised rent, funding agreements.*

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## Grant Objectives

Applicants should consider the following:

- Establish and undertake projects or activities that align with the
  - City of Marion Youth Engagement and Consultation Report's key findings*
  - City of Marion Strategic Plan and Community Vision – Towards 2024. Community Vision and Strategic Plan*
  - City of Marion Equity, Access and Social Inclusion Policy statement.*
- Programs or services that focus on the following will be highly considered:
  - Are delivered by organisations that have existing youth development expertise.
  - Are addressing an identified need *for City of Marion's young people.*
  - Develop opportunities for youth participation, *connection* and promote the health and wellbeing of young people.
  - Demonstrate inclusivity and accessibility to the wider community where possible.
  - Demonstrate evidence of youth engagement in the design, planning and delivery of the project, where possible.
  - Organisations that contribute their own in-kind resources to the project and encourage opportunities for volunteering.
  - Demonstrate environmental responsibility by the organisation/service, where applicable, eg: environment policies or practices in place.

## Suggested Focus Areas

- Strengthening Youth Engagement and Participation
- Creating Safe, Inclusive and Welcoming Spaces
- Developing Creativity through Arts and Culture
- Valuing Nature and Environmental Sustainability
- Skill Development and Leadership

## How are applications assessed?

- Applications will be assessed and scored against grant guideline criteria.
- Applications will be assessed and scored against youth grant objectives.
- Applications will be assessed and scored against the City of Marion's identified reports and policies listed *within throughout* the guidelines.
- A reduction of 10% is applied to the application total assessment score if the organisation has been funded within the last 3-4 rounds, and a reduction of 20% applied if funded within the last 1-2 rounds.*
- Additional assessment information to be included as per endorsed Council processes eg: Youth Grants Assessment Matrix 2024, grants committee.*

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Please note that meeting the eligibility criteria alone does not guarantee funding. The Youth Grants Program is highly competitive with a budget limit. The decision to award a grant is made by Council and the decision of Council is considered final. *This decision may take into account other matters that Council deem reasonable and*

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

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# GUIDELINES



| [relevant to the decision-making process.](#)

## [Financial reporting and project evaluation](#)

Applicants will be required to complete an acquittal form online. The form is due one month after the completion of the project or 13 months from the funding date, whichever is earlier. Evidence of expenditure is required – **all receipts must be attached to the acquittal.**

The acquittal form verifies that the grant funding has been spent in accordance with the project budget provided in the application form. Final acquittal of the grant requires a statement of income and expenditure for the project as well as evaluation documentation. The evaluation form provides valuable feedback to the City of Marion on how your project and community have benefited from the Youth Grants Program (please provide photos of your project/activity).

**Successful applicants are required to comply with terms and conditions included in the application form.**



# Youth Grants Assessment Matrix 2024

Activity or Project Criteria	Weighting Applied	Criteria Applied to Assessment
Activity or Project benefits majority of CoM young people	20%	Demonstrates participation by CoM young people at an 80/20 ratio or higher.
Alignment with Key reports and City of Marion Strategic Plan & Community Vision – towards 2040	15%	Demonstrates alignment to the following document: <ul style="list-style-type: none"> <li>The City of Marion Strategic Plan and Community Vision – Towards 2040 The City of Marion Youth Action Plan 2024-2027 (currently in draft)</li> </ul>
Youth Specific Provider	15%	Does the applicant have experience delivering youth specific programs/projects events? <b>OR</b> Is the applicant from a specific sector i.e. housing, employment, developing a program aimed at young people between the ages of 12-25 years to address current needs?
Youth Development		Strength of Benefit to Young People
Activity or Project creates Community Connection	10%	Addresses social isolation, increases opportunity for social connectedness, peer connection and/or intergenerational connection.
Activity or Project is inclusive as possible for CoM young people	10%	Open to broader community but mindful of specific targeted demographics for some activities/projects. Creates safe spaces for community and encourages cultural harmony.
Activity or Project enables youth engagement	10%	Demonstrates awareness and opportunity for young people to: <ul style="list-style-type: none"> <li>Co-design the project</li> <li>Be involved in the planning and delivery of the project</li> </ul>
Activity or Project promotes positive wellbeing for young people	10%	The project is addressing issues that affect the health and wellbeing of young people. The following factors should be considered: (but not limited to) <ul style="list-style-type: none"> <li>Mental Health      Physical Health</li> <li>Skill Development      Cultural Wellbeing</li> </ul>
Additional Criteria		
Applicant contribution to the Activity or Project	5%	The applicant has commitment to the project by contributing; Eg: In kind support, volunteer hours, financial commitment
Applicant demonstrates environmental responsibility	5%	Application indicates current or intended progress towards an increased environmental responsibility eg: organisational policies and practices in place.

Youth Development Assessment Matrix 2022/23		
Alignment	Weighting	Organisational Alignment
Alignment with Key report and City of Marion Strategic plan	15	<p>Demonstrates alignment to the following documents:</p> <ul style="list-style-type: none"> <li>• <a href="#">The City of Marion Community Vision and Strategic Plan.</a></li> <li>• <a href="#">The City of Marion Youth Engagement and Consultation Report 2019-2023</a></li> <li>• <a href="#">The City of Marion Equity, Access and Social Inclusion Policy Statement.</a></li> </ul>
Youth Specific Provider	15	<p>Does the applicant have experience delivering youth specific programs/projects events?</p> <p>Or</p> <p>Is the applicant from a specific sector i.e. housing, employment and are going to develop a program aimed at young people between the ages of 12-25years.</p>
Aligns with the City of Marion Equity, Access and Inclusion policy.	15	<p>Demonstrates alignment to Policy Statement</p> <p><b>Key Points</b></p> <ul style="list-style-type: none"> <li>• Recognise the rights for all members of our community to have dignity and autonomy</li> <li>• Be non-discriminatory and inclusive</li> <li>• Encourage full and effective opportunities for participation in, and contribution towards community life</li> <li>• Respect, foster and value a sense of belonging amongst a diverse community</li> <li>• Respect diversity</li> <li>• Value contributions made by community members to community life</li> <li>• Have a strong focus on equity of opportunity</li> </ul>
Youth Development		<b>Strength of benefit to young people</b>
The proposed project enables Youth Engagement and Participation	15	<p>Demonstrates awareness and opportunity for young people to:</p> <ul style="list-style-type: none"> <li>• Co-design the project</li> <li>• Be involved in the planning and delivery of the project</li> <li>• Accessibility to the wider youth community.</li> </ul>
Promotes Positive wellbeing for young people	15	<p>The project is addressing issues that affect the health and wellbeing of young people.</p> <p>The following factors should be considered: (but not limited to)</p> <ul style="list-style-type: none"> <li>• Mental Health</li> <li>• Physical Health</li> <li>• Skill Development</li> <li>• Cultural wellbeing</li> </ul>

Youth Development Assessment Matrix 2022/23		
		Additional Criteria
Incorporates Environmental Responsibility	5	Demonstrated environmental responsibility/awareness by the organisation/group eg: evidence of relevant policies or practices in place.
Quality of the budget	10	Provides a clear, itemised, accurate budget, with attachments provided where requested.
How is the applicant contributing	10	The applicant has commitment to the project by contributing <ul style="list-style-type: none"> <li>• In kind support</li> <li>• Volunteer hours</li> <li>• Financial commitment</li> </ul>
TOTAL	100	

**12.7 SRWRA Charter Review 2024**

<b>Report Reference</b>	GC240423R12.7
<b>Corporate Manager</b>	- N/A
<b>General Manager</b>	General Manager Corporate Services - Angela Allison

**REPORT OBJECTIVE**

The purpose of this report is to present changes to the Southern Regional Waste Resource Authority (SRWRA) Charter as recommended by the SRWRA Board.

**REPORT HISTORY**

<b>Report Reference</b>	<b>Report Title</b>
GC220726R12.3	Southern Region Waster Resource Authority (SRWRA) - Charter Review 2022

**EXECUTIVE SUMMARY**

The SRWRA Charter 2015 (Clause 5.7) requires Constituent Councils to review the Charter every four years.

The timing of the Charter review was significantly disrupted with the onset of COVID-19 and impact to the business and operations of the Constituent Councils.

The SRWRA Board has reviewed the SRWRA Charter 2024 and is recommending approval of the revised Draft SRWRA Charter 2024 by the Constituent Councils.

**RECOMMENDATION**

**That Council:**

- 1. Approves the SRWRA Draft Charter 2024.**

**DISCUSSION**

SRWRA is a regional subsidiary established by the Cities of Onkaparinga, Marion, and Holdfast Bay, pursuant to section 43 of the Local Government Act 1999. Under its Charter, SRWRA is responsible for providing and operating waste management services on behalf of its Constituent Councils.

Clause 2.1.2 of the SRWRA Charter allows for the Charter to be reviewed at any time by unanimous decision (expressed by resolution) of the Constituent Councils. The Charter was last reviewed in 2022. SRWRA has undertaken a review of the SRWRA Charter 2022 in line with clause 2.1 Establishment and Charter following a recommendation from the SRWRA Independent Chair Appointment Panel convened in 2023.

The SRWRA Board has recently reviewed the Charter and recommends the Constituent Councils consider several changes to improve Board succession planning and to acknowledge that an appropriate mix of skills is important for the effective operation of the Board.

The key changes recommended by the Board include:

1. the addition of second independent Board Member;
2. a limitation on the maximum term for independent members; and
3. consideration of a skills matrix when determining appointments to the SRWRA Board.

The attached letter from SRWRA Chief Executive Officer, Chris Adams, provides more detail on the rationale for recommended changes (attachment 1). The proposed changes to the Charter are highlighted in Attachment 2, with a clean version provided in Attachment 3.

## **ATTACHMENTS**

1. City of Marion - SRWRA Charter Review 2024 [**12.7.1** - 3 pages]
2. DRAFT - SRWRA Charter 2024 - track changed [**12.7.2** - 15 pages]
3. DRAFT - SRWRA Charter 2024 [**12.7.3** - 15 pages]



6 March 2024

Mr Tony Harrison  
Chief Executive Officer  
City of Marion  
PO Box 21  
Oaklands Park SA 5046

Sent via email: [tony.harrison@marion.sa.gov.au](mailto:tony.harrison@marion.sa.gov.au)

Dear Tony,

#### **SRWRA Charter Review 2024**

While the SRWRA Charter (Charter) is required to be reviewed at least once in every 4 years it may be reviewed by the Constituent Councils at any time. The Charter was last reviewed in 2022 however, the SRWRA Board has recently reviewed the Charter 2022 and recommends the Constituent Councils consider several changes to improve Board succession planning and to acknowledge that an appropriate mix of skills is important for the effective operation of the Board.

The key changes recommended by the Board include:

1. The addition of second independent Board Member,
2. A limitation on the maximum term for an independent members, and
3. Consideration of a skills matrix when determining appointments to the SRWRA Board.

#### **Background**

The Constituent Council CEOs requested SRWRA review the current Charter provisions as an action arising from the last appointment process for the Board Chair. It was observed that the current Chair's term of service is more than 20 years, which is beyond what is suggested in the *Australian Institute of Company Directors' Principle 3: Board Composition* to encourage Board renewal.

*"Boards should consider how a director's tenure may impact their performance, particularly if serving for ten years or longer. Even if a director does serve for an extended period, limiting*



*tenure will encourage regular review about whether their appointment continues to be in the best interest of the organisation.”*

The Board observed that the current Chair provides significant and ongoing value to the organisation.

#### Addition of a second independent Board Member

The current Board is comprised of seven members, one member with expertise in waste management and/or business is appointed jointly by the Constituent Councils as Chair, two members from each of the Constituent Councils, one of whom must be an officer of the Constituent Council making the appointment.

The inclusion of a second independent member is recommended to provide for a staged renewal of independent members which;

- improves continuity and assist in the retention of corporate knowledge of the Board,
- allows for the introduction of different skills not necessarily found in local government, and
- provides a potential succession plan for the Chair role.

#### Independent members and their term

The Board considered setting limits to the term of appointment for all Board members, however it concluded that it was not practical for the type of entity SRWRA is (local government owned and operated), and the desired composition of the Board in the Charter. The Board, in reaching this conclusion found:

- The composition of members includes Elected Members, Council Officers and at present one independent member.
  - Elected Members have natural limits of tenure via election cycles and there is opportunity for renewal as part of the Constituent Council Board Member appointment process. Difficulties have recently been observed in sourcing Elected Members to fill Board positions.
  - Council Officers may have long terms of service and the seniority of officers required to make effective decisions limits the number of candidates available. The application of a skills matrix may further limit the number of suitable candidates.
  - Independent Members are more likely to be available in the market and the most likely segment of the Board Members to have term limits applied. *Australian Institute of Company Directors' Principle 3: Board Composition* provides guidance with regards to a term of 10 years.

#### Skills Based Board

SRWRA has grown in scale, complexity and commerciality which requires the Board to possess a range of skills and attributes that reflects the needs of the organisation. In response to the environment SRWRA operates within, the Board is compiling a skills matrix to identify the range of skills needed to provide the necessary governance and commercial oversight required. The Board

considers that this would be a useful tool for the Constituent Councils to consider when making Board appointments.

Your Sincerely

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

Chris Adams  
Chief Executive Officer

**LOCAL GOVERNMENT ACT 1999**  
**SOUTHERN REGION WASTE RESOURCE AUTHORITY**  
**REGIONAL SUBSIDIARY**  
*Charter 2022/2024*

**PART I: GENERAL**

**1. INTRODUCTION**

**1.1 Name**

The name of the subsidiary is Southern Region Waste Resource Authority (referred to as '**the Authority**' in this Charter).

**1.2 Definitions**

- 1.2.1 **absolute majority** means a majority of the whole number of the Board members or of the Constituent Councils as the case may be;
- 1.2.2 **Act** means the *Local Government Act 1999*;
- 1.2.3 **Board** means the board of management of the Authority;
- 1.2.4 **Budget** means a budget consistent with clause 6.5 and last adopted by the Board
- 1.2.5 **Constituent Councils** means the Councils identified at Clause 2.1 of this Charter;
- 1.2.6 **Gazette** means the *South Australian Government Gazette*;
- 1.2.7 **net assets** means total assets (current and non-current) less total liabilities (current and non-current) as reported in the annual audited financial statements of the Authority together with the net present value of the projected future cash inflows net of cash outflows of the remaining useable airspace over the SRWRA Landfill Operation as licensed by the Environment Protection Authority;
- 1.2.8 **simple majority** means a majority of those present and entitled to vote;
- 1.2.9 **SRWRA Landfill Operation** means that land which is held by the Authority under certificates of title volume 5822, folio 967; volume 5822, folio 966; volume 5822, folio 965; volume 5299, folio 719; volume 5299, folio 720; volume 6199, folio 621 and volume 6217, folio 132;
- 1.2.10 **waste** means any or all waste as approved under the Environment Protection Act licence held by the Authority or its contractor.

**PART II: GOVERNANCE**

**2. THE AUTHORITY**

**2.1 Establishment and Charter**

- 2.1.1 The Authority is a regional subsidiary established pursuant to section 43 of and Schedule 2 to the Act by the:
  - 2.1.1.1 City of Holdfast Bay;
  - 2.1.1.2 City of Marion; and
  - 2.1.1.3 City of Onkaparinga.

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- 2.1.2 This Charter may be amended at any time by unanimous decision (expressed by resolution) of the Constituent Councils.
- 2.1.3 Before the Constituent Councils vote on a proposal to alter this Charter, they must take into account any recommendations of the Board.
- 2.1.4 For the purposes of clause 19(5)(b) of Schedule 2 to the Act, the Chief Executive Officers of the Constituent Councils have determined that a copy of the Charter, must be published on the website of the Authority.
- 2.1.5 This Charter must be read in conjunction with Parts 2 and 3 of Schedule 2 to the Act. The Authority shall conduct its affairs in accordance with Schedule 2 to the Act except as modified by this Charter in a manner permitted by Schedule 2.

## 2.2 Objects and Purposes

### 2.2.1 The Authority is established to:

- 2.2.1.1 provide and operate services at a place or places for the management of waste by or on behalf of the Constituent Councils and/or any other approved councils;
- 2.2.1.2 undertake anything relevant (including educational programmes and processes) to the management of waste;
- 2.2.1.3 provide a forum for discussion and/or research for the ongoing improvement of management of waste;
- 2.2.1.4 undertake management of waste on behalf of the Constituent Councils on a competitive basis;
- 2.2.1.5 fulfil, on behalf of the Constituent Councils, any ongoing obligation in relation to rehabilitation and monitoring of waste management facilities under its control;
- 2.2.1.6 secure best value and value for money in waste management activities and services;
- 2.2.1.7 develop or facilitate activities or enterprises that result in a beneficial use of waste;
- 2.2.1.8 be financially self-sufficient;
- 2.2.1.9 develop or facilitate activities or enterprises that result in a beneficial use of the landfill site or infrastructure;
- 2.2.1.10 keep the Constituent Councils informed about relevant emerging opportunities, trends or issues in waste management; and
- 2.2.1.11 have regard in the performance of its functions to sustainable, environmentally efficient practices with regard to waste management

### 2.2.2 The Authority must in the performance of its role and functions and in all of its plans, policies and activities:

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2.2.2.1 operate in a sustainable manner by giving due weight to economic, social and environmental considerations; and

2.2.2.2 conduct its activities in compliance with all regulatory requirements and in a manner that minimises risk to the Constituent Councils.

### 2.3 Powers and Functions of the Authority

Subject to this Charter, the Authority may exercise the following powers in the performance or discharge of its objects and purposes:

- 2.3.1 the accumulation of surplus funds including for investment purposes;
- 2.3.2 investing any of the funds of the Authority in any investment authorised by the *Trustee Act 1936*, or with the Local Government Finance Authority provided that:
  - 2.3.2.1 in exercising this power to invest the Authority must exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
  - 2.3.2.2 the Authority must avoid investments that are speculative or hazardous in nature;
- 2.3.3 setting aside a reserve fund or funds clearly identified for the upkeep and/or replacement of fixed assets of the Authority or meeting any deferred liability of the Authority;
- 2.3.4 borrowing money and/or to incurring expenditure in accordance with clause 6.2 of this Charter;
- 2.3.5 opening and operating bank accounts;
- 2.3.6 entering into contracts, purchasing, selling, leasing, hiring, renting or otherwise acquiring or disposing of any personal property or interests therein;
- 2.3.7 purchasing, selling, leasing, hiring, renting or otherwise acquiring or disposing of any real property or interests therein, provided that it is a condition precedent, that in any such transaction where the Authority will incur a singular or a total liability of \$1,000,000 or more that unless the liability is included in the Budget; the prior written approval of two-thirds of the Constituent Councils is obtained;
- 2.3.8 participating in a joint venture, trust, partnership or similar for the purpose of engaging in a commercial activity or enterprise;
- 2.3.9 appointing, managing, suspending and dismissing the Chief Executive Officer of the Authority;
- 2.3.10 engaging retaining, and dispensing with the services of professional advisers to the Authority;
- 2.3.11 charging whatever fees, the Authority considers appropriate for services rendered to any person, body or Council;
- 2.3.12 making any election for the purpose of any tax or statutory charge;
- 2.3.13 determining the types of waste which shall be received and the method of collection, treatment, recycling and disposal of that waste;
- 2.3.14 undertaking all manner of things relating and incidental to the collection, treatment, recycling and disposal of waste;
- 2.3.15 pursuing the concept of co-operative regionalism in the collection,

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treatment, recycling and disposal of waste for which the Constituent Councils are or may become responsible

- 2.3.16 causing all waste collected by the Authority to be treated, recycled and disposed of in a sanitary and environmentally acceptable way;
- 2.3.17 providing a forum for the discussion and consideration of topics related to the Constituent Councils' obligations and responsibilities in respect of waste;
- 2.3.18 adopting and using a trading name provided that the Authority shall first register the trading name with the Australian Securities and Investment Commission;
- 2.3.19 commencing legal proceedings provided that any legal proceedings seeking urgent relief be the subject of an urgent report to the Constituent Councils by the Chief Executive Officer;
- 2.3.20 without limiting the Authority's powers and functions, making submissions to and negotiating with the Federal Government, State Government and other sources of grant funding in relation to the provision and receipt of funding for the Authority; and
- 2.3.21 anything else necessary or convenient for or incidental to the exercise, performance or discharge of its powers and functions or the attainment of its objects and purposes.

#### 2.4 National Competition Policy

If the Authority engages in any commercial activity or enterprise which constitutes a significant business activity of the Authority, it will, where necessary and having regard to a cost/benefit analysis, apply relevant principles of competitive neutrality to that activity.

#### 2.5 Acting Outside Areas of Constituent Councils

The Authority may undertake its activities outside the areas of the Constituent Councils in accordance with the Act but only where such activities have been approved by the Constituent Councils as being necessary or expedient to the performance by the Authority of its functions and the activity is included in the annual business plan of the Authority.

#### 2.6 Delegation by the Authority

The Authority may delegate any of its powers except those to:

- 2.6.1 impose charges;
- 2.6.2 enter into transactions in excess of \$250,000
- 2.6.3 subject to this Charter, borrow money or obtain any other form of financial accommodation;
- 2.6.4 approve expenditure of money on the works, services or operations of the Authority not set out in the Budget or where required by this Charter, approved by the Constituent Councils;
- 2.6.5 approve the payment of allowances to members of the Board;
- 2.6.6 adopt or revise an annual business plan or Budget or any financial estimates and reports; and
- 2.6.7 make any application or recommendation to the Minister.

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## 2.7 Committees

- 2.7.1 The Board may establish a committee comprised of any persons to deal with any matter within the Authority's functions and as detailed in the terms of reference adopted by the Board for the committee.
- 2.7.2 The Board may delegate powers and functions to a committee.
- 2.7.3 A member of a committee established under this clause holds office at the pleasure of the Board.
- 2.7.4 The Chair of the Board is an *ex-officio* a member of any committee established by the Board.

## 3. CONSTITUENT COUNCILS

### 3.1 Withdrawal

- 3.1.1 A Constituent Council may not withdraw from the Authority except with the approval of the Minister and subject to the Act and this Charter.
- 3.1.2 A Constituent Council which intends to withdraw from the Authority shall give to the Board and the other Constituent Councils written notice of such intention, specifying the date of intended withdrawal. The notice shall be a minimum of twenty-four months' notice expiring on 30 June of the relevant financial year.
- 3.1.3 The withdrawal of any Constituent Council does not extinguish the liability of that Constituent Council for the payment of its contribution towards any actual or contingent deficiency in the net assets of the Authority at the end of the financial year in which such withdrawal occurs.
- 3.1.4 The withdrawal of any Constituent Council does not extinguish the liability of that Constituent Council to contribute to any loss or liability incurred by the Authority at any time before or after such withdrawal in respect of any act or omission by the Authority prior to such withdrawal. For the avoidance of doubt, any and all costs associated with closure processes (including but not limited to capping and post-closure monitoring and necessary actions) of a waste cell or the landfill site generally is a liability incurred before the withdrawal of a Constituent Council and is, therefore, a continuing liability for the purposes of this clause.
- 3.1.5 Payment by or to the withdrawing Constituent Council must be fully paid by 30 June of the financial year following 30 June of the year in which the withdrawal occurs unless there is agreement of alternative payment arrangements made by the Constituent Councils.

### 3.2 New Members

Subject to the provisions of the Act, the Constituent Councils may unanimously agree to admit a new Constituent Council or Councils, to membership of the Authority, with or without conditions.

### 3.3 Direction by Constituent Councils

To be effective, a direction of the Constituent Councils for the purposes of clause 26 of Schedule 2 to the Act must be evidenced by a minute signed by the Chief Executive

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Officer of each of the Constituent Councils and provided to the Chief Executive Officer of the Authority, as a true and accurate record of the decision made by the delegate or at the relevant Council meeting.

#### 4. BOARD OF MANAGEMENT

The Authority is a body corporate and is governed by the Board, which has the responsibility to manage the business and other affairs of the Authority in accordance with this Charter and any delegations made to it by the Constituent Councils.

##### 4.1 Functions of the Board

- 4.1.1 The formulation of strategic plans and strategies aimed at improving the business of the Authority.
- 4.1.2 To provide professional input and policy direction to the Authority.
- 4.1.3 Monitoring, overseeing and measuring the performance of the Chief Executive Officer of the Authority.
- 4.1.4 Implementing effective risk management policies, practices, procedures and strategies, including by ensuring the protection of assets under the care and control of the Authority.
- 4.1.5 Ensuring that a code of ethical behaviour and integrity is established and implemented in all business dealing of the Authority.
- 4.1.6 Developing business plans.
- 4.1.7 Exercising the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons.
- 4.1.8 Observing all plans, targets, structures, systems and practices required or applied to the Authority by the Constituent Councils.
- 4.1.9 Ensuring that all information furnished to a Constituent Council is accurate.
- 4.1.10 Ensuring that the Constituent Councils are advised, as soon as practicable, of any material development that affects the financial or operating capacity of the Authority or gives rise to the expectation that the Authority may not be able to meet its debts as and when they fall due.

##### 4.2 Membership of the Board

- 4.2.1 The Board shall consist of ~~seven-eight~~ members appointed as follows:
  - 4.2.1.1 two persons appointed by each Constituent Council, one of whom must be an ~~senior~~ officer of the Constituent Council making the appointment;
  - 4.2.1.2 ~~one-person~~two persons appointed jointly by the Constituent Councils who ~~is-are not-a~~ members or officers of a Constituent Council but who, in the opinion of the Constituent Councils, ~~has~~ have expertise in waste management and/or business. ~~This person~~These persons will be chosen from a list of persons circulated to the Constituent Councils and appointed by a panel comprising the Chief Executive Officer (or nominee) and one other person from each Constituent Council nominated by the Chief Executive Officer.
- 4.2.2 With the exception of the persons appointed pursuant to subclause 4.2.1.2, a Board Member shall, subject to this Charter, be appointed for a term not

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exceeding the term determined by the Constituent Council and specified in the instrument of appointment and at the expiration of the term of office will be eligible for re-appointment.

4.2.24.2.3 ~~The maximum term of service for Board Members appointed pursuant to subclause 4.2.1.2 shall~~ should not exceed 10 years.

4.2.4 The Constituent Councils may appoint either a specific Deputy for each Board Member appointed pursuant to subclause 4.2.1.1 or one non-specific Deputy for both such Board Members and a second Deputy to that Deputy. In the absence of a Board Member, the specific Deputy or the non-specific Deputy will be deemed to be the Board Member for that time or, where a non-specific Deputy and second Deputy have been appointed and both Board Members are absent then both Deputies will be deemed to be the Board Members for that time, exercising all of the rights and privileges and being subject to all of the obligations and liabilities of the Board Member(s) during the absence of the Board Member(s).

4.2.34.2.5 ~~The Constituent Councils should give consideration to the skills that may be required for the~~ may consider a Board to operate effectively skills matrix when making Board appointments.

4.2.44.2.6 In addition to the circumstances provided for under clause 20(3) of Schedule 2 to the Act, the office of a Board Member will become vacant upon:

4.2.4.14.2.6.1 the Constituent Council (or Constituent Councils as the case may be) responsible for appointing the Board Member providing written notice to the Board Member and the Board of the Constituent Council's (or Constituent Councils') decision to remove the Board Member from office. The Board Members appointed under subclause 4.2.1.2, can only be removed from office by a unanimous decision of the Constituent Councils; or

4.2.4.24.2.6.2 if the Board Member is an elected member or officer of a Constituent Council, upon ceasing to be either an elected member of or an employee of the Constituent Council as the case may be; or

4.2.4.34.2.6.3 if the Board Member has been appointed pursuant to subclause 4.2.1.1, upon the Constituent Council withdrawing from the Authority.

4.2.54.2.7 The Board may by a two-thirds majority vote of the Board Members present (excluding the Board Member subject to this subclause 4.2.57) make a recommendation to the relevant Constituent Council requesting the Constituent Council to terminate the appointment of a Board Member that it has appointed under subclause 4.2.1.1 or, to all of the Constituent Councils to terminate the appointment of ~~at~~ the Board Member appointed under subclause 4.2.1.2 for:

4.2.5.14.2.7.1 any behaviour of the Board Member which, in the opinion of the Board, amounts to impropriety and includes, but is not limited to, a breach of the Member's obligations under the Act;

4.2.5.24.2.7.2 serious neglect of duty in attending to his/her responsibilities as a Board Member;

4.2.5.34.2.7.3 breach of fiduciary duty to the Authority;

~~4.2.5.4.2.7.4~~ breach of the duty of confidentiality to the Authority; or  
~~4.2.5.4.2.7.5~~ any other behaviour which, in the opinion of the Board,  
 may discredit the Authority.

~~4.2.6.4.2.8~~ If any casual vacancy occurs in the membership of the Board it will be filled in the same manner as the original appointment for the balance of the term of the original appointment.

~~4.2.7.4.2.9~~ The Board Member appointed pursuant to subclause 4.2.1.2 shall be eligible for an allowance from the funds of the Authority as the Board shall determine from time to time.

#### 4.3 Propriety of Members of the Board

4.3.1 Whilst all Board Members must comply with their statutory obligations under the Act, only the ~~Independent Chair~~ Board Members appointed pursuant to subclause 4.2.1.2 ~~are~~ required to comply with Division 2, Part 4 (Register of Interests) of Chapter 5 of the Act.

#### 4.4 Chair of the Board

4.4.1 The Chair of the Board shall be ~~the~~ a person appointed pursuant to subclause 4.2.1.2 and shall hold office for a term of three years, unless he/she resigns, is removed from office pursuant to subclause 4.2.46 or, is otherwise no longer eligible to act as a Board Member.

4.4.2 ~~Subject to clause 4.2.3, The~~ Chair is eligible for re-appointment at the expiration of the term of office. The decision regarding re-appointment is made by the panel formed pursuant to subclause 4.2.1.2.

4.4.3 The Board will choose a person appointed pursuant to subclause 4.2.1.1 ~~or 4.2.1.2~~ to be the Deputy Chair of the Board for a term determined by the Board.

4.4.4 In the event of the Chair being absent from a meeting, the Deputy Chair shall preside and in the event of both the Chair and the Deputy Chair being absent from a meeting, the Board Members present shall appoint a person from amongst themselves to chair the meeting.

4.4.5 In the event that the Chair either resigns or is no longer eligible to act as a Board Member prior to the expiration of their term, the Deputy Chair shall hold office until a further appointment is made pursuant to subclause 4.2.1.2 whereupon the person so appointed will hold office for the duration of the original appointment. The Deputy Chair is not entitled to any allowance that is paid to the Chair whilst acting in the office of the Chair.

#### 4.5 Meetings of the Board

4.5.1 Subject to the requirements of Schedule 2 to the Act, this Charter and any direction of the Constituent Councils, the Board must determine its own meeting procedures for the proceedings and conduct of all Board meetings and set them out in a *Code of Practice for Meetings* which shall be reviewed every two years.

4.5.2 Ordinary meetings of the Board must take place at such times and places as may be fixed by the Board or the Chief Executive Officer of the Authority from time to time. There shall be at least six ordinary meeting of the Board held in each financial year. Meetings shall not be held before 5

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p.m. unless the Board resolves otherwise by resolution supported unanimously by all of the Board Members present at the meeting which determines the issue.

- 4.5.3 An ordinary meeting of the Board will constitute an ordinary meeting of the Authority.
- 4.5.4 Notice of ordinary meetings of the Board must be given by the Chief Executive Officer to each Board Member in the same manner as notice is given by a Chief Executive Officer of a council for an ordinary meeting of ~~the a~~ council and for these purposes section 83 of the Act extends to the Authority as if it were a council.
- 4.5.5 Any Constituent Council or Board Member may by delivering a written request to the Chief Executive Officer of the Authority require a special meeting of the Board to be held. The request will only be valid if it is accompanied by the agenda for the special meeting. On receipt of the request the Chief Executive Officer shall send a notice of ~~the~~ special meeting to all Board Members at least 24 hours prior to the commencement of the special meeting. Such notice shall comply with subclauses 4.5.7 and 4.5.9 of this Charter.
- 4.5.6 The quorum for a meeting of the Board is one-half of the members in office, ignoring any fraction plus one.
- 4.5.7 Each Board Member present at a Board Meeting, excluding the Chairperson, is entitled to vote on a matter. All matters will for decision at a meeting of the Board will be decided by a simple majority of votes of the Board Members present and entitled to vote on the matter except where this Charter provides otherwise. In the event of a tied vote, the Board Chair may cast a deliberative vote, that the votes are equal the Chairperson may exercise a casting vote.
- 4.5.8 Subject to complying with their statutory obligations, all Board Members present at a meeting shall vote.
- 4.5.9 Chapter 6, Part 3 of the Act does not apply to the Authority. Meetings of the Board will not be open to the public unless the Board otherwise resolves.
- 4.5.10 Each Board Member must be supplied with a copy of all minutes of the proceedings of a meeting within five days of the meeting.
- 4.5.11 Prior to the conclusion of each meeting of the Board, the Board must identify which agenda items considered by the Board at that meeting will be the subject of an information report to the Constituent Councils.

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### PART III: BUSINESS & FINANCIAL REQUIREMENTS

#### 5. STAFF

- 5.1 The Board must appoint a Chief Executive Officer of the Authority to manage the business of the Authority on terms determined by the Board, acting reasonably. The Chief Executive Officer may be a natural person or a body corporate.
- 5.2 The Chief Executive Officer shall cause records to be kept of the business and financial affairs of the Authority in accordance with this Charter.
- 5.3 In the absence or likely absence of the Chief Executive Officer for any period exceeding two weeks, a suitable person to act in the position of Chief Executive

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Officer of the Authority must be appointed by the Chief Executive Officer after consultation with the Chair or, in default, by the Chair.

- 5.4 The Chief Executive Officer is responsible for the day to day management of the Authority and will ensure that sound business and human resource management practices are applied in the efficient and effective management of the operations of the Authority.
- 5.5 The functions of the Chief Executive Officer shall be specified in the terms and conditions of appointment and shall include but not be limited to:
  - 5.5.1 attending at all meetings of the Board unless excluded by resolution of the Board;
  - 5.5.2 ensuring that lawful decisions of the Board are implemented in a timely and efficient manner;
  - 5.5.3 providing information to assist the Board to assess the Authority's performance against its Strategic and business plans;
  - 5.5.4 appointing, managing, suspending and dismissing other employees of the Authority;
  - 5.5.5 determining the conditions of employment of employees of the Authority, within budgetary constraints set by the Board;
  - 5.5.6 providing advice and reports to the Board on the exercise and performance of the powers and functions under this Charter or any Act;
  - 5.5.7 ensuring that the Authority is at all times complying with all relevant statutory obligations;
  - 5.5.8 co-ordinating and initiating proposals for consideration of the Board including but not limited to continuing improvement of the operations of the Authority;
  - 5.5.9 ensuring that the assets and resources of the Authority are properly managed and maintained;
  - 5.5.10 ensuring that records required under the Act or any other legislation are properly kept and maintained;
  - 5.5.11 exercising, performing or discharging other powers, functions or duties conferred on the Chief Executive Officer by or under the Act or any other Act, and performing other functions lawfully directed by the Board;
  - 5.5.12 achieving financial outcomes in accordance with adopted plans and the Budget of the Authority;
  - 5.5.13 inviting any person to attend at a meeting of the Board to act in an advisory capacity; and
  - 5.5.14 providing reports to the Constituent Councils in accordance with subclause 4.5.11<sup>9</sup>.
- 5.6 The Chief Executive Officer may delegate or sub-delegate to an employee of the Authority any power or function vested in the Chief Executive Officer or, in the case of a sub-delegation, any power delegated to the office by the Board. A delegation or sub-delegation by Chief Executive Officer may be subject to any conditions or limitations as determined by the Chief Executive Officer.
- 5.7 A written record of all delegations and sub-delegations must be kept by the Chief Executive Officer.
- 5.8 The Chief Executive Officer and any other officer declared by the Board to be subject to this provision is required to comply with Division 2 of Part 4 of Chapter

7 (Register of Interests) of the Act. Section 118 (Inspection of Register) of the Act and section 119 (Restrictions on disclosure) of the Act will apply in respect of the returns furnished by officers of the Authority.

## 6. MANAGEMENT

### 6.1 Financial Management

- 6.1.1 The Authority must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist it to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard its assets and to secure (as far as possible) the accuracy and reliability of its records.
- 6.1.2 The Authority must establish and maintain a bank account with such banking facilities and at a bank to be determined by the Board.
- 6.1.3 Any cheques must be signed by two persons authorised by resolution of the Board. Any payments made by Electronic Funds Transfer must be made in accordance with procedures which have received the prior written approval of the Board.
- 6.1.4 The Chief Executive Officer must act prudently in the handling of all financial transactions for the Authority and must provide quarterly financial and corporate reports to the Board.
- 6.1.5 The Authority's books of account are available for inspection by any Board Member or authorised representative of any Constituent Council at any reasonable time on request.

### 6.2 Borrowings and Expenditure

- 6.2.1 The Authority has the power to incur expenditure and/or to borrow money:
  - 6.2.1.1 in accordance with the Budget of the Authority; or
  - 6.2.1.2 pursuant to the provisions of subclauses 2.3.44-5-7 and 6.2.4 of this Charter; or
  - 6.2.1.3 with the prior approval of two-thirds of the Constituent Councils for amounts which do not exceed 25% of the value of the net assets of the Authority and with the prior approval of all the Constituent Councils for other amounts, which approval must be evidenced by formal resolution of the Councils, or
  - 6.2.1.4 otherwise for genuine emergency or hardship.
- 6.2.2 For the purpose of exercising the powers at clause 6.2.1 of this Charter the Authority may borrow money from the Local Government Finance Authority or from a registered bank or financial institution within Australia.
- 6.2.3 For the purposes of clause 6.2.2 but subject to this Charter borrowings of the Authority:
  - 6.2.3.1 must not be used for the purpose of funding operational costs; and
  - 6.2.3.2 where the borrowings are undertaken with the prior approval of the Constituent Councils, must be drawn down within a period of twenty-four months from the date of approval.

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6.2.4 The Authority may operate an overdraft facility or facilities as required provided that the overdrawn balance must not exceed \$100 000 or the amount set out in the annual business plan, whichever is the greater, without the prior approval of two-thirds of the Constituent Councils.

### 6.3 Audit

6.3.1 The Authority shall appoint an auditor in accordance with the *Local Government (Financial Management) Regulations 2011*, on terms and conditions set by the Board.

### 6.4 Strategic Plan

The Authority shall:

- 6.4.1 prepare a five-year Strategic Plan linking the core business activities of the Authority to strategic, operational and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period; and
- 6.4.2 review the Strategic Plan annually; and
- 6.4.3 consult with the Constituent Councils prior to adopting or amending the Strategic Plan.

### 6.5 Annual Business Plan and Budget

- 6.5.1 The Authority shall, after 31 May but before the end of June in each financial year, prepare and adopt an annual business plan and Budget for the ensuing financial year in accordance with the Act.
- 6.5.2 The draft annual business plan and the draft Budget must be referred to the Constituent Councils with sufficient time to receive any comments from the Councils for consideration by the Board at the time it is considered by the Board for adoption.
- 6.5.3 For the purposes of subclause 6.5.2, a Constituent Council may comment in writing to the Chief Executive Officer on the draft annual business plan and draft Budget but may only do so at least five business days before the Board meeting at which it will be considered
- 6.5.4 The Authority must provide a copy of its annual business plan and Budget to the Constituent Councils within five business days after adoption by the Board.
- 6.5.5 Reports summarising the financial position and performance of the Authority against the annual business plan and the Budget shall be prepared and presented to the Board every three calendar months and copies provided to the Constituent Councils within five days of the Board meeting to which they have been presented.

### 6.6 Reporting

- 6.6.1 The Authority must submit to the Constituent Councils by 30 September in each year in respect of the immediately preceding financial year, a report on the work and operations of the Authority detailing achievement of the aims and objectives of its Business Plan and incorporating the audited Financial Statements of the Authority and any other information or reports required by the Constituent Councils.
- 6.6.2 The Board shall present a balance sheet and full financial report to the Constituent Councils at the end of each financial year.

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## 7. MISCELLANEOUS

### 7.1 Equitable Interest

- 7.1.1 Subject to subclause 7.1.2 the equitable interest of the Constituent Councils in the Authority is agreed as follows:
- 7.1.1.1 City of Holdfast Bay: 15%.
  - 7.1.1.2 City of Marion: 30%.
  - 7.1.1.3 City of Onkaparinga: 55%.
- 7.1.2 The equitable interests of the Constituent Councils in the Authority as set out at subclause 7.1.1 may be varied by agreement of the Constituent Councils and will be varied where a new Constituent Council or Councils is admitted to or and existing Constituent Council withdraws from the Authority pursuant to Clause 3.1.

### 7.2 Insurance Requirements

- 7.2.1 The Authority shall register with the Local Government Mutual Liability Scheme and comply with the Rules of that Scheme.
- 7.2.2 The Authority shall advise Local Government Risk Management Services of its insurance requirements relating to Local Government Special Risks including buildings, structures, vehicles and equipment under the management, care and control of the Authority.
- 7.2.3 The Authority must register with the Local Government Workers Compensation Scheme and comply with the Rules of that Scheme.

### 7.3 Winding Up and Statutory Guarantee

- 7.3.1 On winding up of the Authority, the surplus assets or liabilities of the Authority, as the case may be, shall be distributed between or becomes the responsibility of the Constituent Councils in the same proportion as their equitable interest in the Authority in accordance with subclause 7.1.
- 7.3.2 If there are insufficient funds to pay all expenses due by the Authority on winding up (or at any other time there are unfunded liabilities which the Authority cannot meet), the Constituent Councils must financially contribute in proportion to their equity share for the purpose of satisfying their statutory guarantee of the liabilities of the Authority.

### 7.4 Common Seal

- 7.4.1 The Authority will have a common seal, which may be affixed to documents requiring execution under seal and where affixed must be witnessed by two Board Members or where authority has been conferred by instrument executed under the common seal of the Authority, by the Chair of the Board and the Chief Executive Officer.
- 7.4.2 The common seal must not be affixed to a document except to give effect to a resolution of the Board.
- 7.4.3 The Chief Executive Officer must maintain a register which records the resolutions of the Board giving authority to affix the common seal and details of the documents to which the common seal has been affixed with the

particulars of persons who witnessed the fixing of the seal and the date that the seal was affixed.

## 8. DISPUTE RESOLUTION

### 8.1 About this clause:

- 8.1.1 The procedure in this clause must be applied to any dispute that arises between the Authority and a Constituent Council concerning the affairs of the Authority, or between Constituent Councils concerning the affairs of the Authority, including as to the meaning or effect of this Charter.
- 8.1.2 The Authority and a Constituent Council must continue to observe and perform this Charter despite the dispute.
- 8.1.3 This clause does not prejudice the right of a party:
  - 8.1.3.1 to require the continuing observance and performance of this Charter by all parties; or
  - 8.1.3.2 to institute proceedings to enforce payment due under this Charter or to seek injunctive relief to prevent immediate and irreparable harm.
- 8.1.4 Subject to this clause, a dispute must not be the subject of legal proceedings between any of the parties in dispute. If legal proceedings are initiated or continued in breach of this provision, a party to the dispute is entitled to apply for and be granted an order of the court adjourning those proceedings pending completion of the procedure set out in this clause.

### 8.2 Dispute Resolution Process

- 8.2.1 The Constituent Councils and the Authority agree to work together in good faith to resolve any matter requiring their direction or resolution.
- 8.2.2 A party to the dispute must promptly notify each other party to the dispute:
  - 8.2.2.1 of the nature of the dispute, giving reasonable details; and
  - 8.2.2.2 what action (if any) the party giving notice thinks will resolve the dispute; but a failure to give such notice does not entitle any other party to damages.
- 8.2.3 Upon receipt of a notice under subclause 8.2.2, the parties to a dispute may agree to refer the dispute for mediation by a mediator agreed by the parties or, if no agreement can be reached, a mediator nominated by the then President of the of the South Australian Bar Association (or equivalent officer of any successor organisation). The cost of any mediation are to be borne by the parties to the dispute in equal shares.
- 8.2.4 Where the parties are unable to resolve a matter (including by way of any mediation process) within ninety (90) days of the matter being presented to them, the matter will be referred for arbitration in accordance with this clause 8.2.
- 8.2.5 There must be only one arbitrator who must be a natural person agreed by the parties or, if they cannot agree within fourteen business days, an arbitrator nominated by the then Chairperson of the Resolution Institute.
- 8.2.6 The role of the arbitrator is to resolve the dispute and make decisions binding on the parties; The arbitration must take place in a location in Adelaide determined by the arbitrator.

- 8.2.7 A party must cooperate in arranging and expediting arbitration.
- 8.2.8 A party must send to the arbitration a senior manager with authority to resolve the dispute.
- 8.2.9 The parties may provide evidence and given written and verbal submissions to the arbitrator within the time set by the arbitrator.
- 8.2.10 The arbitrator must:
- 8.2.10.1 consider the evidence and submissions, decide the dispute; and
  - 8.2.10.2 give written reasons to each party.
- 8.2.11 Subject to this clause, the arbitration must take place in accordance with the provisions of the *Commercial Arbitration Act 2011* or subject to this clause, the arbitrator must fix the rules of arbitration.
- 8.2.12 The costs and expenses of the arbitrator and of each party must be borne as the arbitrator decides.

**9. CIRCUMSTANCES NOT PROVIDED FOR**

If any circumstances arise about which this Charter is silent, incapable of taking effect or being implemented according to its strict provisions, the Board has the power to consider the circumstance and determine the action to be taken.

CHRIS ADAMS  
Chief Executive Officer

DRAFT

**LOCAL GOVERNMENT ACT 1999**  
**SOUTHERN REGION WASTE RESOURCE AUTHORITY**  
**REGIONAL SUBSIDIARY**  
*Charter 2024*

**PART I: GENERAL**

**1. INTRODUCTION**

**1.1 Name**

The name of the subsidiary is Southern Region Waste Resource Authority (referred to as '**the Authority**' in this Charter).

**1.2 Definitions**

- 1.2.1 **absolute majority** means a majority of the whole number of the Board members or of the Constituent Councils as the case may be;
- 1.2.2 **Act** means the *Local Government Act 1999*;
- 1.2.3 **Board** means the board of management of the Authority;
- 1.2.4 **Budget** means a budget consistent with clause 6.5 and last adopted by the Board
- 1.2.5 **Constituent Councils** means the Councils identified at Clause 2.1 of this Charter;
- 1.2.6 **Gazette** means the *South Australian Government Gazette*;
- 1.2.7 **net assets** means total assets (current and non-current) less total liabilities (current and non-current) as reported in the annual audited financial statements of the Authority together with the net present value of the projected future cash inflows net of cash outflows of the remaining useable airspace over the SRWRA Landfill Operation as licensed by the Environment Protection Authority;
- 1.2.8 **simple majority** means a majority of those present and entitled to vote;
- 1.2.9 **SRWRA Landfill Operation** means that land which is held by the Authority under certificates of title volume 5822, folio 967; volume 5822, folio 966; volume 5822, folio 965; volume 5299, folio 719; volume 5299, folio 720; volume 6199, folio 621 and volume 6217, folio 132;
- 1.2.10 **waste** means any or all waste as approved under the Environment Protection Act licence held by the Authority or its contractor.

**PART II: GOVERNANCE**

**2. THE AUTHORITY**

**2.1 Establishment and Charter**

- 2.1.1 The Authority is a regional subsidiary established pursuant to section 43 of and Schedule 2 to the Act by the:
  - 2.1.1.1 City of Holdfast Bay;
  - 2.1.1.2 City of Marion; and
  - 2.1.1.3 City of Onkaparinga.

- 2.1.2 This Charter may be amended at any time by unanimous decision (expressed by resolution) of the Constituent Councils.
- 2.1.3 Before the Constituent Councils vote on a proposal to alter this Charter, they must take into account any recommendations of the Board.
- 2.1.4 For the purposes of clause 19(5)(b) of Schedule 2 to the Act, the Chief Executive Officers of the Constituent Councils have determined that a copy of the Charter, must be published on the website of the Authority.
- 2.1.5 This Charter must be read in conjunction with Parts 2 and 3 of Schedule 2 to the Act. The Authority shall conduct its affairs in accordance with Schedule 2 to the Act except as modified by this Charter in a manner permitted by Schedule 2.

## **2.2 Objects and Purposes**

### **2.2.1 The Authority is established to:**

- 2.2.1.1 provide and operate services at a place or places for the management of waste by or on behalf of the Constituent Councils and/or any other approved councils;
- 2.2.1.2 undertake anything relevant (including educational programmes and processes) to the management of waste;
- 2.2.1.3 provide a forum for discussion and/or research for the ongoing improvement of management of waste;
- 2.2.1.4 undertake management of waste on behalf of the Constituent Councils on a competitive basis;
- 2.2.1.5 fulfil, on behalf of the Constituent Councils, any ongoing obligation in relation to rehabilitation and monitoring of waste management facilities under its control;
- 2.2.1.6 secure best value and value for money in waste management activities and services;
- 2.2.1.7 develop or facilitate activities or enterprises that result in a beneficial use of waste;
- 2.2.1.8 be financially self-sufficient;
- 2.2.1.9 develop or facilitate activities or enterprises that result in a beneficial use of the landfill site or infrastructure;
- 2.2.1.10 keep the Constituent Councils informed about relevant emerging opportunities, trends or issues in waste management; and
- 2.2.1.11 have regard in the performance of its functions to sustainable, environmentally efficient practices with regard to waste management

### **2.2.2 The Authority must in the performance of its role and functions and in all of its plans, policies and activities:**

- 2.2.2.1 operate in a sustainable manner by giving due weight to economic, social and environmental considerations; and
- 2.2.2.2 conduct its activities in compliance with all regulatory requirements and in a manner that minimises risk to the Constituent Councils.

### 2.3 Powers and Functions of the Authority

Subject to this Charter, the Authority may exercise the following powers in the performance or discharge of its objects and purposes:

- 2.3.1 the accumulation of surplus funds including for investment purposes;
- 2.3.2 investing any of the funds of the Authority in any investment authorised by the *Trustee Act 1936*, or with the Local Government Finance Authority provided that:
  - 2.3.2.1 in exercising this power to invest the Authority must exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
  - 2.3.2.2 the Authority must avoid investments that are speculative or hazardous in nature;
- 2.3.3 setting aside a reserve fund or funds clearly identified for the upkeep and/or replacement of fixed assets of the Authority or meeting any deferred liability of the Authority;
- 2.3.4 borrowing money and/or to incurring expenditure in accordance with clause 6.2 of this Charter;
- 2.3.5 opening and operating bank accounts;
- 2.3.6 entering into contracts, purchasing, selling, leasing, hiring, renting or otherwise acquiring or disposing of any personal property or interests therein;
- 2.3.7 purchasing, selling, leasing, hiring, renting or otherwise acquiring or disposing of any real property or interests therein, provided that it is a condition precedent, that in any such transaction where the Authority will incur a singular or a total liability of \$1,000,000 or more that unless the liability is included in the Budget; the prior written approval of two-thirds of the Constituent Councils is obtained;
- 2.3.8 participating in a joint venture, trust, partnership or similar for the purpose of engaging in a commercial activity or enterprise;
- 2.3.9 appointing, managing, suspending and dismissing the Chief Executive Officer of the Authority;
- 2.3.10 engaging retaining, and dispensing with the services of professional advisers to the Authority;
- 2.3.11 charging whatever fees, the Authority considers appropriate for services rendered to any person, body or Council;
- 2.3.12 making any election for the purpose of any tax or statutory charge;
- 2.3.13 determining the types of waste which shall be received and the method of collection, treatment, recycling and disposal of that waste;
- 2.3.14 undertaking all manner of things relating and incidental to the collection, treatment, recycling and disposal of waste;
- 2.3.15 pursuing the concept of co-operative regionalism in the collection,

- treatment, recycling and disposal of waste for which the Constituent Councils are or may become responsible
- 2.3.16 causing all waste collected by the Authority to be treated, recycled and disposed of in a sanitary and environmentally acceptable way;
  - 2.3.17 providing a forum for the discussion and consideration of topics related to the Constituent Councils' obligations and responsibilities in respect of waste;
  - 2.3.18 adopting and using a trading name provided that the Authority shall first register the trading name with the Australian Securities and Investment Commission;
  - 2.3.19 commencing legal proceedings provided that any legal proceedings seeking urgent relief be the subject of an urgent report to the Constituent Councils by the Chief Executive Officer;
  - 2.3.20 without limiting the Authority's powers and functions, making submissions to and negotiating with the Federal Government, State Government and other sources of grant funding in relation to the provision and receipt of funding for the Authority; and
  - 2.3.21 anything else necessary or convenient for or incidental to the exercise, performance or discharge of its powers and functions or the attainment of its objects and purposes.

## **2.4 National Competition Policy**

If the Authority engages in any commercial activity or enterprise which constitutes a significant business activity of the Authority, it will, where necessary and having regard to a cost/benefit analysis, apply relevant principles of competitive neutrality to that activity.

## **2.5 Acting Outside Areas of Constituent Councils**

The Authority may undertake its activities outside the areas of the Constituent Councils in accordance with the Act but only where such activities have been approved by the Constituent Councils as being necessary or expedient to the performance by the Authority of its functions and the activity is included in the annual business plan of the Authority.

## **2.6 Delegation by the Authority**

The Authority may delegate any of its powers except those to:

- 2.6.1 impose charges;
- 2.6.2 enter into transactions in excess of \$250,000
- 2.6.3 subject to this Charter, borrow money or obtain any other form of financial accommodation;
- 2.6.4 approve expenditure of money on the works, services or operations of the Authority not set out in the Budget or where required by this Charter, approved by the Constituent Councils;
- 2.6.5 approve the payment of allowances to members of the Board;
- 2.6.6 adopt or revise an annual business plan or Budget or any financial estimates and reports; and
- 2.6.7 make any application or recommendation to the Minister.



## **2.7 Committees**

- 2.7.1 The Board may establish a committee comprised of any persons to deal with any matter within the Authority's functions and as detailed in the terms of reference adopted by the Board for the committee.
- 2.7.2 The Board may delegate powers and functions to a committee.
- 2.7.3 A member of a committee established under this clause holds office at the pleasure of the Board.
- 2.7.4 The Chair of the Board is an *ex-officio* a member of any committee established by the Board.

## **3. CONSTITUENT COUNCILS**

### **3.1 Withdrawal**

- 3.1.1 A Constituent Council may not withdraw from the Authority except with the approval of the Minister and subject to the Act and this Charter.
- 3.1.2 A Constituent Council which intends to withdraw from the Authority shall give to the Board and the other Constituent Councils written notice of such intention, specifying the date of intended withdrawal. The notice shall be a minimum of twenty-four months' notice expiring on 30 June of the relevant financial year.
- 3.1.3 The withdrawal of any Constituent Council does not extinguish the liability of that Constituent Council for the payment of its contribution towards any actual or contingent deficiency in the net assets of the Authority at the end of the financial year in which such withdrawal occurs.
- 3.1.4 The withdrawal of any Constituent Council does not extinguish the liability of that Constituent Council to contribute to any loss or liability incurred by the Authority at any time before or after such withdrawal in respect of any act or omission by the Authority prior to such withdrawal. For the avoidance of doubt, any and all costs associated with closure processes (including but not limited to capping and post-closure monitoring and necessary actions) of a waste cell or the landfill site generally is a liability incurred before the withdrawal of a Constituent Council and is, therefore, a continuing liability for the purposes of this clause.
- 3.1.5 Payment by or to the withdrawing Constituent Council must be fully paid by 30 June of the financial year following 30 June of the year in which the withdrawal occurs unless there is agreement of alternative payment arrangements made by the Constituent Councils.

### **3.2 New Members**

Subject to the provisions of the Act, the Constituent Councils may unanimously agree to admit a new Constituent Council or Councils, to membership of the Authority, with or without conditions.

### **3.3 Direction by Constituent Councils**

To be effective, a direction of the Constituent Councils for the purposes of clause 26 of Schedule 2 to the Act must be evidenced by a minute signed by the Chief Executive

Officer of each of the Constituent Councils and provided to the Chief Executive Officer of the Authority, as a true and accurate record of the decision made by the delegate or at the relevant Council meeting.

