

His Worship the Mayor Councillors City of Marion

Notice of General Council Meeting

Council Chamber, Council Administration Centre 245 Sturt Road, Sturt

Tuesday, 25 June 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 28 May 202

Report Reference GC240625R5.1

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 28 May 2024 be taken as read and confirmed.

ATTACHMENTS

1. G C 240528 - Final Public Minutes [**5.1.1** - 11 pages]



Minutes of the General Council Meeting held on Tuesday, 28 May 2024 at 6.30 pm Council Chamber, Council Administration Centre 245 Sturt Road, Sturt





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PRESENT

His Worship the Mayor Kris Hanna

Councillor Nathan Prior

Councillor Luke Naismith Councillor Jason Veliskou Councillor Sarah Luscombe Councillor Matt Taylor Councillor Renuka Lama (from 6.53pm) Councillor Jana Mates

In Attendance

Chief Executive Officer - Tony Harrison
General Manager City Development - Tony Lines
Chief Financial Officer - Ray Barnwell
Manager Office of the CEO - Kate McKenzie
Unit Manager Governance and Council Support - Victoria Moritz

1 Open Meeting

The Mayor opened the meeting at 6.30pm.

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)

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.



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5 Confirmation of Minutes

Moved Councillor Prior

Seconded Councillor Taylor

That the following Reports be moved en bloc:

- Confirmation of Minutes of the General Council Meeting held on 14 May 2024
- Mayoral Communication Report
- CEO and Executive Communication Report

Carried Unanimously

5.1 Confirmation of Minutes of the General Council Meeting held on 14 May 2024

Report Reference GC240528R5.1

Moved Councillor Prior

Seconded Councillor Taylor

That the minutes of the General Council Meeting held on 14 May 2024 be taken as read and confirmed.

Carried Unanimously

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 GC240528R6.2 **Name of Council Member** Mayor - Kris Hanna

Date	Event	Comments
25/04/2024	Marion RSL Anzac Day Ceremony	Attended and laid wreath
26/04/2024	Summit Cafe Open Day	Attended and gave speech
27/04/2024	Vishu Celebration - Sree Narayana Mission Adelaide (SNMA)	Attended and gave speech
29/04/2024	Remembrance Service - National RSL Bowls Carnival at Marion Bowling Club	Attended
02/05/2024	Tonsley Connections Event	Attended
03/05/2024	Morphettville Park Football Club Juniors Guernsey Presentation	Attended
05/05/2024	Sunday Funday Markets at Tonsley	Attended
06/05/2024	SA Leaders' Breakfast: A Greener Adelaide	Attended



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06/05/2024	Greater Adelaide Region of Councils (GAROC)	Attended
08/05/2024	LGA Constitution Workshop	Attended
10/05/2024	Coral and Balmoral Commemoration Service	Attended and presented gift
10/05/2024	Citizenship Ceremony	Attended and welcomed new citizens
15/05/2024	Met Darren Prosser, Pastor of Kingdom Life Church re: Cosgrove Hall	Attended
15/05/2024	Marion Tennis Club Members Consultation	Attended
15/05/2024	Commemoration of Al Naqba event at local mosque	Attended
16/05/2024	Metropolitan Mayors Forum	Attended
18/05/2024	Funeral of Bill Hignett OAM (late of Plympton Glenelg RSL and Plympton Veterans Centre)	Attended
21/05/2024	Marion 100 Focus Group - MC	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 Taylor

That the Mayoral Communication report be received and noted.

Carried Unanimously

6.3 CEO and Executive Communication Report Report Reference GC240528R6.3

Date	Activity	Attended By
1 May 2024	SRWRA Tour – CoM Councillors	Angela Allison
	SITURA TOUI - COM COUNCINOIS	Ben Keen
1 2 May 2024	Australian Placemaking Summit –	Tony Lines
1 – 2 May 2024	Melbourne	rony Lines
3 May 2024	Mellor Olsson Lawyer SRP	Tony Harrison
3 May 2024	Networking Event	Tony Harrison
	Meeting LG Professionals	
3 May 2024	General Managers and Directors	Ben Keen
	Network Working Group	
	Meeting Graduation Program	
3 May 2024	Working Group with City of	Ben Keen
	Mitcham	
	SA Leaders' Event: A Greener	
6 May 2024	Adelaide hosted by Green	Ben Keen
	Adelaide	



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Meeting Brightly re Assetic	Ben Keen
Meeting Energy Transition Health Check with Sustainable energy Commitment	Ben Keen
Submission to Remuneration Tribunal of SA re LG CEO Remuneration Consultation Paper.	Tony Harrison
Meet and greet with Adam Gray SA Coastal Council Alliance	Tony Harrison
Meeting with Marion Tennis Club	Tony Harrison Tony Lines
Meeting Tony Harrison and Justin Tiller (Patritti)	Tony Harrison
St Francis Basketball Facility Tour	Tony Lines
Coastal Walkway Site Visit with Blubuilt	Tony Lines
Meeting Graduate Program Working Group with City of Mitcham	Ben Keen
Meeting with Flinders University on Environmental, Social & Governance and LG Graduate Scheme	Ben Keen
2024 South Australian Volunteer Awards	Tony Harrison
Teams Meeting Matt Clemow re Oaklands Green	Tony Lines
LGA OGM Welcome reception	Tony Harrison
LGA OGM	Tony Harrison
Wayville Basketball Facility Tour	Tony Lines
Meeting Brightly re Assetic Program	Ben Keen
MC for 3 Citizenship Ceremonies at the Marion Cultural Centre	Ben Keen
SRWRA Board Meeting	Angela Allison
Marino Hall Onsite Meeting CoM and Marino Hall committee members	Tony Lines
2024 Reconciliation Week Breakfast	Ben Keen
	Program Meeting Energy Transition Health Check with Sustainable energy Commitment Submission to Remuneration Tribunal of SA re LG CEO Remuneration Consultation Paper. Meet and greet with Adam Gray SA Coastal Council Alliance Meeting with Marion Tennis Club Meeting Tony Harrison and Justin Tiller (Patritti) St Francis Basketball Facility Tour Coastal Walkway Site Visit with Blubuilt Meeting Graduate Program Working Group with City of Mitcham Meeting with Flinders University on Environmental, Social & Governance and LG Graduate Scheme 2024 South Australian Volunteer Awards Teams Meeting Matt Clemow re Oaklands Green LGA OGM Wayville Basketball Facility Tour Meeting Brightly re Assetic Program MC for 3 Citizenship Ceremonies at the Marion Cultural Centre SRWRA Board Meeting Marino Hall Onsite Meeting CoM and Marino Hall committee members 2024 Reconciliation Week

Moved Councillor Prior

Seconded Councillor Taylor

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

Carried Unanimously



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- 7 Adjourned Items Nil
- 8 Deputations Nil
- 9 Petitions Nil

10 Committee Recommendations

Moved Councillor Veliskou

Seconded Councillor Taylor

That the following items be moved en bloc:

- Confirmation of Minutes of the Review and Selection Committee Meeting held on 7 May 2024
- Confirmation of Minutes of the Confidential Review and Selection Committee Meeting held on 7 May 2024

Carried Unanimously

10.1 Confirmation of Minutes of the Review and Selection Committee Meeting held on 7 May 2024

Report Reference

GC240528R10.1

Moved Councillor Veliskou

Seconded Councillor Taylor

That Council:

- Receives and notes the minutes of the Review and Selection Committee meeting held on 7 May 2024.
- 2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Review and Selection Committee.

Carried Unanimously

11 Confidential Items

11.1 Confirmation of Minutes of the Confidential Review and Selection Committee Meeting held on 7 May 2024

Report Reference

GC240528F11.1

Moved Councillor Veliskou

Seconded Councillor Taylor

That Council:

- Receives and notes the confidential minutes of the Review and Selection Committee meeting held on 7 May 2024.
- 2. Notes that separate reports will be brought to Council for consideration of any

Carried Unanimously



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12 Corporate Reports for Decision

12.1 Horse Related Code Amendment - Engagement Outcomes **Report Reference** GC240528R12.1

6.53pm Councillor Lama entered the meeting

Moved Councillor Veliskou

Seconded Councillor Prior

That Council:

- 1. Notes the support and key feedback themes from the consultation, as outlined within the Engagement Summary Report.
- 2. Endorses the Morphettville / Glengowrie Horse Related Activities Code Amendment for submission to the Minister for Planning for Approval (limited to the existing Suburban Neighbourhood Zones).

Carried Unanimously

12.2 Public Art Strategy

Report Reference

GC240528R12.2

Moved Councillor Mates

Seconded Councillor Veliskou

That Council:

- 1. Endorses the creation of a five-year Public Art Strategy consistent with the annual art creation budget of \$40,000.
- 2. Notes that a report outlining the Strategy and Action Plan will be brought back to Council in January 2025 for endorsement.

Amendment

Moved Councillor Luscombe

Seconded Councillor Lama

That Council:

- 1. Endorses the creation of a five-year Public Art Strategy including an option consistent with the annual art creation budget of \$40,000.
- 2. Notes that a report outlining the Strategy and Action Plan will be brought back to Council in January 2025 for endorsement.

The amendment to become the motion was Lost

The original motion was Carried

Councillor Luscombe called a Division:

Those For: Councillors Veliskou, Mates, Naismith, Prior and Taylor

Those Against: Councillors Luscombe and Lama

Carried



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12.3 Draft Annual Business Plan 2024-2025 and Long Term Financial Plan Report Reference GC240528R12.3

Moved Councillor Luscombe

Seconded Councillor Mates

That formal meeting procedures be suspended to discuss the item

Carried

7.30 formal meeting procedures suspended

7.37pm Councillor Taylor left the meeting7.39pm Councillor Taylor re-entered the meeting

7.43 formal meeting procedures resumed

Moved Councillor Veliskou

Seconded Councillor Naismith

That Council:

- Endorses the Draft Annual Business Plan 2024-2025 and Draft Long Term Financial Plan (Attachment 1), being prepared for final consideration at the 25 June 2024 General Council meeting with variations as approved by Council on the basis of:
 - Average Rate increase of 4.8%
 - Minimum Rate of \$1,203
 - Residential Rate Rebate set at 10% with a \$20 minimum and \$200 maximum
 - Differential Rate by Land use:
 - o Commercial 120%
 - o Industrial 115%
 - o Vacant Land 120%
- 2. Endorses the Draft Fees and Charges Schedule for 2024-2025 (Attachment 2).
- 3. Endorses the forecast Grants Program for 2024-2025 (Attachment 3).
- 4. Notes the Public Consultation feedback provided at (Attachment 4) and that any amendments to the Draft Annual Business Plan 2024-2025 will be brought back as part of the final endorsed version on 25 June 2024.

Carried Unanimously



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12.4 3rd Budget Review 2023-2024

Report Reference GC240528R12.4

Moved Councillor Prior

Seconded Councillor Mates

That Council:

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

Carried Unanimously

12.5 Community and Youth Grants Committee - Terms of Reference

Report Reference GC240528R12.5

Moved Councillor Veliskou

Seconded Councillor Taylor

That Council:

- Adopts the Terms of Reference for the Community and Youth Grants Committee as provided for in Attachment 1, in accordance with Section 41 of the Local Government Act 1000
- Notes the Committee shall meet at least twice per year with the time and place for the conduct of meetings to be determined by the Committee.
- 3. Appoints Councillor Nathan Prior, Councillor Amar Singh and Councillor Jana Mates to the Community and Youth Grants Committee for the review and assessment of Round 1 Community and Youth Grants 2024-2025.
- 4. Appoints Councillor Jason Veliskou, Councillor Matt Taylor and Councillor Sarah Luscombe to the Community and Youth Grants Committee for the review and assessment of the Round 2 Community and Youth Grants 2024-2025.
- 5. Appoints Councillor Ian Crossland, Councillor Renuka Lama and Councillor Jayne Hoffman to the Community and Youth Grants Committee for the review and assessment of the Round 1 Community and Youth Grants 2025-2026.
- 6. Appoints Councillor Joseph Masika, Councillor Raelene Telfer and Councillor Luke Naismith to the Community and Youth Grants Committee for the review and assessment of the Round 2 Community and Youth Grants 2025-2026.

Carried Unanimously



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12.6 Council Member Records Management Policy

Report Reference GC240528R12.6

7.49pm Councillor Prior left the meeting 7.51pm Councillor Prior re-entered the meeting

Moved Councillor Veliskou

Seconded Councillor Prior

That this item be adjourned to the General Council Meeting to be held on 25 June 2024 to allow additional amendments to the policy to be drafted.

Carried Unanimously

13 Corporate Reports for Information/Noting

Moved Councillor Prior

Seconded Councillor Taylor

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

- Questions Taken on Notice Register
- Ancillary Accommodation and Student Accommodation Definitions Review Code Amendment

Carried Unanimously

13.1 Questions Taken on Notice Register

Report Reference

GC240528R13.1

Moved Councillor Prior

Seconded Councillor Taylor

That Council:

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

Carried Unanimously

13.2 Ancillary Accommodation and Student Accommodation Definitions Review Code Amendment

Report Reference

GC240528R13.2

Moved Councillor Prior

Seconded Councillor Taylor

That Council:

 Notes the draft Code Amendment and the Submission sent by staff to Planning and Land Use Services, Department for Trade and Investment.

Carried Unanimously

14 Workshop / Presentation Items - Nil

15 Motions With Notice - Nil



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17 Motions Without Notice

17.1 Leave of Absence – Councillor Masika Report ReferenceGC240528R17.1

Moved Councillor Veliskou

Seconded Councillor Naismith

That:

1. Councillor Masika be granted leave of absence for the General Council Meetings to be held on 28 May 2024 and 25 June 2024.

Carried Unanimously

17.1 262 Sturt Road Precinct - Landscaping Report ReferenceGC240528R17.2

Moved Councillor Luscombe

Seconded Councillor Lama

That Council:

- Requests a report be presented to the 9/07/2024 Environment and Infrastructure meeting that
 investigates scoping and landscaping the 262 Sturt Road precinct and surrounding parks in
 the area to improve local biodiversity, tree canopy and habitat, taking into consideration any
 future works and constraints.
- 2. Requests that the report investigate the option of allocating \$78,200 from the Marion Sports and Community Precinct Car Parking Budget of \$1m in 2027/2028 as listed in the COMBAS plan towards this project.
- 3. Notes that \$78,200 is the i-Tree Eco valuation by Adelaide Arb Consultants report (10 May 2024) of the two Eucalyptus Camaldulensis (River Red gums) at 262 Sturt Road.

8.05pm Councillor Naismith left the meeting8.07pm Councillor Naismith re-entered the meeting

Carried Unanimously

18 Questions Without Notice

19 Other Business

20 Meeting Closure

The meeting was declared closed at 8.08pm.

CONFIRMED THIS 25 DAY OF JUNE 2024

CHAIRPERSON



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 GC240625R6.2 **Name of Council Member** Mayor - Kris Hanna

Marion 100 Community Forum	Attended
President of Islamic Society	Meeting
Coast FM	Interview
National Volunteer Week Morning Tea Celebration	Attended
LGA Ordinary General Meeting Networking Event	Attended
LGA Ordinary General Meeting	Attended
Citizenship Ceremony	Attended and welcomed new citizens
2024 Reconciliation Week Breakfast Event	Attended
Southern Cultural Immersion Reconciliation at Warriparinga	Attended and gave speech
Media Call – Minister Hildyard – Cove Sports & Community Club	Attended
Don Dunstan Foundation Housing Symposium	Attended, part of panel of speakers
Flinders University Opening of new Health & Medical Research building	Attended
SA Refugee Week Launch	Attended
Lions Club of Marion City 2024 handover	Attended
Edwardstown Lions Club annual handover dinner	Attended
Cohen Court Reserve, Clovelly Park opening	Attended and gave speech
	National Volunteer Week Morning Tea Celebration LGA Ordinary General Meeting Networking Event LGA Ordinary General Meeting Citizenship Ceremony 2024 Reconciliation Week Breakfast Event Southern Cultural Immersion Reconciliation at Warriparinga Media Call – Minister Hildyard – Cove Sports & Community Club Don Dunstan Foundation Housing Symposium Flinders University Opening of new Health & Medical Research building SA Refugee Week Launch Lions Club of Marion City 2024 handover Edwardstown Lions Club annual handover dinner Cohen Court Reserve, Clovelly



6.3 CEO and Executive Communication Report Report Reference GC240625R6.3

Date	Activity	Attended By
29 May 2024	Meeting ShineHub re Community Renewables	Ben Keen
29 May 2024	PCG Site Meeting Blubuilt, North Projects, Aspects Studios, Innovis, CMW Geosciences SA, and CoM re Coastal Walkway Bridges	Tony Lines
29 May 2024	Meeting Tony Harrison, Sarah Vinall, Tony Gray and Matt Barton (JLT Risk Solutions)	Tony Harrison
30 May 2024	Meeting Sturt Marion Soccer Club, Club Marion and CoM re 262 Sturt Road precinct	Tony Lines
30 May 2024	Meeting Marion Cricket Club, Club Marion and CoM re 262 Sturt Road precinct	Tony Lines
31 May 2024	Meeting Graduate Program Working Group with City of Mitcham	Ben Keen
5 June 2024	Meeting Oaklands Green PCG Monthly meeting with CoM and Oaklands Green	Tony Lines
7 June 2024	Meeting Brightly re Assetic Program	Ben Keen
12 June 2024	Meeting Water Reticulation at Oaklands Green with Norman Waterhouse	Ben Keen
13 June 2024	Meeting Studio 9, BMD and CoM re Marino Hall	Tony Lines
13 June 2024	Event Flinders University Health and Medical Research Building Opening	Tony Harrison
14 June 2024	LG Professionals SA General Manager & Directors Network – Power BI Community	Ang Allison
14 June 2024	Meeting Graduate Program Working Group with City of Mitcham	Ben Keen



7 Adjourned Items

7.1 Adjourned - Council Member Records Management Policy

Report Reference GC240625R7.1

Originating Officer Governance Officer – Amey Johnson

General Manager Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

The item 'Council Member Records Management Policy', GC240528R12.6 (attachment 1) was adjourned at the 28 May 2024 General Council meeting to enable additional amendments to the policy to be drafted. Minor amendments have now been drafted to Section 4.1 "Submitting Council Member Official Records for Capture" and a revised version of the policy provided in attachment 2.

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

The current motion is as follows:

Moved Councillor Veliskou

Seconded Councillor Prior

That this item be adjourned to the General Council Meeting to be held on 25 June 2024 to allow additional amendments to the policy to be drafted.

Carried Unanimously

RECOMMENDATION

That Council:

1. Adopts the Council Member Records Management Policy provided in Attachment 2.

ATTACHMENTS

- 1. G C 240625 R 12.6 Council Member Records Management Policy [7.1.1 6 pages]
- 2. Council Member Records Management Policy draft revised [7.1.2 5 pages]



Page 1

12.6 Council Member Records Management Policy

Report Reference GC240528R12.6

Originating Officer Governance Officer – Amey Johnson

General Manager Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

The purpose of this report is to seek Council's endorsement of the revised Council Member Records Management Policy, included as attachment 1 to this report.

EXECUTIVE SUMMARY

As a public authority, the City of Marion is required to capture and manage records of its business activities and transactions in accordance with the legislative provisions under the *State Records Act* 1997 (SA), Freedom of Information Act 1991 (SA) and Local Government Act 1999 (SA). All Council business activities and transactions performed by Council Members must be captured, stored securely, and maintained as official records in the City of Marion's records management system. The Council Member Records Management Policy ensures the City of Marion is compliant in accordance with legislation and contributes to the transparency and accountability of Council.

The Council Member Records Management Policy has been reviewed and updated to ensure it is aligned with current record management processes and adheres to the Council's Policy Framework. A draft policy was presented to the Forum on 7 May 2024 for Council Member discussion with a final version now included for Council endorsement.

RECOMMENDATION

That Council:

1. Adopts the Council Member Records Management Policy

ATTACHMENTS

Council Member Records Management Policy (1) [12.6.1 - 5 pages]

Attachment 12.6.1 Page 2

Council Member Records Management Policy



1. Rationale

As a public authority, the City of Marion is required to capture and manage records of its business activities and transactions in accordance with the legislative provisions under the State Records Act 1997 (SA), Freedom of Information Act 1991 (SA), and Local Government Act 1999 (SA).

2. Policy statement

All Council business activities and transactions performed by Council Members must be captured, stored securely, and maintained as Official Records in the City of Marion's records management system.

3. Objectives

The primary objective of this Policy is to ensure an Official Record is captured of all Council business activities and transactions performed by Council Members.

4. Policy scope and implementation

Scope

This policy applies to official Records (regardless of the medium the Record takes) created, acquired, or collected by Council Members in their capacity as public servants and representative of the constituents of the City of Marion.

Implementation

4.1 Submitting Council Member Official Records for Capture

All emails sent and received by Council Members from the corporate email address are automatically captured by the record keeping software.

All Council Member records created through the Office 365 Suite are automatically captured by the record keeping software. Council Members must submit all other Official Records they create or receive to the Records Management Unit for capture.

Where a Council Member is liaising with a resident on an issue or in relation to a concern, this must either be captured as a new case in Salesforce or forwarded to Council staff to capture and enter as a new case in Salesforce.

The Governance and Council Support Unit provides advice and assistance to Council Members regarding the type of records that must be submitted for capture.

Policy Ref/Security Classification: Category: Public Owner: Manager Office of CEO Authorisation Date: Review Date:

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Attachment 12.6.1 Page 3

Council Member Records Management Policy



4.2 Capturing Council Member Official Records

Council Member official records submitted for capture:

- are captured in the City of Marion's record management system.
- remain the property of the City of Marion.
- are subject to the legislative provisions under the State Records Act 1997 (SA), Freedom of Information Act 1991 (SA), Local Government Act 1999 (SA).
- are securely stored and not intentionally deleted, destroyed or altered except in accordance with the provisions under the State Records Act 1997 (SA).

Council Member Official Records submitted for capture are confidential. Council staff must not interpret, act upon or respond to them.

4.3 Access to Council Member Official Records

Authorised Council staff may access Council Member Official Records to comply with a legislative obligation (e.g. Freedom of Information Application) or upon appropriate formal request (e.g. Code of Conduct investigation or assisting individual Council Members to access their own records). The relevant Council Member and the Chief Executive Officer is notified if records are to be accessed by Council staff unless there is a duty of confidence (e.g. Independent Commission Against Corruption Investigation).

5. Definitions

Term	Definition
Access	Means of finding, using, or retrieving information/record.
Council business activity / transaction	Any dealings, communication, proceeding or discussion that involve Council.
Council Member	A person appointed or elected as a councillor or mayor of Council as described within the Local Government Act 1999.

Policy Ref/Security Classification: Category: Public Owner: Manager Office of CEO Authorisation Date: Review Date:

Page 2 of 5

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Attachment 12.6.1 Page 4

Council Member Records Management Policy



Document	An item of a factual or informative nature which can take		
	the form of a letter, email, tape recording, video, audio,		
	transcript etc.		
Official Record	Means a record made or received by an agency in the conduct of its business, but does not include—		
	(a) a record made or received by an agency for delivery or transmission to another person or body (other than an agency) and so delivered or transmitted; or		
	(b) a record made by an agency as a draft only and not for further use or reference; or		
	(c) a record received into or made for the collection of a library, museum or art gallery and not otherwise associated with the business of the agency;		
	(d) or a Commonwealth record as defined by the Archives Act 1983 of the Commonwealth, as amended from time to time, or an Act of the Commonwealth enacted in substitution for that Act; or		
	(e) a record that has been transferred to the Commonwealth.		
Public access	Means of finding, using, or retrieving information by the general public.		
Record	(a) written, graphic or pictorial matter; or		
	(b) a disk, tape, film, or other object that contains information or from which information may be reproduced (with or without the aid of another object or device).		

6. Roles and responsibilities

Role	Responsibility		
Council Member	 Create records that adequately reflect the Council business they conduct including decisions made and actions taken. 		
	 Protect and care for Official Records in their possession. 		
Policy Ref/Security Classification: Category: Public Owner: Manager Office of CEO Authorisation Date:	Page 3 of 5	City of Marion 245 Sturt Road, Sturt SA 5047 PO Box 21, Park Holme SA 5043 T 08 8375 6600	

Review Date: marion.sa.gov.au

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Attachment 12.6.1 Page 5

Council Member Records Management Policy



Role	Responsibility
	 Not remove, destroy, or delete Official Records without proper authority to do so. Submit Official Records for capture within the records management system. Manage document version control. Ensure all activity carried out on Official Records is recorded and maintained. Maintain the integrity of the information held by the City of Marion. Ensure all records created and managed in the conduct of Council business form part of the record holdings and are supplied to the City of Marion for ongoing management, maintenance, and access. Recognise the records they create, acquire, or receive in the conduct of Council business are the property of the City of Marion and must be afforded
Records and Information Management Team	 the care and protection identified in this Policy. Capture Official Records submitted by Council Members in the records management system. Maintain the confidentiality of Council Member Official Records.
Governance and Council Support Unit	Provide advice and assistance to Council Members regarding the capture of Official Records.
Information Technology and Transformation	Ensure access to Council Member Official Records is restricted in accordance with this Policy.

Policy Ref/Security Classification: Category: Public Owner: Manager Office of CEO Authorisation Date: Review Date:

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Council Member Records Management Policy



7. References

City of Marion

Information Technology - Provision and Use of Equipment (Council Member)
 Policy

Other

- State Records Act 1997 (SA)
- Freedom of Information Act 1991 (SA)
- Local Government Act 1999 (SA)
- Local Government General Disposal Schedule () GDS40v1

8. Review and evaluation

The Manager, Office of the CEO reviews this Policy every four years (or earlier if required) in accordance with the City of Marion Policy Framework. Council approves this Policy.

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Council Member Records Management Policy



1. Rationale

As a public authority, the City of Marion is required to capture and manage records of its business activities and transactions in accordance with the legislative provisions under the State Records Act 1997 (SA), Freedom of Information Act 1991 (SA), and Local Government Act 1999 (SA).

2. Policy statement

All Council business activities and transactions performed by Council Members must be captured, stored securely, and maintained as Official Records in the City of Marion's records management system.

3. Objectives

The primary objective of this Policy is to ensure an Official Record is captured of all Council business activities and transactions performed by Council Members.

4. Policy scope and implementation

Scope

This policy applies to official Records (regardless of the medium the Record takes) created, acquired, or collected by Council Members in their capacity as public servants and representative of the constituents of the City of Marion.

Implementation

4.1 Submitting Council Member Official Records for Capture

All emails sent and received by Council Members from the corporate email address are automatically captured by the record keeping software.

All Council Member records created through the Office 365 Suite are automatically captured by the record keeping software. Council Members must submit all other Official Records not captured through email or the Office 365 Suite they create or receive to the Records Management Unit for capture.

Where a Council Member is liaising with a resident on an issue or in relation to a concernin relation to a request for service from Council staff, this must either be captured as a new case in Salesforce or forwarded to Council staff to capture and enter as a new case in Salesforce.

The Governance and Council Support Unit provides advice and assistance to Council

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Council Member Records Management Policy



Members regarding the type of records that must be submitted for capture.

4.2 Capturing Council Member Official Records

Council Member official records submitted for capture:

- are captured in the City of Marion's record management system.
- remain the property of the City of Marion.
- are subject to the legislative provisions under the State Records Act 1997 (SA), Freedom of Information Act 1991 (SA), Local Government Act 1999 (SA).
- are securely stored and not intentionally deleted, destroyed or altered except in accordance with the provisions under the State Records Act 1997 (SA).

Council Member Official Records submitted for capture are confidential. Council staff must not interpret, act upon or respond to them.

4.3 Access to Council Member Official Records

Authorised Council staff may access Council Member Official Records to comply with a legislative obligation (e.g. Freedom of Information Application) or upon appropriate formal request (e.g. Code of Conduct investigation or assisting individual Council Members to access their own records). The relevant Council Member and the Chief Executive Officer is notified if records are to be accessed by Council staff unless there is a duty of confidence (e.g. Independent Commission Against Corruption Investigation).

5. Definitions

Term	Definition
Access	Means of finding, using, or retrieving information/record.
Council business activity / transaction	Any dealings, communication, proceeding or discussion that involve Council.

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Council Member Records Management Policy



Term	Definition
Council Member	A person appointed or elected as a councillor or mayor of Council as described within the Local Government Act 1999.
Document	An item of a factual or informative nature which can take the form of a letter, email, tape recording, video, audio, transcript etc.
Official Record	Means a record made or received by an agency in the conduct of its business, but does not include—
	(a) a record made or received by an agency for delivery or transmission to another person or body (other than an agency) and so delivered or transmitted; or
	(b) a record made by an agency as a draft only and not for further use or reference; or
	(c) a record received into or made for the collection of a library, museum or art gallery and not otherwise associated with the business of the agency;
	(d) or a Commonwealth record as defined by the Archives Act 1983 of the Commonwealth, as amended from time to time, or an Act of the Commonwealth enacted in substitution for that Act; or
	(e) a record that has been transferred to the Commonwealth.
Public access	Means of finding, using, or retrieving information by the general public.
Record	(a) written, graphic or pictorial matter; or(b) a disk, tape, film, or other object that contains information or from which information may be reproduced (with or without the aid of another object or device).

6. Roles and responsibilities

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Council Member Records Management Policy



Role	Responsibility
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Records and Information Management Team	 Capture Official Records submitted by Council Members in the records management system. Maintain the confidentiality of Council Member Official Records.
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Council Member Records Management Policy



7. References

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Other

- State Records Act 1997 (SA)
- Freedom of Information Act 1991 (SA)
- Local Government Act 1999 (SA)
- Local Government General Disposal Schedule () GDS40v1

8. Review and evaluation

The Manager, Office of the CEO reviews this Policy every four years (or earlier if required) in accordance with the City of Marion Policy Framework. Council approves this Policy.

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- 8 Deputations Nil
- 9 Petitions Nil

10 Committee Recommendations

10.1 Confirmation of Minutes of the Finance, Risk and Audit Committee meeting held on 4

June 2024

Report Reference GC240625R10.1

Originating Officer Business Support Officer - Governance and Council Support -

Cassidy Mitchell

General Manager 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 4 June 2024.

EXECUTIVE SUMMARY

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

Reports for Discussion

- 2024 Asset Management Plans Trache 2
- Draft Annual Business Plan 2024-25 for Finance, Risk and Audit Committee feedback
- 3rd Budget Reivew 2023-2024

Reports for Noting

- Council Member Report
- Corporate Risk Report Quarter 3

RECOMMENDATION

That Council:

- 1. Receives and notes the minutes of the Finance, Risk and Audit Committee meeting held on 4 June 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 240604 - Final Minutes [10.1.1 - 8 pages]



Minutes of the Finance, Risk and Audit Committee held on Tuesday, 4 June 2024 at 2.00 pm Council Chamber, Council Administration Centre 245 Sturt Road, Sturt



2

PRESENT

Ms Emma Hinchey (Chair)
Ms Nicolle Rantanen
Councillor Jason Veliskou
Councillor Luke Naismith

In Attendance

Chief Executive Officer – Tony Harrison
General Manager Corporate Services – Angela Allison
General Manager City Services – Ben Keen
General Manager City Development – Tony Lines
Chief Financial Officer – Ray Barnwell
Manager Office of the CEO – Kate McKenzie
Unit Manager Governance and Council Support – Victoria Moritz
Acting Unit Manager Strategy & Risk – Sheree Tebyanian
Unit Manager Asset Solutions – Brendon Lyons
Acting Manager Engineering, Assets & Environment – Carl Lundborg
Manager City Activation – Charmaine Hughes
Acting Manager Operations – Renee Pitcher
Unit Manager Open Space Operations – Brett Jaggard

1 Open Meeting

The Chair opened the meeting at 2.00pm.

2 Kaurna Acknowledgement

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

3 Elected Member 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.



3

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Finance, Risk and Audit Committee Meeting held on 16 April 2024

Report Reference

FRAC240604R4.1

Moved Ms Rantanen

Seconded Councillor Naismith

That the minutes of the Finance, Risk and Audit Committee Meeting held on 16 April 2024 be taken as read and confirmed.

Carried Unanimously

5 Business Arising

5.1 Business Arising Statement - Action Items Report ReferenceFRAC240604SR5.1

Moved Ms Rantanen

Seconded Councillor Naismith

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 2024 Asset Management Plans - Tranche 2

Report Reference

EBAC240604B7 4

The Committee received and provided the following feedback on the Coastal Walkway and Open Space Draft Asset Management Plans (AMP). The Coastal Walkway AMP and Open Space AMP represent Tranche 2 of Council's AMP production for 2024. The remaining 3 (of 9 AMPs in total) will be presented to the FRAC in August as Tranche 3. The purpose of the AMPs is to improve Council's long-term strategic management of assets under Councils control to meet the required levels of service.

Coastal Walkway AMP

Acting Manger Environment, Asset & Engineering introduced the item, and the following discussion was noted:

- A late amendment to the Coastal Walkway AMP was sent to the Committee and includes updates relating to the retiming of Capital renewal budget design costs to be split across multiple years and Capital renewal budget construction costs split into stages and retimed. (The amended version will be made available with the agenda on the City of Marion website).
- The Committee raised concerns about the condition data collected in 2019, noting it's outdated
 and the need for up to date and accurate data to understand the useful life and replacement
 timing for assets. Management confirmed there have been significant upgrades to major

FRAC240604 - Finance, Risk and Audit Committee - 4 June 2024



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sections of the walkway with high-risk structures scheduled for biennial audits. The Committee highlighted the importance of ensuring timely condition audits to allow for more rigorous AMP revisions in the future.

- It was noted that the condition audit data is behind schedule by 12 months, with a Level 2
 audit due every four years. The delay in condition audits is being managed with budget
 provisions, focusing on high-risk structures like bridges, which have a different monitoring
 program.
- The next audit is scheduled for the first half of the next financial year. The condition audits will inform which sections require renewal and help set a renewal profile for the next revision of the AMP. There are currently three inspections levels ranging from visual inspections twice per year through to structural inspections every four to five years.
- The Committee discussed the impact of climate change on the useful life of the asset. It was noted that climate change considerations are influencing material selection for sustainability and longevity.
- The Committee queried the timing of forecast expenditures. Management gave assurance the
 funding requirements are aligned with those in the Long-Term Financial Plan (LTFP), with new
 forecasts, particularly noting the revised timing of funding required to be incorporated into the
 updated version of the LTFP due for adoption by the Council in June.
- It was noted that asset valuation data will be available by July following an independent valuation being undertaken for the end of financial year. The Committee commented on the amount of data that was not yet available, including the tender expenditure profile. Staff provided assurance this would be received and the document very near complete by July in preparation for public consultation.
- The Committee suggested AMP reports note the alignment of funding in the plan with the LTFP and how the plan is tracking against this, noting if there have been significant changes or otherwise.

2.15pm Councillor Veliskou entered the meeting.

- Management commented on the ongoing work over the next nine months for the Coastal Walkway plan, focusing on service levels and infrastructure. A Level 2 inspection will be conducted across the entire asset to prioritize elements for renewal.
- The Committee suggested identifying contingency needs when the plan is presented, however Management advised they are waiting for inspection results before adding contingency estimates.
- The committee acknowledged the complexity of the document and acknowledged the planned creation of a two-page summary for easier digestion and comprehensive understanding. It was also suggested the 'background' section of the document could be brought forward to aid in the understanding of the AMP.

Open Space Draft AMP

Manager City Activation introduced the item commenting the Open Space Asset Management Plan (AMP) is described as robust, covering a 10-year period with periodic reviews. It details the condition of existing open spaces and outlines maintenance strategies.

The following discussion was noted:

The Committee questioned how effective the maintenance is from a ratepayer perspective.
 Management responded that service levels are continuously reviewed, with the defined service level agreements driving responses based on risk and legislative requirements.
 Customer information and trends are monitored to allocate resources.



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The Committee discussed the asset condition rating, noting 12% of assets lack condition data.
 Staff noted that new tools including Power BI dashboards will help identify and address data gaps, improving progressively across all AMPs.

- An emphasis was placed on the need for clear service level goals and metrics. The Committee raised a question regarding the plan's effectiveness due to lack of data, and whether it was fit for purpose. Staff confirmed that the plan includes policy, methodology, and service levels to ensure equitable service delivery and recent data confirms that although there is a small percentage of complaints, the data shows teams are servicing the community to a high standard. The Service Level Agreement's (SLA) are continually reviewed and adjusted as required. Despite high service standards, some dissatisfaction is inevitable, however metrics are adjusted based on request data.
- The process of classifying open spaces and the associated service levels were discussed.
- It was noted that 90% of measured assets are in very good condition, meeting or exceeding service levels. Most identified issues relate to signage rather than play equipment.
- Management expressed a strong commitment to maintaining open spaces. There is a focus
 on efficiency and meeting service needs, extending from playgrounds to the current
 development of the Marion Cultural Centre Plaza, noting this was a new asset which will be
 monitored regularly to assess efficiencies in the management of the asset for the best
 outcomes.
- The Committee suggested a review of both AMP documents for formatting anomalies and again suggested bringing forward the 'background' section of the document to provide readers clarity and understanding. It was also suggested the table in section 2.5.1 Customer event/notification trends could show the data side by side for increased clarity and transparency.
- Consistent with the Coastal Walkway AMP, the Committee suggested AMP reports note the
 alignment of funding in the plan with the LTFP and how the plan is tracking against this, noting
 if there have been significant changes or otherwise.
- The Committee noted that in-house resource costs might need reconsideration for inclusion in the AMPs for consistency with AMP's that include outsourced design and planning service costs.
- The overall effort and thoroughness of the plan was noted by the Committee, acknowledging the importance of ongoing data analysis review.

2.45pm Councillor Naismith left meeting.

Moved Ms Rantanen

Seconded Councillor Naismith

That the Finance, Risk and Audit Committee:

 Reviews and provides feedback on the Coastal Walkway and Open Space Draft Asset Management Plans.

Carried Unanimously

2.46pm Councillor Naismith re-entered the meeting

7.2 Draft Annual Business Plan 2024-25 for Finance, Risk and Audit Committee feedback

Report Reference FRAC240604R7.2

The Chief Finance Officer introduced the item commenting on the consultation process and results included in the report for the Committee. In addition it was highlighted there had been significant work and consultation with Council members il to identify potential savings before releasing the plan

FRAC240604 - Finance, Risk and Audit Committee - 4 June 2024



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for consultation. The final Annual Business Plan 2024-25 is scheduled for endorsement by Council at its meeting on 25 June 2024.

The following feedback was provided by the Committee:

- The Committee noted that a significant amount of feedback focused on cost-of-living concerns, and concerns around the increase in property rates and comment regarding valuations and lack of understanding around the rate in the dollar. The Committee noted the concerns may be arising from a misunderstanding in how property rates are calculated. It was suggested that additional explanatory notes could be incorporated to assist the Community understanding the process.
- High dissatisfaction rates in the results highlighted the need for better communication about how the council spends money and the rationale behind rate increases.
- Management commented that there was an emphasis placed on balancing low rates while
 maintaining services and infrastructure, highlighting the positive impact on property values.
- Strategies to respond to negative feedback include improving communication via rate publications and social media, ensuring ratepayers feel heard. The committee discussed the importance of continuous sentiment checks to ensure community satisfaction remains steady.
- The Committee expressed concerns around the projected increase in loan funding to \$63 million by 2033/34, seeking more explicit reasoning. The committee acknowledged the importance of presenting financial information transparently, without ambiguous assumptions, and ensuring ratepayers understand the council's efforts to maintain fiscal responsibility while providing essential services. It was suggested that an explanation could be included regarding council's maximum level of debt, potentially including this on the graphs.
- Management explained spikes in the debt profile, attributing them to specific projects within ComBAS, which are also expected to attract grant funding. It was noted that monitoring spending to stay within financial sustainability ratios is crucial.
- The Committee emphasised the need to clearly communicate the debt trajectory and the impact of major projects approved by the council, ensuring they align with long-term financial plans (LTFP).
- The Committee commended staff on the large number of consultation responses in total, noting this was significantly higher than previous years.

Moved Ms Rantanen

Seconded Councillor Veliskou

That the Finance, Risk and Audit Committee:

1. Provide feedback on the Draft ABP and LTFP.

Carried Unanimously

7.3 3rd Budget Review 2023-2024

Report Reference FRAC240604R7.

The Committee received the 3rd Budget Review for 2023-24 noting it was a good result, briefly commenting on forecast borrowings with a cash position of \$17m forecast for the end of the reporting period. Management acknowledged the feedback and would review how this could be presented better in future reporting.

FRAC240604 - Finance, Risk and Audit Committee - 4 June 2024



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Seconded Councillor Naismith

That the Finance Risk and Audit Committee:

1. Note the 2023-24 3rd Budget Review position

Carried Unanimously

8 Reports for Noting

8.1 Council Member Report

Report Reference

FRAC240604R8.1

Moved Councillor Veliskou

Seconded Ms Rantanen

That the Finance, Risk and Audit Committee:

1. Notes this report.

Carried Unanimously

8.2 Corporate Risk Report - Quarter 3

Report Reference

FRAC240604R8.2

The Committee received and noted the Corporate Risk Report for Quarter 3 and provided the following discussion:

- The risk activity associated with the Marion Outdoor Pool was discussed in particular the high
 risk associated with the change rooms for patron safety. It was noted that any issues would
 be addressed in the upcoming building audit.
- Staff reported an audit by Lifesaving SA indicated a high compliance, with recent scores of 95% overall and 92% in safety, however noted the full audit results are pending. Improvement in compliance can only be achieved through addressing the infrastructure risks associated with the change rooms and noncompliance associated with infrastructure around the height of the pool edging.
- The Committee noted the increased safety ratings could also be attributed to increased responsibility and supervision on caregivers of children.
- The Committee noted the time constraints relating to the annual Fraud questionnaire and sought clarification that the survey had been completed by 30 May as identified. Management confirmed that the survey has closed, and the team are working through the responses. The results will be presented through to the Committee for the next FRAC meeting.
- The Committed queried whether the Resilient South Action Plan was behind schedule. Staff
 commented this was completed in March and due to the timing of reporting, just missed the
 risk review cycle. This will be picked up in the next review.

Moved Councillor Veliskou

Seconded Councillor Naismith

That the Finance, Risk and Audit Committee:

1. Notes the Corporate Risk report

Carried Unanimously

FRAC240604 - Finance, Risk and Audit Committee - 4 June 2024



8

9 Workshop / Presentation Items - Nil

10 Other Business

11 Meeting Closure

CHAIRPERSON

The meeting shall conclude on or before 5.00pm unless there is a specific motion adopted at the meeting to continue beyond that time.

The meeting was declared closed at 3.38pm.	
CONFIRMED THIS 13 DAY OF AUGUST 2024	

FRAC240604 - Finance, Risk and Audit Committee - 4 June 2024



11.1 Cover Report - Boatshed Café

Report Reference GC240625F11.1

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

(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

- 1. Pursuant to Section 90(2) and (3)(d) of the Local Government Act 1999, the Council orders that the public be excluded from attendance at that part of this meeting relating to Agenda Item GC240625F11.1 Boatshed Café, except the following persons: Chief Executive Officer, Manager Office of CEO, General Manager City Development, General Manager City Services, Chief Financial Officer, General Manager Corporate Services, Manager City Property, Unit Manager Property and Facilities, Team Leader Property, Property Officers, Unit Manager Governance and Council Support and Governance Officer, to enable the Council to consider Item GC240625F11.1 in confidence on the basis the Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to Item GC240625F11.1.
- 2. Notes the disclosure of this information would, on balance, be contrary to the public interest being commercial information pertaining to the operations and the financial position of the Lessee, being a third party within the City of Marion.
- 3. Determines, on this basis, the principle that meetings of the Council should be conducted in a place open to the public has been outweighed.



11.2 Cover Report - 1700 Main South Road, O'Halloran Hill

Report Reference GC240625F11.2

Originating Officer Business Support Officer - Governance and Council Support -

Cassidy Mitchell

General Manager Chief Executive Officer - Tony Harrison

General Manager City Development - Tony Lines

REASON FOR CONFIDENTIALITY

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

(h) legal advice

RECOMMENDATION

- 1. Pursuant to Section 90(2) and (3)(h) of the Local Government Act 1999, the Council orders that the public be excluded from attendance at that part of this meeting relating to Agenda Item GC240625F11.2 1700 Main South Road, O'Halloran Hill, except the following persons: Chief Executive Officer, Manager Office of CEO, General Manager City Development, General Manager City Services, Chief Financial Officer, General Manager Corporate Services, Manager Development and Regulatory Services, Unit Manager Planning and Development, Unit Manager Governance and Council Support and Governance Officer, to enable the Council to consider the Item in confidence on the basis the Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to the Item GC240625F11.2 as its disclosure of information could reasonably be expected to prejudice the confidence of Council whilst in the process of seeking legal advice.
- 2. Determines, on this basis, the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep consideration of the information or matter confidential



12 Corporate Reports for Decision

12.1 Section 270 Review - Decision of Council to support the removal of trees at 262 Sturt

Road

Report Reference GC240625R12.1

Originating Officer Manager Office of the Chief Executive – Kate McKenzie

General Manager Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

For Council to determine how it wishes to proceed with the request for a review of decision under the Complaints and Grievance Policy and in accordance with section 270 of the *Local Government Act* 1999.

EXECUTIVE SUMMARY

On Monday, 17 June 2024, a request was received (Attachment 1) for a review of decision pursuant to Section 270 of the *Local Government Act 1999* and the Complaints and Grievance Policy (Attachment 2).

The request relates to the decision of Council to support the removal of two significant trees at the location of 262 Sturt Road, Marion as part of the development of the Marion Ice Arena development. This decision was made at the General Council meeting of 14th May 2024 and the resolution reads as follows:

"That Council:

- 1. Notes the progress of the Ice Arena development.
- 2. Endorses the removal of the two trees on 262 Sturt Road, Marion to facilitate the planned development of the Ice Arena.
- 3. Notes that Council will plant 4,300 trees and 15,000 tube stock shrubs and groundcovers within the council area during 2023-2024, and that 73 of these trees will be River Red gums (Eucalyptus camaldulensis)."

The City of Marion's Complaints and Grievance Policy (Attachment 2) provides a fair, consistent and structured process for stakeholders who are dissatisfied with an action, decision, or service of the Council.

Section 4, part 3 of the Policy outlines that, when a complaint cannot be resolved, an internal review (pursuant to section 270 of the Local Government Act 1999) may be requested. The Policy also states that when the grievance relates to a decision made by the CEO, Council or a Committee, the matter will be referred to the next Gneral Council Meetin to determine how the matter will be review, either by an internal review panel or outsourced to an independent investigator.

It is recommended that this matter is outsourced to an independent investigator. Quotes from various providers are currently being sought but at the time of writing this report, have not been received but it is estimated that the cost will be approximately \$7-\$10k.

RECOMMENDATION

That Council:



1. Outsource the review of decision relating to the Council resolution of Council of 14th May 2024 to support the removal of two significant trees at 262 Sturt Road Marion to an independent investigator.

ATTACHMENTS

- 1. Attachment 1 Request for review of decision 262 Sturt Road Marion [12.1.1 3 pages]
- 2. Complaints-and- Grievance- Policy 2023-07-24-032256 zwac [12.1.2 6 pages]

From: Jane Preston

Sent: Monday, June 17, 2024 4:58 PM

To: Electronic Mail < Electronic Mail@marion.sa.gov.au >; Tony Harrison

Subject: Section 270 REVIEW OF COUNCIL'S DECISION

Dear Tony,

I'm writing to you regarding item 11.3 discussed and voted on at the General Meeting of Council, held on the 14th May, 2024. This item sought landlord approval for the removal of 2 significant trees at 262 Sturt Road Marion. This was to accommodate the demands of Cruachan Investments, trading as Ice Rinks Adelaide and the Pelligra Group.

I was in the gallery when the Councillors voted 10 to 2 in favour, noting Councillor Sarah Luscombe and Ranuka Lama voting against the motion, briefly citing their reasons. Councillor Nathan Prior noted a conflict of interest and he still participated in the vote. Following this decision, I decided to look further into Council's leasing the Community Land for 42 years and to give landlord approval for removal of 2 significant trees.

I am writing to request an Internal Review of this decision by Council, in accordance with section 270 of the *Local Government Act 1999*. I understand Council's Community Land Management Plan (CLMP), applicable to the 262 Sturt Road site. Council made their decision subject to the adoption of the Community Land Management Plan, so how can they make this decision, as their decision must be consistent with other relevant plans and policies about conservation, development and use of the land.

I note the following;

196—Management plans

- (1) A council must prepare and adopt a management plan or management plans for its community land if—
- (a) the land falls within the ambit of section 194(1)(b) or (c); or
- (b) the land is, or is to be, occupied under a lease or licence; or
- (c) the land has been, or is to be, specifically modified or adapted for the benefit or enjoyment of the community.
- (5) A management plan—
- (a) should (as far as practicable) be consistent with other relevant official plans and policies about conservation, development and use of the land;

Division 5—Business use of community land

 $200 — Use \ of \ community \ land \ for \ business \ purposes$

- (1) A person must not use community land for a business purpose unless the use is approved by the council.
- (2) The council cannot approve the use of community land for a business purpose contrary to the provisions of a management plan.
- (3) The council's approval may be given on conditions the council considers appropriate.
- (4) A person must not—
- (a) use community land for a business purpose in contravention of subsection (1); or
- (b) contravene a condition of an approval for the use of community land for a business purpose.

Community Land, such as this, must meet the needs of the local community. This
proposal seems to seek to meet the needs of other communities, in preference
over the local community. There are local sporting clubs and residents crying out
for more green open space and more sporting facilities.

- •Council made their decision subject to the adoption of the Community Land Management Plan which they didn't include and their decision must be consistent with the Plan and it must be a valid Community Land Management Plan.
- •There was a good argument for Councillors not giving landlord approval as this is inconsistent with Council's own policies, values and recently endorsed Tree Asset Management Plan register.
- Council has stated they requested a site layout plan which retained the trees, however, this was not provided by the developers. Instead of contesting this, Council accepted the one site layout plan provided and have not investigated or asked for alternative options.
- •The Mayor's reasons for not allowing deputations was not reasonable.
- •I rebuke the developers claim that they would pull out of the project as they have invested a lot of time and money and land parcels such as these are rare. In addition, the 2 trees are located on the boundary of the land and with clever design it should be relatively easy to incorporate them in the plan.
- •I rebuke Council claims to have a 'mandate' to do this because of "overwhelming" positive feedback during the consultation process. There were 98 respondents and many comments asked for the significant trees to be retained and not representative of the majority of the Marion community. And when some astute member of the community found out the removal of the trees was on the Council's General Agenda, over 60 emails in support of retaining the trees were received by Council in the days leading up to the meeting.
- •There was no notification on the removal of significant trees during the public consultation period. It stated "Unknown if the trees would be removed". It was not transparent that the trees would need to be removed.
- •There was no disclosure of tree removals in the Community Engagement Plan, the Community Land Management Plan, letters to nearby residents, Making Marion Web page or the Media announcement of May 12 2022.
- •Council, was one of many other Councils who wrote submissions to the SA Government calling for stronger tree protections. The State Government's has now strengthened the tree laws in line with Councils and community expectations, with new legislation announced on the 17th May, to better protect Adelaide's urban tree canopy and safeguard, large mature trees.
- Valuing nature is one of Councils core values.
- Council recently endorsed a Tree Asset Management Plan, passed on 12 March, 2024, highlighting Council's commitment to valuing and protecting trees as assets. The replacement value of these 2 trees are valued at \$699,088 as referenced in this new Tree Asset Management Plan register.
- These trees have an intrinsic value to many in the community and many have connections to them. Big trees, such as these, have important health and well being benefits to community.
- •A survey in March 2023 revealed that 95% of the City of Marion community agree that trees are important in urban areas.
- These two trees were recently evaluated to a) Sequester 45.28kg of carbon annually.
 b) Hold 15 metric tons of stored carbon. c) Produce 120.74kg of oxygen annually.
 d) Mitigate 7.09 cubic metres of storm water runoff annually and e) Be removing atmospheric pollution and removing them will contribute to the heat island effect.
- It goes against Councils own rules regarding allowing the removal of significant trees on private property.

 At 11% canopy cover the Marion Council has one of the lowest canopy covers in South Australia and in Australia. It's still a long way off of achieving its own target of 20% tree canopy cover and the widely accepted target of 30% for urban tree canopy.

For the reasons listed above the decision by Council goes against its own objectives, values, vision and stance in relation to the local environment and tree protection. It also goes against the City of Marion communities expectations. Therefore, this decision is inconsistent with Councils policies and the needs of the local community. Council must understand it needs to retain, value and respect all trees on its tree asset management plan register and met the needs and expectations of their local community. Not to do so is a failing of Council.

I would appreciate if you'd acknowledge receipt of this email and please provide me with information about how this review works.

Yours sincerely, Jane Preston

Complaints and Grievance Policy



1. RATIONALE

This Policy is consistent with the Australian Standards for complaint handling and the Ombudsman SA *Right of Review* Audit (completed November 2016).

2. POLICY STATEMENT

The City of Marion:

- Is committed to providing good governance practices through efficient fair and accessible mechanisms to resolve services complaints or grievances.
- Encourages customers and the community to raise issues and complaints with the Council as it provides the opportunity to improve services to the community.
- Recognises the importance of transparency in decision making and the need to provide a fair and objective process for the review of all decision and actions.

3. OBJECTIVES

The purpose of this Policy is to provide a fair, consistent and structured process for City of Marion's customers if they are dissatisfied with an action, decision or services. These actions, decisions or services may be delivered by the Council (being the elected body as a whole), an employee of the council or another person acting on behalf of the council.

Lessons learnt from a complaint investigation will be used to directly inform service improvement.

Where complaints cannot be settled in the first instance the City of Marion will ensure that they are dealt with through appropriate, more formal procedures by staff or Council with the authority to make decisions. Complainants will be referred to this Policy and the associated procedure which details the steps required for further review.

4. POLICY SCOPE AND IMPLEMENTATION

PRINCIPLES

This policy is based on the following principles:

- Fairness All Complaints and grievances will be treated with procedural fairness, impartiality and transparency at all stages of the review.
- Responsiveness taking into consideration the complexity of the matter, all complaints and grievances will be resolved in a timely manner.
- Efficiency those involved in the complainant process will have the required skills, knowledge and resources to undertake the review.