#### **4. BOARD OF MANAGEMENT**

The Authority is a body corporate and is governed by the Board, which has the responsibility to manage the business and other affairs of the Authority in accordance with this Charter and any delegations made to it by the Constituent Councils.

##### **4.1 Functions of the Board**

- 4.1.1 The formulation of strategic plans and strategies aimed at improving the business of the Authority.
- 4.1.2 To provide professional input and policy direction to the Authority.
- 4.1.3 Monitoring, overseeing and measuring the performance of the Chief Executive Officer of the Authority.
- 4.1.4 Implementing effective risk management policies, practices, procedures and strategies, including by ensuring the protection of assets under the care and control of the Authority.
- 4.1.5 Ensuring that a code of ethical behaviour and integrity is established and implemented in all business dealing of the Authority.
- 4.1.6 Developing business plans.
- 4.1.7 Exercising the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons.
- 4.1.8 Observing all plans, targets, structures, systems and practices required or applied to the Authority by the Constituent Councils.
- 4.1.9 Ensuring that all information furnished to a Constituent Council is accurate.
- 4.1.10 Ensuring that the Constituent Councils are advised, as soon as practicable, of any material development that affects the financial or operating capacity of the Authority or gives rise to the expectation that the Authority may not be able to meet its debts as and when they fall due.

##### **4.2 Membership of the Board**

- 4.2.1 The Board shall consist of eight members appointed as follows:
  - 4.2.1.1 two persons appointed by each Constituent Council, one of whom must be a senior officer of the Constituent Council making the appointment;
  - 4.2.1.2 two persons appointed jointly by the Constituent Councils who are not members or officers of a Constituent Council but who, in the opinion of the Constituent Councils, have expertise in waste management and/or business. These persons will be chosen from a list of persons circulated to the Constituent Councils and appointed by a panel comprising the Chief Executive Officer (or nominee) and one other person from each Constituent Council nominated by the Chief Executive Officer.
- 4.2.2 With the exception of the persons appointed pursuant to subclause 4.2.1.2, a Board Member shall, subject to this Charter, be appointed for a term not exceeding the term determined by the Constituent Council and specified in

- the instrument of appointment and at the expiration of the term of office will be eligible for re-appointment.
- 4.2.3 The maximum term of service for Board Members appointed pursuant to subclause 4.2.1.2 should not exceed 10 years.
  - 4.2.4 The Constituent Councils may appoint either a specific Deputy for each Board Member appointed pursuant to subclause 4.2.1.1 or one non-specific Deputy for both such Board Members and a second Deputy to that Deputy. In the absence of a Board Member, the specific Deputy or the non-specific Deputy will be deemed to be the Board Member for that time or, where a non-specific Deputy and second Deputy have been appointed and both Board Members are absent then both Deputies will be deemed to be the Board Members for that time, exercising all of the rights and privileges and being subject to all of the obligations and liabilities of the Board Member(s) during the absence of the Board Member(s).
  - 4.2.5 The Constituent Councils should give consideration to the skills that may be required for the Board to operate effectively when making Board appointments.
  - 4.2.6 In addition to the circumstances provided for under clause 20(3) of Schedule 2 to the Act, the office of a Board Member will become vacant upon:
    - 4.2.6.1 the Constituent Council (or Constituent Councils as the case may be) responsible for appointing the Board Member providing written notice to the Board Member and the Board of the Constituent Council's (or Constituent Councils') decision to remove the Board Member from office. The Board Members appointed under subclause 4.2.1.2, can only be removed from office by a unanimous decision of the Constituent Councils; or
    - 4.2.6.2 if the Board Member is an elected member or officer of a Constituent Council, upon ceasing to be either an elected member of or an employee of the Constituent Council as the case may be; or
    - 4.2.6.3 if the Board Member has been appointed pursuant to subclause 4.2.1.1, upon the Constituent Council withdrawing from the Authority.
  - 4.2.7 The Board may by a two-thirds majority vote of the Board Members present (excluding the Board Member subject to this subclause 4.2.7) make a recommendation to the relevant Constituent Council requesting the Constituent Council to terminate the appointment of a Board Member that it has appointed under subclause 4.2.1.1 or, to all of the Constituent Councils to terminate the appointment of a Board Member appointed under subclause 4.2.1.2 for:
    - 4.2.7.1 any behaviour of the Board Member which, in the opinion of the Board, amounts to impropriety and includes, but is not limited to, a breach of the Member's obligations under the Act;
    - 4.2.7.2 serious neglect of duty in attending to his/her responsibilities as a Board Member;
    - 4.2.7.3 breach of fiduciary duty to the Authority;
    - 4.2.7.4 breach of the duty of confidentiality to the Authority; or

4.2.7.5 any other behaviour which, in the opinion of the Board, may discredit the Authority.

4.2.8 If any casual vacancy occurs in the membership of the Board it will be filled in the same manner as the original appointment for the balance of the term of the original appointment.

4.2.9 The Board Member appointed pursuant to subclause 4.2.1.2 shall be eligible for an allowance from the funds of the Authority as the Board shall determine from time to time.

#### **4.3 Propriety of Members of the Board**

4.3.1 Whilst all Board Members must comply with their statutory obligations under the Act, only the Board Members appointed pursuant to subclause 4.2.1.2 are required to comply with Division 2, Part 4 (Register of Interests) of Chapter 5 of the Act.

#### **4.4 Chair of the Board**

4.4.1 The Chair of the Board shall be a person appointed pursuant to subclause 4.2.1.2 and shall hold office for a term of three years, unless he/she resigns, is removed from office pursuant to subclause 4.2.6 or, is otherwise no longer eligible to act as a Board Member.

4.4.2 Subject to clause 4.2.3, the Chair is eligible for re-appointment at the expiration of the term of office. The decision regarding re-appointment is made by the panel formed pursuant to subclause 4.2.1.2.

4.4.3 The Board will choose a person appointed pursuant to subclause 4.2.1.1 or 4.2.1.2 to be the Deputy Chair of the Board for a term determined by the Board.

4.4.4 In the event of the Chair being absent from a meeting, the Deputy Chair shall preside and in the event of both the Chair and the Deputy Chair being absent from a meeting, the Board Members present shall appoint a person from amongst themselves to chair the meeting.

4.4.5 In the event that the Chair either resigns or is no longer eligible to act as a Board Member prior to the expiration of their term, the Deputy Chair shall hold office until a further appointment is made pursuant to subclause 4.2.1.2 whereupon the person so appointed will hold office for the duration of the original appointment. The Deputy Chair is not entitled to any allowance that is paid to the Chair whilst acting in the office of the Chair.

#### **4.5 Meetings of the Board**

4.5.1 Subject to the requirements of Schedule 2 to the Act, this Charter and any direction of the Constituent Councils, the Board must determine its own meeting procedures for the proceedings and conduct of all Board meetings and set them out in a *Code of Practice for Meetings* which shall be reviewed every two years.

4.5.2 Ordinary meetings of the Board must take place at such times and places as may be fixed by the Board or the Chief Executive Officer of the Authority from time to time. There shall be at least six ordinary meeting of the Board held in each financial year. Meetings shall not be held before 5 p.m. unless the Board resolves otherwise by resolution supported

- unanimously by all of the Board Members present at the meeting which determines the issue.
- 4.5.3 An ordinary meeting of the Board will constitute an ordinary meeting of the Authority.
  - 4.5.4 Notice of ordinary meetings of the Board must be given by the Chief Executive Officer to each Board Member in the same manner as notice is given by a Chief Executive Officer of a council for an ordinary meeting of a council and for these purposes section 83 of the Act extends to the Authority as if it were a council.
  - 4.5.5 Any Constituent Council or Board Member may by delivering a written request to the Chief Executive Officer of the Authority require a special meeting of the Board to be held. The request will only be valid if it is accompanied by the agenda for the special meeting. On receipt of the request the Chief Executive Officer shall send a notice of the special meeting to all Board Members at least 24 hours prior to the commencement of the special meeting. Such notice shall comply with subclauses 4.5.7 and 4.5.9 of this Charter.
  - 4.5.6 The quorum for a meeting of the Board is one-half of the members in office, ignoring any fraction plus one.
  - 4.5.7 Each Board Member present at a Board Meeting, excluding the Chairperson, is entitled to vote on a matter. All matters will for decision at a meeting of the Board will be decided by a simple majority of votes of the Board Members present and entitled to vote on the matter except where this Charter provides otherwise. In the event that the votes are equal the Chairperson may exercise a casting vote.
  - 4.5.8 Subject to complying with their statutory obligations, all Board Members present at a meeting shall vote.
  - 4.5.9 Chapter 6, Part 3 of the Act does not apply to the Authority. Meetings of the Board will not be open to the public unless the Board otherwise resolves.
  - 4.5.10 Each Board Member must be supplied with a copy of all minutes of the proceedings of a meeting within five days of the meeting.
  - 4.5.11 Prior to the conclusion of each meeting of the Board, the Board must identify which agenda items considered by the Board at that meeting will be the subject of an information report to the Constituent Councils.

### **PART III: BUSINESS & FINANCIAL REQUIREMENTS**

#### **5. STAFF**

- 5.1 The Board must appoint a Chief Executive Officer of the Authority to manage the business of the Authority on terms determined by the Board, acting reasonably. The Chief Executive Officer may be a natural person or a body corporate.
- 5.2 The Chief Executive Officer shall cause records to be kept of the business and financial affairs of the Authority in accordance with this Charter.
- 5.3 In the absence or likely absence of the Chief Executive Officer for any period exceeding two weeks, a suitable person to act in the position of Chief Executive Officer of the Authority must be appointed by the Chief Executive Officer after consultation with the Chair or, in default, by the Chair.

- 5.4 The Chief Executive Officer is responsible for the day to day management of the Authority and will ensure that sound business and human resource management practices are applied in the efficient and effective management of the operations of the Authority.
- 5.5 The functions of the Chief Executive Officer shall be specified in the terms and conditions of appointment and shall include but not be limited to:
- 5.5.1 attending at all meetings of the Board unless excluded by resolution of the Board;
  - 5.5.2 ensuring that lawful decisions of the Board are implemented in a timely and efficient manner;
  - 5.5.3 providing information to assist the Board to assess the Authority's performance against its Strategic and business plans;
  - 5.5.4 appointing, managing, suspending and dismissing other employees of the Authority;
  - 5.5.5 determining the conditions of employment of employees of the Authority, within budgetary constraints set by the Board;
  - 5.5.6 providing advice and reports to the Board on the exercise and performance of the powers and functions under this Charter or any Act;
  - 5.5.7 ensuring that the Authority is at all times complying with all relevant statutory obligations;
  - 5.5.8 co-ordinating and initiating proposals for consideration of the Board including but not limited to continuing improvement of the operations of the Authority;
  - 5.5.9 ensuring that the assets and resources of the Authority are properly managed and maintained;
  - 5.5.10 ensuring that records required under the Act or any other legislation are properly kept and maintained;
  - 5.5.11 exercising, performing or discharging other powers, functions or duties conferred on the Chief Executive Officer by or under the Act or any other Act, and performing other functions lawfully directed by the Board;
  - 5.5.12 achieving financial outcomes in accordance with adopted plans and the Budget of the Authority;
  - 5.5.13 inviting any person to attend at a meeting of the Board to act in an advisory capacity; and
  - 5.5.14 providing reports to the Constituent Councils in accordance with subclause 4.5.11.
- 5.6 The Chief Executive Officer may delegate or sub-delegate to an employee of the Authority any power or function vested in the Chief Executive Officer or, in the case of a sub-delegation, any power delegated to the office by the Board. A delegation or sub-delegation by Chief Executive Officer may be subject to any conditions or limitations as determined by the Chief Executive Officer.
- 5.7 A written record of all delegations and sub-delegations must be kept by the Chief Executive Officer.
- 5.8 The Chief Executive Officer and any other officer declared by the Board to be subject to this provision is required to comply with Division 2 of Part 4 of Chapter 7 (Register of Interests) of the Act. Section 118 (Inspection of Register) of the Act and section 119 (Restrictions on disclosure) of the Act will apply in respect of the

returns furnished by officers of the Authority.

## 6. MANAGEMENT

### 6.1 Financial Management

- 6.1.1 The Authority must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist it to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard its assets and to secure (as far as possible) the accuracy and reliability of its records.
- 6.1.2 The Authority must establish and maintain a bank account with such banking facilities and at a bank to be determined by the Board.
- 6.1.3 Any cheques must be signed by two persons authorised by resolution of the Board. Any payments made by Electronic Funds Transfer must be made in accordance with procedures which have received the prior written approval of the Board.
- 6.1.4 The Chief Executive Officer must act prudently in the handling of all financial transactions for the Authority and must provide quarterly financial and corporate reports to the Board.
- 6.1.5 The Authority's books of account are available for inspection by any Board Member or authorised representative of any Constituent Council at any reasonable time on request.

### 6.2 Borrowings and Expenditure

- 6.2.1 The Authority has the power to incur expenditure and/or to borrow money:
  - 6.2.1.1 in accordance with the Budget of the Authority; or
  - 6.2.1.2 pursuant to the provisions of subclauses 2.3.4 and 6.2.4 of this Charter; or
  - 6.2.1.3 with the prior approval of two-thirds of the Constituent Councils for amounts which do not exceed 25% of the value of the net assets of the Authority and with the prior approval of all the Constituent Councils for other amounts, which approval must be evidenced by formal resolution of the Councils, or
  - 6.2.1.4 otherwise for genuine emergency or hardship.
- 6.2.2 For the purpose of exercising the powers at clause 6.2.1 of this Charter the Authority may borrow money from the Local Government Finance Authority or from a registered bank or financial institution within Australia.
- 6.2.3 For the purposes of clause 6.2.2 but subject to this Charter borrowings of the Authority:
  - 6.2.3.1 must not be used for the purpose of funding operational costs; and
  - 6.2.3.2 where the borrowings are undertaken with the prior approval of the Constituent Councils, must be drawn down within a period of twenty-four months from the date of approval.
- 6.2.4 The Authority may operate an overdraft facility or facilities as required provided that the overdrawn balance must not exceed \$100 000 or the



amount set out in the annual business plan, whichever is the greater, without the prior approval of two-thirds of the Constituent Councils.

### **6.3 Audit**

6.3.1 The Authority shall appoint an auditor in accordance with the *Local Government (Financial Management) Regulations 2011*, on terms and conditions set by the Board.

### **6.4 Strategic Plan**

The Authority shall:

- 6.4.1 prepare a five-year Strategic Plan linking the core business activities of the Authority to strategic, operational and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period; and
- 6.4.2 review the Strategic Plan annually; and
- 6.4.3 consult with the Constituent Councils prior to adopting or amending the Strategic Plan.

### **6.5 Annual Business Plan and Budget**

- 6.5.1 The Authority shall, after 31 May but before the end of June in each financial year, prepare and adopt an annual business plan and Budget for the ensuing financial year in accordance with the Act.
- 6.5.2 The draft annual business plan and the draft Budget must be referred to the Constituent Councils with sufficient time to receive any comments from the Councils for consideration by the Board at the time it is considered by the Board for adoption.
- 6.5.3 For the purposes of subclause 6.5.2, a Constituent Council may comment in writing to the Chief Executive Officer on the draft annual business plan and draft Budget but may only do so at least five business days before the Board meeting at which it will be considered
- 6.5.4 The Authority must provide a copy of its annual business plan and Budget to the Constituent Councils within five business days after adoption by the Board.
- 6.5.5 Reports summarising the financial position and performance of the Authority against the annual business plan and the Budget shall be prepared and presented to the Board every three calendar months and copies provided to the Constituent Councils within five days of the Board meeting to which they have been presented.

### **6.6 Reporting**

- 6.6.1 The Authority must submit to the Constituent Councils by 30 September in each year in respect of the immediately preceding financial year, a report on the work and operations of the Authority detailing achievement of the aims and objectives of its Business Plan and incorporating the audited Financial Statements of the Authority and any other information or reports required by the Constituent Councils.
- 6.6.2 The Board shall present a balance sheet and full financial report to the Constituent Councils at the end of each financial year.

## **7. MISCELLANEOUS**

**7.1 Equitable Interest**

- 7.1.1 Subject to subclause 7.1.2 the equitable interest of the Constituent Councils in the Authority is agreed as follows:
- 7.1.1.1 City of Holdfast Bay: 15%.
  - 7.1.1.2 City of Marion: 30%.
  - 7.1.1.3 City of Onkaparinga: 55%.
- 7.1.2 The equitable interests of the Constituent Councils in the Authority as set out at subclause 7.1.1 may be varied by agreement of the Constituent Councils and will be varied where a new Constituent Council or Councils is admitted to or and existing Constituent Council withdraws from the Authority pursuant to Clause 3.1.

**7.2 Insurance Requirements**

- 7.2.1 The Authority shall register with the Local Government Mutual Liability Scheme and comply with the Rules of that Scheme.
- 7.2.2 The Authority shall advise Local Government Risk Management Services of its insurance requirements relating to Local Government Special Risks including buildings, structures, vehicles and equipment under the management, care and control of the Authority.
- 7.2.3 The Authority must register with the Local Government Workers Compensation Scheme and comply with the Rules of that Scheme.

**7.3 Winding Up and Statutory Guarantee**

- 7.3.1 On winding up of the Authority, the surplus assets or liabilities of the Authority, as the case may be, shall be distributed between or becomes the responsibility of the Constituent Councils in the same proportion as their equitable interest in the Authority in accordance with subclause 7.1.
- 7.3.2 If there are insufficient funds to pay all expenses due by the Authority on winding up (or at any other time there are unfunded liabilities which the Authority cannot meet), the Constituent Councils must financially contribute in proportion to their equity share for the purpose of satisfying their statutory guarantee of the liabilities of the Authority.

**7.4 Common Seal**

- 7.4.1 The Authority will have a common seal, which may be affixed to documents requiring execution under seal and where affixed must be witnessed by two Board Members or where authority has been conferred by instrument executed under the common seal of the Authority, by the Chair of the Board and the Chief Executive Officer.
- 7.4.2 The common seal must not be affixed to a document except to give effect to a resolution of the Board.
- 7.4.3 The Chief Executive Officer must maintain a register which records the resolutions of the Board giving authority to affix the common seal and details of the documents to which the common seal has been affixed with the particulars of persons who witnessed the fixing of the seal and the date that the seal was affixed.

## 8. DISPUTE RESOLUTION

### 8.1 About this clause:

- 8.1.1 The procedure in this clause must be applied to any dispute that arises between the Authority and a Constituent Council concerning the affairs of the Authority, or between Constituent Councils concerning the affairs of the Authority, including as to the meaning or effect of this Charter.
- 8.1.2 The Authority and a Constituent Council must continue to observe and perform this Charter despite the dispute.
- 8.1.3 This clause does not prejudice the right of a party:
  - 8.1.3.1 to require the continuing observance and performance of this Charter by all parties; or
  - 8.1.3.2 to institute proceedings to enforce payment due under this Charter or to seek injunctive relief to prevent immediate and irreparable harm.
- 8.1.4 Subject to this clause, a dispute must not be the subject of legal proceedings between any of the parties in dispute. If legal proceedings are initiated or continued in breach of this provision, a party to the dispute is entitled to apply for and be granted an order of the court adjourning those proceedings pending completion of the procedure set out in this clause.

### 8.2 Dispute Resolution Process

- 8.2.1 The Constituent Councils and the Authority agree to work together in good faith to resolve any matter requiring their direction or resolution.
- 8.2.2 A party to the dispute must promptly notify each other party to the dispute:
  - 8.2.2.1 of the nature of the dispute, giving reasonable details; and
  - 8.2.2.2 what action (if any) the party giving notice thinks will resolve the dispute; but a failure to give such notice does not entitle any other party to damages.
- 8.2.3 Upon receipt of a notice under subclause 8.2.2, the parties to a dispute may agree to refer the dispute for mediation by a mediator agreed by the parties or, if no agreement can be reached, a mediator nominated by the then President of the of the South Australian Bar Association (or equivalent officer of any successor organisation). The cost of any mediation are to be borne by the parties to the dispute in equal shares.
- 8.2.4 Where the parties are unable to resolve a matter (including by way of any mediation process) within ninety (90) days of the matter being presented to them, the matter will be referred for arbitration in accordance with this clause 8.2.
- 8.2.5 There must be only one arbitrator who must be a natural person agreed by the parties or, if they cannot agree within fourteen business days, an arbitrator nominated by the then Chairperson of the Resolution Institute.
- 8.2.6 The role of the arbitrator is to resolve the dispute and make decisions binding on the parties; The arbitration must take place in a location in Adelaide determined by the arbitrator.
- 8.2.7 A party must cooperate in arranging and expediting arbitration.
- 8.2.8 A party must send to the arbitration a senior manager with authority to

resolve the dispute.

8.2.9 The parties may provide evidence and given written and verbal submissions to the arbitrator within the time set by the arbitrator.

8.2.10 The arbitrator must:

8.2.10.1 consider the evidence and submissions, decide the dispute; and

8.2.10.2 give written reasons to each party.

8.2.11 Subject to this clause, the arbitration must take place in accordance with the provisions of the *Commercial Arbitration Act 2011* or subject to this clause, the arbitrator must fix the rules of arbitration.

8.2.12 The costs and expenses of the arbitrator and of each party must be borne as the arbitrator decides.

#### **9. CIRCUMSTANCES NOT PROVIDED FOR**

If any circumstances arise about which this Charter is silent, incapable of taking effect or being implemented according to its strict provisions, the Board has the power to consider the circumstance and determine the action to be taken.

CHRIS ADAMS  
Chief Executive Officer

## 12.8 Asset Management Plans - endorsement for public consultation

<b>Report Reference</b>	GC240423R12.8
<b>Originating Officer</b>	Asset Management Business Partner – David Reeves
<b>Corporate Manager</b>	Manager Engineering, Assets and Environment - Mathew Allen
<b>General Manager</b>	General Manager City Services - Ben Keen

### REPORT OBJECTIVE

The purpose of this report is to issue the following Asset Management Plans (AMPs) together with their respective Snapshots for Council endorsement to progress to public consultation:

- Draft design Stormwater AMP
- Draft design Artworks, Culture & Heritage AMP
- Draft design Fleet, Plant & Equipment AMP

### REPORT HISTORY

<b>Report Reference</b>	<b>Report Title</b>
FRAC20240220R7.1	2024 Asset Management Plans – Tranche 1

### EXECUTIVE SUMMARY

AMPs are required to be updated every 4 years and to be provided for public consultation. The 3 AMPs included in this report comprise Tranche 1. The 5 remaining AMPs comprising Tranches 2 and 3 will be finalised in the coming months with the Tree AMP having previously been endorsed by Council on 12 March 2024.

The Tranche 1 AMPs were presented to the Finance, Risk, and Audit Committee (FRAC) on 20 February 2024. Design draft AMPs have been produced from the versions taken to FRAC and are provided in this report together with their respective Snapshots.

The AMPs are to align with council's strategic documentation, the endorsed Annual Business Plan and Budget for 2024-25 and the Long-Term Financial Plan (LTFP). The Tranche 1 AMPs are presented here for General Council endorsement to take to public consultation. Feedback will be considered, and final versions of the Tranche 1 AMPs will be presented to Council for endorsement on 23 July 2024.

### RECOMMENDATION

**That Council:**

- Endorses public consultation for the:**
  - **Draft City of Marion Stormwater Asset Management Plan (and respective Snapshot).**
  - **Draft City of Marion Artworks, Culture & Heritage Asset Management Plan (and respective Snapshot).**

- **Draft City of Marion Fleet, Plant & Equipment Asset Management Plan (and respective Snapshot).**

## DISCUSSION

The AMPs are aligned with council's vision, and other strategic documentation and are to be consistent with the Long-Term Financial Plan (LTFP). The AMPs are classified as strategic management plans of Council as defined under Section 122 of the Local Government Act (LGA) and fulfil the requirements of this Section.

Section 122(6) of the Act requires the AMPs be provided for public consultation. This requirement is also outlined in Council's Public Consultation Policy and Public Consultation Procedure.

AMPs are updated on a 4-year cycle which corresponds with the requirement of Section 122(4) to undertake a comprehensive review within 2 years after each general election of Council. On that basis the nine AMP updates are to be completed by 12 Nov 2024.

## Finance Risk and Audit Committee Review

An initial review of the AMPs was performed by the Asset Steering Committee. The 3 AMPs of this report were reviewed and endorsed by the Finance, Risk, and Audit Committee (FRAC) on 20 February 2024. At this meeting, the content of the AMP was provided without the design input. The design draft versions included in this report include additional imagery and styling. Feedback from the FRAC has been incorporated into the design draft AMPs presented here.

## Tranches

The AMP updates are being produced in the following stages:

- **Tranche 1** - (*Artworks, Culture & Heritage; Stormwater; and Fleet, Plant & Equipment*) - seeking endorsement at the 23 July 2024 General Council Meeting
- **Tranche 2** - (*Open Space; and Coastal Walkway*) - seeking endorsement at the 27 August 2024 General Council Meeting
- **Tranche 3** - (*Buildings & Structures; Transport; and Water Treatment & Resources*) - seeking endorsement at the 26 November 2024 General Council Meeting.

## Changes from the 2020 AMP update

This iteration of the AMPs has the following inclusions not seen in the previous update:

- a more expansive Executive Summary
- a list of planning documents used to inform the AMP
- details of stakeholders and their roles in the development of the AMP
- an outline of how the AMP is aligned to the strategic objectives of Council
- a summary of customer events (where available) from the previous two years
- a Climate Change adaptation review and commentary on resilience management
- the removal of asset renewal ratio as a metric as directed by Finance.

## Public Consultation

Community and stakeholder engagement on these AMPs will be focussed on the snapshots and will be undertaken for the period 13 May 2024 to 10 June 2024. The design draft AMPs will be available for comment on the 'Making Marion' website. Notices will also be placed on social media and in community and business newsletters directing readers to Council's website. Any feedback from the public consultation process will be considered and will inform the AMPs to be presented for Council's endorsement at the General Council meeting to be held on 23 July 2024.

## ATTACHMENTS

1. CoM Asset Management Plan Fleet, Plant and Equipment 24-34 Draft 04 [**12.8.1** - 34 pages]
2. CoM Asset Management Plan Fleet Plant and Equipment 24-34 Snapshot 02 - consultation [**12.8.2** - 2 pages]
3. CoM Asset Management Plan Stormwater 24-34 Draft 06 1 [**12.8.3** - 46 pages]
4. CoM Asset Management Stormwater 24-34 Snapshot 02 - consultation (1) [**12.8.4** - 2 pages]
5. CEP Stormwater Plant Fleet and equipment AMP (3) [**12.8.5** - 12 pages]
6. CoM Asset Management Plan Artwork Culture and Heritage 24-34 Draft 05 [**12.8.6** - 36 pages]
7. CoM Asset Management Plan Artworks Culture Heritage 24-34 Snapshot 03 - consultation [**12.8.7** - 2 pages]
8. CEP Artworks Culture and Heritage AMP (4) [**12.8.8** - 11 pages]



# City of Marion Asset Management Plan 2024-2034

## *Fleet, Plant and Equipment*

A great place to *live*  
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## Executive summary

### Purpose of the plan

The purpose of the Fleet, Plant & Equipment (referred to as fleet) Asset Management Plan (AMP) is to improve Council's long-term strategic management of assets so that they meet the required levels of service. The plan defines the state of the fleet assets, and considers future requirements whilst balancing performance cost and risk. It provides the optimum lifecycle management and costs for the next 10 years.

The Fleet, Plant & Equipment AMP is aligned with the Council Strategic Plan and informs the Long-Term Financial Plan. Information is current as of December 2023.

### State of council assets

The table below outlines the quantity of fleet assets held by council together with projected benchmark ownership and replacement values.

	Asset category	Qty	Benchmark ownership period (yrs)	Avg Projected ** ownership (yrs)	Replacement Cost (,000)
Passenger Fleet	Sedans & wagons *	41	5	4	\$1,329
	Vans	7	5	10	\$345
	Community bus	2	8	11	\$242
Commercial Fleet	Utilities	21	5	5	\$768
	Trucks - GVM < 6000 kg	2	8	12	\$237
	Trucks - GVM 6000-15000 kg	30	10	13	\$4,724
	Trucks - GVM 6000-15000 kg (hard waste only)	2	8	8	\$374
	Trucks - GVM 15000-24000 kg	5	10	10	\$1,118
	Street Sweepers	2	7	3	\$751
	Mowers	8	7	8	\$334
	Loaders	3	10	16	\$695
	Excavators	1	10	32	\$33
	Backhoes	3	7	7	\$576
	Elevating work platforms	1	10	-	\$182
	Trailers	18	10	-	\$220
	Forklifts, cranes, vibrating plates	14	10	-	\$262
	Chippers	2	8	15	\$221
	Line Marking drivers	3	10	-	\$54
	Line marking spray equipment	2	7	-	\$40
	Total	167			\$12,505

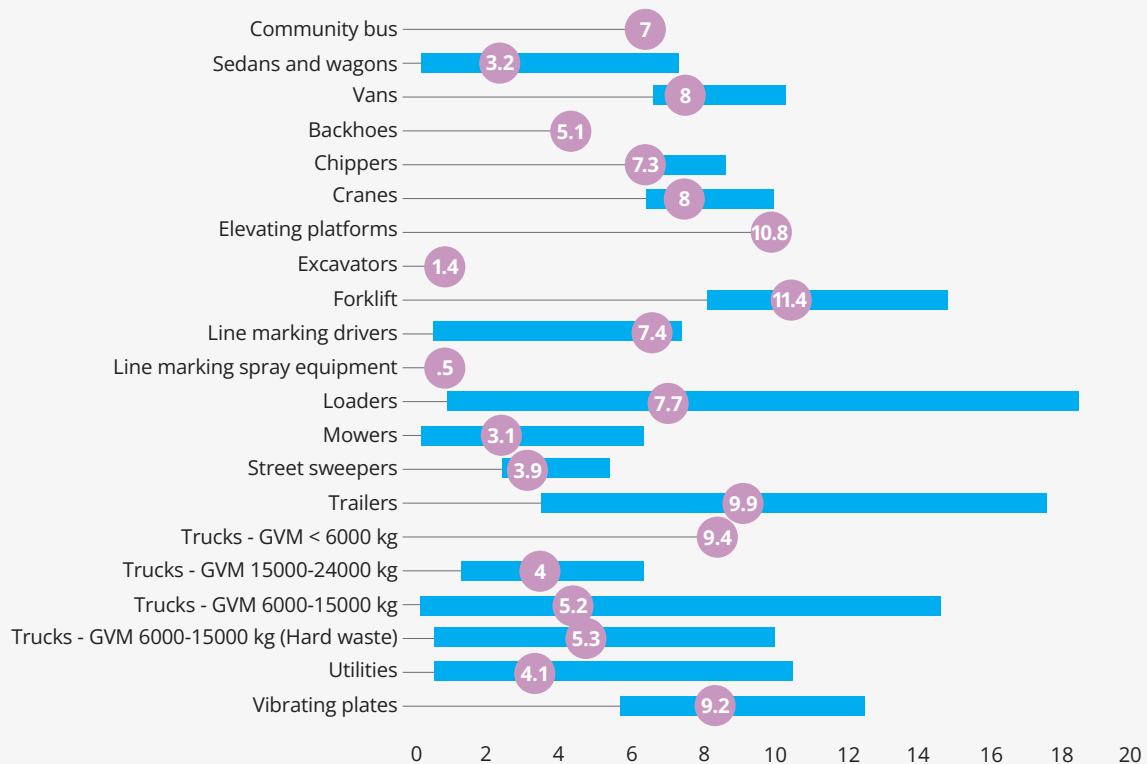
\*Sedans currently includes 2 Electric Vehicles (EV). Eight additional EV are due in 2024.

\*\* based on current utilisation rates compared with the benchmark – other factors apply.

## Asset performance parameters and expected trends

Measure	Customer level of service	Achieved by	Predicted trend
Condition	Assets are safe and operable.	Proactive maintenance. • Scheduled maintenance. • Resale prior to major overhaul requirement.	Very Good – Maintain.
Function	Assets correctly specified with required features.	• Operations feedback on requirements. • Renewals containing upgraded features.	Very Good – Maintain.
Capacity	Asset utilisation optimal	• Monitoring the resource needs of operations. • Ensuring contingencies exist for loss of fleet.	Good – Maintain.

## Average age (years) of fleet together with the age spread within each category, where applicable



### Service levels

Our customers include the office staff and the outdoor workforce at City of Marion who have the following service level requirements. Refer to Section 2 for more information on Levels of Service.

Customer service requirement	Activities funded to sustain the service requirement
<b>Fleet that is safe, functional, compliant, and able to deliver the community services required.</b>	<ul style="list-style-type: none"> <li>• Analysis of fleet utilisation against age of fleet to project optimal replacement timing.</li> <li>• Daily pre-start checks of fleet and reporting of defects.</li> <li>• Compliance checks of Fleet, plant, equipment based on intervals of time/hrs use/km travelled.</li> <li>• Specialist supplier scheduled services.</li> <li>• Specialised maintenance by manufacturers at recommended service intervals.</li> <li>• Timely repairs to damaged fleet.</li> <li>• Disposal of fleet in good condition to achieve best value.</li> <li>• Replacement of fleet with required customer functionality</li> </ul>

### Future demand

Refer to Section 3 for more details on demand management.

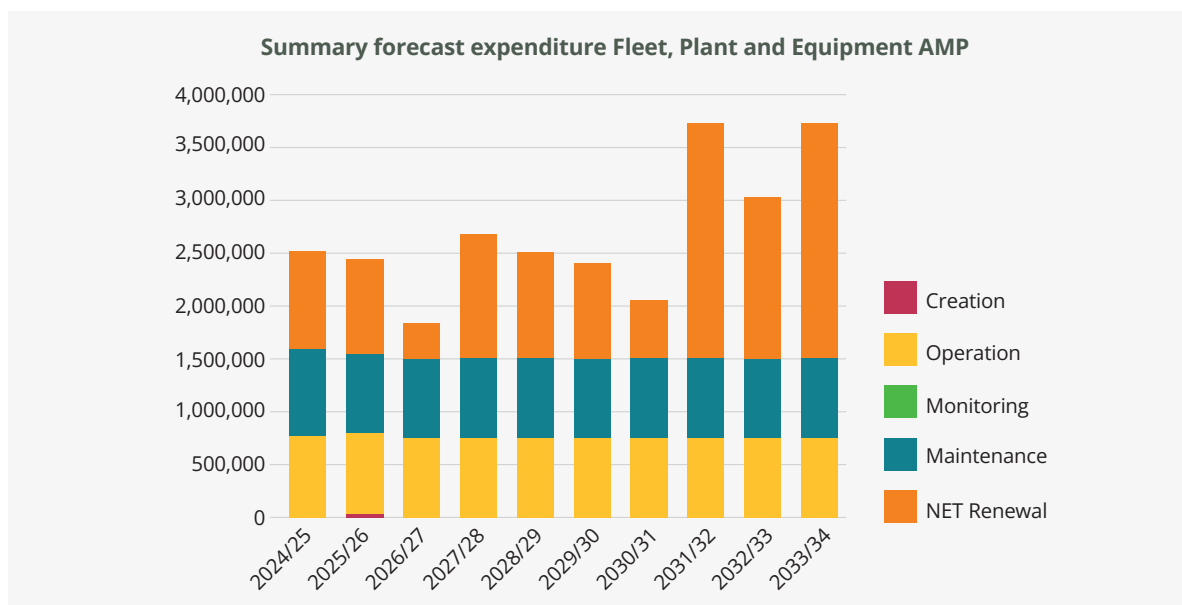
Demand impact	Demand impact management
<b>Technology – Functionality and efficiency</b>	Customer requirements continually monitored for new innovations to improve the service capability when renewing fleet.
<b>Financial – value through improved utilisation</b>	Tracking utilisation against benchmarks and optimising value through renewal/disposal decisions.
<b>Environment – Carbon neutrality</b>	Improved energy efficiency and fleet and plant transition where practical away from hydrocarbon fuels.

## Lifecycle management

### What it will cost

The forecast lifecycle costs necessary to provide the services covered by this AMP include those listed in the chart below. Disposal of fleet is incorporated into the Net renewal costs. The forecast expenditure of this plan is used to inform the Long-Term Financial Plan (LTFP). Section 6.2 contains the costs for each of the 10 years.

Renewal peaks shown in the last three years of the plan correspond to predicted replacement timings based on the age of assets. As these assets age, and more utilisation data becomes available, it is likely that the forecast year of replacement will become more evenly distributed.



The financial funding for the life of this plan is summarised below:

Forecast Expenditure	10-Year forecast	Average Annual Cost
Operational Cost (OpEx)	\$15,058,797	\$1,505,880
Capital Cost (CapEx)	\$11,600,880	\$1,160,088
<b>Total</b>	<b>\$26,922,480</b>	<b>\$2,665,968</b>

### Managing the risk

Risks are managed in accordance with Council's Risk Management Policy.

- Risks are managed in accordance with Council's Risk Management Policy.
- No high or above level risks have been identified for fleet, plant, and equipment assets.

- There are no critical assets as part of the fleet as a loss of service from any is manageable.
- The forecast budget allows us to achieve all our service delivery objectives.

### Improvement

The Improvement Plan is found in Section 7. These initiatives have been included in the forecast budget and include:

- Continue with the implementation of the CoM EV transition plan.
- Transition to Asset Management Information System (AMIS) tool.
- Finalise transition of minor plant to battery power away from hydrocarbon fuels.
- Establish reporting functionality from the AMIS to enable fleet management decision making.

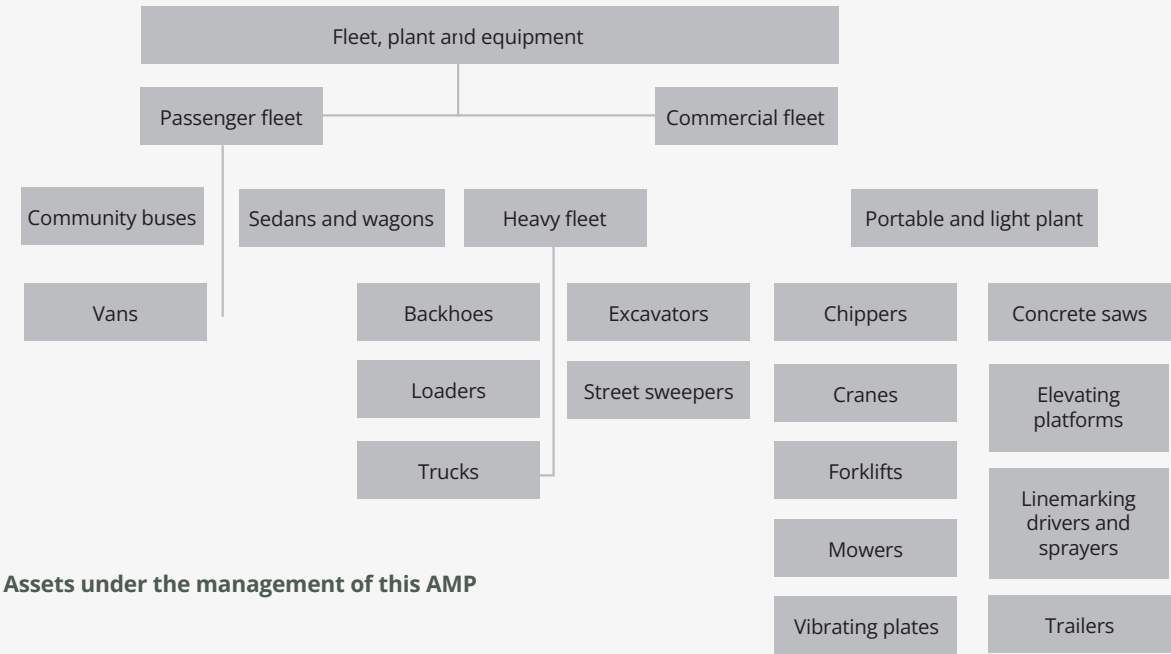


# Introduction

## Background

The Fleet, Plant & Equipment Asset Management Plan (AMP) serves as a comprehensive framework outlining the management of our Fleet, Plant & Equipment assets (collectively referred to as fleet) essential in delivering the services that enhance the well-being of the community. This plan outlines how these assets are utilised, the way services are rendered, and the financial resources allocated for a fleet replacement program over the next 10 years.

This AMP complies with the requirements of Section 122 of the Local Government Act 1999; and is an input for the City of Marion (CoM) Long-Term Financial Plan. Information contained in this plan is current as of October 2023.



The total replacement cost of our Fleet Assets is \$12,505,000.

Of note is a decision by Council during the life of this AMP to transition the light passenger fleet from Internal Combustion Engines (ICE) to battery Electric Vehicle (EV).

Minor Plant and equipment consisting of items such hand operated power tools are typically replaced when they fail with an estimated value of \$250,000 are not considered a material component of this AMP and are only briefly referred to.

## Planning documents



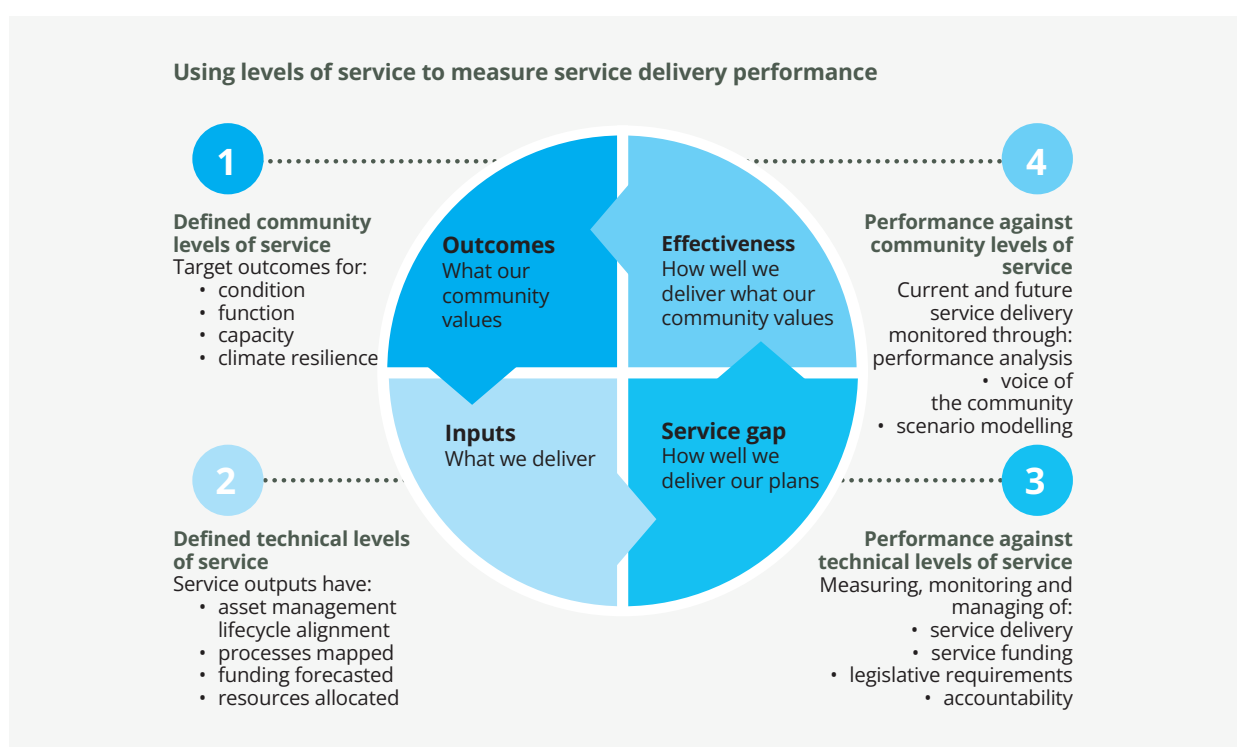
- The 30-Year Plan for Greater Adelaide (Plan SA)
- Local Government Association Mutual Liability Scheme
- CoM Environment Policy
- CoM Climate Change Policy
- CoM Carbon Neutral Plan 2030
- CoM Long Term Financial Plan
- CoM Strategic Plan 2019-2029
- IPWEA NAMS+ AMP template and Plant and Vehicle Management Manual
- CoM EV Transition Plan
- CoM Fleet Replacement Policy
- CoM Disposal of Excess Plant and Equipment, Stores and Salvaged or Recycled Materials Procedure



## Levels of service

Levels of service ensure we meet customer expectations by describing what we deliver. The primary reason assets exist is to deliver services.

Levels of service underpin asset management decisions. Defining and measuring levels of service is a key activity in developing Asset Management Plans. When levels of service are considered collectively, they provide clarity and assist with meeting council's strategic objectives.



When defining levels of service, council takes into consideration:

- the external context, including legislative requirements which may impose minimum standards.
- the internal context including strategic objectives, the availability of resources and financial constraints.
- community expectations of the quality of service, balanced against the price they are willing and able to pay for that service.

These drivers influence council's decisions about the range, quality and quantity of services provided.

### Strategic and corporate goals

Our purpose: To improve our resident's quality of life; continuously, smartly, and efficiently.

Our community vision: A community that is (L) Liveable, (VN) Valuing Nature, (E) Engaged, (P) Prosperous, (I) Innovative, and (C) Connected

Council Strategic Objective		How the Objectives are addressed in the Plan
VN3	We will operate more efficiently and sustainably in terms of energy and water use, using the best technologies and methods to be as self-sufficient as possible	As a key step to becoming carbon neutral 2030, council has committed to a transition to Electric Vehicles for our light passenger fleet from 2023. This will enable our fleet to utilise sustainable energy. Council also is also committed to exploring alternate technologies, and moving towards battery operated handheld equipment, charging from solar panels mounted to vehicles. Council has a watching brief to take up future technologies for alternative fuel and energies for our fleet assets
I1	We will use data to provide evidence for resource allocation relating to our services	Council will reference and consult on industry best practice through Institute of Public Works Engineering Australasia, Department for Energy and Mining, Flinders University and other Councils to leverage emerging technologies in battery and charging.
I2	We will use the best technology possible to improve efficiency of our operations and delivery of our services	Our fleet asset management and energy efficiency systems enable us to use data driven evidence to analyse utilisation and cost. This allows for data analysis supporting fleet replacement and allocation decisions.

### Legislation

The legislation and relevant Standards that inform the Service is outlined in the table below.

Legislation	Relevance to this AMP
Aboriginal Heritage Act (1988)	Provides for the protection and preservation of Aboriginal heritage including the discovery, acquisition, damage or sale of sites, objects, or remains of Aboriginal significance.
Australian Accounting Standards	Sets out the financial reporting standards relating to the valuation and depreciation of infrastructure assets.
Copyright Act 1968	Provides for the protection of rights of creators of creative and artistic works under Australian law.
Heritage Places Act (1993)	sustainable use and adaptation of heritage places in a manner consistent with high standards of conservation practice.
Intellectual Property Laws Amendment Act 2015 (Australia)	Encourage innovation and protect businesses that develop original intellectual property to have a competitive advantage.
Local Government Act (1999)	Requires the preparation of an asset management plan and a long-term financial plan.
Planning, Development, and Infrastructure Act (2016)	Sets requirements for development and building approval and requirements.
Work Health and Safety Act 2012 (SA)	Provides for the health, safety, and welfare of persons at work.

### Service Statement

Fleet assets are used to construct and maintain infrastructure and land, move materials and equipment and transport council staff and community members.





**What our community values**

Fleet customers are inwards facing and include office staff as well as the Operations teams that utilise fleet to provide the services. The community bus is the only fleet asset to have a direct community interface.

Feedback from internal customers is informal as part of day to day operations and can also be formal when new fleet is planned for purchase and where user input requirements are required. The users of the fleet assets have the experience of delivering the community service.

**Community levels of service**

Levels of Service detail what is important to our customers in council's operations teams. These teams understand the service they are providing the community and in turn, inform their requirements for fleet assets service to be provided. Council adopts the following service parameters for these assets:

**Condition:** Does the asset provide a safe and quality service?

**Function:** Is the asset fit for purpose?

**Capacity:** Is the service over or under used?

**Climate Resilience:** Is the asset's design resilient against projected climate stressors.

By listening and understanding what services are important to our internal customers, we have developed Customer Levels of Service for the Fleet, Plant and Equipment AMP that will support our teams in the delivery of those services to the community. Performance is monitored against targets, using 1-5 rating scales using industry standard ratings where available. An outline of the fleet customer levels of service is provided below.

Parameter	Community level of service	Achieved by	Predicted trend
Condition	Assets are safe and have all manufacturers features operable.	Assets are kept in operational condition by proactive maintenance. Strategic replacement is undertaken while the asset is in good working condition to maintain value.	Maintain
Function	Assets are correctly specified and have the desired features to meet future demand.	Feedback from the operations teams on fleet capabilities. Monitoring external drivers such as energy efficiency and ease of use.	Maintain
Capacity	Assets are optimal in quantity to meet council's service to community with contingency for equipment failure.	Monitoring the needs of the operations teams' outlook on delivery of community services.  Ensuring contingencies exist in place the event of unplanned fleet loss.	Maintain
Climate Resilience	Not applicable		

### Technical levels of service

Technical Levels of Service detail what we do to deliver our services. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure the best value for resources used. It is important to monitor the levels of service regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

Business Process Manuals will be developed to define the best practice industry standards and legislation requirements criteria that demonstrate efficiency and effective organisational performance. Building on industry good practice, service outputs will have asset management lifecycle alignment, processes mapped, and funding forecasted. Performance against Business Process Manuals will be monitored and reviewed to ensure delivery against technical levels of service.

### Lifecycle phase



#### Planning

- Preparation of reports for fleet replacement strategy.
- Analysis of fleet utilisation against age of fleet to project optimal replacement timing.

#### Creation

Fleet assets are procured to ensure internal operational requirements can be safely and effectively met. Assets are purchased within the scope of Councils Procurement & Contract Management Policy and adhere to our WHS procedures.

- Creation occurs when ever an increase in total number of fleet assets is made. This contrasts with renewal which is the replacement/upgrade/ to existing quantities.
- Creation can only occur with the provision of a robust business case process driven by the community service areas requirement for additional fleet assets. For example, if there is a need to increase resourcing to water a higher number of trees planted, a business case will outline the additional fleet assets in addition to human resources - ie additional water truck and driver. The service areas determine the trigger point at which the business case is required.

#### Operation

Utilisation of the fleet assets is performed by the operations teams.

- Fleet operating costs include fuel, insurance, finance costs.
- Cleaning activities to workshops and to vehicles.

#### Monitoring

- Scheduled routine compliance Inspections of fleet.
- Non-routine safety inspections based on incidents.

Note: monitoring costs are included as part of maintenance costs.

#### Maintenance

Maintenance is partitioned between Reactive and Proactive. Reactive Maintenance includes unplanned events which result in a required repair to an asset.

- Repairs to damaged fleet as a result of an unplanned event or accidents.
- Fault repairs carried out by specialists.



Proactive Maintenance involves work on an asset that is regular and routine which aims to prevent unplanned breakdown, or which completes a compliance requirement.

- Daily pre-start checks of fleet and reporting of defects.
- Half year safety checks.
- Specialist supplier scheduled services.
- Tyre and battery changeover for vehicles.
- Compliance checks of fleet assets based on intervals of time/hrs use/km travelled.
- Specialised maintenance by manufacturers at recommended service intervals.

#### Renewal

Fleet Assets are renewed in accordance with the CoM Fleet Policy Optimised Utilisation Fleet Replacement Matrix which takes into consideration whole of life costs. In the event that the replacement utilisation benchmarks are not met prior to the guide replacement timing, a review of the asset will be undertaken to consider whether to hold onto the asset until the benchmarks are met. (note: EV infrastructure is provided under the Buildings and Structures AMP.)

#### Disposal

- Disposal of fleet occurs routinely as utilisation thresholds are reached often when the asset is in good condition to maximise resale value.
- Disposal of an item is usually linked to its replacement to ensure the same service function is provided or upgraded.
- Disposal decisions are based on reaching utilisation thresholds but other factors such as asset age, service life, resale potential, and the optimised cost of ownership may be considered where assets are disposed of earlier or later than the utilisation thresholds being reached.
- In some instances where a service is being reduced or alternative service delivery options are progressed, there may be a reduction in the level of Fleet assets. This decision will be driven by the community service areas.
- Commercial contracts are in place with auction providers to ensure that Council is achieving the best possible result at the end of an assets lifecycle.



## Future demand

The impact of demand drivers that may affect future service delivery is shown in the table below along with the how we will manage this.

Demand Driver group	Driver and projection	Impact on services	Demand Management Plan
Social	Community asking for efficiency improvements in the assets council uses.	Request for changes to the type of assets purchased to improve efficiencies.	Approved business cases for all initiatives.
Social	Increasing change in asset technology. Changing asset technologies with increasing our workforce to remain current in their skills.	Workforce needing to remain current with operation skills required.	Continue to implement operator training as part of new purchases and identify new skill required at time of purchase.
Technological	Rapid changes in technology results in obsolescence of the support for existing equipment.	Limited opportunities for spare parts availability and ongoing support for aging equipment.	The Fleet Policy reduces the impact of obsolescence within an asset's useful life.
Financial	Greater scrutiny on Asset Management decisions to ensure best value to Council.	Minimal impact due to existing alignment with procurement policies and procedures.	Continue with existing established procurement practices.
Environmental	City of Marion Carbon Neutral Plan sets a goal to achieve a net-zero emission fleet by 2030.	Potential changes to types of assets purchased. Increased costs due to immature markets and emerging technologies. Speed of adoption of new technologies will be determined by commercially available fit-for - purpose options which are determined by manufacturers and federal government legislation/policies.	Undertake an annual review of reduced emission options to ensure that council can make informed decisions on incorporation into the asset portfolio.

### Climate change adaptation

Climate trends projected for a 10 to 30 year outlook:

- Temperature – warmer springs, hotter and more frequent hot days, average temperature increases.
- Rainfall – declining rainfall, lower spring rainfall, more drought.
- Storms – more intense heavy rainfall events with intensified winds.

- Evaporation – evapotranspiration (through tree canopy) increase.
- Fire – drier fuels.

Climate change factors are not considered to have an impact for the life of this AMP and are not considered.



# Lifecycle management

## Background information

Our fleet assets are utilised every day by our council teams to enable them to provide the community services to the required standard.

Fleet assets are used by council employees to construct, maintain, and upgrade infrastructure and land, and enable the transport of materials, equipment, council staff, and community members. The community bus is the only asset of fleet that has a direct community interface.

Our fleet portfolio is sized to service our internal customers' needs so that they can deliver the community service. Any increase to the size of fleet requires a business case to justify the need. This business case responding to increasing or changing demand for the specific community service level is driven by the service area as it.

In some cases, a fleet asset will be reduced if it is no longer required to deliver a community service due to that service being reduced or the implementation of alternative service delivery options.

The table below outlines for each fleet category, the council holdings, age information, and target utilization. An inventory of council's fleet holding together with replacement cost is shown in the table below.