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Complaints and Grievance Policy



MANAGING INTERNAL COMPLAINTS AND GRIEVANACE

Complaints and grievances can vary in their complexity and seriousness. There are three ways in which a complaint or grievance can be resolved/reviewed:

1. Immediate response to resolve the matter

All staff are empowered to handle complaints in the first instance and it is preferable that they are dealt with promptly at the initial point of contact and at the appropriate officer level where ever possible.

2. Escalated to a supervisor or manager

When a complaint cannot be resolved in the first instance, it will be referred to either a supervisor or manager. Additionally, where the circumstances indicate that the complaint would be more appropriately dealt with at a high level, the matter will be escalated. Complaints of this nature must be made in writing and outline the specificnature of the complaint.

3. Internal Grievance Review – Review of Decision (pursuant to section 270 of the Local Government Act 1999)

When a complaint cannot be resolved in the first instance and/or by a supervisor or manager, it will be referred for internal review in accordance with the Complaints and Grievance Procedure. The complaint or grievance will be reviewed by the Manager Office of the CEO. The Manager Office of the CEO may investigate the matter themselves, or establish an internal Review Panel (depending on the complexity of the matter) or refer the matter to an independent investigator.

Any complaint or grievance relating to a decision made by the Chief Executive Officeror the Council at a Council or Committee Meeting, will be referred to the next GeneralCouncil Meeting to determine how the matter will be reviewed, either by an internal Review Panel or outsourced to an independent investigator.

Complaints of this nature must be made in writing to the Manager Office of the CEO and outline the specific nature of the complaint and the dis-satisfaction with any internal review completed so far.

Applications must be accompanied by a prescribed fee of \$20 as set out in the Local Government (Application for Review Fee) Notice 2021. Council is entitled to waive this fee in exceptional but reasonable circumstances.

Applications for the review of decisions must be lodged within six (6) months of the decision in question being made. However, in exceptional but reasonable circumstances, the Manager Office of the CEO may agree to accept a late application. This will be assessed on a case-by-case basis.

This process will be the last level of internal review for the Council's complaint and grievance process.

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Complaints and Grievance Policy



ALTERNATIVE DISPUTE RESOLUTION METHODS

The City of Marion prefers to try and resolve complaints and grievances internally but there will be circumstances where this is not possible. If this occurs, the dispute resolution methods available to complainants include:

1. Mediation - refer to Mediation

SAContact details:

Address: 175 Oaklands Road, Warradale SA 5046

Email: wreception@mediationsa.org.au

Phone: (08) 8350 0376

2. Ombudsman Review - refer to Ombudsman SA

Contact details:

Address: Level 9, 55 Currie Street, Adelaide SA 5000

Email: ombudsman@ombudsman.sa.gov.au

Telephone: (08) 8226 8699

3. Legal action

TIMEFRAME

Timeframes for complaints and grievances will be dependent on the complexity of the matter. Complainants will be advised upfront of the likely timeframe required to investigate

a matter and updated on progress where necessary. Timeframes may change as matters progress. The estimated timeframe for complaints and grievances are as follows:

- 1. Immediate response to resolve the matter
 - 1-3 working days
- 2. Escalated to a supervisor or manager
 - 10 working days of the matter being escalated
- 3. Internal Grievance Review (pursuant to section 270 of the Local Government Act 1999)

6-8 weeks of the matter being referred to the Manager Office of the CEO but may take up to six months for complex matters.

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Complaints and Grievance Policy



ITEMS EXLCUDED FROM THIS POLICY

The following matters are excluded from being reviewed pursuant to this Policy and associated procedure:

- If the complaint is made by an employee of the council and relates to an issue concerning his or her employment.
- It appears that the complaint is frivolous or vexatious.
- If the Complainant does not have a sufficient interest in the matter.
- Complaints which are determined to be about matters that are not Council's responsibility (i.e. neighbourhood disputes).
- Complaints that refer to staff or elected member misconduct or behaviour (will be referred to relevant Code of Conduct).
- Reports of fraudulent, corrupt or illegal activity (will be referred to the relevant authority).
- Matters that have existing appeal rights through their own legislations (i.e. Freedomof Information, Expiation of Offences act 1996, Development Act 1993 etc).
- Claims and Insurance decisions made by other agencies.
- A decision of Council to refuse to deal with, or take no further action in relation to, complaints about council members made pursuant ot sections 262A to 262E of the Local Government Act.
- A decision of council relating to a recommendation of the Ombudsman Council can decide
 not to review a matter if the application has already been the subject of a review by the
 council or "an investigation inquiry or review by another authority" (section 270(4)). The
 decision maker in these circumstances is the council officer assigned to consider the
 application. A member of the public who is unhappy about this decision remans entitled to
 make a complaint to the Ombudsman.

Matters that fall outside statutory appeals procedures will be considered for the conduct of an Internal Grievance Review on the merits of the individual application.

UNREASONABLE COMPLAINANT

All complaints received by the City of Marion will be treated seriously and complainants will be treated courteously. However, occasionally the conduct of a complainant can be unreasonable. This may take the form of unreasonable persistence, unreasonable demands, lack of cooperation, argumentative or threatening behaviours.

Where a complainant's behaviour consumes an unwarranted amount of Council resourcesor impedes the investigation of their complaint, a decision may be made to apply restrictions on contact with the complainant. Before making any decision to restrict contact, the complainant will be warned that, if the specified behaviour(s) or actions continue, restriction may be applied.

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Complaints and Grievance Policy



Any decision to restrict contact or suspend action on a complaint process will be made by the Chief Executive Officer and/or a General Manager. This will be communicated to the complainant in writing.

REPORTING

All matters reviewed via an Internal Grievance Review will be reported via the City of MarionAnnual Report.

Part 2 - Complaints regarding Code of Conduct for Council Employees

Complaint procedure

Where a person alleges -

- an employee (or a relative of an employee) has sought or received a gift or benefit thatis, or could reasonable be taken to be, intended or likely to create a sense of obligation the part of
- the employee to a person or to influence the employee in the performance or discharge of the employees functions or duties; or
- an employee has failed to record, or correctly record, details of a gift or benefit received by the employee (or a relative of an employee) on the gift and benefits register; or
- the CEO has not appropriately maintained a register for gifts and benefits received by employees of the council,

they may submit a complaint alleging that an employee of council has contravened or failed tocomply with the Code of Conduct for Council Employees, as prescribed in Schedule 2A of the *Local Government (General) Regulations 2013*.

A complaint must be given to the Chief Executive Officer, Manager Human Resources or Manager Office of the CEO. In the case of a complaint against the Chief Executive Officer, a complaint must be given to the principal member of the council, except in circumstances where it would be inappropriate to do so (such as where legislation requiresthe matter to which the complaint relates to remain confidential).

A complaint will be investigated and resolved according to the industrial and human resource procedures of the council.

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Complaints and Grievance Policy



5. **DEFINITIONS**

Term	Definition	
Request for Services	A request for service is an application to have Council or its representative take some formof action to provide a Council service. Council receives thousands of requests for services each year. This will include matters such as hard rubbish collection, street sweeping, pot holes, home care, etc. All requests for services will be logged within the City of Marion Customer Event System, and managed through this process.	
Feedback	The City of Marion may receive feedback from customers on services provided. It is important to distinguish between feedback and a complaint. Feedback can take the form of comments, both positive and negative, which do not necessarily require a corrective action, alternation of service or a formal review of the decision.	
Complaint	A Complaint is defined as an expression of dissatisfaction with a product or service delivered by the Council or its representatives that has failed to reach the standards set, implied or expected. This includes complaints about a service that has been, or should have been delivered.	
Grievance	A grievance is defined as a wrong decision or action of Council, Council staff or representative. A grievance often occurs when complaints cannot be resolved or have caused significant distress to the complainant.	

6. REFERENCES

- Complaints and Grievance Procedure
- Employee Code of Conduct
- Elected Member Code of Conduct
- Fraud and Corruption Policy
- Whistleblowers Policy

7. REVIEW AND EVALUATION

This policy will be made available to all staff, elected members and the community via the City of Marion website and Internal Register. This policy will be reviewed every four years in accordance with the Policy Framework.

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12.2 Annual Business Plan 2024-2025 and Long Term Financial Plan

Report Reference GC240625R12.2

Originating Officer Unit Manager Statutory Finance – Melissa Virgin

Corporate Manager Chief Financial Officer - Ray Barnwell

General Manager General Manager Corporate Services - Angela Allison

REPORT OBJECTIVE

The purpose of this report is to seek Council's final consideration and adoption of the Annual Business Plan 2024-2025 (Attachment 1) and Long-Term Financial Plan 2024-2034 (Attachment 2), as well as approval of the Financial Governance Policies (Attachment 3)

EXECUTIVE SUMMARY

Council's 2024-2025 Annual Business Planning process is set to conclude with Council's final consideration and adoption of the Annual Business Plan 2024-2025 (ABP) and Long Term Financial Plan for 2024-2034 (LTFP).

At its meeting on 28 May 2024 Council resolved (GC240528R12.3) that the Draft ABP 2024-2025 and Draft LTFP be prepared for final consideration at the 25 June 2024 General Council meeting on the basis of an average rate increase of 4.8% for 2024-2025.

This report seeks:

- 1. Council's final consideration and adoption of the ABP (Attachment 1) and LTFP (Attachment 2), following its consideration of the final Draft ABP 2024-2025 and LTFP at the General Council meeting on 28 May 2024.
- 2. Approval for Council's Financial Governance Policies (Attachment 3). Council has several Financial Policies which are reviewed annually. The Financial Governance Policies outline the principles, rules, responsibilities, and legislative requirements that assist in achieving excellence in financial management. The policies assist in providing a framework and parameters from which the ABP 2024-2025 and LTFP are prepared.

Considerable work has been undertaken to set a rate increase that not only balances the impact on the community without compromising operational service or capital project delivery but also maintains a long term financially sustainable position for Council.

Council's forecast average rate increase beyond 2024-2025 is set to gradually reduce to 3% by 2027-2028 in line with inflation forecasts and then be steadily maintained at 3% for the remainder of the ten years of the LTFP.

Council also plans to support the local economy with the delivery of a \$34.8m capital works program in 2024-2025, also noting the support of State and Federal grant funding of \$2.642m against these capital projects in 2024-2025.

Council's ABP 2024-2025 forecasts a small cash surplus of \$49,000 with a net surplus position of \$556,000 over the 10 years of the LTFP. This robust financial position ensures a balanced or better funding position is maintained over the 10 year term of the LTFP, sufficient to support operational needs and meet councils financial sustainability targets.

The Capital Works Program for 2024-2025 (Attachment 1 – [Appendix 1]) and the Rate Impact Analysis (Attachment 4) are included for information purposes only.



RECOMMENDATION

That the following be adopted by council in the following order:

- 1) Financial Policies (Attachment 3)
 - a) Rating Policy
 - b) Treasury Management Policy
 - c) Fees and Charges Policy
 - d) Reserve Funds Policy
 - e) Asset Accounting Policy
 - f) Budget Policy
- 2) Pursuant to Section 123(6) of the *Local Government Act* 1999 and regulation 6 of the *Local Government (Financial Management) Regulations* 2011, the Annual Business Plan 2024-2025 (Attachment 1)
- 3) Pursuant to Section 123(7) of the Local Government Act 1999, and regulation 7 of the Local Government (Financial Management) Regulations 2011, the Annual Budget 2024-2025 (Attachment 1)
- 4) Pursuant to Section 122(1a) of the *Local Government Act 1999*, and regulation 5 of the *Local Government (Financial Management) Regulations 2011*, the Long Term Financial Plan 2024-2034 (Attachment 2).
- 5) That in accordance with the 2024-25 Annual Business Plan and budgeted borrowings included in the 2024-2025 budget, Council is authorised to negotiate with lending authorities for additional loan borrowings of up to \$9.5m.
- 6) That the Mayor and the Chief Executive Officer be authorised to execute any relevant documentation in relation to the borrowings as required for and on behalf of Council and affix the Council's common seal thereto.

DISCUSSION

Council is required by the *Local Government Act 1999* 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 long-term aspirations. The ABP and LTFP are an integral part of Council's suite of strategic management plans.

This ABP 2024-2025 (Attachment 1) describes the services, programs and projects which Council plans to deliver in the 2024-2025 financial year, and further describes how it plans to resource and fund this work. It supports the delivery of the second year of the 2023-2027 4-Year Business Plan, along with a number of new strategic projects and service improvements.

There have been no changes to the 'framework and key assumptions' that the ABP and LTFP have been prepared under, since those presented and endorsed by Council at the 23 April 2024 General Council Meeting (GC240423R12.1).

Financial Policies

Council's Financial Policies are designed to express the direction and framework by which Council intends to manage the community's resources. They set the parameters by which Council intends to



maintain long term financial sustainability as set out in the LTFP. The following policies are reviewed annually and are a means by which Council ensures it is accountable to the community:

- Rating Policy
- Treasury Management Policy
- Fees and Charges Policy
- Reserve Funds Policy
- Asset Accounting Policy
- Budget Policy

Amendments have been made to the Rating Policy to incorporate dates relating to the 2024-2025 rating process.

Minor amendments have been made to The Treasury Policy to reflect current practice in relation to market testing for investments.

The Reserve Fund Policy has been updated to accurately reflect the use of the funds.

The Asset Accounting Policy has also been amended to reflect the removal of the capitalisation threshold for Land to better align with legislative requirements to maintain a register of all land held. In addition, further guidance has been added with regards to Asset Stocktakes, Register of Attractive Portable Items and Indexation to be applied for the revaluation of non-current assets.

The Fees and Charges Policy and Budget Policy has not required any further changes.

The Annual Business Plan

The ABP 2024-2025 has been prepared in accordance with the requirements of the *Local Government Act* 1999 and *Local Government (Financial Management) Regulations 2011*. It includes appropriate information about the rates and charges that Council intends to levy as well as a range of other information required by the *Local Government (Financial Management) Regulations*. The budget includes statutory statements being Uniform Presentation of Finances, Income Statement, Statement of Financial Position, and Statement of Cash Flows. In addition to these statements, a 'Funding Statement' is provided that details funding sources and a net overall funding position.

In the development of the ABP 2024-2025, consideration has been given to Council's refined strategic framework, financial parameters and key social, cultural, economic and environmental issues identified through the environmental scanning process, as well as the relevant federal, state and regional strategies and plans.

The ABP 2024-2025 has been prepared in accordance with the *Local Government Act 1999*. In accordance with Section 123(7) of the Act the Annual Business Plan must be adopted before the Annual Budget is adopted.

Changes made to the draft ABP document

Since the ABP was considered by Council at its 28 May meeting (GC240528R12.3), the following minor amendments have been made to the ABP 2024-2025 document (Attachment 1):

- Updated the Corporate Key Performance indicators (page 20).
- Removed the back page of ABP document with the LTFP funding statement across the 10 years which is now incorporated into the more detailed LTFP document (attachment 2).



- Further information has been provided in relation to the rates revenue and annual increase to all nine land use categories in line with ESCOSA recommendations.
- Capital Works listing has been updated to align with the adopted Open Space Plan.
- Added further information to inform the community on how rates are calculated using the rate in the dollar and the impact or otherwise of increasing property valuation (page 43).

Following the completion of 3rd Budget Review 2023-2024 a number of changes have been made to the ABP 2024-2025, in addition, a number of changes endorsed through council resolution have also been incorporated.

The table below depicts the key financial impacts for the 2024-2025 budget:

		2024-2025 Budget Adjustments	3rd Budget Review Adjustments - Retimed to 2024- 2025
		\$'000	\$'000
Income			
Roads to Recovery Funding		617	
Total		617	-
Expenditure			
Coastal Walking Trail - Operating	Asset Management Plan Funding Requirement	92	
Coastal Walking Trail - Capital	Asset Management Plan Funding Requirement	140	
Graham Watts Reserve BBQ	GC240514R11.4	15	
Community Renewables Program FTE	GC240514R11.7	118	
Anticipated Electricity Savings (offsetting above)	GC240514R11.7	(118)	
Administration EV Charging Stations Upgrade	(Retimed)		266
City Services EV Charging Stations Upgrade	(Retimed)		606
Total		247	872

Annual Business Plan and Budget Summary

Section 123 (9) of the *Local Government Act 1999* requires a summary of the annual business plan to be prepared and distributed with the first rates notice to ratepayers after the declaration of its rates.

In accordance with this requirement a summary of the Annual Business Plan 2024-2025 will be prepared and distributed with Council's first rates notice to ratepayers in July 2024.

Rate Impact Analysis

An updated copy of the Rate Impact Analysis, containing updated rating information, is attached to this report for Council's information (Attachment 4).

CONCLUSION:



It is proposed that Council adopt the Financial Policies as presented. These Policies provide direction to the Annual Budget and Long-Term Financial Plan to maintain Council's financial sustainability, viability and accountability to the community.

The ABP 2024-2025 and LTFP 2024-2034 have been developed based on Council's refined financial framework which encompasses maintaining current services and service delivery levels for the community, as well as meeting Councils planned capital renewal programs for 2024-2025. The ABP 2023-2024 has been prepared on the basis of a 4.8% average rate increase (excluding new developments and capital improvements).

This report seeks Council's adoption of the financial policies (Attachment 3), ABP 2024--2025 (Attachment 1) and LTFP 2024-2034 (Attachment 2).

ATTACHMENTS

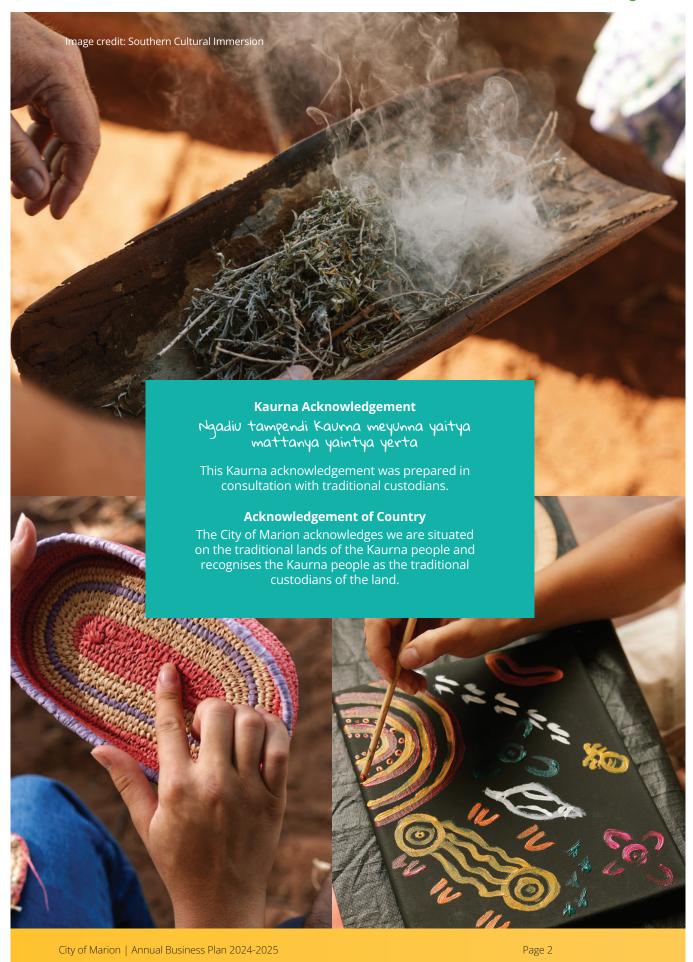
- 1. Attachment 1 Annual Business Plan 2024-2025 [12.2.1 68 pages]
- 2. Attachment 2 Long Term Financial Plan 2024- 2034 [12.2.2 20 pages]
- 3. Attachment 3 Financial Policies [12.2.3 31 pages]
- 4. Attachment 4 Rate Impact Analysis June 2024 [12.2.4 14 pages]

City of Marion Annual Business Plan 2024-2025

A great place to live







Welcome

Welcome to the City of Marion's Annual Business Plan 2024-2025. This is our 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 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 endorse 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.

Yours faithfully

Mayor Kris Hanna

KRIS HANNA



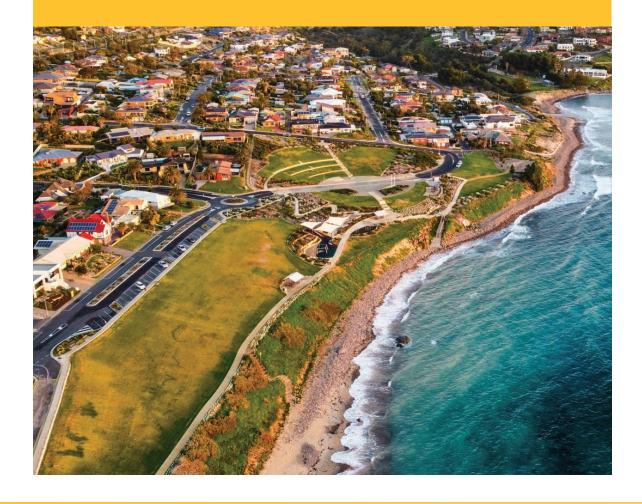
City of Marion | Annual Business Plan 2024-2025

From the foothills to the coast, our city's reach boasts one of the largest in South Australia.

Bringing together a diverse and vibrant mix of people and cultures, thriving and innovative businesses and millions of visitors every year, our city is like no other.

Lively and energetic, innovative and progressive, relaxing and welcoming, thriving and growing.

Life can be lived here, life can be enjoyed here, life can thrive here.



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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



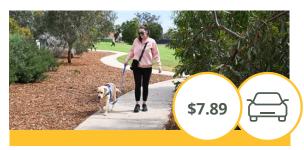
Open Space, Parks and Gardens

- · Reserve maintenance
- Playgrounds
- Public toilets
- · Playground maintenance



Library Services

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



Urban Development, Inspection, Regulation and Control

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



Community Development and Capacity Building

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



Environmental Sustainability

- Street tree management
- Environmental regulation
- Native vegetation



Culture and Recreation

- Cultural heritage
- Community events



Health and Community Care

- Aged care services
- Community buses
- Emergency response



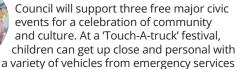
Overview

The 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 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 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



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 south to the Marino Rocks Greenway. This project

has a budget allocated by council subject to receiving partnership 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

snower and tollet facilities, par, and office space. The project will be funded by Council with contributions from the State and Federal Government.

*Subject to grant funding

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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 Clovelly 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.

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.

Cooinda Community Centre upgrade

Minor renovations will be undertaken at Cooinda 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.

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 purph a combination of State Covernment grant.

year through a combination of State Government grant funding and a matching Council contribution.

Glandore Community Centreentry 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.

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.

Community Energy Upgrade*

Solar carparks at Marion Outdoor Pool and the Administration Building along with energy efficient LED lighting upgrades at 5 council owned sporting facilities.

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 grant funding

See the full list of projects on pages 17-18.

Our purpose, vision and values

Our purpose

(Why we exist)

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

Our community vision

(What we want to become)

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

Our values

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

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

Integrity - Fostering trust and honesty in all of our interactions

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

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



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

Liveable

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

Valuing Nature

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

Engaged

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

Prosperous

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

Innovative

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

Connected

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

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.

30 YEAR COMMUNITY VISION A shared Community Vision TOWARDS 2040 Innovating a future for the LIVEABLE VALUING NATURE INNOVATIVE city and its residents PROSPEROUS CONNECTED ENGAGED STRATEGIC PLANS STRATEGIC PLAN A suite of plans that focus **WORKFORCE PLAN** Council's contributions to **ASSET MANAGEMENT PLAN** the Community Vision LONG TERM FINANCIAL PLAN HEALTH, SAFETY AND ENVIRONMENT PLAN **BUSINESS PLAN** Council's delivery program over its term **JULY 2023-JUNE 2027** Team level planning to ensure **WORK AREA PLANS** community and Council's priorities are delivered Identifies how Council's **ANNUAL BUSINESS PLAN** work is resourced and paid for each year Individual delivery and PERFORMANCE DEVELOPMENT PLANS development plans

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.



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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 \$19.377m by 30 June 2025, and peak at \$52.261m 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
Community Energy Upgrade*	Valuing Nature
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

Monitoring performance is a critical element of strategic management. It is the mechanism for critically ensuring that the Council is contributing to the achievement of its objectives in both the Strategic Plan and the 4-Year Business Plan 2023-2027. Our Key Performance Indicator (KPI) dashboard for 2024-2025 (provided in the table below) takes account of these objectives.

		Key Performance Indicator	Core target	Stretch target
	1	Financial Sustainability	Council maintains, on average, a break-even or better funding (cash) position over the Long Term Financial Plan	Council maintains a break- even or positive cash funding position in delivering its annual budget
Financial	2	Asset Renewal Funding ratio (A measure to assess that we are renewing or replacing non-financial assets in accordance with our future Asset Management renewal requirements)	Asset Renewal Funding Ratio between 90 and 110%	Asset Renewal Funding Ratio greater than or equal to 100%
	3	Total employee costs (including agency staff)	Less than or equal to 4.5% increase in actual employee costs (including agency staff) against prior year's actual costs-adjusted for Council endorsed changes to meet resourcing requirements	Less than or equal to 4% increase in actual employee costs (including agency staff) against prior year's actual costs -adjusted for Council endorsed changes to meet resourcing requirements
Organisational	4	Staff engagement	Achievement of an overall employee pulse survey result of 70%, with at least 50% employee participation per SLT department	Achievement of an overall employee pulse survey result of 75%, with at least 50% employee participation per SLT department
	5	Delivery of agreed projects identified in the Annual Business Plan and the first-year targets in the 4 year Plan	Greater than or equal to 95%	No stretch target
	6	Delivery of Council's capital works program	Greater than or equal to 85% delivery of Council's planned capital works program (adjusted for extraordinary items)	Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)
Environment	7	Carbon Neutrality- carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan (applicable 2021-2022 onwards)	Actual annual emissions less than the plan's annual target emissions	Actual annual emissions 5% less than the plan's annual target emissions
8		Overall satisfaction with Council's performance (measured annually)	Greater than or equal to 75% rated as satisfied or above	Greater than or equal to 85% rated as satisfied or above
	9	Customer Experience		
Customer	9a	Ease of lodging requests	75% satisfied or more	80% satisfied or more
	9b	Time taken to address and action requests	65% satisfied or more	70% satisfied or more
	9с	Satisfaction with requests handling	55% satisfied or more	60% satisfied or more

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 81 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.

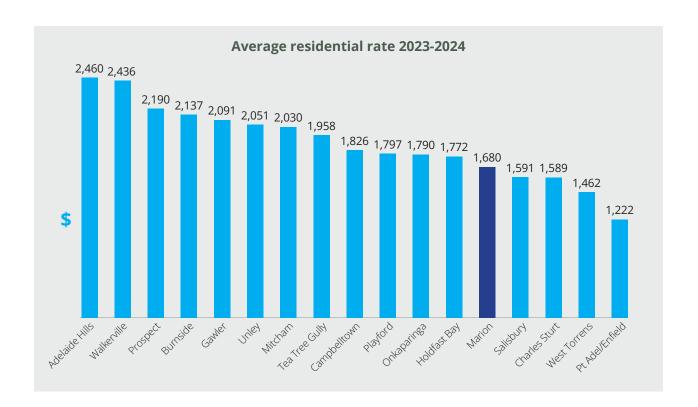
The outcomes of the community consultation, as well as a balance between achieving the strategic directions, maintaining services and assets, ensuring financial and environmental sustainability, supporting intergenerational equity and making provision for those in the community who are experiencing hardship,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



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Differential rating

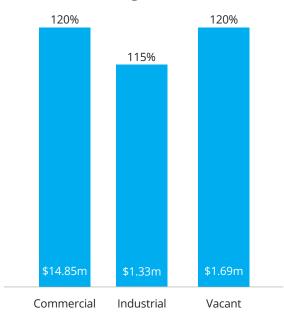
Council currently derives 17% of its rate revenue from the Commercial and Industrial sectors– Commercial (16%) and Industrial (1%). Commercial and Industrial users consume a greater proportion of Council resources than residential properties, particularly in regard to the use of roads, footpaths, traffic, 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	Expected revenue 2024-2025	2024-2025 increase
Residential	\$75,980,070	\$88
Commercial - Shop	\$7,025,671	\$434
Commercial - Office	\$1,021,632	\$741
Commercial - Other	\$6,805,227	\$647
Industrial - Light	\$452,591	\$761
Industrial - Other	\$882,171	\$831
Primary Production	\$30,495	\$77
Vacant Land	\$1,691,996	\$582
Other	\$919,264	\$538





Budgeted income statement

An operating surplus of \$0.086m 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	3rd Review 2023/24 \$'000	Budget 2024/25 \$'000	Variance \$'000
Operating Revenue			
Rates - General	87,496	92,486	4,990
Rates - Regional Landscape Levy *	2,263	2,337	74
Statutory Charges	2,676	2,738	62
User Charges	3,955	4,164	209
Grants/Subsidies	6,244	9,174	2,930
Investment Income	1,200	300	(900)
Reimbursements	939	1,020	81
Other Revenue	1,110	668	(442)
Share of Profit/(Loss) Regional Subsidiaries	365	645	280
Total Operating Revenue	106,248	113,533	7,284
Operating Expenditure			
Employee Costs	44,577	46,610	2,033
Contractor Services	33,239	30,533	(2,706)
Materials	6,192	6,748	556
Finance Charges	151	359	208
Depreciation	20,551	21,100	549
Other Expenses	7,490	8,097	607
Total Operating Expenditure	112,200	113,447	1,247
Operating Surplus/(Deficit) before Capital Revenues	(5,952)	86	6,037
Capital Grants and Contributions	15,580	2,642	(12,938)
Net Surplus/(Deficit)	9,628	2,728	(6,901)

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



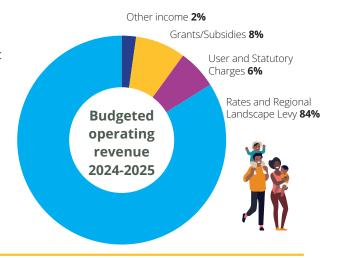
Operating revenue

The main source of income for Council is rate revenue; making up just over 81% (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

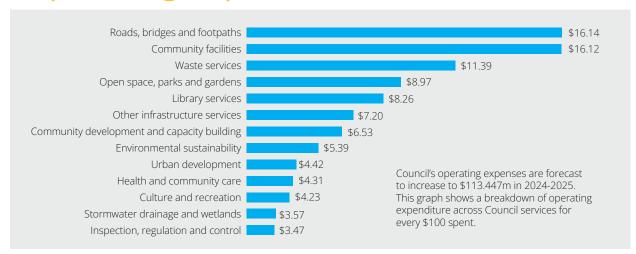
Council's revenue in 2024-2025 includes \$92.486m (\$87.496m in 2023-2024) to be raised in general rates. The budget has been developed on the basis of a 4.8% average rate increase (excluding new developments and capital improvements). In setting rates for 2024-2025, Council has forecast the revenue 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 \$9.174m for 2024-2025, an increase of \$2.930m 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 \$2.03m 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 \$2.706m 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 \$0.556m 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 \$0.607m 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	3rd Review 2023/24 \$'000	Budget 2024/25 \$'000
Land	-	-
Buildings and Major Projects	27,464	20,235
Infrastructure:		
Roads & Kerbs	4,227	4,491
Drains	2,983	3,624
Footpaths	3,564	880
Traffic Control Devices	356	540
Other Infrastructure	2,685	1,019
Plant and Equipment	1,817	1,847
Furniture and Fittings	142	200
Streetscapes	3,506	-
Other	3,945	1,966
Total Capital Expenditure	50,689	34,802
Represented By:		
Capital Expenditure		
Assets - Renewal	18,544	15,314
Assets - New	32,145	19,488
	50,689	34,802

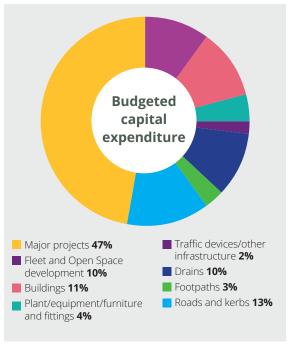
The 2024-2025 Budgeted Statement of Capital Expenditure forecasts a total capital funding requirement of \$34.802m including \$15.314m renewal and \$19.488m new and upgrade.

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 \$11.266m.

Net Lending/(Borrowing)	3rd Review 2023/24 \$'000	Budget 2024/25 \$'000
Operating Surplus/(Deficit) before Capital Amounts	(5,952)	86
less: Net Outlay on Existing Assets		
Capital expenditure on asset renewal/replacement	18,544	15,314
less Depreciation/Ammortisation	(20,551)	(21,100)
	(2,007)	(5,786)
less: Net Outlay on New/Upgrade Assets		
Capital expenditure on New & Upgrade Assets	32,145	19,488
less Capital Grants	(15,580)	(2,642)
	16,565	16,846
Adjustments		
Gain/(loss) on disposal of assets	524	353
Share of Equity - Regional Subsidiaries	(365)	(645)
	159	(292)
Net funding increase/(decrease)	(20,351)	(11,266)

Financing Transactions	3rd Review 2023/24 \$'000	Budget 2024/25 \$'000
New Borrowings	9,128	9,500
less: Repayment of Principal on Borrowings	(929)	(657)
less: Increase/(Decrease) in Cash & Investments		
- Transfers from/(to) Reserves	12,229	2,473
- Cash Deficit/(Surplus)	(77)	(49)
Equals: Financing Transactions	20,351	11,266

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 \$9.5m in 2024-25 to support the funding requirements of Council's Capital Works Program.

Council's borrowings are projected to peak at \$52.261m in 2033-2034 with its Debt Servicing Ratio peaking at 4.83% 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 \$9.5m 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%	0.1%	0.3%
Asset Renewal Funding Ratio	90% - 110%	100%	80.8%
Net Financial Liablities	0% - 50%	18.8%	-15.3%
Debt Servicing	0% - 10%	0.9%	1.1%

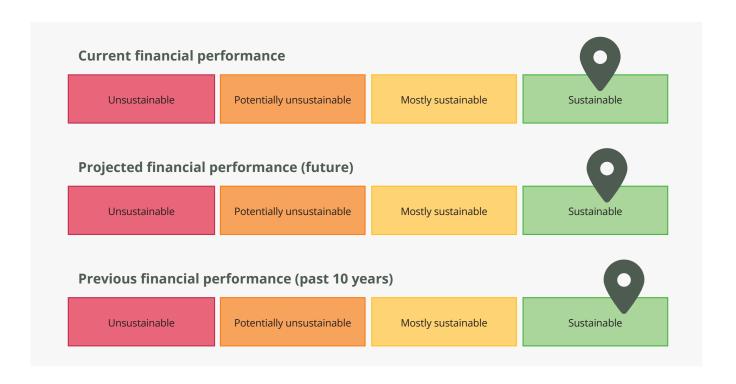
Response to ESCOSA advice report

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.





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 Continually reviewing and assessing inflationary budget and forward projections from 2024forecasts are already a key element of analysis 25, given the potential for higher short-term undertaken by the City of Marion included in the inflation outcomes, followed by a return to annual and long-term budget setting process. long-term averages. 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 The City of Marion will continue to use long-term financial plan concerning the ssumptions robust analysis in developing the cost and for its cost and revenue estimates 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 The City of Marion uses a conservative approach to its annual budget (and long-term financial plan, as expenditure budgeting and forecasts with minimal appropriate), to provide evidence of constraining discretionary funding factored into the annual cost growth and achieving efficiency across its business plan. operations and service delivery. 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 The City of Marion appreciates that the COVID-19 period did result in unusually high asset of its depreciable assets by an external valuer at least every four years to ensure the forecast rate valuation fluctuations. of asset consumption (and depreciation expense) With the post COVID economy returning to more in the long-term financial plan reflects recent moderate inflationary measures it is not considered macro-economic conditions. necessary to increase the frequency of asset valuations to 4 years. The City of Marion will review the publication of Report in its annual business plan the estimated average annual change for all of its nine categories this information in future Annual Business Plans of general rates, together with the quantum of to provide clarity and meaningful information to annual revenue it expects to collect from these our ratepayers. distinct categories of rates (with minimum rate revenue reported separately), providing greater clarity and transparency to its 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	minor works
Perry Barr Farm	Hallett Cove	Coastal	open space construction
Pavana Reserve	Hallett Cove	Coastal	open space construction
Newland Avenue Linear Park Reserve	Marino	Coastal	minor works
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	minor works
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	minor works
Spinnaker Circuit West Reserve	Sheidow Park	Southern Hills	minor works
Scarborough Terrace Reserve	Dover Gardens	Warracowie	playground design
Jacaranda Grove Reserve	Oaklands Park	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	minor works
Sampson Road Reserve	Mitchell Park	Warriparinga	open space construction
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	То
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	То
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
Ben Pethick Reserve	Marion	Warracowie Ward
Mulcra Avenue Reserve	Park Holme	Mullawirra Ward
Willoughby Avenue Reserve	Glengowrie	Mullawirra Ward
Koomooloo Crescent Reserve	Hallett Cove	Coastal Ward
Seacliff Golf Course	Seacliff Park	Southern Hills

Water treatment and resources program 2024-2025

Location	Suburb	Ward
Waterfall Creek erotion 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

Other infrastructure program 2024-2025

Location	Suburb	Ward
Hugh Johnson Reserve Bridge Decommission	Sheidow Park	Southern Hills
Berrima Road Street Lighting	Sheidow Park	Southern Hills
Signage	Various	Various
Mostyn Road Reserve Bridge	Darlington	Warriparinga
Messines Avenue Street Lighting	Edwardstown	Woodlands

^{*}Please note Capital Works Programs are subject to change.

Appendix 2 -Budgeted Income Statement

Budget 2023-24 \$'000	3rd Review 2023-24 \$'000		Budget 2024-25 \$'000
		Operating Revenue	
87,176	87,496	Rates - General	92,486
2,262	2,263	Rates - Regional Landsacape Levy	2,337
2,551	2,676	Statutory Charges	2,738
3,325	3,955	User Charges	4,164
6,935	6,244	Grants/Subsidies	9,174
425	1,200	Investment Income	300
1,081	939	Reimbursements	1,020
701	1,110	Other Revenue	668
365	365	Share of Profit/(Loss) SRWRA	645
104,821	106,248	Total Operating Revenue	113,533
		Operating Expenditure	
44,064	44,577	Employee Costs	46,610
27,477	33,239	Contractor Services	30,533
6,994	6,192	Materials	6,460
151	151	Finance Charges	359
18,100	20,551	Depreciation	21,100
7,670	7,490	Other Expenses	8,385
104,456	112,200	Total Operating Expenditure	113,447
365	(5,952)	Operating Surplus/(Deficit) before Capital Revenues	86
10,119	15,580	Capital Grants and Contributions	2,642
10,484	9,628	Net Surplus/(Deficit) resulting from Operations	2,728

Appendix 3 - Budgeted Statement of Financial Position

Budget 2023-24 \$'000	3rd Review 2023-24 \$'000		Budget 2024-25 \$'000
Ψ 000	¥ 000	Current Assets	¥ 000
14,478	17,479		10,090
5,318		Receivables	4,955
371	678	Inventory	488
20,167		Total Current Assets	15,533
		Current Liabilities	
10,439	16,830	Creditors	10,119
6,301	6,722	Provisions	6,715
1,713	935	Loans	1,815
18,453	24,487	Total Current Liabilities	18,649
1,714	182	Net Current Assets/(Liabilities)	(3,116)
		Non-Current Assets	
8,585	8,866	Investment in Regional Subsidiaries	9,511
1,257,667	1,185,941	Infrastructure, Property, Plant & Equipment	1,198,934
1,266,252	1,194,807	Total Non-Current Assets	1,208,445
		Non-Current Liabilities	
639	660	Provisions	667
19,455	9,957	Loans	17,562
20,094	10,617	Total Non-Current Liabilities	18,229
1,247,872	1,184,372	Net Assets	1,187,100
		Equity	
464,580	456,494	Accumulated Surplus	461,695
783,292	727,878	Reserves	725,405
1,247,872	1,184,372	Total Equity	1,187,100

Appendix 4 - Budgeted Statement of Changes in Equity

Budget 2023-24 \$'000	3rd Review 2023-24 \$'000		Budget 2024-25 \$'000
		Accumulated Surplus	
448,601	434,637	Balance at beginning of period	456,494
10,484	9,628	Net Surplus/(Deficit)	2,728
5,603	22,360	Transfers from Reserves	2,563
(108)	(10,131)	Transfers to Reserves	(90)
464,580	456,494	Balance at end of period	461,695
		Asset Revaluation Reserve	
769,508	711,329	Balance at beginning of period	711,329
769,508	711,329	Balance at end of period	711,329
		Other Reserves	
19,281	28,778	Balance at beginning of period	16,549
(5,497)	(12,229)	Net change	(2,473)
13,784	16,549	Balance at end of period	14,076
783,292	727,878	Total Reserves	725,405
1,247,872	1,184,372	Total Equity	1,187,100

Appendix 5 -Budgeted Statement of Cash Flow

Budget 2023-24 \$'000	3rd Review 2023-24 \$'000		Budget 2024-25 \$'000
		Cash Flows from Operating Activities	
104,826	105,883	Receipts	112,960
(87,211)	(91,649)	Payments	(92,326)
17,615	14,234	Net Cash Provided by Operating Activities	20,634
		Cash Flows from Financing Activities	
		Receipts	
18,000	9,128	Loans Received	9,500
		Payments	
(929)	(929)	Principal	(657)
17,071	8,199	Net Cash (Used In) Financing Activities	8,843
		Cash Flows from Investing Activities	
		Receipts	
10,434	15,580	Capital Grants/Subsidies & Contributions/Investments	2,157
-	524	Sale of replaced assets	353
		Payments	
(50,707)	(50,689)	Purchase of IPP&E	(39,376)
(40,273)	(34,585)	Net Cash (Used In) Investing Activities	(36,866)
(5,587)	(12,152)	Net Increase/(Decrease) in Cash Held	(7,389)
20,065	29,631	Cash at Beginning of Reporting Period	17,479
14,478	17,479	Cash at End of Reporting Period	10,090

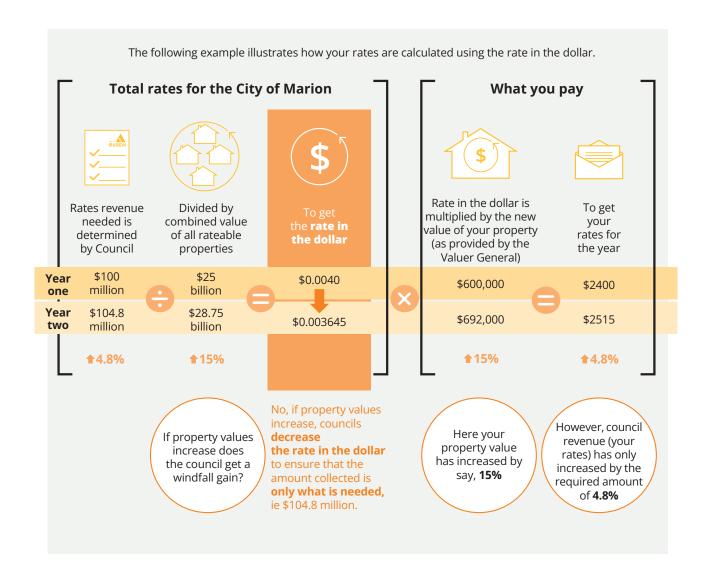
Appendix 6 -Budgeted Funding Statement

	3rd Review		Budget
2023-24	2023-24		2024-25
\$'000	\$'000	One wating Revenue	\$'000
89,437	89,759	Operating Revenue	94,823
2,551			2,738
3,325		Statutory Charges	4,164
6,935		User Charges	9,174
425		Operating Grants & Subsidies Investment Income	,
	,		300
1,081		Reimbursements	1,020
701		Other	668
365		Net gain - SRWRA	645
104,821	106,248	Onevating Evenence	113,533
44.064	11 577	Operating Expenses	46.610
44,064		Employee Costs	46,610
27,477		Contractual Services	30,533
6,994		Materials Figure Characters	6,460
151		Finance Charges	359
18,100		Depreciation	21,100
7,670	· · · · · · · · · · · · · · · · · · ·	Other	8,385
104,456	112,200		113,447
365	(5,952)	Operating Surplus/(Deficit) before Capital Revenues	86
		Capital Revenue	
10,119	15,580	Capital Grants & Subsidies	2,642
10,484	9,628	Net Surplus/(Deficit)	2,728
18,100	20,551	Depreciation	21,100
(365)	(365)	Share of Profit SRWRA	(645)
28,219	29,814	Funding available for Capital Investment	23,183
		Capital	
11,468	18,544	less Capital Expenditure - Renewal	15,314
39,238		less Capital Expenditure - New	19,488
-		add Proceeds from Sale of Assets	353
(22,487)	(20,351)	Net funding increase/(decrease)	(11,266)
		Funded by;	
		Loans	
18,000	9,128	Loan Principal Receipts (Net)	9,500
(929)	(929)	less Loan Principal Repayments	(657)
17,071	8,199	Loan Funding (Net)	8,843
		Movement in level of cash, investments and accruals	
80	77	Cash Surplus/(Deficit) funding requirements	49
(5,497)	(12,229)	Reserves Net transfer to/(transfer from)	(2,473)
(5,417)	(12,152)	Cash/Investments/Accruals Funding	(2,424)
22,487	20,351	Funding Transactions	11,266

Appendix 7 -How your rates are calculated

Valuations do not determine the rates income of a council. Property values are used to determine the share of the total budgeted rates that one property pays relative to other properties in the council area.

Property valuations are used by councils to determine the rate in the dollar to generate the total amount of rate revenue that councils need. Councils review the rate in the dollar annually making sure they only raise the budgeted rate revenue as required.



Appendix 8 - 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 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. 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

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

6. DISCRETIONARY REBATE

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

7. POSTPONEMENT OF RATES - SENIORS

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

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

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

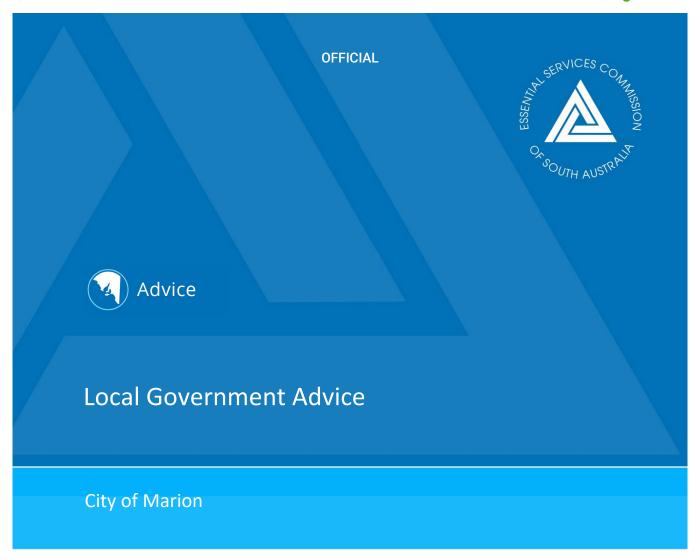
An application must be made in the prescribed manner and form and be accompanied by such information as the Council may require. Any rates which are postponed will become due and payable when:

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

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

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

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



February 2024

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Enquiries concerning this advice should be addressed to:

Essential Services Commission GPO Box 2605 Adelaide SA 5001

Telephone: (08) 8463 4444

Freecall: 1800 633 592 (SA and mobiles only) Freecall: advice@escosa.sa.gov.au Web: www.escosa.sa.gov.au

Local Government Advice: City of Marion

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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
- · Report any actual and projected cost savings in the annual budget and longterm 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



Local Government Advice: City of Marion

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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 Essential Services Commission Act 2002
CPI	Consumer Price Index (Adelaide, All Groups)
Council	City of Marion
CWMS	Community Wastewater Management System
ESC Act	Essential Services Commission Act 2002
F&A	Local Government Advice: Framework and Approach – Final Report
FTE	Full Time Equivalent
IAMP	Infrastructure and asset management plan (also called an AMP)
LG Act	Local Government Act 1999
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	Local Government (Financial Management) Regulations 2011
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



Local Government Advice: City of Marion

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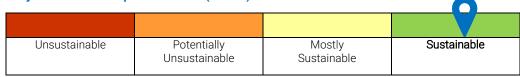
1 The Commission's key advice findings for the City of Marion

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:

			9
Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

Projected financial performance (future):



Previous financial performance (past ten years):

			9
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

Local Government Advice: City of Marion

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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.

Local Government Advice: City of Marion

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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.¹

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)² – both required as part of a council's SMP.³ Financial sustainability is considered to encompass intergenerational equity,⁴ as well as program (service level) and rates stability in this context.⁵ The other main purpose is for the Commission to consider ratepayer contributions in the context of revenue sources, outlined in the LTFP.⁶ 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.⁷

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. ⁸ It does not need to publish the attachment to the advice (these will be available with the advice on the Commission's website⁹), 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. 10

- ¹ 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).
- ² Commonly referred to as asset management plans.
- 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.
- 4 'Intergenerational equity' relates to fairly sharing services and the revenue generated to fund the services between current and future ratepayers.
- Commission, Framework and Approach Final Report, August 2022, pp. 2-3, available at www.escosa.sa.gov.au/advice/advice-to-local-government.
- 6 LG Act s122(1f)(a) and (1g)(a)(ii).
- 7 LG Act s122(1f)(b) and (1g)(b).
- 8 LG Act s122(1h).
- The Commission must publish its advice under LG Act s122(1i)(a).
- 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 deprecation) 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. 11

Advice on material plan amendments in 2023-24 2.2.1

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.

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¹¹ 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, ¹² 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. ¹³ 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, ¹⁴ 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 ¹⁵). 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:

Oper

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.

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

City of Marion, 2023-2033 long-term financial plan, June 2023, p. 6.

The set of nine years forecast in both the 2022-23 and 2023-24 LTFP projections.

¹⁵ 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.



A 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 16 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 203233 (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. 17

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 18 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).

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¹⁶ 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).

¹⁷ 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).

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 19 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 2032-33²⁰ and its strategy to finance infrastructure projects articulated in its City of Marion Building asset Strategy report (CoMBAS).

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¹⁹ 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).

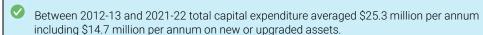
²⁰ City of Marion, 2023-24 annual business plan, June 2023, p. 15.

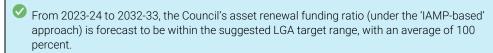
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The Council stated in its 2023-33 LTFP that it has a desirable target range is between zero and 50 percent for its net financial liabilities ratio.²¹ Community concerns about the Council's level of debt also appear small, with the Commission noting that only one out of the 78 submissions received expressed concern about the forecast level of debt in 2032-33.²²

Asset renewals expenditure

Key Points:





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.²³ 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 ratio²⁴ (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.

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²¹ City of Marion, 2023-33 long-term financial plan, June 2023, p. 11.

²² 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_lpci.pdf

²³ City of Marion, 2020 annual report, October 2021, p. 82.

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. ²⁵

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.²⁶

Notwithstanding the Council's annual desktop revaluation and the indexing of depreciation,²⁷ 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, ²⁸ 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.²⁹

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 2018.³⁰

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. ³¹ 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

- 25 Submissions to the Essential Services Commission of South Australia Response to follow up questions City of Marion. November 2023, p. 3.
- ²⁶ Submissions to the Essential Services Commission of South Australia Response to follow up questions City of Marion. November 2023, p. 3.
- ²⁷ Based on the Council's Excel template (with material amendment reasons) it provided to the Commission.
- ²⁸ Where asset renewal/replacement expenditure is divided by depreciation expenses.
- ²⁹ City of Marion, 2022-23 annual report, June 2023, p. 24.
- 30 City of Marion, 2022-23 annual report, June 2023, p. 24.
- ³¹ City of Marion, refresh of budgeted expenditures accommodated in the LTFP, August 2023, p. 1

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

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:



A 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.



A 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, 33 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. 34 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 2023-24,35 representing a reduction in real terms as the increase is below the level of inflation.³⁶ 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.³⁷

Looking forward, between 2023-24 and 2032-33 the average rate across all categories is forecast to increase from \$1,980 to \$2,64538, 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

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³² City of Marion, 2019-28 asset management strategy, March 2019, p. 6.

³³ From 2012-13 to 2021-22.

³⁴ 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-andsocial-indicators/local-government-price-index.

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.

³⁶ 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/sepquarter-2023.

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

This includes rates growth of 4.3 percent expected each year of which 1 percent is for property growth.

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

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. And 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.

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. 42 While the Council has complied with this obligation, 43 the Commission considers that it would be appropriate for the Council to also:

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.

³⁹ 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.

⁴⁰ City of Marion, 2023-24 annual business plan, June 2023, p. 44

 $^{^{\}rm 41}$ City of Marion, 2023-24 annual business plan, June 2023, p. 23

⁴² Under Regulations s6(ec) Local Government (Financial Management) Regulations 2011.

City of Marion, 2023-24 annual business plan, June 2023, p. 23



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City of Marion Long Term Financial Plan 2024-2034

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Purpose of the LTFP

The Long Term Financial Plan (LTFP) is an integral part of Council's suite of strategic management plans that links Council's Business Plans and Asset Management Plans and translates the outcomes and strategies of Council's Business Plans into financial terms. Council's LTFP provides the basis for the preparation of Council's Annual Business Plan. The LTFP also reflects the known impacts of projects included in Council's 4 Year Business Plan 2023-2027.



The LTFP ensures that long term financial sustainability can be maintained while meeting the needs and expectations of our communities and delivering Council's objectives as specified in the 30 Year Community Vision – 'Towards 2040', and related strategies.

Reviewing the LTFP on an annual basis concurrently with Council's Annual Budget ensures confidence in the long-term financial sustainability of the organisation.

Part of this process includes conducting an environmental scan. Environmental scanning is an ongoing process, keeping us future focussed, aware of the bigger picture and mindful of emerging risks and opportunities. An extensive review of opportunities and challenges from current and emerging internal and external trends and influences is conducted annually with key issues being identified in Council's Annual Business Plan. This supports the consideration of strategic priorities and responses considering emerging priority pressures and opportunities. The criticality of each issue and opportunity was assessed. Responses targeting what council has in place or will do differently have been developed for all critical issues and opportunities.

Because of the nature of the estimates and assumptions made and the uncertainty of changes within the economy, the LTFP requires regular review and updating. This process involves input from management, Council and the Finance Risk and Audit Committee.

The review and updating of Council's Asset Management Plans assist in providing accurate information for the renewal and ongoing maintenance of Council's existing assets.

CEO Statement on Financial Sustainability

This LTFP demonstrates that Council is in a strong financial position and well placed to support the community applying an average rate increase of 4.8% for the 2024-25 financial year. Along with appropriate debt and treasury management, Council also forecasts rate increases reducing to 3% over the coming years consistent with the Reserve Bank of Australia's targeted range in the latter part of the 10-year term of the LTFP.

The key financial indicators used to assess Council's long-term financial sustainability include the operating surplus ratio, asset renewal funding ratio, net financial liabilities ratio and debt servicing ratio. These ratios are in line with Council's established benchmarks ensuring the sustainability of Council's long-term financial performance and position.

Continually improving the integration between City of Marion's suite of Strategic Plans including Council's Asset Management Plans, LTFP, 4Year Business Plan and Annual Business Plan ensures the Council develops and implements a robust and transparent system of financial management aligned to the longer-term aspirations for the city as expressed in the 30 Year Community Vision - 'Towards 2040'.

The LTFP is the mechanism by which the funding requirements for these Strategic Plans are identified ensuring we continue to operate in a financially sustainable manner by progressively establishing, maintaining and assessing our long-term financial sustainability.

The Council ensures we have the financial capacity to continue to provide service levels which meet the needs of our community in a financially sustainable way by:

- Striving to continually improve our efficiency in the provision of existing and future services without affecting service delivery levels.
- Maintaining an operating surplus over the life of the LTFP while continually investing in the renewal and upgrade of community assets.
- Continuously improving our Asset Management Plans to ensure we are appropriately maintaining over \$1 billion of assets by renewing vital infrastructure and facilities.
- Taking out new borrowings where appropriate in accordance with Council's Treasury
 Management Policy and maintaining debt and interest levels within Council's established
 benchmarks ensuring our capacity to service and repay this debt into the future.
- Operating within the key financial indicators and benchmarks over the life of the LTFP ensuring we maintain a sound financial position.

Consideration must also be given to numerous risks with the potential to influence the outcomes that affect Council's long-term financial position. The following key risks may fall into this category:

- Inflationary Pressures Although a 4.8% increase in average rates forecasts a financially sustainable position for 2024-2025 and beyond, the current inflationary phase in the economic climate exposes council to risk. Some projects and programs may deliver outcomes that place additional pressure on the budget.
- Maintaining an appropriate rating strategy Council will continue to monitor the
 appropriateness of forecast rate increases in the LTFP. Council's forecast rates assume
 an average rate increase reflective of the RBA targeted CPI throughout the 10-year term
 of the LTFP. This strategy must however be sustainable and balanced with the real cost
 of service provision, capital maintenance and service demand from the community.
- Unfunded and unprioritised initiatives Will need to be prudently assessed with appropriate due diligence and in a disciplined manner to ensure Councils long term financial sustainability is preserved.
- Increasing levels of community housing transfers across the City of Marion resulting in increasing levels of rate rebates.
- Changes to Local Government funding programs and potential risk in relation to cost shifting from the Federal and State Government to Local Government.
- Asset renewal and infrastructure management may present challenges that will need to be addressed. Council's LTFP currently indicates there is sufficient funding to meet the renewal requirements of its Asset Management Plans, however timing of funds and works for different asset classes will be refined with annual iterations of the asset management plans that further inform the LTFP.

Basis of Preparation

Council's LTFP provides the basis for the preparation of its Annual Business Plan. The LTFP also reflects the known impacts of projects included in Council's 4 Year Business Plan 2023-2027.

Plan Framework

The LTFP has been prepared under the following 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 LTFP.
- 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

In developing the LTFP, several key assumptions and variables were applied:

Service Levels – Where changes to service delivery are prioritised and approved by Council subject to financial capacity, these changes will be incorporated into the 2024-2025 Budget and Long-Term Financial Plan. Where no other endorsement exists, service delivery levels will be maintained at current levels.

Rate Revenue – The LTFP is prepared based on a 4.8% average rate increase in 2024-25 moving gradually back to a forecast 3.0% from 2027-2028 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 closely aligned with current reported CPI, which at the time of writing this report is 4.3% (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.

These proposed increments will continue to be monitored in light of global and local economic forecasts and the financial impact that those circumstances may have on Marion ratepayers along with their capacity to pay.

Indexation – the 2024-25 budget is 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.

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 2028-2029 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. 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 the LTFP.

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 has been considered in the development of the 2024-2025 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.

Key Outcomes/Conclusions

Overview

The major outcomes and projects contained within the LTFP include:

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 connection, provide a versatile space for various community events, and maintain vehicle access to businesses and community facilities on Milham Street.

Marino Hall

A rebuild of the ageing hall will progress and be completed in 2024-25 to support a new vibrant centre that attracts a broad range of community groups. The new pavilion-style hall will include meeting spaces, a performance area, art gallery and studio. A café and expanded car park will also support the site as an accessible creative and community events hub. The State and Federal Governments have partnered with Council to support this project.

Marion Basketball Stadium

The current stadium no longer meets the current needs, standards, and expectations of the basketball community. Council has proposed a new 5 court indoor stadium at the current site on Norfolk Road. Works to be completed in 2024-25 include the development of concept designs, community consultation and options for Marion Tennis Club. The Federal Government has pledged \$6m towards the project.

Seacliff Golf Park Upgrade

This multi-year project will be completed in 2024-25 with the construction of a new clubhouse and car park, which will provide hospitality services, meeting spaces, outdoor deck and a Golf pro-shop. The Federal Government has partnered with Council to support this project.

Warradale Park Tennis Club

The tennis club has shared designs for upgraded facilities, and the Council will collaborate with the club to develop a detailed design that meets community needs. The upgrade 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.

The Community's Capacity to Pay

CPI, and ultimately average wage movements, is a guide of the ability of most residents to pay. Those residents whose financial position does not necessarily move with CPI (e.g. pensioners) may not have the ability or capacity to afford the full payment of rates. This is in part dealt with by Council's existing rating policy which provides multiple forms of financial assistance to these people: -

- Postponement of Rates Hardship
- Postponement of Rates Seniors
- Payment on Terms
- Rate Capping
- Large variety of payment options

Other Potential Revenue Sources/ Opportunities

 Grant funding is Council's second largest operating revenue source representing between 7% and 8% of operating income over the term of the LTFP. Council's ability and opportunity to attract State and Federal Government funding for major projects and service improvements is critical to the long-term financial sustainability of the organisation.

 Shared services – entering shared service arrangements with other councils and the LGA to achieve economies of scale. Partnering with not-for-profit entities to provide services and facilities for the community is another option.

- Potential sale of surplus land and buildings Whilst the LTFP is prepared on the basis
 that there is no reliance on gains from the disposal of assets to fund essential services,
 consideration should be given to this potential revenue source when considering the
 funding options for major strategic redevelopment projects.
- Exploring community governance and community capacity building opportunities –
 that is empowering the community to explore, fund and manage projects with minimal
 council assistance.

Asset Management

The City of Marion's Asset Management Vision is:

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

Council's Asset Management Plans detail information about our assets and define the services to be provided, how the services are provided, and what funds are required to provide the services. All City of Marion assets are audited regularly and frequently inspected on a rolling inspection regime.

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

Asset management is a critical tool in ensuring appropriate provision is made for the long-term management of community assets, and their impacts on all areas of service planning and delivery.



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

Financial Indicators

Key Financial Indicators

Operating Surplus Ratio

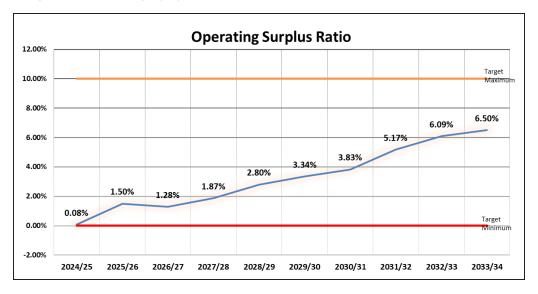
The Operating Surplus ratio expresses the level of operating surplus before capital expenditure as a percentage of rates. It gives an indication of Council's ability to service its operations from expected rate income and maintain financial sustainability in the long term.

Target

An operating surplus ratio averaging between 0% and 10% over any consecutive five-year period.

LTFP Commentary

The Operating Surplus Ratio is within the adopted target range of 0 - 10%. The forecast surplus is required to provide the funding necessary to meet the costs of delivering services and projects to the community including the renewal and upgrade of existing community assets over time to maintain community service standards and expectations, along with the ability to fund future major projects.



Net Financial Liability Ratio

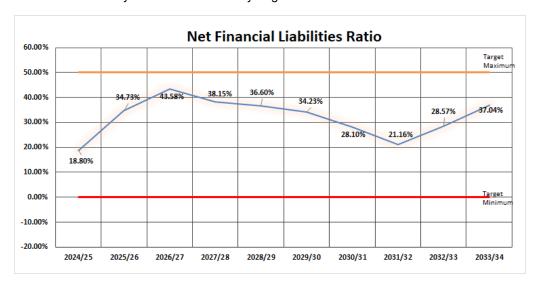
Net Financial Liabilities Ratio expresses Net Financial Liabilities – This comprises total liabilities less financial assets (where financial assets for this purpose includes cash, investments, loans to community groups, receivables and prepayments) expressed as a percentage of total operating revenue. This indicates Council's capacity to meet its financial obligations from operating revenue.

Target

The desirable target range for this indicator is between 0% and 50%.

LTFP Commentary

The net financial liability ratio is forecast to be 18.80% in 2024-25 increasing with the additional forecast annual borrowings to peak at 43.58% in 2026-2027 and then decreasing across the LTFP as loan repayments are made. Borrowings are forecast to increase in 2032-2033, where the Ratio increases to 37.04%. Future borrowings are aligned to projects outlined in the City of Marion Building Asset Strategy (CoMBAS). The timing and funding implications for CoMBAS projects is reviewed on an annual basis in conjunction with the ABP and LTFP to ensure Council's key financial sustainability targets are forecast to be met.



Asset Renewal Funding Ratio

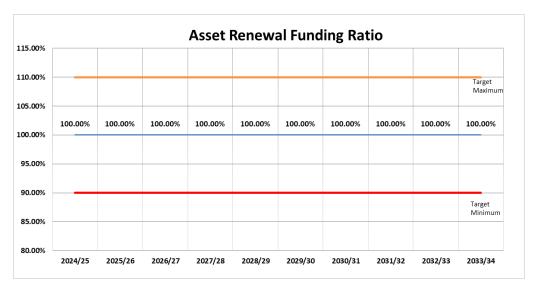
The Asset Renewal Funding ratio is calculated by measuring capital expenditure on renewal and replacement of assets relative to the Infrastructure and Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements.

Target

It is suggested that a long-term asset sustainability index between 90 - 110% is acceptable as per Council's Asset Management Policy.

LTFP Commentary

With the Renewal Expenditure identified within the Asset Management Plans fully funded within the Long Term Financial Plan, Council's Asset Renewal Funding Ratio is projected to sit exactly on target over the life of the LTFP. This indicates that Council's asset base is being renewed in keeping with the desired expenditure from the Asset Management Plans. Actual expenditure may vary in any given year between the 90% minimum and 110% maximum for strategic and/or timing reasons associated with the replacement of significant long lived assets.



Other Financial Indicators

While the Key Financial Indicators are those that are required by the Regulations, several other ratios can be used to measure financial performance. Council has elected to use the following additional indicator:

Debt Servicing Ratio

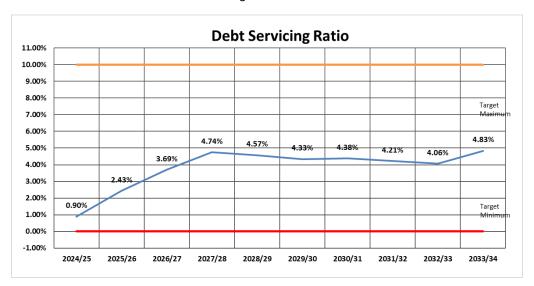
The Debt Servicing ratio expresses forecast debt servicing costs (principal and interest) compared to rates revenue. This indicates the ability of Council to service borrowings from forecast rate income.

Target

This indicator has a desired target range between 0% and 10%.

LTFP Commentary

With forecast new borrowings within the LTFP of \$9.5m required in 2024-2025, and additional borrowings of \$66.1m to fund capital expenditure over the remainder of the plan, the Debt Servicing Ratio is set to peak at 4.83% in 2033-2034. Council's Debt Servicing Ratio is set to remain within the target range over the course of the LTFP. This indicates a moderate capacity to further borrow and remain within the ratio bandwidths, noting that related borrowing capacity ratios should be considered before making this decision.



Financial Statements

Uniform Presentation of Finances

10 Year Financial Plan for the Years ending 30 June 2034										
UNIFORM PRESENTATION OF FINANCES	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Activities										
Income	113,533	119,127	123,956	128,679	133,541	138,131	143,405	148,880	154,566	160,470
less Expenses	(113,447)	(117,341)	(122,365)	(126,277)	(129,798)	(133,517)	(137,912)	(141,190)	(145,157)	(150,038)
Operating Surplus / (Deficit)	86	1,786	1,590	2,402	3,742	4,614	5,492	7,691	9,409	10,433
Capital Activities										
less (Net Outlays) on Existing Assets										
Capital Expenditure on Renewal and Replacement of Existing Assets	(15,314)	(18,628)	(15,540)	(14,454)	(16,811)	(16,612)	(16,548)	(18,868)	(17,954)	(22,240)
add back Depreciation, Amortisation and Impairment	21,100	21,944	22,822	23,735	24,684	25,672	26,699	27,767	28,877	30,032
add back Proceeds form Sale of Replaced Assets	353	320	100	766	847	454	525	1,580	1,117	1,597
(Net Outlays) on Existing Assets	6,139	3,637	7,382	10,047	8,720	9,513	10,676	10,480	12,040	9,389
less (Net Outlays) on New and Upgraded Assets Capital Expenditure on New and Upgraded Assets										
(including Investment Property & Real Estate Developments)	(19,488)	(33,016)	(24,829)	(8,771)	(16,669)	(16,685)	(10,451)	(11,180)	(52,139)	(53,738)
add back Amounts Received Specifically for New and Upgraded Assets	2,642	8,232	3,891	1,952	5,142	4,898	2,042	2,589	18,859	19,476
(Net Outlays) on New and Upgraded Assets	(16,846)	(24,784)	(20,938)	(6,818)	(11,527)	(11,788)	(8,409)	(8,592)	(33,280)	(34,261)
less Share of Profit in Equity Accounted Investments (excl dividend)	(645)	(664)	(684)	(705)	(726)	(748)	(770)	(793)	(817)	(842)
Net Lending / (Borrowing) for Financial Year	(11,266)	(20,026)	(12,650)	4.927	209	1.592	6.989	8.785	(12,648)	(15,281)

Budgeted Funding Statement

City of Marion										
10 Year Financial Plan for the Years ending 30 June 2034 FUNDS STATEMENT	0004/05									
FUNDS STATEMENT	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	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Income	202 1120	2020/20	2020/21	202.720	2020/20	2020/00	2000/01	200.702	2002/00	2000/01
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	9,174	9,398	9,629	9,846	10,049	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	113,533	119,127	123,956	128,679	133,541	138,131	143,405	148,880	154,566	160,470
	.,	-,	.,	.,.			.,	.,	,,,,,,	,
Expenses										
Employee Costs	46,610	48,216	49,663	51,153	52,687	54,268	55,896	57,573	59,300	61,079
Materials, Contracts & Other Expenses	45,378	46,098	47,951	48,756	49,993	51,225	53,052	53,817	55,185	56,543
Depreciation, Amortisation & Impairment	21,100	21,944	22,822	23,735	24,684	25,672	26,699	27,767	28,877	30,032
Finance Costs	359	1,083	1,929	2,633	2,433	2,353	2,265	2,033	1,794	2,383
Total Expenses	113,447	117,341	122,365	126,277	129,798	133,517	137,912	141,190	145,157	150,038
Operating Surplus	86	1,786	1,590	2,402	3,742	4,614	5,492	7,691	9,409	10,432
Operating Surplus Ratio	0.08%	1.50%	1.28%	1.87%	2.80%	3.34%	3.83%	5.17%	6.09%	6.50%
Amounts Received Specifically for New or Upgraded Assets	2.642	8.232	3.891	1.952	5.142	4.898	2.042	2.589	18.859	19.476
	**	-, -	-,	, , ,		,	**	,		
Net Surplus / (Deficit) for the Year	2,728	10,018	5,481	4,355	8,884	9,511	7,535	10,279	28,269	29,909
Capital (Balance Sheet) and Reserve Movements										
Capital Expenditure	(34,802)	(51,644)	(40,369)	(23,224)	(33,481)	(33,297)	(26,999)	(30,048)	(70,093)	(75,978)
Loan Repayments (External)	(657)	(1,809)	(2,635)	(3,456)	(3,656)	(3,620)	(3,997)	(4,225)	(4,466)	(4,344)
Funds from Replaced Asset Disposal	353	320	100	766	847	454	525	1.580	1,117	1,597
New Loan Borrowings (External)	9,500	16,600	15,400	700	2,250	2,200	323	1,360	14,550	15,100
Net Transfers (to)/from Reserves	2,473	5,275	(75)	(1,375)	1,225	(75)	(2,975)	(4,525)	2,625	4,575
Total Capital (Balance Sheet) and Reserve Movements	(23,133)	(31,258)	(27,579)	(27,289)	(32,815)	(34,339)	(33,446)	(37,217)	(56,267)	(59,050)
Total Capital (Dalaince Street) and Neserve Movements	(23,133)	(31,230)	(21,515)	(21,203)	(32,013)	(34,333)	(33,440)	(37,217)	(30,207)	(33,030)
Net Result (including Depreciation & Other non-cash items)	(20,406)	(21,240)	(22,097)	(22,935)	(23,930)	(24,827)	(25,911)	(26,938)	(27,999)	(29,141)
Add back Depreciation Expense (non-cash)	21,100	21,944	22,822	23,735	24,684	25,672	26,699	27,767	28,877	30,032
Less Other Income (non-cash)	(645)	(664)	(684)	(705)	(726)	(748)	(770)	(793)	(817)	(842)
Cash Budget Surplus	49	40	41	95	28	97	18	36	62	49

Budgeted Income Statement

10 Year Financial Plan for the Years ending 30 June 2034 STATEMENT OF COMPREHENSIVE INCOME	0004/05	0005/00	0000107	0007/00	0000/00	0000/00	0000/04	0004/00	0000/00	0000104
STATEMENT OF COMPREHENSIVE INCOME	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
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
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Reimbursements	1,020	1,051	1,082	1,112	1,140	1,168	1,198	1,228	1,258	1,290
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Operating Surplus	86	1,786	1,590	2,402	3,742	4,614	5,492	7,691	9,409	10,433
Operating Surplus Ratio	0.08%	1.50%	1.28%	1.87%	2.80%	3.34%	3.83%	5.17%	6.09%	6.50%
Amounts Received Specifically for New or Upgraded Assets	2,642	8,232	3,891	1,952	5,142	4,898	2,042	2,589	18,859	19,476
Net Surplus / (Deficit) for the Year	2,728	10,018	5,481	4,355	8.884	9,511	7,535	10,279	28,269	29,909

Budgeted Statement of Financial Position

10 Year Financial Plan for the Years ending 30 June 2034	0004177	0005/55	0000107	0007155	0000165	000010-	000010:	0004105	0000155	0000:0
STATEMENT OF FINANCIAL POSITION	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'00
ASSETS										
Current Assets										
Cash & Cash Equivalents	10,090	5,062	5,181	6,604	5,610	5,823	8,866	13,456	11,591	6, 163
Trade & Other Receivables	4,955	5,495	5,411	5,458	5,833	5,970	5,990	6,213	7,433	7,682
Inventories	488	496	516	525	538	551	571	579	594	608
Total Current Assets	15,533	11,053	11,108	12,587	11,981	12,345	15,427	20,248	19,618	14,454
Non-Current Assets										
Equity Accounted Investments in Council Businesses	9,511	10,175	10,860	11,564	12,290	13,038	13,808	14,602	15,419	16,260
Infrastructure, Property, Plant & Equipment	1,198,934	1,228,669	1,246,116	1,244,840	1,252,789	1,259,961	1,259,736	1,260,436	1,300,535	1,344,884
Total Non-Current Assets	1,208,445	1,238,845	1,256,976	1,256,404	1,265,079	1,272,999	1,273,544	1,275,038	1,315,954	1,361,144
TOTAL ASSETS	1,223,978	1,249,898	1,268,084	1,268,991	1,277,060	1,285,344	1,288,971	1,295,286	1,335,572	1,375,598
LIABILITIES										
Current Liabilities										
Trade & Other Payables	10,119	10,870	10,807	10,815	11,405	11,596	11,685	11,944	13,876	14,243
Borrowings	1,815	2,641	3,462	3,662	3,626	4,003	4,231	4,472	5,359	5,100
Provisions	6,715	6.715	6,715	6.715	6.715	6.715	6.715	6,715	6,715	6,71
Total Current Liabilities	18,649	20,226	20,984	21,191	21,746	22,314	22,630	23,131	25,950	26,06
Non-Current Liabilities										
Borrowings	17,562	31,528	43,472	39,816	38,446	36,649	32,424	27,958	37,155	47,158
Provisions	667	667	667	667	667	667	667	667	667	667
TOTAL LIABILITIES	36,878	52,421	65,123	61,675	60,859	59,630	55,722	51,756	63,772	73,886
Net Assets	1,187,100	1,197,477	1,202,961	1,207,316	1,216,201	1,225,714	1,233,249	1,243,530	1,271,800	1,301,712
EQUITY										
Accumulated Surplus	461,695	477,346	482,755	485,735	495,845	505,281	509,841	515,596	546,491	580,97
Asset Revaluation Reserves	711,329	711,329	711,329	711,329	711,329	711,329	711,329	711,329	711,329	711,329
Other Reserves	14,076	8,801	8,877	10,252	9,028	9,103	12,079	16,605	13,980	9,406
Total Equity	1,187,100	1,197,477	1,202,961	1,207,316	1,216,201	1,225,714	1,233,249	1,243,530	1,271,800	1,301,71

Budgeted Statement of Cashflows

City of Marion										
10 Year Financial Plan for the Years ending 30 June 2034										
STATEMENT OF CASH FLOWS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/3
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'00
Cash Flows from Operating Activities										
Receipts:	112,960	118,314	123,143	127,847	132,684	137,219	142,496	147,943	153,599	159,474
Payments:	(92,326)	(95,251)	(99,249)	(102,388)	(104,900)	(107,631)	(110,917)	(113,269)	(116,042)	(119,768
Net Cash provided (or used in) Operating Activities	20,634	23,063	23,894	25,459	27,784	29,588	31,579	34,675	37,557	39,707
Cash Flows from Investing Activities										
Receipts:										
Amounts Received Specifically for New/Upgraded Assets	2.157	8,442	3.728	1.880	5.262	4.888	1.935	2.609	19,469	19,499
Sale of Replaced Assets	353	320	100	766	847	454	525	1,580	1,117	1,597
Payments:										
Expenditure on Renewal/Replacement of Assets	(17,601)	(18,628)	(15,540)	(14,454)	(16,811)	(16,612)	(16,548)	(18,868)	(17,954)	(22,240
Expenditure on New/Upgraded Assets	(21,774)	(33,016)	(24,829)	(8,771)	(16,669)	(16,685)	(10,451)	(11,180)	(52,139)	(53,738
Net Cash provided (or used in) Investing Activities	(36,866)	(42,882)	(36,541)	(20,579)	(27,372)	(27,955)	(24,538)	(25,858)	(49,507)	(54,881
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings	9,500	16,600	15,400	_	2,250	2,200	_	_	14,550	15,100
Payments:					•	,			•	•
Repayments of Borrowings	(657)	(1,809)	(2,635)	(3,456)	(3,656)	(3,620)	(3,997)	(4,225)	(4,466)	(5,353
Net Cash Flow provided (used in) Financing Activities	8,843	14,791	12,765	(3,456)	(1,406)	(1,420)	(3,997)	(4,225)	10,084	9,747
Net Increase/(Decrease) in Cash & Cash Equivalents	(7,389)	(5,028)	118	1,424	(994)	212	3,044	4,591	(1,866)	(5,428
net micrease/(Decrease/ in Cash & Cash Equivalents	(7,369)	(3,028)	110	1,424	(994)	212	3,044	4,591	(1,000)	(5,420
plus: Cash & Cash Equivalents - beginning of year	17,479	10,090	5,062	5,181	6,604	5,610	5,823	8,866	13,458	11,591
Cash & Cash Equivalents - end of the year	10,090	5,062	5,181	6,604	5,610	5,823	8,866	13,458	11,591	6,163

Glossary

Financial Assets

Financial Assets include cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council businesses, inventories and land held for resale.

Financial Sustainability

Financial Sustainability is where planned long-term service and infrastructure levels and standards are met without unplanned and disruptive increases in rates or cuts to services.

Interest Cover Ratio

Interest Cover Ratio indicates the extent to which Council's commitment to interest expenses are met by total operating revenues. The ratio is calculated by measuring net interest expense to total operating revenue (excluding Land Services levy).

Net Lending/ (Borrowing)

Net Lending/ (Borrowing) equals Operating Surplus / (Deficit), less net outlays on non-financial assets. This result is a measure of the Council's overall (i.e. Operating and Capital) budget on an accrual basis. Achieving a zero result in any one year essentially means that the Council has met all of all its expenditure (both operating and capital) from the current year's revenues.

Non-financial or Physical Assets

Non-financial or Physical Assets refers to infrastructure, land, buildings, plant, equipment, furniture and fittings, library books and inventories.

Operating Deficit

Operating Deficit is where operating revenues are less than operating expenses (i.e. operating revenue is therefore not sufficient to cover all operating expenses).

Operating Expenses

Operating Expenses are operating expenses shown in the Income Statement, including depreciation, but excluding losses on disposal or revaluation of non-financial assets.

Operating Revenues

Operating Revenues are incomes shown in the Income Statement but exclude profit on disposal of non-financial assets and amounts received specifically for new/upgraded assets (e.g. from a developer). For ratios calculated where the denominator specified is total operating revenue or rate revenue, Regional Landscape levy revenue is excluded.

Operating Surplus

Operating Surplus is where operating revenues are greater than operating expenses (i.e. operating revenue is therefore sufficient to cover all operating expenses) but does not take into account any capital expenditure.

Rating Policy



1. RATIONALE

The Rating policy exists to outline the methodology for setting and collecting rates from the community.

2. POLICY SCOPE AND IMPLEMENTATION

(1) Valuation Methodology and Adoption

Council uses Capital Value as the basis for valuing land within the <u>c</u>Council area. Capital Value is the value of the land and <u>all-ofall</u> 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.

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Rating Policy



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 <u>c</u>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 <u>c</u>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 applied to each property.

(See Annexure 1)

(6) Payment of Rates

The Council has determined that payment of rates for the 20243-25-24 financial year will be by four instalments, due on 24 September 20243, 24 December 20243, 34 March 20254 and 32 June 20254. 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 cCheque or sSavings account
- Eservices Direct through the Council's Internet system
- In person At Council Offices
- By Mail PO Box 21 Park Holme Oaklands Park SA 50436

(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 <u>c</u>Council receives a payment in respect of overdue rates the <u>e</u>Council <u>applies the</u> money received is <u>applied</u> in the order set out below in accordance with Section 183 of the Act,

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- 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) (I) (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 the 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 1st July of the previous financial year.
- The property has not sold since the 1st 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 the rebate is not applied automatically, ratepayers who consider they could be eligible for rate capping may apply in writing to council. Applications will be assessed against the eligible criteria. Only applications for the current financial year will be accepted and must be received in the current financial year.

(8.3) Residential Construction on Vacant Land

Under Section 166 (1) (a) of the Act, and for the purpose of securing the proper development of the area, a discretionary rebate of general rates for the 202<u>4-25</u>3-24 financial year will be granted in respect of an assessment classed as vacant land by the <u>c</u>Council, where:

- The principal ratepayer of the assessment applies to the <u>c</u>Council for the rebate prior to 30 June 202<u>5</u>4, and
- The footings have been poured on the property by 30 June 20254.

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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 20243 and 30 June 20254 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 <u>c</u>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 <u>c</u>Council by ratepayers who meet the criteria required for qualification for the postponement under Section 182A of The Act. (see Annexure 1 for criteria).

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

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

(10) Concessions

Cost of Living Concession

Pensioners, low-income earners and self-funded retirees holding a Commonwealth Seniors Health Card can receive up to \$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 <u>c</u>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 <u>c</u>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.

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(2) Mandatory Rebates

Mandatory rate rebates will be granted by ccouncil 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 ccouncil 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 ccouncil will grant the rebate accordingly. Where the ccouncil is not satisfied based upon the information in its possession or otherwise does not hold relevant information it will require the person or body to lodge an application in accordance with this Policy.

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

Where an application is made to the CCouncil 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 ccouncil and provide to the ccouncil such information as stipulated on the application form and any other information that the ccouncil may reasonably require.

(4) Application

Application forms may be obtained online at www.marion.com.au or from the ccouncil office located at 245 Sturt Road, Sturt.

The ccouncil 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.

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(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 <u>c</u>Council services provided in respect of the land for which the rebate is sought, in comparison to similar services provided elsewhere in the <u>c</u>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 <u>o</u>Council;
- Whether, and if so to what extent, the applicant is or will be providing a service within the ccouncil 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 ccouncil;
- 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 <u>c</u>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.

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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 <u>c</u>Council of that fact and (whether or not the <u>c</u>Council is so informed) the entitlement to a rebate ceases. If a person or body fails to do so that person or body is guilty of an offence.

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

(7) Delegation

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

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

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

(8) Review of Rebate

A person or a body aggrieved by a determination of the <u>c</u>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 <u>c</u>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 <u>c</u>Council offices and on the website at <u>www.marion.sa.gov.au</u>. 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 HolmeOaklands Park, SA 50436.

Annexure 1

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Rating Policy



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 <u>c</u>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.

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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
 - o the grounds of the objection; and
 - the land use (being a land use being used by the ccouncil 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 ccouncil may then decide the objection as it sees fit and notify the ratepayer. A ratepayer also has the right to appeal against the ccouncil'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 CCouncil 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 <u>c</u>Council is required to collect this levy under the Landscape South Australia Act 2019 and operates as a revenue collector for the Green Adelaide Board in this regard. It does not retain this revenue or determine how the revenue is spent. For further information visit https://landscape.sa.gov.au/

5. Late Payment of Rates

Under the Act, the <u>c</u>Council applies penalties (fines and interest) to arrears of rates (i.e., rates which are not paid on or before the due date). The <u>c</u>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

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days after the issue of the final notice then the <u>c</u>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 <u>c</u>Council offers assistance to ratepayers experiencing difficulty in making their rate payment by the due date. The <u>c</u>Council will consider approving extended payment provisions or, in circumstances where hardship can be demonstrated, deferring the payment of rates.

The <u>c</u>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.

6. Discretionary Rebate

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

7. Postponement of Rates - Seniors

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

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

An application must be made in the prescribed manner and form and be accompanied by such information as the <u>c</u>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.

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

3. REFERENCES

- Local Government Act (1999) South Australia
- Annual Business Plan

4. REVIEW AND EVALUATION

This policy will be reviewed annually by the Rating Team Leader and the Chief Financial Officer as part of the Annual Business Planning process.

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Treasury Management Policy CITY OF MARION

1. RATIONALE

The Treasury Management Policy exists to ensure sound management of Council's financial transactions with regards to borrowings and investments, ensuring compliance with relevant legislation.

2. POLICY STATEMENT

This policy provides clear direction to the management, staff and Council in relation to the treasury function. It outlines how borrowings will be raised and how cash and investments will be managed. It underpins Council's decision-making regarding the financing of its operations as documented in its annual budget, long-term financial plan, projected and actual cash flow receipts and outlays.

Council is committed to adopting and maintaining a long-term financial plan and operating in a financially sustainable manner.

3. OBJECTIVES

The objective of this Treasury Management Policy is to establish a decision framework to ensure that:

- funds are available as required to support approved outlays;
- interest rate and other risks (e.g. liquidity and investment credit risks) are acknowledged and responsibly managed;
- Council maximises the return on surplus funds;
- the net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term.

4. POLICY SCOPE AND IMPLEMENTATION

Treasury Management Strategy

Council's operating and capital expenditure decisions are made on the basis of:

- identified community need and benefit relative to other expenditure options;
- cost effectiveness of the proposed means of service delivery; and,
- affordability of proposals having regard to Council's long-term financial sustainability (including consideration of the cost of capital and the impact of the proposal on Council's Net Financial Liabilities and Debt Servicing ratios)

Council manages its finances holistically in accordance with its overall financial sustainability strategies and targets. This means Council will:

- maintain target ranges for both its Net Financial Liabilities and Debt Servicing ratios;
 - Net Financial Liabilities ratio: Between 0 50%
 - Debt Servicing ratio: Between 0 10%
- borrow funds in accordance with the requirements set out in its Long-Term Financial Plan;
- not utilise borrowings to finance operating activities or recurrent expenditure;

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 endeavour to fund all capital renewal projects from operating cash flow and borrow only for new/upgrade capital projects, having regard to sound financial management principles and giving consideration to inter-generational equity for the funding of long term infrastructure projects;

- only retain and quarantine money for particular future purposes where required by legislation, contractual agreement with other parties, or for specific purposes as outlined in its Reserve Funds Policy;
- apply any funds that are not immediately required to meet approved expenditure
 (including funds that are required to be expended for specific purposes but are not
 required to be kept in separate bank accounts) to reduce its level of borrowings or to
 defer and/or reduce the level of new borrowings that would otherwise be required.

Borrowings

All borrowings will be subject to Council approval on the recommendation of the General Manager Corporate Services. In doing so, due consideration will be given to inter-generational equity for the funding of long term infrastructure projects and therefore the equitable sharing of the debt burden between the past, current and future generations.

To ensure an adequate mix of interest rate exposures, Council will structure its portfolio of borrowings to ensure an optimal Treasury Management position, taking into account all borrowing options including fixed and variable terms. In order to spread its exposure to interest rate movements, Council will aim to have a variety of maturity dates on its fixed interest rate borrowings over the available maturity spectrum.

Council will establish, and make extensive use of, a long-term variable interest rate borrowing facility/LGFA's Cash Advance Debenture facility that requires interest payments only and that enables any amount of principal to be repaid or redrawn at call. The re draw facility will provide Council with access to liquidity when needed.

Investments

Council funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings will be invested. The balance of funds held in any operating bank account that does not provide investment returns at least consistent with 'at call' market rates shall be kept at a level that is no greater than is required to meet immediate working capital requirements.

Council funds available for investment will be lodged 'at call' or, having regard to differences in interest rates for fixed term investments of varying maturity dates, may be invested for a fixed term. In the case of fixed term investments, the term should not exceed a point in time where the funds could otherwise be applied to cost-effectively defer the need to raise a new borrowing or reduce the level of Council's variable interest rate borrowing facility.

When investing funds Council will select the investment type which delivers the best value, having regard to investment returns, transaction costs and other relevant and objectively quantifiable factors.

Investments fixed for a period greater than 12 months are to be approved by Council.

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To reduce the level of risk embodied in treasury operations, it is appropriate to limit investments made by Council to secure financial institutions. Therefore, without approval from Council, investments are limited to:

- deposits with the Local Government Finance Authority of South Australia (LGFA);
- State/Commonwealth Government Bonds.
- bank interest bearing deposits;
- bank accepted/endorsed bank bills;
- bank negotiable Certificate of Deposits;
- Australian Financial institutions

When considering which financial institutions surplus funds will be invested with, Council will only invest funds with those with a long term credit rating of at least AA and short term credit rating of A1.

All investments must be made exercising care and diligence and considering the following:

- the credit rating of the prospective institution.
- the likely yield and term of the investment;
- the period in which the investment is likely to be required;
- the cost of making and maintaining the investment;
- an assessment of future interest rate movements;
- an assessment of future cash flow requirements;
- the Government guarantee on the investment;

To ensure competitive rates for investments are achieved, quotations must be obtained from -authorised institutions on investments of more than \$1,000,000 where the period of investment -exceeds 30 90 days. days and Where market conditions are known to be fluctuating (for -example, when the Reserve Bank of Australia changes the Cash Rate), competitive quotations -will be periodically monitored for the 30 – 90 day deposit period.

Investment of surplus funds outside of the above investment choices must be reported to Council for approval.

Examples of specific investment activities Council would not participate in include shares in private/public companies, listed or unlisted property trusts and derivatives.

Reporting

In accordance with Section 140 of the Local Government Act, a report will be presented to Council annually which will summarise the performance of the investment portfolio. This report will review the investment performance against prior years and appropriate benchmarks including the RBA cash rate and the 90-Day Bank Bill Swap rate (90 Day BBSW).

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5. DEFINITIONS

Term	Definition		
Financial Assets	Financial Assets include cash, investments, receivables and prepayments. Equity held in a Council business is normally regarded as a financial asset but is excluded for the purpose of calculating Local Government published financial indicators. Also, inventories and land held for resale are not regarded as financial assets.		
Financial Sustainability	Financial Sustainability is achieved where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.		
Net Financial Liabilities	Equals total liabilities less financial assets, where financial assets for this purpose include cash, investments, receivables and prepayments, but excludes equity held in a Council business, inventories and land held for resale.		
Debt Servicing Ratio	Indicates the extent to which a Council's operating revenues are committed to its Debt Servicing costs (Principal and interest repayments).		
Net Financial Liabilities Ratio	Indicates the extent to which net financial liabilities of a Council could be met by its operating revenue.		
Non-financial or Physical Assets	Infrastructure, land, buildings, plant, equipment, furniture, and fittings, library books and inventories.		
Operating Revenues	Operating Revenues are "operating revenues" as shown in the Income Statement but exclude profit on disposal of non-financial assets, grants and contributions received specifically for new/upgraded infrastructure and other assets, e.g. from a developer.		
Rates Revenue	Rates Revenue is general and other rates net of the impact of rate rebates and revenue from the Regional Landscape levy.		
Inter-generational Equity	Inter-generational Equity in economic, psychological, and sociological contexts, is the concept or idea of fairness or justice between generations. In relation to local government, it is often considered in the context of whether payment for the cost of services is recovered over time broadly in accordance with the benefits enjoyed by the service recipients.		

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6. ROLES AND RESPONSIBITIES

Role	Responsibility			
Council	Council is to approve all borrowings, as well as investments for a period of greater than 12 months.			
General Manager, Corporate Services	Making recommendations with regards to borrowings.			
Chief Financial Officer	Ensuring all other tasks are conducted in accordance with the policy			

7. REFERENCES

OTHER RELATED POLICIES

• Reserve Funds Policy

LEGISLATION

For Borrowings

- Local Government Act, 1999 Section 44/Section 122/Section 134
- Regulations 5 and 5B of the Financial Management Regulations under the Act

The main Local Government Act provisions covering investments are;-

- Section 47 prohibits a Council from directly acquiring shares in a company
- Section 139 empowers a Council to invest and requires that the power of investment be exercised with the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons. Section 139 also requires Council to avoid investments that are speculative or hazardous in nature
- Section 140 requires that a Council review the performance of its investments at least annually

For Investments

Local Government Act, 1999 - Section 44/Section 139/Section 140

The main Local Government Act provisions covering investments are;-

- Section 47 prohibits a Council from directly acquiring shares in a company
- Section 139 empowers a Council to invest and requires that the power of investment be exercised with the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons. Section 139 also requires Council to avoid investments that are speculative or hazardous in
- Section 140 requires that a Council review the performance of its investments at least annually

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8. REVIEW AND EVALUATION

This policy will be reviewed annually as part of the Annual Budget process.

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Fees and Charges Policy



1. RATIONALE

This policy exists to provide guidance around factors to be considered when setting Council's fees and charges.

2. POLICY STATEMENT

Council will adopt a Fees and Charges Schedule on an annual basis separated between Statutory and User Charges. Where Council's Fees and Charges are not of a statutory nature, Council will apply the principle of user pays and where possible, recover the full cost of operating or providing the service or goods. Where it can be demonstrated that members of the community are unable to meet the full cost, concessions may apply.

3. OBJECTIVES

The objective of this policy is to assist the development of a Fees and Charges schedule that where Council's Fees and Charges are not of a statutory nature, Council will apply the principle of user pays and where possible recover the full cost of operating or providing the service or goods.

4. POLICY SCOPE AND IMPLEMENTATION

The Fees and Charges Schedule details the user charges to be set by Council and the current statutory charges set by the State Government in regulations.

User Charges set by Council includes:

- Swimming Pool Fees
- Land Clearing Fees
- Library Service Fees
- Halls/Community Centre Hire Fees
- Recreational Fees

Statutory Charges set by State Government in regulations includes:

- · Animal Registration Fees
- Parking Infringements
- By Laws
- Development Assessment Fees

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

Concessions can be applied for by members of the community in relation to User Charges. These applications are required to be in writing on the basis that it can be demonstrated that due to financial hardship they are unable to meet the full cost. Council will consider applications for concessions on a case by case basis.

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

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Fees and Charges Policy



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

5. **DEFINITIONS**

Term	Definition			
Statutory Charges	Fees from regulatory services, they are associated with the granting of a permit/license or the regulation of an activity.			
User Fees/Charges	Revenues from the sale of goods and services or rent of property facilities. They are discretionary charges for which the payer receives a direct benefit.			

6. ROLES AND RESPONSIBITIES

Role	Responsibility
Finance	Oversees the Fees and Charges schedule with input from the relevant work areas in relation to setting fees and charges that relate to their areas.

7. REFERENCES

Local Government Act 1999 for South Australia - Section 188R

8. REVIEW AND EVALUATION

This policy will be reviewed annually as part of the Annual Business Planning Process.

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Reserve Funds Policy



1. RATIONALE

Council will maintain Accounting Reserves as a means by which to separate monies for a particular purpose.

2. POLICY STATEMENT

Council's Reserve Funds Policy aims to provide a means for recognising and allocating funding for future purposes.

3. OBJECTIVES

Council has established a number of Accounting Reserves for different purposes. Some of these are required by Accounting Standards or law, and others are discretionary reserves that Council has chosen to establish.

Where discretionary reserves are established, these need to be appropriately funded by Council. The preferred method is to have these reserves cash-backed to a minimum of 75 %, however if current or future borrowings can be reduced or deferred then this should be given consideration. When funds are required in relation to reserves that are not cash backed, Council is to utilise surplus cash in the first instance and then draw down on borrowings as the need arises, and only to the extent that it has already reduced or deferred previously.

4. POLICY SCOPE AND IMPLEMENTATION

Council currently has the following reserves:

Asset Revaluation Reserve

Purpose - this is a statutory reserve fund required under Australian Accounting Standard AASB 1041. The balance of this reserve represents net increments associated with the revaluation of non-current assets.

Open Space Reserve

Purpose - this reserve has been established to account for the following:

- set aside open space contributions provided by developers in accordance with the Planning, Development and Infrastructure Act 2016 (conditions may apply)
- II. separate net proceeds associated with Road Closures.
- III. net proceeds associated with disposal of minor land holdings
- IV. funds received from the 'Urban Trees Fund'

Use of Fund - monies can be applied to the development of Open Space facilities as approved by Council and in accordance with the Open Space Policy. Interest revenues earned on contributions provided by developers are transferred to the reserve.

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Grants/Carry Forward Projects Reserve

Purpose - this reserve was created to account for:

- Grants received in advance occasionally a funding body provides Grant funds relating
 to the following financial year in advance. When this has occurred it has been necessary
 to transfer these funds to this reserve so that they can be matched against the
 expenditures planned to be incurred in the next financial year.
- Unexpended Grants when grant monies have not been fully acquitted in the financial year this reserve is used to transfer the unexpended balance to the following financial year.

Carryovers - typically represent unspent capital and service improvement budgets carried forward to the following financial year.

Use of Fund - monies are utilised in accordance with the initial transfer of funds.

Asset Sustainability Reserve

Purpose: - this is a reserve fund established to:

- Assist Council fund its Long Term Asset Management objectives including infrastructure gaps identified in periodic audits.
- Primary Purpose Provide Council with the ability to access sufficient funds to enable it to
 respond to a major infrastructure failure or fund an infrastructure gap identified in periodic
 asset audits.
- Assist Council fund its Long Term Asset Management objectives.
- Provide a means by which to spread the cost of intergenerational assets thereby reducing the need for borrowings.
- Provide a means by which Council can strategically plan to maintain its asset base within a long term Financial framework.

The Asset Sustainability Reserve is underpinned by savings identified as part of the budgeting process (refer to Council's Budget Policy). Identified savings are allocated by Council providing a balance between funding new prioritised service improvements identified in the Strategic Plan and addressing Council's financial position.

- I. Savings identified during a financial year are forecasts only and therefore will be held for consideration by Council in the 1_{st} Budget Review in the following year.
- II. Savings will be separated between recurrent (ongoing) and once off savings. This process is designed to develop a high level of trust in the organisation in the budget review process.
- III. Savings of a:
 - a. recurrent nature may be allocated to service improvements identified in the Strategic Plan that are of a recurrent nature.
 - b. one-off nature may be applied to capital items, new or renewal, or a non-recurrent service improvement (once off).

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Reserve Funds Policy



- IV. Council must ensure that it continues the improvement in its financial performance. It is essential that the Annual Savings Initiative focuses on achieving that objective. In relation to the long term financial plan the Annual Savings Initiative will focus on four areas:
 - a. Aligning expenditure on Infrastructure/Asset replacement/renewal sustainability
 - b. Aligning proposed borrowing program to meet borrowing requirements debt servicing ratio improves
 - c. Retain savings to improve liquidity (cash) working capital improves
 - Reduce reliance on rate revenue to achieve community objectives

The Asset Sustainability Reserve will also be funded from planned cash surpluses identified in the Long Term Financial Plan (LTFP. Funds will only be set aside for this where Council maintains a breakeven funding (cash) position or better as per its Budget Policy.

The Asset Sustainability Reserve will benefit Council by enabling the allocation of funds for future capital expenditure relating to major infrastructure failures, replacing, renewing and procuring significant assets. This will assist in minimising the negative financial impact on rates. Projects funded out of this Reserve will be assessed against Council's strategic framework to determine the priority and the amount of funds to be utilised.

Where a Partnership Project exists, Council will seek to contribute up to 50% of the funds, with the remainder required to come from grants or co-contributions from the partnership organisation.

Use of Fund - Reserve transfers will be controlled by specific Council resolutions or identified as part of the approved annual Strategic Plan and Budget.

Water Reserve Fund

Purpose — this reserve is established to quarantine revenue received and savings identified from the sale and use of treated stormwater from Oaklands Wetland to further develop 3rd party supply opportunities.

Use of Fund - Reserve transfers require approval at Executive level.

5. DEFINITIONS

Term	Definition
Reserve	any part of the accumulated surplus of Council or controlling authority set aside for a particular purpose.

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Reserve Funds Policy MARION

6. ROLES AND RESPONSIBITIES

Role	Responsibility
Senior Leadership Team	reviewing carryovers
Executive Leadership Team	approving carryovers
Chief Financial Officer	reserve transfers required by legislation or Accounting Standards

7. REFERENCES

- Planning, Development and Infrastructure Act 2016
- Australian Accounting Standards Board [AASB] 1041: Revaluation of Non-Current Assets
- Open Space Policy
- Budget Policy
- Treasury Management Policy

8. REVIEW AND EVALUATION

This policy will be reviewed annually as part of the Annual Business Planning process.

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Asset Accounting Policy



1. RATIONALE

The Asset Accounting Policy exists to ensure there is a distinction made between expenditure on long lived assets and expenditure on goods and services for immediate consumption. This is critically important in determining the cost of providing services.

2. POLICY STATEMENT

Assets shall be recognised and accounted for in accordance with Australian Accounting Standards and the details contained in this policy.

3. OBJECTIVES

The objective of this policy is to provide guidance, clarity and consistency regarding the treatment of capital expenditure, which will provide for greater understanding and accuracy of Council's capital requirements and depreciation expenses.

4. POLICY SCOPE AND IMPLEMENTATION

Acquisition of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred in getting the assets ready for use.

Capitalisation

Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above the Materiality Thresholds described below.

Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate financial statements and to provide a guide whether it is practical from an administrative perspective that expenditure is capitalised.

Materiality Levels are;

Land \$5,000 No threshold Infrastructure \$10,000

Buildings – New/Replacement \$5,000

Buildings – Part Renewal \$10,000

Furniture & Fittings \$5,000

Equipment \$5,000

Other \$5,000

Networked/Aggregate Assets - Expenditure can still be capitalised on items that fall below materiality thresholds individually, but operate together as a cohesive whole to form a substantial/significant total value. Examples include the computer_the_City-Wide Kerb network and reserve furniture LED Street lights.

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Asset Accounting Policy



Maintenance or Capital Expenditure

Maintenance

Expenditure on a non-current asset that does not meet capitalisation criteria is considered maintenance expenditure and must be expensed as incurred. In general, maintenance expenditure will allow the asset to realise its expected service levels and estimated life.

Capital

Capital expenditure can relate to new or existing assets. Capital expenditure shall be recognised (taking into consideration materiality levels) where:

- Expenditure results in an effective increase in future economic benefits
- Expenditure results in an increase in the quality of services provided by the asset beyond that previously determined; or
- Expenditure results in an effective extension to the asset's useful life

Asset Stocktake

A stocktake of current Inventory items will be conducted at least annually. A stocktake of Fleet Non-Current Assets will be conducted annually. Rolling stocktakes of all other physical –Non-Infrastructure Assets will form part of on-going planned asset condition assessment programs.

Register of Attractive Portable Items

Attractive portable items are items that fall below the threshold for capitalisation which are more likely to be subject to loss due to theft or misplacement. The Register will include items such as minor plant, electronic device, mobile phones, laptops and audio-visual equipment. The justification for inclusion and separate identification in the register pertains to the asset's qualities of portability and potential high risk of loss given their attractiveness. A stocktake of the Register will be conducted on an annual basis.

Revaluations of Non-current Assets

Infrastructure assets are revalued annually. Non-Current Assets Land, Buildings and Other assets are revalued with sufficient regularity to ensure the carrying amount does not differ materially from the fair value that would otherwise be determined at the reporting date.

Revaluations of Non-Current Assets are carried out by an independent professionally qualified valuer. Comprehensive independent_valuations are performed at least every 5 years with desktop valuations indexation_performed applied annually between comprehensive valuations—for Infrastructure Assets. The indexation applied shall be the Consumer Price Index for Adelaide for the 12 month period referencing to June.

Plant, Equipment, Furniture and Fittings and Intangible Assets are recognised at cost, less accumulated depreciation and any accumulated impairment, and are not subject to revaluation.

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Asset Accounting Policy



Non-monetary assets received without charge are recognised as assets and revenues at their fair value at the date of receipt, except for land under roads. Land under roads and trees are not recognised because there is currently no reliable method of valuation.

Depreciation of Non-current Assets

All non-current assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of the economic benefits provided by those assets. Land is not a depreciable asset. The Depreciation method applied shall be the straight-line basis, except for infrastructure assets where the "Advanced Straight Line Asset Management" consumption based depreciation methodology is employed. Depreciation rates shall be reviewed each year.on a regular on-going basis.

5. DEFINITIONS

Term	Definition		
Consideration	In the context of this policy, shall be recognised in "monetary terms" e.g. purchase cost.		
Fair Value	Is the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.		
Materiality	In relation to information, that information which if omitted, misstated or not disclosed has the potential to adversely affect decisions about the allocation of scarce resources made by users of the financial report or the discharge of accountability by the management or governing body of the entity.		
Network Asset	A network asset is an asset that is considered to be part of a network. Network assets are interconnected assets that rely on each other to provide a service.		
Non-Current Asset	An asset that is expected to be consumed over a period greater than 12 months.		

6. ROLES AND RESPONSIBITIES

Role	Responsibility
Finance and Asset Systems	Reviewing Councils capitalisation thresholds and overseeing the Revaluation process

Policy Ref/Security Classification: Category: Public Owner: Chief Financial Officer Authorisation Date: 30/06/2021 Review Date: June 2024

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Asset Accounting Policy



7. REFERENCES

- Asset Management Policy
- AASB Standard AASB113 Fair Value Measurement

8. REVIEW AND EVALUATION

This policy will be reviewed annually as part of the Annual Budget.

Policy Ref/Security Classification: Category: Public Owner: Chief Financial Officer Authorisation Date: 30/06/2021 Review Date: June 2024

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Budget Policy



1. RATIONALE

To ensure Council's budget is prepared in an accurate and financially sustainable manner giving consideration to both internal and external factors.

2. POLICY STATEMENT

The City of Marion's Strategic Management Framework provides the strategic direction for the development of the Long Term Financial Plan (LTFP) and Annual Business Plan (ABP). Continually improving the integration between Marion's Strategic Plan, LTFP and ABP processes ensures Council develops and implements a robust and transparent system of financial management aligned to Marion's Strategic Plan and aimed at establishing, maintaining and assessing long term financial sustainability.

3. OBJECTIVES

To develop and produce robust, flexible and leading practice long-term (LTFP) and short-term (ABP) financial plans that are directly aligned to Council's Strategic Plan, which:

- · establish clear lines of accountability;
- include the use and assessment of appropriate Key Performance Indicators as a performance measurement tool;
- enable regular monitoring, assessment and reporting of financial performance in all Work Areas across Council;
- · provide a strong basis for sound decision making;
- facilitates Council's long term financial sustainability.