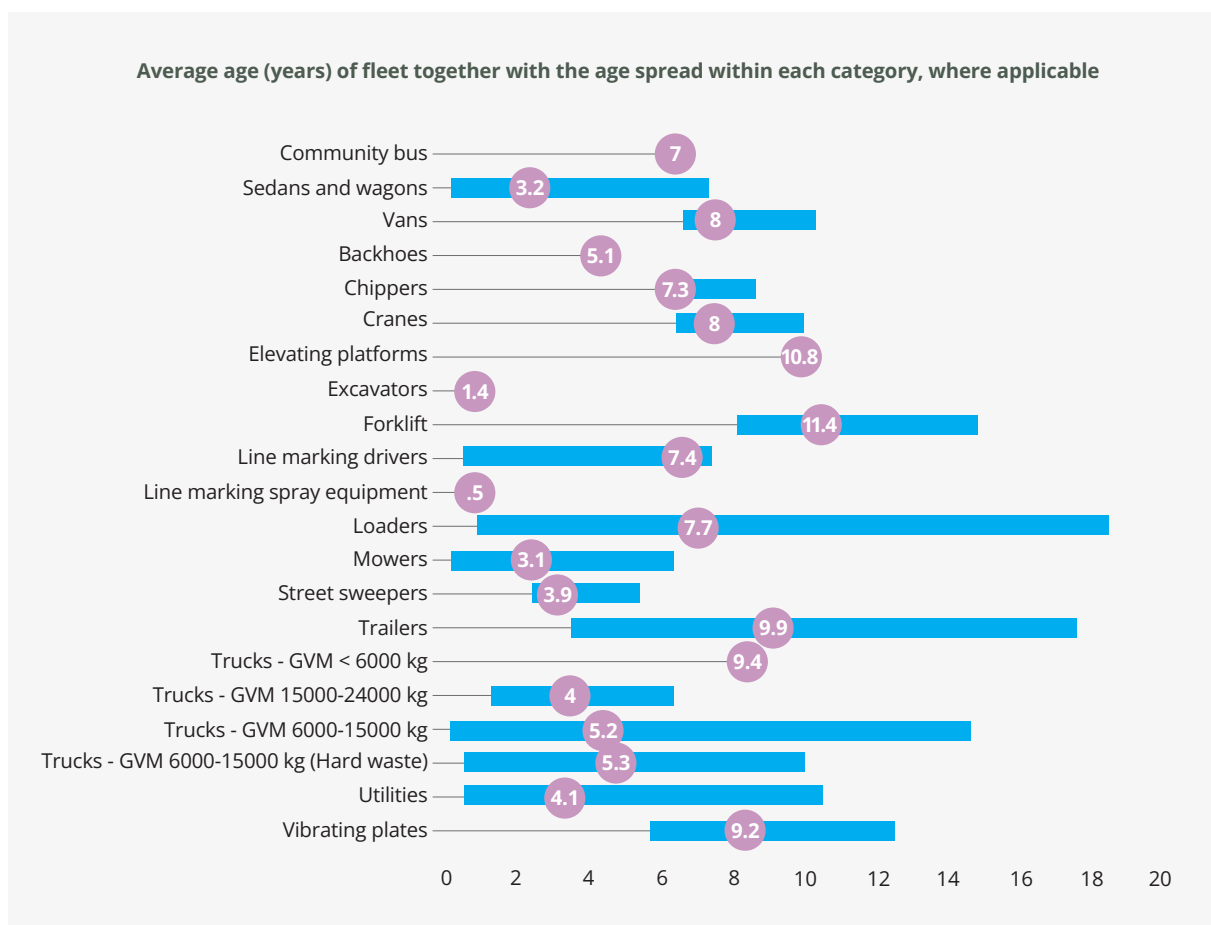
A fleet telematics tool provides information to enable analysis and decision making on fleet. The following information is available:

- Utilisation: reporting of fleet utilisation.
- Location: GPS tracking of fleet location including historical reporting.
- Safety: WHS management features.

Asset category		Qty	Benchmark ownership period (yrs)	Avg Projected ** ownership (yrs)	Replacement Cost (,000)
Passenger Fleet	Sedans & wagons *	41	5	4	\$1,329
	Vans	7	5	10	\$345
	Community bus	2	8	11	\$242
Commercial Fleet	Utilities	21	5	5	\$768
	Trucks - GVM < 6000 kg	2	8	12	\$237
	Trucks - GVM 6000-15000 kg	30	10	13	\$4,724
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	Trucks - GVM 15000-24000 kg	5	10	10	\$1,118
	Street Sweepers	2	7	3	\$751
	Mowers	8	7	8	\$334
	Loaders	3	10	16	\$695
	Excavators	1	10	32	\$33
	Backhoes	3	7	7	\$576
	Elevating work platforms	1	10	-	\$182
	Trailers	18	10	-	\$220
	Forklifts, cranes, vibrating plates	14	10	-	\$262
	Chippers	2	8	15	\$221
	Line Marking drivers	3	10	-	\$54
	Line marking spray equipment	2	7	-	\$40
	Total	167			\$12,505

### Age profile

The figure below shows the average age in years for fleet together with the minimum and maximum age range where applicable. Utilisation rate becomes a key factor in determining the length of time assets are held before renewal. Other factors also apply.



### Asset performance

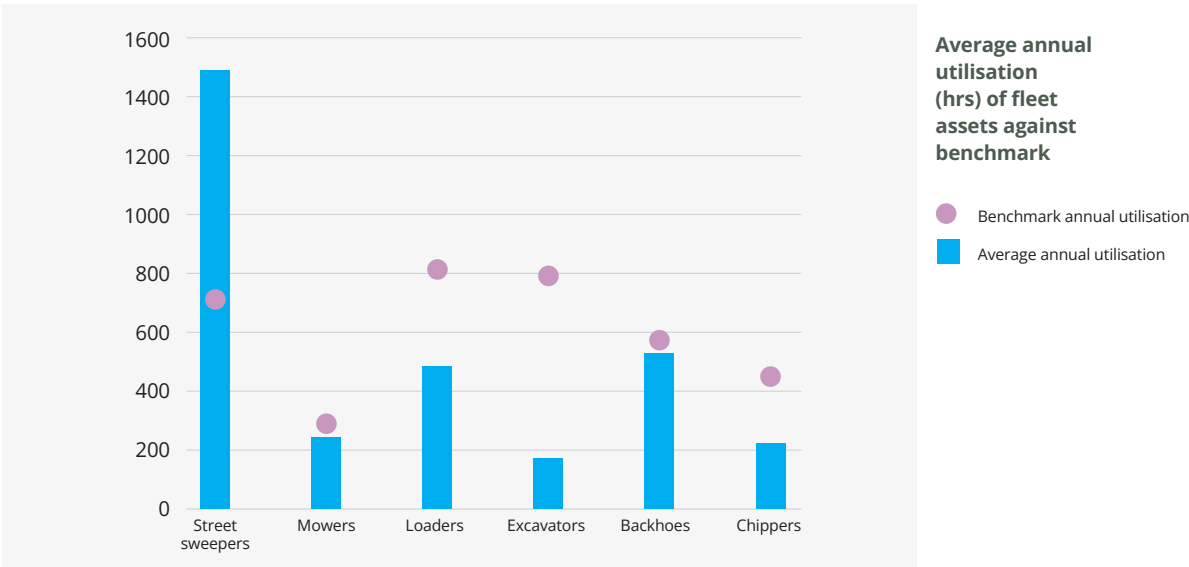
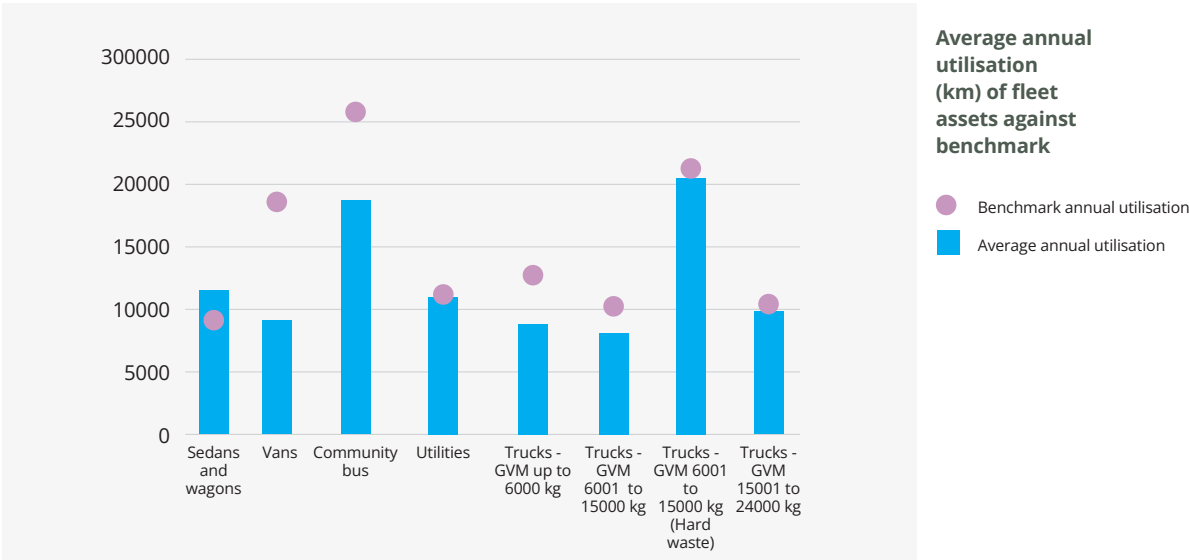
The table below shows our fleet performance against benchmark utilisation targets. From this we can project our average ownership length which can be used for strategic decision making on fleet renewal or other use.

Asset group	Asset category	Benchmark ownership period (years)	Current avg age (years)	Benchmark replacement utilisation	Current avg annual utilisation	Projected avg holding (years)
Passenger fleet	Sedans & wagons	5	3.4	50,000km	12,500km	4
	Vans	5	8.1	100,000km	10,000km	10
	Community bus	8	7	220,000km	20,000km	11
Commercial fleet	Utilities	5	4.1	60,000km	12,000km	5
	Trucks - GVM to 6000 kg	8	9.4	110,000km	9,500km	11
	Trucks - GVM 6001 to 15000 kg	10	5.2	110,000km	8,750km	13
	Trucks - GVM 6001 to 15000 kg – Hard Waste Truck only	8	5.3	180,000km	22,000km	8
	Trucks - GVM 15001 to 24000 kg	10	4	110,000km	10,500km	10
	Street sweepers	7	3.9	5,000hrs	1500hrs	3
	Mowers	7	3.1	2,000hrs	250hrs	8
	Loaders	10	7.6	8,000hrs	500hrs	16
	Excavators	10	1.4	8,000hrs	200hrs	32
	Backhoes	7	5.1	4,000hrs	550hrs	7
	Elevating work platforms	10	10.8	-	-	-
	Trailers	10	9.9	-	-	-
	Forklifts, cranes, vibrating plates	10	9.4	-	-	-
	Chippers	8	7.3	3750hrs	250hrs	-
	Line Marking drivers	10	2.8	-	-	-
	Line marking spray equipment	7	0.5	-	-	-

The figures below provide an indicative view for how the current rate of utilisation is tracking against recognised benchmarks.

Of note is the apparent under use of vans against this benchmark. The Community Van travels minimal distances, but it is highly valued by the user group. For this van, the whole of life costs is favourable for it to be held past its benchmark holding age particularly given the low total utilisation.

The over-utilisation against benchmarks for the Street Sweepers, as seen in Figure 9, suggests the need for another sweeper. At this stage, the sweeping resource is sufficient to maintain the current street sweeping levels of service. It is seen that benchmarks are used as a guide only, and that actual utilisation timings are used together with optimising lifecycle costs and service levels for the community services being supported by the Fleet asset for decisions on fleet replacement. Section 4.5 describes asset renewal criteria.





### Asset condition

Council assets are kept in very good operational condition through effective maintenance. The ratings shown below is indicative of the asset renewal policy which ensures fleet is renewed prior to the need for major maintenance overhauls. The rating of 10% for a condition of good reflects that from time to time assets are unavailable for use whilst those repairs and planned maintenance is being undertaken.

#### Asset condition grading criteria and performance

Rating	Condition description	Performance (% of fleet)
1	Very good: Only planned operation and maintenance required .	90
2	Good: Minor defects only. Repairs as needed plus planned maintenance.	10
3	Fair: Significant maintenance required to Return to Accepted Level of Service.	
4	Poor: Significant maintenance or renewal required. Asset requires review to determine optimal action. Consider Renewal and/or Disposal.	
5	Very Poor: Approaching Unserviceable. Consider Renewal, Removal and/or Disposal.	

### Asset function

Function indicates if the service is suitable for its intended purpose and if the asset is providing the right type of service. The rating below suggests that nearly all fleet is valued for its function by our internal customers. Where more features are requested, these are provided as part of normal cycles of renewal. The table below shows the fleet largely is fit for purpose. Where fleet is lacking in its ability to provide the service, or improvements in features or capability are identified by the customers, this is taken into consideration for the next iteration of renewals.

Rating	Condition description	Performance (% of fleet)
1	Very good: meets program/service delivery needs in a fully efficient and effective manner.	92
2	Good: meets program/service delivery needs in an acceptable manner.	7
3	Fair: meets most program/service delivery needs with some inefficiencies and ineffectiveness present.	1
4	Poor: limited ability to meet program/service needs.	
5	Very Poor: critically deficient, does not meet program/service needs, neither efficient nor effective.	

Asset capacity

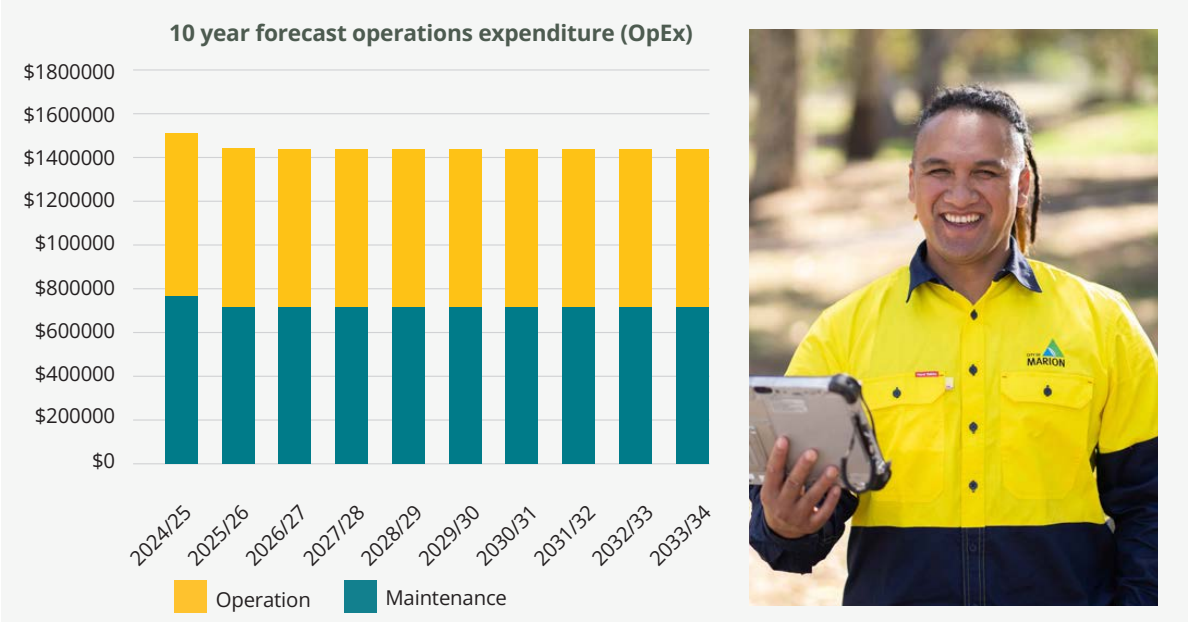
Capacity helps us understand future needs due to demand and helps us understand if the service is under or over utilised. From the utilisation charts it can be seen that our excavators, vans, loaders and chippers have some extra capacity when measured against industry benchmarks, whilst sweepers are over utilised against the same benchmark. Other factors influence decisions on utilisation.

Asset capacity rating

Rating	Condition description	Performance. (% of fleet)
1	Very good: usage corresponds with design capacity.	90
2	Good: usage is within design capacity.	9
3	Fair: demand is approaching design capacity.	
4	Poor: demand exceeds or is well below design capacity.	1
5	Very Poor: demand exceeds design capacity or is little used.	



Operating expenditure (OpEx)



Maintenance

Costs include the scheduled routine compliance work on mobile fleet as well as repairs. Included is the cost of 4 of council's trained mechanics, one acting in a supervisory capacity as well as various manufacturers' specialists.

Small plant and minor equipment is supplied/ replaced through maintenance. Year 1 of the plan is budgeted for an upgrade to mobile fleet telematics system from the 3G network.

Note: monitoring and inspection costs are included as part of the maintenance category.

Current maintenance expenditure levels are adequate to meet required service levels.

Operations

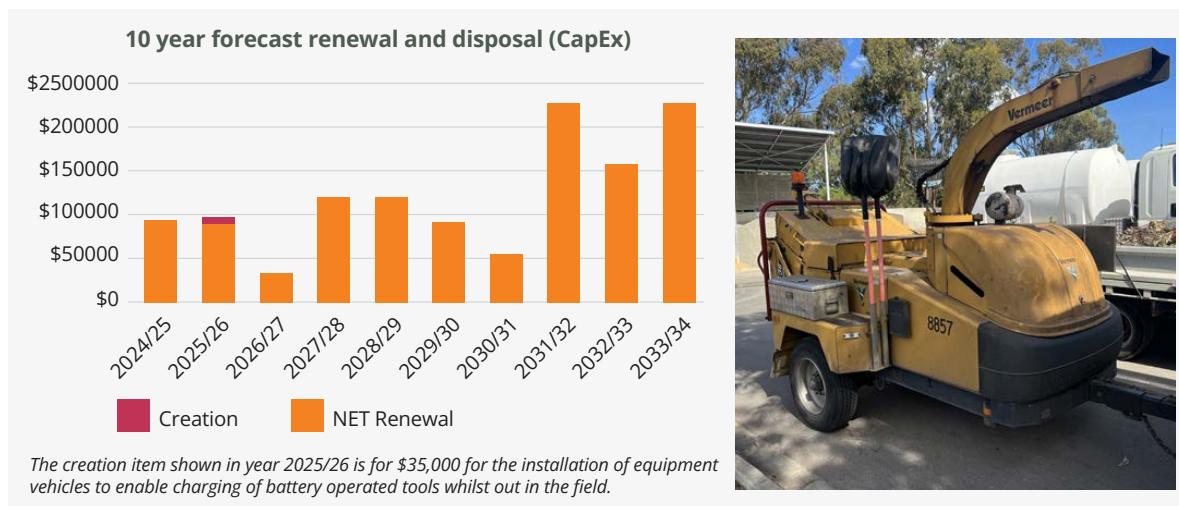
Costs include registrations, insurances, fuel, subscriptions.

Operations expenditure is impacted predominantly by the cost of fuel. Fuel pricing is highly volatile and determined by international events and supply chains. Reductions in fuel costs are expected to eventuate over the next 5 years as the light fleet transitions to EVs. The uptake of the EV fleet is expected to providing operating cost savings in the order of \$30k/yr.

The cost of registration and insurance has remained stable or reduced slightly over the past four years due to reductions in overall fleet numbers.

At this stage no additional maintenance funds are envisaged to maintain fleet assets at current service levels; however the maintenance costs of the light fleet will reduce due to the lower cost of maintaining EVs. This will be monitored over time and considered as part of the annual review of the 10-year Fleet Replacement Program.

## Capital expenditure (CapEx)



## Asset renewal planning

The Fleet Replacement Policy outlines the objectives required to manage Assets to ensure internal operational requirements can be safely and effectively met, optimise cost of ownership to council, and minimise its impact on the environment and is in line with IPWEA guidelines.

Utilisation of Fleet Assets is a key consideration impacting on council's replacement decision making processes. In the event Replacement Utilisation benchmarks are not met prior to the "Estimated Replacement Timing" timeframe, a review of the asset occurs with its operators to consider whether to continue to hold the asset until the utilisation benchmarks are met. This includes consideration the asset remains in good condition with low maintenance costs, meets our functional requirements, and retention is unlikely to result in material risk to council.

Operators are consulted upon replacement of fleet. Safety requirements are considered by applying the hierarchy of hazard controls to ensure hazards are eliminated, or where that is not reasonably practicable, are effectively controlled. Operational and functional requirements are weighed, and where possible innovation is sought that may provide greater efficiency or effectiveness in undertaking services or reduce the risk of downtime.

Whole of life costs factor into decision making. Council considers a range of factors such as purchase cost, future resale value, cost of maintenance over the life of an asset, warranty and value adds. Cross council opportunities are discussed where possible to maximise procurement value for money through an aggregated tendering process. Emissions, alternative fuel sources and other environmental factors are also considered as per Councils commitment to the 2030 carbon neutral plan.

In 2023, Council adopted a strategy to transition our light passenger fleet (Sedans & Wagons) to Electric Vehicles (EV's). This will occur once a vehicle reaches its replacement utilisation benchmark. Due to the immature nature of the EV market flexibility has been allowed to defer or advance the replacement of passenger fleet asset's dependant on the current technology and market conditions. All other fleet assets will be considered on a case-by-case basis to minimise carbon emissions.

Once a Fleet asset is replaced, it is sold as per the Disposal of Excess Plant and Equipment, Stores and Salvaged or Recycled Materials Procedure. Generally, for Fleet assets, this is done through a third-party auction service. A register is maintained of all sold assets to allow for estimates of future returns to be estimated. This estimate, along with data taken from public marketplaces is used to set auction reserves and ensure that Council is receiving best value returns.







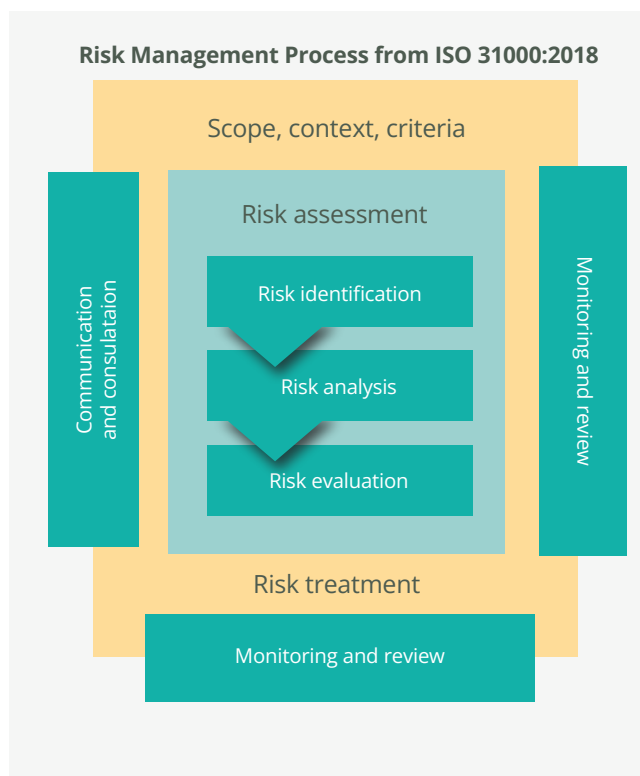
## Risk management

Council's Risk Management Policy sets the overall framework for addressing risk within the framework of ISO31000.

The elements of this framework are:

- Risk Management Context- Establishes the objectives, stakeholders, key issues, and criteria against which risks will be evaluated.
- Identify the Risk: Identifies what risk events are likely to impact on assets and services.
- Analyse the risk: Reviews the existing controls and then analyses the likelihood of an event occurring and the consequence of the event to determine the level of risk.
- Evaluate the Risk: Assesses and ranks the identified risks in a Risk Register.
- Treat the Risks: Identifies actions to reduce/control the risk..

There are currently no high-level risks identified for fleet assets.



### Critical assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service.

For Fleet, no assets are considered critical as the failure of any equipment is managed by the ability to repair, or hire temporary equipment without loss of service.

### What we cannot do

The forecast budget of this AMP is used to inform the LTFP. It is expected that through this process of alignment with the LTFP, the objectives of this AMP will be achieved.





# Financial summary

## Financial sustainability

### Sustainability of service delivery

Two key indicators of sustainable service delivery are considered in the Fleet, Plant & Equipment AMP:

1. The forecast renewals are funded over the life of this plan to ensure the continuity of function that the asset provides. Assets are scheduled for renewal based on the end an end of estimated useful life.
2. OpEx is funded to ensure the day to day management and integrity of the asset to ensure the required levels of service are met.

This AMP is used to inform the LTFP, through an iterative process balancing cost, performance, and risk. As a part of its Annual Business Planning process, CoM undertakes a review of forecast asset management expenditures. This revised forecast annual funding requirements is incorporated into Council's currently adopted Annual Business Plan and Long-Term Financial Plan.

### 10-year financial planning period

This AMP identifies the forecast OpEx and CapEx required to provide an agreed level of service to our customers over a 10-year period.

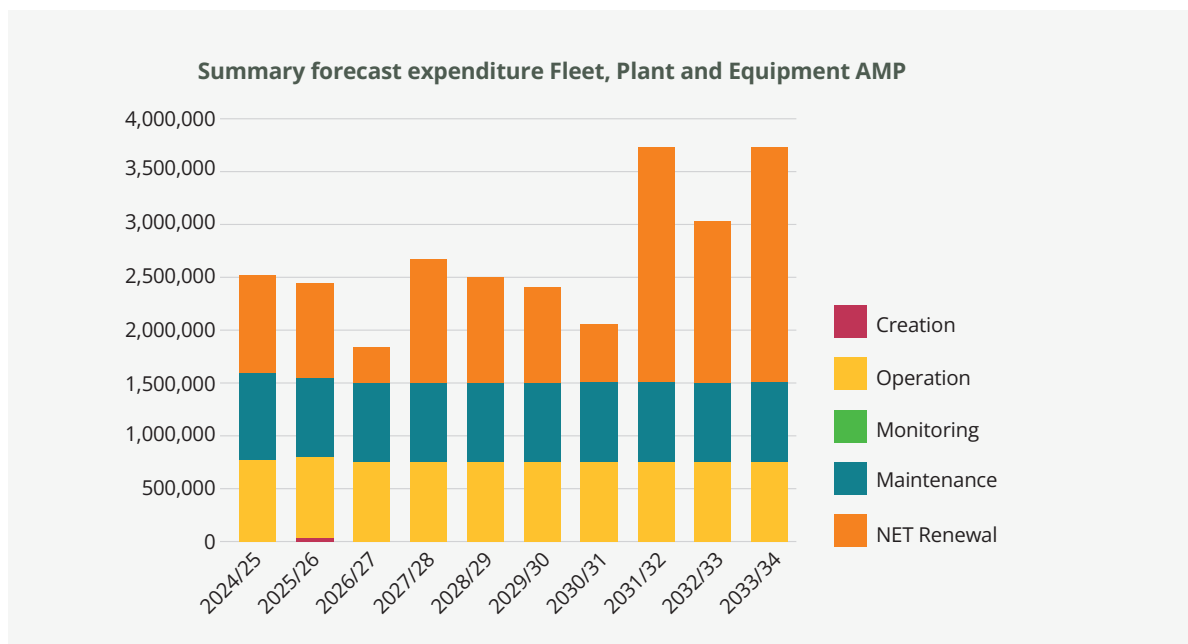
Forecast Expenditure	10-Year forecast	Average Annual Cost
Operational Cost (OpEx)	\$15,058,797	\$1,505,880
Capital Cost (CapEx)	\$11,600,880	\$1,160,088
Total	\$26,922,480	\$2,665,968



## Forecast outlays for the LTFP

### Forecast 10-year expenditure - Fleet, Plant and Equipment

Year	Planning	Creation	Operation	Monitor	Maintenance	Gross Renewal	Disposal	Forecast Total
2024/25	0	0	772,121	0	801,340	1,267,760	-353,000	\$2,488,221
2025/26	0	35,000	756,902	0	746,340	1,182,480	-308,000	\$2,412,722
2026/27	0	0	752,330	0	746,340	410,800	-92,000	\$1,817,470
2027/28	0	0	751,292	0	746,340	1,834,560	-681,000	\$2,651,192
2028/29	0	0	751,292	0	746,340	1,711,840	-724,000	\$2,485,472
2029/30	0	0	751,292	0	746,340	1,261,520	-373,000	\$2,386,152
2030/31	0	0	751,292	0	746,340	955,760	-415,000	\$2,038,392
2031/32	0	0	751,292	0	746,340	3,390,400	-1,201,000	\$3,687,032
2032/33	0	0	751,292	0	746,340	2,324,400	-816,000	\$3,006,032
2033/34	0	0	751,292	0	746,340	3,311,360	-1,122,000	\$3,686,992
<b>Total</b>	<b>\$0</b>	<b>\$35,000</b>	<b>\$7,540,397</b>	<b>\$0</b>	<b>\$7,518,400</b>	<b>\$17,650,880</b>	<b>(\$6,085,000)</b>	<b>\$26,659,677</b>





### Valuation forecasts

The best available estimate of assets included in this AMP are shown below. This estimate is based on recent purchases of equivalent assets (what it would cost to replace the asset today), or an indexed value (the original purchase cost of the asset in today's dollars).

Replacement Cost (Current/Gross): \$12,505,000

Depreciable Amount: \$7,040,000

Depreciated Replacement Cost: \$6,725,000

Depreciation: \$585,000

### Key assumptions in financial forecasts

- All data used in this AMP is current as of December 2023.
- The forecast 10-year expenditure profile is provided in 2024 dollars.
- Long-Term Financial Plan will be adjusted annually to account for cost index increases and utility cost anomalies.
- Forecasting assumes a like-for-like replacement of our existing fleet. Replacement values are based on recent purchases of equivalent assets (i.e. what it would cost to replace the asset today), or an indexed value (i.e. the original purchase cost of the asset in today's dollars).
- Disposal values reflecting our historical returns achieved (reflecting asset consumption over time) consistent with the percentage provided by the Fleet Replacement Policy. First replacement is forecast returns apply to the original purchase price, and all future apply to 2024 dollars.
- Disposal value estimates are a % set by the fleet renewal policy of the original purchase value, not the 2024 dollars.
- Operation and Maintenance costs for new assets will be consistent with the operation and maintenance costs of existing assets.
- Delivery of fleet purchase are determined by the manufacturers' timeframes which may result in the disposal delays to ensure service is not impacted.

### Forecast reliability and data confidence

The forecast costs, proposed budgets, and valuation projections in this AMP are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified in accordance with the table below.

Confidence grade	Description
A. Very high	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$ .
B. High	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$ .
C. Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$ .
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$ .
E. Very low	None or very little data held.



Data	Confidence Assessment
Asset Condition	B
Asset Function	C
Asset Capacity	B
Asset Age Profile	A
Replacement Value	B
Service Levels	B
Demand drivers	C
Capital Expenditure Forecasts	B
Operational Expenditure Forecast	B

### Monitoring and review

This AMP will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

Cost changes will be reviewed annually, and any changes needed to the Table of Section 6.2 will be published separately to this plan.

The AMP will be reviewed and updated every four years to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, creation and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.



## Improvement plan

Alignment	Task	Resource	Completion
I2	Transition to an improved industry standard fleet management tool (AMIS)	Procurement Unit Manager Operational Support Manager Operations AMIS Project team	2025
I1	Finalise implementation of minor plant away from hydrocarbon fuel to battery operation	Unit Manager Operational Support Coordinator Stores	2025
I1	Upgrade telematics system to 4G/5G network	Unit Manager Operational Support	2024
I2	Transition from hard copy to electronic copy maintenance workshop records	Unit Manager Operational Support Supervisor Workshops	2025
I1	Install equipment on vehicles to enable field battery charging of portable powered tools	Unit Manager Operational Support	2025
I2	Implement a new business workflow to record, verify & approve the replacement of an asset prior to Utilisation Benchmarks being achieved	Procurement Unit Manager Operational Support	2024
I2	Prepare standardised templates for reporting on maintenance downtime of an asset (AMIS)	Unit Manager Operational Support AMIS Project team	2024
I2	Undertake analysis of the process of costing fleet maintenance expenditure to ensure the allocation of costs between planned maintenance versus unplanned maintenance is accurate (AMIS)	Unit Manager Operational Support AMIS Project team	2024
E4	Prepare reporting schema to Council on progress of EV transition	Procurement Unit Manager Operational Support	2026









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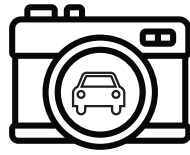
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*Designed by CoM Marketing and Communications 2024.*



# Snapshot: Fleet, Plant and Equipment Asset Management Plan



Fleet, plant and equipment assets are used by council to perform work on council's assets. They are the machinery and hardware, operated safely, to ensure the services valued by the community are maintained in good condition and able to be used when needed.

## What we are delivering

The Fleet, Plant and Equipment Asset Management Plan has been developed to improve council's long-term strategic management of the assets and to ensure the levels of service are sustained.



### Council currently manages



**69**

sedans,  
wagons  
and utes



**2**

community  
buses



**39**

trucks



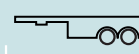
**7**

earth  
movers



**2**

street  
sweepers



**18**

trailers



**30**

specialist  
machinery

**Replacement value: \$12.5m**



City of Marion aim to provide assets for council employees so they can deliver the services reliably, safely and efficiently.

Average annual operating costs: \$1,505,880

Average annual capital costs: \$1,160, 088

## Customer assets

- People movers – Sedans, wagons, community bus.
- Material movers – Utes, trucks, loaders, excavators, backhoes, forklifts, trailers.
- Specialist plant –Elevated work platforms, line marking, chippers, chainsaws.

## Future demands

- Asset features which improve safety and efficiency.
- Improved data on asset utilisation and renewal decisions.
- Improved energy efficiency and reduced carbon footprint.

## Risk management

Risks are identified, evaluated, and controlled to ensure continuity of the service in the medium term.



## Customer levels of service

### Condition



**Target:**  
All assets to be in safe, operable condition.

#### **Current performance and next steps:**

Good overall condition. Continue with regular inspections and maintenance and replacement strategy using industry best practice guidelines.

### Function



**Target:**  
Assets provide the right type of service for the users.

#### **Current performance and next steps:**

Good overall functionality on most assets with an opportunity to upgrade desired features at times of renewal.

### Capacity



**Target:**  
Optimised utilisation of assets.

#### **Current performance and next steps:**

Asset utilisation continues to be monitored to ensure council gets good value from its purchased assets. Data gathering is ongoing.

### Climate resilience



**Target:**  
Assets are resilient to the effects of climate extremes.

#### **Current performance and next steps:**

Good resilience achieved through the life of the plan through robust specifications of assets.

Asset Management Plan period: 2024-2034

We will optimise our spending through better asset management to deliver community levels of service in the most affordable and efficient way.

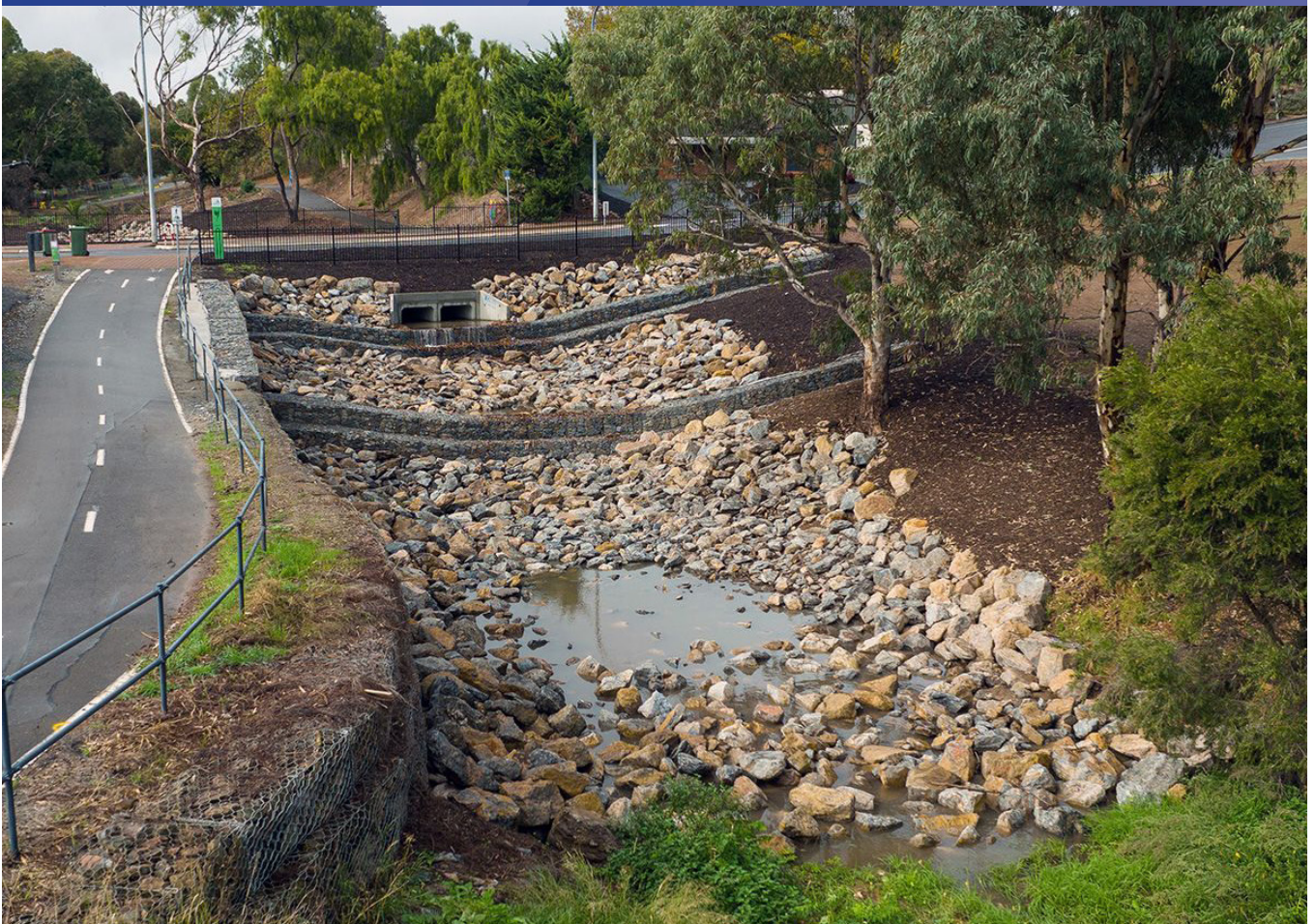
A great place to live



# City of Marion Asset Management Plan 2024-2034

## *Stormwater*

A great place to *live*  
[marion.sa.gov.au](http://marion.sa.gov.au)







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*Cover image courtesy of Beltrame Civil*

## Executive summary

### Purpose of the plan

The purpose of the Stormwater Asset Management Plan is to improve council's long-term strategic management of the stormwater assets to ensure the current and future Levels of Service are sustained. The plan defines the state of the stormwater assets and considers future requirements and risks together to inform the optimum lifecycle management and costs for the next 10 years. The Stormwater Asset Management Plan is aligned with the Council's Strategic Plan and Long-Term Financial Plan. Data used in this Asset

Management Plan is current as of December 2023 with the Plan monitored annually with changes in costs informing the annual cycle of the Long Term Financial Plan (LTFP). This plan is formally reviewed and republished every four years.

### State of councils' stormwater assets

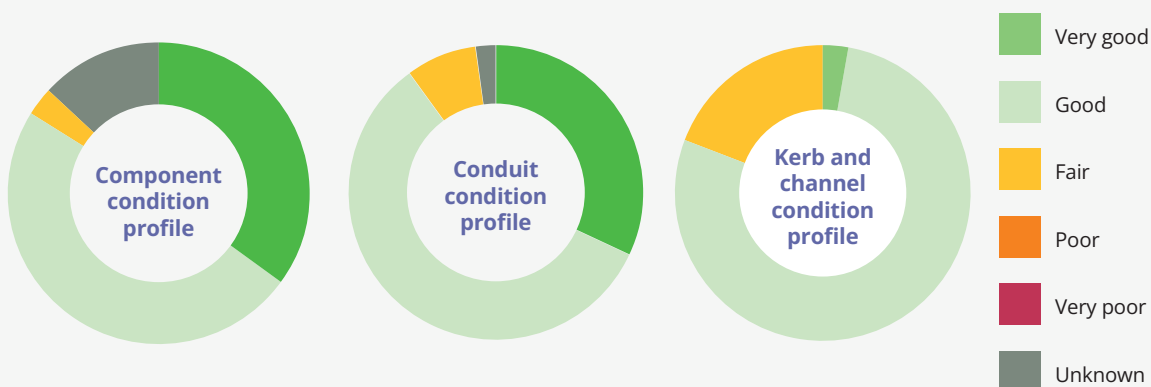
The City of Marion has a vast network of stormwater assets which can be seen in the table below which shows the quantity, useful life and financial replacement value for the different types of asset classes.

### Asset parameters including quantities, useful life, and replacement value

Asset Class	Asset Sub-Class	Quantity	Useful Life	Replacement Value
Stormwater Components	Pits	6946	100 years	\$34,132,090
	Gross Pollutant Traps	61	100 years	\$2,424,300
	Headwalls	213	100 years	\$458,735
Stormwater Conduits	Pipes	254,903 m	100 years	\$190,082,562
	Culverts/Box Drains	5,622 m	100 years	\$15,545,644
Kerb & Channel	Kerbs	983,070 m	70 years	\$179,616,421
	Spoon Drains	24,886 m	70 years	\$4,633,670
Total				\$426,893,422

The condition profile of the stormwater assets are shown below. Note that condition data for Stormwater Conduits and Components is estimated by using the age of the asset and not a physical inspection and condition score. Kerb and Channel condition assessment was undertaken in 2023.

### Stormwater assets condition profile



### Service levels

The community levels of service are considered in terms of the quality of the asset (condition); whether it is providing the intended service (function), and whether it is over/under utilised (capacity). The table below shows the community service requirements and how we plan to deliver on that requirement.

#### Customer requirements and service activities

Community Service Requirement	Activities funded to sustain the service requirement	Level of Service Measure
The City of Marion's stormwater network operates efficiently and safely.	The City of Marion stormwater network is properly designed and constructed, regularly monitored, and maintained to enable infrastructure to be functional as per its intended use.	Condition
The City of Marion's stormwater network is planned, designed, and constructed to minimise flooding of private property.	Function of the stormwater network is measured using the current network vs what is left to build, while also applying timeframes on when it needs to be built. Tracked against program priorities matrix and expected timeframes.	Function
The City of Marion's stormwater network operates effectively during rainfall events.	Strategies to address the impacts of ongoing capacity pressure as a result of infill development, land division and change in climate are captured in stormwater management plans.	Capacity
The City of Marion's stormwater network is planned, designed and constructed considering current and future demands.	The City of Marion maintains and updates Standard Drawings, Technical Specifications and Stormwater Guidelines for developers to ensure best practice is implemented. Partnerships and trials for new methods, products and techniques in stormwater design and construction and implementing Water Sensitive Urban Design techniques.	Resilience



The table below shows the performance of the asset category in relation to its condition, function and capacity. Stormwater assets are currently meeting the targets and based on this asset management plan will be maintained.

Performance of asset against condition, function, and capacity

Measure	Current Performance	Expected Trend Based on the Budget
Condition	On track	90% of assessed assets in very good to fair condition. This will be maintained in this Asset Management Plan.
Function	On track	90% of assessed assets in very good to fair function. This will be maintained in this Asset Management Plan.
Capacity	On track	90% of assessed assets in very good to fair capacity. This will be maintained in this Asset Management Plan.



Images courtesy of Beltrame Civil

Future demand

Some of the key factors expected to influence future demand and the impact this will have on the stormwater network and assets are shown in the table below and have been accounted for in this Asset Management Plan.

Demand Impact	Demand Impact Management
Urban infill resulting in more housing and increase to impermeable 'hard' surfaces.	Ensure new developments conform to City of Marion's Developer Guidelines, Technical Specifications and Standards.
Planning and design code changes resulting in reduced open space, reduced verge widths and an increase to impermeable 'hard' surfaces.	Work with developers in major sub-divisions to achieve outcomes that can improve the stormwater network in the catchment.
Community and Council Member requests.	Approved Stormwater Prioritisation Matrix and ongoing review of the Asset Management Plan. Service Level Agreement based on risk for operational and maintenance activities.

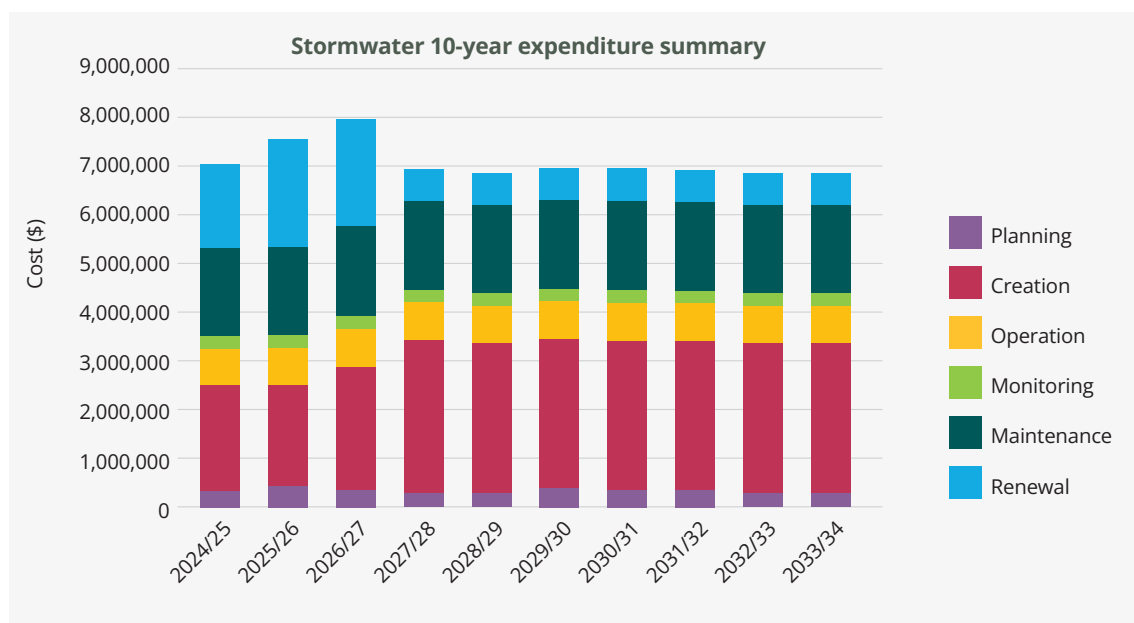


## Lifecycle management

### What it will cost

The forecast lifecycle costs necessary to provide the services covered by this Asset Management Plan include the activities of planning, creation, monitoring, operation, maintenance, renewal, and disposal of assets. The forecast expenditure of this plan is used to inform the Long-Term Financial Plan – see below for details. It should be noted

that this plan also includes the internal wages to manage planning, design and construction activities and provide specialist development advice to for internal departments and/or external developers/residents.



### Stormwater assets forecast 10-year expenditure for each asset lifecycle phase from 2024/25 to 2034/35

Year	Planning	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast Total
2024/25	367,000	2,163,700	770,000	255,000	1,698,000	1,752,000	0	\$7,005,700
2025/26	450,000	2,090,000	770,000	255,000	1,735,000	2,230,000	0	\$7,530,000
2026/27	350,000	2,575,000	770,000	290,000	1,735,000	2,210,000	0	\$7,930,000
2027/28	300,000	3,190,000	770,000	255,000	1,735,000	660,000	0	\$6,910,000
2028/29	300,000	3,115,000	770,000	255,000	1,735,000	660,000	0	\$6,835,000
2029/30	400,000	3,115,000	770,000	255,000	1,735,000	660,000	0	\$6,935,000
2030/31	350,000	3,115,000	770,000	290,000	1,735,000	660,000	0	\$6,920,000
2031/32	350,000	3,115,000	770,000	255,000	1,735,000	660,000	0	\$6,885,000
2032/33	300,000	3,115,000	770,000	255,000	1,735,000	660,000	0	\$6,835,000
2033/34	300,000	3,115,000	770,000	255,000	1,735,000	660,000	0	\$6,835,000
<b>Total</b>	<b>\$3,467,000</b>	<b>\$28,708,700</b>	<b>\$7,700,000</b>	<b>\$2,620,000</b>	<b>\$17,313,000</b>	<b>\$10,812,000</b>	<b>\$0</b>	<b>\$70,620,700</b>

Operational expenditure (OpEx) are activities that are of an operational/maintenance nature, such as sweeping, cleaning, inspections, planning and providing specialist advice. Capital expenditure (CapEx) are activities that affect the asset, such as renewing, creating and disposing of the piece of infrastructure. The financial funding for the life of this plan is summarised in the table below.

Funding Allocation	10 Year	Average Annual Cost
Operational Cost (OpEx)	\$31,100,000	\$3,110,000
Capital Cost (CapEx)	\$39,520,700	\$3,952,070
<b>Total cost of the plan</b>	<b>\$70,620,700</b>	<b>\$7,062,070</b>

Forecast funding required: \$70,620,700

Average annual forecast funding required: \$7,062,070

Managing the risk

Risks are managed in accordance with Council's Risk Management Policy and Framework. There are no high-level risks that have been identified for stormwater assets.

Critical assets have been identified as any stormwater conduit over 600mm in diameter or height. These stormwater assets are considered trunk mains for the stormwater network and are critical for the functionality of the network. Any failure of these assets may result in significant consequences to other surrounding infrastructure assets and the stormwater network unserviceable in the regional catchment.

The forecasted budget in this asset management plan allows us to achieve all our service delivery objectives and to monitor and manage the risks accordingly.

Improvement

The Improvement Plan sets forward future activities that are required to ensure the asset management of stormwater assets are maturing.

These initiatives have been included in the forecast budget and include:

- Collecting Condition Data for Stormwater Conduits and Components
- Developing Stormwater Management Plans on the remaining catchments in City of Marion
- Updating Standard Drawings and Technical Specifications

# Introduction

## Background

The Stormwater Asset Management Plan provides information on the state of the stormwater assets and their capability to meet the levels of service and demand requirements in a safe, cost effective and sustainable manner for the following 10 years. In delivering the service, risks are identified and managed so that a balance is achieved between the desired performance of the asset, against the cost of providing the service.

This Asset Management Plan complies with the requirements of Section 122 of the Local Government Act 1999; and is an input for the City of Marion’s Long-Term Financial Plan. Information contained in this plan is current as of November 2023.

The assets under management of the Stormwater Asset Management Plan are shown below.



Decisions made to maintain, operate, renewal and construct new assets are based on strategic operational planning/performance and through Stormwater Management Plans.

Stormwater assets are constructed to either convey stormwater or to treat stormwater.

Stormwater assets have a purpose to prevent flooding and property damage and to improve water quality to provide enhancements to the environment.

The stormwater assets included in this plan have a total replacement value of \$426,893,422.

### Planning documents

Documents from the City of Marion's Strategic Management Framework together with other asset specific strategic documents were used in the development of this Asset Management Plan and are shown below.



### City of Marion policies

- Environment Policy
- Climate Change Policy
- Open Space Policy
- Tree Management Policy

### Streetscape Policy

- City of Marion plans, guidelines, frameworks
- Coastal Catchment Stormwater Management Plan
- Hallett Cove Creeks Stormwater Management Plan
- Open Space Framework/Plan
- Streetscape Design Guidelines
- WSUD Inspection & Maintenance Guidelines

### State Government documents

- Environment Protection (Water Quality) Policy 2003
- The 30-Year Plan for Greater Adelaide (Plan SA)
- Water for Good
- Stormwater Management Authority's Strategic Plan (2015-2025)
- DIT Operational Instruction 20.1

### Other documents

- Local Government Association Mutual Liability Scheme
- IPWEA NAMS+ & AMP template
- IPWEA Practise Notes
- International Infrastructure Management Manual 2015 (ISO 55000)
- Australian Standards

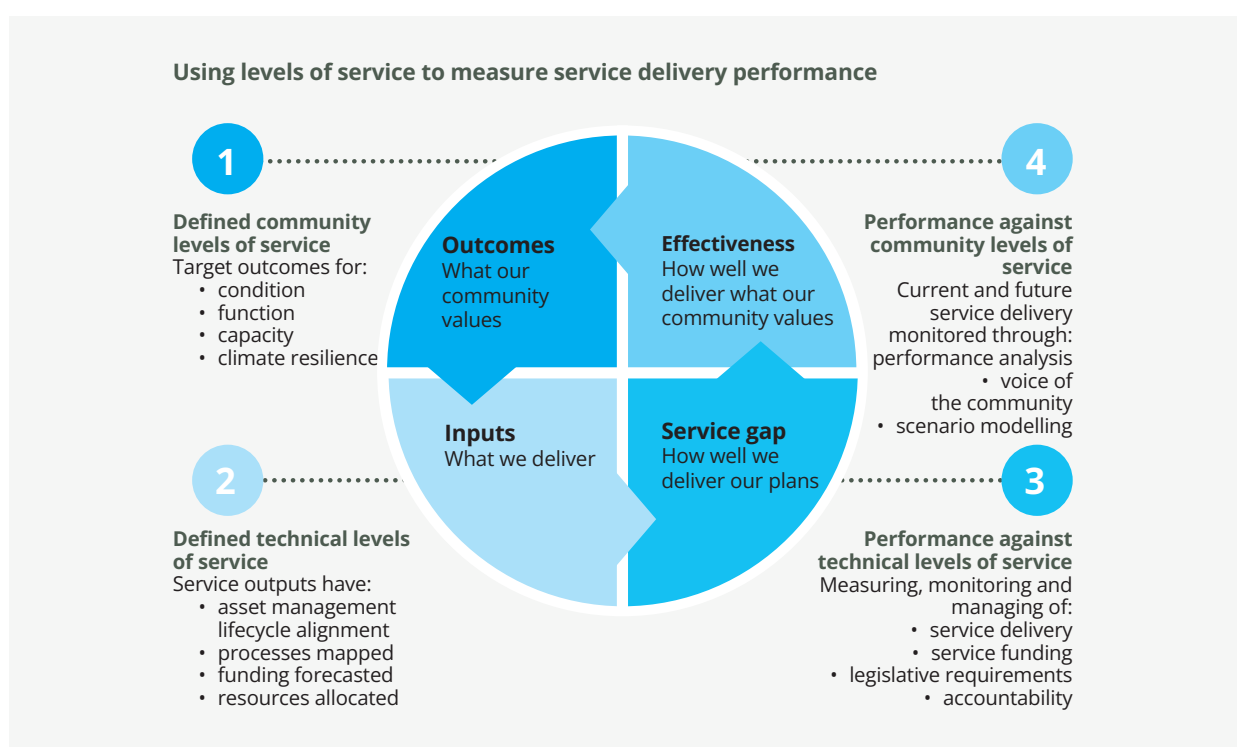
### Key stakeholders

Key Stakeholder	Role in Asset Management Planning
City of Marion -Council Members	Represent community needs and endorse levels of service and Asset Management Plans.
City of Marion -Executive Leadership Team (ELT)	Allocate resources to ensure the service is sustainable. Ensure risks are managed while meeting objectives of the plan.
City of Marion - Asset Owner, Engineering, Assets, Environment Division	Provide subject matter expertise advice and guidance regarding best practice. Ensures the delivery of services to the agreed level. Ensures the improvement plan is followed and actioned. Manages the asset data and asset management system. Manages and reviews risks and future demands.
City of Marion - Operations Division	Provides maintenance activities and resources required to complete the works to achieve the desired performance.
City of Marion - Finance Division	Provides advice on budget and cost allocations. Allocate budgets according to forecasts and ensure alignment with the Long-Term Financial Plan (LTFP).
City of Marion - Risk and Strategy Division	Provides strategic advice and guidance. Risk management and future demand advice.
Community	Provide feedback on level of service and offer a source of funding through rates.
State Government	Provide strategic direction through State endorsed plans and strategies. Can be a source of funding to projects and plans within endorsed Stormwater Management Plans.

## Levels of service

Levels of service ensure we meet community expectations. The primary reason assets exist is to deliver services.

Levels of service underpin asset management decisions. Defining and measuring levels of service is a key activity in developing Asset Management Plans. When levels of service are considered collectively, they provide clarity and assist with meeting council's strategic objectives.



When defining levels of service, council takes into consideration:

- the external context, including legislative requirements which may impose minimum standards.
- the internal context including strategic objectives, the availability of resources and financial constraints.
- community expectations of the quality of service, balanced against the price they are willing and able to pay for that service.

These drivers influence council's decisions about the range, quality and quantity of services provided.



### Strategic and corporate goals

This Asset Management Plan is prepared under the direction of the community vision, goals and objectives.

#### Our purpose

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

#### Our Community Vision

A community that is (L) Liveable, (VN) Valuing Nature, (E) Engaged, (P) Prosperous, (I) Innovative, and (C) Connected.