4. POLICY SCOPE AND IMPLEMENTATION

The LTFP and ABP are prepared under a single framework that is reviewed annually and which links to the key objectives of Council's Strategic plan. The framework details the specific parameters under which the LTFP and ABP are set. In addition, a number of assumptions and variables underpin the construction of the LTFP and Annual Budget (AB).

LTFP linked to Asset Management Plans (AMP)

The LTFP is linked to Council's established AMPs thereby identifying funding requirements and assessing the adequacy of existing funding capacity within the LTFP.

Financial Modelling and Scenarios

In preparing the LTFP and Annual Budget various financial modelling is to be conducted, including, but not limited to, a variety of:

- Rating scenarios
- Borrowing options
- Savings

In addition, appropriate consideration needs to be given to prevailing economic conditions nationally and on a global basis, and the potential impact that these conditions may have on the local community.

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Budget Policy



Budgeting Approach

- The Budget process will commence with establishing a comprehensive project plan that maps the entire integrated Work Area Planning and budgeting process.
- Work Area Plans are to be aligned with Council's 4 Year Business Plan and fully integrated with the budgeting process.
- Budget assumptions and potential new initiatives are then assessed in consultation with Elected Members.
- Budgets are built using historical actual income and expenditure as a baseline and adjusted for what is actually needed for the upcoming budget period, regardless of the previous budget and must be based on reality.
- Sound, logical assumptions are to be used, tested and documented to support budget items wherever required.
- All expense and revenue lines must be fully justified for each new budget period.
- Budgets are to be reviewed line by line and at transaction level, analysing each line item for its relevant needs and costs.
- Any proposed expenditure increases must be fully justified and appropriately approved by the relevant General Manager and Executive Leadership Team, prior to presentation to Council.
- In regards to Fees & Charges Council will apply the principle of user pays and where possible
 recover the full cost of operating or providing the service or goods. Where it can be
 demonstrated that members of the community are unable to meet the full cost, concessions
 may apply.
- General contingencies are to be eliminated. Where necessary budgets for major projects include contingencies to reflect cost uncertainties, however any contingencies are to be separately identified and reported.
- Consideration should be given to:
 - · Current year and prior year actual results;
 - Once-off events not to be repeated;
 - New events not previously encountered;
 - New information and data now available.

Budget Objectives

Achievement of a breakeven Funding (Cash) position or better.

Maintain an average operating surplus over the term of the LTFP that enables the achievement of a breakeven funding (cash) position.

Budget Carryovers

Budget Carryovers should be avoided wherever possible, but where necessary (for example "Work In Progress") are limited to unspent:

- capital budgets;
- · service improvement budgets;
- grant funds and grants received in advance.

Carryovers do not include normal operating expenditure and Labour and Internal Charges (e.g. Plant Hire) which cannot be carried over under any circumstances.

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Budget Policy



Budget Reviews

Budget Reviews are required to be conducted 3 times per financial year and this will typically be at the end of September, December and March.

A Budget Review is a reforecast of the full year budget and:

- Is an assessment of the YTD actual result plus a reforecast of the budget for the remainder of the financial year;
- Should include a thorough and rigorous review of every budget line item (income, expense and capital);
- · Should identify any savings opportunities (once-off and recurrent).

5. DEFINITIONS

Term	Definition		
Long Term Financial Plan (LTFP)	financial planning to accomplish long term goals. Enables Council to plan for the long term financial sustainability and deliver the Strategic Plan of the organisation. It translates the objectives and strategies of the Strategic Plan into financial terms.		
Annual Budget (AB)	is a financial document used to project future income and expenses and represents the first year in the LTFP. A budget is a management tool that enables the effective ongoing management and monitoring of income and expenses (financial performance). It translates the objectives and strategies of the Annual Business Plan into financial terms.		
Budget Review	is a revised forecast of the original budget or previous budget review and requires the preparation of revised Financial Statements and associated Financial Ratios.		
Budget Carryovers	represent unspent capital and service improvement budgets, together with unspent grant funds that are carried forward to the following financial year.		

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Budget Policy



6. ROLES AND RESPONSIBITIES

Role	Responsibility
The Senior Leadership Team (SLT)	is responsible for the review and approval of all budgets within their Departmental/Work Area responsibility, as well as presenting their finalised budgets to their General Manager and the Executive Leadership Team for clearance and final approval. The SLT is also accountable for justifying variances of actual income and expenditure against budget.

7. REFERENCES

On an annual basis Council is required to:

- Prepare and adopt a Long Term Financial Plan for a period of at least 10 years Local Government Act 1999 s122 (1a)
- 2. Prepare an Annual Business Plan Local Government Act 1999 s123 (1a)
- 3. Prepare a Budget Local Government Act 1999 s123 (1b)
- Prepare and consider three Budget Reviews Local Government (Financial Management)
 Regulations 2011 s9

8. REVIEW AND EVALUATION

This policy will be reviewed annually as part of the Annual Budget process.

Policy Ref/Security Classification: Category: Public Owner: Chief Financial Officer Authorisation Date: 30/06/2021 Review Date: June 2024

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The online version of this document is the current version. This document is 'Uncontrolled if PRINTED'.

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Attachment 4



25 June 2024

RATE IMPACT ANALYSIS 2024-25

The final Valuer-General report is received on the 24th June and will be adopted by Council on 25th June 2024.

HOW IS THE RATE IN THE DOLLAR CALCULATED?

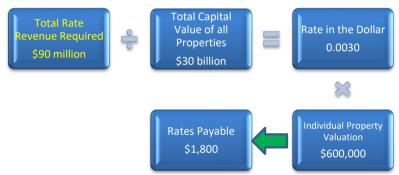
The rate in the dollar is calculated by dividing the rates required in the annual budget by the total valuation of properties in the council area.

All capital value, including any valuation increase or newly created property's capital value is added to the capital value "pool" that is used to determine the new rates in the dollar for the next year. While there are many factors that affect the final rate in the dollar, essentially, a larger pool of capital value can mean a reduction in the rate in the dollar.

The rates for each property is calculated by multiplying the capital value of a property by the rate in the dollar for that particular land use ie residential, commercial etc.

IMPACT OF CHANGE TO TOTAL CAPITAL VALUATIONS

Scenario 1



Scenario 2 – 10% increase in total capital valuations



Note: where an individual property valuation increases or decreases at a different rate to the average capital value, the result will be a higher than average increase or decrease in the rates.

VALUATION COMPARISONS – CURRENT YEAR AND NEXT YEAR

New Valuations

Valuation Comparison Table by Land Use

The City of Marion uses the Capital Values provided annually by the Valuer-General as the basis for valuing all property within its area. The capital value method includes both the value of the land and improvements on the land.

Sales of all property types are analysed to determine market movements. This analysis of sales happens continuously throughout the year and occurs both in reference to site (land) values and capital (improved) values.

Category	Rateable Assessments 2024-25	Current Capital Value 2023-24	Proposed Capital Value 2024-25	Change to Capital Value 2024-25
Residential	42,977	27,029,523,000	29,812,741,000	10.30%
Commercial	1,512	2,732,943,500	2,930,424,000	7.22%
Industrial	231	269,844,000	307,705,500	14.03%
Primary Production	12	12,282,700	13,202,800	7.49%
Vacant Land	499	459,404,880	481,561,960	4.82%
Other (churches/ schools/govt land)	135	1,382,491,240	1,506,038,580	8.94%
Total	45,366	31,886,489,320	35,051,673,840	9.93%

Data as of 3 June 2024.

This table shows the capital valuations for the City of Marion have increased on average by 9.93% representing a moderate property market increase in Adelaide. For comparison the 2023-24 capital valuations increased by 12.88%.

Valuation increases are not equally represented across all land use types. Industrial property has increased moderately, while Commercial property has increased marginally in comparison.

A capital value increase (at a higher rate than the average rate increase) will result in a decrease in the Residential Rate in the Dollar.

A Residential Rate Rebate will still provide relief for any qualifying individual residential property that may have had a higher than average valuation increase.

Comparison by Suburb – New Residential Valuations

	Capital Values for 2023-24	New Capital Values for 2024-25	Overall Capital Value Increase
Ascot Park	901,160,000	1,037,620,000	15.14%
Bedford Park	590,000	650,000	10.17%
Clovelly Park	803,595,000	866,365,000	7.81%
Darlington	192,065,000	206,485,000	7.51%
Dover Gardens	910,725,000	988,515,000	8.54%
Edwardstown	1,254,086,000	1,430,480,000	14.07%
Glandore	540,420,000	598,840,000	10.81%
Glengowrie	2,027,290,000	2,245,610,000	10.77%
Hallett Cove	3,426,405,000	3,705,725,000	8.15%
Marino	938,665,000	1,002,985,000	6.85%
Marion	1,135,775,000	1,240,160,000	9.19%
Mitchell Park	1,501,560,000	1,669,690,000	10.80%
Morphettville	1,101,390,000	1,228,325,000	11.52%
O'Halloran Hill	73,015,000	78,130,000	7.01%
Oaklands Park	1,089,267,000	1,197,857,000	9.97%
Park Holme	944,300,000	1,197,837,000	11.49%
	1,117,550,000	1,238,940,000	10.86%
Plympton Park		, , ,	7.69%
Seacliff Park	322,860,000	347,685,000	8.77%
Seacombe Gardens	892,285,000	970,495,000	
Seacombe Heights	459,175,000	491,655,000	7.07%
Seaview Downs	823,470,000	882,780,000	7.20%
Sheidow Park	1,542,220,000	1,689,500,000	9.55%
South Plympton	1,409,915,000	1,599,600,000	13.45%
Sturt	746,190,000	811,875,000	8.80%
Tonsley	244,200,000	312,564,000	28.00%
Trott Park	694,760,000	756,380,000	8.87%
Warradale	1,936,590,000	2,166,985,000	11.90%
Residential Total	27,029,523,000	29,812,741,000	10.30%
Commercial Total	2,732,943,500	2,930,424,000	7.23%
Industrial Total	269,844,000	307,705,500	14.03%
Primary Production Total	12,282,700	13,202,800	7.49%
Vacant Land Total	459,404,880	481,561,960	4.82%
Other Total	1,382,491,240	1,506,038,580	8.94%
Total All Suburbs	31,886,489,320	35,051,673,840	9.93%

Data as of 3 June 2024.

RATE REVENUE

Rate Revenue by Suburb					
	2023-24		2024-25		
	Total Rate Revenue	Total % Rate Revenue	Total Rate Revenue	Total % Rate Revenue	% Residential Rate Revenue
Ascot Park	\$2,717,713	3.03%	\$2,948,509	3.11%	3.55%
Bedford Park	\$342,520	0.38%	\$431,649	0.46%	0.00%
Clovelly Park	\$2,312,246	2.58%	\$2,448,733	2.58%	2.87%
Darlington	\$557,821	0.62%	\$581,109	0.61%	0.69%
Dover Gardens	\$2,549,265	2.85%	\$2,672,756	2.82%	3.30%
Edwardstown	\$7,573,917	8.45%	\$8,234,851	8.69%	5.00%
Glandore	\$1,515,355	1.69%	\$1,643,754	1.73%	1.97%
Glengowrie	\$5,540,415	6.18%	\$5,902,319	6.23%	7.44%
Hallett Cove	\$9,617,682	10.73%	\$9,989,851	10.54%	12.13%
Marino	\$2,556,463	2.85%	\$2,621,803	2.77%	3.27%
Marion	\$3,953,667	4.41%	\$4,192,779	4.42%	4.16%
Mitchell Park	\$4,855,925	5.42%	\$5,172,528	5.46%	5.87%
Morphettville	\$3,702,982	4.13%	\$3,915,204	4.13%	4.21%
O'Halloran Hill	\$237,734	0.27%	\$347,265	0.37%	0.27%
Oaklands Park	\$9,135,263	10.20%	\$9,271,166	9.78%	4.30%
Park Holme	\$2,757,521	3.08%	\$2,931,508	3.09%	3.50%
Plympton Park	\$3,187,956	3.56%	\$3,401,074	3.59%	4.16%
Seacliff	-	-	\$4,169	0.00%	-
Seacliff Park	\$938,805	1.05%	\$966,291	1.02%	1.13%
Seacombe Gardens	\$2,543,486	2.84%	\$2,674,269	2.82%	3.23%
Seacombe Heights	\$1,200,668	1.34%	\$1,237,070	1.30%	1.60%
Seaview Downs	\$2,187,950	2.44%	\$2,269,815	2.39%	2.88%
Sheidow Park	\$4,199,482	4.69%	\$4,429,720	4.67%	5.51%
South Plympton	\$4,023,225	4.49%	\$4,348,265	4.59%	5.32%
Sturt	\$2,168,041	2.42%	\$2,275,900	2.40%	2.77%
Tonsley	\$2,010,782	2.24%	\$2,212,277	2.33%	1.22%
Trott Park	\$1,819,102	2.03%	\$1,908,948	2.01%	2.47%
Warradale	\$5,393,449	6.02%	\$5,775,535	6.09%	7.14%
TOTAL	\$89,599,435	100.00%	\$94,809,117	100.00%	100.00%

Data as of 3 June 2024.

Forecasted Distribution of Rate Revenue by Land Use 2024-25

Land Use	No. of Assessments	% of Residential Assessments	Revenue	% of Residential Revenue	% of Total Revenue 2024-25	% of Total Revenue 2023-24
Commercial	1,512		14,775,078		15.6%	15.9%
Industrial	231		1,336,386		1.4%	1.3%
Primary Production	12		30,528		0.0%	0.0%
Vacant Land	499		1,704,629		1.8%	1.9%
Other (churches/ schools/Council/ govt land)	135		920,379		1.0%	0.9%
	2,389		18,767,000		19.8%	20.0%
Residential						
\$0 - \$400K	4,337	10.1%	4,779,604	6.3%	5.0%	7.1%
\$400 - \$500K	3,230	7.5%	3,889,243	5.1%	4.1%	6.2%
\$500 - \$600K	6,019	14.0%	8,228,373	10.8%	8.7%	13.3%
\$600 - \$800K	16,629	38.7%	28,647,729	37.7%	30.2%	33.3%
\$800 - \$1M	9,186	21.4%	19,823,511	26.1%	20.9%	13.7%
\$1M - \$5M	3,569	8.3%	10,437,913	13.7%	11.0%	6.2%
\$5M+	7	0.0%	235,744	0.3%	0.2%	0.3%
Residential Total	42,977	100%	76,042,117	100%	80.2%	80.0%
Total	45,366		94,809,117		100%	100%

Data as of 3 June 2024.

Year	Average Residential Valuation	% Increase
2024-25	694,075	9%
2023-24	633,920	11%
2022-23	568,660	23%
2021-22	462,167	-

Average Increase - Residential Rates

% Increase	Forecasted Average Residential Rates 2024-25	Annual Increase 2024-25	Quarterly Increase 2024-25
4.8%	\$1,768	\$88	\$22

DIFFERENTIAL RATES

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

Council currently derives 17.2% of its rate revenue from the Commercial (15.9%) and Industrial (1.3%) sectors for 2023-24.

Current forecasting indicates Council will derive 17% of its rate revenue from the Commercial (15.6%) and Industrial (1.4%) sectors for 2024-25. Commercial and Industrial users consume a greater proportion of council resources than residential properties, particularly relating to the use of roads, footpaths, traffic, parking, storm water, public health and environment.

2024-25 Proposed Differential Percentages				
Commercial 220%	Industrial 215 %	Vacant Land 220 %		

2023-24 Comparison Differential Percentage				
Council	Commercial	Industrial	Vacant Land	
Playford	667%	667%	100%	
Charles Sturt	358%	382%	313%	
Port Adelaide/Enfield	297%	297%	297%	
West Torrens	260%	260%	260%	
Unley	303%	219%	219%	
Mitcham	237%	237%	237%	
Gawler	268%	246%	160%	
Prospect	250%	250%	165%	
Marion	220%	210%	220%	
Tea Tree Gully	190%	190%	200%	
Onkaparinga	182%	182%	147%	
Holdfast Bay	163%	163%	163%	
Salisbury	172%	172%	130%	
Burnside	100%	100%	250%	
Walkerville	165%	-	195%	
Adelaide Hills	118%	127%	102%	
Campbelltown	100%	100%	100%	
Average	225%	210%	171%	

This table identifies Council's 2023-24 differential rate position compared to other metropolitan councils.

2023-24 to 2024-25 COMPARISON

	2023-24	2024-25
Capital Value of all Properties	31,894,734,320	35,051,673,840
Capital Value of Rateable Properties	30,392,371,434	33,468,732,361
Total Rateable Properties	45,133	45,366
Gross Rate Revenue	\$89,599,435	\$94,809,117 (based on 4.8% increase)
Rate Rebates	\$2,507,000	\$2,645,000
Residential Rate Rebate	\$26,000 >10% rate increase \$20 min. & \$200 max. rate rebate granted	\$31,000 >10% rate increase \$20 min. & \$200 max. rate rebate granted
Differential General Rate Residential/Primary Prod/Other	0.00256957	0.00247370
Differential General Rate Industrial	0.00539610	0.00531846
Differential General Rate Commercial	0.00565306	0.00544215
Differential General Rate Vacant Land	0.00565306	0.00544215
Minimum Rate % Increase	\$1,148 5.2%	\$1,203 4.8%
% on Minimum Rate	15.5%	14.7%
Landscape Levy*	0.00007701	0.00007183

Data as of 3 June 2024.

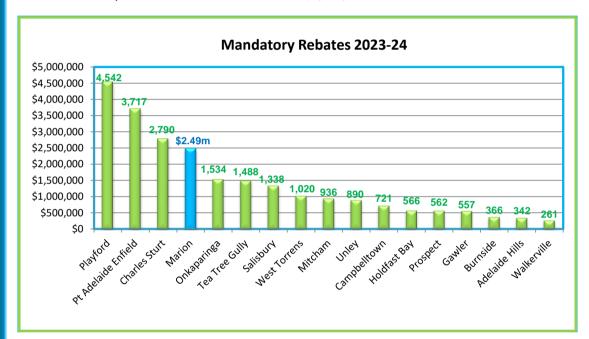
^{*}The Landscape Levy is a state tax that Councils are required to collect on all rateable properties on behalf of the State Government. For 2024-25, the amount Council is required to collect is \$2,336,457.

ASSISTANCE TO RATEPAYERS

Mandatory Rebates

The Local Government Act 1999 requires Councils to rebate the rates payable for certain land uses. This includes land used for health and community services, religious purposes, cemeteries and educational institutions. Mandatory rebates vary from 75% to 100%. The LG (Accountability Framework) Amendment Act 2009 entitles Housing Associations to a mandatory 75% rebate.

- Mandatory rebates to date for 2023-24 are \$2,485,000
- Mandatory rebates forecast for 2024-25 are \$2,594,000



The cost to fund mandatory rebates are borne by all ratepayers (forecasted to be approximately \$58 per ratepayer per annum).

Discretionary Rebates

10 properties have been granted a discretionary rebate for 2023-24.

The total rebated amount is \$22,000.

All current recipients of a discretionary rebate are invited to reapply. Assessment is based on the criteria outlined in the Discretionary Rebate Application Checklist.

Residential Construction Rebate on Vacant Land (Discretionary Rebate)

Under Section 166 (1) (a) of the Act, and for the purpose of securing the proper development of the area, a rebate of general rates for the 2023-2024 financial year will be granted in respect of an assessment rated as vacant land in the Council's Assessment Book where the:

- Principal Ratepayer of the Assessment applies to the Council in writing for the rebate prior to 30 June 2025, and
- 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 property. This is calculated by the number of days remaining between 1 July 2024 and 30 June 2025 from the date footings are poured.

If the calculated rebate reduces the rates payable to less than the amount fixed as the minimum amount payable by way of rates, then the rebate shall be reduced so that the rates payable is equal to the amount of the minimum.

Total Residential Construction Rebates Granted						
	Owner/	Occupier	Developers		Total	
	Rebate Recipients	Rebated Amount	Rebate Recipients	Rebated Amount	Rebate Recipients	Rebated Amount
2023-24	31	\$32,882	3	\$4,331	34	\$37,213
2022-23	36	\$28,831	5	\$3,210	41	\$32,041
2021-22	56	\$50,596	8	\$4,516	64	\$55,112
2020-21	30	\$20,663	7	\$9,746	37	\$30,409
2019-20	42	\$29,269	20	\$17,669	62	\$46,938

Residential Rate Rebate

The Residential Rate Rebate for 2024-25 will offset a higher than average residential rates increase for eligible ratepayers due to a spike in their annual valuation.

This means that if a ratepayer's general rates increase by more than **10**% on the previous year's general rates, and the criteria specified below is met, a rebate is applied to the amount above **10**%.

- Forecasted number of residential properties to receive the residential rate rebate is **722** (1.6% of all rateable property).
- Forecasted amount of residential rate rebate to be applied and redistributed is \$31,000 (approximately \$0.68 per ratepayer per annum).

The residential rate rebate in 2023-24 financial year was applied to properties with a general rates increase greater than 10%:

- 9 other metropolitan councils apply a residential rate rebate with an average of 12.5%.
- The total number of residential properties that received the residential rate rebate for 2023-24 was **218**.
- The total amount of residential rate rebate applied and redistributed for 2023-24 was \$26,000 (approx. \$0.58 per ratepayer per annum).

The proposed residential rate rebate policy for the 2024-25 financial year is as follows:

Residential Rate Rebate for Qualifying Residential Ratepayers

A rebate of general rates is to be granted to residential ratepayers on their principal place of residence within the category of residential land use.

The Annual Business Plan 2024-25 sets a 10% rate increase with a \$20 minimum and a \$200 maximum rebate (excluding new or improved properties) for ratepayers who meet the Qualifying Criteria set out below.

Qualifying Criteria:

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

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 may lodge an application which will be assessed against the eligibility criteria. The application must be lodged by 30 June 2025.

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 are invited to submit an application in writing to the Council's Team Leader Rating Services. The Council treats such inquiries confidentially.

Postponement of Rates - Seniors

- Number of seniors currently postponed: 27
- Current legislated interest rate: 7.05% pa (2023-24)

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 and 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:

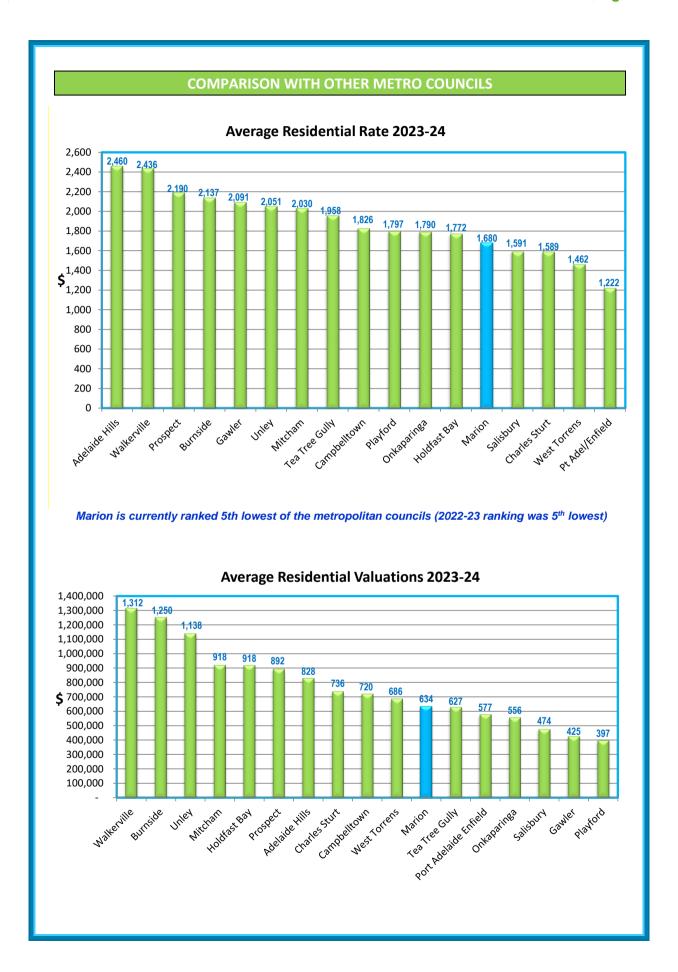
- the title to the land is transferred to another person; or
- there is failure to comply with a condition of postponement.

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.





*A fixed charge is used therefore no minimum rates apply

A 4.8% average rate increase for 2024-25 will result in an increase in the minimum rate to \$1,203.



12.3 Valuation - Adoption for 2024-25

Report Reference GC240625R12.3

Originating Officer Team Leader Rating Services – Kylie Jaggard

Corporate Manager Chief Financial Officer - Ray Barnwell

General Manager Corporate Services - Angela Allison

REPORT OBJECTIVE

This Report provides the information required by the Council to allow adoption of the Valuation for the 2024-25 financial year, as required by the *Local Government Act 1999*.

EXECUTIVE SUMMARY

Council is required to adopt the Valuation which is to apply to all land within its area for rating purposes, prior to declaring rates.

RECOMMENDATION

That Council:

- 1. Pursuant to Section 167(2)(a) of the *Local Government Act* 1999 adopts the capital valuations as supplied by the Office of the Valuer-General, (at Supplementary Week 51 dated 24 June 2024), as the Valuations that are to apply to land within its area for rating purposes for the 2024-25 financial year.
- 2. Notes that, at the time of adoption, the Valuation totalled \$35,094,647,840 (including \$33,506,432,361 Rateable and \$1,588,215,479 Exempt).

DISCUSSION

Section 167 (1) of the *Local Government Act 1999* (the Act) requires the adoption of the valuations which are to apply to land within its area for rating purposes for that year, prior to declaration of the rate or rates.

Section 167 (2) of the Act provides that a council must adopt valuations made, or caused to be made, by the Valuer-General, or valuations made by a valuer employed or engaged by the council, or by a firm or consortium of valuers engaged by the council. The valuation presented for adoption has been prepared by the Valuer General.

Adoption of this report is required prior to the declaration of rates for the 2024-25 financial year.

ATTACHMENTS

G C 240625 R - Valuation - Adoption for 2024-25 Financial Year - Appendix 1 [12.3.1 - 1 page]

CITY OF MARION

NOTICE is hereby given that on 25 June 2024 the Council of the City of Marion, pursuant to the provisions of the Local Government Act 1999, for the year ending 30 June 2025,

ADOPTION OF VALUATIONS

adopted the capital valuations to apply in its area for rating purposes for the 2024-25 financial year as supplied by the Valuer-General totalling \$35,094,647,840.

DECLARATION OF RATES

declared differential general rates in the dollar based on capital value as follows:

- (a) 0.247370 cents in the dollar on rateable land of Category 1 Residential, Category 7 – Primary Production and Category 9 – Other.
- (b) **0.544215** cents in the dollar on rateable land of Category 2 Commercial Shop, Category 3 Commercial Office, Category 4 Commercial Other.
- (c) 0.531846 cents in the dollar on rateable land of Category 5 Industrial Light, Category 6 – Industrial Other.
- (d) **0.544215** cents in the dollar on rateable land of Category 8 Vacant Land.

resolved that the minimum amount payable by way of general rates in respect of rateable land within the area for the year ending 30 June 2025 be \$1,203.00; and

declared a Separate Rate of 0.007183 cents in the dollar on all rateable land within the Green Adelaide Board Area within the area.

The Council resolved that rates will be payable in four equal or approximately equal instalments, and that the due dates for those instalments will be 2 September 2024, 2 December 2024, 3 March 2025 and 2 June 2025.

Tony Harrison Chief Executive



12.4 Rates Declaration 2024-25

Report Reference GC240625R12.4

Originating Officer Team Leader Rating Services – Kylie Jaggard

Corporate Manager Chief Financial Officer - Ray Barnwell

General Manager Corporate Services - Angela Allison

REPORT OBJECTIVE

Having first adopted the Annual Business Plan, the Annual Budget 2024-25 and the Valuation of land within its area, the Council is now required to declare the rates for the 2024-25 financial year.

EXECUTIVE SUMMARY

This report sets the differential general rate and the minimum general rate payable on all properties within the Council's area, and the separate rate which the Council is obliged to collect on behalf of the Green Adelaide Board. It also sets the due dates for payment for each quarter, and delegates authority to the Chief Executive Officer to vary the due dates and to make arrangements with ratepayers for extension of time to pay their accounts, with or without interest.

RECOMMENDATION

That pursuant to Section 153(1)(b) and 156(1)(a) of the *Local Government Act* 1999 the Council declares differential general rates according to land use based on Capital Value within the area for the 2024-25 financial year as follows:

- 1.1 0.247370 cents in the dollar on rateable land of Categories 1 Residential, 7 Primary Production, 9 Other.
- 1.2 0.544215 cents in the dollar on rateable land of Categories 2 Commercial Shop, 3 Commercial Office, 4 Commercial Other.
- 1.3 0.531846 cents in the dollar on rateable land of Categories 5 Industry Light and 6 Industry Other.
- 1.4 0.544215 cents in the dollar on rateable land of Category 8 Vacant Land
- 2. That pursuant to Section 158 (1)(a) of the *Local Government Act 1999*, fixes a minimum amount payable by way of General Rates in respect of rateable land within the area for the 2024-25 financial year of \$1,203.00.
- 3. That pursuant to Section 153(3) of the Local Government Act 1999 the Council has determined not to fix a maximum increase under this Section in the general rate to be charged on a principal place of residence of a principal ratepayer upon the basis that relief is otherwise provided under the 'Discretionary Rebate Residential Land Use (Residential Rate Rebate)' provision of its Rating Policy.



- 4. That, as required by the *Landscape South Australia Act 2019*, and pursuant to Section 69 of that Act and Section 154 (1) of the *Local Government Act 1999*, the Council declares a Separate Rate of 0.007183 cents in the dollar on all rateable land in the area covered by the Green Adelaide Board within this Council's area for the 2024-25 financial year.
- 5. That pursuant to Section 181 (1) of the *Local Government Act 1999*, rates are payable in four equal or approximately equal instalments, and Council resolves that pursuant to section 181(2) of the Act the due dates for those instalments shall be:
 - 2 September 2024
 - 2 December 2024
 - 3 March 2025
 - 2 June 2025
- 6. That pursuant to Section 44 of the *Local Government Act 1999* the Council delegates to the Chief Executive Officer the power at Section 181(4)(b) to alter the due date for payment of any rate or instalment payment of a ratepayer where circumstances warrant such action, and to make any arrangement for payment of an account (either including or excluding the imposition of fines thereon) over an extended period.

DISCUSSION

Rate Declaration

The proposed differential general rates for the 2024-25 financial year are as follows:

Category 1	Residential	0.247370
Category 2	Commercial - Shop	0.544215
Category 3	Commercial - Office	0.544215
Category 4	Commercial - Other	0.544215
Category 5	Industrial - Light	0.531846
Category 6	Industrial - Other	0.531846
Category 7	Primary Production	0.247370
Category 8	Vacant	0.544215
Category 9	Other	0.247370

and combined with a minimum rate payable of \$1,203.00 will raise the required rate income for the 2024-25 financial year.

The Green Adelaide Board covers the urban areas of metropolitan Adelaide. The City of Marion will be charged an amount of \$2,336,457 payable in four quarterly instalments of \$584,114.25. The proposed separate rate of 0.007183 cents in the dollar, will be applied to all rateable properties within the area and will recoup the amount the Council is required to contribute to the Landscape Administration Fund. This levy on ratepayers will add an average \$52 per annum to each rate



account. In accordance with Section 70 of the *Landscape South Australia Act 2019*, Council may claim administrative costs. A claim of \$16,623 is forecast for 2024-25 (\$15,473 – 2023-24).

Collection of this money on behalf of the Green Adelaide Board will be revenue-neutral for the Council.

Adoption of the recommended differential general rates, minimum general amount and the separate rate for the Regional Landscape Levy will ensure that budget requirements are met.



12.5 Rate Rebates 2024-25

Report Reference GC240625R12.5

Originating Officer Team Leader Rating Services – Kylie Jaggard

Corporate Manager Chief Financial Officer - Ray Barnwell

General Manager Corporate Services - Angela Allison

REPORT OBJECTIVE

That the Council review applications received from community service organisations requesting rate rebates in accordance with the council's Rate Rebate Policy.

EXECUTIVE SUMMARY

The Local Government Act 1999 provides for rebates of rates, on either a mandatory (Sections 160 to 165) or discretionary (Section 166) basis of 100% or less. The discretionary rebate may, for example, apply where a not-for-profit community services organisation does not fall within the provisions for a mandatory rebate (under Section 161) but does fall within the discretionary rebate grounds.

All applications have been considered in accordance with the relevant sections of the *Local Government Act 1999* and the Rate Rebate section of council's Rating Policy. The 2024-25 forecast rebates (mandatory and discretionary) are detailed in attachment 1.

RECOMMENDATION

That:

- 1. The Schedule of Rate Rebates (refer Appendix 1) be noted.
- 2. Council resolves that a discretionary rate rebate of 25% be granted under Section 166(1)(j) of the *Local Government Act* 1999 to Foodbank SA on the properties it occupies for the 2024-25 financial year.
- 3. Council resolves that a discretionary rebate of 25% be granted under Section 166(1)(d) of the *Local Government Act* 1999 to Suneden School on the property it occupies and uses for educational purposes for the 2024-25 financial year.
- 4. Council resolves that a discretionary rate rebate of 100% be granted under Section 166(1)(j) of the *Local Government Act* 1999 to Scouts SA on the properties it occupies for the 2024-25 financial year.
- 5. Council resolves that a discretionary rate rebate of 50% be granted under Section 166(1)(j) of the *Local Government Act* 1999 to the Abbeyfield Society (Marion) on the property it occupies at 5 Lawrence Ave, Edwardstown for the 2024-25 financial year.
- 6. Council resolves that a discretionary rate rebate of 50% be granted under Section 166(1)(j) of the *Local Government Act 1999* to the Plympton Glenelg RSL Sub Branch



on the property it occupies at 464 Marion Rd, Plympton Park for the 2024-25 financial year.

- 7. Council resolves that a discretionary rate rebate of 75% be granted under Section 166(1)(j) of the *Local Government Act 1999* to Operation Flinders on the property it occupies at 3/938 and 4/938 South Road, Edwardstown for the 2024-25 financial year.
- 8. Council resolves that a discretionary rate rebate of 25% be granted under Section 166(1)(j) of the *Local Government Act 1999* to South Adelaide Squash Centre on the property it occupies at 2A Midera Avenue, Edwardstown for the 2024-25 financial year.
- 9. Council resolves that a discretionary rate rebate of 50% be granted under Section 166(1)(j) of the *Local Government Act 1999* to the RSPCA on the property it occupies at 9A Majors Road, O'Halloran Hill for the 2024-25 financial year.

GENERAL ANALYSIS

Legal / Legislative and Risk Management:

Mandatory Rebates

The *Local Government Act 1999* provides for a number of mandatory 100% rebates, these rebates apply to land being used for the provision of health services, religious purposes, public cemeteries and the Royal Zoological Society of SA, and mandatory 75% rebates for educational purposes, community services, private schools and housing associations.

Discretionary Rebates

When considering granting any Discretionary Rebates, Council must also consider the provisions of the Rating Policy and *Local Government Act 1999*.

In accordance with Section 166(1a) of the Act "a council must, in deciding whether to grant a discretionary rebate of rates or charges under Section 166(1)(d), (e), (f), (g), (h), (i) or (j), take into account -

- (a) 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's area;
- (b) the community need that is being met by activities carried out on the land for which the rebate is sought; and
- (c) the extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons,

and may take into account other matters considered relevant by the Council."

Council has previously approved discretionary rebates to the following community organisations:

Foodbank SA



Foodbank SA meets the requirement for a 75% mandatory rebate. In addition, Council in previous financial years has granted a discretionary rebate of 25% in accordance with council's Rating Policy.

Based on the assessment of the application it is recommended that a 25% discretionary rebate be approved for 2024-25.

Suneden School

This organisation meets the requirement for a 75% mandatory rebate. In addition, Council in previous financial years has granted a discretionary rebate of 25% in accordance with council's Rating Policy.

Based on the assessment of the application it is recommended that a 25% discretionary rebate be approved for 2024-25.

Scouts SA

Scouts SA do not meet the definition of community services set out in the Rate Rebate Policy and therefore do not qualify for a mandatory rebate. However, Council has previously granted a discretionary rebate of up to 100%.

Based on the assessment of the application it is recommended that a 100% discretionary rebate be approved for 2024-25.

The Abbeyfield Society (Marion) Inc

This organisation does not meet the definition of community services set out in the Rate Rebate Policy and therefore does not qualify for a mandatory rebate.

Based on the assessment of the application it is recommended that a 50% discretionary rebate be approved for the 2024-25 financial year.

A discretionary rebate of 50% to The Abbeyfield Society (Marion) Inc has previously been approved by Council, from 2004-05 through to the 2023-24 financial year.

Plympton Glenelg RSL Sub Branch

This organisation does not meet the definition of community services set out in the Rate Rebate Policy and therefore does not qualify for a mandatory rebate.

Based on the assessment of the application it is recommended that a 50% discretionary rebate be approved for the 2024-25 financial year.

A discretionary rebate of 50% to the Plympton Glenelg RSL Sub Branch has previously been approved by Council, from 2004-05 through to the 2023-24 financial year.

Operation Flinders

This organisation does not meet the definition of Community Services set out in the Rates Rebate Policy and therefore does not qualify for a mandatory rebate.



Based on the assessment of the application it is recommended that a 75% rebate be approved to Operation Flinders for the 2024-25 financial year.

A discretionary rebate of 75% to Operation Flinders has previously been approved by Council from 2018-19 through to the 2023-24 financial year.

South Adelaide Squash Centre

This organisation does not meet the definition of Community Services set out in the Rates Rebate Policy and therefore does not qualify for a mandatory rebate.

Based on the assessment of the application it is recommended that a 25% rebate be approved to South Adelaide Squash Centre for the 2024-25 financial year.

A discretionary rebate of 25% to SA Squash Centre was approved by Council for the 2023-24 financial year.

RSPCA

This organisation does not meet the definition of Community Services set out in the Rates Rebate Policy and therefore does not qualify for a mandatory rebate.

Based on the assessment of the application it is recommended that a 50% rebate be approved to the RSPCA for the 2024-25 financial year.

Council Property - Leased

Under the provisions of the *Local Government Act*, council must rate all council owned property over which a lease has been granted.

However, the *Recreation Grounds Rates and Taxes Exemption Act, 1981* exempts sporting and recreation clubs from council rates. The exemption will only apply where the total income (if any) derived by a club from the use of the land is used to maintain the club facilities at that site.

Financial Implications:

The nature of rebates is that the rate responsibility is shifted from one section of the community to another. The total mandatory rebates forecast for 2024-25 amount to \$2,594,381 and discretionary rebates amount to \$50,742.

CONCLUSION

All applications for rate rebates have been reviewed individually in accordance with the relevant sections of the Local Government Act 1999 and with council's Rating Policy.

ATTACHMENTS

Appendix 1 summarises the mandatory and discretionary rebates.

Appendix 2 provides a check list for each discretionary rate rebate applicant.

APPENDIX 1 - RATE REBATE REPORT 2024-25

Mandatory 100%		
	D . A	5
Organisation	Rate \$	Rebate \$
Adelaide Society of The New Church Inc	2,024	2,024
Apostolic Church Aust Ltd	3,267	3,267
Baptist Churches of South Australia Inc	13,188	13,188
Brighton Christadelphian Ecclesia Inc	4,741	4,741
Catholic Church Endowment Society Inc	15,324	15,324
Churches of Christ in SA & NT Inc	16,259	16,259
City of Marion - kindergarten	11,518	11,518
City of Marion - kitchen	1,819	1,819
City of Marion - book exchange	2,434	2,434
City Reach Marion Inc	5,381	5,381
Corp of Presiding Bishop of Latter-Day Saints	8,008	8,008
Good Shepherd Lutheran Church Hallett Cove Inc	7,367	7,367
Hallett Cove Parish	4,292	4,292
Hindu Society Of SA Inc	3,716	3,716
Integrated Cardiovascular Clinical Network	3,067	3,067
Islamic Society Of SA Inc	5,637	5,637
Lutheran Church Of Australia (SA) Inc	2,255	2,255
Lutheran Church of Australia SA & NT District Holding Ltd	7,816	7,816
New Apostolic Church Aust Pty Ltd	1,358	1,358
Oasis Family Church Inc	2,076	2,076
Portlife Church Incorporated	3,011	3,011
SA Ambulance Service	4,292	4,292
SA Pathology	1,494	1,494
Southern Adelaide Local Health Network	2,438	2,438
Spring Park Baptist Church Inc	4,805	4,805
Synod Diocese Murray Anglican Church	3,421	3,421
Synod Diocese Adelaide Anglican Church	8,008	8,008
The Salvation Army (SA) Property Trust	11,147	11,147
True Jesus Church (SA) Inc	3,844	3,844
Uniting Church in Australia Property Trust SA	46,970	46,970
Child & Family Health Services	4,574	4,574
, and the second	, ,	,-
Total	215,550	215,550

Mandatory 75%				
Organisation	Rate \$	Rebate \$		
Access 2 Place Housing Assoc	26,683	20,013		
Anglicare SA Housing Ltd	39,127	29,345		
Amelie Housing	57,092	42,819		
Bedford Industries Inc	5,330	3,997		

Tota	3,141,799	2,356,350
Your Place Housing Ltd	78,064	58,548
Woodend Primary School	20,500	15,375
Westside Housing Association	80,250	60,187
Westminster School Inc	196,863	147,647
Unity Housing Co	199,717	149,788
Uniting SA Housing Ltd	6,061	4,546
Trustee of Marist Bros. Southern Province	66,560	49,920
The Salvation Army (SA) Property Trust	2,144	1,608
The Adelaide Benevolent & Strangers Friend Society	3,282	2,461
Sunrise Christian School Inc	11,019	8,264
St Martin De Porres Catholic School	10,122	7,591
Southern Cross Care (SA & NT) Inc	22,994	17,246
Salvation Army Housing Ltd	26,783	20,088
SAGE Inprint (disabled employment/training)	1,229	922
Resthaven Inc	51,922	38,941
Rembrandt Living	24,087	18,065
Orana Australia Ltd	1,800	1,350
Novita Services	5,912	4,434
Minda Housing Ltd	34,048	25,536
Junction & Women's Housing Ltd	1,755,956	1,316,967
Julia Farr Housing Assoc	60,116	45,087
James Brown Memorial Trust Inc	14,621	10,966
Hallett Cove School buildings - various private owners	12,809	9,607
Genesis Pregnancy Support Inc	1,871	1,403
Emmaus Christian College Inc	27,931	20,948
Eldercare Australia Ltd	61,435	46,077
Cornerstone Housing Ltd	55,571	41,679
Community Housing Ltd	8,302	6,227
Common Equity Housing SA Ltd	27,441	20,581
Calvary Aged Care Services	30,301	22,726
Catholic Church Endowment Society Inc	43,050	32,287
Believe Housing Australia	70,806	53,105

Mandatory 75% and Discretionary 25%				
Organisation		Rate \$	Rebate \$	
Foodbank of South Australia Inc		14,727	14,727	
Suneden Intellectually Disabled Childrens Inc		15,247	15,247	
	Total	29,974	29,974	

Discretionary 100%		
Organisation The Scout Assoc of South Australia	Rate \$ 6,610	Rebate \$ 6,610
Total	al 6,610	6,610

Discretionary 75%		
Organisation Operation Flinders	Rate \$ 8,619	Rebate \$ 6,465
Total	8,619	6,465

Discretionary 50%			
Organisation		Rate \$	Rebate \$
Plympton Sub-Branch Returned & Services League		5,157	2,578
Abbeyfield Australia		2,947	1,473
RSPCA		49,776	24,888
	Total	57,880	28,940

Discretionary 25%		
Organisation South Adelaide Squash Centre	Rate \$ 4,935	Rebate \$ 1,234
Total	4,935	1,234

SUMMARY		
Mandatory 100%	Rate \$ 215,550	Rebate \$ 215,550
Mandatory 75% Mandatory 75% & Discretionary 25%	3,141,799 29,974	2,356,350 29,974
Discretionary 100% Discretionary 75%	6,610 8,619	6,610 6,465
Discretionary 50% Discretionary 25%	57,880 4,935	28,940 1,234
TO	ΓAL 3,465,368	2,645,123

Discretionary Rate Rebate Application Checklists

Appendix 2

The Applicant, <u>Foodbank SA</u> is applying for a 25% discretionary rebate for the purpose of providing a benefit or service to the local community on three properties with total rates of \$14,727.

Section 1: In deciding whether to grant a discretionary rebate of rates, Council must take into account the following matters:-			
		Yes	No
1.	Is there a similar service provided elsewhere in the Council area? In comparison, what is the nature and extent of Council services provided, in respect of the land, for which the rebate is sought?		
2.	Is a community need being met by the activities carried out on the land for which the rebate is sought?		
3.	Do the activities carried out on the land, for which the rebate is sought, provide assistance or relief to disadvantaged persons?		
4.	Are there any other matters the Council considers relevant?		Ø

	Section 2: Council may take into account other matters considered relevant including (but not limited to) the following:-			
		Yes	No	
1.	Is there a need for financial assistance through a rebate?			
2.	Is the amount of rebate requested considered appropriate?			
3.	Is the applicant in receipt of any financial assistance, in respect of the land, by Commonwealth or state agencies?	Ø		
4.	Has the applicant made (or intends to make) applications to other councils?			
5.	Is the applicant providing a service within the council area?			
6.	Is the applicant a public sector body \square , a private not for profit body \square or a private for profit body \square ?			
7.	Are there any historical considerations that may be relevant for all or any part of the current Council term?			
8.	Is there a desire to grant a rebate for more than one year?	\square		
9.	Has consideration been made of the full financial consequences of the rebate for the Council?	Ø		
10.	Was the application submitted within the specified time?			
11.	Is the applicant in receipt of a community grant?			
12.	Is a community grant available to the person or body making the application?		V	
13.	Is there any other matters/policies considered relevant?			

Recommendation:

Foodbank SA provides food relief to the disadvantaged in the community by working with numerous welfare agencies and schools within the City of Marion.

Foodbank SA meets the requirement for a 75% mandatory rebate. In addition, Council has previously granted a discretionary rebate of 25%. It is recommended that a 25% discretionary rebate be approved for 2024-25.

The Applicant, <u>Suneden School</u> is applying for a 25% discretionary rebate for the purpose of providing educational services to children or young persons on a property with rates of \$15,247.

Section 1: In deciding whether to grant a discretionary rebate of rates, Council must take into account the following matters:-			
		Yes	No
1.	Is there a similar service provided elsewhere in the Council area? In comparison, what is the nature and extent of Council services provided, in respect of the land, for which the rebate is sought?		Ø
2.	Is a community need being met by the activities carried out on the land for which the rebate is sought?	V	
3.	Do the activities carried out on the land, for which the rebate is sought, provide assistance or relief to disadvantaged persons?	Ø	
4.	Are there any other matters the Council considers relevant?		V

	Section 2: Council may take into account other matters considered relevant including (but not limited to) the following:-			
		Yes	No	
1.	Is there a need for financial assistance through a rebate?	$\overline{\checkmark}$		
2.	Is the amount of rebate requested considered appropriate?	$\overline{\square}$		
3.	Is the applicant in receipt of any financial assistance, in respect of the land, by Commonwealth or state agencies?	Ø		
4.	Has the applicant made (or intends to make) applications to other councils?			
5.	Is the applicant providing a service within the council area?	$\overline{\square}$		
6.	Is the applicant a public sector body \square , a private not for profit body \square or a private for profit body \square ?	Ø		
7.	Are there any historical considerations that may be relevant for all or any part of the current Council term?	Ø		
8.	Is there a desire to grant a rebate for more than one year?	\square		
9.	Has consideration been made of the full financial consequences of the rebate for the Council?	Ø		
10.	Was the application submitted within the specified time?	Ø		
11.	Is the applicant in receipt of a community grant?			
12.	Is a community grant available to the person or body making the application?		V	
13.	Is there any other matters/policies considered relevant? See "Recommendation"	Ø		

Recommendation:

Suneden School provides education and care to students aged 5 to 21 years with intellectual and multiple disabilities.

This organisation meets the requirements for a 75% mandatory rebate being land used for educational purposes. In addition, Council in previous financial years has granted a discretionary rebate of 25%. It is recommended that the rebate be approved for 2024-25.

The Applicant, <u>Scouts SA</u> is applying for a 100% discretionary rebate for the purpose of providing facilities or services for children or young persons on three properties with total rates of \$6,610.

Section 1: In deciding whether to grant a discretionary rebate of rates, Council must take into account the following matters:-			
		Yes	No
1.	Is there a similar service provided elsewhere in the Council area? In comparison, what is the nature and extent of Council services provided, in respect of the land, for which the rebate is sought?		Ø
2.	Is a community need being met by the activities carried out on the land for which the rebate is sought?	Ø	
3.	Do the activities carried out on the land, for which the rebate is sought, provide assistance or relief to disadvantaged persons?		V
4.	Are there any other matters the Council considers relevant?		V

	<u>n 2</u> : Council may take into account other matters considered relevant including I to) the following:-	(but no	ot
		Yes	No
1.	Is there a need for financial assistance through a rebate?		
2.	Is the amount of rebate requested considered appropriate?	Ø	
3.	Is the applicant in receipt of any financial assistance, in respect of the land, by Commonwealth or state agencies?		Ø
4.	Has the applicant made (or intends to make) applications to other councils?	Ø	
5.	Is the applicant providing a service within the council area?	Ø	
6.	Is the applicant a public sector body \square , a private not for profit body \square or a private for profit body \square ?		
7.	Are there any historical considerations that may be relevant for all or any part of the current Council term?	Ø	
8.	Is there a desire to grant a rebate for more than one year?	Ø	
9.	Has consideration been made of the full financial consequences of the rebate for the Council?		
10.	Was the application submitted within the specified time?	☑	
11.	Is the applicant in receipt of a community grant? CoM grant for air-conditioning	Ø	
12.	Is a community grant available to the person or body making the application?		V
13.	Is there any other matters and policies of the Council considered relevant?		V

Recommendation:

Scouts SA is a 100% not for profit organisation that educates and trains youth in the City of Marion through a network of volunteers. They rely on fundraising and membership fees to run their programs.

Council has previously granted a discretionary rebate of up to 100% on properties occupied by Scouts SA. It is recommended that the rebate be extended for the 2024-25 financial year.

The Applicant, <u>Abbeyfield Society</u> is applying for a 50% discretionary rebate for the purpose of providing accommodation for the aged or disabled on a property with rates of \$2,947.

Section 1: In deciding whether to grant a discretionary rebate of rates, Council must take into account the following matters:-			
		Yes	No
1.	Is there a similar service provided elsewhere in the Council area? In comparison, what is the nature and extent of Council services provided, in respect of the land, for which the rebate is sought?		Ø
2.	Is a community need being met by the activities carried out on the land for which the rebate is sought?	Ø	
3.	Do the activities carried out on the land, for which the rebate is sought, provide assistance or relief to disadvantaged persons?	Ø	
4.	Are there any other matters the Council considers relevant? See "Recommendation"	V	

Section 2: Council may take into account other matters considered relevant including (but not limited to) the following:-			
		Yes	No
1.	Is there a need for financial assistance through a rebate?		
2.	Is the amount of rebate requested considered appropriate?		
3.	Is the applicant in receipt of any financial assistance, in respect of the land, by Commonwealth or state agencies?		V
4.	Has the applicant made (or intends to make) applications to other councils?		$\overline{\checkmark}$
5.	Is the applicant providing a service within the council area?		
6.	Is the applicant a public sector body \square , a private not for profit body \square or a private for profit body \square ?		
7.	Are there any historical considerations that may be relevant for all or any part of the current Council term?	Ø	
8.	Is there a desire to grant a rebate for more than one year?		
9.	Has consideration been made of the full financial consequences of the rebate for the Council?		
10.	Was the application submitted within the specified time?		
11.	Is the applicant in receipt of a community grant?		
12.	Is a community grant available to the person or body making the application?		V
13.	Is there any other matters/policies considered relevant? See "Recommendation"		

Recommendation:

The Abbeyfield house provides a home for people with a mild intellectual disability where they can develop and maintain their independence in a supported environment.

A discretionary rebate of 50% has previously been approved by Council, from 2004-05 through to the 2023-24 financial year. It is recommended that the rebate be extended for the 2024-25 financial year.

The Applicant, <u>Plympton-Glenelg RSL Sub Branch</u> is applying for a 50% discretionary rebate for the purpose of providing a benefit or service to the community on a property with rates of \$5,157.

Section 1: In deciding whether to grant a discretionary rebate of rates, Council must take into account the following matters:-			
		Yes	No
1.	Is there a similar service provided elsewhere in the Council area? In comparison, what is the nature and extent of Council services provided, in respect of the land, for which the rebate is sought?		Ø
2.	Is a community need being met by the activities carried out on the land for which the rebate is sought?	V	
3.	Do the activities carried out on the land, for which the rebate is sought, provide assistance or relief to disadvantaged persons?	Ø	
4.	Are there any other matters the Council considers relevant?		V

<u>Section 2</u> : Council may take into account other matters considered relevant including (but not limited to) the following:-			
		Yes	No
1.	Is there a need for financial assistance through a rebate?	$\overline{\checkmark}$	
2.	Is the amount of rebate requested considered appropriate?		
3.	Is the applicant in receipt of any financial assistance, in respect of the land, by Commonwealth or state agencies?	Ø	
4.	Has the applicant made (or intends to make) applications to other councils?		
5.	Is the applicant providing a service within the council area?		
6.	Is the applicant a public sector body \square , a private not for profit body \square or a private for profit body \square ?	Ø	
7.	Are there any historical considerations that may be relevant for all or any part of the current Council term?	Ø	
8.	Is there a desire to grant a rebate for more than one year?	\square	
9.	Has consideration been made of the full financial consequences of the rebate for the Council?	Ø	
10.	Was the application submitted within the specified time?		
11.	Is the applicant in receipt of a community grant? Holdfast Council for dawn service	$\overline{\checkmark}$	
12.	Is a community grant available to the person or body making the application?		V
13.	Is there any other matters/policies considered relevant? See "Recommendation"	\square	

Recommendation:

The RSL and veteran's centre provides welfare services for current and ex-serving members and promotes the interests of veterans and serving members of the Australian Defense Forces.