#### Stormwater assets aim:

To minimise the impacts of flooding to the community and to capture and treat stormwater to improve water quality for the enhancement of the environment.

Objective ID	Council strategic objective description	How the objectives are addressed in the plan
L3	We will create a series of streetscaped avenues to improve the amenity of our neighbourhoods	The renewal, upgrade or construction of new Kerb & Channel to enhance the street to manage stormwater, improve safety and provide environmental benefits.  The construction of Water Sensitive Urban Design such as Tree Inlet pits to capture stormwater and treat stormwater within the verge space.
VN1	We will plan for and respond to extreme weather events through our services and urban form, managing infrastructure issues associated with flooding and stormwater.	Monitor, operate and maintain the stormwater network to ensure it functions as designed.  Investigate and plan for Stormwater Infrastructure that addresses areas that are flooding or the potential of future flooding through Stormwater Management Plans.
VN2	We will build community resilience to the impacts of climate change.	Stormwater Management Plans use projections of climate change in terms of rainfall events, sea level rise and the impacts of flooding by developing maps and at-risk areas.
VN3	We will operate more efficiently and sustainably in terms of energy and water use, using the best technologies and methods to be as self-sufficient as possible	Review areas that can be utilised for Water Sensitive Urban Design devices and techniques to reduce stormwater volumes within the stormwater network/system.
VN6	We will encourage our community to be careful in their energy and water consumption	Encourage new developments to use rainwater tanks and other treatments to reduce stormwater run-off.
I1	We will use the best technology possible to improve efficiency of our operations and delivery of our services.	Data is collected within the catchment areas to understand how the Stormwater Assets are functioning and what condition they are in.
I2	We will use data to provide evidence for resource allocation relating to our services.	Operational data is measured to ensure maintenance service levels are met.

### Legislation

The Legislation and industry Standards used in the preparation of this AMP are found in the table on the right.

Legislation	Relevance to Stormwater Assets
Australian Accounting Standards	Sets out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets.
Coastal Protection Act 1972	Establishes Council's responsibility for the day-to-day maintenance of beach and coastal facilities.
Environment Protection Act 1993 (Marine and Water Quality)	Provides guidelines for protection of the environment, related areas and legal obligations relating to stormwater pollution protection.
Highways Act 1926	Sets out the legislative framework for road authorities in SA.
Local Government Act (1999)	Provision of Long-Term Financial Plans and Asset Management Plans for sustainable service delivery.
Natural Resources Management Act 2004	Establishes the Stormwater Management Authority which facilitates and coordinates stormwater management planning in councils.
Planning and Design Code	Informs on suburban infill development and subsequent Stormwater impact.
Planning, Development, and Infrastructure Act (2016)	Provides a framework for development approval requirements.
Relevant Australian Standards	Defines the natural resource management requirement to manage catchments including stormwater.
Work Health and Safety Act 2012 (SA)	Informs of obligations on parties to provide and maintain safe workplaces.

### What our community values

#### Community feedback

A key objective of asset management planning is matching the levels of service council delivers with the levels of service expectations of our community. Council uses a range of activities to engage with the community and stakeholders such as social media, website content, community workshops and meetings, education services and via Council Members. This ensures that levels of service, funding and management practices proposed for our assets are appropriate.

A community satisfaction survey was conducted by the City of Marion in 2022. A range of channels was used to reach out to all groups in the City of Marion community, including letterbox drop, social media, email, and face-to-face approaches to ensure a wide demographic spread of survey responses. Questions relating to age, gender, and relationship to the City of Marion and suburb were also included to confirm the views were

representative of a more balanced demographic spread. The measure calculation methodology remains unchanged from previous years to ensure accurate trend measurement. The 2022 City of Marion survey shows our residents believe that providing and maintaining stormwater assets are of a high importance and are satisfied with the services provided, see below.

Performance Measure	Satisfied	Importance
Providing and Maintaining Stormwater Assets	86%	95%

The relative gap between the two measures of 'Importance' and 'Satisfaction' informs Council of the need to improve our management of stormwater assets. This Asset Management Plan sets out a plan to ensure the community satisfaction of stormwater assets is maintained or improved from the current state.

### Community levels of service

Community levels of service detail what is important to our community and how they receive and experience our services.

Building on the National State of the Assets reporting and emerging industry good practice, council considers the following service parameters:

**Condition:** Does the asset provide a safe and quality service?

**Function:** Is the asset fit for purpose?

**Capacity:** Is the service over or under used?

**Climate Resilience:** Is the asset's design resilient against projected climate stressors.

By listening and understanding what is important to our community, we have developed Community Levels of Service. These factual measures provide a balance in comparison to the community perception (importance and satisfaction) that may be more subjective. Performance is monitored against targets, using 1-5 rating scales.

Using industry standard measures enables Council to compare our performance. This includes submitting data to the National State of the Assets benchmarking project commissioned by the Australian Local Government Association. A summary of these parameters is shown in the table below.

### Summary of performance parameters and service level trends

Parameter	Community Level of Service	Achieved by	Predicted Trend
Condition	The City of Marion's stormwater network operates efficiently and safely.	The City of Marion stormwater network is properly designed and constructed, regularly monitored, and maintained to enable infrastructure to be functional as per it's intended use.	Maintain
Function	The City of Marion's stormwater network is planned, designed, and constructed to minimise suburban flooding.	Function is measured using the current network vs what is left to build, while also applying timeframes on when it needs to be built. Tracked against program priorities matrix and expected timeframes.	Maintain
Capacity	The City of Marion's stormwater network operates effectively during rainfall events.	Strategies to address the impacts of ongoing capacity pressure as a result of infill development, land division and change in climate are captured in stormwater management plans.	Maintain
Resilience	The City of Marion's stormwater network is planned, designed and constructed considering current and future demands.	Maintaining City of Marion Standards Drawings and Stormwater Guidelines for developers. Partnerships and trials for new methods, products and techniques in Stormwater design and construction. Implementing Water Sensitive Urban Design techniques.	Maintain

Progress reporting to Assets Steering Committee, Council and the community is a key focus of the City of Marion's asset management transformation. Measures and targets are determined by the Assets Steering Committee. The performance of the stormwater assets against these community parameters is shown in the Asset Performance section.

### Technical levels of service

Technical Levels of Services detail what we do to deliver our services. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure best value. It is important to monitor the levels of service regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and community priorities will change over time.

Technical service measures are linked to the activities and annual budgets as shown in the lifecycle phase and technical levels of service below.

### Lifecycle phase



#### Planning

The management and planning for Stormwater has multiple elements, these include:

- Stormwater Management Plans (4 major catchments)
- Field River Catchment
- Sturt River Catchment
- Coastal Catchment
- Hallett Cove Creeks Catchment
- City of Marion Flood Mapping
- Stormwater Standard Drawings and Technical Specifications for constructing Stormwater Infrastructure
- Stormwater Design Guidelines for developers

The planning of stormwater assets ensures that decisions for investments into the stormwater network is done on a prioritised basis.

The development and the review of City of Marion standards, technical specifications and guidelines are undertaken to ensure a consistent approach to Stormwater Assets by developers and the City of Marion.

#### Creation

The creation of Stormwater Assets is determined using the Stormwater Prioritisation Matrix which assess projects on a number of criteria and ranked.

Projects are identified through:

- Stormwater Management Plans which use catchment modelling of current and future scenarios to determine what infrastructure is required to meet the current service levels and future demand.
- Requests made by the public or staff on an issue (not identified within the Stormwater Management Plan) will be placed on the Stormwater Prioritisation Matrix and assessed against other projects.

In addition, stormwater assets are also donated to Council by developers of major sub-division or State Government major projects that include stormwater infrastructure in the local or state own roads. These donated assets must meet City of Marion Standards and Technical Specifications before it can be accepted into the City of Marion asset register.

### Operation

Operation is defined as the day-to-day activities undertaken to provide service delivery to the community. The operations activity in relation to Stormwater Assets and Kerb and Channel are:

- Street Sweeping
- Pit/Pipe Cleaning
- Gross Pollutant Trap Cleaning

In addition to physical operations, non-physical operation activities include asset protection activities which include:

- Before you Dig (BYD) Membership
- Before you Dig (BYD) Response Automation

BYD is used to help City of Marion, Developers, Service Authorities and any party undertaking excavation to identify any underground assets in an area before works. This is to protect workers from injury and the underground stormwater assets from damage.

### Monitoring

Monitoring of Stormwater assets include:

- CCTV condition & defect inspections of Stormwater Components & Conduits (On-going program)
- Monitoring devices measuring catchment flow rates
- Condition and defect assessment of the Kerb and Channel

### Maintenance

Maintenance is split into 2 types, Reactive and Proactive Maintenance.

Reactive Maintenance is unscheduled activities in a response to community notifications or following inspections after severe weather events. The types of reactive work activities are:

- Pit lid dislodgments and replacements
- Kerb and Channel repairs (causing ponding of water)
- Pipe Failure

Proactive Maintenance involves the regular scheduled activities including proactive repairs and improvements. The types of proactive work activities are:

- Kerb and Channel repairs (prior to road resealing)
- Proactive Pit Lid Program

### Renewal

Renewal is defined as replacing the existing stormwater asset to the modern-day equivalent. Typically, this occurs when the condition of the asset is at or beyond the intervention level for renewal. The criteria for renewal is:

- When 40% of the asset segment has defects (requires full renewal)
- When the condition of the asset is poor (IPWEA rating of 4 for Kerb & Channel and Stormwater) or above
- Streetscape Projects that may require new levels for the Kerb & Channel or implementation of WSUD treatments within the verge that require modification/renewal of the Kerb & Channel

## Service standards

### Customer events system

The City of Marion City Services Department is committed to providing the highest level of community service possible and aims to be the benchmark in Engineering, Civil Maintenance and Operations in Local Government.

City of Marion captures requests from the community through its Customer Event System (Salesforce) and has the current structure of requests as listed including service level agreement in the table below.

Category	Request Reason	Request Sub-Reason	Service Level Agreement*
Stormwater / Drainage	Broken Pipes / Headwalls	Maintenance	60 Days
	Council Property	Land Division Issue	60 Days
	Drainage System Information	N/A	60 Days
	General System Advice	N/A	60 Days
	Kerb / Channel	Maintenance	60 Days
	Private Property	Council Easement / Blocked / Damaged / Pipe	60 Days
		Water Entering Private Property from Neighbour	60 Days
		Water entering private property from street	60 Days
		Council Easement / General enquiry	60 Days
		Stormwater detention tanks	60 Days
	Residential Connection to street	Damaged during construction	260 Days
		General enquiry	260 Days
		Quotation	260 Days
	Side Entry Pit	Blocked	60 Days
		Broken / Missing Cover	60 Days
		Maintenance	60 Days
	Stormwater Pollution from a Non-Development Site	N/A	60 Days
	Water Pooling in Street	N/A	60 Days
Street Sweeping	Complaint	N/A	60 Days
	Service Request	N/A	60 Days

*\*Service level agreement is the time to complete all actions associated of the request. In cases that the request identifies a safety risk to the community immediate action is taken to isolate and make safe.*



### Customer events trends

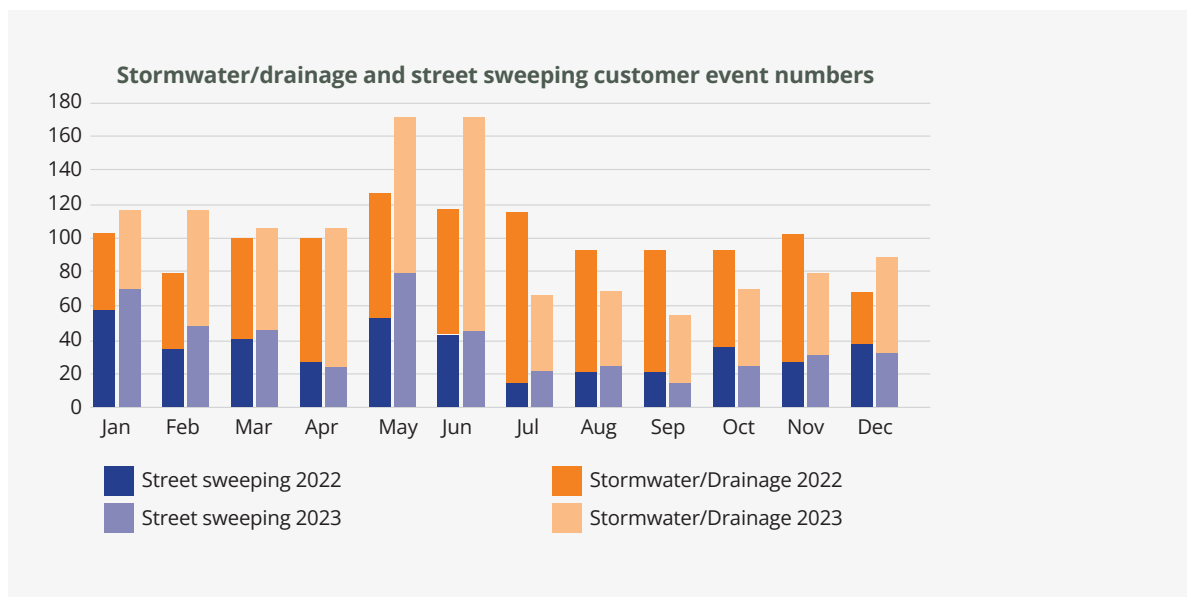
It is important to capture customer request information to determine how our community is interacting with the City of Marion and to track information regarding volumes, seasonal variations and the types of requests to understand how to best allocate resources. Data needs to be understood and analysed to identify services that can be more proactive and action items before they are reported to the City of Marion.

Customer events by category and reason	2022	2023	Total
<b>Stormwater / Drainage</b>			
Broken pipes / Headwall	3	22	25
Council Property	2	2	4
Drainage system information	19	31	50
General stormwater advice	22	27	49
Kerb / Channel	136	105	241
Private property	79	56	135
Residential connection to street	65	83	148
Side Entry Pit	247	226	473
Stormwater pollution from a Non-Development site	20	6	26
Water pooling in street	89	102	191
Street sweeping	415	464	879
<b>Grand Total</b>	<b>1097</b>	<b>1124</b>	<b>2221</b>

Data from our customer event system is shown in the table on the left and the monthly request for services is shown in the 'Stormwater/drainage and street sweeping customer event numbers table below.

It is projected that an increase in requests for maintenance and operations within the stormwater network is likely, due to the increase in tree plantings across the City of Marion in the past several years. It is anticipated that blockages from tree debris and requests for street sweeping will increase.

In addition, tree roots are a main cause of damage within the Kerb & Channel. We also anticipate an increase of damage to infrastructure over the coming years due to the maturing trees and during the tree root establishment period.



## Future demand

Demand drivers are those factors which have the potential to impact stormwater function and service into the future.

Demand drivers include population, urban in-fill, planning and design code changes, political and community expectations, economic, and environmental factors.

### Demand management plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

The impact of demand drivers that may affect future service delivery and use of assets including the opportunities identified to date for demand management are shown in the table below. Further opportunities will be developed in future revisions of this Asset Management Plan.

Demand Driver Group	Driver and Projection	Impact on Services	Demand Management Plan
Community Requests	Community requests.	Expectations to respond to reactive service delivery requests leads to inefficient resource planning additional cost and asset failure.	Approved Stormwater Prioritisation Matrix and ongoing review of the Asset Management Plan.  Service Level Agreement based on risk for operational and maintenance activities.
Land Use	Planning and design code changes resulting in reduced open space, reduced verge widths and an increase to impermeable 'hard' surfaces.  Urban infill resulting in more housing and increase to impermeable 'hard' surfaces.	Increase in stormwater volume discharge from new major developments on to City of Marion's Stormwater network.	Ensure new developments conform to City of Marion's Developer Guidelines, Technical Specifications and Standards.  Work with developers in major sub-divisions to achieve outcomes that can improve the stormwater network in the catchment.
Economic	Property damage caused by Stormwater	Increase in public liability claims. Increase emergency call outs.	Monitor network and model catchment hydrology to determine at risk areas.
Social	Increased population density.	Increased risk of exposure to flood hazards within the City of Marion.	Operations division to identify and resolve risk locations.  Use permeable materials.
Technological	Smart Cities, Sensors, GIS, remote sensing, Artificial Intelligence, LiDAR mapping.	Data collection and accuracy is improved assisting with decision making and reporting.	Continue to collect and maintain stormwater asset data, aerial imagery and hydraulic data to help inform future decisions.

### Climate change adaptation

Climate change is likely to affect stormwater asset life and functionality, and this is already being experienced through increase in more intense heavy rainfall events. This has had the effect of putting the stormwater system at maximum capacity and the potential of stormwater entering private property.

The Department of Environment and Water produced "Guide to Climate Projections for Risk Assessment and Planning in South Australia, 2022". This document outlines the trends, and these along with how City of Marion will manage resilience is shown in the table below.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience will have benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained.
- Assets that can endure and may potentially lower the lifecycle cost and reduce their carbon footprint.
- Recycled content within the infrastructure asset or backfill that will reduce the carbon footprint.

Parameter	Projected Trend	Impact on Asset and Services	Resilience Management
Temperature	<ul style="list-style-type: none"> <li>• Maximum, minimum, and average temperatures will increase.</li> </ul> <p>Warmer spring temperatures.</p> <p>Hotter and more frequent hot days.</p>	<ul style="list-style-type: none"> <li>• Increased water stress to trees. Will cause trees to drop more debris on the road and into the stormwater system.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor street sweeping services and assess SLA's.</li> <li>• Assess current service levels for Gross Pollutant Trap cleaning.</li> <li>• Consider footpath sweepers to help reduce debris getting into the stormwater network.</li> </ul>
Rainfall	<ul style="list-style-type: none"> <li>• Declining rainfall, lower spring rainfall.</li> </ul> <p>More drought.</p>	<ul style="list-style-type: none"> <li>• Dust, sand and silt may be more prone to make it's way into the stormwater system. Increasing operational activities such as street sweeping and pit/GPT cleaning.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor street sweeping services and assess SLA's</li> </ul>
Storms	<ul style="list-style-type: none"> <li>• More intense heavy rainfall events and which carry intensified winds.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase likelihood of branch failures and whole tree failures that will lead to blockages in the Stormwater system.</li> <li>• Reactive responses increased frequency</li> <li>• Capacity issues.</li> <li>• Budget impacts.</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-storm event operational activities to ensure the stormwater network is operating efficiently. i.e. street sweeping, pit cleaning and GPT cleaning.</li> </ul>
Evaporation	<ul style="list-style-type: none"> <li>• Evapotranspiration increases across all seasons.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased water stress to trees may cause tree roots to rise to the surface and lift Kerb &amp; Channel infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase funding for monitoring/ maintenance programs.</li> </ul>

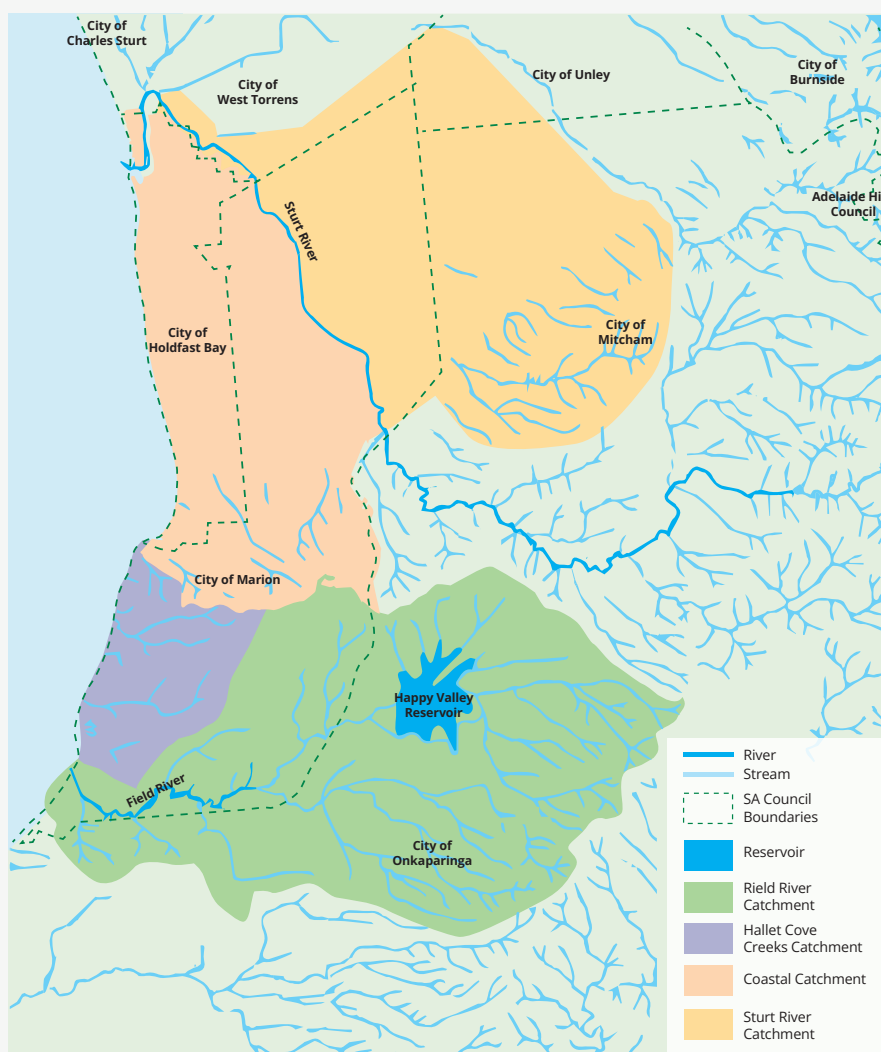
# Lifecycle management

## Background information

City of Marion occupies 56 km<sup>2</sup> and has 4 major stormwater catchment areas outlined by the Stormwater Management Authority:

- Coastal Catchment
- Field River Catchment
- Hallett Cove Creeks Catchment
- Sturt River Catchment

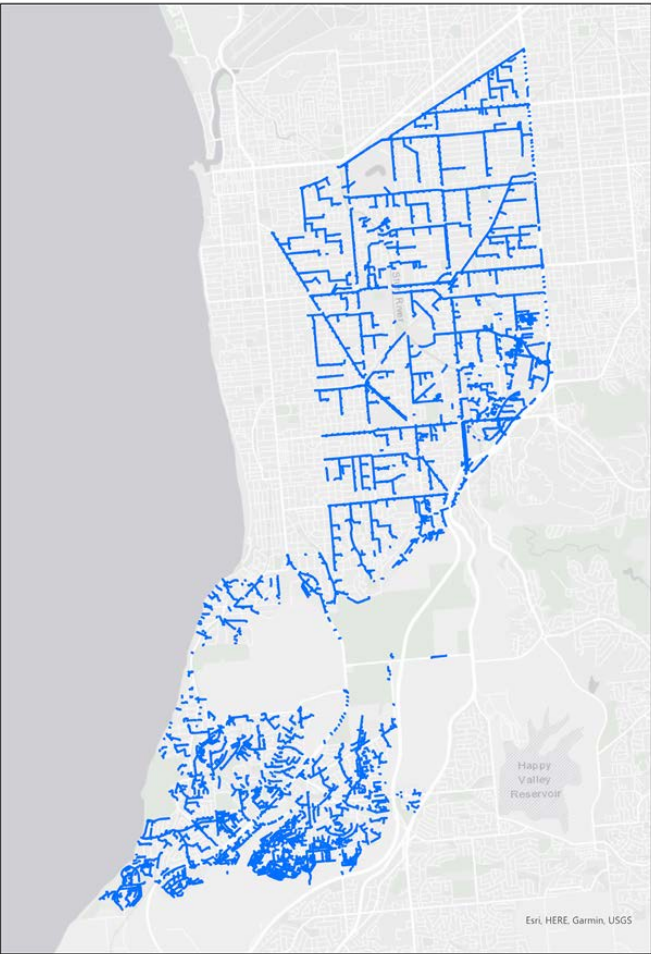
City of Marion catchments map



Physical parameters

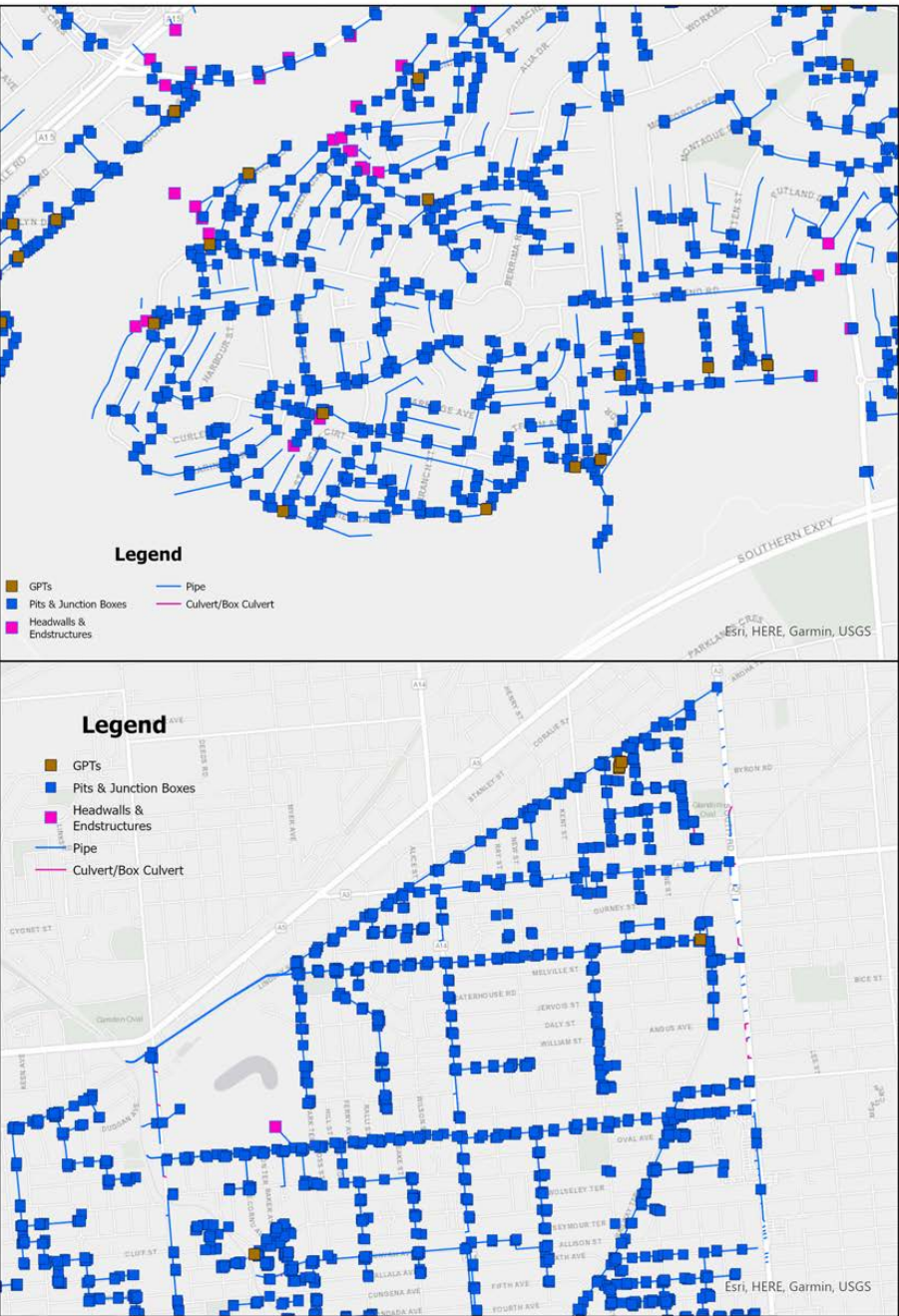
The assets covered by this Asset Management Plan are shown in the table below including the expected useful life and replacement cost.

Asset Class	Asset Sub-Class	Quantity	Useful Life	Replacement Value
Stormwater Components	Pits	6946	100 years	\$34,132,090
	Gross Pollutant Traps	61	100 years	\$2,424,300
	Headwalls	213	100 years	\$458,735
Stormwater Conduits	Pipes	254,903 m	100 years	\$190,082,562
	Culverts/Box Drains	5,622 m	100 years	\$15,545,644
Kerb & Channel	Kerbs	983,070 m	70 years	\$179,616,421
	Spoon Drains	24,886 m	70 years	\$4,633,670
Total				\$426,893,422



How the data is stored and represented in a Geographical Information System (GIS).

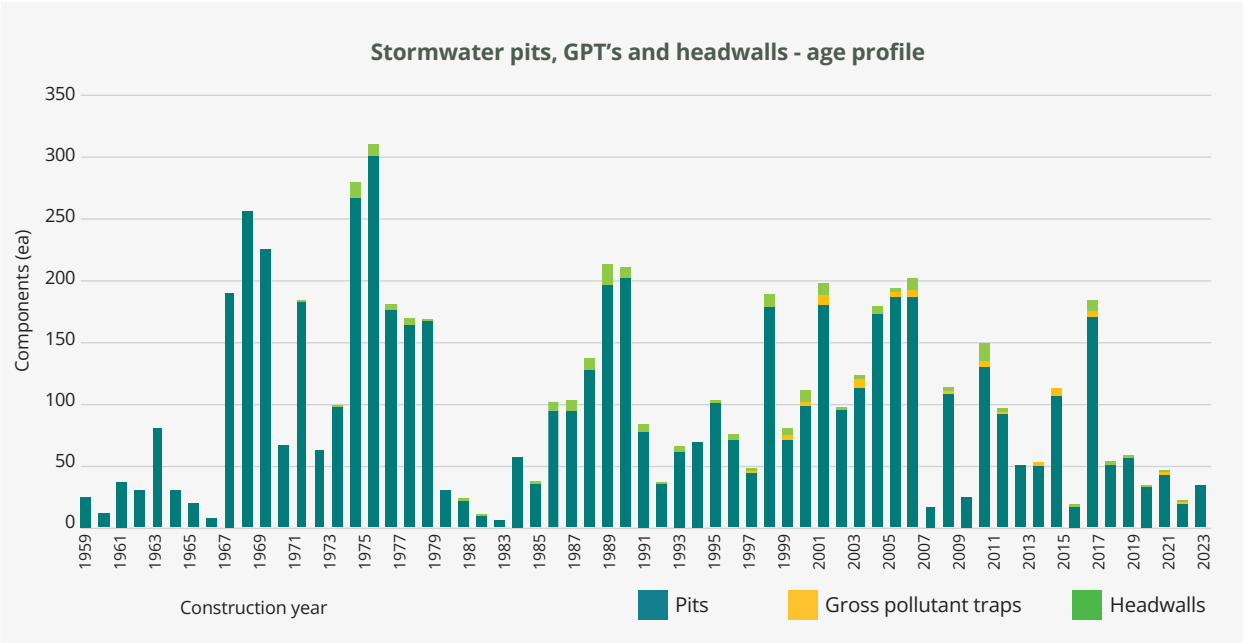
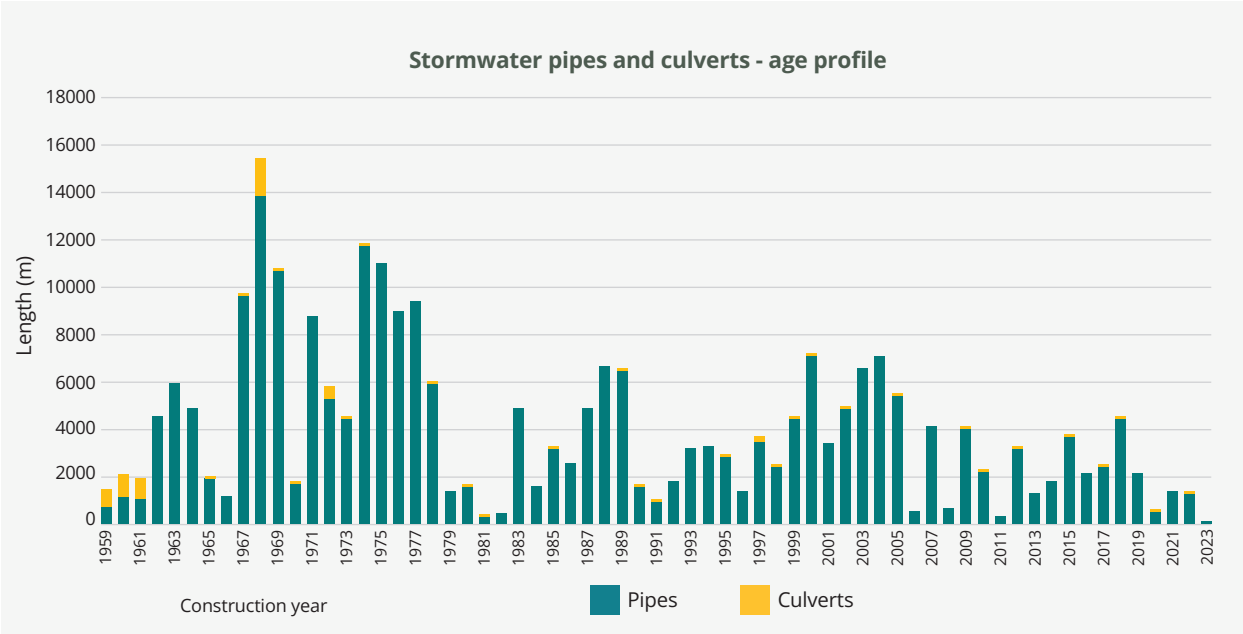
How the data is stored and represented in a Geographical Information System (GIS).





Age profile

Age profiles are used to understand how the life of an asset is progressing, it could be used as an indicator of when large peaks of assets may reach an end of life over the long term, although condition data is more appropriate driver of renewal programs. See below for age profiles for Stormwater Conduits, Components and Kerb & Channel.



## Asset performance

### Asset condition

The service level that the community is willing to accept for condition of its Stormwater Assets is described below.

#### Asset condition performance description

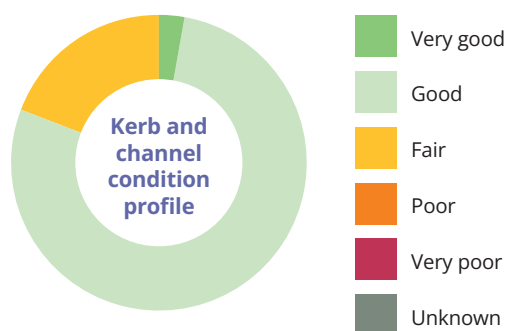
Community level of service	Achieved by	Target	Tolerance range
The City of Marion's stormwater network operates efficiently and safely.	<ul style="list-style-type: none"> <li>Frequently monitoring the network for Defects and undertaking Condition assessments.</li> <li>Maintaining and renewing assets at or before condition intervention point.</li> </ul>	90% of assessed assets in very good to fair condition.	<b>On track - 90% to 100%</b> <b>Monitor - 70% - 89.9%</b> <b>Off track - 0% to 69.9%</b>

### Kerb and channel asset condition

Kerb and Channel condition is rated using the descriptions outlined IPWEA Practice Notes and a summary outlined below. A condition audit was undertaken in 2022 to provide an up-to-date condition assessment of the network, this can be seen in the 'Kerb and channel condition profile' chart.

Kerb and Channel Asset Condition Rating		Assessed Assets	%
1	Very Good: Sound physical condition. Insignificant deterioration. Asset likely to perform adequately without major work for 25 years or more.	27,711 m	3%
2	Good: Acceptable physical condition. Minor deterioration / minor defects evident. Negligible short term failure but potential for deterioration in long-term (20 year or more).	749,469 m	78%
3	Fair: Moderate to significant deterioration evident. Minor components or isolated sections of the asset need replacement or repair now but not affecting short term structural integrity. Failure unlikely within the next 10 years but further deterioration likely and major replacement likely within the next 20 years.	190,009 m	19%
4	Poor: Serious deterioration and significant defects evident affecting structural integrity. Failure likely in short to medium term. Likely need to replace most of all of asset within the next 10 years.	1771 m	~0%
5	Very Poor: Failed or Failure imminent. Immediate need to replace most or all of the asset. Major work or replacement required urgently.	20 m	~0%
Unknown	Unknown Condition or Construction Date	0m	0%

The data shows that over 99% of assets are either rated Very Good, Good or Fair. This represents that the Kerb & Channel network performance is 'On Track' and within the target range

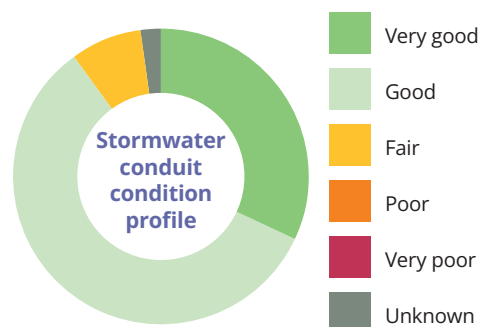


### Stormwater conduits asset condition

Condition for Stormwater Conduits is currently calculated by using the age profile. Using the estimated residual useful life of the asset, it is assumed that the assets will need renewing after 100 years. It is recommended in the Improvement Plan that physical CCTV inspections on the network is required to improve the condition profiles and future renewal programs. The condition profile can be seen in below.

Stormwater conduits asset condition rating		Assessed Assets	%
1	Very Good: Sound physical condition. Insignificant deterioration. Asset likely to perform adequately without major work for 25 years or more.	84,424 m	32%
2	Good: Acceptable physical condition. Minor deterioration / minor defects evident. Negligible short term failure but potential for deterioration in long-term (20 year or more).	150,214 m	57%
3	Fair: Moderate to significant deterioration evident. Minor components or isolated sections of the asset need replacement or repair now but not affecting short term structural integrity. Failure unlikely within the next 10 years but further deterioration likely and major replacement likely within the next 20 years.	20,626 m	8%
4	Poor: Serious deterioration and significant defects evident affecting structural integrity. Failure likely in short to medium term. Likely need to replace most of all of asset within the next 10 years.	0	0%
5	Very Poor: Failed or Failure imminent. Immediate need to replace most or all of the asset. Major work or replacement required urgently.	0	0%
Unknown	Unknown Condition or Construction Date	7,495 m	3%

The data shows that over 97% of assets are either rated Very Good, Good or Fair. This represents that the stormwater conduit network performance is 'On Track' and within the target range.

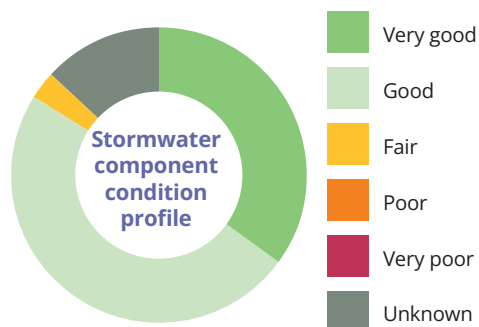


### Stormwater components asset condition

Condition for Stormwater Components is currently calculated by using the age profile. Using the estimated residual useful life of the assets, it is assumed that these assets will need renewing after 100 years. It is recommended in the Improvement Plan that physical inspections on the network is required to improve the condition profiles and future renewal programs. The condition profile can be seen below.

Stormwater components asset condition rating		Assessed Assets	%
1	Very Good: Sound physical condition. Insignificant deterioration. Asset likely to perform adequately without major work for 25 years or more.	2460	35%
2	Good: Acceptable physical condition. Minor deterioration / minor defects evident. Negligible short term failure but potential for deterioration in long-term (20 year or more).	3404	49%
3	Fair: Moderate to significant deterioration evident. Minor components or isolated sections of the asset need replacement or repair now but not affecting short term structural integrity. Failure unlikely within the next 10 years but further deterioration likely and major replacement likely within the next 20 years.	210	3%
4	Poor: Serious deterioration and significant defects evident affecting structural integrity. Failure likely in short to medium term. Likely need to replace most of all of asset within the next 10 years.	0	0%
5	Very Poor: Failed or Failure imminent. Immediate need to replace most or all of the asset. Major work or replacement required urgently.	0	0%
Unknown	Unknown Condition or Construction Date	926	13%

The data shows that over 87% of assets are either rated Very Good, Good or Fair. This represents that the stormwater components are in the 'Monitor' range. Noting that 13% of the dataset is unknown (no construction date or condition assessment) it is recommended that these assets should have an inspection undertaken in the short term.



### Asset function

The service level that the community is willing to accept for function of its Stormwater Assets is described in below.

Community level of service	Achieved by	Target	Tolerance range
The City of Marion's stormwater network is planned, designed, and constructed to minimise suburban flooding	<ul style="list-style-type: none"> <li>-Development of Stormwater Management Plans to identify where new stormwater assets are required.</li> <li>• Updating Stormwater Prioritisation Matrix list or future new Stormwater Projects.</li> </ul>	90% of assessed assets are functioning 'very good'.	<b>On track - 90% to 100%</b> <b>Monitor - 70% - 89.9%</b> <b>Off track - 0% to 69.9%</b>

The function of the stormwater assets can be measured using a scale of 1 (Very Good) and 5 (Very Poor) and answering a statement of 'has the asset been constructed within the timeframes as outlined in the Stormwater Management Plans/Stormwater Matrix'. This is to identify how City of Marion is tracking against other plans and strategies and is within the acceptable range to minimise suburban flooding. See below for details on the function rating.

Stormwater assets function rating		Assessed Assets
1	Very Good: Asset constructed within the timeframes listed within the Stormwater Management Plans/ Stormwater Prioritisation Matrix.	100%
2	N/A	N/A
3	N/A	N/A
4	N/A	N/A
5	Very Poor: Asset not constructed within the timeframes listed within the Stormwater Management Plans/ Stormwater Prioritisation Matrix.	0%

The data shows that 100% of assets are rated Very Good. This represents that the network performance is 'On Track' and within the target range.



### Asset capacity

The service level that the community is willing to accept for capacity of its Stormwater Assets is shown below.

Community level of service	Achieved by	Target	Tolerance range
The City of Marion's stormwater network operates effectively during high rainfall events.	<ul style="list-style-type: none"> <li>Maintaining and updating flood modelling/mapping for the 100 year ARI (1% AEP) for both current and future states.</li> <li>Undertake data collection and monitoring for stormwater catchments and pipe flow rates/volumes.</li> <li>Updating Stormwater prioritisation matrix list for future new/upgrade Stormwater Projects to increase capacity/reduce strain on the current network.</li> </ul>	90% of assessed assets are 'very good' and 'fair' capacity.	<b>On track - 90% to 100%</b> <b>Monitor - 70% - 89.9%</b> <b>Off track - 0% to 69.9%</b>

The capacity of the stormwater assets can be measured using a scale of 1 (Very Good), 3 (Fair) and 5 (Very Poor) and answering a statement of 'does the existing asset have the capacity to operate effectively'. This will determine if assets may need to be upgraded to meet the service level of capacity. See below for details on the capacity rating.

Stormwater asset capacity description		Assessed capacity
1	Very Good: No capacity concerns.	99%
2	N/A	N/A
3	Fair: At risk capacity concerns.	0%
4	N/A	N/A
5	Very Poor: Over capacity issues, network not properly functioning resulting in flooding streets/private property.	1%

The data shows that 99% of assets are rated Very Good or Fair. This represents that the network performance is 'On Track' and within the target range.





**Resilience**

The service level that the community is willing to accept for resilience of its Stormwater Assets is shown below. No targets have been set for the service level of resilience. This will need further consideration and assessment in future Asset Management Plans.

Community level of service	Achieved by	Target	Tolerance range
The City of Marion's stormwater network is planned, designed, and constructed considering current and future demands.	<ul style="list-style-type: none"><li>• Maintaining City of Marion Standards Drawings, Technical Specifications and Stormwater Guidelines.</li><li>• Seek partnerships and trials for new methods, products and techniques in Stormwater design and construction.</li><li>• Implementing Water Sensitive Urban Design techniques.</li></ul>	Not established.	Not established.

## Operational Expenditure (OpEx)

### Planning

The activities, initiatives, plans, strategies and wages required to plan the stormwater assets infrastructure over the 10 years are shown below.



Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Stormwater Management Plan Field River Catchment		\$150					\$50			
Stormwater Management Plan Sturt River Catchment	\$17					\$50				
Stormwater Management Plan Coastal Catchment	\$50					\$50				
Stormwater Management Plan Hallett Cove Creeks Catchment			\$50					\$50		
Coordinator Survey & Design • Updating Flood Mapping • Standard Drawings Review • Technical Specification Review • Updating Stormwater Prioritisation Matrix	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Development Engineer • Provide specialist advice to developers, State Government and Planning & Development team on Stormwater requirements. • Stormwater Design Guidelines Review	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
<b>Total</b>	<b>\$367</b>	<b>\$450</b>	<b>\$350</b>	<b>\$300</b>	<b>\$300</b>	<b>\$400</b>	<b>\$350</b>	<b>\$350</b>	<b>\$300</b>	<b>\$300</b>

*All figures are in ,000 format*

### Operations

The activities, initiatives and wages required to operate the stormwater assets infrastructure over the 10 years are shown below.



Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Street Sweeping • Service Level = 8 week frequency every street	\$445	\$445	\$445	\$445	\$445	\$445	\$445	\$445	\$445	\$445
Pit Cleaning • Service Level = Approx. 300 pits cleaned per year	\$66	\$66	\$66	\$66	\$66	\$66	\$66	\$66	\$66	\$66
Gross Pollutant Trap (GPT) Cleaning • Service Level = 4 month frequency every GPT in City of Marion • Contribution to City of Holdfast Bay's GPT cleaning • Contribution from City of Mitcham for GPT cleaning	\$194	\$194	\$194	\$194	\$194	\$194	\$194	\$194	\$194	\$194
Pre/Post Storm Activities • Major storm events that trigger additional pre/post storm activities (reactive activities)	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Before you Dig (BYD) Membership	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
Before you Dig (BYD) Response Automation	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
<b>Total</b>	<b>\$770</b>	<b>\$770</b>	<b>\$770</b>	<b>\$770</b>	<b>\$770</b>	<b>\$770</b>	<b>\$770</b>	<b>\$770</b>	<b>\$770</b>	<b>\$770</b>

All figures are in ,000 format

### Maintenance

The activities and wages required to maintain the stormwater assets infrastructure over the 10 years are shown below.



Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Stormwater Pit's Reactive Maintenance	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60
• Pit lid dislodgments										
• Damaged Pit Lid										
Stormwater Pit's Proactive Maintenance	\$210	\$210	\$210	\$210	\$210	\$210	\$210	\$210	\$210	\$210
• Pit lid upgrade										
Kerb and Channel Reactive Maintenance	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565
• Request from the community on damaged/defected Kerb and Channel										
Kerb and Channel Proactive Maintenance	\$863	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900
• Prior to Road Resealing										
• Maintenance in conjunction with Kerb										
• Ramp Upgrades										
• Defects identified in Kerb and Channel audits										
<b>Total</b>	<b>\$1,698</b>	<b>\$1,735</b>	<b>\$1,735</b>	<b>\$1,735</b>	<b>\$1,735</b>	<b>\$1,735</b>	<b>\$1,735</b>	<b>\$1,735</b>	<b>\$1,735</b>	<b>\$1,735</b>

*All figures are in ,000 format*

### Monitoring

The activities and wages required to monitor the stormwater assets infrastructure over the 10 years are shown below.



Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Stormwater CCTV Inspections Program	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80
Kerb and Channel Condition Audit			\$35				\$35			
Stormwater Catchment Data Collection	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15
Asset Defect Inspector (Find & Fix) • Inspects City of Marion Stormwater Assets as needed.	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90
Asset/Programming Management Costs • Asset Management Plan update and review • Project/Contract Management of audits • Review Unit Rates and useful lives • Data review • 1/4/10 year Stormwater Project Planning	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70
<b>Total</b>	<b>\$255</b>	<b>\$255</b>	<b>\$290</b>	<b>\$255</b>	<b>\$255</b>	<b>\$255</b>	<b>\$290</b>	<b>\$255</b>	<b>\$255</b>	<b>\$255</b>

All figures are in ,000 format

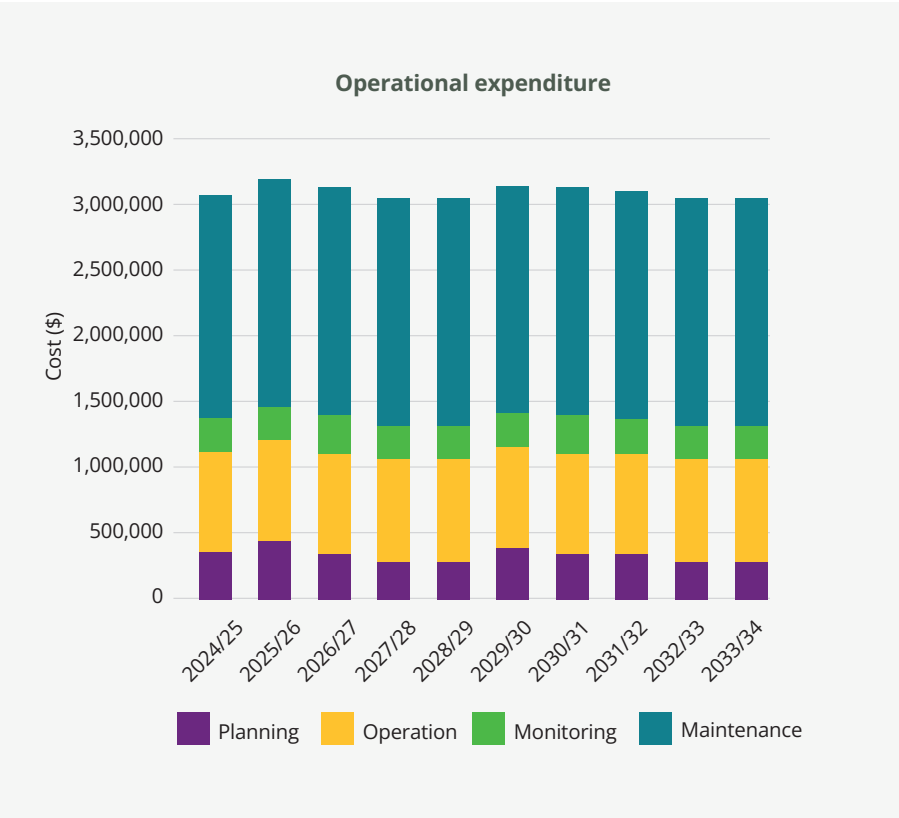




Operations expenditure summary

Cost Elements: The Planning, Operations, Maintenance and Monitoring costs comprise the direct costs of providing the service including council labour, contractor services, plant and equipment hire and specialist contractors for monitoring and planning activities. The chart below shows the cost per year for each category of operational expenditure.

**The Operational Expenditure budget levels of this plan are sufficient to meet the current service levels.**





## Capital Expenditure (CapEx)

### Renewal

The activities, contributions, management and wages required to renew the stormwater assets infrastructure over the 10 years are shown below.

*All figures are in ,000 format*

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Kerb & Channel Renewal Program • Full asset segment renewal when condition/defects reach intervention level	\$37	\$20	-	-	-	-	-	-	-	-
Kerb & Channel Streetscape Contribution • It is assumed that 25% of the overall streetscape program budget will include Kerb and Channel Renewal (Current Annual Streetscape Budget = \$2.8 million as of 23/24)	\$0	\$550	\$550	\$550	\$550	\$550	\$550	\$550	\$550	\$550
Stormwater Renewal Program • Determined via CCTV monitoring program. Full asset renewal or relining when condition/defects reach intervention level	\$1,605	\$1,550	\$1,550	-	-	-	-	-	-	-
Design Management Costs • Design Officer (Streetscapes)	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
Project Management Cost • Project Manager	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70
<b>Total</b>	<b>\$1,752</b>	<b>\$2,230</b>	<b>\$2,210</b>	<b>\$660</b>	<b>\$660</b>	<b>\$660</b>	<b>\$660</b>	<b>\$660</b>	<b>\$660</b>	<b>\$660</b>

Renewal is defined as replacing the existing stormwater asset to the modern-day equivalent. Typically this occurs when the condition of the asset is at or beyond the intervention level for renewal. The criteria for renewal is:

- When 40% of the asset segment has defects (full renewal).
- When the condition of the asset is 4 (IPWEA rating for Kerb & Channel and Stormwater) or above.
- Streetscape Projects that may require new levels for the Kerb & Channel or implementation of WSUD treatments within the verge that require modification/renewal of the Kerb & Channel.

### Creation

The activities, construction, management and wages required to create stormwater assets infrastructure over the 10 years are shown below.

*All figures are in ,000 format*

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Stormwater Prioritisation Matrix Creation Program	\$1,949	\$1,875	\$2,290	\$2,975	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900
Donated Assets from Developers & State Government*	-	-	-	-	-	-	-	-	-	-
Design Management Costs Design Officer (Stormwater)	\$145	\$145	\$145	\$145	\$145	\$145	\$145	\$145	\$145	\$145
Project Management Cost Project Manager	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70
<b>Total</b>	<b>\$2,164</b>	<b>\$2,090</b>	<b>\$2,575</b>	<b>\$3,190</b>	<b>\$3,115</b>	<b>\$3,115</b>	<b>\$3,115</b>	<b>\$3,115</b>	<b>\$3,115</b>	<b>\$3,115</b>

The creation of Stormwater Assets is determined using the Stormwater Prioritisation Matrix which assess projects on a number of criteria and ranked. Projects are identified through:

- Stormwater Management Plans which uses modelling of current and future scenarios to determine what infrastructure is required to met the current service levels.
- Requests made by the public or staff on an issue (not identified through modelling through the Stormwater Management Plan) will be placed on the Stormwater Prioritisation Matrix and assess against other projects.

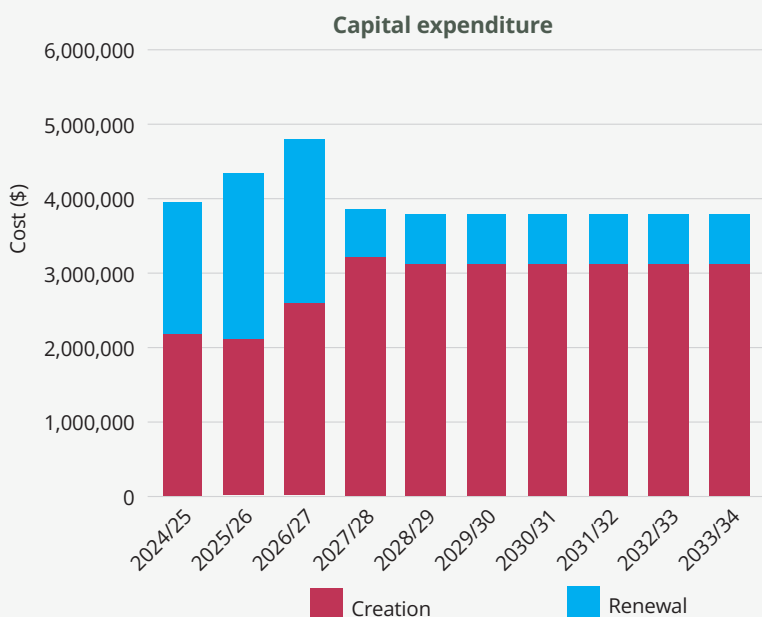
In addition, stormwater assets are also donated to Council by developers of major sub-division or State Government major projects that include stormwater infrastructure in the local or state own roads. These donated assets must meet City of Marion Standards and Technical Specifications before City of Marion can accepted into its asset register.

*\* Donated assets from developers through major sub-divisions or State Government through major projects are undertaken on an ad-hoc basis and difficult to project value of assets City of Marion will receive. It should be noted that City of Marion doesn't need to pay capital for stormwater infrastructure associated with developments or major projects.*

### Capital expenditure summary

Cost Elements: The renewal and creation comprise the direct costs of Council labour, Plant and Equipment Hire and Contractor services. The chart on the right shows the cost per year for Renewal and Creation categories of expenditure.

**The Renewal and Creation budgets levels of this plan are sufficient to meet the service levels.**



# Risk management

Council's Risk Management Policy sets the overall framework for addressing risk within the framework of ISO31000.

The elements of this framework are:

- **Risk Management Context:** Establishes the objectives, stakeholders, key issues, and criteria against which risks will be evaluated.
- **Identify the Risk:** Identifies what risk events are likely to impact on assets and services.
- **Analyse the risk:** Reviews the existing controls and then analyses the likelihood of an event occurring and the consequence of the event to determine the level of risk.
- **Evaluate the Risk:** Assesses and ranks the identified risks in a Risk Register.
- **Treat the Risks:** Identifies actions to reduce/control the risk.

Council manages its stormwater assets in line with the Local Government Act, specifically Section 244 Liability for injury, damage or loss on community land. There are currently no high risk issues identified within the stormwater asset network.

## Critical assets

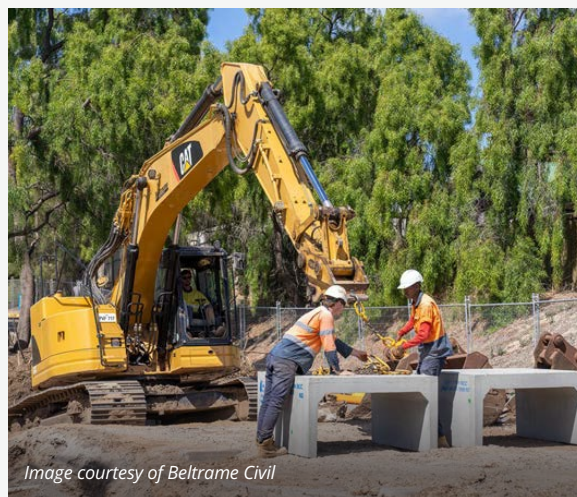
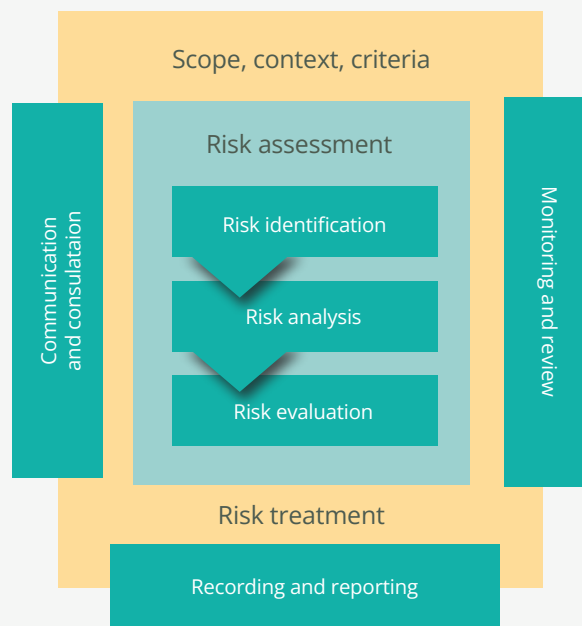
Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. For stormwater, critical assets include trunk mains and pipe sizes over 600mm in diameter.

City of Marion has 95 km (2351 asset segments) of critical Stormwater Conduits of this description. This represents approximately 37% of the total stormwater network.

## What we cannot do

The forecast budget is matched to the planned budget which enables the outcomes of this Asset Management Plan to be achieved.

### Risk Management Process from ISO 31000:2018





# Financial summary

## Financial sustainability

### Sustainability of service delivery

Two key indicators of sustainable service delivery are considered in the Stormwater Asset Management Plan:

1. The forecast renewals are funded over the life of this plan to ensure the continuity of function that the asset provides. Assets are scheduled for renewal based on an estimated end of useful economic life.
2. OpEx is funded to ensure the day to day management and integrity of the asset to ensure the required levels of service are met.

This AMP is used to inform the LTFP, through an iterative process balancing cost, performance, and risk. As a part of its Annual Business Planning process, CoM undertakes a review of forecast asset management expenditures. This revised forecast annual funding requirements is incorporated into Council's currently adopted Annual Business Plan and Long-Term Financial Plan.

### 10-year financial planning period

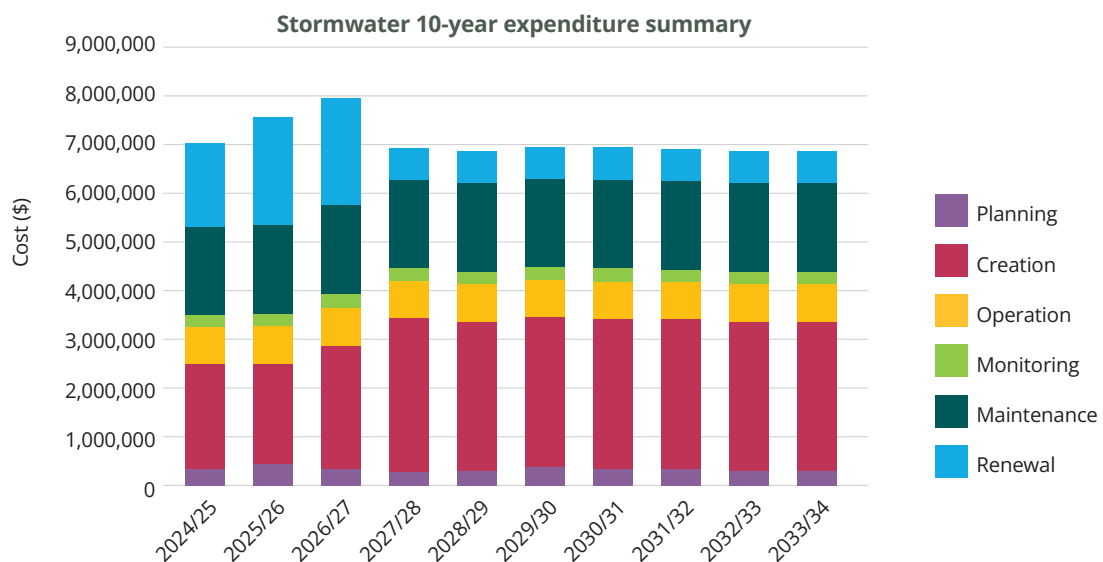
This Asset Management Plan identifies the forecast OpEx and CapEx costs required to provide an agreed level of service to the community over a 10-year period.

### Forecast outlays for the LTFP

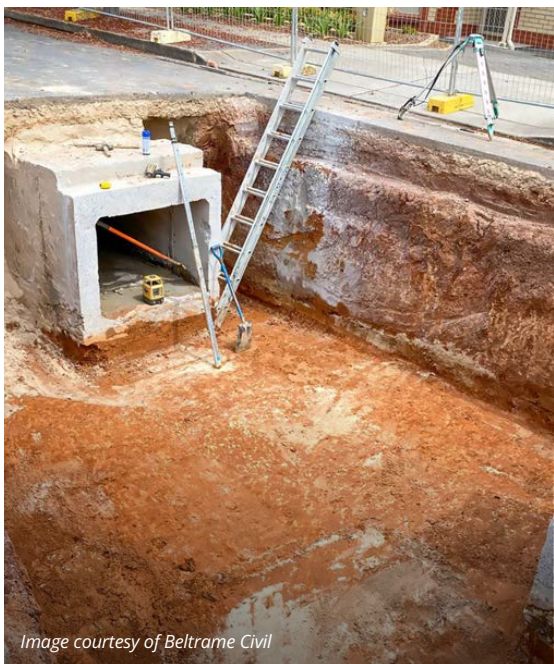
Funding Allocation	10 Year	Average Annual Cost
Operational Cost (OpEx)	\$31,100,000	\$3,110,000
Capital Cost (CapEx)	\$39,520,700	\$3,952,070
<b>Total cost of the plan</b>	<b>\$70,620,700</b>	<b>\$7,062,070</b>

### Stormwater assets forecast 10-year expenditure for each asset lifecycle phase from 2024/25 to 2034/35

Year	Planning	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast Total
2024/25	367,000	2,163,700	770,000	255,000	1,698,000	1,752,000	0	\$7,005,700
2025/26	450,000	2,090,000	770,000	255,000	1,735,000	2,230,000	0	\$7,530,000
2026/27	350,000	2,575,000	770,000	290,000	1,735,000	2,210,000	0	\$7,930,000
2027/28	300,000	3,190,000	770,000	255,000	1,735,000	660,000	0	\$6,910,000
2028/29	300,000	3,115,000	770,000	255,000	1,735,000	660,000	0	\$6,835,000
2029/30	400,000	3,115,000	770,000	255,000	1,735,000	660,000	0	\$6,935,000
2030/31	350,000	3,115,000	770,000	290,000	1,735,000	660,000	0	\$6,920,000
2031/32	350,000	3,115,000	770,000	255,000	1,735,000	660,000	0	\$6,885,000
2032/33	300,000	3,115,000	770,000	255,000	1,735,000	660,000	0	\$6,835,000
2033/34	300,000	3,115,000	770,000	255,000	1,735,000	660,000	0	\$6,835,000
<b>Total</b>	<b>\$3,467,000</b>	<b>\$28,708,700</b>	<b>\$7,700,000</b>	<b>\$2,620,000</b>	<b>\$17,313,000</b>	<b>\$10,812,000</b>	<b>\$0</b>	<b>\$70,620,700</b>







### Valuation forecasts

The best available information of the value of assets included in this Asset Management Plan are shown below. The assets are valued at a fair value at cost to replace service capacity and construction costs.

Replacement Cost (Current/Gross) \$428,285,517.

Accumulated Depreciation \$164,225,114.

Depreciated Replacement Cost \$264,060,403.

Depreciation \$1,561,799.

### Key assumptions in financial forecasts

- All data used in this Asset Management Plan is current as of December 2023.
- The forecast 10-year expenditure profile is provided in 2024 dollars.
- Long-Term Financial Plan will be adjusted annually to account for cost index increases and utility cost anomalies.
- Stormwater Conduits and Components estimated renewal dates are driven by useful life and not condition.
- Historical trends in storm events are reliable forecast for future budget planning.
- Climate Risk Assessments are used as a guide to inform budget planning.
- Community levels of service expectations remain consistent.
- Changes in legislation do not impact the service levels.
- Resources availability is not impacted because of pandemic, or other State Emergencies.



### Forecast reliability and data confidence

The forecast costs, proposed budgets, and valuation projections in this Asset Management Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified in accordance with data below.

Confidence grade	Description
A. Very high	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$ .
B. High	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$ .
C. Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$ .
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$ .
E. Very low	None or very little data held.



The Stormwater Asset Management Plan has a level of confidence for each dataset, below for details.

Data	Confidence Assessment
Asset Condition Kerb & Channel	A
Asset Condition Conduits	C
Asset Condition Components	C
Asset Function	A
Asset Capacity	C
Asset Age Profile	B
Replacement Value	B
Service Levels	A
Demand drivers	B
Asset Creation and Renewal Forecasts	B
Operating and Maintenance Forecast	B

### Monitoring and review

This Asset Management Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

Cost changes will be reviewed annually, and any changes needed to the forecasts outlay for the Long Term Financial Plan will be published separately to this plan.

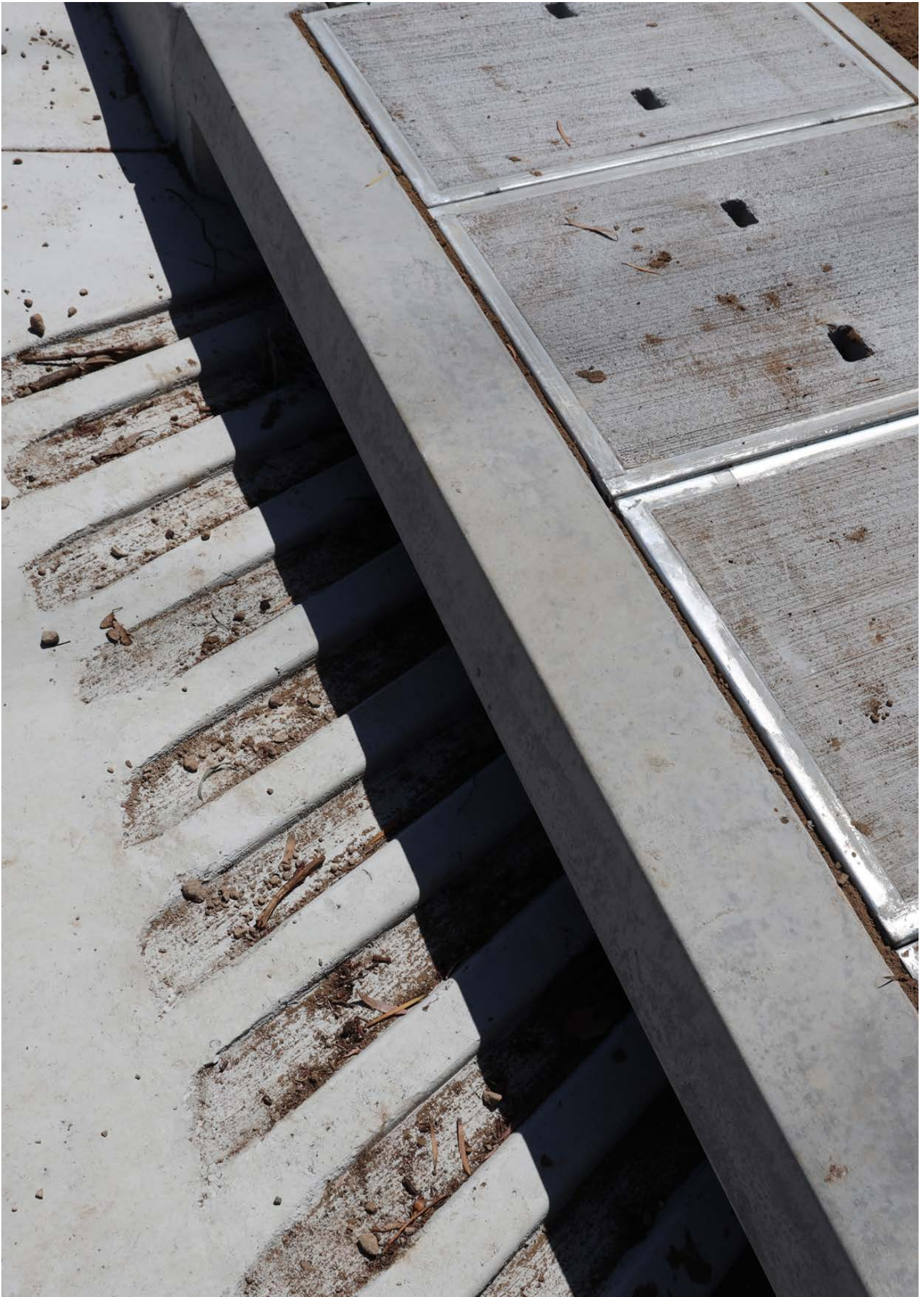
The Asset Management Plan will be reviewed and updated every four years to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, creation and asset disposal costs and planned budgets.

These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

## Improvement plan

The following improvement initiatives were identified as part of the development of this Asset Management Plan and show alignment with the overall Council Strategy.

Alignment	Task	Resource	Completion
I1	Update Standard Drawings and Technical Specifications relating to Stormwater Assets and construction methodology	Coordinator Survey & Design	Jun-25
I1	Reallocate Wetlands and Water Sensitive Urban Design (WSUD) from Water Treatment & Resources Asset Management Plan to the Stormwater Asset Management Plan	Unit Manager Asset Solutions	Next Asset Management Plan Cycle (2028/29)
I1	Update Asset Management Information System (Assetic) to align with new Stormwater Data Structure and terminology	Unit Manager Asset Solutions	Jun-26
I2	Develop and implement a 4-year plan to collect and analyse asset condition data for Stormwater Conduits and Components	Infrastructure Engineer	2028
I2	Develop and implement a 3-year plan to collect and analyse asset condition data for Stormwater Conduits and Components	Unit Manager Engineering	2027
E4	Sturt River Stormwater Management Plan Endorsement	Unit Manager Engineering	Jun-25
E4	Field River Stormwater Management Plan Endorsement	Unit Manager Engineering	Jun-27







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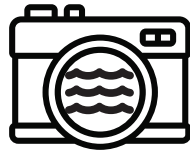


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*Designed by CoM Marketing and Communications 2024.*

# Snapshot: Stormwater Asset Management Plan



Stormwater assets provide a means to transport gravitational flows of runoff water from impermeable surfaces following rain events to retention basins and larger channels.

## What we are delivering

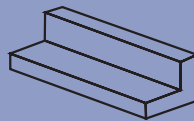
The Stormwater Asset Management Plan has been developed to improve council's long-term strategic management of the assets and to ensure the levels of service are sustained.



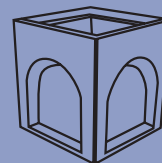
### Council currently manages



**261 km**  
stormwater  
pipes, culverts,  
box drains



**1007 km**  
kerbing and  
spoon drains



**6946**  
stormwater  
pits

**Replacement value: \$427m**



City of Marion aim to provide surface and subsurface drainage infrastructure which efficiently and effectively removes surface water runoff for the safety of the community.

Average annual operating costs: \$3,110,000

Average annual capital costs: \$3,952,070

## Community assets

- Pipes, culverts, box drains.
- Pits, gross pollutant traps, headwalls.
- Kerbs, spoon drains.

## Future demands

- Urban infill, more housing, greater impermeable surface area.
- Design codes which reduce open spaces and increase impermeable surface area.

## Risk management

Risks are identified, evaluated, and controlled to ensure continuity of the service in the medium term.

## Community levels of service

### Condition



**Target:**  
All assets to be in  
safe, operable  
condition.

#### **Current performance and next steps:**

Good overall condition. Continue with regular inspections and renew the drainage components based on condition.

### Function



**Target:**  
Assets are fit  
for purpose.

#### **Current performance and next steps:**

Creation of assets in agreement with the Stormwater Management Plan will continue to provide the desired functionality.

### Capacity



**Target:**  
Assets are able to  
cater for quantities of  
runoff water.

#### **Current performance and next steps:**

As impermeable surfaces increase, stormwater elements are planned to be created. Project work to improve the capacity of the drainage network is on target.

### Climate resilience



**Target:**  
Assets are resilient  
to the effects of  
climate extremes.

#### **Current performance and next steps:**

Good performance with an awareness of surge events needing to be catered for as storm events become more severe.

Asset Management Plan period: 2024-2034





# **Community Engagement Plan**

## **Stormwater Asset Management Plan**

## **Fleet, Plant and Equipment Asset Management Plan**



Community Engagement Plan

Stormwater, Fleet, Plant and Equipment

Key Contacts

Engagement contact:	Matt Green (MG)
Project Lead:	David Reeves (DR)
Start / end date:	13/05/2024 – 03/06/2024
Budget Cost Centre:	

Document Amendment Record

Rev	Change Description	Date	Author	Checked
1.0	First draft	05/04/2024	MG	DR

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Community Engagement Plan

Stormwater, Fleet, Plant and Equipment

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## Community Engagement Plan

Stormwater, Fleet, Plant and Equipment

### Governance

Who needs to sign off on the plan?	Required?	Responsibility
Council Members (all or ward) and Mayor	Yes	ELT
Executive Leadership team	Yes	SLT
Senior Leadership team	Yes	Project Lead
Project Lead	Yes	Project Lead

### Key documents

Document name	Link / location	Owner
Frequently asked questions	<a href="#">Appendix 1</a>	Engagement
Stakeholder survey	<a href="#">Appendix 2</a>	Project team / Engagement

## Community Engagement Plan

### Stormwater, Fleet, Plant and Equipment

## 1. Project description and background

### Stormwater Asset Management Plan

Stormwater assets provide a means to transport gravitational flows of runoff water from impermeable surfaces following rain events to retention basins and larger channels. Stormwater assets include pipes, pits, drains and gross pollutant traps to provide an efficient method of collection and environmentally friendly disposal of stormwater runoff.

The Stormwater Asset Management Plan has been developed to improve council's long-term strategic management of the assets and to ensure the levels of service are sustained.

### Fleet, plant, and equipment Asset Management Plan

Fleet, plant and equipment assets are used by council to perform work on council's assets. They are the machinery and hardware, operated safely, to ensure the services valued by the community are maintained in good condition and able to be used when needed.

Fleet, plant and equipment assets are used to construct and maintain infrastructure and land, move materials and equipment and transport Council staff and community members.

The Fleet, Plant and Equipment Asset Management Plan has been developed to improve council's long-term strategic management of the assets and to ensure the levels of service are sustained.

## 2. Scope of engagement

The AMPs are classified as strategic management plans of Council as defined under Section 122 of the Local Government Act (LGA) and fulfil the requirements of this Section.

Section 122(6) of the Act requires the AMPs be provided for public consultation. This requirement is also outlined in Council's Public Consultation Policy and Public Consultation Procedure where 'Council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans'.

The draft Asset Management Plans will be released for community consultation where the community will be able to review the plans and provide their feedback by completing an online survey in the Making Marion platform. Hard copy surveys will also be made

**Community Engagement Plan**

Stormwater, Fleet, Plant and Equipment

available as and when requested. Community consultation will take place from 13 May to 3 June 2024.

Feedback received from the community will be considered by the project team and may lead to amendments of the specific asset management plan. The community feedback report and asset management plan will be submitted to the General Council meeting on 23 July 2024 for endorsement.



## Community Engagement Plan

Stormwater, Fleet, Plant and Equipment

### 3. Level of engagement

Aside from the legislative requirement to consult with the community, this assessment tool is completed for each project to ensure potential impacts to the community have been assessed and that engagement methods are well informed. This is completed collaboratively with the project delivery team.

The **engagement level selection tool** is used to assist staff in deciding what level of engagement to select – e.g., *inform, consult, involve, collaborate or empower* based on the International Association of Public Participation (IAP2) Spectrum (see Appendix 2). It is a technical approach and needs to be used in conjunction with the engagement framework and the human elements such as values and expectations.

#### Score indicates:

- 1-2 Very low to Low = At least inform
- 2-3 Low to Moderate = Consult
- 3-4 Moderate to High = Involve or Collaborate
- 4-5 High to Very High = minimum Involve, consider Collaborate and Empower

Questions to consider	Very low	Low	Med	High	Very high
1. What is the level of difficulty to find a solution that everyone can live with?		X			
2. What is the potential for community outrage for your project?		X			
3. How much do major stakeholders care about the decision to be made?			X		
4. What degree of input do the affected landowners and community appear to want?		X			
Count number in each column		3	1		
Multiply	x1	x2	x3	x4	x5
Enter score		6	3		
Add total of all 5 columns	= 9				
Divide	9/5				
Average score	= 1.8				
<b>Level indicated</b>	<b>Inform</b>				
<b>Level to be used</b>	<b>Consult</b> (prescribed by legislation)				

## Community Engagement Plan

Stormwater, Fleet, Plant and Equipment

### 4. What good looks like

Community and Stakeholder Engagement on this project has ensured that:

- ☐ Project materials are provided in an accessible manner and consider:
  - Language
  - Digital literacy level
  - Demographic i.e., elderly
- ☐ There are clear accessible methods for the community to provide feedback
  - Remotely via online means
  - Face to face with a project team member
  - Filling out hard copy forms at a council facility
- ☐ Every attempt has been made whilst considering the local area, to ensure that awareness of the project and how to provide feedback is maximised through best practice communications and engagement techniques
- ☐ Engagement activities will be evaluated by the project team and lessons learned will be incorporated into future project engagements

### 5. Community engagement issues/risks/mitigations

Risk/ Issue	Proposed mitigation
Language is hard to understand and not accessible to the average resident.	<ul style="list-style-type: none"> <li>• Ensure that all materials are written in plain English</li> <li>• Provide hard copies of the plan for review at key council locations</li> </ul>

6. Stakeholder identification and analysis

Stakeholder	Level of interest	Level of influence	Why are we engaging? What is their specific interest in the project / proposal?	Level of engagement	Engagement method(s)	Responsibility
Mayor and Council Members	High	High	<ul style="list-style-type: none"><li>Councillors will endorse the plan for consultation with the community.</li></ul>	Involve	Council Report Email Choose an item. Choose an item.	Project Lead / Manager
General Community	Medium	Medium	<ul style="list-style-type: none"><li>To provide community members with access to the draft AMP so that they can review and provide their feedback.</li></ul>	Consult	Social Media Campaign Hard copy displays Making Marion newsletter	Engagement team

7. Engagement activity timeline (13 May – 3 June)

Date (Week commencing)	17 April	23 April	13 May	20 May	27 May	3 June	10 June	17 June	24 June	1 July	8 July	15 July	22 July
Activity													
GM (General Manager) Signoff Engagement Plan													
Endorsement from Mayor & Council Members (as required)													
Making Marion page EDM to Making Marion subscribers													
Hard copy materials at key council locations													
Social Media campaign (3 posts)													
Electronic channels (emails to key stakeholder groups)													
Reporting													
GC (23 July)													

**Community Engagement Plan**  
Stormwater, Fleet, Plant and Equipment

## Appendix 1 - Frequently asked questions

### What is asset management?

The systematic and coordinated activities and practices of an organisation to deliver on its objectives optimally and sustainably, through the cost-effective lifecycle management of assets (from Institute of Public Works Engineering Australasia (IPWEA)).

It is the management of all aspects of an asset throughout its lifecycle stages which include planning, creation, operation, monitoring, maintaining, renewal and disposal.

Find out more at [Asset management | City of Marion](#)

### What is an Asset Management Plan?

Asset Management Plans consider:

- Establishing levels of service assets are required to perform at and understanding what future demands on the asset may impact its performance.
- Outlining the activities, programmes and resources required to provide a service in a cost-effective way.
- Provision and timing of expenditure plans to ensure assets continue to function sustainably.

Asset Management Plans form part of Council's suite of strategic management plans as identified in the Local Government Act.

### Why does Council set levels of service?

Assets exist to meet community needs and to provide the required service at the performance level endorsed by Council. By defining levels of service in our Asset Management Plans, the City of Marion's assets will be safe, accessible, well maintained and meet community needs in a sustainable manner.

### What happens next?

Council values all feedback received on this draft Asset Management Plan. Your feedback is important to us, and it will be reviewed and used to help inform the strategy. To close the loop, Council will publish the final strategy after endorsement by General Council at its meeting on 23 July 2024.

**Community Engagement Plan**  
Stormwater, Fleet, Plant and Equipment

## Appendix 2 - Survey questions

(A survey for each AMP will be published to collect feedback).

1. Name
2. Street name
3. Suburb
4. Have you reviewed the snapshot for the (INSERT NAME) asset management plan?
5. Have you reviewed the draft (INSERT NAME) asset management plan?
6. Did you find the Plan Snapshot useful with assisting your understanding of the plan?
7. Overall, do you support the (INSERT NAME) draft asset management plan?
8. What aspects of the draft asset management plan did you find of use for you?
9. What can be improved in the (INSERT NAME) draft asset management plan?
10. Do you have any other comments?



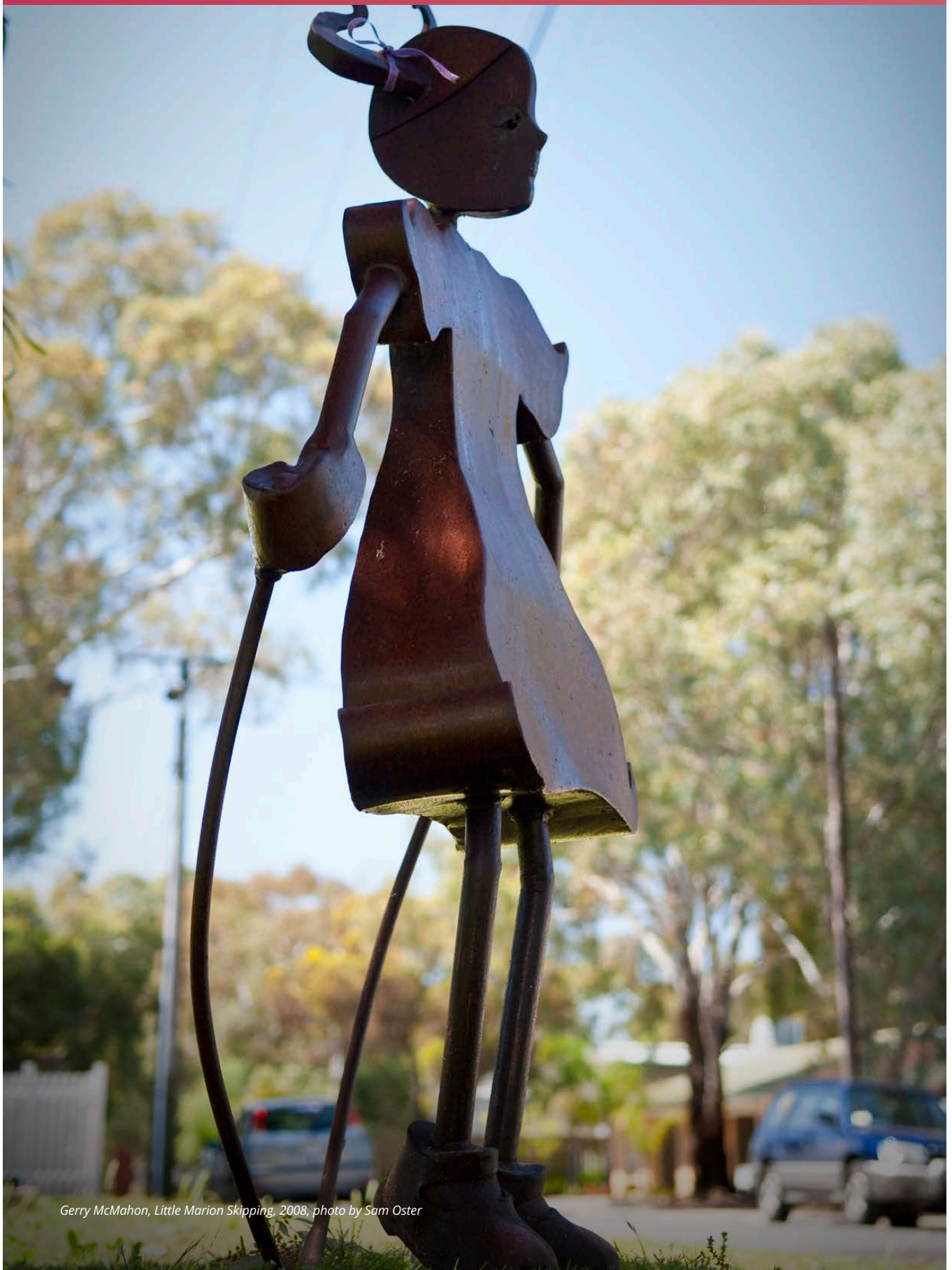
# City of Marion Asset Management Plan 2024-2034

## *Artworks Culture and Heritage*

A great place to live  
[marion.sa.gov.au](http://marion.sa.gov.au)







*Gerry McMahon, Little Marion Skipping, 2008, photo by Sam Oster*

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Cover image: *Sair Bean, Pieces of Edwardstown, 2022, photo by Catherine Leo*

# Executive summary

## Purpose of the plan

The purpose of the Artworks, Culture & Heritage Asset Management Plan (AMP) is to improve Council's long-term strategic management of assets so that they meet the required levels of service. The plan defines the state of the artwork, cultural and heritage assets and considers future requirements whilst balancing performance, cost and risk. It provides the optimum lifecycle costs for the next 10 years.

The Artworks, Culture & Heritage AMP is aligned with the Council Strategic Plan and informs the Long-Term Financial Plan. Information is current as of November 2023.

## State of council assets

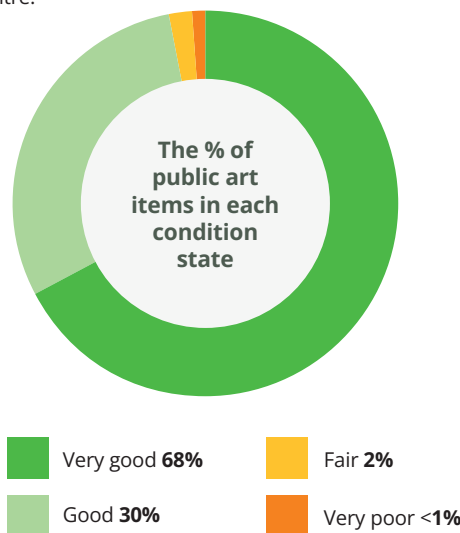
The artworks, cultural and heritage assets are classified into the following groupings:

- Public art – sculptures, murals, mosaics, metalwork, wood carvings, installation art, artistic signage, digital, audio-visual, and architectural elements.
- Art collection - paintings, drawings, prints, photos, film, wearable art, textiles, sculptures, unique objects, mixed media.
- Heritage and Archival collection (Honour Boards, Mayoral robes, photographs, records, textiles, artworks & paintings, prints, signs, books, objects, maps, trophies, certificates, recordings analogue and digital).
- Musical instruments and percussion managed by the City of Marion Band.

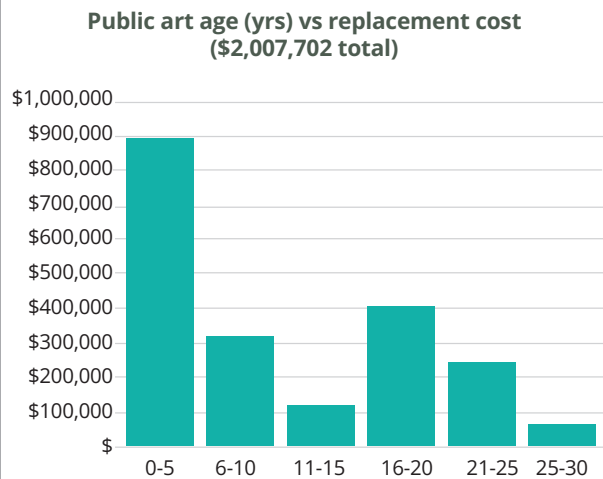
The value of council's collection is shown on the right and is to be refined through assessments carried out in 2024-2025.

Asset category	Quantity	Useful life	Replacement value
Public art	387	May-60	\$2,007,702
Art collection	260	100	\$160,095
Band instrument	150	30	\$334,220
Heritage	20,000	various	Unknown
<b>Total</b>			<b>\$2,502,017</b>

The below graph shows that the public art assets are in good to very good condition overall. The asset which is needing replacement is the audio-visual installation at the Hallett Cove Civic Centre.



The below graph shows an age bracketed plot of public art against its replacement cost. This indicates a steady increase in installations over recent years in support of Council's Liveability objectives.





Michael Kutschbach, e.v.a, 2020, photo by S. Noonan

### Performance parameters of assets

This table provides an assessment of the performance of the assets (where available) against council's measures together with expected trends based on the planned budget. Budget includes renewal of the poor condition rating of the artwork at Hallett Cove Civic Centre.

Parameter	Current performance	Expected trend based on planned budget
Condition (is the physical integrity sound?)	Most public art assets are in good condition; band instruments in fair to good condition.	Artworks and other heritage and cultural assets can be managed to remain in good overall condition.
Function (is the asset providing the intended service?)	Assets are currently performing their intended function adequately anecdotally. There is no formal measurement of this.	Assets will continue to perform their intended function over the 10-year life of this AMP.
Capacity (is the asset over or underutilised?)	The ability for the heritage archive to be of public value is limited by available space.	Expansion to the Heritage building will enable full utilisation of heritage artefacts.

### Service levels

#### Community requirements and service activities

Community service requirement	Activities funded to sustain the service requirement
<ul style="list-style-type: none"> <li>To celebrate diversity and heritage through artistic, cultural and community activities and vibrant destinations.</li> <li>To activate our city through quality streetscapes, open spaces, facilities, and placemaking initiatives to deliver vibrant and prosperous business precincts.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporation of public art into major projects, open spaces, Streetscape developments, placemaking projects, community facilities and sports and recreation facilities.</li> <li>Incorporation of digital/-technology-based artwork.</li> <li>Provision of archival storage at the Marion Heritage Research Centre.</li> <li>Adding value to resident and visitor experience through enriching public spaces.</li> <li>Lifecycle management of all assets to ensure they continue to perform at required service levels.</li> <li>Educating and informing community through informative heritage signage.</li> <li>Promoting art and artists as a valuable part of the community and assets of the City of Marion.</li> <li>Facilitating access to art and collections to all members of the community.</li> <li>Funding City of Marion band to enable upgrades to instruments.</li> </ul>





**Future demand**

Factors expected to influence future demand and the impact this will have on the delivery of artworks, culture and heritage services are shown in detail in Section 3 and have been taken into consideration in this AMP.

Climate change has minimal impact on this group of assets during the life of this plan. Refer to Section 3.2.

**Snapshot of the impact and management of demand factors**

Demand impact	Demand impact management
Social/community trends – increased need for sense of place, public realm activation benefits offered by public art and cultural assets.	Creation of a Public Art Strategy for endorsement by Council to inform Art standards.
Financial value in the provision of services.	Optimise the expenditure required to deliver the service and provide justification for lifecycle management decisions.
Increase in population, visitation providing overall economic uplift.	Alignment of Public Art Strategy, Visitation Strategy and the AMP.

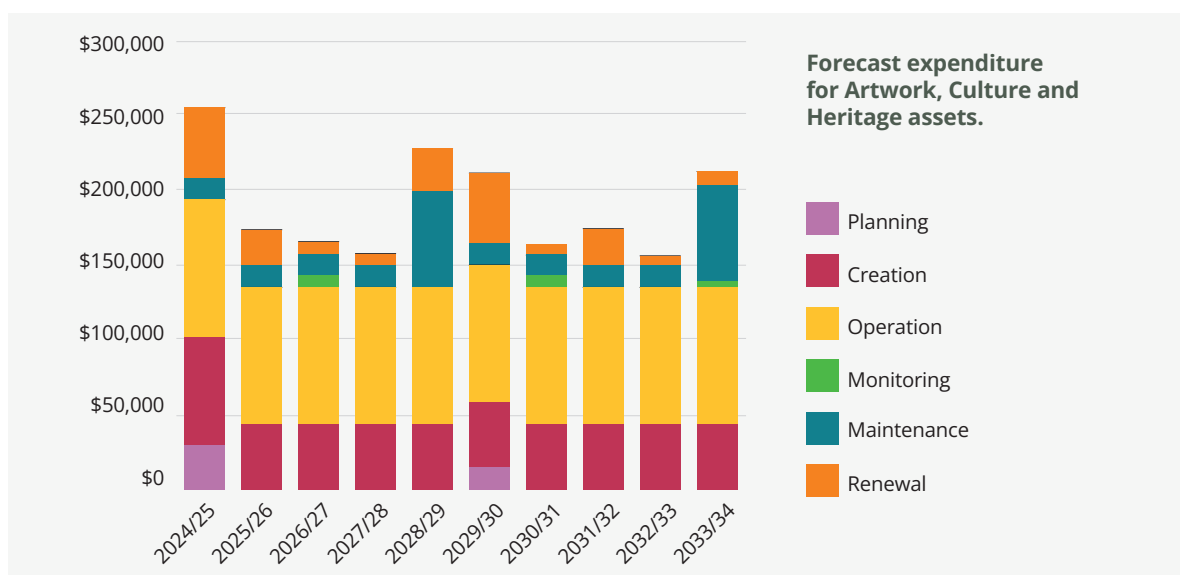


## Lifecycle management

### What it will cost

The forecast expenditure of this plan is used to inform the Long-Term Financial Plan (LTFP). Section 6.2 contains the detail breakdown of costs for each year. The chart below includes planning activity for a public artwork strategy in years 1 and 6 and maintenance works on the Tjilbrukey Gateway - Pole saver program in years 5 and 10.

Renewal works include audio visual replacement at Hallett Cove Civic Centre in years 1 and 6. Other renewals for each year include murals that have reached end of life. Maintenance and operations is adjusted whenever new works are created



The financial funding for the life of this plan is summarised below:

- Forecast funding required \$1,912,269.
- Average annual forecast funding required \$191,227.
- This forecast budget is used to inform the LTFP.

### Managing the risk

Risks are managed in accordance with Council's Risk Management Policy:

- No high-level risks have been identified for art, heritage, and culture assets.
- Critical assets are those which have a higher consequence should they fail. They include: Tjilbrukey Gateway and puru yuwanthi sculptures (significant indigenous cultural assets) and non-digitised archival and heritage collection.
- The forecast budget allows us to achieve all our service delivery objectives.

### Improvement

The Improvement Plan is found in Section 7. These initiatives have been included in the forecast budget and include:

- Plan for expansion to storage capacity for heritage archival collections.
- Improve our knowledge and planning for heritage signs throughout the Council precincts.
- Create a strategy which provides standards and a sustained approach to the future of public art for City of Marion.
- Collaborate with local business and look for opportunities to engage with new public art installations.



Donna Gordge, *A Place with a History and a Future*, 2022, photo by Trim Photography

## Introduction

### Background

The Artworks, Culture and Heritage Asset Management Plan (AMP) provides information on the state of the arts and cultural assets and their capability to meet the levels of service and demand requirements in a safe, cost effective and sustainable manner for the following 10 years.

In delivering the service, risks are identified and managed so that a balance is achieved between achieving the desired performance of the asset, against the cost of providing the service.

This AMP complies with the requirements of Section 122 of the Local Government Act 1999; and is an input for the City of Marion (CoM) Long-Term Financial Plan. Information contained in this plan is current as of November 2023.

The assets under management of this AMP include:

- Public art – sculptures, murals, mosaics, metalwork, wood carvings, installation art, artistic signage, digital, audio-visual and architectural elements.
- Art collection - paintings, drawings, prints, photos, film, wearable art, textiles, sculptures, unique objects, mixed media.
- Heritage and Archival collection (Honour Boards, Mayoral robes, photographs, records, textiles, artworks & paintings, prints, signs, books, objects, maps, trophies, certificates, recordings analogue and digital)
- Musical instruments.

Public art contributes to the unique identity of the City of Marion, and reflects the development of the community, its diversity, and its history. It shapes and activates our city, acknowledges, and celebrates place, preserves local stories, informs, educates, creates conversation, questions, inspires, connects, and increases participation in the development of and engagement with public spaces.

Council holds an Art Collection in order to develop a sense of identity, pride and place, preserve and share local culture, demonstrating shared culture and community values, adding value to visitor experience through enriching public spaces, educate and inform, foster community creativity and develop opportunities with community, emerging and established artists who were born, live/work within the City of Marion, promote art and artists as a valuable part of the community and assets of the City of Marion, and facilitate access to art for those who may not otherwise have access.

The assets in this AMP have a total replacement value of \$2,502,017.

### Planning documents

Documents from the CoM's Strategic Management Framework together with other asset specific strategic documents were used in the development of this AMP and are shown below.



- Planning and Design Code (Plan SA)
- Public art making it happen: a commissioning guide for local councils, produced by Arts South Australia
- The 30-Year Plan for Greater Adelaide (Plan SA)
- Code of Practice for Visual Arts, Craft and Design, National Association for the Visual Arts (NAVA)
- CoM Heritage Collections Management Guidelines
- CoM Procurement and Contract Management Policy
- CoM Public Consultation Policy
- CoM Risk Management Policy
- CoM Streetscapes Design Guidelines
- CoM Business, Growth and Engagement Plan
- IPWEA NAMS+ AMP template



James Stewart, *Plastron*, 2021, photo by James Stewart



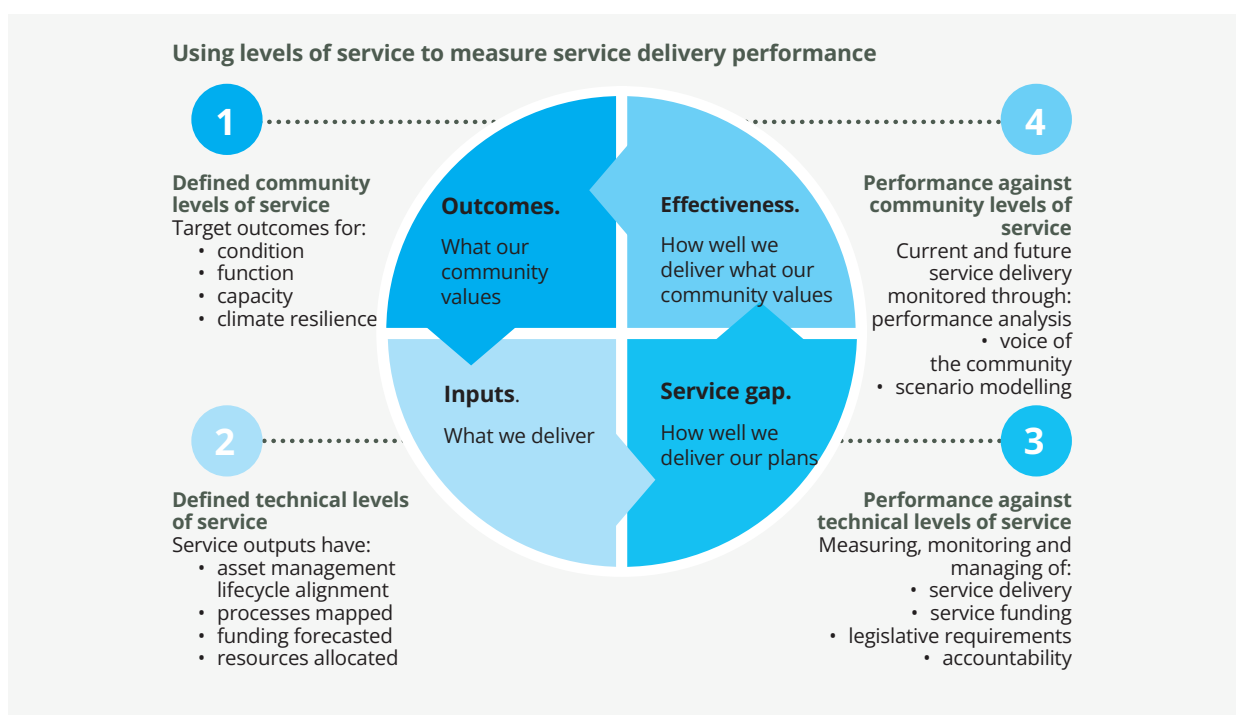


## Levels of service

Levels of service ensure we meet community expectations by describing what we deliver. The primary reason assets exist is to deliver services.

Levels of service underpin asset management decisions. Defining and measuring levels of service is a key activity in developing Asset Management Plans. When levels of service are considered collectively, they provide clarity and assist with meeting council's strategic objectives.

Artworks, culture and heritage assets contribute to the unique identity of the City of Marion, and reflect the development of the community, its diversity and its history.



When defining levels of service, council takes into consideration

- the external context, including legislative requirements which may impose minimum standards
- the internal context including strategic objectives, the availability of resources and financial constraints
- community expectations of the quality of service, balanced against the price they are willing and able to pay for that service.

Public artworks, Interpretive and heritage signs contribute to a sense of place creating a more attractive urban environment which reflects local character, community pride, ownership, sense of place and community identity.

The Marion Heritage Collection, is of significant importance to the Marion community for their historic and cultural value as evidence and as a rich resource for current and future researchers of Marion's history.

The Council Art Collection comprises purchases and donations of art that are recognised as having lasting value to the City and reflecting the diversity of the community past and present.

Marion City Band provides asset lifecycle management of council's band instruments through a service contract. The Band provides opportunities for musical growth and development to youths and adults alike through four ensembles.





Terry Beaton, *Flow of Life*, 1994

### Strategic and corporate goals

Our purpose: To improve our resident's quality of life; continuously, smartly, and efficiently.

Our community vision: A community that is (L) Liveable, (VN) Valuing Nature, (E) Engaged, (P) Prosperous, (I) Innovative, and (C) Connected.

	Council strategic objective	How the objectives are addressed in the AMP
L3	We will create a series of streetscaped avenues to improve the amenity of our Neighbourhoods.	Maintaining the presence of public artwork to create attractive urban environment which reflects local character, community pride, ownership, sense of place and community identity.  Heritage signage provides context and history of place, for the education and enriched experience of residents and visitors. Adds depth and interest to the residents' appreciation and enjoyment of their local areas.
L4	We will celebrate our rich cultural diversity and heritage through artistic, cultural and community activities and vibrant destinations.	Artworks, culture, and heritage installations are commemorative, interpretive, educative, celebratory, illustrative, functional, decorative, conceptual, experimental, innovative, entertaining, playful, or surprising creating and interpreting a range of meaning in the urban environment.
E1	We will increasingly use data and community responses to understand our community values and then we will deliver what they want.	Community consultation is considered in the planning, creation, and de-accessioning of public art.  Community enquiries and access needs are considered in the provision of historical information and services.
I2	We will use data to provide evidence for resource allocation relating to our services.	The operation, maintenance and monitoring of artwork and archival collections is regularly reviewed to ensure correct service levels are met and resource allocation is appropriately managed.
P4	We will seek to activate our city through quality streetscapes and placemaking initiatives to deliver vibrant and prosperous business precincts.	The creation of public artwork, interpretive and heritage signage and historical displays is ensuring places and public spaces are activated.



Legislation

The Regulations which have most impact on the development on this plan are listed below. Other legislation may also apply at a more generic level and is not included in this list.



Legislation	Relevance to this AMP
Aboriginal Heritage Act (1988)	Provides for the protection and preservation of Aboriginal heritage including the discovery, acquisition, damage or sale of sites, objects, or remains of Aboriginal significance.
Australian Accounting Standards	Sets out the financial reporting standards relating to the valuation and depreciation of infrastructure assets.
Copyright Act 1968	Provides for the protection of rights of creators of creative and artistic works under Australian law.
Heritage Places Act (1993)	Sustainable use and adaptation of heritage places in a manner consistent with high standards of conservation practice.
Intellectual Property Laws Amendment Act 2015 (Australia)	Encourage innovation and protect businesses that develop original intellectual property to have a competitive advantage.
Local Government Act (1999)	Requires the preparation of an asset management plan and a long-term financial plan.
Planning, Development, and Infrastructure Act (2016)	Sets requirements for development and building approval and requirements.
Work Health and Safety Act 2012 (SA)	Provides for the health, safety, and welfare of persons at work.

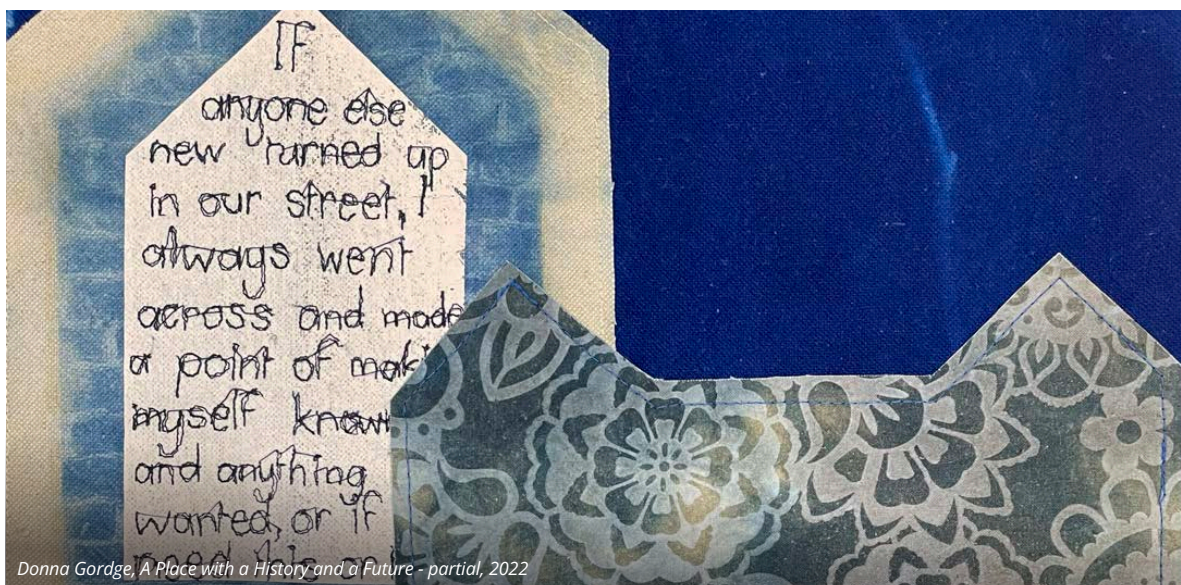
### What our community values

A key objective of asset management planning is matching the levels of service council delivers with the levels of service expectations of our community. Council uses a range of activities to engage with the community and stakeholders such as social media and website, community workshops and meetings, education services and via Council members. This ensures that levels of service, funding and management practices proposed for our assets are appropriate.

A community satisfaction survey was conducted by the City of Marion in 2022. A range of channels were used to reach out to all groups in the City of Marion community, including letterbox drop, social media, email, and face-to-face approaches

to ensure a wide demographic spread of survey responses. Questions relating to age, gender, and relationship to the City of Marion and suburb were also included to confirm the views were representative of a more balanced demographic spread. The measure calculation methodology remains unchanged from previous years to ensure accurate trend measurement.

Artworks, heritage, and culture received a community importance rating of 71% and a satisfaction rating of 85%. This indicates that the assets are valued by the community and that the service level is appropriate.



### Community levels of service

Community Levels of Service detail what is important to our community and how they receive and experience our services. Council adopts the following service parameters:

**Condition:** Does the asset provide a safe and quality service?

**Function:** Is the asset fit for purpose?

**Capacity:** Is the service over or under used?

**Climate Resilience:** Is the asset's design resilient against projected climate stressors.

By listening and understanding what is important to our community, we have developed Community Levels of Service. These factual measures provide a balance in comparison to the community perception (importance and satisfaction) that may be more subjective. Performance is monitored against targets, using 1-5 rating scales.

Using industry standard measures (where available) enables Council to compare our performance. A summary of these parameters is shown below.

Parameter	Community level of service	Achieved by	Predicted trend
<b>Condition</b>	All assets to be in good visual and structural condition.	Assets will be regularly inspected and maintained in accordance with manufacturers guidelines or as adapted for optimal practice.	Maintain
<b>Function</b>	Assets are designed and collected to cater for current demand, contributing to a sense of place, sensitive to the on-going cultural significance and stories of the land.	<ul style="list-style-type: none"> <li>• Incorporating public art into major projects, open spaces, streetscape developments, community facilities and sports and recreation facilities.</li> <li>• Incorporating digital/technology-based artwork.</li> <li>• Providing appropriate assets to meet levels of service.</li> <li>• Following guidelines and analysing where a service is required.</li> <li>• Provision of the Marion Heritage Research Centre.</li> <li>• Developing a sense of identity, pride, and place in the City of Marion.</li> <li>• Preserving and sharing local culture.</li> <li>• Demonstrating shared culture and community values.</li> <li>• Adding value to resident and visitor experience through enriching public spaces.</li> <li>• Educating and informing.</li> <li>• Fostering community creativity and develop opportunities and relationships with community, emerging, mid-career and established artists who were born, live and / or work within the City of Marion.</li> <li>• Promoting art and artists as a valuable part of the community and assets of the City of Marion.</li> <li>• Facilitating access to all members of the community.</li> <li>• Band instruments are suitable for the application of tuition and performance and are reviewed for currency.</li> </ul>	Maintain
<b>Capacity</b>	Assets can meet current and future demand.	<ul style="list-style-type: none"> <li>• Space for storage of archival material is at capacity at the Heritage Centre with a plan to increase capacity through funding approved capital in year 2024-2025.</li> <li>• Public art capacity is projected to be at a sustainable level for this AMP.</li> <li>• Band instruments are sufficient for training, performance, and spares.</li> </ul>	Increase (archival material) Maintain (other)
<b>Climate resilience</b>	Climate resilience is a consideration for new artwork.	Ensuring climate resilience is incorporated into outdoor artwork design.	Increase

### Technical levels of service

Technical Levels of Service detail what we do to deliver our services. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure the best value for resources used. It is important to monitor the levels of service regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and community priorities will change over time. Business Process Manuals will be developed to define the best practice industry standards and legislation requirements criteria that demonstrate efficiency and effective organisational performance. Building on industry good practice, service outputs will have asset management lifecycle alignment, processes mapped, and funding forecasted. Performance against Business Process Manuals will be monitored and reviewed to ensure delivery against technical levels of service.