A discretionary rebate of 50% has previously been approved by Council from 2004/05 to the 2023-24 financial year. It is recommended that the rebate be extended for the 2024-25 financial year.

The Applicant, **Operation Flinders** is applying for a 100% (previously 75%) discretionary rebate for the purpose of providing a benefit or service to the local community on two properties with total rates of \$8,619.

Section 1: In deciding whether to grant a discretionary rebate of rates, Council must take into account the following matters:-			
		Yes	No
1.	Is there a similar service provided elsewhere in the Council area? In comparison, what is the nature and extent of Council services provided, in respect of the land, for which the rebate is sought? Council operates Men's Sheds at	Ø	
	both Trott Park and Glandore Community Centres		
2.	Is a community need being met by the activities carried out on the land for which the rebate is sought?	Ø	
3.	Do the activities carried out on the land, for which the rebate is sought, provide assistance or relief to disadvantaged persons?		
4.	Are there any other matters the Council considers relevant?		$\overline{\mathbf{A}}$

Section 2: Council may take into account other matters considered relevant including (but not limited to) the following:-			
		Yes	No
1.	Is there a need for financial assistance through a rebate?	$\overline{\checkmark}$	
2.	Is the amount of rebate requested considered appropriate?	\square	
3.	Is the applicant in receipt of any financial assistance, in respect of the land, by Commonwealth or state agencies?		
4.	Has the applicant made (or intends to make) applications to other councils?		V
5.	Is the applicant providing a service within the council area?	\square	
6.	Is the applicant a public sector body □, a private not for profit body ☑ or a private for profit body □?	Ø	
7.	Are there any historical considerations that may be relevant for all or any part of the current Council term?	Ø	
8.	Is there a desire to grant a rebate for more than one year?	\square	
9.	Has consideration been made of the full financial consequences of the rebate for the Council?	Ø	
10.	Was the application submitted within the specified time?		
11.	Is the applicant in receipt of a community grant?		
12.	Is a community grant available to the person or body making the application?		V
13.	Is there any other matters/policies considered relevant? See "Recommendation"		

Recommendation:

Operation Flinders operate a Men's Shed and outback adventure programs for youth at risk (at no charge). Schools Ministry Group provide pastoral care services for public schools including schools within the City of Marion.

A discretionary rebate of 75% has been approved by Council since 2017/18. Operation Flinders is seeking a 100% rebate for 2024-25, however no evidence to substantiate a rebate increase has been provided.

It is recommended that the rebate of 75% be granted for the 2024-25 financial year.

The Applicant, <u>South Adelaide Squash Centre</u> is applying for a 25% discretionary rebate for the purpose of providing a benefit or service to the local community on a property with rates of \$4,935.

Section 1: In deciding whether to grant a discretionary rebate of rates, Council must take into account the following matters:-			
		Yes	No
1.	Is there a similar service provided elsewhere in the Council area? In comparison, what is the nature and extent of Council services provided, in respect of the land, for which the rebate is sought? Council does not provide this service, rather private enterprise operate the same service.	Ø	
2.	Is a community need being met by the activities carried out on the land for which the rebate is sought?		
3.	Do the activities carried out on the land, for which the rebate is sought, provide assistance or relief to disadvantaged persons?		Ø
4.	Are there any other matters the Council considers relevant?		\square

Section 2: Council may take into account other matters considered relevant including (but not limited to) the following:-			
		Yes	No
1.	Is there a need for financial assistance through a rebate?	$\overline{\mathbf{A}}$	
2.	Is the amount of rebate requested considered appropriate?	$\overline{\checkmark}$	
3.	Is the applicant in receipt of any financial assistance, in respect of the land, by Commonwealth or state agencies?		$\overline{\checkmark}$
4.	Has the applicant made (or intends to make) applications to other councils?		
5.	Is the applicant providing a service within the council area?	$\overline{\checkmark}$	
6.	Is the applicant a public sector body \square , a private not for profit body \square or a private for profit body \square ?		
7.	Are there any historical considerations that may be relevant for all or any part of the current Council term?		V
8.	Is there a desire to grant a rebate for more than one year?	$\overline{\checkmark}$	
9.	Has consideration been made of the full financial consequences of the rebate for the Council?		
10.	Was the application submitted within the specified time?	$\overline{\mathbf{A}}$	
11.	Is the applicant in receipt of a community grant?		
12.	Is a community grant available to the person or body making the application?		Ø
13.	Is there any other matters/policies considered relevant? See "Recommendation"		

Recommendation:

South Adelaide Squash Centre is owned and operated by SA Masters Squash Incorporated, a not for profit organisation founded to provide recreational sport for participants over 30 years of age. The premises is available to all ages and is hired for public, private and professional use. The rebate would allow the organisation to expand their offerings to locals.

South Adelaide Squash Centre has been approved for a 25% discretionary rebate since 2019/20. It is recommended that the rebate be granted for the 2024-25 financial year.

The Applicant, **RSPCA** is applying for a 50% discretionary rebate for the purpose of providing a benefit or service to the local community on a property with rates of \$49,776.

Section 1: In deciding whether to grant a discretionary rebate of rates, Council must take into account the following matters:-			
		Yes	No
1.	Is there a similar service provided elsewhere in the Council area? In comparison, what is the nature and extent of Council services provided, in respect of the land, for which the rebate is sought? Council does not provide this service, rather private enterprise operate the same service.		Ø
2.	Is a community need being met by the activities carried out on the land for which the rebate is sought?	Ø	
3.	Do the activities carried out on the land, for which the rebate is sought, provide assistance or relief to disadvantaged persons?		V
4.	Are there any other matters the Council considers relevant?		V

Section 2: Council may take into account other matters considered relevant including (but not limited to) the following:-			ot
		Yes	No
1.	Is there a need for financial assistance through a rebate?	$\overline{\mathbf{A}}$	
2.	Is the amount of rebate requested considered appropriate?	V	
3.	Is the applicant in receipt of any financial assistance, in respect of the land, by Commonwealth or state agencies?		
4.	Has the applicant made (or intends to make) applications to other councils?		V
5.	Is the applicant providing a service within the council area?	V	
6.	Is the applicant a public sector body \square , a private not for profit body \square or a private for profit body \square ?		
7.	Are there any historical considerations that may be relevant for all or any part of the current Council term? See "Recommendation"	V	
8.	Is there a desire to grant a rebate for more than one year?	V	
9.	Has consideration been made of the full financial consequences of the rebate for the Council?	V	
10.	Was the application submitted within the specified time?		V
11.	Is the applicant in receipt of a community grant?		V
12.	Is a community grant available to the person or body making the application?		V
13.	Is there any other matters/policies considered relevant? See "Recommendation"	V	

Recommendation:

The RSPCA is a not for profit organisation to prevent cruelty to animals while providing animal care and protection services at below cost or free to the community. Government funding is less than 10% of operation costs with the organisation relying heavily on donor funding.

A 50% discretionary rebate of rates was granted to the RSPCA by Onkaparinga Council at their previous Lonsdale site.

It is recommended that a discretionary rebate of 50% be approved for the 2024-25 financial year.



12.6 Submission on the Draft Urban Greening Strategy for Metropolitan Adelaide

Report Reference GC240625R12.6

Originating Officer Senior Environmental Planner – Anna Haygreen

Lundborg

General Manager Acting General Manager City Services - Brian Green

REPORT OBJECTIVE

To provide information on the Draft Urban Greening Strategy for Metropolitan Adelaide prepared by Green Adelaide and to gain endorsement for a submission from the City of Marion.

Draft Urban Greening Strategy for Metropolitan Adelaide (Attachment 1)

• City of Marion cover letter (Attachment 2)

City of Marion full submission (Attachment 3)

REPORT HISTORY

Report Reference Report Title

GC230214R11.3 Response to Parliamentary Inquiry into Urban Forest

EC230207R9.3 Parliamentary Inquiry into Urban Forest

EXECUTIVE SUMMARY

Green Adelaide recently opened consultation on the draft Urban Greening Strategy for Metropolitan Adelaide (Attachment 1). The Draft Urban Greening Strategy has been developed based on extensive consultation with councils and other stakeholders over the past two years. The need for the strategy was identified by State Parliament in February 2021 following the Parliamentary Natural Resources Committee's *Inquiry into Urban Green Spaces and Green Adelaide's Regional Landscape Plan 2021-2026*. This was further informed by a more recent Parliamentary *Inquiry into the Urban Forest* by Parliament's Environment Resources and Development Committee.

The draft strategy aims to drive an ambitious and coordinated approach to greening across metropolitan Adelaide. It seeks to bring together state agencies, metropolitan councils, non-government organisations, industry peak bodies, research institutions, Kaurna and the broader community to achieve a greener, more liveable city. The draft strategy sets a long-term shared vision – 'a resilient and liveable Adelaide for all: cooler, leafier and more biodiverse' and identifies six priority areas for action.

All key information relating to the Urban Greening Strategy is available at <u>yoursay.sa.gov.au/urban-greening-strategy</u>. Consultation closes 27 June 2024.

A submission and covering letter have been prepared and are included as Attachment 2 and Attachment 3.

This submission was developed based on priorities raised in previous submissions on State Government policy related to trees and greening. Input was received from staff across all relevant work areas. Staff also attended in-person workshops and consultations led by Green Adelaide. The submission also includes input received from Council Members following an email from the General Manager City Services on 22 May 2024.



Key priorities addressed in the submission are:

- The rapid ongoing reduction in private green spaces.
- The need to continue strengthening tree protection laws, noting the recent changes to legislation do provide improved protection.
- The need for better valuation of trees and resourcing streams in the green economy.

DISCUSSION

An executive summary of the submission is provided in Attachment 3.

The Draft Urban Greening Strategy is a comprehensive document that provides a solid evidence base and includes many worthy initiatives to improve the biodiversity and environmental performance of greater Adelaide. Council's submission emphasises our support and commitment to this strategy along with the following recommendations:

- The central role of Green Adelaide in coordinating, reporting and evaluating on the delivery of the Urban Greening Strategy needs to be more clearly committed.
- The State Government should set planning laws to reverse the onus of proof in relation to illegally removed trees. i.e. the owner is considered responsible unless there is evidence to the contrary.
- 3 State Government planning laws should not allow for the removal of Regulated trees within proximity to buildings or other structures unless it can be demonstrated that the tree is actually damaging that structure, and there should be a requirement for the proponent to demonstrate that the value of the structure outweighs the value of the tree.
- The State Government could account for net losses of green cover by imposing a fee relative to the percentage loss of green space before and after development e.g. \$100 per percentage point; "before" meaning one year prior to commencement of build (to discourage rorting). This could go into a fund that allows investment back into urban greening.
- We are very supportive of the development of a standardised tree valuation methodology in South Australia (action 1.1). This valuation must be linked to tree protection laws in the state planning system to enable true costs of the loss of trees to be accounted. State Government must work closely with councils in setting this value. We would like to collaborate further via Resilient South on this action.
- Priority 1 of the Urban Greening Strategy should be about all development types not just infill development. It should also address setting high standards for large developments and retrofitting greening within existing built-up spaces (including commercial and industrial zones).
- State Government leadership (Priority Area 2) should be demonstrated by including an action to removing State Government agency exemptions from tree protection laws and implementing higher greening targets for State Government projects or on State Government land.
- Leadership from Federal Government is missing from Priority Area 2. State Government should work with Federal Government to develop a mechanism to protect trees and biodiversity on Federal Government land and establish greening targets that reflect local priorities.
- Resolving conflicts between trees and powerlines is an issue that the City of Marion has been actively leading in Adelaide. We would be happy to share our experiences further. We believe the State Government should bring together the Office of the Technical Regulator, Green Adelaide, the Local Government Association, and utility providers to undertake a review of the regulation of trees on public land.
- To ensure areas of valued native vegetation and habitat are protected, there should be an additional action in Priority Area 3 for Green Adelaide to work with the State planning department to coordinate a strategic review of protection of urban biodiversity areas



- (including the Hills Face Zone) in line with the priorities of the Urban Greening Strategy (linked to mapping of high priority biodiversity sites action 3.4).
- Priority 3 should contain an additional action for Green Adelaide to lead coordinated strategic planning and formalised land management agreements for linear park lands (linked to *Linear Parks Act 2006*). For the City of Marion priority areas are Sturt River, Field River and Coast Park.
- Resilient South and the Future Trees program is a key partnership that should be identified and resourced in the Implementation Plan to support delivery of actions related to future proofing our urban forest (Priority 4).
- An additional action to future-proof our urban forest (Priority 4) would be for Green Adelaide to work with the LGA and Council partners on a standard template for Tree Asset Management Plans to ensure adequate long-term funding for tree management.
- To improve greening equity (Priority 5) an additional action could be added to review the funding priorities of the Planning and Development Fund and better direct funding to improving greening and canopy cover in locations with identified shortages in greening or increased urban heat.
- Add an action to the Urban Greening Strategy for Green Adelaide to coordinate establishment of collaborative community engagement networks between community, state and local government on urban greening priorities.
- To support the effective establishment of performance measures and indicators, Green Adelaide should continue to work with councils and other stakeholders and aim to develop a picture of scalable, consistent reporting across the Green Adelaide region.

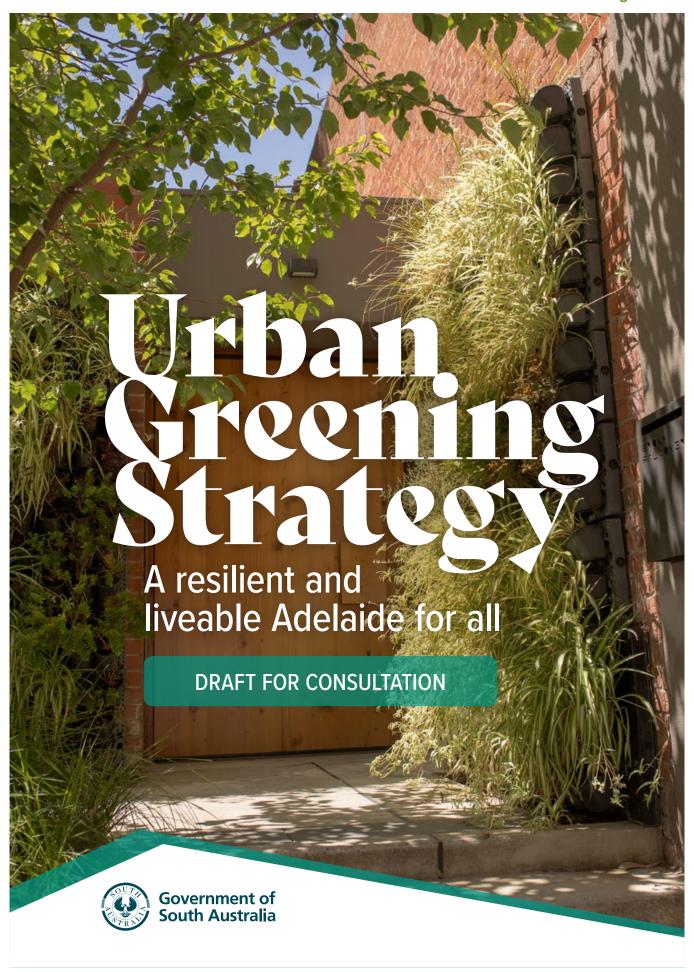
RECOMMENDATION

That Council:

1. Endorses the submission on the Draft Adelaide Urban Greening Strategy (Attachment 3) subject to the inclusion of feedback within the meeting.

ATTACHMENTS

- 1. Attachment 1 Draft Urban Greening Strategy for Metropolitan Adelaide [12.6.1 80 pages]
- 2. Attachment 2 Cover Letter Submission on Draft Urban Greening Strategy [12.6.2 1 page]
- Attachment 3 City of Marion Submission on Draft Urban Greening Strategy [12.6.3 16 pages]



Your views are important

We have the opportunity to improve the diversity of our urban forest, to ensure that the benefits are equally shared across Adelaide, to protect valued trees, and to respond to climate change.

The unique resources, knowledge and capabilities of different sectors and disciplines combined can make an enormous difference. By partnering and working towards this practical strategy, with shared actions we can deliver much better outcomes than could be achieved individually.

This is what the Urban Greening Strategy is all about – providing a roadmap for growing our tree canopy, cooling our local neighbourhoods and improving urban biodiversity.

Government and non-government partners have contributed their energy and expertise in shaping the development of this draft strategy, and we are now pleased to be releasing this document for consideration by the many stakeholders who have a role to play in realising our vision for a cooler, leafier and more biodiverse Adelaide.

You are encouraged to make a submission on the draft strategy. Guidelines for making a submission can be found on the back page of the document.

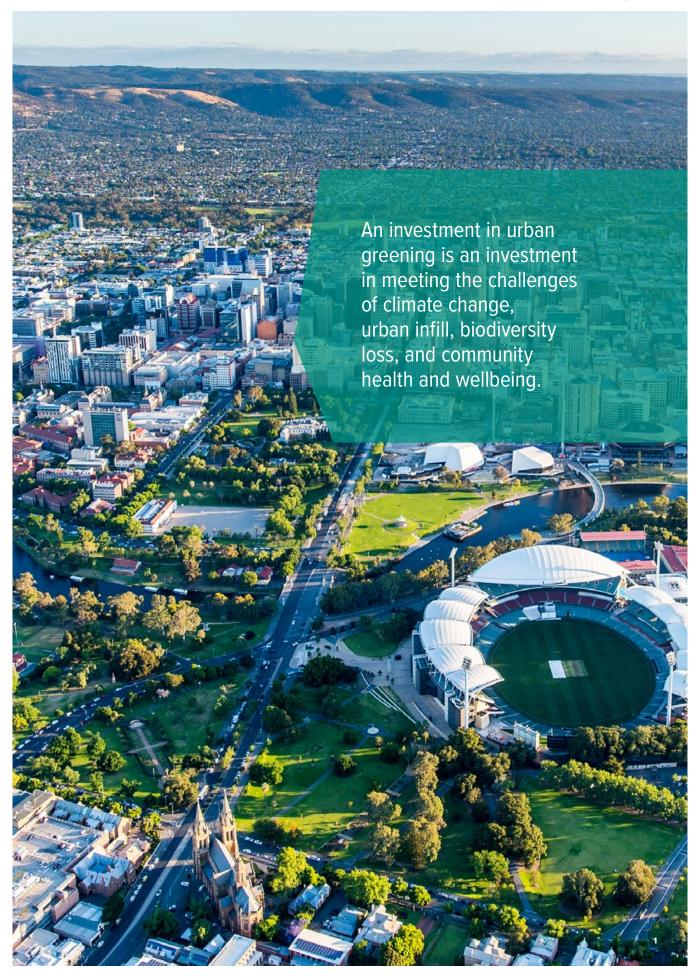


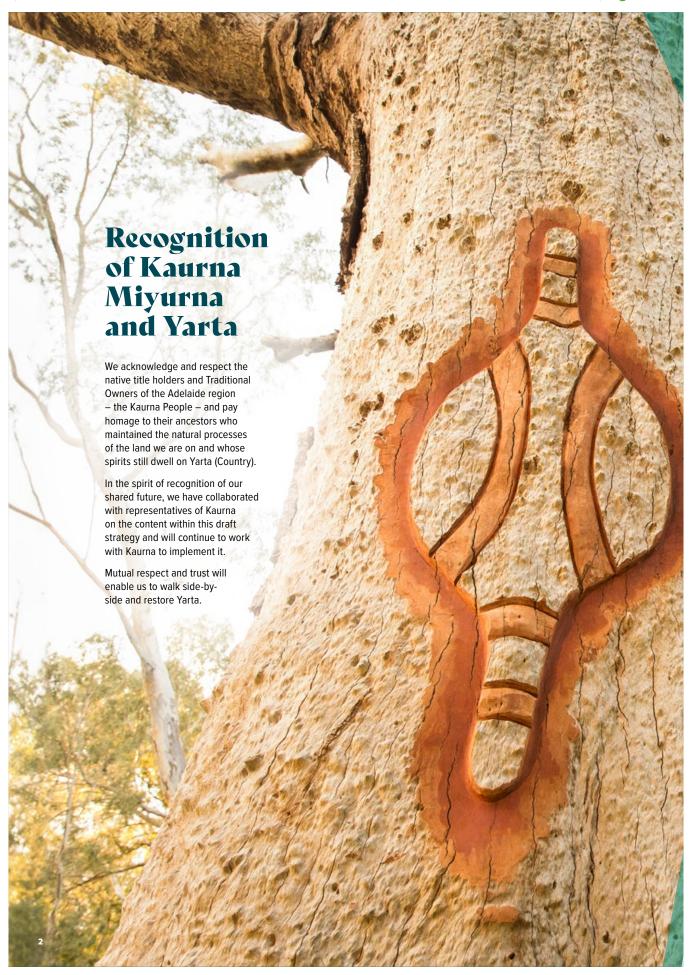
Sulfa

Dr Susan Close MPDeputy Premier
Minister for Climate,
Environment and Water



DRAFT FOR CONSULTATION: Urban Greening Strategy for Metropolitan Adelaide







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DRAFT FOR CONSULTATION: Urban Greening Strategy for Metropolitan Adelaide

Executive summary

This Urban Greening Strategy for Metropolitan Adelaide will drive an ambitious and coordinated approach to the greening of metropolitan Adelaide.

It aims to bring together state agencies, metropolitan councils, non-government organisations, industry peak bodies, research institutions, Kaurna and the broader community to achieve a greener, more liveable city.

Urban greening in Adelaide includes trees and other greenery located on both public and private land (see examples on Page 11). This strategy seeks to protect these green spaces, enhance them, and take advantage of their benefits to improve community wellbeing and amenity, and help us adapt to the warming climate.

This strategy sets a long-term shared vision — 'a resilient and liveable Adelaide for all: cooler, leafier and more biodiverse' and identifies practical actions to turn this vision into reality.

It outlines:

- the extensive benefits of urban greening
- the current landscape, which describes the status of tree canopy, tree species diversity, remnant vegetation, permeability, and community attitudes
- megatrends that are likely to impact urban greening into the future
- · priority areas for action
- what urban greening success could look like for metropolitan Adelaide in 2050.

Priority areas for action

There are already many government and nongovernment stakeholders actively working to deliver a cooler, greener and more liveable Adelaide, but it is not without its challenges.

The priority areas and actions within this draft strategy are drawn from extensive stakeholder consultation and community discussion about how to practically address the challenges and opportunities to better protect and enhance Adelaide's mature trees, green spaces and urban biodiversity.

The strategy outlines the following **priority areas for action**:

- · cooler and greener infill development
- · government leading by example
- building nature back in
- future-proofing our urban forest
- improving greening equity
- scaling up impact by working together.

This strategy seeks to establish consistent and shared monitoring across metropolitan Adelaide to increase efficiencies and provide optimal data for tracking urban greening progress. A standalone discussion paper outlines in detail 3 investigation areas for measuring performance: increased tree canopy, greater tree species diversity and reduced urban heat intensity.

This strategy is supported by a series of background papers (see Appendix 1) that provide a compelling evidence-base. A separate implementation plan will be developed that will identify the timing, lead organisations and partners for specific actions.

Collaboration maximises impact

All sectors and public and private landowners across metropolitan Adelaide have an important role to play in greening our city.

This strategy provides a mechanism for government and non-government partners to work together to achieve more by enabling projects that share the load and bridge the gaps between jurisdictions.

By joining forces – having shared priorities, knowledge and resources, and collaborating and delivering complementary activities – we will grow our tree canopy and metropolitan greenery.



Vision:

A resilient and liveable Adelaide for all

Cooler, leafier and more biodiverse



6 DRAFT FOR CONSULTATION: Urban Greening Strategy for Metropolitan Adelaide



Snapshot of priority areas for action:

to drive practical urban greening action across metropolitan Adelaide



Cooler and greener infill development

Infill housing makes up a significant proportion of new housing in metropolitan Adelaide. It can be challenging to balance the benefits of more housing options close to shops and services with keeping our neighbourhoods cool and leafy. An integrated package of initiatives will be undertaken to drive cooler, greener and more biodiverse places to live.

Summary of actions

- Strengthen tree protection legislation.
- Introduce user-friendly tools and other capacity-building measures to make exceeding minimum standards easy and attractive.
- Identify cost-effective solutions to remove barriers and incentivise positive action.



Government leading by example

Expanding urban tree canopy in public spaces will become even more important for supporting sustainable and liveable neighbourhoods because more people have small, or no, front and back gardens. State and local government have important roles to play to identify and showcase innovative solutions to achieve greening outcomes while balancing challenges with infrastructure and other constraints.

Summary of actions

- Showcase best-practice green and blue infrastructure along active transport corridors and in major land releases, schools and other government land.
- Find practical solutions to challenges such as infrastructure conflicts and maintenance.
- Recognise the true value of trees in government systems and policy.



Building nature back in

Cities are increasingly recognised for their important role in supporting biodiversity. The concept of Biodiversity Sensitive Urban Design (BSUD) aims to create built environments that make a positive, on-site contribution to biodiversity while meeting other urban greening or development outcomes. Biodiverse greening enhances health and wellbeing, increases habitat for native wildlife and connects people with nature – right on their doorsteps.

Summary of actions

- Investigate how to encourage biodiverse plantings through levers such as legislation and policy.
- Build community and government understanding of BSUD principles, expertise and use.
- Identify and protect areas of valued native vegetation and critical habitat.

DRAFT FOR CONSULTATION: Urban Greening Strategy for Metropolitan Adelaide

These priorities and actions are explored further on page 27.



Future-proofing our urban forest

Climate change is already impacting the sustainability of metropolitan Adelaide's urban forest, which is largely comprised of a small number of plant families with varying tolerances to the projected warming and drying. It will be important to increase the diversity of our urban forest to improve climate resilience, as well as ensure adequate water is available to support sustainable growth.

Summary of actions

- Increase knowledge and availability of locally endemic and climate-resilient plant species.
- Undertake research to improve the resilience and health of the urban forest.
- Build capacity in understanding and delivery of Water Sensitive Urban Design (WSUD) to ensure it becomes 'business as usual'.

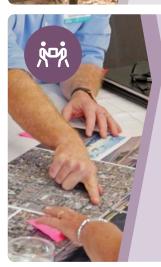


Improving greening equity

Research demonstrates that if a person has trees and other vegetation within view of their home, place of work or school, it benefits their mental health and productivity. Not all residents in Adelaide have equitable access to urban green spaces and, in turn, the benefits they provide. It is vital to identify how to best prioritise urban greening investment where it is needed most.

Summary of actions

- Develop a spatial prioritisation tool to support evidence-based decision making.
- Identify the greening potential ('plantable verge spaces') across metropolitan Adelaide.
- Undertake regional-level, open space planning to identify potential locations for new or improved green open space.



Scaling up impact by working together

The need for urban greening action is strong and growing within the community. There is an opportunity for this work to be better coordinated and facilitated at a metropolitan-scale to enable the growing momentum to be translated into collective impact. It is also important to develop effective partnership models with Kaurna people to help heal our landscape.

Summary of actions

- Design a cross-sector collaboration process to facilitate better coordination, efficiencies and knowledge-sharing.
- Develop a joint research pipeline to fill knowledge gaps.
- Work with Kaurna Yerta
 Aboriginal Corporation (KYAC)
 to identify opportunities for partnerships with Kaurna.



Defining urban greening

Urban greening is the conservation, restoration or creation of green infrastructure, including trees and vegetation, in urban areas that benefits people, nature and our economy, and the soils and water needed to support it.

There are many opportunities for urban greening across Adelaide, including:

Urban parks

Local parks, playgrounds, sportsgrounds, community gardens, conservation areas and managed forests.







Streetscapes and transport corridors

Street trees, verges, raingardens, swales and major transport corridors.







Green roofs, walls and facades

Residential and commercial buildings







Green and blue corridors

Greening along coastlines, lakes, rivers, natural and managed wetlands.







Remnant vegetation

Coastal, riparian, wetland, grassland and grassy woodlands vegetation.







Private greening

Residential gardens, commercial car parks, market gardens and urban renewal projects.









The many benefits of urban greening

It is now widely recognised, and supported by a substantial body of evidence¹, that trees and other greenery deliver substantial benefits to people, economies and nature in cities.

People are happier, healthier, more active, and more connected with their communities in greener cities. Water is cleaner and used as a resource, while stormwater management costs and flood risks are reduced. Air quality is better, urban heat is reduced, and microclimates are more comfortable for people. Soil is healthier, and more food is produced locally. There is high market demand to live in green and leafy suburbs. People in these areas also spend more in local businesses, and jobs are created. Habitat is available to support biodiversity. Carbon is sequestered, emissions are reduced, and climate change impacts are mitigated.

In short, greener cities are nicer to live in, respond better to climate challenges and contribute to a healthier economy.

Urban greening has significant benefits, particularly around:

Financial savings and gains 🚯 🔊





Shading from trees can greatly improve the thermal comfort of our homes, in turn reducing the reliance on airconditioning on hot days. Not only does this provide financial benefits to householders in terms of energy costs, but it has environmental benefits too in the reduction of greenhouse gases produced by these appliances2.

Shading the western façade of a dwelling with trees can drop total energy costs by 5% to 10%³.

A number of studies have also revealed significant boosts to house value in leafy neighbourhoods.

A Brisbane-based study revealed a 5% increase in the median house price in streets with 50% canopy cover4.

Perth-based research showed that a broad-leaved tree in front of a home can add more than \$23,0005.

Urban cooling 📳 😩



Not only do trees provide shade by shielding areas against the sun and absorbing light, but they also actively cool the air through evapotranspiration.

A study based in Adelaide's western suburbs has shown that trees and other vegetation can have significant cooling benefits and reduce surface temperature in garden areas by 5 to 6 degrees⁶.

Health and wellbeing benefits









Trees can support physiological health by providing sensory relief and generating a sense of calm. In fact, studies have shown that residents of tree-lined neighbourhoods feel healthier and have fewer cardiometabolic conditions7.

People who live in neighbourhoods with a tree canopy coverage of 30% or more have been shown to experience a third less stress8.

Recent research suggests the benefits are not just related to having access to green space, but that the more biodiverse the space the greater the benefits9.

Having a daily dose of nature gives people many health and wellbeing benefits.

It is widely accepted that humans are hardwired to need connection with nature and other forms of life. With this in mind, a healthy, thriving natural environment is vital for creating resilient communities.

There is a large body of evidence to show that time spent in green spaces is linked to positive short-term and long-term health benefits¹⁰.

Provision of ecosystem services











Trees help improve air quality by capturing and filtering pollutants, including ozone, sulphur dioxide, nitrogen oxides and particulates.

A New York study found that its urban forest removed 1,821 metric tonnes of air pollution at an estimated value to society of \$9.3 million annually11.

Trees also play other important ecosystem services such as:

- · improving stormwater quality by reducing runoff and erosion
- · mitigating climate change by capturing and storing carbon dioxide.

Habitat for animals



Trees and other urban green cover provide important habitat for animals. Cities around the world are home to numerous threatened plant and animal species, and are important places for conservation in their own right.

In fact, Australian cities and towns have been shown to provide habitat for 3 times as many threatened species per unit area than rural areas¹².

Some species are only found in urban environments, while others rely on cities for key food and habitat resources¹³. For some species, cities provide stable, year-round resources¹⁴ due to plant selection and watering regimes. In addition, many of our animals, such as birds and possums, rely on hollows in large old trees to nest or den in.

Attracting residents and businesses







The importance of creating a liveable Adelaide is recognised in South Australia's Economic Statement because it is a significant factor in attracting the best and brightest.

Protecting and enhancing liveability can help to attract people to Adelaide to live and work here - and retain them.

Green and leafy neighbourhoods, where residents have access to quality green spaces within walking distance, tend to make great places to live.

Cultural value



The Kaurna people attach great value to natural habitats, which are core to many cultural practices and obligations.

Adelaide's unique species and ecosystems are an integral part of Kaurna Yarta - the identity, stories and history of the land and its people.

For instance, for Kaurna and the broader community, trees are important as spaces for gatherings, ceremonies or experiencing a connection to a place.

The case for this strategy

For Adelaide's urban environment to thrive, we need a roadmap for increasing tree canopy, cooling the city and boosting biodiversity.

This Urban Greening Strategy for Metropolitan Adelaide will provide this direction, and help us to:

Respond to challenges and opportunities facing urban greening

Numerous in-depth conversations have taken place in recent years to identify the challenges and possible solutions to increasing and improving the quality of urban greening in metropolitan Adelaide and ensuring everyone benefits.

These conversations have been led by parliament, state government departments, the Local Government Association of South Australia, councils, non-government organisations, peak bodies, and research bodies, demonstrating the **strong cross-sectoral interest in urban greening**. These are reflected in:

- the parliamentary Natural Resources Committee's Inquiry into Urban Green Spaces (2020)
- Green Adelaide's <u>Regional Landscape Plan 2021-2026</u>
- the Minister for Planning's <u>Planning System</u> <u>Implementation Review (2022-ongoing)</u>
- the parliamentary Environment, Resources and Development Committee's <u>Inquiry into the</u> <u>Urban Forest (2023-ongoing)</u>.

This strategy was developed in consultation with a wide range of stakeholders who deliver, influence and/or are interested in urban greening in metropolitan Adelaide (see Appendix 1). This strategy's 6 priority areas seek to tackle the key challenges and opportunities facing Adelaide's tree canopy and other greenery.

Through these investigations and extensive stakeholder consultation, the following concerns have been identified:

- the impacts of climate change
- ensuring adequate water to support healthy and thriving green spaces
- impacts of increased housing density on our neighbourhoods
- competition for space with hard infrastructure
- · retaining and building nature into the city
- · community awareness and perceptions
- the loss of mature trees (see graphic on Page 16).



Ensure our long-term investments are based on long-term planning

Urban greening is a long-term investment. Trees can take decades to reach maturity, so this needs long-term planning.

While the state government does have an urban tree canopy target (see Page 53), there has been no dedicated, long-term metropolitan-level strategy setting out how this will be achieved. This strategy will fill this gap.

An important role of this strategy will also be to complement and amplify relevant existing state and local government strategies and plans (see Appendix 2).

Foster collaboration to scale up impact

No singular organisation or professional group is responsible for urban greening, and everyone has a different, but important, role to play. (See Figure 1, right)

Urban greening is delivered and influenced by many diverse stakeholder groups in metropolitan Adelaide, including Kaurna, local and state governments, not-for-profits, research bodies, private enterprise, community groups and individual households. Many are already actively working to increase urban greening within their own area.

Increasing tree canopy and other urban greenery will require action from all landowners and land managers across Adelaide. This includes those responsible for residential, state government, council, commercial, and primary production land.

This strategy recognises that a range of complementary levers will need to come together to achieve the most impactful improvements to urban greening efforts. (See Figure 2, right)

This strategy identifies which levers are most impactful to improve urban greening and and will help coordinate work to fill gaps.

It will help partners achieve more by identifying projects that:

- fill known gaps or scale up what is already working well
- unlock metropolitan-wide Adelaide benefits
- harness cross-sector collaboration and/or co-investment.

Figure 1. Everyone has an important role to green Adelaide



Figure 2. Key levers for collaboration

Undertaking new research and knowledge sharing

Driving innovation and trialling new ideas

Strengthening policy, plans, schemes and legislation

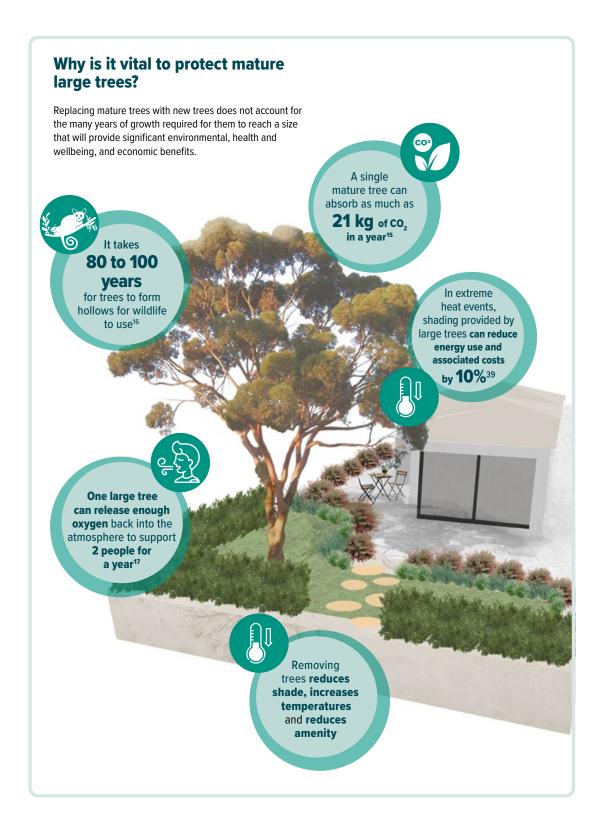
Building capability and capacity through tools, guides and advisory material Inspiring behaviour change through education and incentives

Delivering on-ground practical action

Supporting prioritisation through data analysis and spatial mapping



DRAFT FOR CONSULTATION: Urban Greening Strategy for Metropolitan Adelaide



DRAFT FOR CONSULTATION: Urban Greening Strategy for Metropolitan Adelaide





State and local government have worked together to utilise LiDAR (a remote sensing technique) and aerial imagery to better understand the state of Adelaide's urban forest, as well as the levels of urban heat and impermeability.

This will allow us to track the success of our urban greening initiatives and identify priorities for investment and effort. A consolidated dataset for council street tree diversity has also recently been compiled for the first time across metropolitan Adelaide. It shows that:

Tree canopy cover across metropolitan Adelaide has increased

- Tree canopy increased from 14.5% in 2018-2019 (baseline) to 18.26% in 2022a
- All local government areas experienced tree canopy cover increases, ranging from 1.5% in City of Port Adelaide Enfield to 7.5% in the City of Mitcham.
- Average canopy height increased between 2018-2019 and 2022.
- About 69% of tree canopy is **less than 10 m** in height.

Tree canopy cover is unevenly distributed

- Tree canopy cover across local government areas ranged from **8.1% to 39.8%** in 2022.
- Three council areas have <10% tree canopy cover, 7 have between 10% and 20%, 6 have between 20% and 25% and only 2 have over 30% in 2022.
- 295 suburbs in metropolitan Adelaide (74% of all suburbs) have <20% tree canopy cover.

See maps overleaf and **Appendix 3**

See map

overleaf and

Appendix 3

Tree species diversity in council parks and streets is considered low in a changing climate

- The top 13 most abundant species make up 50% of all treesb.
- There is potential to improve the species, genus and family diversity of trees to increase resilience against climate change impacts and pests.
- No tree species diversity data is available yet for other land use types.

See
Box 12 and
Appendix 4

Remnant vegetation is scarce and it is important to protect what we have left

- Since European colonisation nearly 90% of native vegetation has been cleared.
- Work is needed to make biodiversity data more consistent and fill knowledge gaps.

See
Appendix
5 and 6



Impermeable surfaces are likely to be increasing in infill areas

- Total percentage of impermeable surfaces across metropolitan Adelaide was 29.1% in 2022.
- Impermeable surfaces impact on space for tree planting, water for vegetation and increases stormwater run-off.

See Appendix 7

Urban heat intensity varies significantly

- Average urban heat intensity increased by 0.2 C from 2014 to 2023.
- While the results indicate an overall stable trend, there is significant variation at the local-scale resulting from tree and vegetation clearance and new development.

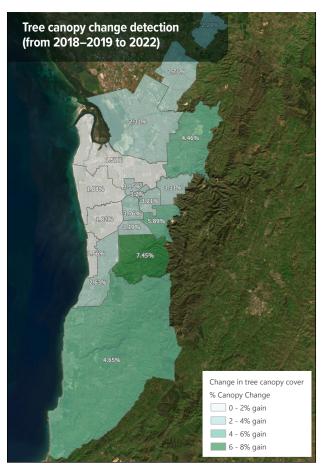
See **Boxes 14, 15, 17** and **Appendix 8**

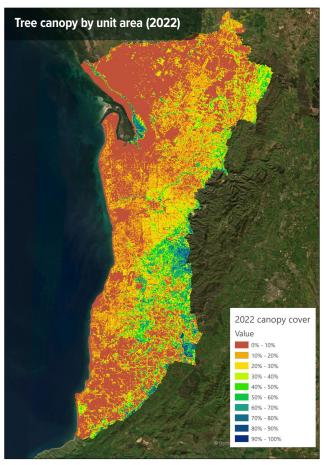
Strong community appreciation for urban greening and nature

A 2019 national survey found that urban greening is important to 85% of people (while 12% think
it's a nuisance or have other concerns), with people appreciating it for its great aesthetics, for
relaxation and health and wellbeing, and for wildlife¹⁸.

See Appendix

- a LiDAR data capture (a remote sensing technique) was first carried out for part of metropolitan Adelaide in June 2018 and for some additional council areas in October 2019. A recapture was undertaken for the whole region in January 2022 (18 Councils). Tree canopy change detection is based on the area for which LiDAR data capture has been undertaken twice, which includes only partial areas of City of Playford and Town of Gawler (see the map in Appendix 3).
- **b** For areas where data was available





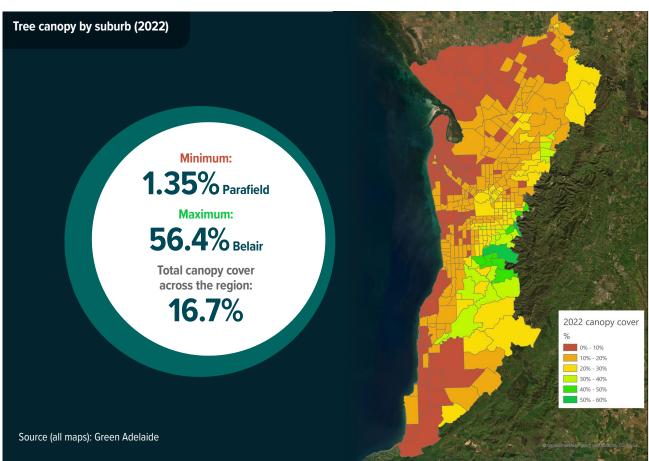
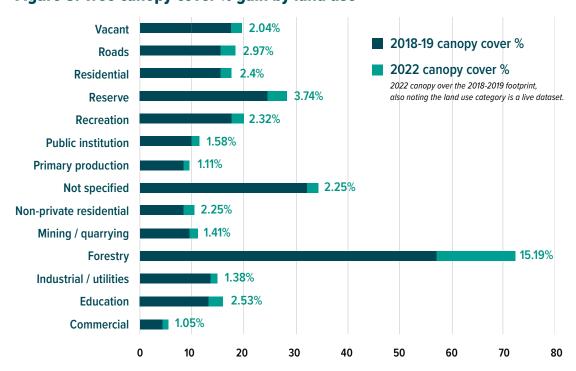




Figure 3. Tree canopy cover % gain by land use



Source: Green Adelaide

Impact of global megatrends

It is valuable to consider the global megatrends that are likely to impact on growing and improving the condition of Adelaide's urban greening in the future.

Scenario planning is a useful frame for exploring the potential impacts of megatrends on urban greening, to ensure that the strategy is robust and responsive to a changing and unpredictable future.

For further information about the scenarios (and megatrends) that were prepared to support the development of this strategy refer to the **'Scenario planning background paper'**.

Climate change

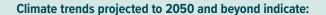
Climate change is one of the most significant challenges and drivers for growing our urban forest. Projected climate change impacts include hotter summer temperatures with more extreme heat days; more frequent, more severe and longer heatwaves; reduced annual rainfall; more intense high rainfall and storm events; and increased likelihood of bushfires and droughts¹⁹.

Liveability of our cities

The increased urban heat and drier conditions projected for the future are also predicted to impact human health, wellbeing and quality of life. Hotter temperatures have a direct impact on mortality rates, but also reduce the uptake of many outdoor activities including active transport, such as walking and cycling. SA Health advises that people, especially older and more vulnerable people, may not be able to remain cool enough to stay healthy on days that exceed 35°C.

This is reflected in a 16% increase in people visiting a doctor during heatwaves across metropolitan Adelaide between 2011 and 2016²⁰. Increasing tree canopy will be increasingly important to cool urban areas for liveable outcomes.

Major cities in Australia face a 2.3% increase in the risk of mortality during heatwaves, with Adelaide facing the greatest increase in the risk of heatwave-related deaths at 8.3%²¹.





Increasing maximum, minimum and average temperatures.*



Warmer spring temperatures *



Hotter days and more frequent hot days.*



Declining rainfall.*



ው ያ More intense heavy rainfall events.

More dangerous fire weather.

*Based on new climate projections from the NSW Australian Regional Climate Modelling Project stage 1.5.

Biodiversity loss

Pressures from climate change, habitat loss, pollution, and invasive species are threatening every Australian ecosystem, with 19% showing signs of collapse loss²². Moreover, this number is predicted to increase substantially over the coming decades, with further extinctions expected unless radical changes are made. Therefore, it is vital to identify ways to protect and enhance the diversity of metropolitan Adelaide's vegetation.

These pressures have resulted in the number of threatened species growing by 8% since 2016, such that 21% of Australian mammal species are now threatened²³.

Changing mobility systems

How people physically move around is changing, due to various trends such as electrification of vehicles, mobility-as-a-service, micro-mobility, connected and autonomous vehicles, and consumer preference for active transport²⁴. Changing mobility systems impact roads and infrastructure, housing design, how we move around public spaces, and access to employment and educational opportunities for residents. It will potentially change how much road and verge space is needed, which could impact on space available for urban greening.

Land-use patterns

Traditionally South Australian towns and cities have been low-density, dominated by detached houses on large allotments. In recent years, the urban form has been changing, with a move to more medium- and high-density living. In metropolitan Adelaide, this often takes the form of small-scale infill development, with single allotments being split into 2 or more dwellings. Infill development is likely to continue to be an important part of new housing and needs to be carefully managed to avoid negative impacts on retaining large trees and increases in impermeable surfaces^c.

Greater Adelaide's population is projected to increase by up to 672,000 people, reaching between 2 and 2.19 million, by 2051 – around 86% of the state's population²⁵.

Declining water quantity, quality and availability

Water demand is increasing, but less water sources will be available because of the drier climate. The demand and supply of water will be impacted by various shifts, such as dwindling native water resources from climate change, population growth, cultural acceptance of recycled water, technological innovations, demand from water-intensive industries of the future, and our ability to maximise use of water where it falls through WSUD^d. Securing adequate water could be a limiting factor for successful greening.

Technology

Rapid adoption of digital and data technologies, and incredible improvements in the ability of software and machines to solve problems and perform complex tasks without explicit human guidance, might make it easier to understand how our urban forest is performing and better manage it.

These technological developments are driven by ongoing scientific breakthroughs in artificial intelligence and global investments in technology-driven research and development.

While technical advancements have been significant, experts predict that this is just the tip of the iceberg, with the vast majority of digitisation yet to occur²⁶.

Recognition/ appreciation of Aboriginal people's wisdom

For tens of thousands of years, Aboriginal people have addressed changing weather²⁷ in Australia and successfully applied their knowledge to land management.

One of the distinctive characteristics of Indigenous stewardship is the focus on humans as caretakers of the land, rather than owning and controlling it. There is growing recognition and appreciation of cultural knowledge, skills and perspectives of the Kaurna Miyurna, and all Aboriginal people. This is likely to increasingly influence and shape land management practices.

c Preparation of the Greater Adelaide Regional Plan (GARP) is underway, which will replace the 30-Year Plan for Greater Adelaide (2017 Update). This will involve making decisions about how and where future population growth is accommodated.

d SA Water is leading the development of a Resilient Water Futures Strategy to identify how metropolitan Adelaide can maintain a secure, sustainable and resilient water supply.

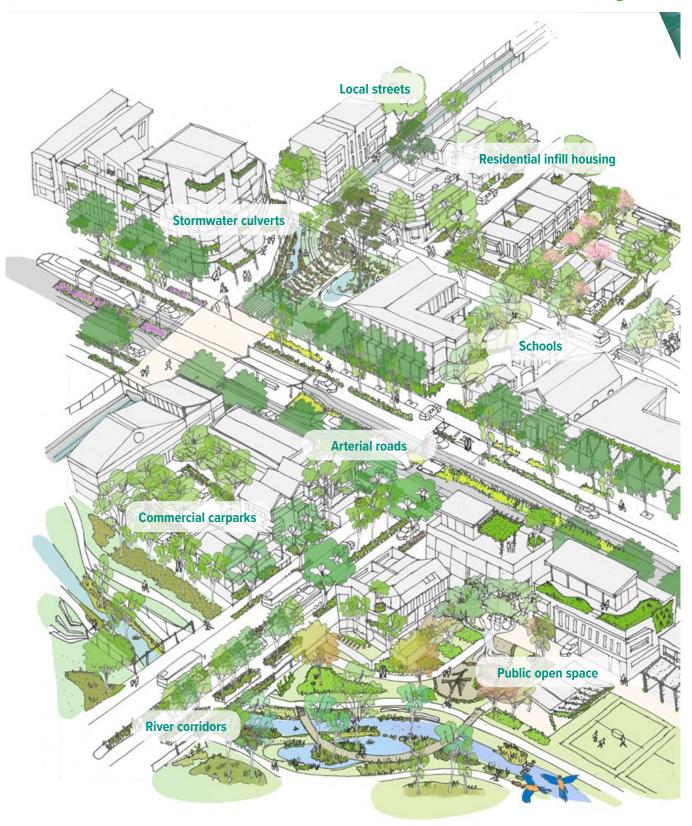




Our vision is a resilient and liveable Adelaide for all: cooler, leafier and more biodiverse. This means:

- increased tree canopy and more mature trees retained
- greening embedded in new developments and infrastructure conflicts resolved
- more biodiverse vegetation attracting native birds and animals
- more integrated water-sensitive urban design
- a climate-resilient urban forest
- equitable distribution of canopy cover across Adelaide
- strong community, industry and government support to deliver nature-based solutions
- strong urban green partnerships with Kaurna
- collaborative management of urban greening
- urban greening cover targets met.

This vision will be met by reaching the outcomes described in this strategy's 6 priority areas for action.



Bringing the vision to life

This illustration shows the many opportunities to achieve our vision within metropolitan Adelaide by greening our new infill housing and commercial car parks and transforming public open space, river corridors, schools, arterial and local roads.

For before and after visualisation of these key locations within metropolitan Adelaide, see Pages 55 to 58.





There has been a significant trend across metropolitan Adelaide towards smaller blocks, larger houses and 'low maintenance' gardens. Subdividing existing suburban allotments into 2 or more smaller ones often involves clearing and levelling the land, resulting in a loss of mature trees and other vegetation.

Housing built on subdivided properties – known as infill housing – is a challenge for urban greening. This type of development generally increases site coverage and driveway crossovers, creating up to 90% impermeable surfaces (see Box 1).

It is important to reduce impermeable surfaces, where possible, to help improve stormwater management, retain healthy soils, reduce the 'urban heat island' effect, and increase the available space for planting trees and other greenery.

Other types of development, such as new surface car parks associated with commercial development, also provide key opportunities for better urban greening outcomes (see Box 3).

Therefore, a priority focus of this strategy is creating cooler and greener infill development. That is, facilitating good design outcomes that ensure new infill developments protect existing trees and provide sufficient space for new urban greening, supported by adequate soil and water infrastructure.

Strengthening land-use planning policy and tree protection legislation is considered by many stakeholders to be the number one opportunity to support retention and expansion of greening on private land (see Box 2).

However, it is not possible to stem the loss of trees through these levers alone. Education, appropriate valuation of trees and other green infrastructure, tools, guides, incentives and new practices supported by strong evidence and data all need to play a role. It will also be vital to identify cost-effective and easy to implement solutions, suitable for small spaces.

Now that the architecture of the new e-planning system and the Planning and Design Code is in place for metropolitan Adelaide, the focus can move more fully to policy improvements, especially through the development of the new Greater Adelaide Regional Plan.

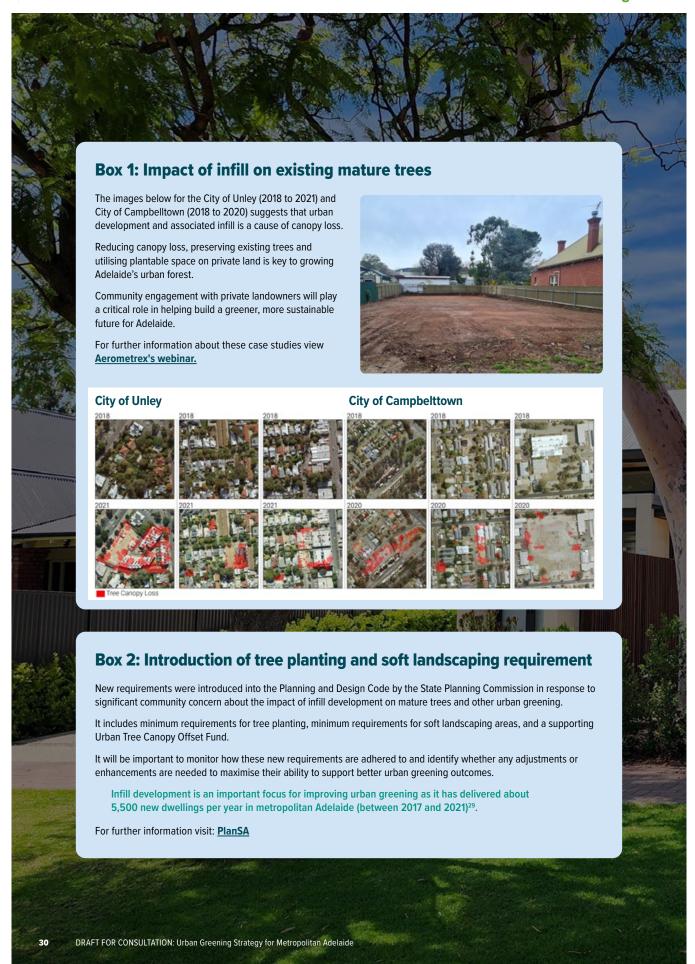
Cultural shifts are also needed across the community, as well as within the development and building industries, to prioritise and value trees. It will be important to develop an effective, wide-reaching communications campaign that establishes a clear and consistent narrative to help the community realise the value of urban greening. This will target those not already engaged and include messages about economic benefits, wellbeing, wildlife and climate-resilience, and myth-busting regarding concerns.