### Lifecycle phase



#### Planning

- Public Artworks - generation of concepts for new art, production of public art strategy.
- Art Collection - A planned and sustainable process of adding to the collections of public art, visual and multimedia art, and culturally significant artefacts as opportunities arise.
- Heritage Collection - Donations and digitising/ packaging by fragility and need for protection.
- Additions to the Oral History collection are prioritised to fill gaps. For field signage, the planning of sign content, location.
- Band Instruments - establishing quantity and type of instruments needed for performance and training.

#### Creation

- Public Artworks assets created in keeping with the Public Art Guidelines 2020-2028 and annual budget review.
- Art Collection assets are created subject to strict accessioning procedures which maximise the community value and the sustainability of the permanent collections. Funding is through annual budgets and donations.
- Heritage Collection assets created subject to Heritage Collections Management Guidelines. Archival assets are supplemented by the creation of finding aids (IDs, indexes, and lists) and Oral History digital recordings.
- Band Instruments determined by the needs of the CoM Band is the purchase of instruments to increase numbers.



### Operation

- Responding to community feedback.
- Identifying under-used assets and appropriate remedies, and over-used assets and community demand management options.
- Public Artworks - Regular upkeep in accordance with specific guidelines established in consultation with the works' originators. Cleaning of artwork at 12-month frequency. Digital/technology-based and significant artworks may require a more thorough maintenance regime to maintain quality standards.
- Art Collection - held in secured premises, or secure storage. Collection is rotated. Arts Collection Operational Guidelines developed in November 2020.
- Heritage Collection operated subject to Heritage Collections Management Guidelines. Marion Heritage Research Centre opening hours: Mondays, Tuesdays, and Wednesdays, 10 am to 4 pm. Cleaning of signs as required.
- Band Instruments used by registered members of the Marion City Bands for training and performance.

### Monitoring

Regular inspection of assets: Inspection frequency, resource and level of detail specified by the Asset Inspection Cycle within the Asset Inspection Procedure.

- Public Artworks condition is monitored as follows:
- Level 1 Inspection – internal resource, annual review of overall and condition survey.
- Level 2 Structural condition performed by engineer – 4 yearly.
- Risks to Public Safety or the Physical Integrity of Artworks are recorded and acted upon through the Customer Events system and Level 1 inspections by Technical Officer.

### Art Collection

- Inspection on annual basis. Audit every 3 years.
- Spreadsheet of Art Collection stored on SharePoint Lists. Data collected includes title, artist, location, medium, dimensions, status, date, purchase price, notes, deaccession / disposal, and images. All newly acquired artworks are added to the spreadsheet. Arts Collection Operational Guidelines inform acquisition, maintenance, storage, and disposal.

### Heritage Collection

Informal condition inspections for pests, wear & tear at Marion Heritage Research Centre and off-site heritage items: e.g., Admin Centre foyer and Glandore pianos, Edwardstown honour boards.

### Band Instruments

Monitored by City of Marion Band on a regular basis to ensure the instruments can perform to the required level.

### Maintenance

#### Unplanned maintenance:

- Public Artworks: Unplanned maintenance, response to community feedback or via an annual inspection. Assets are maintained in a functioning capacity, maintaining the integrity of the asset. All service requests are responded to within suitable timeframes.
- Art Collection - held in secure locations, repairs by appropriately qualified practitioners if damaged.
- Heritage Collection - subject to Heritage Collections Management Guidelines. Items are held in secure locations, accidental damage repairs (rare) would be assessed and undertaken by appropriately qualified practitioners.

#### Planned maintenance:

- Public Artworks - Scheduled maintenance in accordance with specific guidelines, processes and procedures established in consultation with the works' originators. Immediate attention when risks to structural or artefact integrity become evident.
- Heritage Collection - subject to Heritage Collections Management Guidelines. Admin Centre foyer and Glandore pianos tuned 6 monthly.
- Band Instruments maintained by Band Committee as needed.



Lorna Nickels, stobie pole art, 2021

### Renewal

- Public Artworks – where economic or artistic end of life is reached artwork is renewed in accordance with the Public Art Guidelines 2020-2028 Item 7. Life Cycle of Public Art.
- Art Collection - informed through value and/ or significance of the artwork in comparison to cost of repair/renewal.
- Heritage Collection - not applicable.
- Band Instruments determined by the needs of the Band and condition of instrument collection. Older instruments in poorer condition are provided to students for training purposes.

### Disposal

- Public Artworks - Annual review of public art identified for disposal in accordance with procedures outlined in the Public Art Guidelines 2020-2028 Item 7.2. Life Cycle of Public Art.
- Art Collection - informed through Deaccession and Disposal clause of the Operational Guidelines.
- Heritage Collection - Subject to Heritage Collections Management Guidelines. Donations are assessed for inclusion at point of receipt, duplicates, not relevant / useful, audit of collection portions.
- Band Instruments determined by the needs of the Band(s) and condition of instrument.



### Asset removal criteria

Public art will be monitored and reviewed, and subject to consideration of removal if any of the City of Marion criteria are met in accordance with:

- The artwork has a major structural defect beyond repair or restoration is impractical.
- The artwork has deteriorated in its condition to a point where public safety is at risk.
- The artwork has reached the end of lifespan and / or renewal or restoration is impractical.
- The cost of ongoing operation and/or maintenance is prohibitive.
- The artwork is part of a building which is being demolished/redeveloped.
- The artwork is causing damage to the surrounding environment and rectification is impractical.
- The conditions of the site impact on the artwork and compromises its integrity.
- The artwork is no longer relevant to the community.
- The artist raises concerns regarding the condition of the artwork, or if changes to the site affect the artists' original intent or moral rights.

Items in the art collection are removed if one or more of the criteria are met:

- The artwork is a duplicate or duplicate of a print whose retention serves no purpose to the collection.
- The artwork falls outside the acquisition criteria.
- The artwork is damaged or deteriorated to an extent beyond reasonable restoration, whether by accidental damage, natural deterioration, or infestation.
- The item is no longer considered relevant or adding value to the collection.
- The artwork has been proven to be a forgery.
- The item is a risk to public safety.
- The item is considered to diminish the reputation of council.

Items in the archived collection are removed if one or more of the criteria are met:

- They are unneeded duplicates.
- They are no longer appropriate for Marion heritage needs. Note that this rarely happens, as items are assessed for appropriateness at time of donation and only appropriate items kept.
- They can be reproduced/kept in another form e.g. digitally AND the original has no historical/service value in itself.

Items in the instrument collection are removed (replaced) at the discretion of the Marion City Band, based on condition and cost/benefit of repair.

### Artwork relocation and / or removal process

Assets will be deaccessioned, removed, or relocated in consultation with Council members and subject to the above asset removal criteria. All reasonable efforts will be made to contact the artist in writing to advise of the intention for the relocation and/or removal (at least 21 days' notice). Council staff/contractor will remove an artwork.

The artwork will be removed from the asset register, maintenance schedule and from the City of Marion's website.





*Aboriginal Contemporary Arts, Ngapurlantithi wetland cultural story pole, 2023*



## Future demand

Demand drivers are those factors which have the potential to impact public art, heritage, and cultural assets services into the future. Demand drivers include population and demographic changes, planning and design code changes, political and community expectations, economic, internal strategy, and environmental factors.

### Demand management plan

The impact of demand drivers that may affect future service delivery is shown in the table on the right along with the how we will manage this.

Demand driver group	Driver and projection	Impact on services	Demand management plan
Social	Unplanned Community requests.	Expectations to respond to reactive service delivery requests leads to inefficient resource planning. Expectations to create unplanned new public art.	Match request against asset management principles and established policy. Ensure budget is available and criteria for change is in alignment with policy.
Social	Changing community demographics and increase in population leading to expectations for more visible cultural elements in public space.	More demand for historical information. Greater awareness of heritage value. Increasing sophistication in appreciation of outdoor artwork.	Improve the community survey quality to ensure it is more relevant to driving decisions on assets within this AMP. Produce artwork strategy for CoM.
Financial	Capital upgrades to public spaces and buildings with more incorporated art.	Potential for lack of coordination with council art strategy and lifecycle costs not accounted for.	Art management requirements including budget to be included as part of new developments.
Economic	Greater emphasis on placing financial value on artworks, culture, and heritage as a driver for economic growth.	Improves our ability to provide justified service level decisions.	Approved business case and ongoing review of the Asset Management Plan.
Economic	Increase in population and visitation to meet the needs of changing demographics.	Overall economic uplift in the area.	Alignment of Public Art Strategy, Business, Growth & Engagement Plan, future Visitation Strategy and this AMP.
Technology	Increased awareness of value of digital technology in artwork.	Increased service level needs for digital/technology-based art.	Ensure lifecycle costs are inclusive of extra service needs Plan to assess for more digital art.

### Climate change adaptation

Climate change will have minor impact on externally installed public art, but for all other assets within this AMP is not considered to be a material consideration for the 10-year life of this plan.

The Department of Environment and Water produced "Guide to Climate Projections for Risk Assessment and Planning in South Australia, 2022". This document outlines the trends and these along with resilience techniques are included in the table below.

Climate parameter	Projected trend	Impact on asset and services	Resilience management
Temperature	<ul style="list-style-type: none"> <li>• Maximum, minimum, and average temperatures will increase.</li> <li>• Warmer spring temperatures.</li> <li>• Hotter and more frequent hot days.</li> </ul>	<ul style="list-style-type: none"> <li>• Extended heat may cause fragile materials to become damaged over time.</li> <li>• Extended hotter days may reduce community engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the commissioning of artwork to consider the materials used in artworks to minimise/mitigate reduced lifecycle of artwork.</li> <li>• Embed climate resilience and sustainability into asset design.</li> <li>• Consider position of artwork to maximise engagement during challenging weather.</li> <li>• Monitor stress on HVAC for archival material indoor climate control environment.</li> </ul>
Rainfall	<ul style="list-style-type: none"> <li>• Declining rainfall</li> <li>• Lower spring rainfall</li> <li>• More drought.</li> </ul>	Not applicable.	Not applicable.
Storms	More intense heavy rainfall events which carry intensified winds.	Potential impact unknown.	Understand where flood potential exists in relation to storage of historical archival information.
Evaporation	Evapotranspiration increases across all seasons.	Not applicable.	Not applicable.
Fire	More dangerous fire weather, drier fuels.	Not applicable.	Not applicable.

# Lifecycle management

## Background information

City of Marion occupies 56.17km<sup>2</sup>. Within this area there are many locations suitable for public art, interpretive and heritage signage/displays, including in open space, libraries, community halls, sporting facilities, arts and cultural facilities and streetscapes.

Marion is one of the oldest colonially settled areas in Adelaide, and the Marion Heritage Research Centre is the place where documents and photographs relating to its history are collected, preserved, researched, and shared.

As a branch of the Marion Libraries, the Marion Heritage Research Centre holds the contents of the former Local Studies section of the Park Holme Library and is now the main repository where all historical acquisitions by the City of Marion are collected. The local and family history reference library contains over 900 items, including books relating to heritage, both current and out-of-print, historical data sets, and a full set of the South Australian Births, Deaths, and Marriage Registrations.

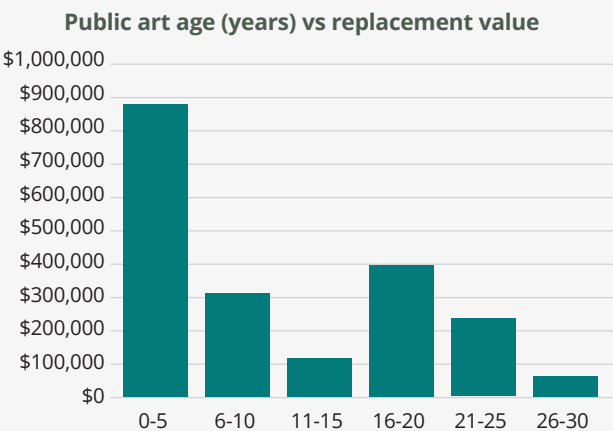
The table below on the right outlines the amount, expected life and replacement value of the assets within this AMP. An update to the value is to be undertaken in 2024.

Asset Category	Quantity	Useful life (years)	Replacement value
Public art			
Architectural element	6	30+	-
Artistic signage	44	5 (adhesive panel) 30 (frames)	-
Audio-visual	2	5	-
Installation Art	8	20	-
Metalwork	15	20	-
Mosaics	51	30	-
Murals	244	10	-
Sculptures	55	30-60	-
Wood carving	8	20	-
Public art total	387	-	\$2,007,702
Art collection	260	100	\$160,095
Band instruments	169	30	\$334,220
Heritage and archival collection (incl. 2D, 3D)	20,000	various	unknown
AMP replacement value total			\$2,502,017

## Age profile

The figure on the right shows the relationship between the age of the public art assets and their replacement value bracketed in five year chunks. The chart indicates that in recent years, there has been a steady comparative increase in activity for installation of public art when compared with previous decades. This is in support of Council's Liveability objectives.

The chart also provides an indication of the quantum of renewal cost to expect if the expected life of the asset is known. This however is not as easily determined given the mix of lifespans incorporated in the chart.



Asset performance

Asset condition

Asset condition performance description

Public art is susceptible to surrounding environmental and physical conditions, vandalism, and the operations and maintenance regime applied. Staff and external contractors both operate, monitor, and maintain public artworks according to a regular schedule. Heritage items are susceptible to inappropriate storage conditions

such as acidic containers (folders, sleeves, boxes), exposure to light, and rapid fluctuations in temperature and humidity. The MHRC strives to provide the right conditions. Archival heritage items are in basically good condition, with a small number of items being more fragile.

Asset condition measures and grade

Grade	Condition measure description
1	Very good: Only planned operation and maintenance required
2	Good: Minor defects only. Repairs as needed plus planned maintenance.
3	Fair: Significant maintenance required to Return to Accepted Level of Service.
4	Poor: Significant maintenance or renewal required. Asset requires review to determine optimal action. Consider Renewal and/or Disposal.
5	Very Poor: Approaching Unserviceable. Consider Renewal, Removal and/or Disposal.

The condition of Public Art and Band Assets together with the replacement value is shown in the table below. The Cove Civic Centre audio visual artwork is at end of life and is one of the items shown at condition 5. This AMP provides the funds to replace the digital elements and enable the art to function again.

Band instruments are managed through a service contract with the City of Marion Band. Instruments in poorer condition are still made use of for training and other purposes.

Public art condition and replacement value

Condition	Public art % items	Public art replacement value (\$)
1	68	\$910,052
2	30	\$918,250
3	2	\$149,400
4	0	-
5	0 (2 items)	\$30,000
Total		\$2,007,702

Band instruments condition and replacement value

Condition	Band assets %	Band assets replacement value (\$)
1	15	\$54,201
2	30	\$108,402
3	30	\$108,402
4	25	\$90,335
5	-	-
Total		\$334,220



Measures of condition for public art and band instruments

Community level of service	Achieved by	Target	Tolerance range
Art is in good visual and structural condition.  Band instruments are functioning satisfactorily and are sound.	Inspected and maintained to defined service levels.	100% of public art assets are in very good to fair condition.  75% of Band instruments are in very good to fair condition.	On track - 75% to 100%  Monitor - 50% - 74.9%  Off track - 0% to 49.9%

Asset capacity and asset function

Function and capacity are not monitored. The requirements are intangible being arts, cultural and social in interpretation of enriching lives and increasing wellbeing through creating a sense of place; celebrating local stories, identity, and history.

Climate resilience

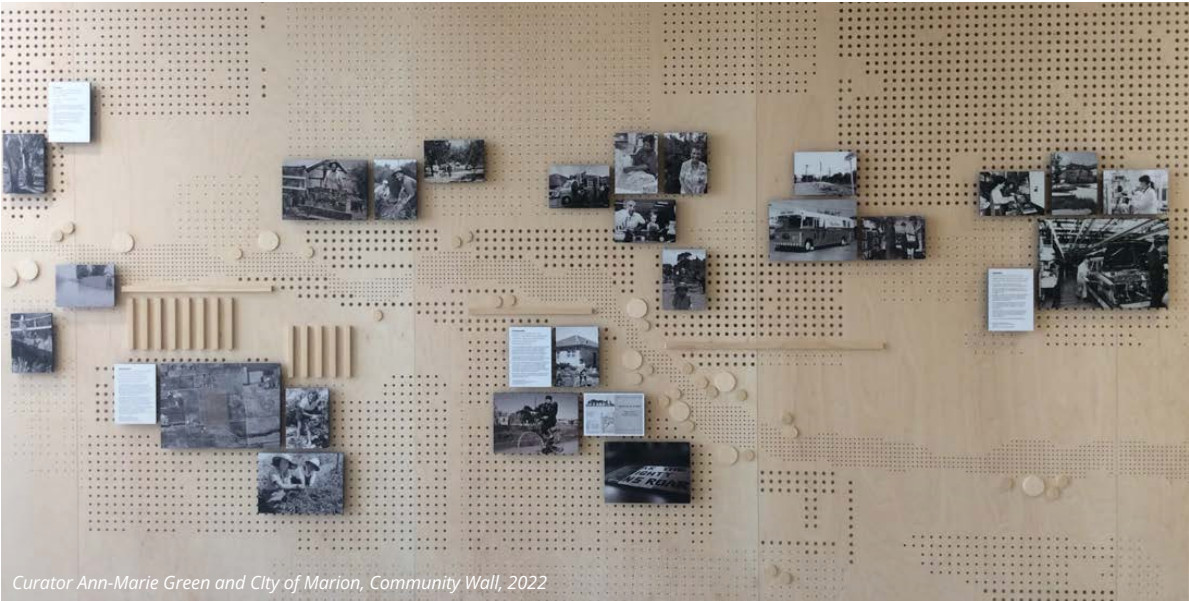
Not measured (refer to Section 3.2)

Asset valuation

The replacement value of an artwork is typically for a similar artwork of similar current value. Some artworks increase in value subject to the reputation of the artist or its value increase through community sentiment.

The total replacement costs of assets within this AMP are \$2,502,017 and comprise:

- Public artworks - \$2,007,702
- Art collection - \$160,095
- Heritage and archival collection (unknown)
- Band instruments - \$334,220.



### Operations expenditure (OpEx)

Council engages external contractors to perform maintenance, cleaning, and repairs to provide the defined level of service in a cost-efficient manner whilst assessing and managing risk.

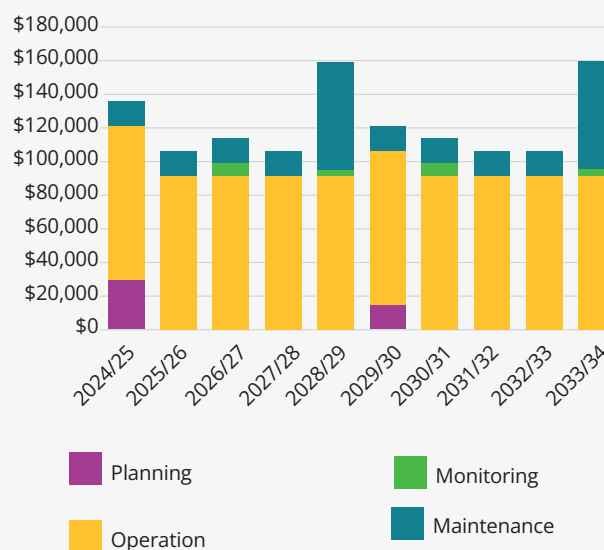
**Cost elements:** The Operations and Maintenance costs comprise the direct costs of providing the service including council labour, Contractor services, and Specialist Contractors for monitoring and planning activities.

The chart below shows the OpEx forecast cost for assets in this AMP. Most of the expenditure is for the maintenance of public art with minor expenditure relating to the upkeep of the indoor art and records collection. Features include:

- \$40,566 annual operating cost (contract) for City of Marion band.
- \$1,450 annually for general maintenance for general upkeep for artworks, heritage and archive collections
- \$4,000 each in years 5 and 10 for operating costs for artwork collection revaluation.
- \$45,000 spread across Years 1 and 6 in planning costs for the establishment and review respectively of public art strategy.
- \$8,000 each in years 3 and 7 in monitoring costs for public artwork structural integrity inspections
- \$50,000 each in years 5 and 10 planned maintenance of Tjilbruki Gateway pole saver program.
- \$48,500 in operating costs for general upkeep of public art including graffiti removal allowance

The O&M forecast budget is developed to inform the LTFP.

### Operations (OpEx forecast - art, culture and heritage)



### Renewal and creation (OpEx)

Note: Artwork due for renewal will be evaluated on a case by case to determine if this is needed to be classified as Capital Expenditure (CapEx).

Renewal is work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews an existing asset function to its original service potential. An example of a renewal activity is the replacement of artwork that is no longer able to fulfill its service potential, or its degradation is sufficient to compromise the original artistic merit of the work. The installation of public artwork occurs during major projects, streetscapes, and open space developments, as well as other projects that may be identified during planning stages across the city, guided by the 'Public Art Guidelines 2020-2028'.

**Cost elements:** The renewal and creation costs comprise all contractor costs as well as incidental council worker costs incurred during preparation for installation. The renewal and creation approved budget have been sourced from the asset management system original construction costs as

a basis for the renewal costs. These costs have a degree of uncertainty that will be worked through during Year 1 of the Plan. The chart below shows the renewal and creation expenditure for the assets in this AMP. Features include:

- \$4,000 annual creation allowance for purchase of new artwork (indoor art).
- \$40,000 annual creation allowance for new public art.
- \$20,949 annual average for renewal of existing public art (outdoor art).
- \$35,000 each in years 1 and 6 for the renewal of the audio-visual display at Hallett Cove Civic Centre.



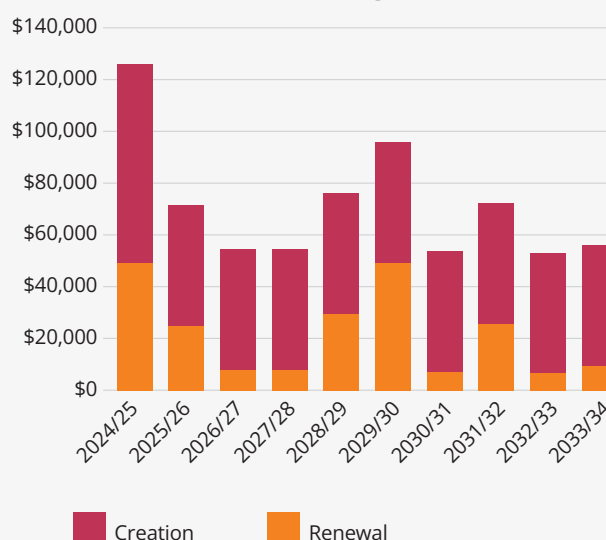
Saskia and Shadow, bus stop artwork, 2023

### Renewal ranking criteria

Considerations for artwork replacement could include the following criteria. Each case is assessed individually, and the criteria used according to the situation:

- The risk consequence of structural faults due to age or damage.
- Original artwork intent and connection to the site has significantly changed and/or no longer relevant.
- The cost impact of renewal is financially unviable.
- The cost of ongoing operations and/or maintenance is prohibitive.
- The site conditions impact on the artwork and compromises its integrity.
- The artist raises genuine concerns regarding the condition and artistic integrity of the work, or if changes to the site affect the original artistic intent or moral rights.
- The artwork is no longer relevant to the site or community.
- The need to continue to preserve due to cultural, historical, and social significance.
- Alternative land use eg development or infrastructure repair/replacement and there are no alternatives in design.

### Renewal/Creation (OpEx) forecast - art, culture and heritage







Donna Gorge, *A Place with a History and a Future - partial*, 2022



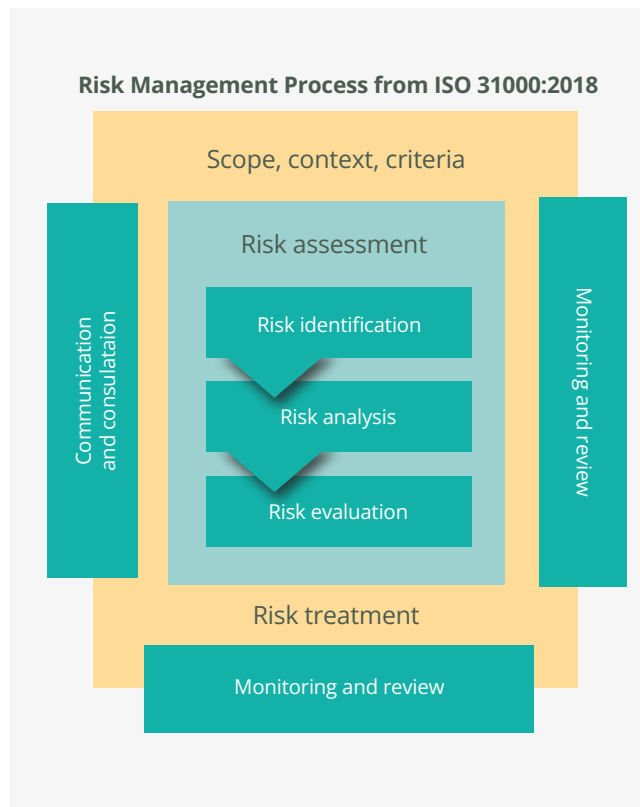
## Risk management

Council's Risk Management Policy sets the overall framework for addressing risk within the framework of ISO31000.

The elements of this framework are:

- Risk Management Context: Establishes the objectives, stakeholders, key issues, and criteria against which risks will be evaluated.
- Identify the Risk: Identifies what risk events are likely to impact on assets and services.
- Analyse the risk: Reviews the existing controls and then analyses the likelihood of an event occurring and the consequence of the event to determine the level of risk.
- Evaluate the Risk: Assesses and ranks the identified risks in a Risk Register.
- Treat the Risks: Identifies actions to reduce/control the risk.

**There are currently no high level or above risks identified for assets in this AMP.**



### Critical assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or an unacceptable reduction of service. For assets in this AMP, the critical assets are identified as:

- Tjilbruki Gateway – significant cultural asset for indigenous community
- Puru yuwanthi (still standing), Tjilbruki sculpture - significant cultural asset for indigenous community
- Non-digitised archival and heritage collection

### What we cannot do

The forecast budget of this plan is used to inform the LTFP. It is expected this plan will be optimised to achieve alignment with the LTFP so that service delivery objectives of this plan will be achieved.



*Project2Project, Congregate Murmurations, 2022, photo by Trim Photography*



## Financial summary

### Financial sustainability

#### Sustainability of service delivery

Two key indicators of sustainable service delivery are considered in the Art, Heritage and Culture AMP:

1. The forecast renewals are funded over the life of this plan to ensure the continuity of function that the asset provides. Assets are scheduled for renewal based on the end of estimated useful life.
2. OpEx is funded to ensure the day to day management and integrity of the asset to ensure the required levels of service are met.

This AMP is used to inform the LTFP, through an iterative process balancing cost, performance, and risk. As a part of its Annual Business Planning process, CoM undertakes a review of forecast asset management expenditures. This revised forecast annual funding requirements is incorporated into Council's currently adopted Annual Business Plan and Long-Term Financial Plan.

#### Medium term – 10-year financial planning period

This AMP identifies the forecast OpEx and CapEx required to provide an agreed level of service to our customers over a 10-year period. The average expenditure required for the portfolio of assets of this AMP is: **\$191,227 per year.**

### Forecast outlays for the LTFP

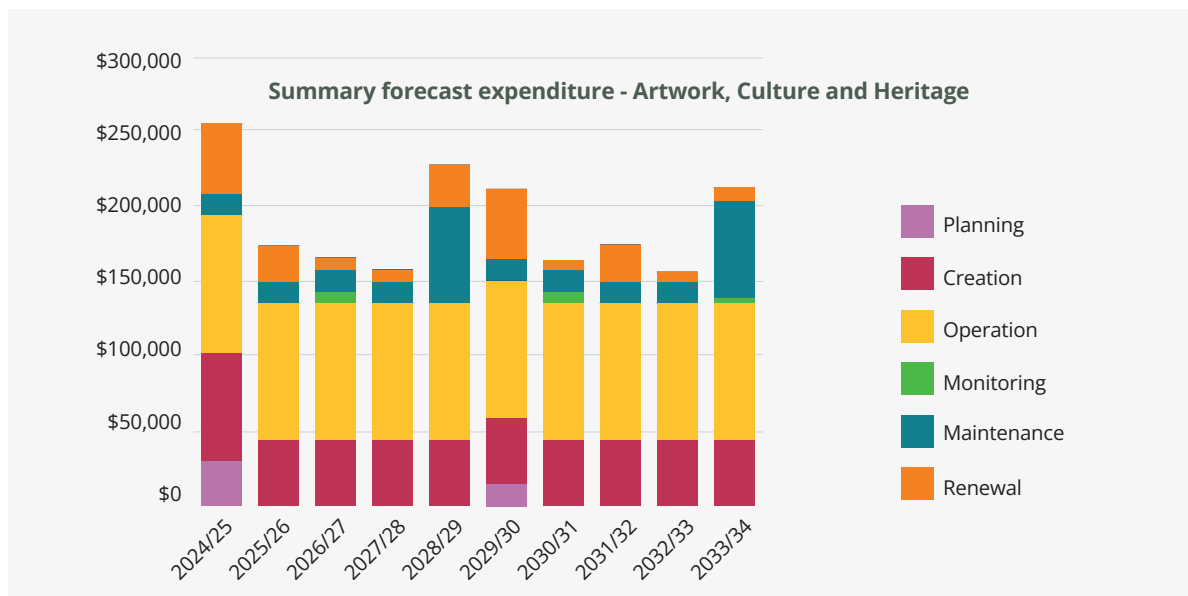
The table below represents the forecast expenditure of the entire assets of the Art, Heritage & Culture AMP. These costs include:

- Creation of a Public Art Strategy in year 1 and refreshing in year 5 together with structural inspections in Years 3 and 7.
- A budget of small art creation throughout the 10-year plan.
- A budget for renewal of the Hallett Cove Civic Centre audio visual artwork based on expected life.
- An optimised cleaning and maintaining budget allowance to be done by internal council workers.
- \$40,566 per year in operation costs representing the City of Marion Band contract cost.
- \$4000 in creation costs for art purchases (indoor collection) annually.
- \$1,450 for art and heritage ad hoc maintenance annually.
- \$4,000 in Years 5 and 10 in monitoring costs for auditing and re-evaluation of artwork.



## Summary of Art, Heritage &amp; Culture assets forecast expenditure

Year	Planning	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast Total
2024/25	30,000	72,813	91,846	0	14,650	47,000	0	\$256,309
2025/26	0	44,000	91,846	0	14,650	24,000	0	\$174,496
2026/27	0	44,000	91,846	8,000	14,650	8,000	0	\$166,496
2027/28	0	44,000	91,846	0	14,650	8,000	0	\$158,496
2028/29	0	44,000	91,846	4,000	64,650	28,246	0	\$232,742
2029/30	15,000	44,000	91,846	0	14,650	47,000	0	\$212,496
2030/31	0	44,000	91,846	8,000	14,650	7,000	0	\$165,496
2031/32	0	44,000	91,846	0	14,650	24,700	0	\$175,196
2032/33	0	44,000	91,846	0	14,650	6,500	0	\$156,996
2033/34	0	44,000	91,846	4,000	64,650	9,046	0	\$213,542
<b>Total</b>	<b>\$45,000</b>	<b>\$468,813</b>	<b>\$918,464</b>	<b>\$24,000</b>	<b>\$246,500</b>	<b>\$209,492</b>	<b>\$0</b>	<b>\$1,912,269</b>



The summary cost chart demonstrates non-linear expenditure across the plan which is approximately in balance with the planned budget for the following ten years. It should be noted that the Operations and Maintenance functions of public art will be mostly provided by CoM internal field staff resource. The uncertainty in costs is provided in Section 6.5.



### Valuation forecasts

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at a fair value at cost to replace service capacity: Activities are planned for 2024 to improve valuation data.

Replacement Cost (Current/Gross) \$2,502,017.

Accumulated Depreciation \$819,315.

Depreciated Replacement Cost \$1,682,701.

Depreciation \$47,368.

### Key assumptions in financial forecasts

- All data used in this AMP is current as of November 2023.
- The forecast 10-year expenditure profile is provided in 2024 dollars.
- Long-Term Financial Plan will be adjusted annually to account for cost index increases and utility cost anomalies.
- Community levels of service expectations remain consistent.
- Newly created works will be provided with a source of funding for O&M.
- Changes in legislation do not impact the service levels.
- Resources availability is not impacted because of pandemic, or other State Emergencies.
- Confidence grade for supplied data in this AMP is a consideration for future funding.

### Forecast reliability and data confidence

The forecast costs, proposed budgets, and valuation projections in this AMP are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified in accordance with the table on the following page.



## Forecast reliability and data confidence

### Data confidence definitions and grades

Confidence grade	Description
A. Very high	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$ .
B. High	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$ .
C. Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$ .
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$ .
E. Very low	None or very little data held.



### Data confidence assessments for selected sections of the AMP

Data	Confidence Assessment
Asset Condition	B
Asset Function	C
Asset Capacity	E
Asset Age Profile	A
Replacement Value	C
Service Levels	B
Demand drivers	C
Asset Creation and Renewal Forecasts	C
Operating and Maintenance Forecast	C

### Monitoring and review

This AMP will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

Cost changes will be reviewed annually, and any changes needed to the table of Section 6.2 will be published separately to this plan.

The AMP will be reviewed and updated every four years to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, creation and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

## Improvement plan

Alignment	Task	Resource	Completion
I1	Put into project specifications for new art, the requirement for minimised lifecycle costs through the selection of robust materials and optimal maintenance methods	Public Art & Place Coordinator	2024
I2	Implement a process to regularly revalue archival collection assets as they are acquired	Manager, Community Connections	2024
I2	Facilitate a process which identifies service levels and funding source and requirements for any new public art proposed for creation. Process to be embedded in project procedures	Public Art & Place Coordinator	2024
L4	Create a Public Art Strategy that includes the renewal, curation, and removal of public art. Strategy to incorporate a public art action plan	Contractor & Public Art & Place Coordinator	2025
L4	Align the AMP to Marion Heritage Collections Management Guidelines	Manager, Community Connections	2024
L3	Facilitate a process which ensures the engagement of Public Art & Place Coordinator at Project Initiation stages for all relevant asset divisions	Public Art & Place Coordinator	2024
L4	Formalise annual condition inspection process for pests and wear and tear of heritage items.	Manager Community Connections	2024
L4	Establish ownership responsibilities for management of existing and new heritage signs as well as information.	Manager Engineering Assets, Environment	2024
E1	Provide targeted questions for inclusion in the annual community survey which enable the improved understanding of service provision for the assets of this AMP	Public Art & Place Coord, Heritage Coordinator	2024
P4	Collaborate with Economic Development team to work with local businesses to improve amenity through use of public art and placemaking, as per the Business Growth and Engagement Plan and Visitation Strategy	Public Art & Place Coordinator	2024

The Improvement plan lists the activities identified as part of developing this AMP which will help advance our ability to manage the assets more effectively and efficiently. These activities are aligned to the Council strategy.





Hamilton Secondary College, space stobi pole art, 2022



8375 6600



@CityofMarion



@CityofMarion



council@marion.sa.gov.au



@CityofMarion



marion.sa.gov.au

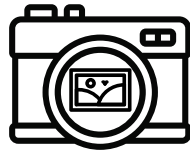


*Designed by CoM Marketing and Communications 2024.*



# Snapshot:

## Artworks, Culture and Heritage Asset Management Plan



Artworks, culture and heritage assets reflect the development of the City of Marion community, its diversity, and its history. It acknowledges, and celebrates place, preserves local stories, informs, educates, creates conversation, questions, inspires, and connects.

### What we are delivering

The Artworks, Culture & Heritage Asset Management Plan has been developed to improve council's long-term strategic management of the assets and to ensure the levels of service are sustained.



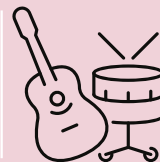
### Council currently manages



**387**  
public  
artworks



**260**  
art  
collection



**150**  
band  
instruments



**20,000**  
heritage  
collection

**Replacement value: \$2.5m**



The City of Marion provides artworks and historical assets for the community to improve the liveability, enjoyment of public spaces and be a valuable resource of artistic, cultural and heritage information.

Average annual operating costs: \$123,396

Average annual capital costs: \$67,831

### Community assets

- Public art: sculptures, murals, audio-visual, architectural elements, installations, mosaics.
- Art collection: drawings, paintings, photos, prints.
- Archival collection: books, digital records, maps, photographs.
- Musical instruments.

### Future demands

- Public expectation for more art in public spaces.
- Higher visitation to culture and heritage.
- Greater use of digital technologies.

### Risk management

Risks are identified, evaluated, and managed to ensure continuity of the service in the medium term.

## Community levels of service

### Condition



**Target:**  
All assets to be in good visual and operating condition.

#### **Current performance and next steps:**

Good overall condition. Continue with regular inspections and maintenance. Outdoor assets renewed; indoor assets preserved.

### Function



**Target:**  
Assets provide quality, a sense of place, culture.

#### **Current performance and next steps:**

Currently low visibility on community perceptions of assets. Increase to measurement is planned to ensure value for community.

### Capacity



**Target:**  
Assets are located, and in sufficient quantity, to ensure community accessibility.

#### **Current performance and next steps:**

Archival storage facilities expanded, artworks are generated with new projects.

### Climate resilience



**Target:**  
Assets managed to maximise resilience to the effects of climate extremes.

#### **Current performance and next steps:**

Indoor assets provided within a climate managed environment. Outdoor assets designed to manage resilience.

Asset Management Plan period: 2024-2034

We will optimise our spending through better asset management to deliver community levels of service in the most affordable and efficient way.

*A great place to live*



# **Community Engagement Plan**

## **Artworks, Culture and Heritage: Asset Management Plan**



Community Engagement Plan

Artworks, Culture and Heritage

Key Contacts

Engagement contact:	Matt Green (MG)
Project Lead:	David Reeves (DR)
Start / end date:	13/05/2024 – 03/06/2024
Budget Cost Centre:	

Document Amendment Record

Rev	Change Description	Date	Author	Checked
1.0	First draft	05/04/2024	MG	DR

Document Management

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Community Engagement Plan

Artworks, Culture and Heritage

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## Community Engagement Plan

Artworks, Culture and Heritage

### Governance

Who needs to sign off on the plan?	Required?	Responsibility
Council Members (all or ward) and Mayor	Yes	ELT
Executive Leadership team	Yes	SLT
Senior Leadership team	Yes	Project Lead
Project Lead	Yes	Project Lead

### Key documents

Document name	Link / location	Owner
Frequently asked questions	<a href="#">Appendix 1</a>	Engagement
Stakeholder survey	<a href="#">Appendix 2</a>	Project team / Engagement



## Community Engagement Plan

### Artworks, Culture and Heritage

## 1. Project description and background

Artworks, culture, and heritage assets reflect the development of the City of Marion community, its diversity, and its history. It acknowledges, and celebrates place, preserves local stories, informs, educates, creates conversation, questions, inspires, and connects.

The City of Marion provides artworks and historical assets for the community to improve the liveability and enjoyment of public spaces and to be a valuable resource of artistic, cultural and heritage information.

The Artworks, Culture & Heritage Asset Management Plan has been developed to improve council's long-term strategic management of the assets and to ensure the levels of service are sustained.

## 2. Scope of engagement

The Asset Management Plan (AMP) is classified as a strategic management plan of Council as defined under Section 122 of the Local Government Act (LGA) and fulfils the requirements of this Section.

Section 122(6) of the Act requires that the AMP be provided for public consultation. This requirement is also outlined in Council's Public Consultation Policy and Public Consultation Procedure where 'Council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans'.

The draft AMP will be released for community consultation where the community will be able to review the plans and provide their feedback by completing an online survey in the Making Marion platform. Hard copy surveys will also be made available as and when requested. Community consultation will take place from 20 May to 10 June 2024.

Feedback received from the community will be considered by the project team and may lead to amendments of the specific asset management plan. The community feedback report and asset management plan will be submitted to the General Council meeting on 23 July 2024 for endorsement.

## Community Engagement Plan

### Artworks, Culture and Heritage

### 3. Level of engagement

Aside from the legislative requirement to consult with the community, this assessment tool is completed for each project to ensure potential impacts to the community have been assessed and that engagement methods are well informed. This is completed collaboratively with the project delivery team.

The **engagement level selection tool** is used to assist staff in deciding what level of engagement to select – e.g., *inform, consult, involve, collaborate or empower* based on the International Association of Public Participation (IAP2) Spectrum (see Appendix 2). It is a technical approach and needs to be used in conjunction with the engagement framework and the human elements such as values and expectations.

#### Score indicates:

- 1-2 Very low to Low = At least inform
- 2-3 Low to Moderate = Consult
- 3-4 Moderate to High = Involve or Collaborate
- 4-5 High to Very High = minimum Involve, consider Collaborate and Empower

Questions to consider	Very low	Low	Med	High	Very high
1. What is the level of difficulty to find a solution that everyone can live with?		X			
2. What is the potential for community outrage for your project?		X			
3. How much do major stakeholders care about the decision to be made?			X		
4. What degree of input do the affected landowners and community appear to want?		X			
Count number in each column		3	1		
Multiply	x1	x2	x3	x4	x5
Enter score		6	3		
Add total of all 5 columns	= 9				
Divide	9/5				
Average score	= 1.8				
<b>Level indicated</b>	<b>Inform</b>				
<b>Level to be used</b>	<b>Consult (prescribed by legislation)</b>				

## Community Engagement Plan

### Artworks, Culture and Heritage

#### 4. What good looks like

Community and Stakeholder Engagement on this project has ensured that:

- ☐ Project materials are provided in an accessible manner and consider:
  - Language
  - Digital literacy level
  - Demographic i.e., elderly
- ☐ There are clear accessible methods for the community to provide feedback
  - Remotely via online means
  - Face to face with a project team member
  - Filling out hard copy forms at a council facility
- ☐ Every attempt has been made whilst considering the local area, to ensure that awareness of the project and how to provide feedback is maximised through best practice communications and engagement techniques
- ☐ Engagement activities will be evaluated by the project team and lessons learned will be incorporated into future project engagements

#### 5. Community engagement issues/risks/mitigations

Risk/ Issue	Proposed mitigation
Language is hard to understand and not accessible to the average resident.	<ul style="list-style-type: none"> <li>• Ensure that all materials are written in plain English</li> <li>• Provide hard copies of the plan for review at key council locations</li> </ul>

6. Stakeholder identification and analysis

Stakeholder	Level of interest	Level of influence	Why are we engaging? What is their specific interest in the project / proposal?	Level of engagement	Engagement method(s)	Responsibility
Mayor and Council Members	High	High	<ul style="list-style-type: none"><li>Councillors will endorse the plan for consultation with the community.</li></ul>	Involve	Council Report Email Choose an item. Choose an item.	Project Lead / Manager
General Community	Medium	Medium	<ul style="list-style-type: none"><li>To provide community members with access to the draft AMP so that they can review and provide their feedback.</li></ul>	Consult	Social Media Campaign Hard copy displays Making Marion newsletter	Engagement team

7. Engagement activity timeline (20 May – 10 June)

Date (Week commencing)	17 April	23 April	20 May	27 May	3 June	10 June	17 June	24 June	1 July	8 July	15 July	22 July
Activity												
GM (General Manager) Signoff Engagement Plan												
Endorsement from Mayor & Council Members (as required)												
Making Marion page EDM to Making Marion subscribers												
Hard copy materials at key council locations												
Social Media campaign (3 posts)												
Electronic channels (emails to key stakeholder groups)												
Reporting												
GC (23 July)												

## Community Engagement Plan

### Artworks, Culture and Heritage

## Appendix 1 - Frequently asked questions

### What is asset management?

The systematic and coordinated activities and practices of an organisation to deliver on its objectives optimally and sustainably, through the cost-effective lifecycle management of assets (from Institute of Public Works Engineering Australasia (IPWEA)).

It is the management of all aspects of an asset throughout its lifecycle stages which include planning, creation, operation, monitoring, maintaining, renewal and disposal. Find out more at [Asset management | City of Marion](#)

### What is an Asset Management Plan?

Asset Management Plans consider:

- Establishing levels of service assets are required to perform at and understanding what future demands on the asset may impact its performance.
- Outlining the activities, programmes and resources required to provide a service in a cost-effective way.
- Provision and timing of expenditure plans to ensure assets continue to function sustainably.

Asset Management Plans form part of Council's suite of strategic management plans as identified in the Local Government Act.

### Why does Council set levels of service?

Assets exist to meet community needs and to provide the required service at the performance level endorsed by Council. By defining levels of service in our Asset Management Plans, the City of Marion's assets will be safe, accessible, well maintained and meet community needs in a sustainable manner.

### What happens next?

Council values all feedback received on this draft Asset Management Plan. Your feedback is important to us, and it will be reviewed and used to help inform the strategy. To close the loop, Council will publish the final strategy after endorsement by General Council at its meeting on 23 July 2024.



**Community Engagement Plan**  
Artworks, Culture and Heritage

## Appendix 2 - Survey questions

1. Name
2. Street name
3. Suburb
4. Have you reviewed the snapshot for the draft Artworks, Culture and Heritage Asset Management Plan?
5. Have you reviewed the draft Artworks, Culture and Heritage Asset Management Plan?
6. Did you find the Plan Snapshot useful with assisting your understanding of the plan?
7. Overall, do you support the draft Artworks, Culture and Heritage Asset Management Plan?
8. What aspects of the draft Artworks, Culture and Heritage Asset Management Plan did you find of use for you?
9. What can be improved in the Artworks, Culture and Heritage Asset Management Plan?
10. Do you have any other comments?

## 13 Corporate Reports for Information/Noting

### 13.1 Glandore Oval Consultation Results

<b>Report Reference</b>	GC240423R13.1
<b>Originating Officer</b>	Unit Manager Property Strategy & Delivery – Geoff Norris
<b>Corporate Manager</b>	Manager City Property – Mark Hubbard
<b>General Manager</b>	General Manager City Development – Tony Lines

### REPORT OBJECTIVE

The purpose of this report is to inform Council about the community engagement results for the Glandore Oval Redevelopment.

### EXECUTIVE SUMMARY

The key objective of the Glandore Oval redevelopment is to improve the layout and function of the site and provide a new quality clubroom building that will cater for the local based Clubs and also provide improved outcomes that will benefit the broader community.

Following the initial consultation and design phases for the project, a second round of community engagement commenced on 23 February 2024, and concluded on 20 March 2024. The primary objective of this second round of consultation was to gather feedback on the preliminary site plan design for the Glandore Oval Redevelopment (see Attachment 1) that was developed following the initial round of consultation with the Clubs and community.

Overall, the survey results show strong support for the site plan with the key results as follows:

- 112 responses were received on the Making Marion project website with 72% (81 respondents) of responses supporting the plan.
- 28 people attended the two community drop-in sessions, and several written submissions were also received.

The primary issues raised through the survey results, drop-in sessions discussions, and written submissions are:

- The balance of providing community courts, play areas, and improving onsite car parking.
- The impacts of traffic and car parking in Churchill Avenue and Margaret Street.
- Minimising the impact of the building on the northern and western boundary residents and consideration of landscaping options, acoustic treatments, and layout of the building's footprint.
- Safety and accessibility concerns especially in relation to the proposed new car parking and its proximity to the existing playground.
- Pathways and connections around the site.
- Development of the floorplan for the building to meet the functional requirements of the user groups.

All the key issues noted above will be considered as part of the next stage of design development.

A report summarising the results of the Community Engagement is provided as Attachment 2.

## RECOMMENDATION

**That Council:**

- 1. Notes the report.**

## DISCUSSION

### 1. Community Engagement Objective

The aim of the second round of community engagement was to seek the views on the preliminary concept design (Attachment 1) that features:

- A new clubroom in the northwest of the Glandore Oval site.
- 44 new car parks (25 off-street and 19 on Margaret Street) to address parking needs.
- New pathways to improve connections and safety.
- Retention of an outdoor tennis/netball court, play equipment, cricket nets, rose garden, and greenkeepers sheds.
- Removal of the existing clubroom, Margaret Street building, old Scouts building, and old Netball Club building (currently football club gym).

The second round of community engagement for the Glandore Oval Redevelopment opened on Friday 23 February 2024 and closed Wednesday 20 March 2024.

The Community Engagement was promoted through.

- Door knocking local residents on Churchill Avenue, Margaret Street and Gertrude Street.
- Onsite signage.
- Flyers and promotional material at Glandore Community Centre.
- Direct mail to broader Glandore residents.
- Social media campaign.
- Emails to key stakeholders including (local schools and club representatives).
- Two community drop-in sessions at Glandore Oval.

### 2. Responses

#### a. Making Marion Site

- 112 responses were received on the Making Marion project website.
- 72% (81 respondents) support the plan, 2% were neutral and 26% (29 respondents) do not support the plan.
- 46% (52 respondents) were from Glandore residents, 14% (16 respondents) were from City of Marion residents outside Glandore, and 40% (44 respondents) were from outside the City of Marion Council area.
- 96% (108 respondents) reported as regular users of the oval.
- 52 responses were from Glandore residents. Of these, 50% (26 respondents) support the plan, 4% (2 respondents) were neutral, and 46% (24 respondents) do not support the plan.

#### b. Drop-in Sessions

28 people attended the two community drop-in sessions held 4 March and 17 March 2024. The summary of key issues is as follows:

- Concerns about the loss of community courts, play equipment for car parking.

- Safety and accessibility concerns especially in relation to proposed carparking and its proximity to the playground.
- Preference that Council explores alternatives for car parking and traffic management. In particular carpark arrangements and traffic movements through Churchill Avenue and Margaret Street.
- Desire for improved facilities that cater for the community as well as the clubs.
- Preserving the green space, improving landscaping and site aesthetics and retain the community character of the oval.
- Building footprint was a key issue for people living in close proximity to the oval.
- Improving the play equipment and providing a public toilet.
- Lighting for security, evening and early morning exercise.

c. Written Submissions

Three written submissions were received from club organisations and one from a local resident in support of the proposed concept plan.

Six email submissions were received during consultation raising concerns in line with the broader feedback.

- Clubhouse location.
- Loss of community court.
- Playground.
- Carparking.
- Landscaping.
- Recognition of First Nation culture was also recommended.

d. Social Media

Local residents are highly engaged on their own local area Facebook pages and engagement (commentary and discussion) was high within these private and location-targeted groups. Due to use of these local group channels, engagement with the general City of Marion posts was low.

### 3. Key Outcomes and Summary of Results

In general, the results of the Community Engagement show strong support for the proposed layout for the Glandore Oval Redevelopment.

The implications for the next stage of design include.

- Further consideration of the balance between community courts, play areas, and on-site car parking.
- Car park design and the impacts of traffic in Churchill Avenue and Margaret Street.
- Minimising the impact of the building on the northern boundary and consideration of landscaping options, acoustic treatments, and consideration to the layout of the building's footprint.
- Fencing and landscape treatments to create a barrier between play areas and car parking.
- Pathways and connections around the site.
- Development of the floorplan for the building to meet the functional requirements of the user groups.

#### 4. Project Timeline

Following the latest community consultation process staff will now progress the concept to the 30% design stage, which is expected to take the next two-months. The 30% concept designs and an updated cost estimate will be presented at a Council Forum in June 2024 for feedback.

Date	Stage	Status
May 2023 to October 2023	Design tender, engagement of design team, and engagement with clubs and the community.	Complete
November 2023 to January 2024	Site review, development of initial site plan options and cost report.	Complete
January 2024	Council Forum on 30/1/24 to review site plan options and recommended site plan.	Complete
February 2024	Inform Member for Badcoe of recommended site plan and future community engagement steps.	Complete
February/March 2024	Seek club and community feedback on recommended site plan.	Complete
April 2024	Council Report: Community Engagement	In progress
April 2024	Progress concept design with the design team to 30% considering consultation feedback, including building floor plan, renders, landscape site plan, and updated cost report.	
July 2024	Present 30% design package and cost estimate at Council Forum.	
August 2024	Report to General Council on 30% design package and seek support to progress to detailed design.	
September 2024	Present 30% endorsed site plan and building concept to the clubs and community via flyer, drop-in session and Making Marion update.	

#### ATTACHMENTS

- Attachment 1 - Glandore Oval Site Concept - Feb 2024 [13.1.1 - 1 page]
- Attachment 2 - Community Engagement Results [13.1.2 - 40 pages]
- Attachment 3 - Adelaide Cricket Club Letter [13.1.3 - 2 pages]
- Attachment 4 - Westminster OS Football Club Letter [13.1.4 - 3 pages]
- Attachment 5 - Glandore oval feedback March 2024 [13.1.5 - 5 pages]





**DesignInc**

GLANDORE OVAL REDEVELOPMENT

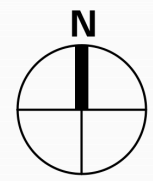
Project Address  
NALDERA ST, GLANDORE SA

Project #  
A23-0054  
Drawing #

Status  
SKETCH  
Issue Date

Revision  
Scale @ A1  
1 : 350

Client  
CITY OF MARION





# Glandore Oval upgrade: Concept plan consultation

## **DRAFT: Community feedback report**

April 2024

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## Executive summary

### 1. Consultation timeline

Early consultation was targeted to the local community to identify priorities and requirements for the upgrade and was undertaken from Friday 29 September to Monday 23 October 2023. Feedback received from 32 local residents was used to help inform the concept design.

Consultation with the community on the draft Glandore Oval concept plan was undertaken between Friday 23 February and Wednesday 20 March 2024.

### 2. Making Marion responses

- 112 responses were received on the Making Marion project website.
- 72% (81 respondents) support the plan, 2% were neutral and 26% (29 respondents) do not support the plan.
- 46% (52 respondents) were from Glandore residents, 14% (16 respondents) were from City of Marion residents outside Glandore, and 40% (44 respondents) were from outside the City of Marion Council area.
- 96% (108 respondents) reported as regular users of the oval.
- Playing or spectating sport, exercise (walking / jogging), and playground / BBQ use were reported as the most popular uses of the oval

#### 1. Glandore residents

- 52 responses were from Glandore residents.
- Of these responses 50% (26 respondents) support the plan, 4% (2 respondents) were neutral, and 46% (24 respondents) do not support the plan.

#### 2. Key themes identified from respondents supportive of the proposal included:

- Include improved lighting for safety reasons
- Improve facilities for Families including improved playgrounds and bike paths
- Deliver compliant and well-equipped club facilities including increased public toilet capacity

## Executive summary continued

- There is support for the plan however some alternate carparking options could be considered.
- Identify opportunities for improving the viewing experience for spectators

### 2.3 Key themes identified from respondents not-supportive of the proposal included:

- Concerns about the loss of community court and play equipment for carparking
- Safety and accessibility concerns especially in relation to proposed carparking and its location near the playground
- Preference that Council explores alternatives for car parking and traffic management. In particular carpark arrangements and traffic movements through Churchill Avenue and Margaret Street.
- Desire for improved facilities that cater for the community as well as the clubs
- Preserving the green space, improving landscaping and site aesthetics and retain the community character of the oval
- Building footprint was a key issue for people living in close proximity to the oval

## 3.0 Community drop-in sessions

A total of 28 community members attended the 2 community drop-in sessions held at the Glandore Oval clubrooms. Attendees were local Glandore residents not supportive of the proposal who reported a wide range of issues with the concept plan.

### 3.1 Key themes from the drop-in sessions:

- **Clubhouse** – issues raised regarding the proximity to the northern boundary, and the increased footprint of the building. Relocate the clubhouse to the eastern side of the oval

## Executive summary continued

- **Community court (proposed carpark)** – don't want to lose this facility, the development shouldn't result in the loss of community facilities
- **Playground** – needs to be upgraded, introduce a toilet, fence off from proposed carpark for safety, relocate to be next to the new clubhouse
- **Carparking** – concerns that the proposed carpark will not solve parking issues; alternative solutions need to be investigated at a broader suburb level
- **Landscaping** – careful consideration of landscaping needs to be undertaken, no vegetation removal along Margaret Street, screening along South Road and the northern boundary
- **Security** – improved lighting is required – early morning exercise, walking to car at night

### 4.0 Written submissions

Three written submissions were received from club organisations and one from a local resident in support of the proposed concept plan. Six email submissions were received during consultation raising concerns in line with the broader feedback.