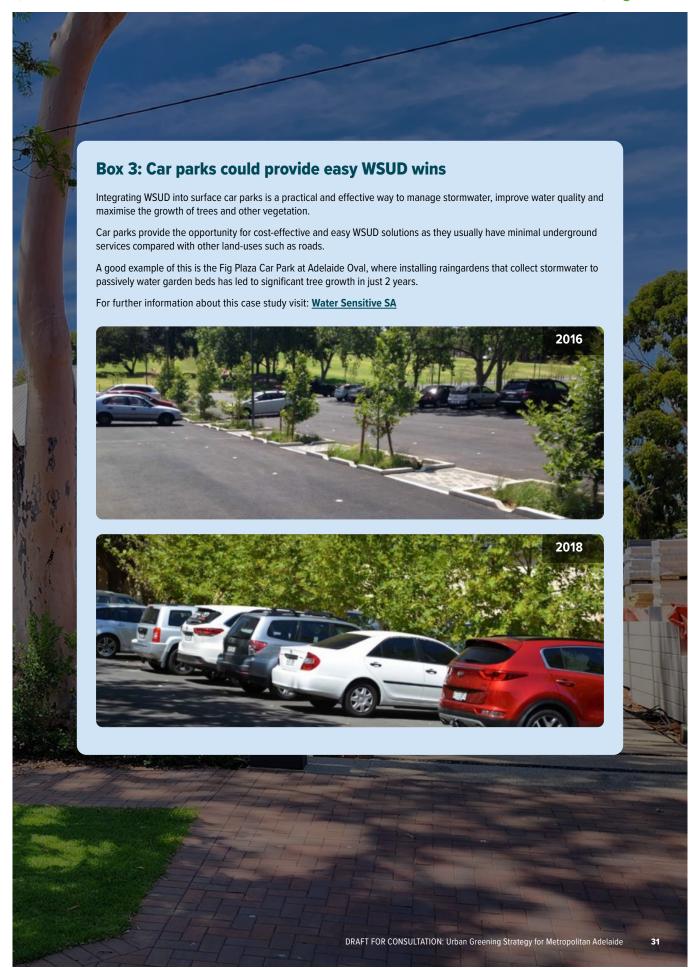
Australian homes are among the largest in the world, and the average size increased between 2008 and 2018 from 234m² to 248m². Additionally, the median lot size²⁸ for new development across Greater Adelaide has reduced significantly – from approximately 600m² in 2000 to 468m² in 2021²8.



Priority Area 1: Cooler and greener infill development

Outcomes	Ref	Actions	Indicators	Levers	Where
Policy and legislation better support urban greening and are in line with national best-practice	1.1	Strengthen tree protection legislation (and associated offset schemes) to align with best-practice and reflect the true value of existing trees	1	Legislation Offset scheme	All land
	1.2	Review and refine the Urban Green Cover target (and policies) as part of the new Greater Adelaide Regional Plan	1	Regional Plan	All land
Developers and community have increased knowledge, motivation and capacity to practically and cost-effectively achieve greening, cooling and biodiversity outcomes	1.3	Monitor and enhance the Planning and Design Code and develop supporting tools to make it easier for developers to achieve, and go beyond, minimum requirements	1 3	Policy Tool Guide	Private (residential, commercial)
	1.4	Undertake coordinated metropolitan-wide campaigns (linked to incentives) targeted at improving urban greening outcomes	1 2 3	Inspire Incentives	Private (residential, commercial)
	1.5	Develop a catalogue of costed housing designs that showcase practical and affordable greening, WSUD and BSUD	1 2 3	Education Guidance	Private (residential, commercial)
New developments include trees by adopting innovative and cost effective solutions	1.6	Work with the development sector to understand urban greening drivers and encourage innovation and adoption of best-practice (including identifying effective incentives)	1 2 3	Research Trials Incentives	Private (residential, commercial)
	1.7	Develop best-practice engineering solutions, planting and maintenance techniques to minimise conflicts between green and grey infrastructure (building footings and infrastructure)	1	Research Trials	Private (residential, commercial)







Well-vegetated streetscapes and other public areas are becoming increasingly important across metropolitan Adelaide, as more people live in neighbourhoods with small, or no, front and backyards.

Public green spaces provide many advantages, such as improved physical and mental health and wellbeing for the community. Other benefits include opportunities for sport and recreational activities, preservation of natural environments and biodiversity, climate change adaptation and urban stormwater management³⁰.

However, urban streetscapes are often highly contested spaces. Due to the potential conflict with powerlines, tree species that grow to more than 6m tall by maturity are not permitted to be planted directly under powerlines. This has contributed to less diversity in the species of trees that are planted, and less shade and aesthetic appeal than what would be provided by trees with larger canopy.

Major transport upgrades and other public infrastructure works can also lead to the removal of mature trees and put pressure on the limited space available for greening.

Conflicts for space are sometimes not visible, with some of the restrictions below ground (that is, utilities requirements) or from other competing needs (for example, sightlines, safety, and bin space on verges). There is an opportunity to pilot and scale up alternative approaches to installing infrastructure for utilities that would minimise streetscape impact and maximise space for urban greening, such as installing root barriers, underground powerlines, trenches for common services and multi-utility tunnelling.

Greening has often been seen as a 'nice-to-have' or an afterthought, rather than a critical piece of valuable public infrastructure. This is compounded by the fact that trees are often left out of asset management registers and systems, and there is no agreed mechanism to account for trees as 'appreciating assets' in financial systems.

Dedicating budget to maintaining green infrastructure assets has also been raised as a challenge. Resolving these barriers is likely to require a more robust evidence-base and tools, based on credible quantitative economic valuations in the local context. Identifying new ways to make public greening and its maintenance more cost-effective and sustainable will also be vital.

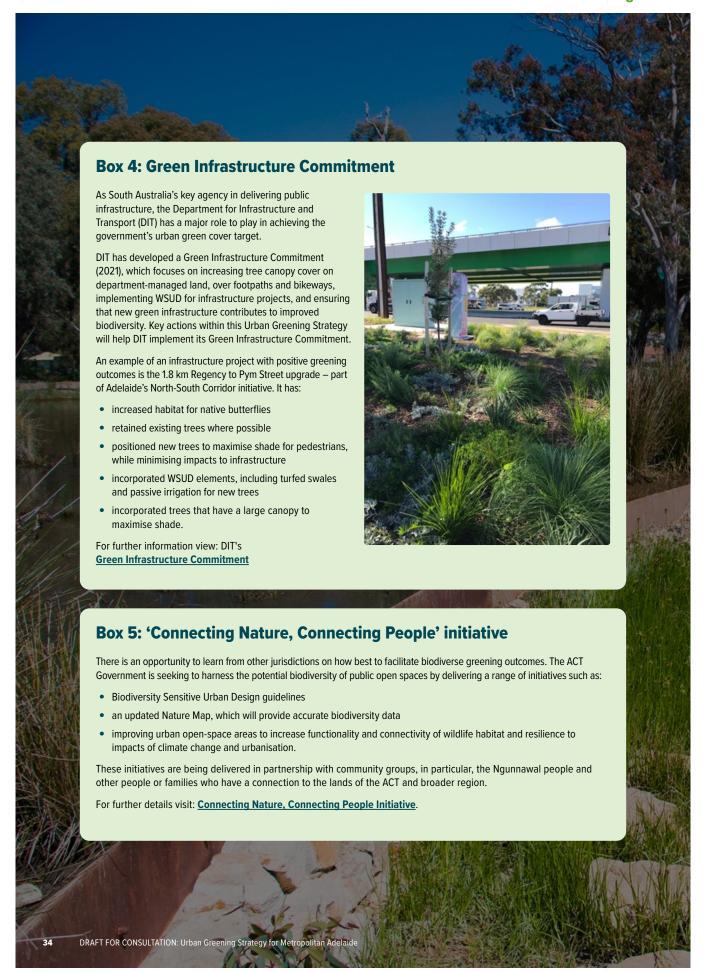
It will also be important for both levels of government to review their policies to drive better greening outcomes and to show leadership in this space (see Box 4).

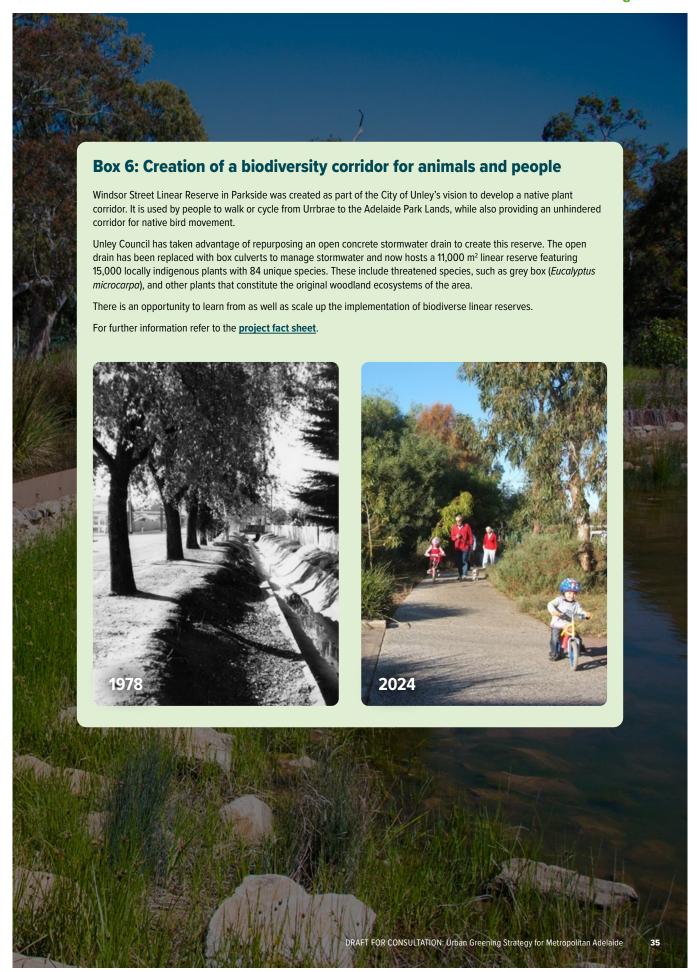
Both state and local government can play an important role in trialling new ideas, commissioning research and driving innovative solutions for greening the land that they own and manage (see Box 5 and 6).



Priority Area 2: Government leads by example

Outcomes	Ref	Actions	Indicators	Levers	Where
Innovative and best-practice green and blue infrastructure is showcased in government infrastructure works and major projects	2.1	Integrate urban greening and WSUD as part of business-as-usual in government projects including: • transport infrastructure upgrades, particularly roads with a high level of pedestrian and cyclist activity • major land releases • new schools and significant upgrades • SA Water assets • healthcare facilities • other government land	1 3	On-ground action	State govern- ment land (major proj- ects)
	2.2	State and local governments to deliver flagship greening, BSUD and WSUD projects that cross boundaries and set new benchmarks	1 2 3	On-ground action	State and local govern- ment land
Barriers to BSUD and WSUD are solved to accelerate implementation	2.3	Identify and implement solutions to key barriers to BSUD and WSUD in public infrastructure and projects, such as maintenance	1 2 3	Research trials	State and local govern- ment land
	2.4	Investigate alternative approaches to installing utilities infrastructure in roadways to create more space for trees	1	Research trials	State and local govern- ment roads
	2.5	Review restrictions on planting near utilities infrastructure, including permitted species lists	1 2	Research policy	
Trees are appropriately valued as essential community assets that contribute to the wellbeing of our community and environment	2.6	Determine and apply an agreed method for applying economic valuations to trees and other green infrastructure	1	Research policy	All land
	2.7	Investigate including green infrastructure into public asset management systems and account for trees as appreciating assets	1	Research policy	State and local govern- ment land







Cities are increasingly recognised for their role in being home to important biodiversity. However, without conscious efforts to protect and enhance habitat, the biodiversity of our region will continue to decline. The future of many threatened species will depend on actions to accommodate their needs within urban boundaries.

Recent research in Adelaide has demonstrated that higher levels of biodiversity, as measured by increasing naturalness and vegetation structure, enhanced the psychological benefits of the city's parks for visitors³¹. This work demonstrated that sometimes even small areas of biodiverse vegetation, from pocket parks, to backyards, on streets and along urban waterways, can reinvite and support animal species.

Improving biodiversity in urban places is imperative as the climate-crisis intensifies³². This was recognised at the 2022 United Nations Biodiversity Conference (COP 15), which introduced a number of biodiversity targets committed to by the Australian Government (refer to Target 12 in particular). Jurisdictions around the world are increasingly introducing legislation and policies to achieve better biodiversity outcomes and there is an opportunity to learn from this in the Adelaide context (see Box 7).

BSUD aims to create built environments that make a positive, on-site contribution to biodiversity while providing other urban greening or development outcomes.

BSUD initiatives may target individual animal or bird species, a group of species, and/or entire ecosystems. This means that BSUD can be applied across multiple scales and contexts, from small-scale site redevelopments like green roofs or streetscapes, to precinct-scale planning for new developments (see Box 9), or large-scale infrastructure projects like transport corridors.

BSUD is an emerging area of focus, and practitioners and the community need education and capacity-building to understand what it is and how to deliver it on both public and private land. A key focus of this strategy is to help drive this capacity-building to ensure biodiverse greening outcomes.

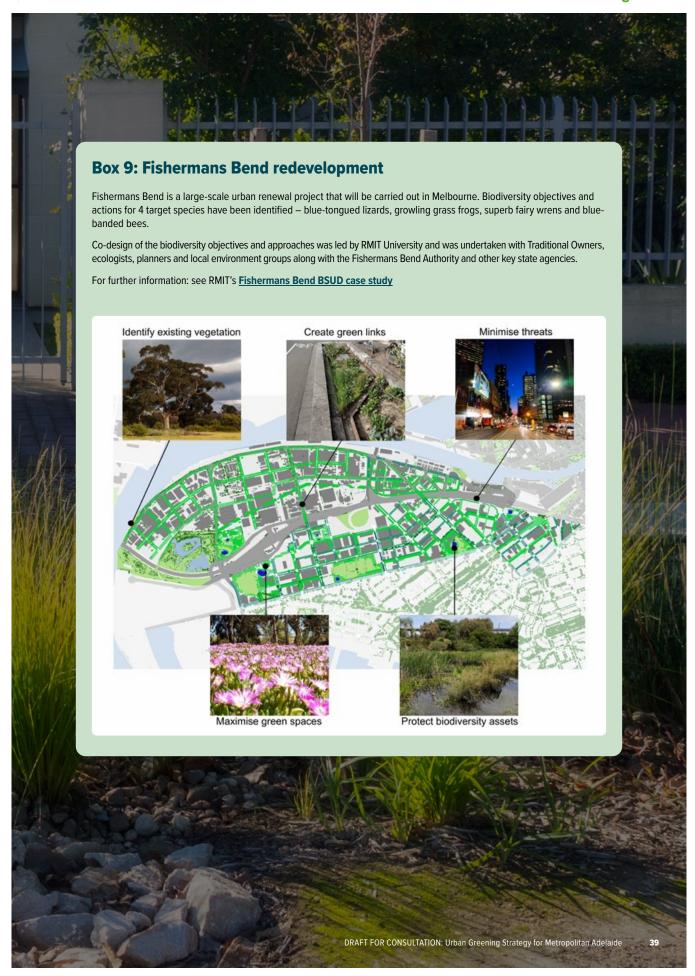
There are also a number of challenges in biodiverse urban greening practices in Adelaide where this strategy can play an important role. For instance, gaining a better understanding of the locations of remnant vegetation and strategic landscape linkages through improved spatial mapping. Additionally, it will be important to develop guidance material to give advice about which animal and bird species to target through new tree or understorey plantings in various areas of metropolitan Adelaide (see Box 8).



Priority Area 3: Building nature back in

Outcomes	Ref	Actions	Indicators	Lever	Where
More biodiversity net gain development	3.1	Investigate how the planning system and other government legislation could best facilitate biodiversity net gain development	1	Legislation	Private
			2	Policy	residential land
			3		iaiiu
motivation and capacity to undertake BSUD	3.2	Develop a BSUD capacity-building program,	1	Capacity-	All land
		including design guidance, for the government, the development sectors and the community	2	2 building	
	3.3	3.3 Develop a region-wide approach to supporting individuals and community groups to undertake biodiverse urban greening on private land, open space and schools, and/or verge planting along strategic corridors	1	Education	Private
			2	Capacity- building	residential land
				On-ground action	Strategic transport corridors
Areas of valued antive vegetation and critical habitat are protected	3.4	Map remnant vegetation and critical habitat, and spatially represent in the Greater Adelaide Regional Plan and the Planning and Design Code to minimise development impacts	2	Policy	All land
				Spatial mapping	







Climate change impacts will likely have cascading effects on ecosystems, including changes to biodiversity and reduced ecosystem resilience.

Climate change is likely to significantly impact the sustainability of metropolitan Adelaide's urban forest, which largely comprises a small number of species — many of which may not cope well with the projected warming and drying (see Box 10). Many popular species are from areas that receive high annual rainfall and/or less extreme summer temperatures. It is also expected that climate change and urban activities will increase the transmissivity of pests and pathogens such as myrtle rust, phytophthora and borers.

Another challenge is that mass propagation of cultivars through tissue culture (growing trees from cuttings rather than seed) has allowed nurseries to grow young trees at scale at low cost and maximise tree consistency in form and growth characteristics. This has resulted in many cultivars planted in Adelaide consisting entirely of clones with very little overall diversity.

The best way to bolster our urban forest against direct climate impacts and climate-mediated threats, like disease, is through diversification of plantings. Higher diversity ecological communities are more resilient, which means there is more redundancy in place if Adelaide passes the climatic threshold or experiences the introduction of a pest or disease that heavily impacts one or more tree species.

Increased diversity should occur within species (maximising genetic diversity), between species (maximising the different trees we plant), in size and form (increasing functional diversity) and in age (ensuring not all trees will age at the same time).

Ensuring adequate water availability to support sustainable and healthy vegetation growth is already a challenge. Demand for water will also increase as Adelaide becomes hotter and drier. The demand on irrigation sources can be reduced by capturing and retaining rainwater run-off in the landscape through WSUD. Additionally, trade-offs may need to be made about where to prioritise water for greening (see Boxes 11 and 12).

WSUD has advanced further than BSUD, in terms of people understanding and delivering it. This has been facilitated by programs like Water Sensitive SA, which has helped grow practitioner knowledge through training and research. However, there is still much to be done to support local and state governments, private developers and the community to maximise opportunities for its effective delivery.

Developing a solid foundation of credible and locally applicable research will help inform good policy and investment decisions, including via robust cost-benefit analyses and business cases, and will optimise outcomes from on-ground works. For example, an accurate understanding of the water requirements of urban vegetation to maximise cooling benefits and health remains a knowledge gap. Improved climate sensitivity modelling is also needed to predict the impact of climate scenarios on common trees and potential new taxa in the local Adelaide context. It will also be important to trial new taxa in wide-scale studies, including to identify suitable new species to plant under powerlines. Improving the access to quality information and guidance will also be important (see Box 13).



Priority Area 4: Future-proofing the urban forest

Outcomes	Ref	Actions	Indicators	Lever	Where
Increased knowledge and availability of locally endemic and climate-resilient plant species	4.1	Develop up-to-date guidance to drive appropriate and climate-resilience species selection in a variety of contexts	1 2	Tool Education	All land
	4.2	Undertake trials to identify appropriate trees for Adelaide's projected future climate	1 2	Research	Council land (streets)
	4.3	Investigate ways to increase the provision of local endemic and climate-resilient plant species and seed at scale	1 2	Research Capacity- building	All land
Improved urban forest resilience and health	4.4	Identify and solve threats to the health of the urban forest from pests and diseases	1 2	Research	All land
	4.5	Model future water demands for meeting greening targets and support greater use of WSUD and recycled water	1	Research	All land
Government, councils, developers and community motivation and capacity is increased	4.6	Scale up established WSUD capacity-building programs that are working well	1	Capacity- building	All land

Box 10: Species diversity on local government land

A benchmarking report has recently been released that provides an analysis of the taxonomic diversity of the public urban forest across 20 councils in Greater Adelaide and identifies potential vulnerabilities and opportunities.

This analysis, by the University of Adelaide, has identified a predominance of a handful of heavily planted species. The trees most planted by councils are jacarandas and SA blue gums, which together account for nearly 13% of Adelaide's public urban forest. Other common exotic trees include callery pears (4.76%) and golden rain trees (4.35%). In addition, nearly half (44.19%) of the audited trees planted on local government land in Adelaide are from the Myrtaceae family (for example, eucalypts and bottlebrushes).

These results indicate that it is important to further investigate opportunities to improve diversity, as well as identify the diversity of tree species that occur on state government and private land for which data is not currently available.

For further details about this work, contact the University of Adelaide about their Future Trees Project Stage 1 report (to be published later in 2024).

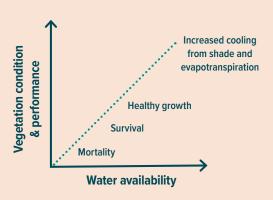


Box 11: Understanding water challenges in Adelaide and implications for urban greening

The Greater Adelaide water supply system is complex and offers a diversity of supply sources including rivers, surface water reservoirs, groundwater, rainwater, stormwater and alternative water resources like wastewater.

In 2022, DEW released the <u>Urban Water Directions</u>
<u>Statement</u> and supporting <u>background paper</u>. Part of this work identified the future challenges and opportunities associated with supplying enough water to ensure urban vegetation is healthy and resilient.

SA Water is currently leading, in partnership with DEW, the development of a **Resilient Water Futures Strategy** to identify how Adelaide can maintain a secure, sustainable and resilient water supply into the future. This will involve increasing the use of alternative water sources such as recycled water.



Source: Urban Water Directions Statement Background Paper 3, 2022

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Box 12: Impact of TREENET inlets

TREENET inlets have been shown to significantly improve the growth rates and health of street trees. For the studied tree species, <u>research</u> of 'TREENET' inlets connected to soakage pits demonstrated:

- a 25% growth increase in young trees and 50% increase in saplings, compared to traditional council watering methods
- a 2-fold increase in photosynthesis rates and stomatal conductance, suggesting enhanced outcomes for tree health and enhanced evapotranspirational cooling.

Source: Space Down Under research



Box 13: Plant Selector tool

The Botanic Gardens of South Australia's online Plant Selector + tool allows users to identify plants suitable for a particular location or search for information about individual plant species. The recommended species for a particular area is determined using locational data such as climate, and soil and landscape types.

Over time, the recommended plant species lists will need to be reviewed to consider the impacts of climate change, such as changes in rainfall patterns and more extreme heat events, to ensure they are still appropriate in a changing environment.

For further information visit: Plant Selector +



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Research demonstrates that having trees and other vegetation within view of one's home, place of work or school, has important mental health and productivity benefits.

In many cities, not all residents have equal access to urban green spaces and the benefits they provide, and Adelaide is no different. Therefore, it is vital to identify how to best prioritise urban greening investment where it is most needed.

In recent years, there have been significant advances in Adelaide in terms of the availability and capability of spatial data capture and analysis. This means it is possible to move to a more refined decision-making model for urban greening investment.

There is significant tree canopy variability across metropolitan Adelaide. Some of this is due to tree canopy being variable, historically (pre-European colonisation), because of differences in soil and rainfall, while other variation has resulted from more recent human land management impacts (see maps on Pages 20 and 63). Additionally, some council jurisdictions contain protected areas or other large open spaces, while others have airports and commercial areas less suitable to accommodating more trees. Areas of high canopy cover are concentrated in the foothills, along river corridors and in the mangrove forests along the northwestern coast.

There is also urban heat intensity variation across the region due to a range of land-use factors (refer to Boxes 15, 16 and 17 and the map in Appendix 8). High temperatures impact most severely on communities with low socio-economic status, high rates of unemployment, and pre-existing health conditions. These communities are often less able to escape and/or mitigate the effects of urban heat through lack of

access to green spaces, cost of air conditioning, and working in outdoor manual-labour jobs.

The amount of public open space for greening can be limited, especially in inner-city suburbs.

Adelaide has the lowest percentage of public open space of Australia's capital cities, at about 10%, compared with 57% in Sydney, 40% in Perth, 22% in Hobart and 20% in Melbourne³³. This means public greening needs to be high-quality, accommodate multiple uses, and be high-performing across multiple outcomes.

Therefore, it will be important to ascertain criteria for identifying the location of new public open space, to support space for tree canopy and other urban green cover, that includes considerations such as:

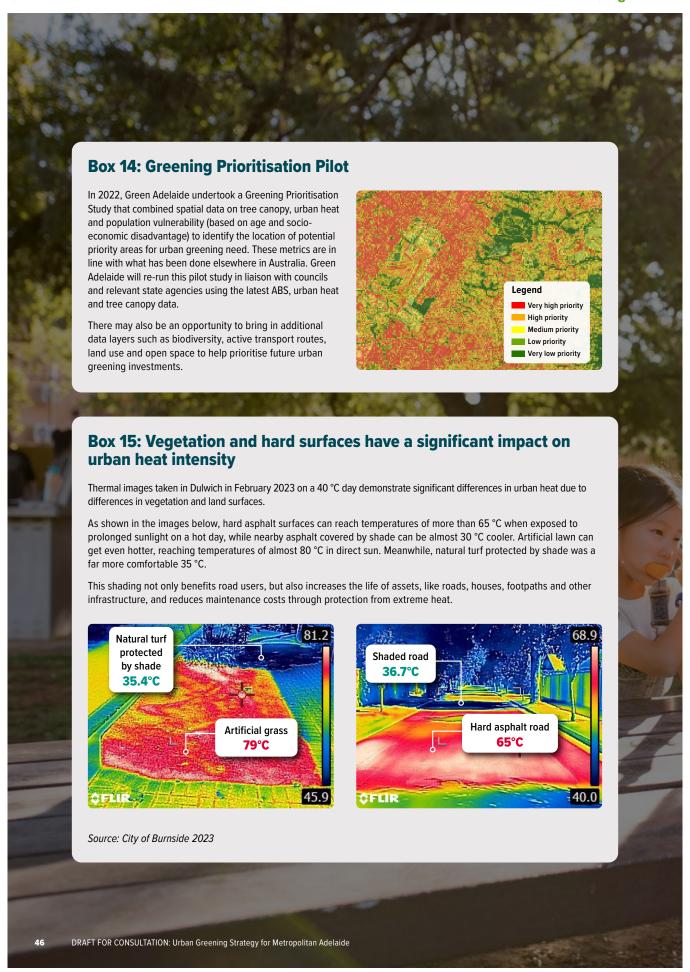
- low amounts of tree canopy and open space
- · high urban heat
- areas of high conservation value
- connectivity of existing open space
- areas of significant new urban development.

Identifying where 'plantable space' on street verges is located across the region and where water is available will also be important to better understand the opportunities and constraints to meeting tree canopy targets. Refer to Box 14 for further information about greening prioritisation investigations to date in Adelaide.



Priority Area 5: Improving greening equity

Outcomes	Ref	Actions	Indicators	Levers	Where
Urban greening investments are prioritised in areas of low greenery, high urban heat and high socio-economic disadvantage	5.1	Refine the Greening Prioritisation Pilot Study and consider the inclusion of additional datasets	1 2	Tool Spatial mapping	All land
	5.2	Develop a greening prioritisation tool and investigate how it could be used in urban green investment decision-making, including relevant grants programs	1 2	Tool Policy	State and local governmen land
	5.3	Integrate urban heat mapping into the planning system and identify an appropriate policy response	1 3	Policy Data	All land
Priority areas for new and/or improved green open space are identified	5.4	Prepare an open space strategy to identify priority areas for new or improved green open space and tree canopy	1 2	Plan Policy	State and local government land
Locations for new feasible plantings are identified to expand the urban forest	5.5	Identify the potential locations of 'new plantable space' for trees	1 3	Spatial mapping Policy	All land







Urban greening is influenced by a huge range of sectors, organisations and disciplines, such as sustainability, assets and infrastructure, parks and gardens, water management, utilities, planning policy, community engagement and education, academia, design, and maintenance and operations.

The impetus for urban greening action is strong and growing within the stakeholder base, including in the community. Many have already been involved in recent strategic planning activities, and there are many potential delivery partners for the strategy. What has been missing is a way for urban greening work to be coordinated and enabled at a metropolitan scale, to translate into collective impact.

The consultation process undertaken to develop this strategy found that some key issues are falling between jurisdictional gaps. Greater coordination between stakeholders, including within and between agencies, councils and other stakeholders, could enable accelerated action, reduced duplication and more cost-effective projects. This is particularly important where projects would benefit from co-investment of funds or resources.

Where there are many beneficiaries for a project, it makes sense for those organisations to work together, share resources and knowledge, and make substantial cost savings through joint procurement. Therefore, effective delivery of the strategy will depend on the development of an implementation plan with cross-sector buy-in (see Box 18). There is an opportunity to learn from other jurisdictions about ways to work across different sectors and organisations to deliver better urban greening outcomes (see Box 19).

Practitioners have also expressed a strong interest in developing a research pipeline to fill knowledge gaps. Cross-sector and cross-disciplinary efforts are needed to clearly articulate what research is needed to support policy development and on-ground action, as well as to convert research outputs into a useful format (tools and applications) for practitioners. To support this, it would be valuable to scale up the reach of bridging organisations, such as TreeNet and Water Sensitive SA, which have the skillsets and networks to provide a link between research and practice.

Finally, collaborating with Kaurna through KYAC will be important to the health and wellbeing of the urban forest. (See Box 20).



Priority Area 6: Scaling up impact by working together

Outcomes	Ref	Action	Indicators	Lever	Where
Roles and responsibilities are clear, learnings are shared, co-investment is optimised and cross- sector challenges are addressed	6.1	Prepare an implementation plan to identify opportunities for greater coordination, efficiencies and impact	AII	Whole of region coordination	All land
	6.2	Investigate funding mechanisms for expanding urban greening, WSUD and BSUD delivery	AII	Research Funding	All land
Quality information, research and guidance to achieve urban greening is available to all	6.3	Develop an applied research pipeline to	All	Research	All land
		identify and fill knowledge gaps		Whole of region coordination	
	6.4	Develop a centralised hub to share knowledge across the region, between sectors and with the community	All	Knowledge sharing	All land
	6.5	Extend the reach of established bridging organisations and networks that are working well	All	Capacity- building	All land
Aboriginal wisdom is recognised and partnership opportunities are facilitated	6.6	Work with KYAC to identify opportunities for partnerships with Kaurna	All	Whole of region coordination	All land

Box 18: Development of an implementation plan

An implementation plan will be developed to support delivery of the final urban greening strategy. The implementation plan will identify lead organisations, partners and timeframes for delivery of specific actions. It will also focus on identifying roles and responsibilities and describe how an annual process will work to identify and select priority projects for shared efforts in future financial years. This is likely to involve better alignment of state and local government annual business planning processes.

The development of the implementation plan will include a collaboration and governance framework that identifies opportunities for greater coordination, efficiency, and impact. The intention is that the implementation plan will be a tool for partner organisations to identify priority projects including who will lead them, whether funding is secured, and the type and location of potential collaboration and co-investment priority projects.

This strategy will also be reviewed at least once every 5 years to reflect progress made on actions, improvements in expertise, and emerging challenges and opportunities. Further information about the methodology for this review will be included in the implementation plan.

Box 19: Living Melbourne

The Living Melbourne strategy was prepared by the Nature Conservancy and Resilient Melbourne on behalf of many partners across metropolitan Melbourne. This strategy aims to provide the missing link for Melbournians to work better together to connect, protect and enhance Melbourne's urban forest.

To achieve its vision of thriving communities that are resilient and connected through nature, partners were drawn from across Melbourne and all sectors. Interested organisations were invited to endorse the final strategy, including its vision, goals, high-level actions and framework for collaboration and coordination.

This approach provides a useful precedent for Adelaide to learn from. Find out more by visiting: https://livingmelbourne.org.au/strategy/.

Box 20: Kaurna principles for collaboration

Adelaide's unique species and ecosystems are an integral part of Kaurna Yarta (Country) – the identity, stories and history of the land and its people.

The Kaurna people managed their land sustainably for tens of thousands of years knowing that if they cared for Country, it would care for them. This strategy recognises that there is much to be learned from Traditional Owners. Their knowledge of the land and its systems, and how to live harmoniously within the landscape is very relevant to the future of Adelaide's urban forest.

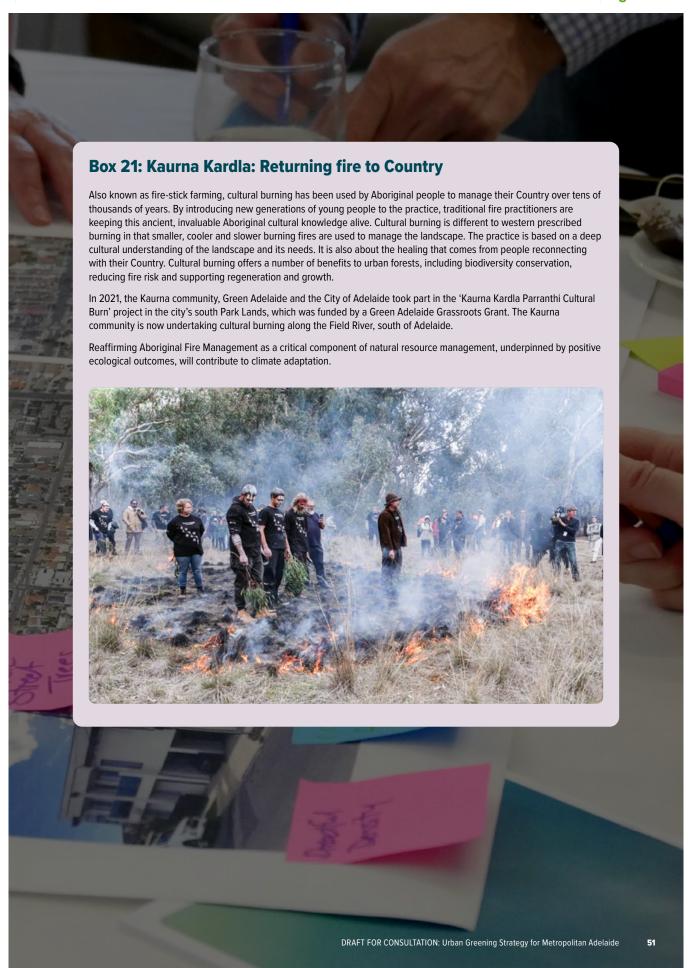
KYAC is the peak body for the Kaurna community and is their registered native title body corporate.

It will be important to investigate and develop effective partnership models with Kaurna people. Partnerships take effort and there is no 'one size fits all' approach to building a relationship with the Kaurna community. Projects require purpose and meaningful social, cultural and economic outcomes for Aboriginal Peoples.

We are working with KYAC throughout the development of this strategy to identify appropriate partnership projects. Refer to **Box 21** for an example of an existing partnership project that improves the urban greening outcomes of Adelaide.

Refer to Appendix 10 for list of collaboration principles that will assist project managers in working with KYAC.

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This strategy seeks to establish consistent and shared monitoring across metropolitan Adelaide to increase efficiencies and provide optimal data for tracking the progress of urban greening.

Urban green cover target

The Government of South Australia (through the <u>2017</u> <u>Update to the 30-Year Plan for Greater Adelaide</u>) introduced an <u>urban green cover target</u>, in recognition of the importance of balancing new housing in existing suburbs with creating shady and leafy places to live. This is being reviewed as part of developing the Greater Adelaide Regional Plan (GARP).

Methodology and data analysis improvements

In recent years, there have been significant advancements in terms of enhancing how tree canopy data is captured and analysed. This progress has resulted from a partnership between the South Australian Government and 18 local governments to measure tree canopy cover across metropolitan Adelaide using LiDAR data (a remote sensing technique).

The most recent tree canopy data capture (coordinated by Green Adelaide in 2022) has identified that positive progress has been made across metropolitan Adelaide in response to this urban green cover target. This data capture also mapped the extents of green spaces and impermeable surfaces, as well as urban heat islands, across metropolitan Adelaide.

It is a prime example of a collaborative cross-sector project that harnesses co-investment from multiple partners.

Investigation areas for measuring performance

Based on the technological advancements and the progress made to increase tree canopy outcomes, it is timely to review and consider refinement of the urban green cover target as part of the development of the Greater Adelaide Regional Plan and this Strategy.

The accompanying discussion paper outlines the proposed investigation areas for measuring performance:

- increased tree canopy
- · greater diversity of tree species
- · reduced urban heat intensity.

Each of these investigation areas covers:

- · why this is important
- · how it could be measured
- current status
- discussion topics for the consultation process
- areas for further investigations.

Box 22: Existing Adelaide greening targets

As well as a target to increase urban green cover by 20% by 2045, the 30-Year Plan for Greater Adelaide set a target for increasing walkable neighbourhoods by 25%, which includes a criterion about access to public open space (spaces >4000m²) within a 5-minute walk from a person's home. Both targets will be reviewed as part of the development of the GARP in 2024, including a review of monitoring and data arrangements.

In response to the urban green cover target, DIT prepared its <u>Green Infrastructure Commitment</u> (refer to **Box 4** on Page 34). Renewal SA also sets tree canopy target requirements for many of its projects.

Many metropolitan councils have set their own canopy targets – some of which are aligned with the 30-Year Plan.



If this strategy is successful, by 2050 metropolitan Adelaide could have^f:

Increased tree canopy and greater retention of mature trees

- Adelaide's urban forest will have significantly increased across all council areas and in both the public and private realm.
- It will be widely recognised that while planting new trees is important, it is not as valuable as looking after what we already have.
- Mature trees and remnant native vegetation will be highly valued and protected, with recognition of their significant ecosystem services and economic benefits.

Greening embedded in new developments and infrastructure conflicts resolved

- Metropolitan Adelaide will have transformed how it undertakes new development, including residential infill, commercial car parks and arterial road upgrades.
- Housing types that balance the protection of mature trees with the establishment of landscaping, and that maximise the greening of small and vertical spaces, will be commonplace and affordable.

- Planting tall, shady trees in contested urban locations, such as under powerlines, will be achieved using technology and careful planning.
- Green infrastructure will become embedded into the planning and design fabric of our urban areas.

More biodiverse vegetation attracting birds and animals

- Streetscapes will have mixed vegetation storeys with far more use of shrubs and grasses.
- Mid-storey and understorey plantings will provide healthy habitat for our native wildlife, including birds, pollinators and living soils.
- The greening of our urban areas will be curated through key considerations, such as strategic planting for climate resilience and to support urban biodiversity.
- BSUD principles will be applied at all scales and types of development to ensure adequate resources for our native wildlife.
- Ecological connectivity will be enhanced to facilitate the movement of native species through the urban landscape and provision of adequate habitat to ensure population viability.

Residential infill





f This was drawn from a visioning exercise undertaken to develop the draft strategy with a diverse range of cross-sector participants from local government, state agencies, research institutions, industry peak bodies and Warpulai Kumangka (Green Adelaide's Kaurna advisory group).

More integrated water sensitive urban design

- Principles of WSUD will be applied to the planning of urban neighbourhoods, ensuring that water is captured and reused to facilitate urban cooling and greening.
- WSUD will be integrated into asset renewal, capital works projects, urban development, and the retrofitting of existing homes and gardens.
- Stormwater capture and WSUD will be linked to greening investments to promote the survival and health of trees.

A climate resilient urban forest

- There will be a strong understanding and expertise about what to plant to ensure that our urban forest is resilient to our warming climate.
- Additionally, government, industry and the community will have easy access to climate-resilient trees and other plants.

Equitable urban greening across Adelaide

 Climate resilient plantings and increased canopy cover will be targeted at hotspots and vulnerable areas. This will result in an equitable urban greening distribution across our neighbourhoods and help address socioeconomic and health inequity.

- Across all suburbs there will be healthy tree canopy cover that mitigates the 'urban heat island' effect and creates walkable neighbourhoods.
- There will be an interconnected network of public open spaces linked to shady tree-lined streets, which will enhance biodiversity, harness stormwater runoff and connect people to each other and to nature.

Strong community, industry and government support for nature-based solutions

- The community, industry and government will have strong knowledge, motivation and capability to deliver nature-based solutions.
- Communities and other stakeholders will be ecologically literate and better understand the value of nature in the urban environment.
- More Adelaideans will value trees and other vegetation as assets and choose to protect them.
- There will be high levels of community participation in urban greening in a variety of ways, including within people's own homes as well as in shared and/or public spaces.
- People will enjoy, value, and actively care for their local natural spaces, which will help metropolitan Adelaide to adapt to a warmer, drier climate.

Car parks





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Collaborative management of urban greening

- Agencies will be working together effectively and proactively, with ongoing dialogue to tackle barriers to urban greening outcomes.
- All government and non-government stakeholders that either deliver, influence or are interested in urban greening outcomes will understand how best to coordinate, share data and leverage limited resources.

Strong urban greening partnerships with Kaurna

- First Nations land management practices will be supported across our urban landscapes to protect, heal and enhance ecologically diverse ecosystems.
- Cultural burns that build natural disaster resilience and urban biodiversity outcomes will be implemented.
- Adelaideans will have embraced Indigenous culture, practices and landscape and, as a result, there will be greater connection to place.

Decisions based on cutting-edge technology

 Effective shared monitoring systems will be in place to ensure that urban greening investment is efficient and goes where it is most needed. This would be achieved through the use of cutting-edge technology, such as remote sensing, artificial intelligence and automation.

Green targets met

- Our urban greening target will have been met, with the aid of strong leadership at all levels.
- Species diversity and permeability targets will also have been met for strategic locations, such as along active transport routes and in areas of high urban heat.

Public open space





Major arterial roads



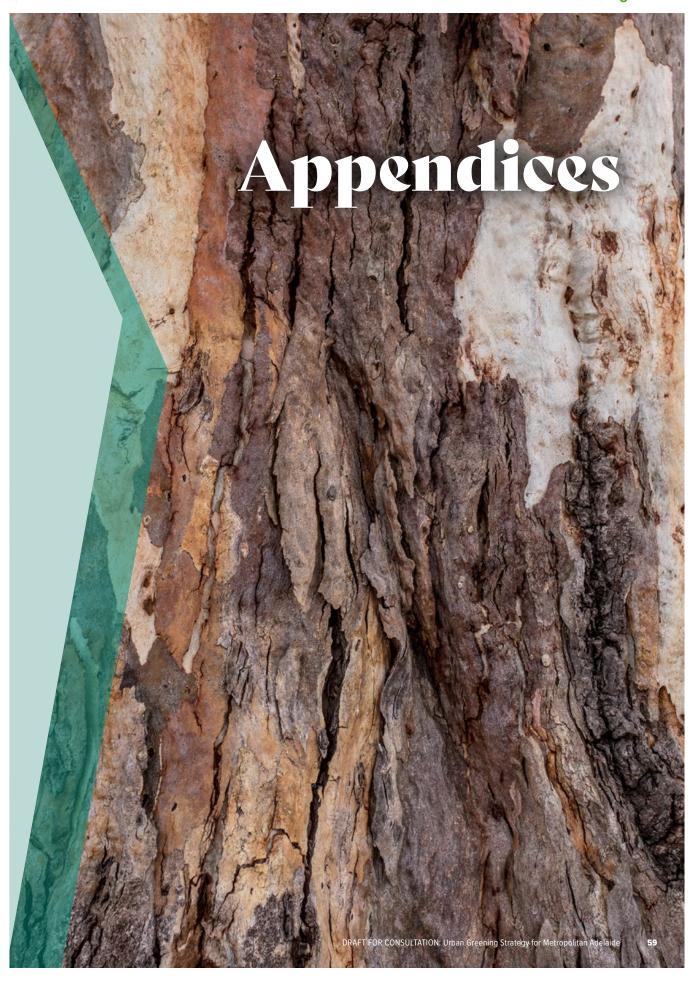


Local streets





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Appendix 1: How was the strategy developed?

This draft strategy has been developed with key practitioner groups in a highly collaborative way, ready for testing through the public consultation process.

As part of developing this strategy, Green Adelaide undertook an extensive range of engagement activities with a wide range of stakeholders that have a role in delivering or influencing, and/or an interest in, urban greening.

This engagement process was led by Green Adelaide and overseen by a Government Leadership Group, which included senior representatives from the Local Government Association as well as the following government agencies: Infrastructure and Transport, Renewal SA, Trade and Investment, as well as Education, Health and Wellbeing, Premier and Cabinet, Infrastructure SA, Wellbeing SA and SA Water.

Technical working groups (with cross-sector membership) were also set up to provide advice and support evidence-based content. Membership of these groups was sought via an Expression of Interest process and focused on:

- urban heat and tree canopy
- urban biodiversity
- policy and green open space.

Additionally, the following background papers were prepared to support this draft strategy:

- Blueprint for a Nature Positive Adelaide and urban biodiversity case studies (RMIT)
- Legislation, Policy and Urban Greening (Green Adelaide)
- Scenario planning (DPC and Green Adelaide).

The strategy has also drawn on the following evidence bases:

- Adelaide University's 'Future trees project Stage 1' (to be published later in 2024)
- DEW's Urban heat report card (2023)
- Urban heat and tree mapping viewer

Refer to Figure 4 for a summary of the consultation process. Visit the <u>Urban Greening Strategy website page</u> for copies of the:

- literature review
- · practitioner survey results
- discussion paper
- · consultation reports.

For the full list of organisations that participated in the strategy development process, see Page 74.



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Figure 4: Summary of the consultation process

Stage 1: Scoping and early engagement

Practitioner Survey



127 respondents from over **65** organisations

to expand stakeholder mapping, prioritise focus of the Strategy & identify best type of Strategy

Local **Government** workshops



33 participants representing 17 Adelaide metro councils and LGA SA

Targeted Conversations



Targeted discussions

with Kaurna, key agency partners, champions & influencers

Stage 2: Developing the Strategy together

Leadership **Event and Cross-sector Summit**



60 leaders representing 36 organisations/

interests to grow urban greening leadership and drive commitment for shared action

Over **70** representatives

attended a cross-sector summit, to test vision elements, draft themes, outcomes, actions & identify potential flagship projects

Development Industry Roundtable



28 leaders representing

22 organisations to draw in development industry perspectives & identify practical ideas for implementation

Partner Conversations



One-on-one meetings to discuss draft actions, potential collaboration opportunities & proposed strategy endorsement process

Scenario **Planning** and Urban Greening workshop



Cross-sector workshop attended by over 40

participants to discuss what could happen in the future, and explore and plan for uncertainties

Technical Working Groups



3 technical working **groups** with subject matter experts from Government (state & local), industry peak body, research institutes & NGOS



Urban Heat & Tree Canopy



Urban Biodiversity



Quality Green ப்பி Space and Policy

Appendix 2: Relationship to other government strategies and plans

This Urban Greening Strategy aims to complement and amplify the mission of the many existing urban greening commitments of state government agencies.

This includes commitments to increase greening, strengthen climate resilience and identify opportunities to improve biodiversity within our urban areas. This includes:

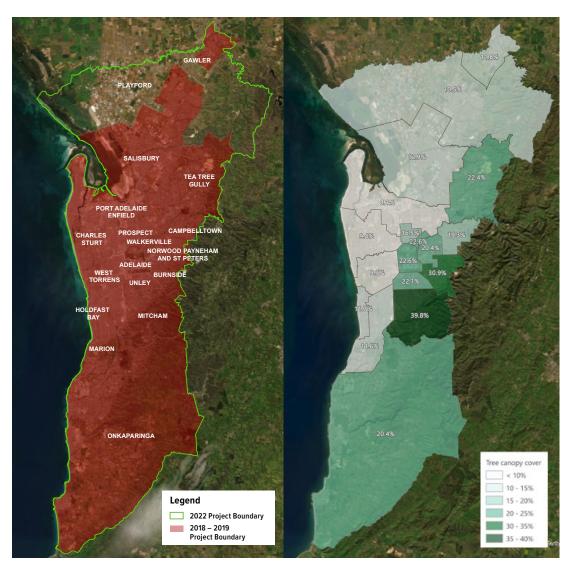
- SA State Planning policies (2019), State Planning Commission
- The <u>Greater Adelaide Regional Plan (GARP)</u>, State Planning Commission – currently under development
- The 30-Year Plan for Greater Adelaide 2017 Update until it is replaced by GARP
- Green Infrastructure Commitment (2021), Department of Infrastructure and Transport
- South Australian Economic Statement (2023), Government of SA

- 20-Year State Infrastructure Strategy, Infrastructure SA currently under review
- Green Adelaide Regional Landscape Plan 2021-26, Green Adelaide
- South Australian Government Climate Change Actions (2022), Government of SA
- <u>Resilient Waters Future Strategy</u>, led by SA Water currently under development
- Healthy Parks, Healthy People SA 2021 2026,
 Department for Health and Wellbeing and Department for Environment and Water

It also strives to build on the plans and strategies developed by local government, including those on urban greening, open space, biodiversity, recreation, asset management. In particular, 11 councils have urban greening strategies.

For further details, see the Legislation, Policy and Urban Greening Background Paper.

Appendix 3: Tree canopy cover by local government area



Source: Green Adelaide

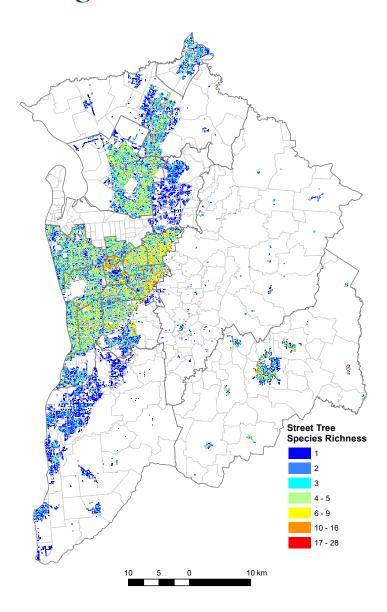
Source for all maps apart from Appendix 4.

Produced by: Green Adelaide
Data Sources: South Australian Government
Date: 9 February 2024
Coordinate System: GDA2020 South Australia Lambert
Projection: Lambert Conformal Conic
Datum: GDA2020
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Appendix 4: Tree species diversity on local government land

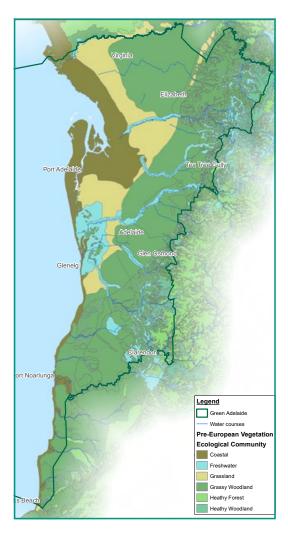


The University of Adelaide has compared Greater Adelaide local government data for trees located on its reserves and streetscapes. The highest tree diversity is in the northern Adelaide parklands and inner eastern suburbs, particularly in the City of Burnside.

This study found that older suburbs have a greater variety of tree plantings and age classes. The lowest levels of tree diversity were found in the more newly established areas that have only recently urbanised, such as the cities of Onkaparinga, Tea Tree Gully and Playford.

For further details about this work refer to Adelaide University's Future Trees Project Phase 1 report (to be published later in 2024).

Appendix 5: Adelaide's original urban forest



Prior to European colonisation Kaurna Miyurna maintained a varied landscape including highly vegetated woodlands, moderately vegetated grasslands and sparsely vegetated coastal plains.

Variability in landscape forms across the Adelaide Plains and Adelaide Hills influences the vegetation communities – from coastal dunes and wetlands, to open grassy woodlands of the foothills, and dense eucalypt forests of the hills.

Source: Department for Environment and Water

Appendix 6: Remnant vegetation



Metropolitan Adelaide's natural landscape has changed dramatically over the past 200 years. Land clearance, after European colonisation, mainly for agriculture, led to the removal of nearly 90% of the native vegetation within the Green Adelaide region³⁴.

This area now consists predominantly of a highly urbanised landscape with many exotic trees, understorey and grasses introduced from elsewhere in Australia and from overseas. Trees and other vegetation also continue to be removed due to new developments to accommodate a growing population.

Where is remnant vegetation?

Ground-truthing has been undertaken to identify and describe scattered remnant vegetation in peri-urban areas, with larger patches found along the boundary of the region in the foothills along the Mount Lofty Ranges.

This remnant native vegetation can be classified in many different ways based on general characteristics and dominant species types.

This map shows the current ground-truthed extent of remnant vegetation in known major vegetation groups. This is likely to underrepresent the extent of remnant vegetation in metropolitan Adelaide, as more field surveys are needed to confirm the exact amount and location of remnant native vegetation.

Refer to the <u>Blueprint to a Nature-Positive Adelaide</u>
<u>background report</u> for further details about the type of flora
and fauna in the Green Adelaide region.

Source: Green Adelaide

Appendix 7: Impermeable surfaces

It is important to understand the levels of permeability in our urban areas in relation to urban development. Impermeable surfaces, like buildings, roads, car parks, footpaths, and other hard surfaces, do not absorb water and do not support tree growth.

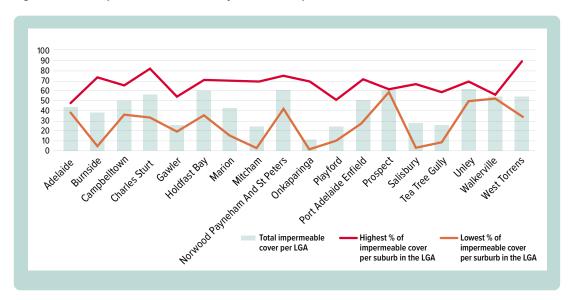
Instead, these surfaces increase surface water runoff, which carries water of poor quality into our rivers and Gulf St Vincent, which negatively impacts aquatic life. Impermeable surfaces also encroach on the area available for urban green spaces.

Permeable surfaces, such as include grassed areas, mulched beds, groundcover plantings and porous bare earth, absorb water that supports tree growth. They are potential planting spaces for new tree planting.

The levels of impermeability in Adelaide range widely in many council areas (as shown in the graph below). The total area of impermeable surfaces in metropolitan Adelaide is 29.14%.