- Clubhouse location
- Loss of community court
- Playground
- Carparking
- Landscaping
- Recognition of First Nation culture was also recommended

## Engagement Snapshot

### Purpose of engagement

To seek the views and input from the community on the proposed Draft Glandore Oval upgrade.

Community consultation commenced on **16/02/2024** and closed on **20/03/2024**.

### How we engaged:

- Door knocking local residents (Churchill, Margaret and Gertrude Streets)
- Onsite signage
- Promotional material at Glandore Community Centre
- Direct mail to broader Glandore residents
- Social media campaign
- Emails to key stakeholders including (local schools and club representatives)
- Community drop-in sessions (x2) at Glandore Oval

**112**

**Survey responses**

received via  
Making Marion Survey

**10**

**Written submissions**

From community and key  
stakeholders

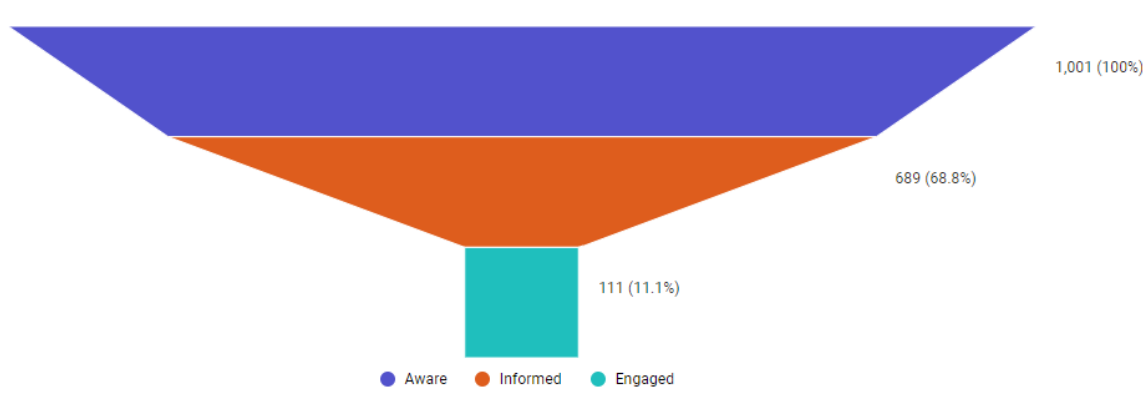
**28**

**Drop-in session attendees**

From community and key  
stakeholders

## Engagement Snapshot

This is a summary of the number of visits by stakeholders and community members to Making Marion (aware), downloads (informed) of project materials and total surveys completed (engaged).



### Definitions:

- **Aware** – Community member has made at least one visit to the project page
- **Informed** – Community has accessed some available material on the project
- **Engaged** – Community member has contributed to the project using available tools (i.e., survey)



## Engagement Snapshot

Signage was installed at key locations around the oval to promote the project and to provide information on how to participate.

# Glandore Oval upgrade

The City of Marion is currently developing a plan for the upgrade of Glandore Oval.

To access project information and register to receive project updates visit: [makingmarion.com.au/glandore-oval-upgrade](https://makingmarion.com.au/glandore-oval-upgrade) or scan the QR code below.

We will keep you informed about opportunities for providing your feedback during the design stage of the project.



If you have any questions for the project team you can call council on **8375 6600** or email [glandoreoval@marion.sa.gov.au](mailto:glandoreoval@marion.sa.gov.au)

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Signage installed in November 2023 promoting the initial opportunity to provide priorities for the oval upgrade project.

# Glandore Oval upgrade

The City of Marion is currently developing a plan for the upgrade of Glandore Oval.

To access project information and register to receive project updates visit: [makingmarion.com.au/glandore-oval-upgrade](https://makingmarion.com.au/glandore-oval-upgrade) or scan the QR code below.

We will keep you informed about opportunities for providing your feedback during the design stage of the project.

**Consultation is now open on the concept design.**  
Visit Making Marion to view the plan and provide your feedback.  
You can also check out the details for the two community drop-in sessions.  
Consultation closes on Wednesday March 20.



If you have any questions for the project team you can call council on **8375 6600** or email [glandoreoval@marion.sa.gov.au](mailto:glandoreoval@marion.sa.gov.au)

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Signage updated with overlay stickers promoting the release of the concept design for consultation on 23 February 2024.

## Social Media Summary

Local residents are highly engaged on their own local area Facebook pages and engagement (commentary and discussion) was high within these private and location-targeted groups. Due to use of these local group channels, engagement with the general City of Marion posts was low.

**23/02/2023 - 20/03/2023**

Posts	Impressions	Reactions
7	2,39K	5
Reach	Engagements	Engagement Rate
2,80K	8	0.34%

### Definitions:

**Impressions** - show the number of times your content was displayed to these users.

**Reach** - shows the number of unique users that were exposed to your content. If the same person sees one of your posts three times, the Impressions would be 3 but the Reach metric would only count 1.

**Engagements** - inform about how many times users engaged with a post during their lifetime. Engagement is seen as the combined number of reactions to, comments on, and shares of a post.








**Engagement Rate:** Calculated by the total engagements a post received divided by the total number of impressions on that post.

**Reactions** - Reactions are a type of engagement with your Facebook content. They are comprised of the total amount of Love, Haha, Wow, Sad, Angry, and Like actions that users took on your post. This can be reported on in the Measure module.

## Social media campaign

### Content:

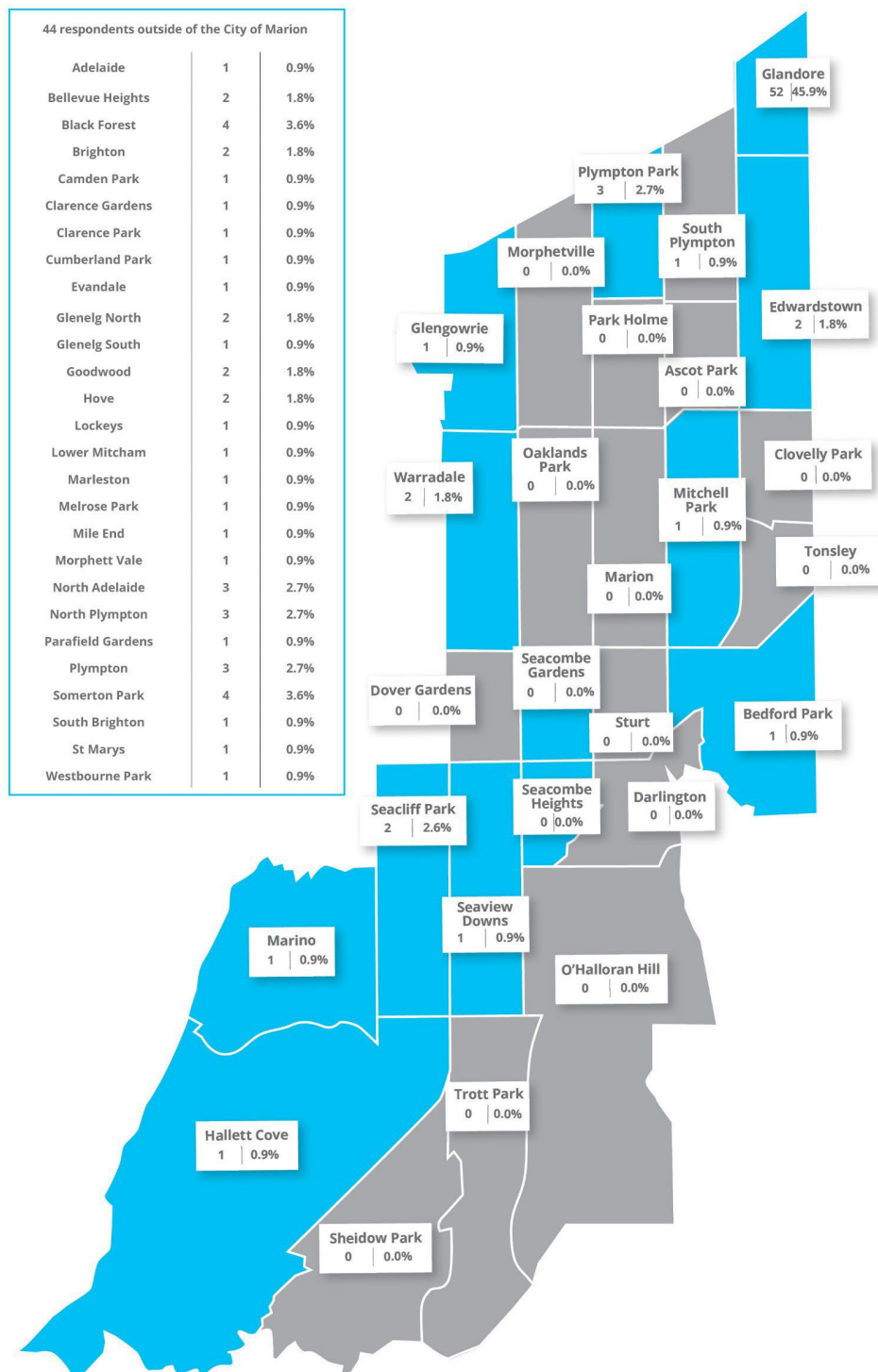
The campaign used consisted of Facebook and X (Twitter) posts throughout the consultation period to promote the opportunity to participate in the survey.

18 Mar 4:00 PM		Consultation closing soon 🗨️ Have your s... 📍 City of Marion 👍 Making Marion +4	0	44	N/A	0	0%	-
18 Mar 2:00 PM		Consultation closing soon 🗨️ Have your s... 📍 City of Marion 👍 Consultation +4	0	468	465	1	0.21%	-
12 Mar 12:00 PM		Have your say on our Glandore Oval Rede... 📍 City of Marion 👍 Consultation +4	1	452	440	1	0.22%	-
5 Mar 9:02 AM		@ City of Marion 📷 Story 📍 Making Marion +2	-	0	178	-	-	-
4 Mar 8:00 AM		Drop-in and have your say on our Glandor... 📍 City of Marion 👍 ABP +3	2	752	723	3	0.4%	-
26 Feb 2:35 PM		@ City of Marion 📷 Story 📍 Glandore Oval	-	0	211	-	-	-
26 Feb 2:00 PM		Have your say on our Glandore Oval Rede... 📍 City of Marion 👍 ABP +4	2	671	646	3	0.45%	-

## Making Marion responses

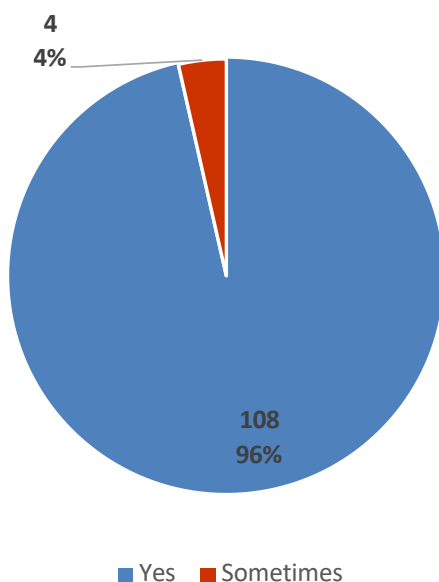
Q1: Street name (refer to attached Making Marion report)

Q2: Suburb

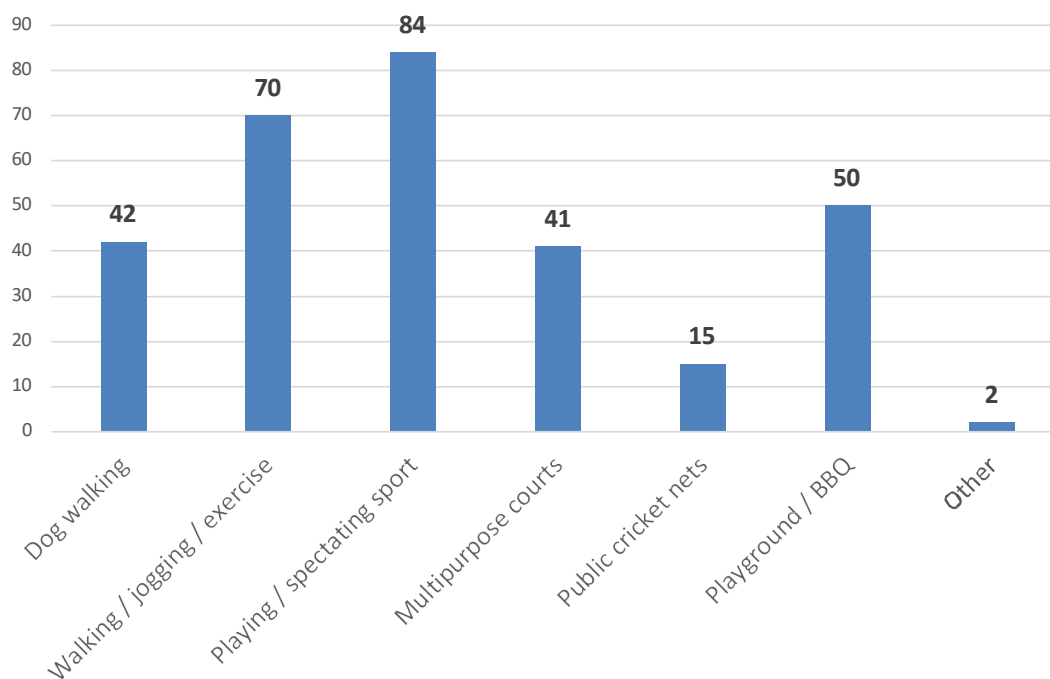


## Making Marion responses

Q3: Are you a regular user of Glandore Oval?



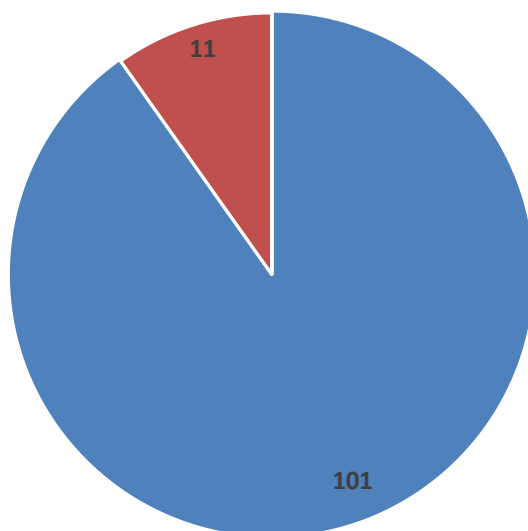
Q4: What activities do you use the oval for?





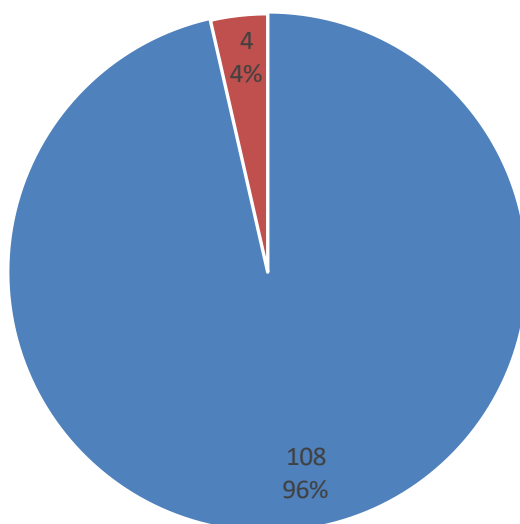
## Making Marion responses

Q5: How familiar are you with the Glandore Oval site and facilities?



■ Very familiar ■ Somewhat familiar

Q6: Have you reviewed the concept plan?

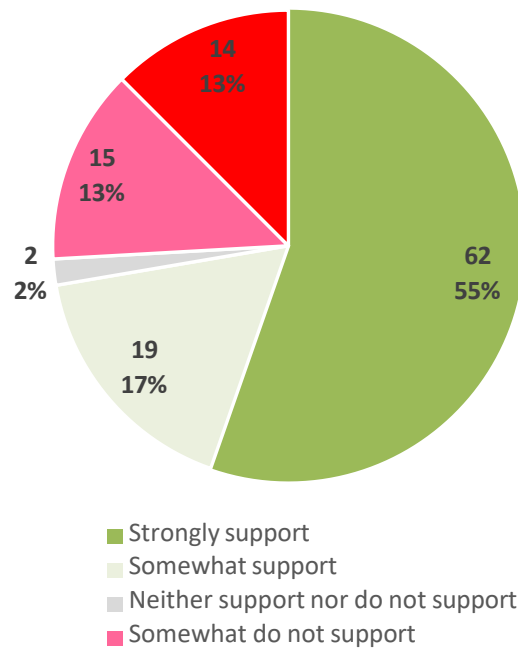


■ Yes ■ No

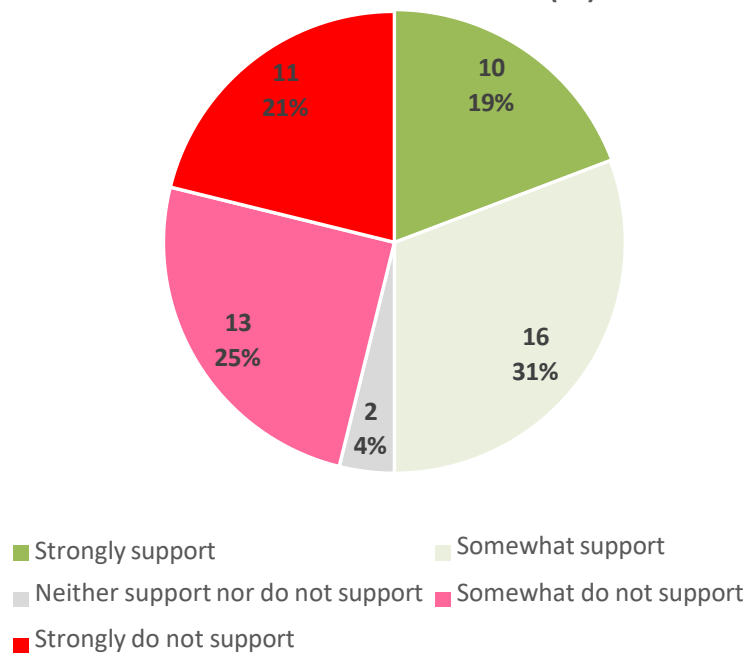
## Making Marion responses

Q7: What is your level of support for the proposed concept plan?

Overall respondents (112)



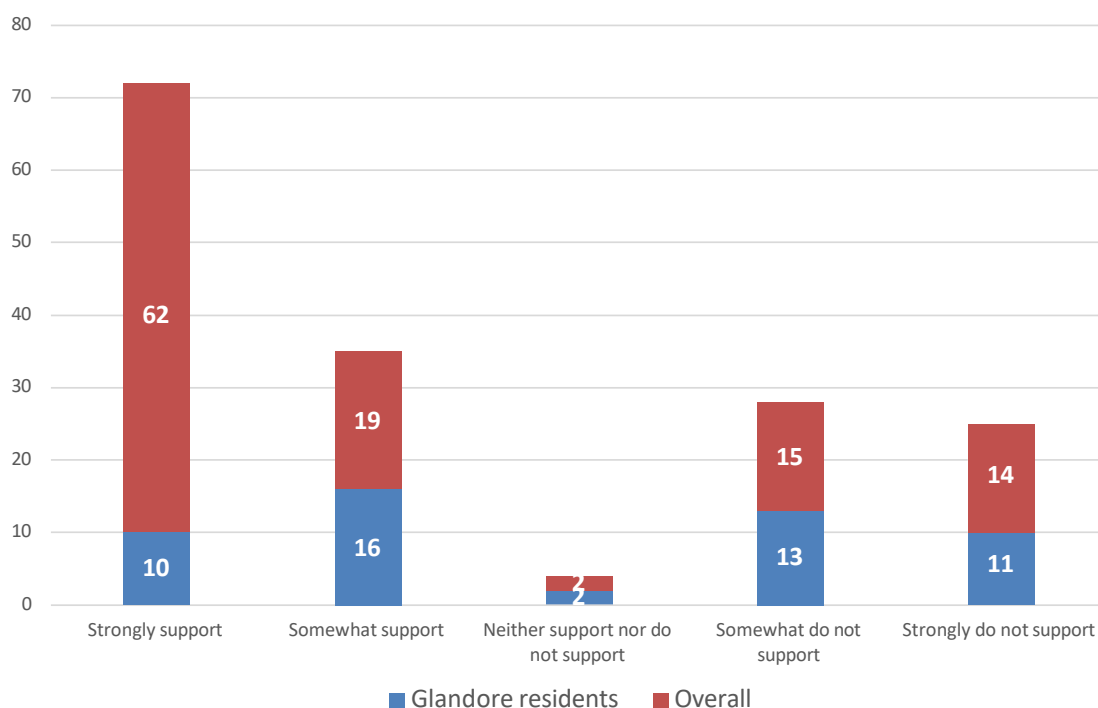
Glandore residents (52)



## Making Marion responses

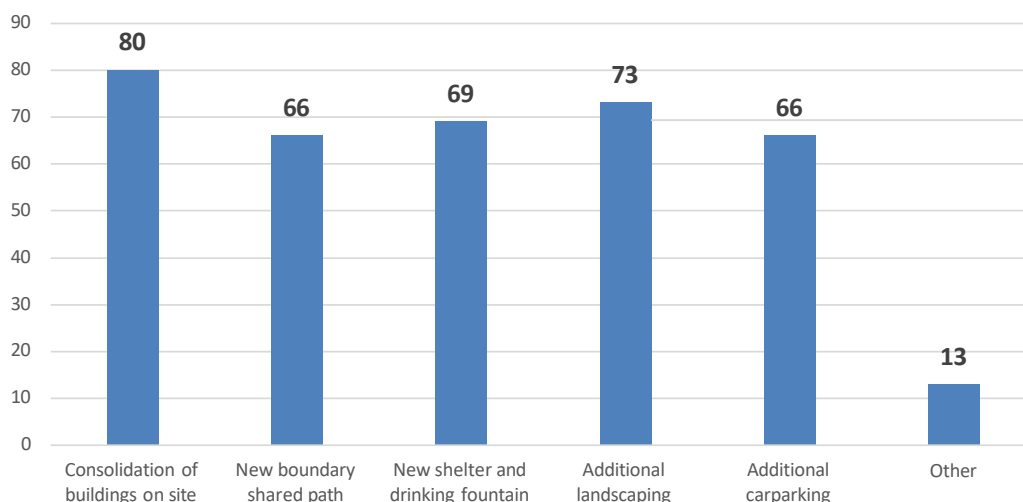
Q7: What is your level of support for the proposed concept plan?  
Continued

The following chart represents the comparative level of support for the concept design for residents of Glandore when compared with respondents overall.

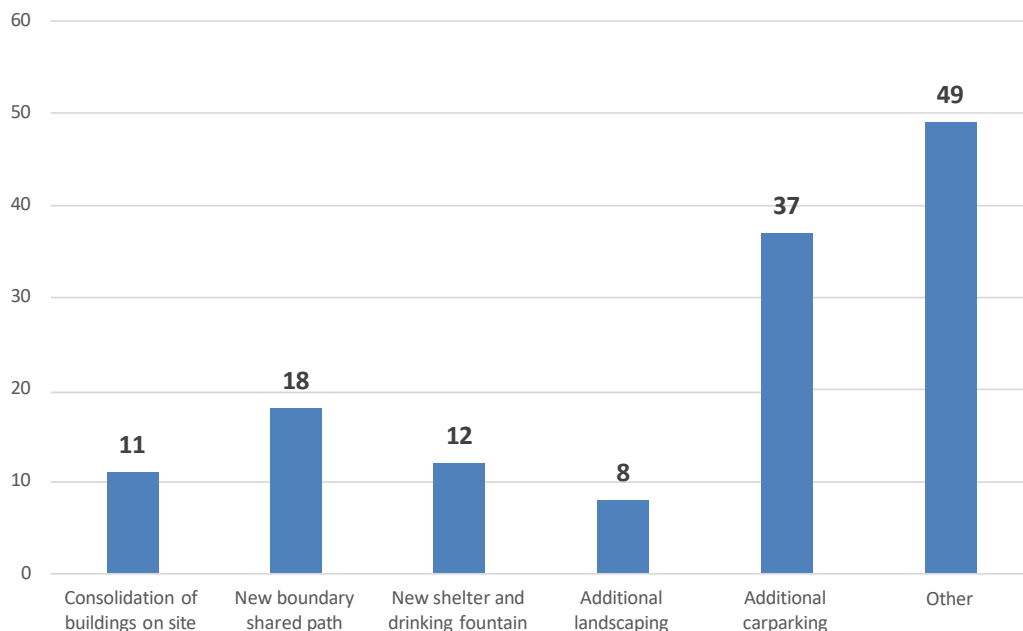


## Making Marion responses

Q8: What specific features of the proposed concept plan do you like? (Refer to Appendix 1 for 'other' responses).



Q9: What specific features of the proposed concept plan do you least like? (Refer to Appendix 2 for 'other' responses).



## Community drop-in sessions

### Feedback summary

A total of 28 community members attended the 2 community drop-in sessions held at the Glandore Oval clubrooms. The sessions were designed to provide the community with access to key project team members, where they could ask questions and provide feedback.

Attendees consisted of local Glandore residents who were broadly not supportive of the proposal. Residents reported a wide range of concerns with the concept plan. The issues raised have been broken into the key themes:

### Clubhouse

- Location – consider relocating to the eastern side of the oval
- Concern around how close the new building is to residential fencing
- Concerns over potential noise from the new building
- Screening needs to be in place along the northwestern fence line
- Concern that the new building will be located further into the turf area

### Community court (location of proposed new carpark)

- Do not introduce parking there
- Retain this as community space
- This facility is used a lot by local children
- Kids ride bikes on the little bike track when younger siblings are on the play equipment. It gives the area a nice balance.
- This is taking away a key community resource
- Relocate the court and facilities next to the new clubhouse

### Playground

- Relocate playground to the southwestern corner of the site
- Upgrade the playground, it needs an upgrade
- Install toilets for playground users
- Fence the playground – safety is a concern with the proposed carpark
- Move the playground to near the clubrooms
- Install a fence along Margaret Street to improve the safety for children using the playground

### Landscaping

- Don't want to see any loss of trees from the site



## Community drop-in sessions

### Feedback summary

- Careful management of vegetation is required along Margaret Street
- Implement landscaping to screen South Road
- Removal of gas main behind the clubhouse and requirement for revegetation works for screening
- Focus on planting along the northern boundary

### Carparking and traffic

- Don't install parking on the community court it won't solve parking issues
- Parking controls are required on Margaret Street
- The proposed car parking in Margaret Street won't work
- Investigate angle parking on Margaret Street
- Margaret street is too busy for 90-degree parks
- Car parking in Churchill Ave is a major concern
- Concern that emergency vehicles would not be able to get through at peak times
- Parking restrictions shouldn't be at any one time
- Parking should be restricted to one side of Churchill Avenue
- Cars using residential streets to cut through (from Cross Rd to South Rd) is a major issue during peak hours

### Security

- Additional lighting around the track and car park areas so that people can walk safely back to their cars at night
- Lighting around the oval especially for early morning exercise
- New boundary path needs to be adequately lit

### General feedback

- More facilities are needed for the community, the focus is purely on the clubs and the community is getting nothing
- Concern that there will be no community access to the new clubrooms
- More seating is required to be able to enjoy the oval and relax
- Stationary exercise equipment for fitness (SW corner)
- New shelter – include toilets move the shelter to the other side of the storage shed and formalise pathway to access this new area
- Install a drinking fountain / shelter near entrance from Margaret Street
- Ensure oval entry points are accessible from the eastern side of the oval

# Appendix 1

**Q8: What specific features of the proposed concept plan do you like? (other – 13 comments)**

## Respondents comments

1	Loss of courts for car parking No upgrades to the playground
2	UPgraded facility to increase site activation
3	None of it, fix things that are broken 😡
4	The inclusion for women's sport that the new facility will be able to provide
5	Loss of multi purpose courts. Extension of the club rooms Large car park
6	Upgrades to sporting facilities for AFL and Cricket.
7	It is a great opportunity to address some existing issues and make such impressive and impactful site and amenity upgrades whilst still retaining and improving assets and access for all the community. The facility will be a significant and massive improvement. It is great to see the lights retained and the redevelopment will allow increased and better utilisation of the assets and playing surface. Excellent all round.
8	I think the light towers are fantastic, hoping they stay!
9	Could the new building have a car park underneath it?
10	For the way we use the area as a young family unfortunately there is very little to like in the plan.
11	None of the above
12	Retention of football oval New fit-for-purpose built form
13	Absolutely loving Walking path around the oval. Helps wheelchair and other oval user during winter when ground is wet and muddy.

# Appendix 2

**Q9: What specific features of the proposed concept plan do you least like? (other – 49 comments)**

## Respondents comments

1	Lighting
2	Single story building, location of playspace, location of shelter / drink fountain.
3	New playground
4	The Carpark, taking away the multi court space. Families come very single day to use this space. Why is the space across the road not being purchased and used as a car park?
5	Loss of courts and no upgrades to playground
6	Removal of basketball ring. I don't believe there needs to be 2 courts (they are under utilised now) but 1 court with an extra half court basketball / multi-use area would be good. The basketball ring is often used whilst local netball teams often use the netball rings.
7	Loss of open space to carparking is a concern, but I appreciate that the current car parking situation isn't sustainable. Also concerned about loss of trees along Margaret St with conversion of car parking from parallel to 90 degrees
8	Location of playground and bbq facilities should be moved next to the clubrooms.
9	No toilets on eastern side
10	Not enough storage for the clubs between their seasons
11	no details on the concept plan regarding the main building
12	Lighting
13	The only thing that could be better would be a two storey clubroom building which would be great for spectators and other functions.
14	all good
15	None
16	NA
17	Don't see a problem with anything
18	Nil
19	N/A
20	N/A
21	Upgrade the buildings and facilities please!
22	None
23	Love it all!
24	None
25	None
26	Nothing I dislike
27	Nil - I like all of it
28	Nil
29	N/A
30	NA this is a great expansion
31	I like them all!
32	It all looks good
33	Nil
34	N/A
35	Love all of it
36	Nothing
37	None
38	Nothing
39	Nothing adverse.
40	Functionality isn't necessarily considered. Eg how to kids using the playground over one side, safely get to the toilets over the other side? If kids playing on the playground need a drink, or toilet, they need to go to the other corner of the precinct (unless this is an additional drink fountain). Often parents are in the club house way over the other side watching sport, which is less safe for the kids on the playground. Also gravel paths are difficult for kids to ride bikes on, it would be nice if the paths could be used for this also.



## Respondents comments

41	It all makes sense to me
42	reasonably happy with concepts given the restrictive ground shape / size
43	I like it all
44	Removal of the fantastic non-oval facilities currently there - flat areas where we regularly play cricket, soccer and basketball as well as ride bikes and skateboards with the kids.
45	All looks good
46	See below.
47	None.
48	Removal of courts
49	<p>1: Proposal of single story club building is futuristic. I believe a view from first floor gives much better viewing experience. This is from my experience from goodwood and unley oval club rooms. My suggestion is to build a first floor shaded view pavilion if there is no option to build a two story building.</p> <p>2: proposal for removing community play area is to make up the lost car park behind the Current club building because of space is taken out due to the single story building. This is only helping club while community is losing the space. Suggestion is to build under ground car parks or keep Car current car park behind the current building by building double storey club room</p> <p>3: putting more bench seats around the oval helps the oval users</p> <p>4: security cameras to be installed around the oval considering many security incidents lately</p> <p>5: night lights around the paved path make more people to use the oval after sunset. Helps heaps during winter months</p> <p>6: community need to get access to community cricket nets from glandore oval side. Currently access is only from south road. Which actually makes people not To use those nets anymore.</p>

# Appendix 3

**Question 10: Do you have any other comments? (90 comments)**

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## Glandore Respondents

Somewhat or strongly support

- 1 I cant see on the plan anything re lighting, hoping there will be more accessible lighting particularly around the club rooms. Its quite scary walking out of there even after a meeting at 9 at night. This would also be useful for dog walkers, exercise groups. I love the new design and think it will add so much value to our community and the cricket and football clubs.
- 2 We would love to see a new and improved fenced playground for families. Some kind of bike path for kids would be good too to replace the loss of the existing asphalt which is heavily used by young riders
- 3 Please make sure the building(s) are fit for purpose now and into the foreseeable future - enough space for the cricket (mens and women's), football (mens and women's), Auskick, Master Blaster cricket use with enough change rooms and entertaining areas. Would a double storey building not be more appropriate? Downstairs all the change rooms and upstairs the function rooms? Much like Goodwood Saints etc.
- 4 Loss of open space to carparking is a concern, but I appreciate that the current car parking situation isnt sustainable. Also concerned about loss of trees along Margaret St with conversion of car parking from parallel to 90 degrees.  
  
I'd also like to see the playground fenced (to stop dogs entering - my dogs do this all the time and I dont think its fair on people with small children to have dogs wandering around the play equipment),  
  
Would also like to see all the ugly bushes along the fencelines removed and the ground cleaned up. A lot of unwanted behaviour goes on in these bushes and keeping the area open would help reduce this.
- 5 The design looks good but:
  1. Where will public toilets be? I suggested previously that there should be facilities made available somewhere on the eastern side as well
  2. Will the two existing dog poo-bag dispensers be retained, and the rubbish bins still co-located with them?
  3. Will the oval still be dog friendly and so allowing dogs off-lead with no changes to the current restrictions?
  4. I assume that since the existing playground will be retained that the drinking fountain with attached dog water bowl will remain?
- 6 I would really like to see additional fencing along South Road between the oval and the Memorial Garden, and between the playground and proposed car park. The exposure to South Road makes me really nervous as a parent of a toddler - it doesn't need a fully secure fenced area, but a boundary fence that deters a kid or dog from running onto the street would be great. Similarly, having a new carpark next to the playground makes me nervous. It does seem a shame to get rid of so many of the facilities such as the basketball court. Also ideally the additional dog water fountain would be closer to the main building or Naldera St entrance - just to space it out a bit from the existing one.
- 7 Having lived on Margaret st for 40 years I strongly believe that any space on this lovely oval which is a sporting oval should not be turned into car park or parking. I see first hand how the oval is used. the new tennis court netball and basketball facility next to the playground that have not long been built are amazing. I see it being used almost every day and enjoyed by many adults and children. it is a beautiful space that the council has created. putting a carpark and angled parking in Margaret st would be a disaster. and to put extra parking near a childrens playground would not be a good combination. as I said previously I have lived next to the oval for 40 years and unlike some I have no problem with the need for extra parking. in cricket season there are always plenty of parks. In football season maybe it's a bit busy but it's only for a few hours on a Saturday and I see more car parking is being made next to the new club rooms which is where it should be. to be lucky enough to live near a sports oval a few hours on a Saturday is a very small inconvenience. I am looking forward to the oval upgrade but we must not put a path around it. it is Glandore oval and the green space around it mustn't be touched it is too precious. it could be dangerous as many times I have seen sporting incidents where the ball is chased from many angles over the boundaries. In conclusion I would just like to say that there are many streets people can park in. goodwood oval has 10 or more teams more than Westminster and there is no change in the street parking. people park in many streets and walk. for a few hours on a Saturday please don't change a great setting. thanks for giving me a voice. you can contact me anytime.

## Glandore Respondents

Somewhat or strongly support continued

- 8 From both a playing and viewing perspective the oval alignment and viewing from the proposed building will be significant in Glandore Oval being seen as a very good sports venue and a real community asset. It will be important that the shared path does not create a hazard for players.
- 9 Where is the public lighting going to be? Around the footpath and on the new building? At the moment there is no public lighting and a large number of people are having to use the oval in the dark. It's all very well to have the floodlights but the public cannot access these. Additionally, how much money was spent on the netball and tennis courts and kids bike area - now you are just going to turn that into a car park. No wonder my rates are ridiculous. Please consider other users and not just sporting clubs. I use the oval twice a day.
- 10 I would love to see the club facility sufficiently upgraded to accommodate full sports opportunities for men and women. Therefore we need compliant changing room facilities so that our site activation is more fulsome. We also think upgrading the amenity of kitchen and canteen facilities will also increase site usage and vibrancy of this community asset. We are all very excited about this facility upgrade.
- 11 Would like to see improvement in lighting for exercise groups in morning & night
- 12 Well needed!!
- 15 Excellent proposal and long overdue..
- 16 Ideally 2 story club rooms
- 17 I fully support the demolition and consolidation of the existing buildings, as well as additional landscaping particularly around neighbouring properties. While supportive of more car parks, not at expense of courts. Also really would like to see some screening (possibly even noise) from south road. Hearing/seeing the traffic while enjoying the space is not ideal. Would also like to see the playground upgraded but understand may not be budget and buildings/landscaping priority.
- 18 No. Just go ahead and be progressive. Stop listening to the minority. It's good for the suburb and we need more kids/people playing organised sport
- 19 I think the shrinking of play areas (loss of half the netball/soccer area) means less play area for slightly older children who like to ride their bikes and throw into the nets/kick soccer balls is concerning. Also nearby residents would appreciate a schedule of how many games plus training sessions (football or cricket or other) per week will occur. The issue of traffic in/out of the facility, particularly along Churchill Avenue, needs to be addressed. This street is already extremely congested and it will only be more so with increased usage of the oval and its environs. I believe the Council has not addressed this issue, not just along Churchill Ave but on adjacent streets, which will be severely impacted. If there was an emergency, large vehicles like fire engines may not be able to access the area, due to extreme congestion.
- 20 I know parking is a problem. I do NOT favour sacrificing the netball court area for more parking space as this will reduce/eliminate space for older children to play. I have seen this area used for netball training as well as other activities. This part of the proposal will sacrifice community space (regularly used) for the additional parking utilised for sport club events (less regular). The additional problem is the traffic congestion resulting from the additional parking spaces. The parallel parking on Margaret Street is a very good idea.
- 21 Great to see something is being done, the club rooms are very out dated and no longer fit for purpose. With the population in the vicinity of the oval growing and female participation growing, it is needed. Many thanks to council and state governments. Here are some thoughts;  
  
 Purpose of redevelopment. At the meeting I attended I was told the foot print of the new club room is about the same. With other redevelopments in the area this is not the case. A like for like example is the Plympton Park Oval. My view, with the coming federal election another 5 million isn't out of the question - at least hold off and give it a go.  
  
 Security lighting. With the previous consultation for oval lights, one of the key responses was for security lighting around the oval. It didn't happen then so hopefully with this redevelopment it will.  
  
 Car parking. New car park on corner of south Rd / Margaret Street eats up too much of the "games area" for public to use all the time. Can it be multi use: carpark for games days and public use the rest of the time.  
  
 Cricket nets. With the previous nets next to the clubrooms, the area was free for the public to use outside of practice times. With the new practice nets, over a third of the area on the eastern boundary is now taken up by the practice nets with only the two hard wicket nets open to the public. The runup area could easily be opened up for public use either outside practice times or outside cricket season.

## Glandore Respondents

Somewhat or strongly support continued

- |    |  |
|----|--|
| 22 | Ensure tree overhang doesn't impact on lighting provision of oval.<br>Ensure oval, lighting and changeroom / clubroom facilities compliant with AFL Preferred Community Facilities Guidelines<br>Consider goal backing nets especially with new shared path  |
| 23 | Don't agree with moving shelter & fountain away from playground area, unless tge one near the cricket nets will be an extra one?? Strongly disagree with replacing a tennis court/multi-purpose area with car parking. Definitely needs more parking but not this way. Can the vacant block across the Rd be purchased and turned into parking? Also difficult to tell from the plan how the lighting & security has been improved. I use the oval early in the morning while still dark, along with many other users, & the lack of lighting is a safety issue & a hazard risk. Can the BBQ area & clubrooms have solar external lighting? Quite often there are dodgy characters hanging around & it feels quite unsafe in the dark. Thanks. |
| 24 | Assume a utilization study has been undertaken to ensure courts are surplus to requirements before recommending removal.   |
| 26 | The proposed carpark removes the part of the area that currently has a cycle track for small children which is a backward step.  |



## Glandore Respondents

### Neutral

- 1 The tennis/netball court isn't used as much as it could be. South road is very busy and loud. The court is right next to the road. Could you consider how the noise could be reduce to increase usage of the space next to the road. You could consider landscaping and trees or potentially a noise reducing wall.

The feedback from the other neutral respondent is provided as attachment 5

## Glandore Respondents

### Somewhat or strongly don't support

- 1 There would be greater benefit to the site overall if the clubroom building was double story, consolidating overall footprint and making more functional space for additional on-site car parking, and relocation of the play space to adjacent the building (where old cricket nets were). This has several benefits including improving proximity of the playspace to new public toilets within clubrooms, smaller footprint of building, elevated viewing for spectators.  
The relocation of the playspace then also helps with passive surveillance of the clubroom building outside of club activities.  
  
The proposed location of the shelter and dog bowl / fountain (NE corner) would be better placed directly adjacent the proposed walking track or near one of the main entry points to the oval to increase utilisation, and sheltered seating options for spectators.  
  
The inclusion of some fitness equipment station / s adjacent the walking track would also be a benefit and encourage more community use.
- 2 I don't support the removal of the tennis courts.
- 3 Additional parking is fine but not at the expense of facilities that we use and pay for. I realise that parking is a concern but you need to find a better solution. Buy the vacant land on South Rd and use that for additional parking. Maybe put the club rooms where the courts are with parking and move the courts. This could then create a sound wall and buffer South Rd. I am very concerned that the community is losing from this plan. At present we have courts and a multipurpose area. We have very small and limited access to cricket runs that can only be accessed from South Rd (a private club has taken our community land and locked access to others). Now you are suggesting to take our courts and use them for parking. I am a resident of Glandore and have used all elements of this oval precinct for 44 yrs. I will work hard to maintain what we have worked hard to build. This plan seems to be taking and not returning what we have. I would dearly like to see this changed.
- 4 I am also very upset to see how much money is going into supporting a new club room and car park, while the existing playground will remain. Why is there not a playground upgrade, with an exterior fence being built. Especially if you do go ahead and have the horrendous car park right next to the play ground. Children need to be protected, with a fenced area.
- 5 I'm disappointed that half of the multipurpose courts will be removed to be replaced with parking spots, and that no improvements to the playground are proposed. These are the two aspects of the Oval that my children and I use, and so our experience of the ovals will be worse after the renovations. Less space on the courts, and playing in the playground will be less pleasant for the children, with cars closer and more frequently going in and out of the carpark. We will be negatively impacted and would use this area less after these renovations.
- 6 The concept plan only seems to address the issues of car parking and a new building for the sports clubs and it does this at the expense of removing valuable open space and community recreation facilities. Better creative thinking needs to go into addressing these issues.  
  
There is a block of land on the corner of South Rd and Margaret Street that has been vacant for a long time. Council should be investigating the purchase of this land to create car parking rather than the concept plan's lazy solution of removing community recreation facilities to create more car parking.  
  
The footprint of the sports clubrooms is larger, again taking up valuable open space. If bigger clubrooms are required then the plans should consider building a two story clubroom rather than a sprawling single story. Then the playground and bbq could be moved next to the clubrooms where the old cricket nets were. This would assist in consolidating these community facilities next to the public toilets and away from the noise of South Road traffic.  
  
It makes no sense to tuck the new shelter and drinking fountain away in the north east corner near the new cricket nets. These facilities would be more accessible and visible to oval users at one of the entrances such as near Naldera Street or Margaret Street.  
  
The boundary path for walkers and runners is a good start but a good addition would be to add a fitness station/s for the many people who use the oval for fitness.  
  
Additional landscaping in the form of more trees, plantings, garden beds is welcome however there is currently minimal evidence of this in the plans except for in the south west corner.

## Glandore Respondents

Somewhat or strongly don't support

- 7 The courts should remain for small kids to cycle/skate on, not be converted to carparks
- 8 The existing court and kiddie painted bike path should not be removed for additional carparking. Glandore is taking a huge hit for roads etc. We've lost homes etc. Local community needs to be looked after. Keep existing playground area as is. A fence would be good. Move proposed carpark elsewhere. Include toilet facility.  
  
No mention of public lighting. This is a must. Many locals including myself use the oval early mornings. Currently there is no lighting at all for public use. It's pitch black and dangerous to currently use the oval before 630am, however many of us do - relying on torch light. Solar lighting is essential for oval users.
- 9 A lot of local kids and adults use the courts and replacing this will significantly decrease the opportunity for nearby residents to exercise. They need all of the space. I will be extremely disappointed if any of this space is replaced by car parks.
- 10 I wanted to express my strong opposition to the proposal of turning the children's playground into a parking lot.  
  
The oval plan should cater to various needs, not just adults'. I enjoy spending time with my kids there, playing tennis and teaching them with roller skate. Converting it into a parking lot would sacrifice their enjoyment.  
  
I urge you to reconsider this plan and find a solution that preserves the children's playground and play space.  
  
Thank you for your attention to this matter.
- 11 It would be a shame to loose the court space and such a waste of money as this area was only just done up. The cricket nets need to be accessible on the inside of the oval. Could you not put in an underground car park? Once we loose the space to cars we will not get it back. Yesterday after noon there were lots of community members on the courts and the playground, not a single one using the cricket nets.
- 12 At a community meeting re cricket nets at oval , being replaced with new, with mayor and staff it was promised the existing practise nets would be returned to public use with tree planting, was this a lie? the design of building appears to encroach into this area
- 13 Why do the council continue to implement these stupid ideas as if the glandore community would want them. All you ever think about is the sports clubs not the residents
- 14 The use/purpose of the oval is being overtaken by the Adelaide cricket club and as a result impacts the community with the availability of the grounds, increased traffic in the suburb. The imposing lights are just an example of how the skyline of the area has changed significantly. The oval is small and doesn't have the space to support a district cricket club such as adelaide cricket club's growing needs.
- 15 I strongly oppose the removal of the community court/multi use courts for the purposes of car parking. My children regularly use these courts during the week and in my view, the plan to remove these courts for occasional car parking is a terrible idea and takes away valuable community use space. More carparks could be added behind the proposed new club rooms.  
  
I am deeply disappointed that the concept plan doesn't include any improvement to the basic and ageing playground equipment. There is opportunity to make this beautiful shaded play area into a wonderful feature for our communities children to use. At the VERY least the playground area needs to be fenced for childrens safety as this oval is an off-leash dog exercise park. My children have been approached by numerous dogs while playing on the playground and I feel it's only a matter of time before someone is seriously injured.
- 16 Could you consider making Margaret street one way and putting more parks at right angles to the road there? Using half the road for additional car parks? We won't want to loose the open court space. We already lost two netball courts for the cricket nexts which are not easily accessible to the general public.

## Glandore Respondents

Somewhat or strongly don't support

- 17 Have given feedback tonight to the team.
1. The Club Rooms we do not want in that location we would like to see them moved to the cnr Margaret St and South Rd. Our house backs onto the oval and it should not be located next to residential houses. By building in Margaret St and South Rd the original club rooms can be utilised until the new one is built.  
This would certainly help with the traffic noise that we hear from South Road.  
The carpark that is proposed should not be next to an unfenced playground. It also will be utilised more by ppl wanting to park and catch train and bus I feel.  
Generally we feel that parking is working well and its only for a certain period of time during the year.
  2. We would like to see the Playground moved to where the vacant CAFS (cream brick building) and vacant Scout Hall is. This would better utilise the dead space there which has looked sad for too long. Also there are not so many big trees with huge limbs in that space. This concerns us as we use the playground alot and those trees (I know an arborist checks them etc) BUT limbs can break anytime. If the playground is moved to the other corner it can have a canopy over it. Also I dont think the neighbours would complain if its placed there.  
If that doesnt suit then perhaps where the clubrooms are now and also move the netball community court there and make it a nice family space to be utilised and would be safe from traffic, noise, dust from the road.  
Need toilets to suits young children/baby change table in that area  
Seating, bench with seats and the bbcue
  3. More seating around the oval for ppl to sit and enjoy the lovely space
  4. The new storage shed should butt onto the fence. There seems to be a bit of suspicious activity at the current shed behind the clubrooms which is a concern.
  5. Like the idea of a new path around the oval.
- Thank you for listening and we hope there is a positive outcome for us who back onto the oval. Please listen to us.
- 18 This "upgrade" seems like it will be good for football and cricket days, but essentially downgrade everything else that is good about the precinct on the 6 other days of the week.
- As a family who regularly uses the oval precinct for its non football/cricket (club) facilities this plan is pretty disappointing to see. It's really going to make it unappealing for much else other than as a Saturday sports oval.
- Particularly over summer I see lots of other families using the areas being replaced with lawn and carports in the same way we do.
- Consider finding a way to preserve the small court soccer goals/rage cage/cricket stumps/basketball ring or similar concept, or consider upgrading the existing playground to something that appeals to kids older than 4-5. Otherwise I can see the place being empty and unused most of the time.

## Glandore Respondents

Somewhat or strongly don't support

- 19 New Building - is it possible to keep existing footprint, and change it to a two-storey building, so additional parking spaces around the building can be created, or create a undercroft parking area with current building layout.  
Additional Parking - the concept plan removes an existing play/sports area at south-eastern corner, which makes this oval a place designed for the clubs and is discouraging local community member to use the oval. All new car parking spaces do not consider any DDA parking requirements, how many spaces will be lost, and does the total number of new spaces still meet requirement? Council should consider traffic/parking design by utilising adjacent street parking spaces. If the play/sports area has to go, council should consider adding additional sports/playground facilities at community centre.  
Existing Playground - Upgrade required. Existing facilities are quite old.  
Planting - more plants/trees, create some landscape features to attract local residents  
Shared Path - Is it creating safety hazard for sports players as is so close to the sports field. Consider soft fall treatment, like a rubber surface?  
Environmental - upgrades existing fences at boundary with residential properties to noise walls?
- 20 The courts are much loved and we use them all the time, would be such a shame to lose them to parking
- 21 Yes the design proposed is ridiculous, clubhouse too close to residents boundaries, should be situated on the eastern side, carpark next to playground and sporting facilities, playground situated under large gum trees
- 22 Current oval area should not be impacted for greater car parking. Utilise the current space more wisely, ie elevate any new clubrooms to allow for parking spaces underneath.  
If the tennis courts and play space are to be impacted, they should be relocated to the current carpark and club rooms area. This would allow the playground to be more easily fenced in for children's safety. Elevated clubrooms could then be built at corner of Margaret and South. The long vacant land opposite this should be purchased for additional parking.  
  
This is supposed to be residential green space, however it is slowly being eroded for exclusive club use, with residents' requirements taking a back seat. Multiple times I have gone to utilise the cricket nets only to find they are locked. This was supposed to NEVER be the case.  
Furthermore, who is bearing the cost of these so called improvements? With no benefit to the residents there is no way our council rates should be utilised for any of this.
- 23 Hope the path is good enough for a wheelchair. There are number of people on wheelchair use oval regularly and helps with accessibility needs for future
- 24 Consolidation of buildings onsite: Concerns of overall footprint. New boundary shared path: Gravel path would require 'retainer' edge and pose an issue with mowing. Additional car parking: The plan for 90 degree angle parking in Margaret Street will not work and could be downright dangerous, given the amount of through traffic to South Road. If a change must be made, reinstate 45 degree parking as a better option. Any change will not only mean loss of trees along the boundary, but will also impact the root zone of other gum trees. The removal of three community multi-purpose spaces is detrimental to the community's leisure enjoyment.



## All other comments

### Somewhat or strongly support

- 1 Looks great
- 2 The increase in parking is needed especially on sports game days and trainings. It will mean less congestion on the streets surrounding the oval and better access for all users
- 3 Is a single story going to future proof the site from further development or community groups outgrowing the site? The format of a ground like Edwardstown, Goodwood, Brighton etc have 2 storey facilities that allow for multiple changerooms underneath and better spectator views from above. It also would mean that the footprint does not need to stretch as close to neighbours.
- 4 Very good and will be a big asset to the Marion Council and residents.
- 5 It would make such a difference to the local community and sporting teams. Providing modern facilities that allows sporting teams to thrive. The old club rooms are run down and lack support of the sporting teams.
- 6 Awesome design, love it, needs to happen
- 7 No
- 8 I am very excited for the new buildings and think it will be a great opportunity to bring the community together. With this new design, new people will gravitate towards the community and bring everyone together!
- 9 I'm excited to see what this will bring to the community
- 10 I think this would be a great project as this will increase the usage, safety and overall good feeling of the park.
- 11 As a regular user of the Glandore Oval as part of the Westminster Old Scholars Football club, this upgrade is so important and required for our club and wider community. Our club has expanded seeing the first women's team join last year (2023). As a shared space, it is so important for us to have appropriate changerooms, including showers with doors and adequate bins for women's products, etc. All areas should be accessible for all to use, including those with disabilities, and should meet the appropriate standards. An upgrade to Glandore would be a positive change to the local community and those who use the facilities regularly. The upgrade would likely attract new users and increase the popularity and be an overall positive experience!
- 12 This concept is absolutely awesome and is a much needed upgrade to the current Glandore facilities!
- 13 This redevelopment is absolutely essential! Glandore oval is so far behind all the other local sporting grounds in the area so keeping up is a must. The new lights put in last year are amazing and a great start but there is so much potential to unlock. The football club do an incredible job at bringing the community together and supporting them with this redevelopment will only strengthen their impact. Please approve ASAP!
- 14 Love the idea of doing up the facilities it will make the ground a lot more inviting for sporting teams and oval users.
- 15 None
- 16 I strongly believe the oval and facilities are well overdue for an upgrade, especially given Westminster FC now has a women's team and the current area is outdated. There is a strong need for unisex change rooms and toilets.  
  
Another factor I would add to consideration is street lighting around the oval/ park, walking to my car at night I would feel uncomfortable/ unsafe in the dark. Especially, in the concept design, if there's less parking near the club rooms, it's critical parking areas are well lit.  
  
It is disappointing to see the newly constructed courts to be demolished and used for parking as it seems very wasteful.
- 17 Please ensure club facilities are improved for female sports players. It is a great facility for community sport and the club rooms need upgrades to be better for females but also all club users in line with facilities at other sites in the council area.
- 18 Thank you for making a positive change to the oval and sporting facilities.
- 19 As a returning visitor to the Oval this plan will increase parking around the oval which will bring in more visitors so that can enjoy the surroundings and upgrade.
- 20 Strongly support the new club rooms and redevelopment. It's overdue and think it'll be a great upgrade for the council and its community!

## All other comments

### Somewhat or strongly support

- 21 It looks fantastic and will be a great addition to the Oval as the existing club rooms are a bit old and tired.
- 22 Love the idea as its not just an oval but a community where friends and family come to watch and play sports
- 23 I think there could be some more shelter around the oval for the cricket and football spectators
- 24 Looks great! The community deserves an upgrade of the facilities at Glandore Oval
- 25 No
- 26 The cricketers would love an upgrade!
- 27 It is a step in the right direction
- 28 Looks great!
- 29 Looks good
- 30 Not that I like least but more about questioning the footprint shown. Without knowing the building plan, it seems there is a small dead area behind the new clubrooms, adjacent the service parking area. This could be useful to be incorporated under the main roof, possibly as a storage area ( I've yet to come across a newly built facility that has enough storage), while not compromising the privacy plantings to neighbours and back path access. Want to sure that both clubs are allowed space for storage when in the off-season.
- 31 As above- consider co- locating amenities for better functionality, and consider materials for maximum functionality (eg commuters riding home from train station through the park)
- 32 My major interest is now on club room design and timing of project. This includes a non-exhausting list as follows
  - 4 change rooms-all capable of male/female
  - integrated, independent storage which is accessible year round for both ACC and WOSFC
  - dual purpose kitchen/canteen which opens directly to customers.
  - increased public toilet capacity
  - suitable AV
  - suitable large undercover all weather viewing platform/veranda steeped down to allow for viewing from indoor of clubrooms to suit elder patrons.
  - all weather BBQ facility
  - suitable facilities for SEDA college-essentially space large enough for lessons.
  - strongly request a start to project in Aug (post football season) cto take advantage of weather & less impact on football season/s
- 33 Great for the community to upgrade the facilities
- 34 Updated play equipment would be great!
- 35 It's a great place for recreation and would love to make it better
- 36 Even more parking might be appropriate
- 37 I have visited several redeveloped community/sporting facilities around Adelaide in recent years. While the improved amenities for participants in various sports are impressive, too often the spectators at these sports are overlooked. Despite the opportunity to improve their lot that redevelopment offers, they are left at ground level, which diminishes their enjoyment of watching the sport. I understand that the privacy and other rights of nearby residents are of great importance. But a clever architect who could design an elevated viewing area - preferably with some seating - into this single-storey building would be doing a great service to the overall practicality of the redevelopment project. I trust that this idea will be considered for Glandore Oval.