The top 3 most impermeable suburbs all have high levels of commercial and industrial land-use i.e. Mile End South (93.11%), Marleston (86.33%), Glanville (85.5%)

Figure 5: 2022 Impermeable Surface % by LGA with respective minimum and maximum suburb values



Source: Green Adelaide

Infill development case studies

The following aerial imagery shows changes in canopy cover, total building footprint and impermeable surface levels due to infill development (between 2018 and 2022).





- Total canopy lost = 378m²
- Impermeable surface extent has increased from 523 m² (38.47%) to 1,281 m² (94.05%)
- \bullet Total building footprint has increased from 492.1 m² (36.13%) to 1,278.74 m² (93.89%)





- Total canopy lost = 72m²
- Impermeable surface extent has increased from 781 m² (55.7%) to 1,358 m² (96.9%)
- Total building footprint has increased from 553.4 m² (39.48%) to 966.8 m² (68.97%)

Source: Green Adelaide, 2024

Appendix 8: Urban heat intensity distribution



This map shows changes in urban heat distribution in metropolitan Adelaide from 2014 to 2023.

For further details about the results refer to DEW's <u>Technical Information Supporting the 2023 Urban Heat</u> <u>Environmental Trend and Condition Report Card.</u>

Source: Department of Environment and Water, 2023

Appendix 9: Community urban greening attitudes

There is strong community appreciation for public urban greening. A 2016 survey found that 94% of South Australians considered conserving nature to be of critical importance³⁵.

There is also emerging global evidence that the COVID-19 pandemic has driven a marked increase in the appreciation and demand for public open spaces^{36,9}. This provides an opportunity to build on and drive a deeper appreciation, stewardship and pride in urban greening as part of Adelaide's collective identity, which could lead to immeasurable benefits to the community's health, wellbeing, connection and cohesion, as well as climate adaptation, environmental and biodiversity outcomes³⁷.

The importance of engaging the community is reflected in a nationwide local government survey, which found that 'Community attitudes toward the value of trees' are just as important as 'Council's ability to plant and protect trees' for ensuring the success of urban greening strategies³⁸.

There is, however, a diverse range of community attitudes about trees and shrubs in the urban environment, with some people seeing trees as a potential maintenance issue and a safety risk from falling limbs or fire, whereas others appreciate the holistic value of plants.



g For example, an April 2020 'pulse check' survey found that 87% of Australian urban councils have noted a positive shift in community attitudes towards green space (Greener Spaces Better Places). A recent NSW Government survey found 45% of people are spending more time in public spaces than before COVID-19, 71% appreciate local parks more, and 94% are using public spaces for exercise. In South Australia, visitation to the state's parks and open spaces increased by 43% during the COVID-19 pandemic (Green Adelaide Regional Landscape Plan, 2021).

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Appendix 10: Kaurna principles for collaboration

Engagement principles that will assist project managers to work with KYAC:

- Respect: The rights of Kaurna people to determine, own and control their culture should be respected and acknowledged. Their customary rights should be recognised, protected and maintained.
- Involvement: KYAC (or supported Kaurna advisory groups) should be the first point of contact for consultations and all forms of negotiations. The Kaurna people should be consulted on the ways in which their land, spiritual and cultural heritage, knowledge, beliefs, customs, true histories, community, interviews, lives and families are represented and/or used.
- Timing: It is important to recognise that engaging the Kaurna community will take time, and that sufficient time for proposals will be required for consideration by the appropriate Kaurna people.
- Appropriate resources: Participation of Kaurna people will require appropriate, fair and equitable resources to
- Cross-boundary consultation: A Traditional Owner will only comment on significant sites, places, objects and associations within their traditional homelands and country, so where projects or issues overlap, or are on other nation boundaries, a 10 km cross-boundary consultation overlap on either side should be conducted.

- Acknowledge elders: The term 'elder' does not always
 mean men or women of a particular age. A relatively young
 man or woman may be considered an elder because of
 their highly respected position in the community. They may
 possess specific skills and knowledge in an area, which
 endorses their position.
- Establish a common purpose: Kaurna people understand the need to establish a common purpose or shared vision.
- Acknowledge Kaurna intellectual property rights: It
 is essential that the cultural and intellectual property
 rights of Kaurna people are acknowledged, respected,
 recognised and protected. Approval by Kaurna people
 must be given on the use and representation of their
 cultural, heritage, language and intellectual property and
 copyrights^h.
- Maintain confidentiality: Confidentiality and privacy are very important with Kaurna people. The purpose for which information is obtained should be negotiated and agreed. Information that is 'women's business' or 'men's business' should be acknowledged as such, and not recorded or stored in such a way that is likely to been seen as disrespectful or culturally inappropriate.

h Aboriginal cultural and intellectual property means the totality of the cultural heritage of Aboriginal people including, without limitation, their intangible heritage (such as songs, dances, artwork, stories, ecological and cultural knowledge), and cultural property, which includes Aboriginal human remains, artefacts, and any other tangible cultural objects.

Glossary of terms

Active transport

Active transport involves walking, cycling and other physical modes of travel to work, school, parks, shops or other destinations. Using public transport, such as catching a bus or train, also involves active travel when walking or cycling to and from stops, stations, home and destinations.

Blue infrastructure

Blue infrastructure makes cities nature-positive by repairing natural ecosystems. For example, wetlands, healthy catchments and permeable pavements help mitigate the impacts of flooding and stormwater runoff.

Biodiversity

The variability among living organisms from all sources (including terrestrial, aquatic, marine and other ecosystems and the ecological complexes of which they are part), at all levels of organisation, including genetic diversity, species diversity and ecosystem diversity.

Biodiversity Sensitive Urban Design (BSUD)

BSUD aims to create urban areas that make a positive on-site contribution to biodiversity through the provision of essential habitat and food resources for native animals.

BSUD links urban design to measurable biodiversity outcomes, providing a flexible framework for developers and planners to consider provisions for biodiversity alongside other considerations early in the development process.

Blue water

Water found in surface-water systems (lakes, rivers and reservoirs) and groundwater.

Canopy cover

The equivalent cover and ecosystem benefits associated with tree canopy cover.

Climate change adaptation

Actions taken to help communities and ecosystems adjust to changing climate conditions and their effects.

Cultural burning

Burning undertaken by Traditional Owners. Cultural burning is different to western prescribed burning in that smaller, cooler and slower burning fires are used to manage the landscape. The practice is based on a deep cultural understanding of the landscape and its needs. It is also about the healing that comes from people reconnecting with their Country.

Ecosystem

A dynamic combination of plant, animal and microorganism communities and their non-living environment (for example, soil, water and the climatic regime) interacting as a functional unit. Examples of types of ecosystems include forests, wetlands, grasslands and tundra.

Ecosystem services

The services provided by the functioning of natural ecosystems that are essential to human survival and wellbeing. Natural ecosystems maintain the atmosphere; provide clean water; control soil erosion, pollution and pests; pollinate plants; and provide many other essential processes. The language of ecosystem services has emerged in recent decades as a way of representing the significance of the benefits humans derive from natural systems.

Evapotranspiration

The release of water from leaves of vegetation to the surrounding air by the process of evaporation and transpiration. This cools the plant while cooling the air around the plant.

Future Trees project

Future Trees is a Resilient South and University of Adelaide project focused on increasing urban tree diversity through data sharing, trialling new species and developing new cultivars resilient to more challenging climates.

Greenfield

Greenfield areas are made up of undeveloped land outside of the existing urban footprint. They are often located on the edge of existing urban areas. Greenfield development requires full assessment of environmental, infrastructure and planning issues, to determine future use and suitability for expansion of the city.

Green infrastructure

Green infrastructure includes both natural and designed greening – from parks and street trees to green roofs, rain gardens and green laneways.

Impermeable surfaces

Hard surfaces introduced by urban infrastructure that restrict or limit the permeability of surface layers of the landscape.

Infill

Infill development involves the subdividing of one existing allotments into two or more new ones. This type of development increases the capacity of existing neighbourhoods to support population growth.

LiDAR

LiDAR (Light Detection and Ranging) is a remote-sensing method that scans the surface of a survey area using a device installed in a light aircraft that fires to make a digital three-dimensional image of objects on or near the ground, such as buildings, roads and trees.

The resulting data can be used to model tree canopies, including tree heights and canopy boundaries.

Liveability

This is a measure of a city resident's quality of life and is used to benchmark cities around the world. It includes socio-economic, environmental, transport and recreational measures.

Living infrastructure

Living infrastructure refers to all interconnected ecosystems within an urban catchment, including the 'green infrastructure' of trees, gardens, green walls and roofs, parks, reserves and open spaces and the 'blue infrastructure' of our waterbodies, including lakes, wetlands and waterways.

Multispectral imagery

Multispectral imagery consists of at least 4 bands of the electromagnetic spectrum (for example, red, green, blue and near-infrared). The inclusion of bands in the near-infrared and short-wave infrared provides additional information on vegetation health and greenness, improves the identification and classification of features, and allows for further analysis using remote sensing indices and analysis techniques.

Nature positive

Nature positive refers to halting and reversing biodiversity loss, through measurable gains in the health, abundance, diversity and resilience of species, ecosystems and processes.

Natural resources

Natural resources include soil, water, and marine resources; geological features and landscapes; native vegetation; native animals and other native organisms; and ecosystems.

Normalised Difference Vegetation Index (NDVI)

NDVI was developed (Rouse Jr. et al. 1974) as an index of plant "greenness" and attempts to track photosynthetic activity. It has since become one of the most widely applied vegetation indices.

Permeable surfaces

Natural surfaces that allow water to penetrate and move through the underlying landscape.

Resilience

The capacity of a system to absorb disturbances and reorganise while undergoing change, so as to retain essentially the same function, structure, identity and feedbacks.

Surface-level parking

Surface-level parking refers to parking that is not enclosed or created by a structure and is allocated an area 'at grade' on ground level.

Sustainable development

Forms of development that meet the needs of the present without compromising the ability of future generations to meet their needs.

Thermal imagery

Thermal imaging cameras mounted on a purpose-built aircraft are used to capture surface temperature. Heat maps generated from this data identify thermal patterns in the landscape, including heat islands and localised hot spots.

Urban design

Urban design is the collaborative and multidisciplinary process of shaping the physical setting for life in cities and towns. It involves the design of buildings, groups of buildings, spaces and landscapes, and the establishment of frameworks and processes that facilitate successful development.

Urban forest

The urban forest comprises all trees and other living infrastructure (including soil and water) within an urban area. It applies to both the public and private realms (for example, streets, parks, residential blocks, road and/or pathway corridors, universities, schools, open spaces, and so on).

Urban form

Urban form is the general pattern of building height and development intensity and the structural elements that define the city physically, such as natural features, transportation corridors (including fixed rail/tram transit system), open space, public facilities, as well as activity centres and focal elements.

Urban heat island

An urban heat island is an area that heats up more than its surrounding areas and stays hotter than those areas. It is often the result of hard surfaces and urban development.

Urban green corridors

Connected fragments of green space, such as trails, parks and waterways, within the urban footprint that provide ecological corridors for plant and animal biodiversity and habitat.

Urban renewal

The process of improving the economic, social and environmental sustainability of a particular urban area through redevelopment of under-utilised urban areas. It typically involves urban redesign, infrastructure renewal and investment, and identifying precincts and land for mixed use.

Water sensitive urban design (WSUD)

WSUD is an approach to the planning and design of urban environments focused on integrating the urban water cycle (including potable water, wastewater and stormwater) with the built and natural environment.

Acknowledgements

The development of this draft strategy has been coordinated by Green Adelaide on behalf of the South Australian Government. It has been prepared by Alison Collins with input from Louisa Halliday, James Peters, Sarah White, Blair Pellegrino, James Cameron and Renee Pearson.

Green Adelaide is grateful to the many groups and individuals that contributed their time and ideas to the development of this strategy through the cross-sector engagement and investigation activities.

Government Leadership Group

Green Adelaide thanks the Local Government Association and the following agencies for providing guidance and advice during the development of the strategy: Education, Health and Wellbeing, Infrastructure and Transport, Infrastructure SA, Premier and Cabinet, Renewal SA, SA Water, Trade and Investment (Planning and Land Use Services) and Wellbeing SA.

Technical working groups

Green Adelaide thanks the following technical working group members who provided input and advice into developing the draft strategy and rbackground technical papers:

- Urban heat and tree canopy Amy Bruckman, Bec Taylor, Craig Johansen, Gill Weston, Jo-Anne Ragless, Kat Ryan, Mark Hannan, Rebecca Neumann, Sam Fulton, Dr Stefan Caddy-Retalic and Tim Kelly and Tom Morrison.
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- Green open space and policy Alex Czura, Andrew Nesbitt, Ben Willsmore, Carmel Williams, Cherie Gill, De'Anne Smith, Denise LeBlond, Gabriella Vikor, Geraldine Petit, Hannah Ellyard, Jamie Hosking, Joanna Wells, Kevin Connell, Maggie Hine, Nicky O'Broin, Dr Martin Breed, Dr Stefan Caddy-Retalic and Tom Morrison.

Green Adelaide also coordinated a range of other engagement activities during development of the strategy (see **Appendix 1**) and thanks the following organisations for their input and ideas:

Boards, state agencies and services providers:

- · Botanic Gardens State Herbarium
- Departments for Education, Environment and Water, Infrastructure and Transport, Infrastructure SA, Premier and Cabinet, Trade and Investment (Planning and Land Use Services) and Wellbeing SA
- · Department of the Premier and Cabinet
- Green Adelaide
- State Planning Commission
- Premier's Climate Change Council
- Office for Design and Architecture SA
- · Office for Recreation, Sport and Racing
- Renewal SA
- SA Power Networks
- SA Water
- · Wellbeing SA.

Local government

- · Local Government Association of SA
- Cities of Adelaide, Burnside, Charles Sturt, Holdfast Bay, Marion, Mitcham, Norwood, Payneham and St Peters, Onkaparinga, Playford, Port Adelaide Enfield, Prospect, Salisbury, Tea Tree Gully, Unley, West Torrens and Mount Barker District Council
- Regional Climate Partnerships (Adapt West, Resilient South and Resilient East).

Research institutions, NGOs and peak bodies

- Adelaide Sustainable Building Network
- Australian Institute of Architects
- Australian Institute of Landscape Architects
- Flinders University
- Greening Australia
- Housing Institute of Australia
- Parks and Leisure Australia
- Planning Institute of Australia
- Property Council
- Trees for Life
- Treenet
- Urban Development Institute of Australia SA
- Urban Futures Exchange
- University of Adelaide
- · Warpulai Kumangka
- Water Sensitive SA.

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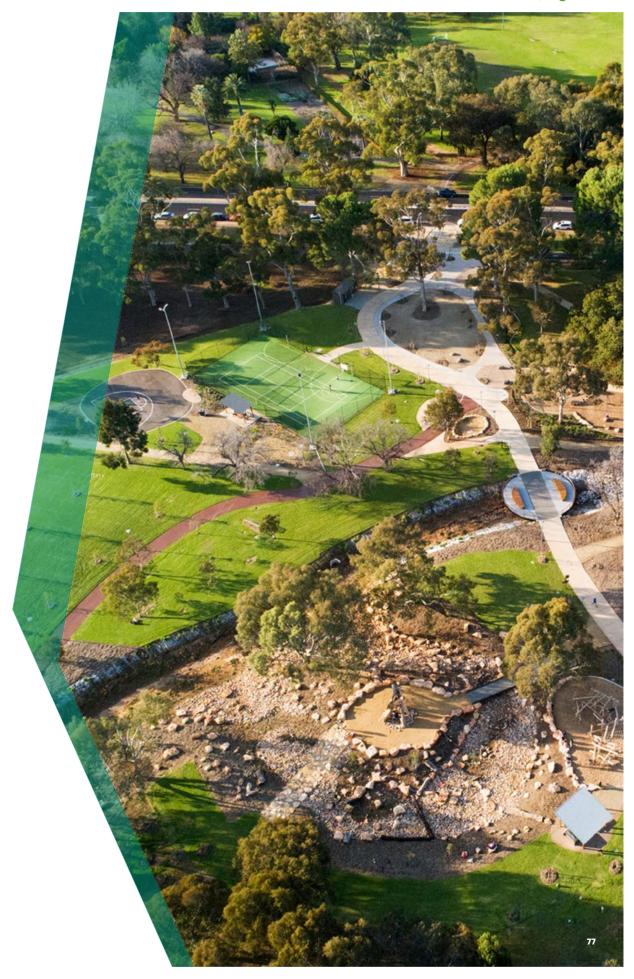
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- Page 2 and 3 Planning and Land Use Services
- Page 8 Planning and Land Use Services
- Page 9 Cath Leo, DEW and Green Adelaide
- Page 10 Millswood, Landskap, Alex Game
- Page 11 City of Adelaide, Renewal SA
- Page 11 DIT, Donna Belder, Bill Doyle
- Page 14 Cath Leo
- Page 30 Aerometrex (Aerial imagery)
- Page 31 Water Sensitive SA
- Page 34 DIT
- Page 35 City of Unley (photo from 1978)
- Page 36 Planning and Land Use Services
- Page 40 Cath Leo
- Page 42 (Box 10) Cath Leo
- Page 43 (Box 12) Space Down Under
- Page 43 (Box 13) Martin Stokes
- Page 52 Martin Stokes
- Page 54 Y3 Garden, Dan Young, Architect Partners Hills as Donovan Hill
- Page 70 Planning and Land Use Services
- Page 77 City of Adelaide



Get involved

We want to hear from you on what you think is important for the future greening of Adelaide. Read the full draft strategy and get involved by visiting the YourSAy website.

Public consultation is open for 8 weeks from 30 April to 28 June 2024.



Have your say by scanning the QR code or by visiting https://yoursay.sa.gov.au/urban-greening-strategy

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25/06/2024

Green Adelaide GPO Box 1047 Adelaide SA 5001 dew.greenadelaide@sa.gov.au

Dear Sir/Madam,

PO Box 21, Park Holme South Australia 5043 245 Sturt Road, Sturt South Australia 5047

T (08) 8375 6600 F (08) 8375 6699 E council@marion.sa.gov.au

Re: City of Marion Submission to the Urban Greening Strategy

Thank you for the opportunity to contribute to the Urban Greening Strategy for Metropolitan Adelaide.

The City of Marion has a strong history of effective collaboration and partnership with stakeholders to achieve urban greening outcomes, and we are committed to supporting future collaborative opportunities. We support the vision, priority areas and key outcomes sought by this comprehensive strategy and look forward to seeing further details of how it will be implemented and resourced.

Urban greening continues to be a high priority for the City of Marion. In particular:

- The rapid ongoing reduction in private green spaces.
- The need to continue strengthening tree protection laws, noting the recent changes to legislation do provide improved protection.
- The need for better valuation of trees and resourcing streams in the green economy.

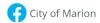
Please find enclosed our full submission which was endorsed by Council Members at a General Council meeting on 25 June 2024.

Council looks forward to collaborating with Green Adelaide and other partners on the implementation of the strategy and hopes to see significant greening outcomes in our city as a result.

Yours faithfully,

Kris Hanna Mayor of Marion

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









marion.sa.gov.au

Urban Greening Strategy

Submission on the Draft Urban Greening Strategy for Metropolitan Adelaide



JUNE 2024

This submission on the Draft Urban Greening Strategy for Metropolitan Adelaide has been prepared by the City of Marion for consideration by Green Adelaide.

The response has been prepared based on materials available at: www.yoursay.gov.au/urban-greening-strategy

This final version was endorsed by the City of Marion General Council on 25 June 2024.

DOCUMENT PROPERTIES

Contact for further information.

Contact Officer: Rebecca Neumann

Title: Unit Manager Environmental Sustainability Email: rebecca.neumann@marion.sa.gov.au

Urban Greening Strategy

Submission on the Draft Urban Greening Strategy for Metropolitan Adelaide



JUNE 2024

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Executive Summary

The Urban Greening Strategy for Metropolitan Adelaide (Draft UGS) is a comprehensive document that provides a solid evidence base and includes many worthy initiatives to improve the biodiversity and environmental performance of greater Adelaide.

This submission addresses the key priorities for the City of Marion for urban greening and where we would like to see additional focus in the final UGS and ultimately through its implementation.

This submission includes a summary of greening efforts at the City of Marion and the priorities that we see coming through from our community. We then directly address the vision and six priority areas of the Draft UGS.

Green spaces, trees and biodiversity are amongst the highest values for the Marion community. The deep importance of nature to human wellbeing and our climate resilience is becoming increasingly understood. Like other councils, we experience ongoing threats to our natural spaces as our city grows and develops and we have a legacy of lost biodiversity and nature connection that we are still trying to repair. As a result, we are seeing an ever-increasing need for additional investment in this space to meet the needs of our community.

Councils are already working hard to achieve many of the ambitions of the Urban Greening Strategy but without additional resourcing, we will not be able to make the substantial "step-up" that achieving these actions will require. Our ability to apply increases in council rates to meet this challenge is very limited and we are going to be reliant on support from State Government and other sectors to find additional resourcing.

Urban Greening Strategy

Submission on the Draft Urban Greening Strategy for Metropolitan Adelaide



JUNE 2024

We believe that the development sector and private landholders continue to profit from the loss of green spaces with council and others needing to find resources to offset these losses in public spaces. This could be directly addressed by the State Government with new levers to incentivise green development and new funding streams that better account for the losses that are permitted under our planning laws. During this time of high development costs and urgent need for new housing, investment into greening could easily be seen as an unworthy impost. The State Government will need to be bold and ambitious to seek the additional resourcing required to meet the vision of the UGS. A key question is which sectors should be bearing the burden of this cost?

The Draft UGS is presented as a broad directional plan that aims to bring together all stakeholders to achieve the vision and priorities of the plan. Whilst this collective vision is needed, further commitments around roles, responsibilities and resourcing are required to ensure outcomes in the community can be achieved.

We believe that the final strategy should make the role of Green Adelaide in coordinating, reporting and evaluating the delivery of this strategy clearer. Central to this will be an implementation plan led and coordinated by Green Adelaide and further work on performance measures.

We also believe that the Regional Climate Partnerships (for City of Marion this is Resilient South) are a key collaboration between Green Adelaide and local government that could assist in effective coordination for implementation of local projects. We welcome further discussion around how this could be resourced in our region.

Congratulations to Green Adelaide and the State Government on this important new strategy. We look forward to working further with Green Adelaide on implementation.

The following recommendations are made in this submission:

- The central role of Green Adelaide in coordinating, reporting and evaluating on the delivery of the Urban Greening Strategy needs to be more clearly committed.
- The State Government should set planning laws to reverse the onus of proof in relation to illegally removed trees. i.e. the owner is considered responsible unless there is evidence to the contrary.
- State Government planning laws should not allow for the removal of Regulated trees
 within proximity to buildings or other structures unless it can be demonstrated that
 the tree is actually damaging that structure, and there should be a requirement for
 the proponent to demonstrate that the value of the structure outweighs the value of
 the tree.
- The State Government could account for net losses of green cover by imposing a fee
 relative to the percentage loss of green space before and after development e.g.
 \$100 per percentage point; "before" meaning one year prior to commencement of
 build (to discourage rorting). This could go into a fund that allows investment back
 into urban greening.

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- We are very supportive of the development of a standardised tree valuation methodology in South Australia (action 1.1). This valuation must be linked to tree protection laws in the state planning system to enable true costs of the loss of trees to be accounted. State Government must work closely with councils in setting this value. We would like to collaborate further via Resilient South on this action.
- Priority 1 of the Urban Greening Strategy should be about all development types not just infill development. It should also address setting high standards for large
 developments and retrofitting greening within existing built-up spaces (including
 commercial and industrial zones).
- State Government leadership (Priority Area 2) should be demonstrated by including an action to remove State Government agency exemptions from tree protection laws and implementing higher greening targets for State Government projects or on State Government land.
- Leadership from Federal Government is missing from Priority Area 2. State
 Government should work with the Federal Government to develop a mechanism to
 protect trees and biodiversity on Federal Government land and establish greening
 targets that reflect local priorities.
- Resolving conflicts between trees and powerlines is an issue that the City of Marion
 has been actively leading in Adelaide. We would be happy to share our experiences
 further. We believe the State Government should bring together the Office of the
 Technical Regulator, Green Adelaide, the Local Government Association, and utility
 providers to undertake a review of the regulation of trees on public land.
- To ensure areas of valued native vegetation and habitat are protected, there should be an additional action in Priority Area 3 for Green Adelaide to work with the State planning department to coordinate a strategic review of protection of urban biodiversity areas (including the Hills Face Zone) in line with the priorities of the Urban Greening Strategy (linked to mapping of high priority biodiversity sites action 3.4).
- Priority 3 should contain an additional action for Green Adelaide to lead coordinated strategic planning and formalised land management agreements for linear park lands (linked to *Linear Parks Act 2006*). For the City of Marion priority areas are Sturt River, Field River, and Coast Park.
- Resilient South and the Future Trees program is a key partnership that should be identified and resourced in the Implementation Plan to support delivery of actions related to future proofing our urban forest (Priority 4).
- An additional action to future-proof our urban forest (Priority 4) would be for Green
 Adelaide to work with the LGA and Council partners on a standard template for Tree
 Asset Management Plans to ensure adequate long-term funding for tree
 management.
- To improve greening equity (Priority 5) an additional action could be added to review
 the funding priorities of the Planning and Development Fund and better direct funding
 to improving greening and canopy cover in locations with identified shortages in
 greening or increased urban heat.

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- Add an action to the Urban Greening Strategy for Green Adelaide to coordinate establishment of collaborative community engagement networks between community, state, and local government on urban greening priorities.
- To support the effective establishment of performance measures and indicators, Green Adelaide should continue to work with councils and other stakeholders and aim to develop a picture of scalable, consistent reporting across the Green Adelaide region.

Greening in the City of Marion

The City of Marion is in Adelaide's south-western suburbs located around 10 kilometres from the Adelaide CBD.

As one of the largest councils in South Australia, we provide a range of community and environmental services to a resident population of around 100,000 people. More about our organisation, community, and the services that we offer can be viewed on our website¹.

We currently manage more than 57,000 trees representing nearly 10% of the publicly managed urban canopy in greater Adelaide.

The City of Marion is part of the Resilient South Regional Climate Partnership between the cities of Holdfast Bay, Mitcham, Onkaparinga and Marion. We have been working with the Resilient South partners since 2011 to improve the climate resilience of southern Adelaide including progressing urban greening objectives.

Based on the 2022 assessment of Adelaide's tree canopy² we are aware that in the City of Marion we have a lower-than-average total tree canopy cover. We are also aware that we only control around one-third of this canopy, with the majority of tree canopy on private residential land.

Through analysis of historical aerial images, we are aware of the ongoing dramatic loss of tree canopy on private land. Some of the northern parts of our council area show the total canopy has halved over the past 20 years.

In 2021 we embarked on an ambitious tree planting program to plant 30,000 trees by 2028 to help improve our total tree canopy. Our current planting rate of around 4,300 trees per year, is one of the highest annual tree planting rates of any South Australian council. Our planting program prioritises the planting of new trees to mitigate the impacts of climate change on our city and community.

Whilst council is investing heavily to increase council-managed tree canopy, we are aware that our contribution of new street and reserve trees cannot outpace the loss of trees on private land or even bring up the City of Marion's tree canopy to the average canopy cover for a metropolitan Adelaide council.

¹ www.marion.sa.gov.au

² https://data.environment.sa.gov.au/Climate/Data-Systems/Urban-Heat-Mapping/Pages/default.aspx

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Our community consistently ranks trees, environmental sustainability and greening amongst their most important aspirations for the future. This has been evidenced in a variety of recent consultation activities including our Towards 2040...Together community engagement program associated with the comprehensive review of our 10-year strategic plan. Tree canopy loss was one of the top three overall concerns for our community.

Given the importance of trees to our community and the limited control we have over trees on private land, we are striving to ensure that we manage council trees using best practice arboriculture.

Our goal is to utilise plantable public space effectively to maximise tree retention and establishment and ensure ongoing maintenance activities are smart and cost-efficient.

Other industry-leading programs delivered by the City of Marion³ include:

- Trees Asset Management Plan: This update of our tree management framework
 will make City of Marion one of the first Australian councils to complete an asset
 management plan for trees as their own asset class in accordance with the
 International Infrastructure Management Manual 2020 (IIMM 2020) and Australian
 Infrastructure Financial Management Guideline.
- Adopt a Tree: a program to support residents to water young street trees.
- <u>Urban Tree Warriors</u>: a formal program volunteering program where registered Urban Tree Warriors are trained to assist with minor tree pruning and maintenance activities.
- <u>Tree Maintenance Fund</u>: A fund available to landowners to assist with maintenance the assists with the retention of large trees on private residential land.
- <u>Tree Tags</u>: Informative temporary tags attached to trees to engage the community in the diverse benefits of trees.
- <u>Verge Rebates:</u> information and rebates of up to \$500 for residents to green verges.
- Valuing Marion's Nature: ongoing engagement activities including workshops, events and communications that promote community connections with nature.

The City of Marion also works regionally with the Cities of Holdfast Bay, Mitcham and Onkaparinga and the State Government, as part of in the Resilient South climate partnership⁴. The Resilient South partners pursue opportunities to mitigate and adapt to the impacts of climate change in our region. Effective urban greening is a priority area for Resilient South because it provides benefits through both climate adaptation and mitigation while also improving public amenity.

³ Refer to www.marion.sa.gov.au for further information on these programs

⁴ www.resilientsouth.com

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Through the Resilient South Regional Climate Action Plan 2024-2029 (ReCAP)⁵. There is strong alignment between the strategy and the ReCAP with a key priority in the ReCAP being to "grow cooler, greener and biodiverse environments."

About this submission

This submission has been prepared based on the experience and advice of specialist staff at the City of Marion and more broadly through the Resilient South. We consider that the priorities in this submission reflect leading, best practice urban greening for local government.

We would also like to note that many of the priorities raised in this submission have been raised through other pathways to support the broader changes that we believe are required to improve management of trees, biodiversity, and green spaces in our community. This includes:

- Development of the City of Marion Trees Asset Management Plan.
- Development of the City of Marion Biodiversity Plan.
- Our response to the Planning System Implementation Review led by the Minister for Planning and his Expert Panel.
- The Resilient South Regional Climate Action Plan (ReCAP) and Resilient Asset Management Project (RAMP).
- Council endorsed submissions to Parliamentary Inquiries including:
 - Inquiry into the Urban Forest led by the Environment Resources and Development Committee (submission from City of Marion February 2023).
 - Inquiry into Urban Green Spaces by the Natural Resources Committee (via submission from the Regional Climate Partnership and SA Local Government Association, July 2020).
 - Inquiry into Native Vegetation Protection by the Natural Resources Council (submission from City of Marion, July 2021).

This submission has been prepared with input from a range of different professional areas with the City of Marion including:

- Environmental sustainability.
- Open space operations including professional arborists.
- · Urban planning and development services.

Several City of Marion staff have been actively involved in the development of the Draft Urban Greening Strategy and have participated in technical working groups and early reviews of discussion papers.

⁵ Resilient South (2024). *Resilient South Regional Climate Action Plan 2024 – 2029*. Endorsed by the City of Holdfast Bay, City of Marion, City of Mitcham and City of Onkaparinga 2024.

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Feedback for this final submission also includes comments from City of Marion Council Members gathered out of session with the final submission endorsed by the City of Marion General Council on 25 June 2024.

Response to Urban Greening Strategy Draft for Consultation

Vision

City of Marion support the vision for a resilient and liveable Adelaide for all: cooler, leafier and more biodiverse.

We also support the outcomes identified for this vision:

- · increased tree canopy and more mature trees retained
- greening embedded in new developments and
- · infrastructure conflicts resolved
- more biodiverse vegetation attracting native
- · birds and animals
- more integrated water-sensitive urban design
- · a climate-resilient urban forest
- equitable distribution of canopy cover across Adelaide
- strong community, industry and government support to deliver nature-based solutions
- · strong urban green partnerships with Kaurna
- · collaborative management of urban greening
- urban greening cover targets met.

We support the notional of a shared vision – but Green Adelaide clearly has a central role in ensuring it is realised. Green Adelaide is clearly the State Government agency with lead responsibility for this strategy. Whilst it is clear that the delivery of the outcomes in the strategy will be shared across many stakeholders (including councils), the role of Green Adelaide needs to be clearer in the final UGS. We believe that the final strategy should commit Green Adelaide as the lead in coordinating, reporting and evaluating the delivery of this strategy and its vision. This relationship should also be reciprocated in Green Adelaide's next Regional Landscape Plan.

Recommendation 1: The central role of Green Adelaide in coordinating, reporting and evaluating the delivery of the Urban Greening Strategy needs to be more clearly committed.

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Priority area #1 Cooler and greener infill development

The City of Marion supports the inclusion of cooler and greener development as a priority area for the strategy and appreciates that the strategy includes a range of levers to respond to this complex challenge.

Our council area is highly urbanised with considerable infill development and growing community concern about the lack of vegetation and greening integrated into new developments. This is beginning to threaten the community's acceptance of infill development and medium density development in our neighbourhoods. This is a challenging situation when also met by the low house supply in Adelaide.

Our <u>Towards 2040...Together</u> community engagement program provides clear evidence of the high importance of this issue amongst other community priorities.

We particularly support the use of improved planning policy and coordinated metropolitanwide campaigns and incentives targeted at improving urban greening and we look forward to seeing further investment from the State Government / Green Adelaide in this space.

General improvements to planning laws

We have highlighted various alternative policy approaches and solutions that are needed that elevate the value and importance of greening within development. Key areas for consideration, as outlined in City of Marion's submission on the GARP Discussion Paper include:

- current gaps in policy in the Planning and Design Code and whether alternative approaches to policy are needed across different zones in response to the different densities and building formats that may be delivered
- how to place greater value/benefit in retaining existing vegetation (and not just Regulated trees) within development
- linking increased percentages of imperviousness and tree canopy across a site with increased density incentives (which may aid in driving alternative housing formats – the missing middle)
- better integration and requirements for tree canopy cover within non-residential development (activity centres, commercial areas and employment lands)
- mandatory targets for delivery of canopy cover within strategic infill, corridor and regeneration areas that are perhaps higher than other locations that will not be delivered in a coordinated / master planned manner.

Tree protection laws

We welcome the State Government's <u>recent extensions of tree protection laws</u> with the hope that this will create a disincentive for unnecessary removal of regulated and significant trees. We are yet to see the implications of these new laws, but **we expect increased demand on council time to assess the additional applications**. Without other subsidies (e.g. see below), this impacts council's ability to deliver existing services and may become a cost ultimately worn by the community – either in reduced services elsewhere or increases in council rates.

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We believe that the tree protection laws could go further to remove exemptions allowing for the removal of trees within proximity to buildings or other structures unless it can be demonstrated that the tree is damaging that structure, and there should be a requirement for the proponent to demonstrate that the value of the structure outweighs the value of the tree.

There must be strong accountability for illegal tree removals. The City of Marion has spent considerable time and resources prosecuting for illegal tree removals. This process would be easier for local governments if there was increased onus on the landholder to prove they are not responsible.

Recommendation 2: The State Government should set planning laws to reverse the onus of proof in relation to illegally removed trees. i.e. the owner is considered responsible unless there is evidence to the contrary.

Recommendation 3: State Government planning laws should not allow for the removal of Regulated trees within proximity to buildings or other structures unless it can be demonstrated that the tree is actually damaging that structure, and there should be a requirement for the proponent to demonstrate that the value of the structure outweighs the value of the tree.

Financial incentives in planning laws

We believe that financial levers could be used to hold developers accountable for the cost of losses in green space to the community. This could also assist in recouping the costs of urban greening from those that are currently profiting from its loss.

Developers are often heavily criticised for perceived failings in the building of environmental or social amenity created by their developments, particularly when large trees are removed to facilitate building. Linking tree retention and other public good outcomes to economic incentives (e.g. charging developers the full assessed value of a tree before approving its removal) would ensure that commercial and public good incentives are better aligned.

Because large trees valued by industry-accepted methodologies often exceed \$100,000, funds accumulated would be significant enough to support major greening projects, including the purchase of land for pocket parks or other greening opportunities. Such an approach would lead to more certainty for developers and development that is in line with public expectations.

Recommendation 4: The State Government could account for net losses of green cover by imposing a fee relative to the percentage loss of green space before and after development e.g. \$100 per percentage point; "before" meaning one year prior to commencement of build (to discourage rorting). This could go into a fund that allows investment back into urban greening.

Recommendation 5: We are very supportive of the development of a standardised tree valuation methodology in South Australia (action 1.1). This valuation must be linked to tree protection laws in the state planning system

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to enable true costs of the loss of trees to be accounted. State Government must work closely with councils in setting this value. We would like to collaborate further via Resilient South on this action.

Greening should be a focus for all development types

Although infill development is a high priority for greening, there should also be a focus on strengthening planning laws for greening within other development types. This includes the need to more strategically considered tree canopy and green spaces through major brown/greenfield development. This has been a challenge for the City of Marion at some of our development sites, particularly in relation to integration of WSUD and larger, diverse tree species.

Large housing developments provide improved opportunity for tree selection as all trees can be specified at one time to maximise diversity, and the opportunity to underground powerlines and use common trench infrastructure allows for larger trees to be planted. This opportunity is not always appreciated or exploited by developers or councils, who may accept low-diversity plantings and/or smaller trees that do not provide substantial shade, despite the lack of encumbrance from overhead powerlines. Further standard designs on how to do this well to maximise greening outcomes would benefit councils and the development industry.

There is also a need for more support to overcome the financial and physical challenges to improve greening in older commercial and industrial areas. This has been a focus for the City of Marion in the Edwardstown Precinct through the Greening of Edwardstown. Greening in these locations is proportionally much more costly than lower density areas, and support in the form of State Government grants has been important for council in improving this location.

Recommendation 6: Priority 1 of the Urban Greening Strategy should be about all development types - not just infill development. It should also address setting high standards for large developments and retrofitting greening within existing built-up spaces (including commercial and industrial zones).

Priority area #2 Government leading by example

Government leadership is an important area of focus for the Urban Greening Strategy. The City of Marion will continue to demonstrate greening leadership and partner with State Government on greening projects where possible. While we are very supportive of the principles of the Urban Greening Strategy, more work is needed to ensure buy-in from relevant state government agencies.

State Government leadership is critical and is required across all state government agencies. Some of the more significant challenges for local governments in delivering greening on public land result from State Government legislation and practices. The City of Marion has seen this challenge in greening associated with government roads and rail and community housing projects.

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The exemption State Government agencies from the recent Regulated Tree regulation changes is a disappointing signal of the lack of commitment by State Government to this priority area. Ideally there should be no tree protection exemptions for State Government departments and all public and community housing projects would adhere to tree regulations.

The Federal Government is also exempt from local planning laws and therefore greenspace and tree canopy located on Federal Government land remains at risk with little accountability to the local community. This is a concern for the City of Marion with the significant stands or trees and greenspace located at the aging Warradale Army Barracks adjacent to the Oaklands Wetland and path of the Sturt River.

Recommendation 7: State Government leadership (Priority Area 2) should be demonstrated by including an action to remove State Government agency exemptions from tree protection laws and implementing higher greening targets for State Government projects or on State Government land.

Recommendation 8: Leadership from the Federal Government is missing from Priority Area 2. State Government should work with the Federal Government to develop a mechanism to protect trees and biodiversity on Federal Government land and establish greening targets that reflect local priorities.

We are highly supportive of the idea of delivering state and local government flagship projects (action 2.3), while also recognising that additional funding is required for local governments to deliver these. The City of Marion is eager to continue to deliver flagship greening projects and welcomes opportunities for funding or partnerships to deliver best-practice BSUD and WSUD projects.

We support a review of the restrictions regarding planting near utilities infrastructure (action 2.4). As outlined in our submission to the Inquiry into the Urban Forest, we believe there are several state government laws or regulations that need a wholistic review to incorporate a more sophisticated understanding of trees as community and ecological assets that act as important mitigators of climate risk. This is an issue that the City of Marion has been leading in metropolitan Adelaide in negotiation with SA Power Networks and the Office of the Technical Regulator.

Recommendation 9: Resolving conflicts between trees and powerlines is an issue that the City of Marion has been actively leading in Adelaide. We would be happy to share our experiences further. We believe the State Government should bring together the Office of the Technical Regulator, Green Adelaide, the Local Government Association, and utility providers to undertake a review of the regulation of trees on public land.

As discussed in priority 1 / recommendation 4 above, we support the establishment of agreed methodology for valuation of trees (action 2.6). This is widely accepted and commonly discussed by council arborists in Adelaide.

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Priority area #3 Building nature back in

The City of Marion has an ambitious Biodiversity Plan underpinned by BSUD principles and a focus on biodiversity net gain. For example, the City of Marion has committed to planting 15,000 additional local native plants annually on our land over the next 5 years.

The City of Marion is supportive of a strong focus on biodiverse greening and the use of the principle of biodiversity net gain. This needs to be supported by a range of levers including stronger regulation through planning laws. This is especially the case with the majority of metropolitan Adelaide exempt from native vegetation protection laws.

Urban areas of significant native vegetation must be protected and valued. This is an important outcome outlined in the draft strategy; however, the actions must be strengthened to enable this to be achieved.

The Native Vegetation Act and overlay under the Planning and Design Code should be extended to incorporate metropolitan areas. At present the Native Vegetation Act only applies to limited areas along the hills face of the City of Marion including State, Council and private land. It represents an administrative legacy from 20+ years of changing planning laws, and the spatial extent bares no relation to the actual biodiversity values of our region.

The Open Space Strategy for Greater Adelaide and the proposed <u>Biodiversity Act</u> are important upcoming opportunities to improve the alignment between our local biodiversity priorities and the state policies and legislation. For the City of Marion this includes the State needing to pick up on unfinished work from the 20+ year old Hills Face Zone review, Linear Parks Act 2006 and uncompleted "study areas" from the old Metropolitan Open Space System. Our priorities include:

- Identification of the whole coast park zone as a distinct corridor for conservation and ecological restoration.
- Inclusion of the full Sturt River corridor as a conservation zone with formalised land management agreements across the currently varied land managers. This also picks up priorities from the previous Sturt River Linear Park Masterplan completed by the former Patawalonga Catchment Water Management Board.
- Undertake a review of the Hills Face Zone to prioritise biodiversity conservation and restoration and open the possibility to direct funding into areas of high conservation value by strategically swapping out Hills Face Zone land of low ecological value and residential housing potential (e.g. along Perry Barr Road, Hallett Cove) with areas of higher conservation value (e.g. along Marion's coastal gullies and other unprotected areas of the foothills).

Recommendation 10: To ensure areas of valued native vegetation and habitat are protected, there should be an additional action in Priority Area 3 for Green Adelaide to work with the State planning department to coordinate a strategic review of protection of urban biodiversity areas (including the Hills Face Zone) in line with the priorities of the Urban Greening Strategy (linked to mapping of high priority biodiversity sites – action 3.4).

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Recommendation 11: Priority 3 should contain an additional action for Green Adelaide to lead coordinated strategic planning and formalised land management agreements for linear parks lands (linked to *Linear Parks Act 2006*). For the City of Marion priorities areas are Sturt River, Field River and Coast Park.

Priority area #4 Future proofing our urban forest

We are supportive of this priority area and the actions presented. We recognise that we will likely need to shift planting from traditionally popular tree species and cultivars to varieties that are better adapted to Adelaide's future climatic conditions. Future Trees⁶ is a Resilient South and University of Adelaide project focused on increasing urban tree diversity through data sharing, trialling new species and developing new cultivars resilient to more challenging climates. Many of the actions in Priority 4 will assist in delivering on the next stages of the Future Trees program which is a key commitment in the Resilient South Regional Climate Action Plan.

Recommendation 12: Resilient South and the Future Trees program is a key partnership that should be identified and resourced in the Implementation Plan to support delivery of actions related to future-proofing our urban forest (Priority 4).

We believe trees are community assets that need to be actively planned and managed using the same due diligence and asset management principles we would apply to traditional public infrastructure such as roads, stormwater and public buildings. At the City of Marion, we put this into practice by using innovative Forestree7 tree management software to manage each tree as an individual asset for whole-of-life works management using live data management. Our council's tree management teams can actively view tree planting and maintenance activities, set targets, and plan our budgets through our interactive tree map. Data on our activities is also available for viewing by the community through an Interactive Tree Map8 on our council website. In addition to streamlining workflows and providing more information to the community, this platform allows us to plan our tree planting around seven years ahead, improving our capacity to integrate plantings into broader urban planning initiatives and flexibility in purchasing nursery stock.

There is potential to expand this approach to managing trees as assets to other councils across Metropolitan Adelaide by mandating the development of tree asset management plans. This would require work from Green Adelaide, the LGA and all council partners to develop minimum standards. Ultimately, this could become a requirement from ESCOSA that councils must implement over a 5-year period; similar to management of other council infrastructure.

Recommendation 13: An additional action to future-proof our urban forest (Priority 4) would be for Green Adelaide to work with LGA and Council

⁶ www.resilientsouth.com/futuretree

⁷ www.forestree.com.au

⁸ www.marion.sa.gov.au/services-we-offer/environment/street-trees/marion-tree-infrastructure

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partners on a standard template for a Tree Asset Management Plans to ensure adequate long-term funding for tree management.

The City of Marion is a partner in the Water Sensitive SA9 (WSSA) program.

Priority area #5 Improving greening equity

We are supportive of this priority area and place high importance on greening investments in areas of low greenery, high urban heat and high socio-economic disadvantage.

An additional action for this priority area could be to target a certain percentage of the Planning and Development Fund to projects that focus on improving greening and canopy cover in locations with identified shortages in greening or increased urban heat.

Recommendation 14: To improve greening equity (Priority 5) an additional action could be added to review the funding priorities of the Planning and Development Fund and better direct funding to improving greening and canopy cover in locations with identified shortages in greening or increased urban heat.

Priority area #6 Scaling up impact by working together

We are highly supportive of collective action to address the complex challenges and system change required to improve urban greening outcomes across Adelaide. The implementation plan (Action 6.1) must provide strong guidance on prioritisation and resourcing to ensure the Strategy is effective in driving outcomes. The City of Marion is eager to collaborate on the development of the implementation plan. To ensure the implementation plan is achievable and adequately resourced, there must be strong collaboration with councils either through direct engagement or through engagement with the LGA.

An additional action that could be considered under this priority area is to look at ways to connect government and community and build the capacity of grassroots community greening initiatives. The <u>Greening Marion Pilot Project¹⁰</u> explored the 'wicked problem' of urban greening using a collaborative, adaptive and complex systems approach and there were many rich learnings about how to strengthen <u>local greening system</u>¹¹. Creating opportunities for community and government to collaborate and solve challenges together was a key finding of the project. For the City of Marion, this emphasises the importance of building strong relationships between community groups (e.g. Friends Groups, service local, and neighbourhood groups).

This consultation on this Urban Green Strategy is a good example where councils could have been given more time to engage locally with their community group leaders and build a collective understanding of the priorities and opportunities around urban greening. This is often prohibited by the standard 8-week consultation timeframes on government strategies.

⁹ www.watersensitivesa.com

¹⁰ www.wickedlab.co/greeningmarion

¹¹ https://youtu.be/jf6sRNsGpAU

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Recommendation 15: To help scale up impacts of working together (Priority 6) add an action for Green Adelaide to lead the coordination of collaborative community engagement networks between community, state and local government on urban greening priorities.

Indicators and targets

Monitoring and targets are an important part of tracking progress and implementing the strategy. The City of Marion supports the ongoing measurement and reporting of tree canopy, urban heat and tree species diversity.

We support reporting through both performance indicators and targets at a range of scales including Greater Adelaide and the council level.

Recognising that data collection methodologies and technologies are advancing rapidly, the City of Marion will continue to collaborate with Green Adelaide to provide ongoing input into the development of appropriate indicators and targets.

The Performance Indicators and Measures Discussion paper provides a useful start to consider performance indicators. The consultation timeframe does not allow us to consider these indicators and endorse these in detail. Instead, we look forward to working further with Green Adelaide to consider their suitability over time.

Recommendation 15: To support effective establishment of performance measures and indicators, Green Adelaide should continue to work with councils and other stakeholders and aim to develop a picture of scalable, consistent reporting across the Green Adelaide region.

END



12.7 Draft Walking and Cycling Guidelines and Plan

Report Reference GC240625R12.7

Originating Officer Transport Engineer - Sara Hurditch

Corporate Manager Acting Unit Manager Engineering, Assets and Environment - Carl

Lundborg

General Manager Acting General Manager City Services - Brian Green

REPORT OBJECTIVE

The purpose of this report is to seek council endorsement to proceed to consultation on the Draft Walking and Cycling Guidelines and Four-Year Plan.

Report Reference

ASC220802R7.2 Walking and Cycling Guidelines

FORUM230620R1.2 Walking & Cycling Strategy and Action Plan

IEC240409R7.3 Draft Walking and Cycling Plan

EXECUTIVE SUMMARY

At the Infrastructure and Environment Committee on 9 April 2024 (IEC240409R7.3), Council provided feedback on a preferred budget scenario for the Walking and Cycling Plan of \$300,000 p.a. over a four-year program.

The projects within the \$300,000 p.a. scenario have been consulted with Council Members through ward briefings during May and June 2024. As a result of those discussions and feedback the development of the Draft Walking and Cycling Guideline and Plan has been finalised.

A community engagement has been prepared to seek feedback and comments on the Draft Walking & Cycling Guidelines and Plan. The consultation is proposed between July and August, by way of a survey through the Making Marion website, signage and posts through the City of Marion's socials media channels. If the consultation is endorsed by Council, staff will present the Consultation Summary Report to General Council in October.

RECOMMENDATION

That Council:

- 1. Notes the Draft City of Marion Walking and Cycling Guidelines and Plan (Attachments 1 & 2).
- 2. Endorses the Draft City of Marion Walking and Cycling Guidelines and Plan for public consultation.
- 3. Supports staff to present the Consultation Summary Report at the 22 October 2024 General Council Meeting.

BACKGROUND



In August 2022, a report was presented to the Asset and Sustainability Committee (ASC220802R7.2) regarding updating the Walking and Cycling Guidelines. Feedback from the committee was to consolidate the Guidelines document and to develop a separate four-year plan for walking and cycling infrastructure.

In June 2023, a report was presented to the Forum (FORUM230620R1.2) of a revised Walking and Cycling Guidelines (Attachment 1) with questions regarding an appropriate investment scenario. Council requested further information on what projects could be delivered for a given level of investment.

A prioritisation matrix and priority project list were developed and presented to Council Members through ward briefings for comment and feedback.

In April 2024, five funding scenarios were presented to an Infrastructure and Environment Committee (IEC240409R7.3) which included \$100,000, \$200,000, \$400,000, \$750,000 and \$1m per annum. The feedback from the committee was that a \$300,000 per annum scenario was preferred and to be developed.

The Walking and Cycling Plan \$300,000 p.a. scenario project list was developed and presented at each Ward briefing for comments and feedback. The current draft plan has a total of 17 projects proposed for delivery between 2025-26 and 2028-29 (Attachment 2).

DISCUSSION

The Draft City of Marion Guidelines and Plan has been developed with regular involvement with Council Members and staff. It is proposed that the Guidelines and Plan be presented to the community to seek feedback and level of support.

The community engagement will seek to capture a large catchment area and diverse range of stakeholders. The channels to be used will include:

- Online survey through the Making Marion page.
- Community Engagement email address.
- Links through social media channels.
- Hard copy materials at key council facilities to provide greater community accessibility.
- Signage with QR codes at key walking and cycling locations within the City of Marion.

Survey questions will be designed to provide the community with the opportunity to give feedback and rate their level of support for:

- The Walking and Cycling Guidelines: content and coverage.
- Draft Walking and Cycling Network: route location, city connectivity.
- The Four-Year Plan: project type, location, what other improvements they wish to consider/investigate.

We will also take the opportunity to ask participants about their walking and cycling habits, whether they ride or walk for work/school and/or recreation, and whether the Guidelines and Plan would result in them undertaking these activities more often.

The Department for Infrastructure and Transport (DIT), Bike Adelaide and adjoining Councils have been identified as key stakeholders to provide comment. All feedback received will be incorporated within a consultation summary and reported back to the General Council meeting in October 2024.

The Marketing and Communications office will be ensuring the Guidelines and the Plan meet the recently updated City of Marion branding and 2040 Vision outcomes. It is anticipated that the Guidelines and Plan will be consulted with the community in July and August for a duration of 4 weeks.