## All other comments

Somewhat or strongly don't support

- 1 I don't support the reduction of the courts to provide car parking off south road. As a parent of children who use these courts for school netball it would be a loss to our community and force us to less local locations.
- 2 Do not replace play space with carparking. The play space for kids is limited already. Most locals walk to the playground and play space.  
Upgrade/ supplement the playground for older kids.  
Do not add more paved areas for paths around the oval. Keep the grass and tree areas.  
The landscaping at the fence won't stop the light spill. The trees won't be tall enough for decades, and when they do it will cause other issues with limb drop. Instead get better luminaires.
- 3 Sporting/exercise/play area & car parking are far more beneficial to residents these days than the memorial gardens. Suggest minimising the size of the memorial area.
- 4 I like the right angle carpark by the street but think the south eastern carpark is a waste of green space or space for activity.

# Appendix 4

## Email submissions

A great place to *work*  
[marion.sa.gov.au](http://marion.sa.gov.au)



## Email feedback

Received 06/03/2024

Good morning,

I am writing in the hope you will consider my feedback for the club room design.

My husband was one of the original Westminster Old Scholars who developed the club as it stands today, spent many years as the B-grade coach & his family have been major sponsors of the club over many years. His family as a whole have been heavily involved in South Australian football for many decades & it has been a firm part of their identity.

When we found out we were having two sons we felt certain that they would have future involvement with the club.

Just after his second birthday (& after the birth of his younger brother), our eldest began experiencing severe widespread developmental regressions including a complete loss of all speech & functional communication. He is now diagnosed autistic (level 3) & whilst he has regained quite a few skills he remains non-speaking. Our youngest has also recently been diagnosed autistic.

We have occasionally tried to take our boys to Dragons games however unfortunately the environment is too challenging for them. The current club rooms echo sound dramatically have no space the boys can go to escape this & safely regulate.

It is so sad for me watching the sadness in my husband's eyes that he is now only able to have minimal involvement in this community that meant so much to him.

As per the 2022 senate enquiry into "Services, support & life outcome for autistic Australians"

([https://www.aph.gov.au/Parliamentary\\_Business/Committees/Senate/Autism/autism/Report](https://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Autism/autism/Report)) autistic people & their families face severe isolation from the community due to lack of appropriate & accessible environments for us to be included. Likewise the Attorney General states that within the human rights of Australian that all Australians have the right to take part in cultural life (<https://www.ag.gov.au/rights-and-protections/human-rights-and-anti-discrimination/human-rights-scrutiny/public-sector-guidance-sheets/right-enjoy-and-benefit-culture#:~:text=The%20right%20to%20enjoy%20and%20benefit%20from%20culture%20includes%3A,take%20part%20in%20cultural%20life>).

I believe the club rooms have great capacity to support disabled members of the community to reap the same benefits sporting communities offer those without disability be it employment, teamwork, fostering a sense of belonging & mutual growth.

I approached Adelaide Oval about this in late 2022 & requested the consideration of a sensory space to facilitate families like mine (or the current statistic of one in 4 south Australian families who have at least one autistic family member) to be able to experience the benefits of the cultural events that occur at their facility. They have taken this on board wholeheartedly & are building a purpose built sensory area plus training staff appropriately & implementing the Sunflower (invisible disabilities) program.

Sensory rooms benefit not only autistic people but people with ADHD, post traumatic stress disorder, brain injury/stroke/tumour history, mental health conditions & even conditions such as MS. They are readily available at sporting facilities throughout the US thanks to Happy Valley's own NBA star Joe Ingles & his personal promotion due to his son's autism diagnosis.

They can also used to promote strong mental health as they encourage people to learn about emotional regulation in times of distress. With many members of the club affected by suicide in the recent years (our family included) I believe creating a space is of great benefit in suicide education & prevention too.

I personally am a nurse working within Women's & Children's Health network & have also worked on developing sensory spaces within the hospital & would be happy to volunteer my experience to help facilitate this project & the community education around it if you are willing to allocate space on the plans & funding for the fit out.

To assist in funding I would encourage you apply for the recently announced community grants of up to \$50,000

(<https://www.premier.sa.gov.au/media-releases/news-items/autism-works-in-the-community-new-grants-program-launched#:~:text=Eligible%20organisations%20and%20community%20groups,the%20autistic%20and%20autism%20communiti>).

Our state government intends on South Australia becoming "the autism friendly state" - community facilities leading the way in inclusion is essential to the wider community becoming more accessible for the autistic & autism communities.

I believe one day my sons will be able to be a part of their community but for this to happen we need built environments to support us with this. I would greatly appreciate if you would consider my feedback as you plan this important community facility.



## Email feedback

Received 06/03/2024

Hi there,

From a residents point of view i am not happy with an element of the existing plan. Specifically, the reduction (over time) of play space for residents (that benefit the clubs that use the oval rather than residents).

Details of this below:

- We need to keep the tennis courts rather than lose them to parking. Preference would be for on street parking changes or parking that fits within the existing space taken up by the clubs.
- We have recently also lost the netball court to new cricket nets (does not benefit residents). We dont want to also lose the tennis courts.

In summary, We dont want to lose "play space" to parking or to non resident use activities.

The new plans benefit the clubs that use the oval, but detract from residents play space.

Please do not change the tennis courts to parking space!

Received 06/03/2024

Firstly, well done on the engagement session on Monday night. It is always a challenging task to balance competing needs of the various community groups with the available limited budget!

In addition to my feedback already provided, other suggestions I thought of this morning when I was at the Oval are as follows:

- Relocate the existing Oval maintenance shed (besa block one) to the NE corner of the site to be closer to the cricket nets and easier access for the curator to tend to the turf practice wickets. This could also be coupled with the proposed new storage shed in the NE corner consolidating the number of buildings on site. This then frees up the location where the old besa block building is currently to be used for a shelter with 4mx4m seating for the community and drink bowl etc. Close to the oval entrance and double as spectator seating and shelter on game days.
- If the playspace is relocated to the northern side of the ground adjacent the new clubrooms, consideration could be given to placing some fitness equipment in the location of the playspace to collocate with the shelter and BBQ setting.

## Email feedback

Received 06/03/2024

I live at [REDACTED] Glandore and back onto the oval.

My concern would be how close the clubrooms would be to our houses as far as noise level goes and how it would impact us.

Will the oval light that is towering over my backyard possibly be moved at all with the clubrooms and oval repositioned? Back towards south road where the tall trees are??

Happy that substantial planting along our fences will go ahead for privacy.

Appreciate the chance to comment.

## Email feedback

Received 19/03/2024

To whom it may concern,

The following issues arising from the proposed plan put forward:

1. Replacement of community courts for car parking:
  - a. all community residents spoken to oppose the removal of a regularly used community asset for car parking which is not required for general community use but specific use for persons attending the sporting facilities;
  - b. Courts are multi-purpose and are the only part of the precinct available during cricket and football games (which sports are on majority of weeknights and weekend days throughout the year);
  - c. car parking will be located within close proximity to playground creating safety concerns (even if fencing placed in the area due to risk of lack of supervision, failing fence/gates and poor visibility in carpark);
  - d. car parking has the potential to be used by persons other than persons attending sporting events such as working persons (located close to train, tram and city) or contractors during proposed road works (which is very likely);
  - e. proposed use of bollards to enable use of space for community purposes throughout the week is unlikely to be practical as regulations require carparks to be properly marked (preventing use as netball, Courts etc)
  - f. use of bollards appears to be an attempt to placate residents when in practice car parking will be available at all times;
  - g. car parking will increase traffic along Margaret street in circumstances where no fencing is proposed to be placed (safety concern);
  - h. car parking is proposed to be very substantial size (over 30 parks) which does not appear to be necessary in light of existing uses and potential alternatives such as two small car parking areas one in current proposed location (half size) and a separate equal size park in the south western section off Margaret street where old buildings are proposed to be demolished but otherwise where no practical use being put to the area.
2. No proposal to fix curbing and footpaths on Naldera street leading to precinct:
  - a. street parking and footpaths are constantly used by persons attending;
  - b. curbing is cracked and damaged in lots of sections and is otherwise at a lowered and uneven level (safety issues);
  - c. constant litter thrown on way out of precinct, rubbish bin should be installed near entrance to facility;
  - d. visual amenity of area should be improved with grass installed and more trees (subject to views of residents on Naldera street);
3. No proposal for fencing along perimeter of Margaret street:
  - a. grant was to improve community use along with sport uses and the space is currently difficult for people with children as there is no fencing on Margaret street of any description;
  - b. this is a safety issue when children are on the playground and in circumstances where the traffic flow to Margaret street is to increase under current proposal due to increased car parking;
  - c. all similar precincts (e.g. Goodwood oval) have some form of fencing to ensure safety.
4. No proposal at present to add to or upgrade the existing playground despite the significant amount of funding (being the only available area at the precinct for young children)

## Email feedback

Received 20/03/2024

To whom it may concern,

The following issues arising from the proposed plan put forward:

1. Replacement of community courts for car parking:
  - a. all community residents spoken to oppose the removal of a regularly used community asset for car parking which is not required for general community use but specific use for persons attending the sporting facilities;
  - b. Courts are multi-purpose and are the only part of the precinct available during cricket and football games (which sports are on majority of weeknights and weekend days throughout the year);
  - c. car parking will be located within close proximity to playground creating safety concerns (even if fencing placed in the area due to risk of lack of supervision, failing fence/gates and poor visibility in carpark);
  - d. car parking has the potential to be used by persons other than persons attending sporting events such as working persons (located close to train, tram and city) or contractors during proposed road works (which is very likely);
  - e. proposed use of bollards to enable use of space for community purposes throughout the week is unlikely to be practical as regulations require carparks to be properly marked (preventing use as netball, Courts etc)
  - f. use of bollards appears to be an attempt to placate residents when in practice car parking will be available at all times;
  - g. car parking will increase traffic along Margaret street in circumstances where no fencing is proposed to be placed (safety concern);
  - h. car parking is proposed to be very substantial size (over 30 parks) which does not appear to be necessary in light of existing uses and potential alternatives such as two small car parking areas one in current proposed location (half size) and a separate equal size park in the south western section off Margaret street where old buildings are proposed to be demolished but otherwise where no practical use being put to the area.
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  - d. visual amenity of area should be improved with grass installed and more trees (subject to views of residents on Naldera street);
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  - c. all similar precincts (e.g. Goodwood oval) have some form of fencing to ensure safety.
4. No proposal at present to add to or upgrade the existing playground despite the significant amount of funding (being the only available area at the precinct for young children)

# ADELAIDE CRICKET CLUB INC.

Established 5th September, 1905

PO BOX 177  
EDWARDSTOWN SA 5039

## PLAYING FIELDS

GLANDORE OVAL  
South Road, Glandore  
Ph. 8297 7296

BONE TIMBER RESERVE  
Park 23, West Terrace  
Adelaide  
Ph. 8410 5016



20 March 2024

Mark Hubbard  
Manager City Property  
City of Marion  
245 Sturt Road  
STURT SA 5047

Dear Mr Hubbard

## Letter of Support for the Proposed Redevelopment of Glandore Oval

The Adelaide Cricket Club Inc. thanks the City of Marion for the opportunity to provide comments on the proposed redevelopment of the Glandore Oval.

The Adelaide Cricket Club (ACC) has enjoyed almost 30 years of use at Glandore Oval and a strong relationship with the City of Marion. The recent practice net project is a demonstration of this collaboration.

We have been a responsible tenant and value the opportunity to use and maintain Glandore Oval for our members and the community.

The redevelopment proposal is timely. The facilities are tired and not fit for purpose for premier cricket (SACA) to support male and female cricket programs. We have some 150 players and a further 100 supporters that use Glandore Oval.

In recent years the ACC has added Women's Cricket to its playing group. In the short time Women's cricket has been part of the ACC the three senior teams have won multiple premierships, have had a player win the SACA Karen Rolton Medal, the highest SACA accolade awarded to a woman premier cricketer. As well as the three senior Women's teams we field an Under 18 women's team. We have the "Junior Buffs" Academy for young girls. Glandore is the Home Oval for our senior women's teams.

The ACC is one of the most successful Junior Boys' Premier Cricket Clubs. The teams are a regular feature in finals cricket. We have one of the highest demographic areas for both boys and girls at the ages that are attracted to junior cricket.

We acknowledge the support of the SA Government and through the Member for Badcoe Jayne Stinson to secure the funding to make the redevelopment proposal possible.

The ACC looks forward to working with the City of Marion, stakeholders and the community to develop a detail design that works for user groups and the community.

AN AFFILIATED CLUB OF THE SOUTH AUSTRALIAN CRICKET ASSOCIATION  
UNDER THE PATRONAGE OF THE RIGHT HONOURABLE THE LORD MAYOR OF THE CITY OF ADELAIDE

A GRADE PREMIERSHIPS	A GRADE WOMEN'S PREMIERSHIPS	WEST END CUP PREMIERSHIPS
1905/06 1914/15 1937/38 1958/59 1974/75 1998/99 2003/04	1990/91 1991/92 1993/94	1995/96



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Adelaide  
Ph. 8410 5016



The ACC comments on the Glandore Oval Concept Plan are:

- The ACC supports the location of the new proposed clubroom building.
- The building design should make better use of the rear north western corner to maximise space for the building. This will also remove dark areas for safety and security purposes. Loading areas can easily be redesigned and boundary setbacks should be observed.
- The new building should cater for a 200 pax sit down function. This will allow the clubs to hold on site all functions to fully maximise commercial opportunities from the new building. This size function space will also provide the community a valuable function space for use. There are few spaces of this size in the community.
- SEDA College is an important tenant to activate the new building during weekdays. This use will further maximise the investment into Glandore Oval.
- The internal design should allow for SEDA College to be able to lock away their equipment during the school week and over school holidays. A dividing wall would be a solution in the main function space area. Appropriate storage areas and a small office should also be provided.
- The north west oval boundary is very small for cricket. It is not of the size the SACA prescribes for Premier Cricket. The building should be realigned to allow for a larger oval.
- The north eastern building (near the practice nets) should be developed for player facilities i.e. toilet, water and shade. An adjoining shed should be installed for curating equipment and storage. This will remove buildings from the western perimeter fence near residence and return land for greening and community use.
- Public toilets should be installed by the playground and BBQ area for the benefit of the community and oval attendees.
- Car parking is challenge on what is a small site for community and sporting club use. A new south eastern park is the best proposal and is supported by ACC. However, the behaviour of cricket supporters and players may see them park in Naldera Street to be closer to the clubrooms.
- A new digital scoreboard facility should be incorporated into the design.

This exciting redevelopment will provide the community and the user groups with a modern community and sports facility second to none. The ACC is proud to have played a role in securing the \$5 million government grant that allows for this project to proceed through the expertise of the City of Marion.

Yours sincerely

Damien Kitto  
President

AN AFFILIATED CLUB OF THE SOUTH AUSTRALIAN CRICKET ASSOCIATION  
UNDER THE PATRONAGE OF THE RIGHT HONOURABLE THE LORD MAYOR OF THE CITY OF ADELAIDE

A GRADE  
PREMIERSHIPS  
1905/06 1914/15 1937/38  
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A GRADE  
WOMEN'S PREMIERSHIPS  
1990/91 1991/92 1993/94

WEST END CUP  
PREMIERSHIPS  
1995/96



**Westminster Old Scholars Football Club Inc**

**1A Naldera Street**

**GLANDORE S.A. 5037**

**Email: [Dragons@wosfc.com.au](mailto:Dragons@wosfc.com.au)**

**19<sup>th</sup> March 2024**

**Dear Sir/Madam,**

**Re: Letter of Support for the Proposed Redevelopment of Glandore Oval**

On behalf of the Westminster Old Scholars Football Club, thank you for the opportunity to present our submission re the Glandore Oval Redevelopment Plan.

Since 2002 we have been a proud and privileged tenant of Glandore Oval. This proved to be a natural and appropriate home given that The Westminster School is a major part of the Marion Council community, yet unable to fully cater for our functions on campus. As our spiritual home, we have always nurtured the Glandore Oval and its facilities with respect and an eye to the future. In the last few years, we have grown our Club through the inclusion of Women's football, and in 2025 will likely field four and possibly five adult teams in the Adelaide Football League. Additionally, we support the Black Forest Primary School football program through coaching and facility access and accommodate the Westminster Old Scholars Soccer Club for training purposes. During our season, 1<sup>st</sup> April to the 30<sup>th</sup> September each year, we also share the facility with SEDA which makes the clubhouse unavailable to us most Monday to Friday business hours.

These pressures on the use of the building facilities, especially the lack of fit-for-purpose change room facilities for females and umpires, creates many pressures and discontent that are difficult to address. We are always community minded in this respect and want to maximise the use of this facility whilst adequately utilizing and protecting it.

We want to emphasise how very grateful we are for what we already have and know that this redevelopment project will deliver an even better venue that we will continue to value and protect for generations to come. It is with this in mind we put forward our submission of general support for consideration.

As a Club we have carefully reviewed the precinct structure plan shared by Marion Council and would like to offer our support, perspective, suggestions and other key items which are vitally important to our internal and we hope the broader communities.

We commend the Council for its initiative in considering the enhancement of Glandore Oval. Public spaces like parks and sporting facilities play a crucial role in fostering community cohesion, promoting physical activity, and enhancing the overall health and quality of life for sport participants and residents alike. It is heartening to see how the concept plans have evolved and the fact that so much of our guidance and requests have been included over the past few years.

**Broadly speaking, the WOSFC is in favour of the current Concept Design which has been put out for community consultation.**

Key aspects which we strongly support include:

- Increased parking along Margaret St, including the repurposing of the south-east corner court for parking.
- Retention of the oval orientation with slight adjustments to accommodate new facility's associated footprint.
- Location of proposed new main building.
- Inclusion of pedestrian connections.
- Increased public toilet facilities.
- General layout of new facility, including overall size, multi-use, gender friendly change rooms.
- Retention of playing court and playground.
- Retention of the training lights so critical to our use.

We look forward to reviewing detailed plans of the main building facility and we have provided early feedback directly in a recent club consultation session. We wish to highlight the proposed inclusion of four change rooms, each accommodating any gender users, and the greatly improved umpire facilities, speaks to the commitment to inclusivity and accessibility. Additionally, the integration of independent storage facilities accessible all year round for both WOSFC, ACC and SEDA ensures efficient management of equipment and resources. The dual-purpose kitchen/canteen and bar orientation designed to cater directly to customers reflects a practical approach to meeting the diverse needs of users and will support the ability for clubs to retail successfully. The success of catering on match days is critical to our survival, both financially and culturally.

Furthermore, the increased capacity for public toilets and provision of suitable AV facilities are essential components for enhancing the overall user experience. Additionally, the incorporation of suitable facilities for SEDA college underscores the facility's versatility and ability to serve multiple purposes within the community.

We would like to note that this facility has always been one which caters primarily for sport. The proximity of Marion Council's Glandore Community Centre, which is a focal point for broader community activities, should allow this design to remain focussed on sport. To have two green spaces in close proximity is an absolute privilege. Many of our Club members who are also neighbours to Glandore Oval regularly note how lucky they are!

We do acknowledge that we must be respectful of the neighbours to the oval who grant us the social license to utilise the facility. We are supportive of the retained green space, playground, native trees and BBQ facilities. In particular, the courts and playground add to the atmosphere of game days and are well used by our members' families. Additional upgraded public toilets will be a key addition to enhance these items. The inclusion of safety lighting along the walking tracks is also recommended and we believe would be well received. We would also recommend the inclusion of additional bag dispensers and signage to promote responsible dog ownership. In the future, we hope that additional enforcement of local laws may also be possible.

Furthermore, additional consideration regarding the privacy for the neighbours in the north-west corner should be made. Noise attenuation and green screens would be a welcome inclusion. We would also like to make note that the current lack of security and secluded location does tend to attract undesirable activities and people to the vicinity of the main clubroom facility. Our Club is often held accountable for these activities despite being outside of our normal operating hours and hence our ability to effectively police. Warning signs, lighting and cameras must be well positioned to limit such behaviour in the future. This will be welcomed by the community also.

We would like to reinforce the option of commencing construction in August to capitalize on the favourable building weather over spring through to autumn. This is a strategic decision that not only minimizes disruption but also reduces temporary facility expenses for all parties involved.

Both game day and other function sales through our catering and beverage offerings are critical to our Club's annual financial survival. Minimal disruption and adequate temporary facilities are vital to us. Alternatively, an approach which makes staged use of the existing premises is welcomed.

Foresight and planning of the build schedule are absolutely critical for all stakeholders. We applaud the Council in the engagement with ourselves, ACC, SEDA and other stakeholders to date and in the coming months as plans are finalised. We support the council in demonstrating a proactive approach aimed at maximizing efficiency and minimizing costs which we know the public will be closely watching.

Creating a safe and inclusive club is of paramount importance to us. We actively encourage catering for autistic and non-typical individuals, of which we have several within our family orientated membership base and actively encourage. We also recommend Council consider how the upgrade can effectively create an environment which caters for the needs of these groups. I know that one of our leading Club members has submitted a letter directly to council on this topic which we strongly support. The grant funding which has been highlighted in that submission could be a key enabler and our Club is willing to support whatever is required to help Council explore this in more detail.

Yours faithfully



**Brett Williams**

**President**

[Brettwil1955@gmail.com.au](mailto:Brettwil1955@gmail.com.au)

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**WOSFC** Glandore Oval Redevelopment  
Representatives;

Scott Tilbrook

Jeremy Satchell

Matthew Van Kruysse

### ***Our "Dragon" Values***

***COMMITMENT/RESPECT/FAMILY***

***INCLUSIVE/FRIENDSHIP/COMMUNITY***

**Further trees and landscaping 17 Margaret Street and behind goal**

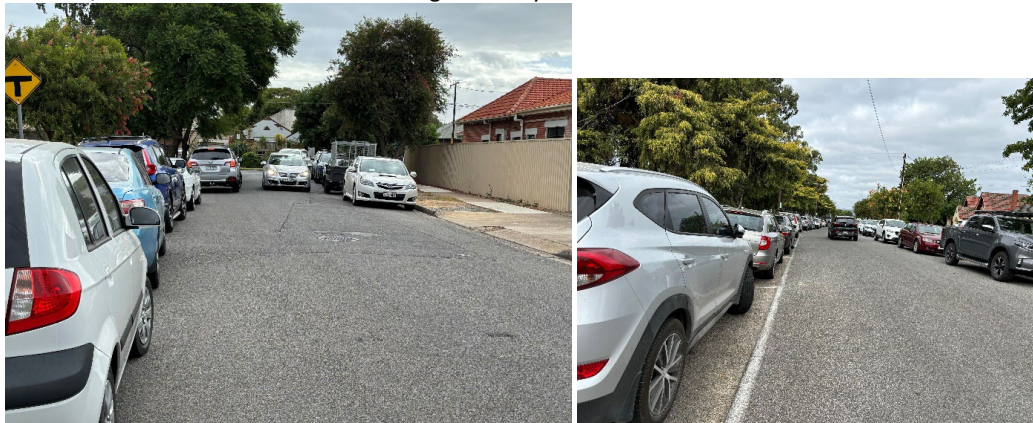
- Previously there were 2 very large and densely foliated trees along Margaret Street opposite 18 and 20 Margaret Street which provided shade and prevented majority of balls going onto road (not just during sports games, but children, young people and their families playing and practicing on the oval). These trees were removed as they were dying.
- 2 trees were planted to replace the removed trees; however, they are planted further along than the previous trees and do not provide the shade and protection that was previously there. With the removal of the buildings this may also impact on balls going onto Margaret Street, cars and homes.
- During cricket season spectators sit on the Margaret St side of the oval positioning their chairs under the shade to watch the sport for the day – this area needs to keep this in mind and maintain shade and suitable areas for spectators.
- **Solution:** Further planting is needed in this area for environmental cooling, bird life, aesthetics, practicality, and safety. Increase planting in place of 17 Margaret Street and opposite 18/ 20 Margaret Street to provide shade/reduce hot spots and a barrier for balls going onto road.
- Cars use Churchill Avenue and Margaret St as a cut through to south road – this becomes a speeding hazard area and clear views are needed of the road. In addition, cars are frequently parked along Margaret Street (both sides during sports events and practice) which makes crossing the road hazardous. Children and young people often run out onto the road to get their balls. This is a major hazard – we have taught our families to run across the road because of this issue.
- **Solution:** Plant back from the road as too close to the road obstructs view of street when trying to cross the road.
- **Solution:** Have some low shrubs/ grasses that will soften the speed of balls and also create a welcoming green space. Landscaping needs to be creative, practical and support the ongoing maintenance of the area so it can thrive. Incorporate a couple of roses/ pillars or arches to reflect the rose garden and heritage of the area.

**No increased parking down Margaret Street: find other solutions.**

- Increasing parking down Margaret Street will only move the problem of overcrowded parking and will increase accident hazards. Margaret Street is the only residential street facing the oval. This is where people park and cross the road to get to and from the oval. Increasing the parking in these areas where majority of pedestrians walk is fraught with danger.
- Angle parking where cars are reversing out is extremely hazardous in this area that is highly used by pedestrians. Young children and families are often walking alongside and in-between cars to access the oval
- When there is sport events or practice, both sides of Margaret Street and the empty block at the end of the road are filled with cars – this is enough cars for the road to manage. Increasing cars will become too dangerous.
- Car parking is only needed at certain times. In addition, the suggested carparking is further away from the club rooms and I do not see people taking up this option and they would still use Churchill Avenue.
- **Solution:** The council retains parking as it stands on Margaret Street. In increase parking around the club rooms. The council takes a hard line with parking in the area. Make parking only on one side of Churchill Avenue at all times. This would remove many issues with the parking at time of sports events. It also would alleviate dangerous situations at all other times. Children use this road to get to school in the mornings and



must navigate many T-junctions with cars obstructing views and cars speeding when using roads as cut throughs to South Road. Mark no parking areas on side streets in Glandore – allow plenty of space on corners and peoples driveways clearly marked so no parking occurs. These actions will push parking to other locations/ streets is a more safe and manageable way.



**Do not take away recreation/sport space for car parking/ Maximise open spaces for sports and recreation.**

- It's evident parking was a key issue based upon initial feedback. However, whilst this is a concern especially for those who live on Churchill Avenue, this is an over exaggerated concern which could be managed in other ways. The current plan is simplistic and takes away from the need for creative ideas and use of the space for recreation and sports activities. The consultation needs to go beyond parking concerns.
- The play space/ tennis courts should not be replaced by parking. The oval should cater for a range of ages and activities. I'd hate to see reduced spaces for activity especially for our young people in the name of occasional car parking/exclusive use of the club there are other solutions. This reduction of play space was not the aim of the funds – in fact the idea of the funds was to improve recreation and sport facilities. It contravenes the United Nations Rights of the child – the right to play.
- **Solution:** City of Marion retain and improve recreation/ sports play spaces. Involve children and young people in the consultation. The oval is too adult centric as it is - ask any child - "would you like a car park or a space to play/ activity, recreation/sport".
- One of the main concerns of residents when the cricket nets were planned for and installed was the removal of public space for exclusive use of the club. The current plan fails to recognise the community wants to retain as much sport and recreational space as possible for all of community use. The community also requested a whole of precincts plan that secures sports and recreations spaces for the future.
- I did write to the council detailed feedback and a concept to move the clubrooms to the South Road end of the oval as it could be 2 story, provide a sound barrier and parking. Where the existing clubrooms are could become a play space/ court - where it is more conducive to activity. I understand this is too expensive. A simple 2 story rectangular building is often cheaper than the unusual shape of the current plan.
- **Solution:** secure further funding to ensure the best possible planning to future proof the facilities and environment
- **Solution:** As previously stated: The council takes a hard line with parking in the area. Make parking only allowed on one side of Churchill Avenue at all times. This would remove many issues with the parking at time of sports events. It also would alleviate dangerous situations at all other times. Children use this road to get to school in the mornings and must navigate many T-junctions with cars obstructing views and cars speeding when using roads as cut throughs to South Road. Mark no parking areas on side streets in Glandore – allow plenty of space on corners and peoples driveways clearly marked so no parking occurs.

**Improve recreation spaces/ tennis court area.**

- The tennis court areas and extremely hot and noisy – especially after school hours when research show this is the most active time for children. As a community we need to make this time of day appealing for children and young people's activity
- This area is used throughout the day. It just needs to be made more appealing and user friendly to maximise the usage.



- This area needs as much nature as possible to be a more usable and pleasant space. There is no point in having spaces and areas developed if it is too unpleasant to use (as tennis court area is currently due to noise of traffic).
- **Solution:** Consider soundproof walls along south road – that could also be kicking walls. Planting trees on South Road end of tennis courts to provide shade and sound barrier to traffic. Shade sales over court areas would enhance appeal and usability.

#### **Kicking wall/tennis wall**

- Children and young people often use walls of out building to practice their kicking and tennis skills – with the removal of these buildings this will no longer be available.
- **Solution:** incorporating an area in the oval design for kicking and hitting practice would be ideal – perhaps where tennis courts are or on a wall of the club rooms or where the new shelter is suggested near the cricket nets – allowing space for returning balls.

#### **Access onto oval**

- Access onto the oval is very important. Elderly and people with a range of abilities need access at various points. Often those undertaking sports and recreational activities are carrying large amounts of equipment so easy access at various points is essential.
- **Solution:** Better access is shown on the plans near 17 Margaret Street. This might need to be altered given more trees and shrubs need to be planted in this area.
- Further detail on access near the club rooms and Naldera Street is required on a plan.
- Access from the oval to the current tennis court area is limited due to a large concrete plinth. This needs to be rectified as it is an access and tripping hazard.
- **Solution:** Take away plinth or have wide sections with ramps to allow for easy access.
- Access from the rose garden to south road is via steps – this is not accessible for many.
- **Solution:** Install a ramp to get to and from rose garden. This will also assist cricket players while carrying their gear to the public side of the nets.

#### **Public lighting**

- Many people use the oval early in mornings and late at night. My son is on the oval at 5:30am every day. Groups of women exercise on the oval early. The lighting and facilities for these uses has been raised many times. The current plan does not show this concern is addressed at all.
- **Solution:** Clearly plan for the community use for long hours of the day with lighting, access to water and toilet facilities.

#### **Remove pathway around oval from the plan with consultation.**

- Pathway into oval at various points is critical of equity and access. However, a pathway not around the oval is not essential. I do not see people sticking to a pathway for walking.
- Pathways often increase weeds and are hard if a fall occurs.
- **Solution:** Better to leave as well-maintained grass and landscaping. Discuss with people in community with a range of abilities to see if a pathway is required.

#### **Maintenance of spaces around the oval**

- Areas outside of the sporting oval can be neglected. Undulating surfaces outside of oval (makes wheelchair access difficult, tripping hazard), weeds, (grass seeds in dogs' ears are dangerous and costly to remove and long grass and weeds attract vermin and snakes), piles of grass cuttings left, sight shades and sports equipment left on oval.
- **Solution:** Improved landscaping, grassed areas and storage that can be well maintained on the outside perimeters

#### **Shelter near cricket nets keep. Storage shed near cricket nets – should not be needed – put with club rooms and keep in the one area.**

- Shelter and water near cricket nets is a good idea
- Storage shed should not be put here – it should be included in the club rooms and the upgrade of this area.
- **Solution:** A larger shelter, kicking wall or open space would be better in this area. Especially to cater for those who use the public nets and are squashed into the nets with their gear.

### Recognise Aboriginal and Torres Strait Islander peoples.

- Acknowledgement of Aboriginal land - Kurna land and traditional owners. The council are custodians and have a RAP. There are too many signs mentioning Marion Council – this is not in line with reconciliation.
- **Solution:** Talk with community – develop pathways, signs, artwork, plantings that reflects the traditional custodians and heritage of land. Clearly show in plans how this will be achieved.



### Biodiversity

- Shade/ natural landscape and aesthetics: replanting of trees, have a long-term vision to provide shade, natural habitats and develop aesthetics of the area. When I water my nature strip (Margaret Street) birds flock to bath in the water. The oval provides home and shelter to many birds.
- **Solution:** incorporate bird baths, plants, and landscape to provide and cater for biodiversity. Biodiversity a part of the councils' responsibilities and should cater for this in sports and recreation venues.

### Artwork

- *"The City of Marion values creativity and artistic expression in community life and is committed to providing support and opportunities for individual artists and arts organisations to be involved in projects, events, festivals, community celebrations, and art in public places."* [Artist opportunities | City of Marion](#)
- **Solution:** The above statement needs to be reflected in the plans. Whilst it is a sport and recreation facility, it is also a perfect opportunity to incorporate community art. There are many talented artists in our suburb – painters, mosaics and clay work – artwork should be incorporated in plans and clearly shown. Acknowledge the rose garden and heritage of the area - incorporate into to another space where it can be enjoyed.

### Public lighting

- Many people use the oval early in mornings and late at night. My son is on the oval at 5:30am every day. Groups of women exercise on the oval early. The lighting and facilities for these uses has been raised many times. The current plan does not show this concern is addressed at all.
- **Solution:** Clearly plan for the community use for long hours of the day with lighting, access to water and toilet facilities.

### Community needs and broad consultation.

- Majority of those that have a loud and heard voice are adults. The playground is small and caters for young children - what about more challenge and risk for older children such as flying fox, bike tracks. Has the council heard the "voice of children and young people" and what they want for their community areas?
- **Solution:** City of Marion involve children and young people in the consultation. The oval is too adult centric as it
- Make sure the oval is inclusive of the diversity of the community - not adult male sport focus - consider needs of children/young people/ access for people with disabilities cater for diverse cultural needs. The precinct needs to support community activity, not just sporting activity and provide a place of connection, activity, engagement, supporting health and wellbeing of the whole community. Residents are regular users, not casual users of this space. Many use the oval daily or more frequently, through all seasons, all sporting events, day, and night. We see the strengths and weakness of the oval through a different lens.

- Glandore residents are regular users, not casual user. Many use the oval daily or more frequently, through all seasons, all sporting events, where rubbish piles, fires are lit, where wheel chairs can't access, where people with disabilities and their carers make use of the grounds, neighbours and friends connecting, sprinkler systems fail, alarms go off, where children play, gum nuts gather and causing slipping hazards, where it is too hot and noisy to engage in activity, where behaviours good and bad, where syringes lie, homeless sleep, the use and misuse of the oval.
- Residents support sports clubs and value their presence, bringing life, energy, and vitality to the area, using resources, and contribution to maintaining playing area of the oval.
- The oval is for sport and recreational use. I am not associated with the sports club but have played on the oval tennis, cricket, football, soccer, baseball, netball, basketball, bike riding, evening meals, day camps and picnics, and our own inventive games, and more recently dog walks. It supports community activity and is a place of connection, sharing, diversity, supporting health and wellbeing. Its value cannot be underestimated.
- The council has held a survey, meetings and done some door knocking.
- **Solution:** It is important the council seeks more opportunity to consult with those that do not access these means. Elderly, people with disabilities, children and young people and people English as an additional language or dialect must be consulted. Go to the primary schools, visit the nets when EALD families are using them, ask carers in the community about how they use the oval with people with disabilities. Ensure schools and SEDA college are consulted. The venue may be used in flexible ways in the future as education changes and population further ages and increases.

**Apply for additional funding to enable better planning and construction – future proof the oval.**

- To ensure upgrade of oval can be done to a high standard and provide creative solutions to the current issues. Additional funding may lead to greater use and longevity of the oval space for all in the community.
- Additional funding to have club rooms built up South Road end as 2 story building and to redesign the cricket practice nets to have public access on the Glandore oval side – not the South Road side.
- **Solution:** Apply for additional funding to ensure all issues can be creatively and adequately addressed for years to come. Future proof the plan.

**Cricket nets – remove or reconstruct.**

- The nets the public has access to can only be accessed from South Road. This is a huge design fault. South Road is a massively busy road and the only access the public is to go near to that road carrying equipment to get into the nets on that side. I would not be keen to send my child over to the oval to practise in the cricket nets going on South Road and managing equipment etc. The run-up area is a huge grass area that is not the pitch that the public appear not have access to. It would be ideal space for the public to use - for example for people doing warm-ups when the Oval is too crowded with sports practice/ games etc. Public access should be on the oval side at the very least.
- **Solution:** Remove or redesign the recently installed cricket nets - huge area only used very limited time on such a small oval footprint.

## 13.2 Scouts SA 1 Cumbria Court

<b>Report Reference</b>	GC240423R13.2
<b>Originating Officer</b>	Unit Manager Property & Facilities – Michael Collins
<b>Corporate Manager</b>	Manager City Property – Mark Hubbard
<b>General Manager</b>	General Manager City Development – Tony Lines

### REPORT OBJECTIVE

The objective of this report is to provide Council with an interim update in relation to a proposed lease to Scouts SA for 1 Cumbria Court Mitchell Park following Council's resolution at the 27 February 2024 General Council Meeting.

### REPORT HISTORY

<b>Report Reference</b>	<b>Report Title</b>
GC240227R7.1	Adjourned Item – Outcome of EOI – FitzJames Building

### EXECUTIVE SUMMARY

At the 27 February 2024 General Council Meeting Council resolved to grant a new 5-year lease to Huntingtons Australia for the use of the FitzJames Building at Glandore, and also to offer Scouts SA the opportunity to lease 1 Cumbria Court Mitchell Park.

Scouts SA was provided to the end of March 2024 to advise its interest in Cumbria Court noting that it would be responsible for all costs relating to any capital works required for its use of the building. Scouts SA has since formally notified Council within the required timeframe that it is interested in pursuing a lease of 1 Cumbria Court and has engaged an urban planner to submit building and planning applications.

### RECOMMENDATION

**That Council:**

- Notes that a further report for decision will be presented to the 23 July 2024 General Council Meeting.**

### DISCUSSION

#### 1. Background

At the 27 February 2024 General Council Meeting it was resolved to grant a new 5-year lease to Huntingtons Australia for the use of the FitzJames Building at Glandore, and to offer Scouts SA the opportunity to lease 1 Cumbria Court as per the resolution below:

That Council:

Option 3 – Grants a Lease to Huntingtons Australia over FitzJames Building and offer Scouts SA a Lease over 1 Cumbria Court

- Grants a 5-year lease to Huntingtons Australia at a rent of 7% of the market rent of \$56,800.00 ex GST and outgoings (\$3,976.00 ex GST and outgoings)
- And

- a. Offers Scouts SA the opportunity, open until the end of March 2024, to lease 1 Cumbria Court, Mitchell Park for a term of 5-years at a rent of 7% of the market rent of \$32,100 (\$2,247.00 ex GST) plus outgoings
  - b. Advise Scouts SA that they would be responsible for obtaining any required statutory approvals for any change of use required and would be responsible for all costs for any capital upgrades required to the building as a result of the change of use and their intended use.
  - c. Writes to the Minister for Education to seek their consent to a change of permitted use for the leased portion of 1 Cumbria Court, and also to a sub-lease of this portion to Scouts SA.
  - d. Requires a further report to be presented to Council should Scouts wish to proceed with a lease of the building, and following the conclusion of any community engagement process in relation to the term of the lease, to consider whether to rescind the resolution of 27 June 2023 to demolish the building.
  - e. Includes a special condition in any lease with Scouts SA that requires them to maintain the outside and inside of the building in a clean and tidy manner, and requests that staff ensure compliance to that.
3. Notes that the demolition of the building at 1 Cumbria Court, Mitchell Park in accordance with Council's resolution of 27 June 2023 (GC230627) will be put on hold pending negotiations and discussions with Scouts SA and the outcomes of any community engagement process.
  4. Notes that should Scouts SA decline the potential proposal to lease 1 Cumbria Court Mitchell Park, then the demolition of the building will progress in accordance with the existing Resolution of Council.

In accordance with the resolution of Council:

- a) Huntingtons Australia has executed a new 5-year lease agreement for the use of the FitzJames Building.
- b) Scouts SA has been offered the opportunity to lease 1 Cumbria Court, Mitchell Park for a term of 5 years at a rent of 7% of the market rent (\$2,247.00 ex GST) plus outgoings per annum.
- c) Scouts SA has been advised that it would be responsible for obtaining any required statutory approvals for any change of use required and would be responsible for all costs for any capital upgrades required to the building as a result of the change of use and its intended use.
- d) Scouts SA has advised Council within the required timeframe that it wishes to pursue a lease of 1 Cumbria Court and that it is engaging an urban planner to submit planning and building applications.

## **2. Further Actions Required**

- a) Scouts SA to confirm with staff that it is happy to proceed once it is advised of the statutory capital improvement requirements as a result of proposed planning and building applications.
- b) Staff to write to the Minister to request consent to the change of permitted use of the lease, and consent to sub-lease to Scouts SA.
- c) Further report to the 23 July 2024 General Council Meeting for Council to consider the responses received in relation to the above, formal Council consent to lease, and rescission of Council's earlier resolution to demolish 1 Cumbria Court.

## **3. Summary**

Staff have progressed the decisions of Council from the 27 February 2024 General Council Meeting. A decision report will be presented to Council regarding the formal grant of lease to Scouts SA and a rescission of Council's previous resolution to demolish 1 Cumbria Court when there is a greater degree of certainty that the proposed lease to Scouts SA will proceed.

## **ATTACHMENTS**





### 13.3 Monthly Work Health and Safety Report

<b>Report Reference</b>	GC240423R13.3
<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

To inform Council of Work Health and Safety performance for March 2024.

#### EXECUTIVE SUMMARY

City of Marion's work health and safety data identifies a sustained improvement in key performance measures over the past 12 months.

12 month Rolling Lost Time Injury Frequency Rates have dropped from 13.0 Lost Time Injuries per million hours worked to 2.8 Lost Time Injuries per million hours worked.

12 month Rolling Total Recordable Injury Frequency Rates (Medical Treatment and Lost Time) have dropped from 25.8 to 11.6 Total Recordable Injuries per million hours worked.

#### RECOMMENDATION

**That Council:**

- Note this report**

#### DISCUSSION

##### 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 Tables 1 & 2. They can be compared against those reported last financial year which are outlined in Table 3 & 4.

**Table 1: Hazard Reports - Financial Year 2023/24**

Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total	Ave
3	0	3	1	5	2	2	5	3				24	2.7

**Table 2: Report Only - Financial Year 2023/24**

Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total	Ave
1	2	1	3	5	2	1	3	3				21	2.3

**Table 3: Hazard 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
3	10	11	9	7	0	4	4	3	1	4	3	59	4.9

**Table 4: Report Only - 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
6	1	4	2	2	2	1	3	6	0	2	2	31	2.6

### Lost Time Injuries Reported (Skytrust reporting data)

Lost Time Injuries (LTI's) are those injuries where a whole workday or more has been lost due to a workplace injury. LTI's reported to date for this financial year are presented in Table 5 and can be compared against those reported last financial year which are presented in Table 6.

Table 7 provides descriptions of the LTI's for the current financial year.

**Table 5: Number of LTI's per month - Financial Year 2023/24**

Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total
0	0	0	0	0	0	1	1	0				2

**Table 6: Number of LTIs 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	2	1	0	0	0	1	1	0	0	0	7

**Table 7: Outline of LTIs reported - Financial Year 2023/24**

No.	Description of Incident	Mechanism of Injury	Injury Description
1	Employee reported twinge in lower back while lifting a bollard.	Muscular stress while lifting, carrying, or putting down objects	Strain to righthand side lower back.
2	Employee suffered concussion from motor vehicle incident.	Whiplash after vehicle was struck in rear.	Concussion

### 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 3.9, tracking below the target of less than 9.35.

### Rolling Average Lost Time Injury Frequency Rate (Skytrust reporting data)

Rolling Average LTIFR is a measure of the LTIFR trend over rolling 12 month reporting period.

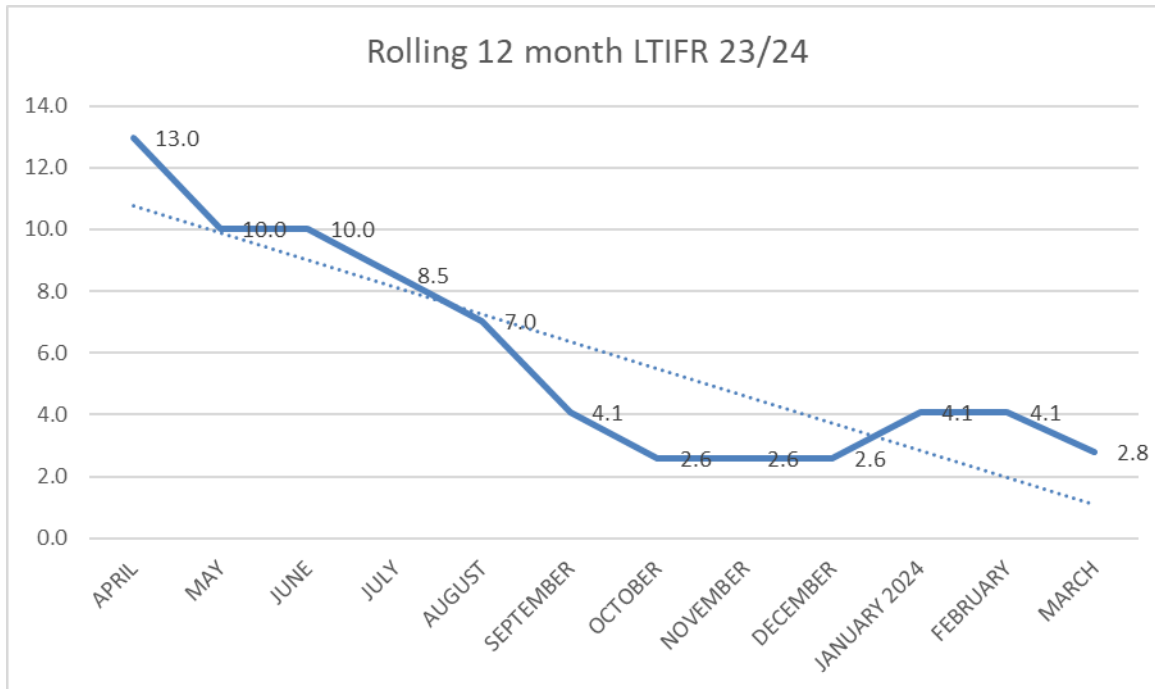


Figure 1: Rolling LTIFR over 12 months

### 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) provides analysis of the TRIFR over the last 12 months.

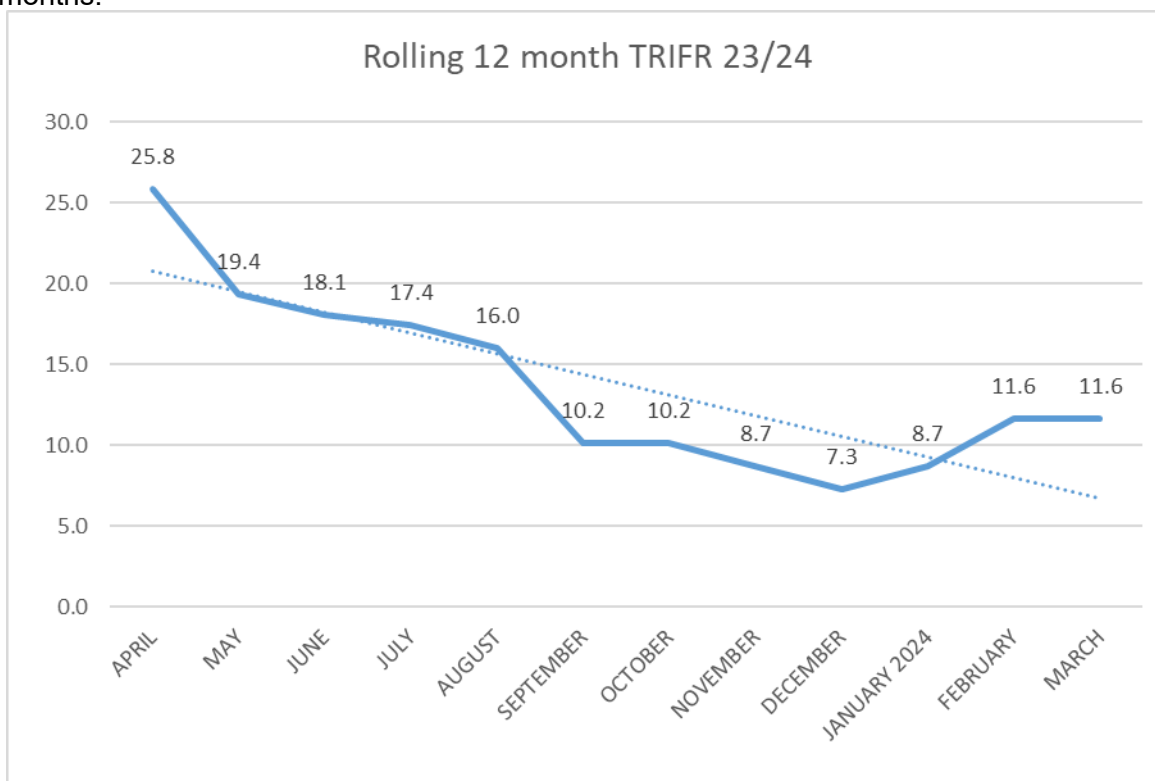


Figure 2: Rolling TRIFR over 12 months

**ATTACHMENTS**

Nil

**13.4 SRWRA Board Meeting 25 March 2024 - Constituent Council Information Report**

<b>Report Reference</b>	GC240423R13.4
<b>Originating Officer</b>	General Manager Corporate Services - Angela Allison
<b>Corporate Manager</b>	- N/A
<b>General Manager</b>	General Manager Corporate Services - Angela Allison

**REPORT HISTORY**

This Standing Report follows each SRWRA Board meeting to provide an update of matters considered by the SRWRA Board.

**REPORT OBJECTIVE**

Present the Constituent Council Information Report from SRWRA Board Meeting, 25<sup>th</sup> March 2024.

**EXECUTIVE SUMMARYS**

Southern Region Waste Resource Authority (SRWRA) is a regional subsidiary established by the Cities of Onkaparinga, Marion and Holdfast Bay (the "Constituent Councils"), pursuant to Section 43 of the Local Government Act 1999. The functions of SRWRA include providing and operating waste management services on behalf of the Constituent Councils.

In accordance with Section 4.5.2 of the SRWRA Charter – 2022, there shall be at least six ordinary meetings of the Board held in each financial year.

Furthermore, Section 4.5.11 states that prior to the conclusion of each meeting of the Board, the Board must identify which agenda items considered by the Board at that meeting will be the subject of an information report to the Constituent Councils.

In accordance with the above, the Information Report from the Board Meeting held on 25<sup>th</sup> March 2024 is provided for Members' information.

**RECOMMENDATION**

**That Council:**

- 1. Notes the Constituent Council Information Report from SRWRA Board Meeting, 25<sup>th</sup> March 2024.**

**ATTACHMENTS**

1. Constituent Council Information Report - March 2024 [**13.4.1** - 1 page]



## Constituent Council Information Report – Public

**Board Meeting:** 25 March 2024

**Report By:** Chief Executive Officer

*In accordance with Section 4.5.11 of the Southern Region Waste Resource Authority Regional Subsidiary Charter - 2022, the SRWRA Board identified the following Agenda Items to be the subject of a Public Information Report to the Constituent Councils (Cities of Onkaparinga, Marion, and Holdfast Bay).*

Report Name	Report Summary
<b>Audit &amp; Risk Committee Presiding Member Nomination</b>	The SRWRA Board is required to appoint the Presiding Member for the Audit & Risk Committee, with David Powell, Independent Member for the City of Holdfast Bay appointed at the March meeting.
<b>Budget FY25 Parameters &amp; Assumptions</b>	The Board approved a forecast CPI increase of 4% for constituent council gate fees for general waste in the 2025 financial year.
<b>Chief Executive Officer's Report</b>	<p>The CEO summarised key activities over the last few months;</p> <ul style="list-style-type: none"> <li>• SRWRA offers regular Board member development opportunities, including attendance at relevant waste conferences and events</li> <li>• SRWRA continues to investigate development of a circular economy hub on buffer land, meeting with the City of Onkaparinga regarding planning pathways</li> </ul>
<b>Risk Management Report</b>	<p>SRWRA provides quarterly risk management reporting to the Audit &amp; Risk Committee and the Board, this includes regular reviews of the SRWRA risk register and identification of new and emerging risks.</p> <ul style="list-style-type: none"> <li>• SRWRA is awaiting EPA approval for final landfill cell capping for filled cells and design of the next stage of landfill, with approvals often taking several months.</li> <li>• Fires at waste facilities are an ongoing issue within the industry, and these are occurring at SRWRA, varying from minor incidents controlled by staff to more significant events requiring emergency services attendance. Reporting on fire incidents, including probable cause, will be included as part of regular risk reporting going forward to assist councils in communicating the risks of incorrect battery and other flammable item disposal to residents.</li> </ul>



**14 Workshop / Presentation Items - Nil****15 Motions With Notice****15.1 Funding provision for the draft Reconciliation Action Plan**

<b>Report Reference</b>	GC240326M15.1
<b>Council Member</b>	Councillor – Raelene Telfer

**MOTION****That Council**

**Endorse the provision of a defined funding of \$20,000 per year, in addition to the funding for a reconciliation week event:**

- 1. For 1<sup>st</sup> July 2024 to 30<sup>th</sup> June 2025, from transfer or reallocation of funding in the current proposed budgets such as from staff and contractor induction, training events, plus other training and award events, and**
- 2. For 1<sup>st</sup> July 2025 to 30<sup>th</sup> June 2026, from transfer or reallocation in the Long Term Plan 25/26, such as from staff and contractor induction, training events, plus other training and award events.**

**SUPPORTING INFORMATION**

Nil.

<b>Response Received From</b>	Manager Office of the Chief Executive – Kate McKenzie
<b>Corporate Manager</b>	N/A
<b>General Manager</b>	Chief Executive Officer – Tony Harrison

**STAFF COMMENTS**

At its meeting of 12 March 2024, Council endorsed the Reconciliation Action Plan January 2024-December 2025 including a revised time frame for delivery of July 2024 - June 2026, to be submitted to Reconciliation Australia for consideration and endorsement.

At the time, the RAP was endorsed without associated budget however, there was \$20,000 provisioned for within the draft budget. There were several reasons debated regarding the budget including but not limited to, the funding for a reconciliation event. At the conclusion of the item, the budget was not resolved by Council.

It is still unclear exactly what budget is required to deliver the RAP per annum. Depending on where the Reconciliation Week Event will be held also creates some variability, which is still unknown. It is estimated that the budget required will be in the vicinity of \$15,000 - \$30,000.

As an interim, it is recommended to retain \$20,000 that has been provisioned in the draft budget and a further report be presented before the end of the financial year with a more detailed budget.

It is recommended that Council consider an alternative motion. This motion will allow time for a response from Reconciliation Australia and any adjustments that may be required to the RAP.

**That Council:**

- 1. Retains \$20,000 within the draft Annual Business Plan and Budget 24/25 for the delivery of the Reconciliation Action Plan,**
- 2. Requests a further report be presented to Council before 30<sup>th</sup> June 2024 with:**
  - a. The response from Reconciliation Australia to the City of Marion's, Reconciliation Action Plan 2024-2026**
  - b. proposed budget that is scoped to the deliverables of the Reconciliation Action Plan.**
  - c. Any adjustment required to budget can be addressed within the first quarter budget review.**

Note: with a minor change to reporting lines, the Social and Cultural Planner position that will be responsible for the co-ordination and reporting against the RAP now sits within the Strategy & Risk Team, within the Office of the CEO.

**16 Questions With Notice - Nil**

**17 Motions Without Notice**

**18 Questions Without Notice**

**19 Other Business**

**20 Meeting Closure**

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