ATTACHMENTS

- 1. Draft City of Marion Walking & Cycling Guidelines [12.7.1 34 pages]
- 2. Draft City of Marion Walking & Cycling Plan (25/26 to 28/29) [12.7.2 1 page]

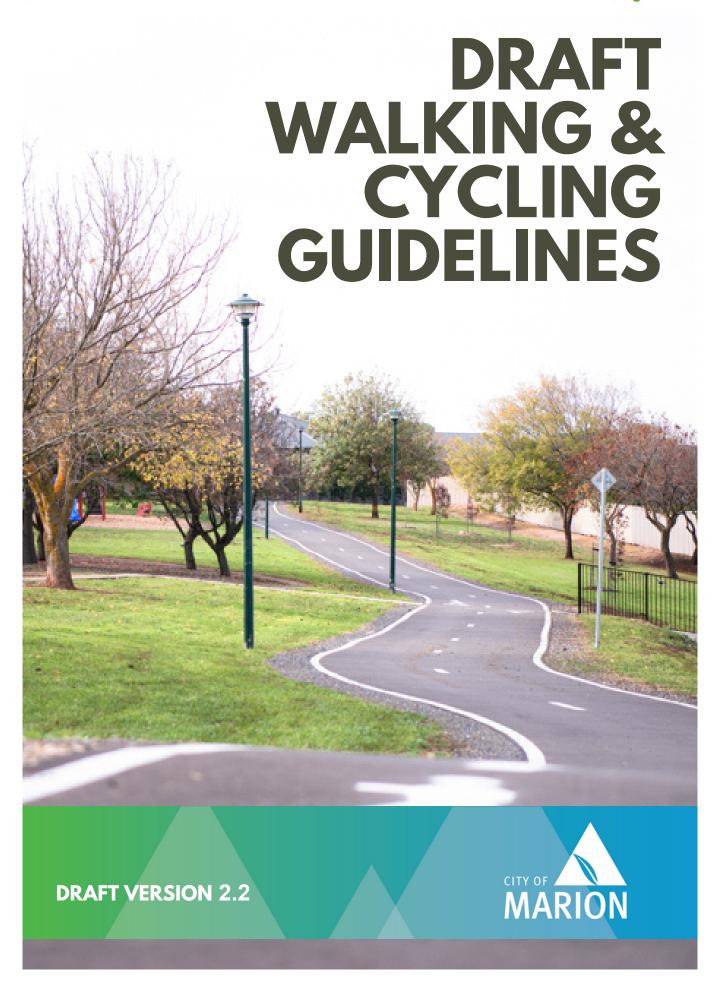




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Acknowledgement of Traditional Owners

The City of Marion respectfully acknowledges the Traditional Owners of the land, Kaurna people and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

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DOCUMENT CONTROL

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DOCUMENT HISTORY / VERSION CONTROL

Version	Date	Author/s	Change Status
1	August 2012	Mark Griffin, Brett Grimm, Elaine Delgado & Oxigen	Walking & Cycling Strategy 2012-2017 endorsed by Council (GC280812R05)
2	December 2018	Mathew Allen, Mark Griffin, Brett Grimm, Joyce Louey & Oxigen	Walking & Cycling Guidelines 2018-2022 endorsed by Council (GC080518R04)
2.1	June 2023	Mathew Allen, Carl Lundborg, Nathan Saxty, Sara Hurditch & Oxigen	Drafted a 3 rd version of the Walking & Cycling Guidelines for Elected Member Forum. Changes include: - Consolidation of document - Focus on techniques - The creation of a Walking & Cycling Hierarchy - Separation of a 4 Year Walking & Cycling Capital Works and Operational Plan



THE WALKING & CYCLING GUIDELINES

INTRODUCTION

These Guidelines provide direction for the City of Marion's on-going commitment to enhance our current walking and cycling network and create safe, people-friendly and 'activated' streets.

Regular walking, cycling and other active travel modes (which include mobility scooters and other small-wheeled devices) encourage healthy and active lifestyles, reduce traffic congestion, and support vibrant local economies and environmental sustainability.

The Guidelines inform and support the development of four-year priority cycling network plans, and new and improved walking links, by exemplifying best practice techniques.

Expanding walking and cycling networks, designed in accordance with the Guidelines, will provide better connections for the city's growing population ('People') by encouraging our community to walk and cycle to destinations, transport hubs and for fun ('Places').

Active travel infrastructure supports 'liveability' within cities as it helps people to move easily and efficiently between places and supports equitable access to services and facilities. Walking and cycling also helps connect people by making connections through a smile or greeting.

The City of Marion has evaluated its road and path network, key destinations and developments to identify a suitable hierarchy, or priority level, of pedestrian and cycling routes to connect people across the city.

The hierarchy is classified into Primary, Secondary and Local routes. Popular primary routes provide the most direct and highest level of service, where possible, for the community. Secondary routes also provide high quality facilities to key destinations and local routes connect local streets to these paths.

Defining the hierarchy in this way helps the community to know what to expect along a particular route and guide the design of appropriate treatments.

This includes upgrading our facilities to better accommodate older people, those with mobility impairments and school children. Investing in better active travel facilities will encourage physical and mental health benefits for our community and improve the sustainability of our transport networks.



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WHY WALK & CYCLE

Active travel benefits all people and the community as a whole.

People who walk and cycle are rewarded through improved physical and mental health.

Places that offer good walking and cycling facilities are more 'vibrant' and 'liveable' urban areas and contribute to the revitalization and sustainability of the local community.

The SA Walking Strategy wants:

- More people to make short trips by walking
- More people to access green open space for walking
- More people to improve their health and wellbeing through walking

The Cycling Strategy for SA wants:

- More people to cycle with the benefits being reduced health care costs, reduced traffic congestion and reduced emissions
- Cycling to be inclusive, accessible, integrated and enjoyable



Health

Improves general health and fitness

Lowers blood pressure and improves heart health.

Reduces weight and obesity levels.

Improves mental health and wellbeing.

Increases life expectancy by reducing the risk of heart disease and stroke through improving conditions like high blood pressure, high cholesterol and diabetes.

Reduces joint and muscular stiffness and pain.

Increases happiness by reducing stress.

Reduces stress and depression.



Social

Increases social interaction.

Supports community life and more active and interesting streets.

Reduces crime through passive surveillance.

Increases road safety, with research showing increased street activity slows vehicles and increases driver alertness.

Reduces traffic congestion.

Enhances community pride through tactile experiences of place



Environment

Are sustainable transport options.

Do not produce airpollutants, noise pollution or carbon emissions.

Increases local amenity by reducing the number of vehicles on our roads.

Associated infrastructure such as appropriate street trees provide shade, biodiversity and amenity.



Economy

Through urban areas attracts local retail trade and 'activates' community spaces.

Infrastructure can increase the value of adjacent residential & commercial properties.

Reduces economic costs related to poor health, including fewer sick days, and reduces pressure on public health services.

Reduces congestion for quicker travel times and the number of road accidents.

Improves urban quality



WALKING & CYCLING AT THE CITY OF MARION

CITY OF MARION CONTEXT

Like many Adelaide councils, the City of Marion is characterized by:

- A growing population and infill development
- High levels of car ownership and demand for parking
- A high proportion of families and an ageing population
- Low incidence of cycling and walking for everyday trips

These present both challenges and opportunities for connecting our city sustainably and enhancing liveability across all segments of our community.

This means creating streets which are safe, comfortable and healthy for all users, not just motor vehicles, to encourage people to travel actively and reduce the need for some vehicle trips - or even a second or third car.

The City of Marion is home to a range of different services, facilities, and attractions. We need to support our community to get to both existing and developing destinations easily, efficiently and actively if they choose to.





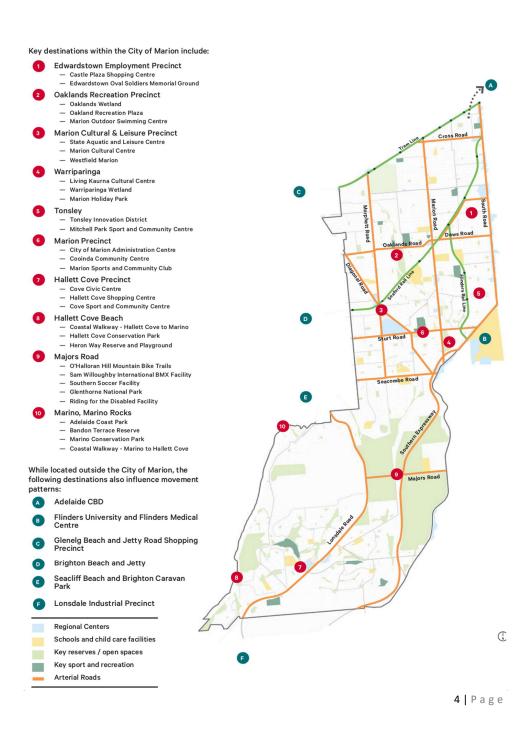






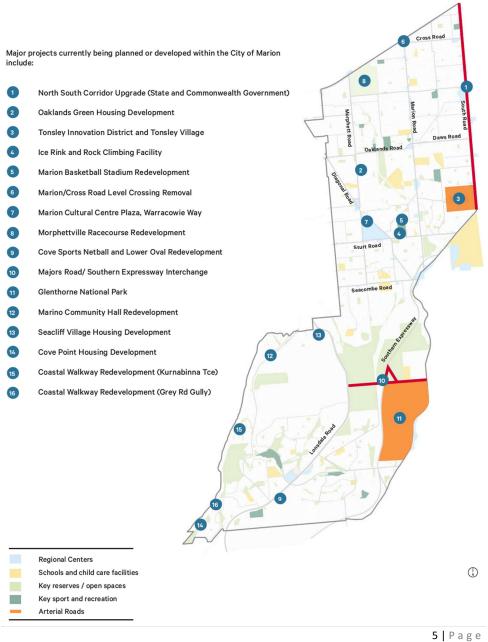


KEY DESTINATION & ROUTES





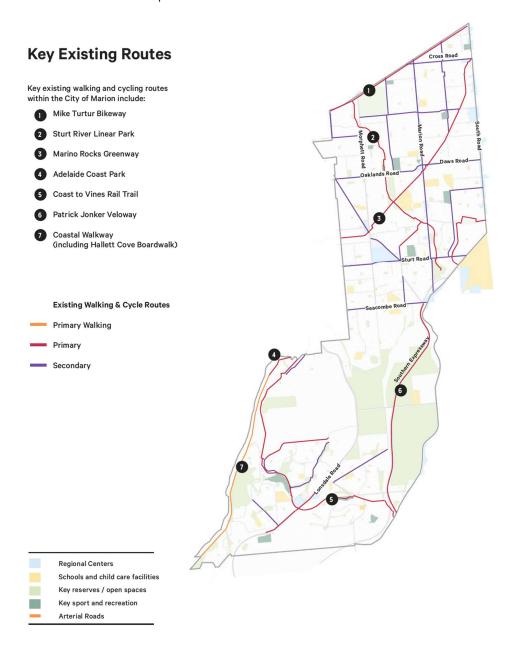
MAJOR PROJECTS & DEVELOPMENTS





KEY EXISTING WALKING AND CYCLING ROUTES

The City of Marion has an established walking and cycling network that can be expanded upon and enhanced with investment in maintenance and asset upgrades. The following routes form the 'backbone' of the Walking and Cycling Network and from which future investment in active travel infrastructure will be built upon.





DESIGN PRINICPLES

TOWARDS 2040 COMMUNITY VISION

The City of Marion Strategic Plan 2017-2027 outlines a Towards 2040 Community Vision. These principles have been applied to the Walking and Cycling Guidelines:

1. LIVEABLE

The liveability of cities can be enhanced by quality active travel infrastructure. This means creating a transport network which improves the safety of vulnerable users, uses compliant infrastructure, provides shade and amenity and increases the capacity of our assets to comfortably accommodate people.

2. VALUING NATURE

Walking and cycling supports community interactions with other people and with nature.

3. ENGAGED

Promotion, education and advocacy encourages participation in walking and cycling with resulting benefits to community health and wellbeing.

4. INNOVATIVE

A connected and strategically planned network encourages walking and cycling that can be inclusive, viable and a safe alternative to vehicle travel.

5. PROSPEROUS

Increased walking and cycling supports local business and drives economic development.

6. CONNECTED

A continuous and integrated network of walking and cycling routes connects people and places, both within and outside of the City of Marion. Connected communities are safe as more people are out and about providing passive surveillance to streets and parks. The inclusive nature of walking and cycling means that everyone receives the rewards of improved health and social wellbeing. In particular, children and the elderly can gain greater independence.





OBJECTIVES

We want walking and cycling within the City of Marion to:

- Be a safe, comfortable option to travel for work, study, recreation and shopping trips.
- Become an easy, everyday activity in our city for people of all ages and mobilities.
- Improve the access people have to everyday, local shopping precincts and creating 'vibrant' spaces.
- Actively connect people to public transport
- Reduce our reliance on motor vehicles and demand for parking.
- Support children to safely travel to school.
- Maximise people's opportunity to connect with nature.
- Provide opportunities for the community to improve their fitness, social interaction and mental well-being.

To do this we need a quality, connected walking and cycling network. A network that:

- Is founded on good design principles to enhance walkability and liveability throughout the City.
- Is comprehensive and links to cycling and walking paths in other Councils.
- Connects the community to where they want to go as the City develops, without the need for a car trip.
- Has 'inclusive' infrastructure and improves safety for vulnerable road users, including on busy roads.
- Includes green infrastructure (trees and shade) where possible to encourage people to be outdoors and enhance the City's resilience to climate change.

And a focus on different trip types and destinations, including:

- long range inter-suburban trips that deliver us to regional centres.
- intra-suburban trips that connect us to destinations and major paths.
- local connections which can offer lower traffic, lower speed environments and link to more major routes.



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WALKING & CYCLING HIERARCHY

Like the existing network, the Proposed Walking and Cycling Network reflects a hierarchy of different service levels – or priority – given to active travelers through the City of Marion. The proposed network is divided into Primary, Secondary and Local routes to:

- Establish the purpose of the route from a strategic city-wide perspective.
- Indicate to users what level of service they can expect (eg bike lane, shared path or sharrows).
- Help guide the level of planning and investment which may be needed at various locations.

The network of Primary, Secondary and Local routes to be implemented over the next 20 years has been designed to:

- Expand upon the existing network to infill and extend north-south and east-west travel connections.
- Connect up new residential, commercial and open space developments.
- Connect streetscape projects and major transport corridors (T2D and Flinders Bikeway)
- Enhance the safety of vulnerable users through higher traffic areas where possible.
- Improve access to public transport and activity centres (e.g. shops)
- Improve access to schools and public places (e.g. parks)

PRIMARY ROUTES

High demand corridors that connect to major destinations. Typically, Greenways and Bikeways. They provide high-quality, safe, convenient (and where possible uninterrupted) routes that form the spine of the cycling and walking network. These routes are conducive to medium or long-distance commuting/utility, recreational, training and tourism trips.

SECONDARY ROUTES

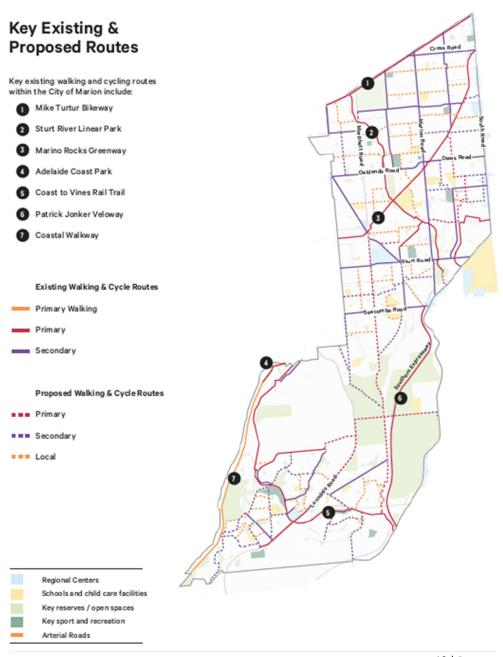
A lower demand than primary routes but provides high quality, safety and convenience. These routes provide connections between primary routes and major activity centres such as shopping precincts, industrial areas or major health, education, sporting and civic facilities. The walkability of these routes should be to a high standard.

LOCAL ROUTES

Generally lower demand local street routes. They are predominantly located in local residential areas. They connect to secondary and primary routes, local amenities and recreational spaces. These can, but don't have to, include traffic calming treatments which help to deflect traffic and manage their volumes. The walkability of these routes should be to a high standard where an enhanced level of service is identified – such as through a bicycle boulevard.



EXISTING & PROPOSED ROUTES



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TREATMENT & TYPOLOGIES

There are a variety of different walking and cycling treatments and service level classifications (typologies) which can be applied across the network to encourage people to travel actively.

Different treatments provide different levels of priority for walkers and cyclists which subsequently prescribe the application of primary, secondary and local routes.

These include, among other things:

Path Infrastructure

- Shared Use paths
- Footpaths
- On-Road Cycle Lanes
- Separated Bikeways
- Shared Spaces
- Local Streets / Bike Boulevards

Crossing and Intersection Infrastructure

- Pedestrian and bicycle/pedestrian activated crossings.
- Wombat Crossing.
- Emu Crossing
- Koala Crossing
- Zebra Crossing
- Mid-block refuges and kerb ramp connections
- Protected roundabouts

Traffic Control Devices

- Driveway Links / Slow Points
- Road Cushions
- Kerb and Line Marking Protuberances

Walking & Cycling Facilities

- Bike parking
- Water fountains
- Cycle Repair Stations



PATH INFRASTRUCTURE



Shared Use Paths

Shared paths are where pedestrians and cyclists use the same infrastructure. They tend to be separated from the road through road reserves, adjacent rail corridors or through linear parks.

These are **PRIMARY** cycling and walking routes. Providing a high level of service* for users and generally link many suburbs towards key urban centres.

Advantages

Efficient in providing both cycle and pedestrian access together. Improves cyclist safety and comfort compared to on-road lanes, particularly for roads with higher speeds and vehicle numbers, encouraging less confident people to travel actively.

'Sharing' the path is generally well-understood by the community.

Disadvantages

Finding room within or adjacent road and rail corridors can be challenging.

Centre-line markings should be installed to encourage pedestrians and cyclists to travel on the left.



Footpaths

Typically 1.8m footpaths are appropriate for highly foot trafficked areas.

Bicycle riders of all ages can also use the footpath unless a 'no bicycles' sign is present.

These are generally LOCAL walking and cycling routes, unless located in areas of high pedestrian traffic (eg within or adjacent activity centres).

Advantages

If designed to suit the urban setting of their location, and are linked to key destinations, walking trips will be encouraged within the community and higher community activity levels will result.

Their level of service can be enhanced with shady trees and shrubs, seating and lighting.

Disadvantages

Does not provide dedicated provision for cyclists.

Footpaths are areas designated for use primarily by pedestrians.

Many existing facilities are 1.2m wide but new paths should be 1.5m or 1.8m in width.



On-Road Cycle Lanes

On-road bicycle lanes are marked lanes on roadways for exclusive use by cyclists.

Green treatments within lanes particularly across intersections can be applied to highlight road space for cyclists.

These are SECONDARY cycling treatments unless it is the only facility that can fit within the street network along a PRIMARY route.

Advantages

Cost-effective to existing streets with line marking.

Generally, well understood by the community (although not always respected).

Buffered lanes provide extra clearance from adjacent parking and/or vehicle lane.

Disadvantages

Full time bike lanes can be opposed by residents due to their impact on parking.

Can be an uncomfortable cycling environment for less confident bike riders when there are higher vehicle volumes and speeds.

A high level of service may be defined as the 'quality' of the facility in terms of convenience, comfort, amenity and volumes which can be catered for.





Separated Bikeways

These are paths adjacent to a roadway but separated and protected by a kerb or other barrier.

Separated bicycle paths can include contraflow lanes where a single bicycle path allows for multi-directional travel.

This treatment type is suited to **PRIMARY** cycling infrastructure routes.

Advantages

Provides a physically separated facility that offers increased safety and comfort for cyclists.

The separation provides extra protection for cyclists compared to onroad lanes and can notably increase cycling participation.

Is an excellent facility through areas with concentrated traffic.

Disadvantages

May require removal of parking or vehicle lane to install and is more expensive than on-road cycle lanes.

Difficult to integrate where intersections are closely spaced.

Can create potential conflict points at intersections, particularly with left turning vehicles.



Shared Spaces

Where road space is shared between pedestrians, cyclists, vehicles and other road users.

This may be full-time or part-time.

Depending on street design / cycling priority, these may be implemented on SECONDARY or LOCAL walking and cycling routes.

Advantages

A slow speed environment that makes streets places for people, not just for vehicles.

Creates vibrancy, encourages outdoor dining and personal interaction.

Supports local economic activity.

Improves amenity and reduces through traffic.

Disadvantages

Perceived increase in vehicle travel times.

Can require significant investment and complete street re-design.



Local Streets/ Bike Boulevards

Sharrows indicate to drivers that bike riders have priority through the street.

Pedestrian amenity is improved through raised crossings, 'green' infrastructure, and traffic calming.

Higher scale investments are known as 'Bicycle Boulevards'

Depending on the available road space intersections, this type of treatment is suited to **PRIMARY**, **SECONDARY** or **LOCAL** route linkages.

Advantages

Promotes lower vehicle volumes and speeds creating direct, comfortable and safe routes due to lower and/or calmed traffic levels.

Street trees and plantings provide an attractive and comfortable route for pedestrians and assist in stormwater management.

Disadvantages

Local resident opposition to slower speed cyclists prioritising their street.

Perception of cyclists having control of the street and potential conflict.



CROSSING AND INTERSECTION INFRASTRUCTURE

Road crossing infrastructure should be designed and constructed appropriate to the traffic conditions and volume of individuals crossing. Safe road crossings provide 'permeability' of the street network for walkers and riders, encouraging them to actively travel to places and minimise the likelihood of inappropriate crossing behaviours.

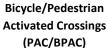
Consideration should be given to:

- Providing high levels of service across roads where traffic volumes are high, such as Pedestrian
 and/or Bicycle Activated Crossings (PAC/BPAC) and signalized or unsignalized raised platform
 crossings (e.g. Wombat Crossings).
- Aligning road crossing connections with existing and new path connections to provide more seamless links through the City.
- Designing crossings to adequately cater for higher volumes around key trip generators (shops, recreation areas) and vulnerable users such as school children, the elderly and people with mobility impairments.
- Separating cyclists and pedestrians from vehicles ahead of potential conflict zones, such as roundabouts.
- Considering appropriate application of innovative 'protected' intersections for pedestrians and cyclists.
- Working with State Government to provide strategically placed mid-block crossings and cycling/pedestrian priority intersections through arterial roads.
- Where applicable, modifying road speeds in higher volume pedestrian areas and in conjunction with crossing treatments.











Wombat Crossing



Emu Crossing

These are signalised crossings designed to facilitate high numbers of pedestrian and bicycle crossing movements.

Infrastructure suited to **PRIMARY** cycling infrastructure routes.

Advantages

High level of safety. PAC's and BPACs bring traffic to a complete stop. Are most suited to high traffic, higher speed roads.

Increases the confidence of cyclists and pedestrians to cross busy roads and connect seamlessly between cycle and walking paths and community facilities.

Disadvantages

Need to be assessed for traffic congestion impacts and queuing at each location if not incorporated within traditional traffic signals.

Raised platform crossings to facilitate high numbers of pedestrian and bicycle road crossings.

Applied with 40km/h speed limit within 40m of crossing. Can incorporate flashing lights to enhance driver awareness but not mandatory.

Infrastructure suited to **PRIMARY** cycling infrastructure routes.

Advantages

Wombat crossings with flashing light warning systems highlight the priority pedestrians and cyclists have over other traffic.

The raised platform requires traffic to slow significantly and give way or risk damage to their vehicle.

They provide seamless connections along priority bikeways.

Disadvantages

Can be costly to construct.

Need to assess for impacts on traffic congestion.

Not suitable for roads over 50km/hr.

Dedicated school crossings with distinctive red and white poles and kerb protuberances where roads are wider than 6m.

Orange CHILDREN CROSSING signs are erected during school start and finish times to highlight times when children are present ad 25km/h traffic speeds are expected.

Depending on street design / walking & cycling priority, these may be SECONDARY or LOCAL walking and cycling routes.

Advantages

When the Children Crossing flags are out, are generally effective at warning drivers of the need to slow and give way to pedestrians.

Disadvantages

Flags need to be put out and brought in reliably each school day.

Drivers are expected to know the speed limit (25km/hr) through these zones.









Zebra Crossing



Mid-Block Pedestrian / Cycling Refuges and Kerb Ramps

Dedicated school crossings with red and white posts and two yellow alternate flashing lights to draw the attention of drivers.

Depending on street design / walking & cycling priority, these may be SECONDARY or LOCAL walking and cycling routes.

Advantages

Can increase the level of compliance with speed restrictions near schools as they incorporate flashing lights indicating 25km/hr.

Good for busy and/or higher speed roads where the chance of speed non-compliance is higher.

Disadvantages

May be costly to install.

Requires signal maintenance.

White parallel stripe crossings with signage or flashing lights often installed within busy urban streets.

Depending on street design / walking & cycling priority, these may be SECONDARY or LOCAL walking and cycling routes.

Advantages

Zebra crossings are well recognised traffic control devices which indicate to drivers that pedestrians have the right of way

They are cheap and easy to install and effective in popular pedestrian areas with low-speed traffic conditions.

Disadvantages

They are not suitable in areas with higher speeds without signals.

Mid-block refuges provide protected crossing opportunities over busy roads where there are large distances between signals.

Kerb ramps provide a steady slope from the footpath to the road, with tactiles inset to indicate to the vision impaired the location of the road edge and minimize chance of slipping. 1.5m and 3m landing widths accommodate pedestrians and shared users respectively.

Infrastructure suited to SECONDARY or LOCAL cycling and walking infrastructure routes.

Advantages

Mid-block and kerb ramp crossings make the street network more 'permeable' and easy to navigate.

They significantly enhances the 'inclusivity' of the path network as DDA compliant ramps allow safe movement of prams, wheeled devices, people with mobility impairments and the elderly.

Cycle -only and shared use crossing points and kerb ramps limit conflict between cyclists and pedestrians.

Disadvantages

Maintenance.



TRAFFIC CONTROL DEVICE INFRASTRUCTURE

Traffic calming is a form of Local Area Traffic Management (LATM) that manages vehicle speeds, behaviours and volumes primarily through local streets. Some devices are also suited to collector and semi-arterial roads to highlight the presence of pedestrian and cyclists and reduce vehicle speeds, making for a safer environment.

Consideration needs to be given to:

- The appropriate type of traffic calming device according to the operation of the street there
 are many different types, from warning signs to line marking, surface treatments, kerb
 modifications and installations. The Austroads Guide for Local Area Traffic Management
 provides direction on the different devices and their applications.
- Traffic calming is particularly important for use along key pedestrian and cyclist routes as it
 improves the safety of these vulnerable users.
- Previously employed treatments which have worked successfully within the City of Marion such as complete streetscape upgrades which narrow the road and enhance amenity, kerb build outs, road closures, line marked corners with rumble bars, green treatments within bike lanes, driveway links, flat top road humps and road cushions.



Road Cushions

Driveway Link / Slow Point



Kerb or Line Marked Protuberances

Used to control speed of vehicles. Can be installed with cyclist bypasses to separate vehicles and cyclists

Infrastructure suited to **PRIMARY** cycling infrastructure routes.

Advantages

Significantly slows traffic along popular bike routes to enhance the safety of users.

Used in conjunction with pavement markings and signage, they provide a high level of driver awareness as to the presence of cyclists and other active travellers.

Disadvantages

Potential noise impacts.

Very low set vehicles may bottom out over the cushions.

Designed to match with surrounding environment and create a low-speed device

Infrastructure suited to **PRIMARY** or **SECONDARY** cycling infrastructure routes.

Advantages

Significantly slow traffic along popular bike routes to enhance the safety of

Is effective in diverting cut-through and rat-running traffic when used in conjunction with other devices which deflect vehicle movements, limiting speed

Disadvantages

Can be expensive to construct.

When layout allows can be either constructed with concrete islands/kerbs or line marked to re-align intersections to lower speed.

Infrastructure suited to **PRIMARY** or **SECONDARY** cycling infrastructure routes.

Advantages

Causes drivers to slow significantly before turning a corner and look properly at intersections, minimizing crash incidence.

Can be a cheap and easy risk-mitigation measure.

Effective on local roads connecting to roads with cycle ways.

Disadvantages

Unlikely to be effective if linemarking is not incorporated with raised pavement bars.

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Protected Roundabouts

With a prioritized and separated crossing point for pedestrians and cyclists (which can include a raised crossing), these roundabouts provide a high level of protection at these common conflict points.

Infrastructure suited to **PRIMARY** or **SECONDARY** cycling infrastructure routes.

Advantages

Constantly moving traffic through roundabouts make them quite challenging for cyclists and pedestrians to navigate. Separating, highlighting through colour contrasting and even staging the movements of each user type substantially improves the safety of vulnerable users at these junctions.

Where there is limited room or feasibility for larger scale upgrades, cyclist safety can be enhanced by connecting them to the verge ahead of the intersection, effectively removing them from the road.

Disadvantages

Depending on the scope of the project, these treatments can be expensive.

The community may initially be reluctant to adopt these treatments due to the perceived traffic impacts, so additional engagement and education and would be required.



Protected Signalized Intersections

These intersections dedicate room for pedestrians and cyclists to cross, either together or independently, through busy signalized intersections. Kerb protuberances are strategically placed to prevent turning vehicles crossing into the travel paths of crossing pedestrians and cyclists.

Infrastructure suited to **PRIMARY** or **SECONDARY** cycling infrastructure routes.

Advantages

These treatments lead to significant safety improvement where medium to high volumes of vulnerable users navigate busy or high-risk intersections.

They significantly slow the turning movements of traffic reducing the risk of crashes.

Excellent option for improving connections through Primary bike routes, around regional centres schools and public transport.

They accommodate bus routes/

Disadvantages

Depending on the scope of the project, these treatments can be expensive.

The community may initially be reluctant to adopt these treatments due to the perceived traffic impacts, so additional engagement and education and would be required.



WALKING & CYLING FACILITIES

Bike parking at shops, parks, work places and education centres encourage people to ride where it is a little too far to walk. Bike parking at public transport stations and hubs also provide a 'last mile' connection between home and work or study places that can replace the need for a vehicle trip. Work and study places can further support active travel commutes by providing change room facilities.

Water fountains and bike repair stations are facilities important along major routes to support riding for work / study commutes and longer weekend rides.



Bike Parking



Water Fountains and

Toilet Facilities



Bike Repair Stations

Typically provided with by facilities such as a bike rail (rack).

Infrastructure suited to **PRIMARY** cycling infrastructure routes.

Advantages

Cheap and easy to install.

Indicates the area is welcoming to cyclists.

Encourages people to ride as there is somewhere to secure their bikes to while shopping or visiting places.

Can be made to look interesting and artistic, adding to the amenity of the area.

Disadvantages

Non-standard bike parking may not be particularly secure.

Not as secure as bike cages or bike boxes.

Need sufficient pavement space to install safely.

Typically, in destination areas combined with other facilities. Requires connection to Water Mains.

Infrastructure suited to **PRIMARY** cycling infrastructure routes.

Advantages

Encourages active travelers and park visitors to spend more time in a place, as there are amenities which increase their level of comfort.

Offers the opportunity for long commute and recreational riders to refill their water bottles and go to the toilet along their journey.

Disadvantages

Can be costly to install.

Needs to be within close proximity to water mains.

Contains tools to assist with changing tyres, adjust seats, handlebars and fix broken part.

Infrastructure suited to **PRIMARY** cycling infrastructure routes.

Advantages

Suitable for popular shared paths where the likelihood of a blown tyre or other issue is higher.

Gives everyday riders who do not generally carry bike repair kits, or even those who do not have bike repair kits at all, the opportunity to repair their cycle and get on their way.

Disadvantages

May be vulnerable to vandalism if not placed in well-lit, high traffic areas.

Needs to be maintained.



BEST PRACTICE APPLICATION

Walking and cycling solutions are influenced by individual circumstances such as vehicle speed and volumes, movement hierarchy and physical constraints.

Low vehicle speed and less busy streets are generally more suited to mixed traffic solutions. Higher vehicle speeds and busier streets are more suited to off-road separated paths wherever possible.

Best practice examples provide a 'tool-box' of walking and cycling solutions that may be applied within the City of Marion. The various techniques are by no means definitive. Other solutions may be explored to ensure appropriate practical outcomes for specific sites.

The selection of appropriate cycling and pedestrian friendly infrastructure for a location should consider a number of factors, including, but not restricted to:

- Meeting the required standards (minimum widths, lengths and other evidence for a treatment) as set out in Australian Standards and Austroad Guidelines documentation.
- The purpose of the facility (if it provides a 'link' or a 'place')
- The primary users, particularly children and older persons.
- Proximity to railway stations, bus interchanges, public transport corridors
- Pedestrian and traffic volumes
- On road speeds and crossing options
- Available widths of roads, medians and footpaths
- Road hierarchy (e.g. transit corridor, neighborhood street)

These aspects will inform the level of service and specific treatments needed for that link or place. Suggested treatment applications are outlined in the tables below.



PATH	PRIMARY	SECONDARY	LOCAL
Shared Use Path			
Footpaths			
On road bicycle lanes			
Separated Bikeways			
Shared Spaces			
Local Streets & Bike Boulevards			
CROSSING & INTERSECTION	PRIMARY	SECONDARY	LOCAL
Bike/Pedestrian Activated Crossing (BPAC/PAC)			
Wombat crossing			
Emu Crossing			
Koala Crossing			
Zebra Crossing			
Mid-Block Pedestrian / Cycling Refuges and Kerb Ramps			
TRAFFIC CONTROL DEVICES	PRIMARY	SECONDARY	LOCAL
Road Cushions			
Driveway Link / Slow Point			
Kerb / Line Marked Protuberances			
Protected Roundabouts			
Protected Signalized Intersections			
WALKING & CYCLING FACILITIES	PRIMARY	SECONDARY	LOCAL
Bike Parking			
Water Fountains			



DESIGN & CONSTRUCTION TECHNIQUES

This section describes some of the detailed techniques that can be used to achieve a well-connected and safe network for walking and cycling.





TECHNIQUE 1 - SHARED USE PATHS

DESIGN GUIDANCE

1. Width

The width of shared use paths must be able to comfortably and safely accommodate pedestrians and cyclists in accordance with Austroads Guides and the DIT Guide to Bikeway Pavement Design, Construction and Maintenance for SA'.

Allow a minimum 0.5m clearance from fixed objects on both sides of the path.

2. Surface

Asphalt (AC7 tends to be a suitable surface treatment for popular and priority cycling routes. It uses a small aggregate to provide a smooth and consistent surface for walking and cycling. It is easily maintained but may require frequent maintenance for cracking and tree root damage. Exposed aggregate concrete paths are a robust and attractive option although may be more expensive.

Block paving is more appropriate for local path connections to encourage slower speed environments popular with pedestrians.

Permeable paving may be particularly suited to areas at risk of tree root damage or poor drainage. Concrete may be a suitable option for wide footpaths in particular and is durable.

3. Line marking

Provide centreline marking to pathways with higher volumes of pedestrians and cyclists (as per Australian Standards. Line marking is generally not required for less busy routes (eg. local parks.

4. Planting and trees

Use tree and groundcover planting adjacent pathways to assist in water management and provide shade and amenity.

Ensure resilience to urban heat through the use of tree plantings and green spaces adjacent walking and cycling paths to improve climate resilience of the infrastructure and help the community adapt to any future temperature increases.



5. Intersections and cross-overs

DDA compliant kerb ramps and paths (maximum 2.5% fall), if possible with a wider shared facility should be adopted as a priority where they connect to all key destinations, schools, community centres, shopping precincts and recreation grounds.

Shared-use paths should be to be designed away from driveway crossovers where possible.

Bike lanes crossing intersections where they have right of way, or on the approach to major intersections, should be evaluated for potential green treatments to emphasize cyclist priority.

Well-planned, wide, bicycle and pedestrian refuges should be provided across busy roads where possible, or with bicycle and pedestrian activated crossings at major intersections.

6. Lighting

Minimum P3 LED lighting should be provided adjacent popular pedestrian and cycle ways, particularly on approach to intersections.

Adequate lighting will enhance the real and / or perceived safety of active travel through the street and path network, encouraging its use.

Useful references:

- DIT Guide to Bikeway Pavement Design, Construction and Maintenance for South Australia
- City of Marion Streetscapes Design Guidelines.
- Austroads Guide to Road Design Series.
- City of Marion Standard Drawings & Technical Specifications
- City of Marion Public Lighting Guidelines



CASE STUDY - STURT RIVER LINEAR PATH

The Sturt River Linear Path provides a 6.2km long Shared Use Path between the Patrick Jonker Veloway in Darlington and the Mike Turtur Bikeway in Morphettville.

The City of Marion staged construction of the Sturt River Linear Path from 2013-14 within the open space adjacent the Sturt River.

The 3m wide linear path provides the community with a high standard shared-use facility for pedestrians, cyclists and small wheeled mobility devices. It is a 'Primary' classified path which supports both weekday commuters as well as recreational and Fitness seekers.

The path provides connections to parks and other open space facilities such as fitness parks, playgrounds, water fountains, toilet amenities and public art.











TECHNIQUE 2 - FOOTPATHS

DESIGN GUIDANCE

1. Width

Provide footpaths of sufficient width to allow comfortable pedestrian movement and clear access for all (e.g. pram or wheelchair). Provide wider paths around activity areas such as shops and schools.

For local streets, 1.5m is the preferred width (allows two wheelchairs to pass simultaneously), although the following should be considered:

- 1.8m for high trafficable routes.
- Consider full-width paving (kerb to property boundary) where appropriate.

2. Surface

Provided surface need to be flat, even and slip resistant in accordance with Australian Standards.

Councils current standard is block paving, with permeable paving to be considered where applicable to maximize stormwater runoff and amenity.

3. Planting and trees

Large street trees can provide a walking and cycling environment. Plant trees with suitable tree species that provide shade and amenity.

4. Intersections and cross-overs

DDA compliant kerb ramps and paths (maximum 3% fall) should be installed as a priority where they connect to all key destinations, schools, community centres, shopping precincts and recreation grounds.

Well-planned, wide, bicycle and pedestrian refuges should be provided across busy roads where possible, or with bicycle and pedestrian activated crossings at major intersections.

Align paths and kerb ramps to provide direct routes for crossing intersections.





5. Layout

Give priority to footpaths over driveways and minor streets. Provide suitable paving at driveway crossovers to allow vehicle movement.

Provide adequate sight distance for pedestrians and approaching vehicles at crossing points.

Keep footpaths, kerb lines and medians straight where possible.

Ensure footpath crossfall slope is less than 1 in 40 (2.5%). Incorporate access for people with disabilities.

Avoid the use of barricades and bollards.

Locate objects (street furniture, shop signage) in consistent locations along footpaths to provide a clear and predictable pedestrian walkway.

Useful references:

- City of Marion Streetscapes Design Guidelines.
- Austroads Guide to Road Design Series
- City of Marion Standard Drawings & Technical Specifications
- City of Marion Public Lighting Guidelines



TECHNIQUE 3 - ON ROAD BICYCLE LANES

DESIGN GUIDANCE

1. Width

Provide on-road bicycle lanes of appropriate width (Austroads, 2017: Cycling Aspects of Austroads) Guides.

60km/h	1.5m (preferred)		
	1.2 - 2.5m (acceptable range)		
80km/h	2.0m (preferred)		
OUKITI/TI	1.8 - 2.7m (acceptable range)		

2. Buffers

Where space allows, provide buffers to:

- Parallel parking for door opening clearance.
- Vehicle travel lanes.
- Buffers provide cushion space between cyclists and vehicles in the travel lane and parked cars.

Buffers are important where there are higher vehicle speeds and volumes. The Austroad Guide recommends a 'buffer' width of 0.4-1.0m to parallel parking (widths vary for angle on-street parking). Where space prohibits a fullbuffer, an extra thick white edge line to the travel lane can also be effective.

3. Surface

Provide smooth surfaces for comfortable and safe travel without obstacles. Bikes have narrower tyres than Provide regular maintenance for a smooth cycling vehicles and are more vulnerable to rough surfaces.

4. Colouring

Provide green coloured surface treatment at busy intersections and conflict points to promote cyclist safety. Green coloured treatments are used to distinguish the bicycle lane and alert drivers and cyclists of conflict area.

The Cycling Aspects of the Austroads Guide states that green coloured surface treatments 'should be used sparingly to maintain effectiveness'.

Highlights priority for cyclists on roads with higher volumes of traffic and cyclists

The Cycling Aspects of the Austroads Guide states that green coloured surface treatments 'should be used sparingly to maintain effectiveness'.

Highlights priority for cyclists on roads with higher volumes of traffic and cyclists





5. Intersections

Provide exclusive space for cyclists at intersections. Ensure bicycle lane continuity at intersections ensuring they do not 'disappear'.

Or allow cyclists to mount the kerb ahead of intersections and roundabouts to separate them from traffic.

6. Maintenance

surface.

7. Part Time / Full Time

Bicycle lanes may be 'full time' (24/7) or 'part time' to cover peak hour periods (7-9am and 3-6pm).

Part time lanes allow on-street parking outside labelled bike lane times. An assessment on requirements for cyclists & residents/communities and safety & risk will be required to determine the appropriate selection.

Useful references:

- DIT Guide to Bikeway Pavement Design, Construction and Maintenance for South Australia.
- City of Marion Streetscapes Design Guidelines.
- Austroads Guide to Road Design Series.
- City of Marion Standard Drawings & **Technical Specifications**



TECHNIQUE 4 - SEPARATED BIKEWAYS

DESIGN GUIDANCE

1. Extent

Implement over a reasonable length to provide a useful link.

2. Width

Provide adequate width (refer Austroad Guides).

Provide a buffer that is sufficiently wide to allow bicycles to safely pass open car doors on the passenger's side and allow room for passengers to disembark or unload.

3. Kerb

Consider whether to use full-kerb, semi-mountable kerb or flush kerb.

4. Planting

Provide trees and plantings for amenity and shade, and to define the separated bicycle path areas.

Include WSUD planting adjacent paths where possible.

5. Intersections

Give priority to cyclists at intersections with minor streets and driveways.

Restrict parking at main intersections and convert the raised bicycle paths to cycle lanes to increase visibility of cyclist for motorists.

Consider priority signal phases for cyclists.

6. Colouring

Provide green surface treatment at intersections to differentiate the bicycle lane from other roadway and footpath features.

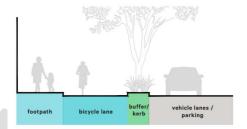
Useful references:

- DIT Guide to Bikeway Pavement Design, Construction and Maintenance for South Australia.
- City of Marion Streetscapes Design Guidelines.
- Austroads Guide to Road Design Series.
- City of Marion Standard Drawings & Technical Specifications

7. Types of Separated Bikeways

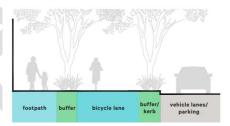
Determining whether to use a channel, raised or parking protected path depends on existing site conditions such as width of road reserve, footpath condition and location of stormwater infrastructure.

Channel Bicycle Path



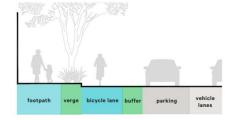
Channel paths use existing road paving and stormwater infrastructure but add a wide-kerb separating the bicycle lane from vehicles. The bicycle lane is a 'channel' between the footpath and new kerb.

Raised Bicycle Path



A raised path is located on footpath level and provides an exclusive bicycle path clearly distinguished from a walkway for pedestrians.

Parking Protected Bicycle Path



Parking protected bicycle paths are exclusive bicycle lanes located against the kerb and separated from the vehicle travel lane by a parallel parking lane.



TECHNIQUE 5 - SHARED SPACE

DESIGN GUIDANCE

1. Layout and Design

Design shared spaces with people in mind.

Do not 'over-design' streets with clutter and infrastructure.

Increase the level of ambiguity for drivers so they drive slowly and understand pedestrians and cyclist have priority.

Allow access for loading and emergency vehicles.

Integrate tree planting to improve amenity and assist circulation.

Incorporate street furniture that enhances pedestrian priority and amenity.

2. Surface

Use paving and pavement markings to define shared spaces as a pedestrian-focused environment.

Consider a single surface (ie. no kerb and gutters) that allows free flow of pedestrian movement and water sensitive urban design opportunities.

3. Vehicle Speeds and Volumes

Use traffic control/calming devices and speed limits to control and lower observed speed limits

Use diversion techniques to reduce traffic from adjoining streets.

Useful references:

- DIT Guide to Bikeway Pavement Design, Construction and Maintenance for South Australia.
- City of Marion Streetscapes Design Guidelines.
- Austroads Guide to Road Design Series.

City of Marion Standard Drawings & Technical Specifications



Leigh Street, Adelaide



CASE STUDY - RAGAMUFFIN DRIVE, HALLETT COVE

Ragamuffin Drive in Hallett Cove demonstrates a local approach to a 'Shared Space by Design' for pedestrians, cyclists and motorists.

The single surface design (no kerbs or gutters) through much of the area allows ease of access between the Hallett Cove Library, Hallett Cove Baptist Church and the Good Shephard Lutheran Church.

Traffic calming has been applied through variable surface treatments (paving, concrete and asphalt), rubber road cushions and horizontal road deflections.

The street integrates Water Sensitive Urban Design initiatives, including raingardens, to capture and filter stormwater runoff. Cycle visitors are catered for via cycle parking.



42km/h

Before Upgrade

28km/h

After Upgrade









TECHNIQUE 6 – LOCAL STREETS / BIKE BOULVARDS

DESIGN GUIDANCE

1. Traffic Calming

Reduce vehicle speeds to 40km/h (or below) using traffic calming methods and speed limits.

Reduce the width of streets, plant street trees in parallel parking areas and narrow entrance and exit points to promote pedestrian and cycle priority.

Widen footpaths and emphasize pedestrian and cyclist crossing points.

2. Traffic Reduction

Undertake Local Area Traffic Management to divert through-traffic and reduce vehicle numbers. This may include vertical and horizontal deflections (slow points and raised treatments).

Preference is for less than 500 vehicles per day.

Consider strategic 'dead-ends' for vehicle traffic and creation of pocket parks. Ensure pedestrian and cycle access is maintained.

Encourage local-only traffic access.

3. Branding Traffic Calmed Streets

Provide a distinctive look recognisable to motorists, cyclists and pedestrians.

Use large cycle pavement signs (sharrows) and wayfinding to direct cycle traffic.

4. Prioritise Travel

Undertake Local Area Traffic Management to adjust give ways/stops allowing to have priority for travel and reducing disruptions for bicycle riders.



Beulah Bikeway – raised platform with sharrow markings (courtesy of City of Norwood, Payneham and St Peters website)

5. Intersections

Provide safe crossing of major roads to link neighbourhood streets. The higher the traffic volume, the higher the level of service required for pedestrians and cyclists.

Apply warning signage for traffic ahead of popular pedestrian and cyclist crossing points.

Slow traffic navigating corners by building out kerb lines using line marking with traffic control devices.

6. Pedestrian Amenity

Enhance pedestrian amenity through suitable paving, large street trees and planting to assist in stormwater management.

Useful references:

- DIT Guide to Bikeway Pavement Design, Construction and Maintenance for South Australia.
- City of Marion Streetscapes Design Guidelines.
- Austroads Guide to Road Design Series.
- City of Marion Standard Drawings & Technical Specifications



CASE STUDY - RUGBY PORTER BIKEWAY

The Rugby-Porter Bikeway provides a 'Primary' level on-street cycling route between Mitcham Square and the Adelaide City parklands.

The Bikeway offers a slower, safer more comfortable alternative to cycling on main arterial roads, such as Unley Road.

Located in the Unley Council area with broad 40km/hr speed limits, traffic is further managed with a series of road closures incorporating pavement markings (such as green treatments and sharrows) and wayfinding to highlight the priority of cyclists.

The Bikeway has become a popular bike route connecting children to schools and commuters, students and visitors to the city via the local street network.

Other bikeways, such as the Beulah Bikeway in Norwood, apply more traffic control devices such as driveway links, angled slow points, and roundabout treatments.

The ease of travelling locally by bike encourages cycle trips in the place of a car, easing upward pressure on vehicle volumes and making it safer for both pedestrians and cyclists to move around locally.







	PROPOSED \$300K FOUR YEAR PROGRAM 2025-26 TO 2028-29					
Year	Project	Туре	Ward	Description	Purpose	Project cost estimate
	Miller Street pedestrian and cycle refuge	TRAFFIC CONTROL DEVICE	Warriparinga	Pedestrian and cycle refuge	Busy road, will help facilitate pedestrians and cyclists get across the road both to bus stop, Darlington school, Diagonal Rd and local shops etc	\$ 16,975
	Marion Road crossing	TRAFFIC CONTROL DEVICE	Warriparinga	New Pedestrian Refuge	Connection over arterial for Marion Hotel, Flinders Greenway and Marion Primary School	\$ 42,500
2025-26	Celtic cut through and Hamilton College bypass	TRAFFIC CONTROL DEVICE	Warriparinga	kerb works, sharrows	Connection of Flinders Greenway to Hamilton College and new bypass path	\$ 45,059
	Waterman Tce Cycle Upgrade	TRAFFIC CONTROL DEVICE	Warriparinga	New Sharrows and traffic calming	Flinders Greenway extension to Marion Road - traffic calming and wayfinding. Pedestrian access	\$ 39,609
	Trott Grove connection to Westfield	NEW FOOTPATH INFRASTRUCTURE	Warracowie	Path upgrade and sharrows	Complete connection between Boyle/Finniss to new pedestrian refuge on Diagonal Rd	\$ 151,023
	Adams Rd cycling connection	FOOTPATH UPGRADE	Southern Hills	Shared path connection	Cycling and walking connection to Adams Rd streetscape programmed for this year.	\$ 100,665
2026-27	Majors to Black Rd shared path link (Main South Rd)	NEW FOOTPATH INFRASTRUCTURE	Southern Hills	New path link	To connect cyclists travelling from Onkaparinga via Black Rd with the new Majors Rd Shared Use Path	\$ 120,990
	Lonsdale to C2Vines - Stage 1 - Lander Rd- REDUCED SCOPE - to Roundabout	NEW FOOTPATH INFRASTRUCTURE	Southern Hills	Shared path connection, crossing upgrades	Improve connection to St Martin de Porres school	\$ 151,800
	Adams Rd green cycle treatment	TRAFFIC CONTROL DEVICE	Southern Hills	Green treatment across intersections	Connection to Adams Streetscape	\$ 50,000
2027-28	Young Street footpath upgrade	FOOTPATH UPGRADE	Southern Hills	Path widening and DDA upgrade	Path connection upgrade to Coast to Vines and Woodend Primary school. DDA	\$ 133,409
	Hallett Cove Beach Train Station Connection (Stage 1)	NEW FOOTPATH INFRASTRUCTURE	Coastal	New footpath and crossing	New path connection following existing desire line to Hallett Cove Beach Railway Station. 2.5m path	\$ 145,000
	Aroona Rd to Perry Barr Rd cycle link	TRAFFIC CONTROL DEVICE	Coastal	Sharrows, signage	Connects Waterfall Creek Path with Perry Barr Rd bike lanes	\$ 5,775
	Sixth Avenue cycle connection	TRAFFIC CONTROL DEVICE	Woodlands	New Sharrows and traffic calming	First half of new east-west cycle connection from junction of Flinders Greenway / Marino Rocks Greenway to Marion Rd	\$ 33,020
2028-29	Marion Rd crossing point Sixth and Wallala	TRAFFIC CONTROL DEVICE	Mullawirra	Ramp connections, wayfinding	East-west link, connects school, shops and across Marion Rd.	\$ 16,380
	Hunt Street cycle connection	TRAFFIC CONTROL DEVICE	Mullawirra	Sharrows and traffic calming	Connection from Hendrie St & Duncan and Reserve to SRLP. Extends from crossing	\$ 21,383
	Daws Rd to South Rd footpath upgrade and cycle connection	FOOTPATH UPGRADE	Warriparinga	Cycle ramp to footpath and path upgrade north side.	Gets cyclists away from high traffic in constrained area where bike lane ends and improves path for pedestrians	\$ 94,188
	Travers Rd - Diagonal to Marion cycle link	TRAFFIC CONTROL DEVICE	Warracowie	Sharrows and traffic calming	Connects Marion Rd and Veloway with Westfield, via Diagonal / Sutton / Glamis.	\$ 28,654



12.8 Council Member Representative for the Council Assessment Panel (CAP) 2023-24

Report Reference GC24062512.8

Originating Officer Unit Manager Governance and Council Support – Victoria Moritz

General Manager Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

The purpose of this report is for Council to appoint a Council Member and a deputy Council Member to the Council Assessment Panel (CAP). The appointment of a Council Member to these positions is required to fulfill Council's legislative obligations under the Planning, Development and Infrastructure Act 2016 (PDI Act).

EXECUTIVE SUMMARY

The current Council Members appointed to the Council Assessment Panel (CAP) are due to expire on 30 June 2024.

Council is required to appoint one (1) Council Member and one (1) Deputy Council Member to the CAP.

RECOMMENDATION

That Council:

- 1. Appoints Councillor XXX as Member of the Council Assessment Panel for a period of 1 July 2024 to 30 June 2025.
- 2. Appoints Councillor XXX as Deputy Member of the Council Assessment Panel for a period of 1 July 2024 to 30 June 2025.

DISCUSSION

Councillor Nathan Prior is the current Member on the CAP and Councillor Matt Taylor is the Deputy Member. These members were appointed to the CAP at the Council meeting of 29 November 2022 following the periodic elections and have continued in those positions since. (Report Reference: GC231122R12.12). The below table show previous representatives for this term of Council.

Year	Council Member Representative	Deputy Council Member Representative
1 July 2023 – 30 June 2024	Councillor Nathan Prior	Councillor Matt Taylor
30 November 2022 – 30 June 2023	Councillor Nathan Prior	Councillor Matt Taylor
1 July 2022 – 12 November 2022	Councillor Matthew Shilling	Councillor Raelene Telfer
1 July 2021 - 30 June 2022	Councillor Raelene Telfer	Councillor Kendra Clancy
1 July 2020 - 30 June 2021	Councillor Raelene Telfer	Councillor Matthew Shilling
1 July 2019 – 30 June 2020	Councillor Maggie Duncan	Councillor Raelene Telfer
27 November 2018 – 30 June 2019	Councillor Maggie Duncan	Councillor Raelene Telfer



Section 3.3 of the CAP Terms of Reference states that a Council Representative is entitled to be reappointed as a CAP Member for a second successive term, by being expressly authorised by a resolution of the Council. Section 3.5 States that the term of office for each CAP Member is as determined by the Council but in any event shall not exceed two years. The second successive term could be considered two years (ratified annually) with another term of up to two years by resolution of Council.

Section 83 2(b) of the *Planning, Development and Infrastructure Act 2016*, states the non-accredited professional can be a member, or former member, of Council provided that the designated authority (Council) is satisfied that the person is appropriately qualified to act as a member of the assessment panel on account of the person's experience in local government.

Administration can arrange training for any Council Member interested in learning more about Planning and Development.

To remain in these positions, you must be a current Council Member. From July 2022, the Council CAP sitting fee is \$300 per meeting.

In the event the Council Member representative is not re-elected or chooses not to stand for reelection, the deputy member will take this position for the remaining term.

Nominations will be sought during the meeting and a ballot will be held if more nominations than vacancies occur. The process for the ballot is provided in Appendix 1.

ATTACHMENTS

1. Preferential Voting [12.8.1 - 1 page]

At its meeting of 8 September 2015 (GC080915R05), Council resolved to adopt preferential voting as the method to apply when conducting ballots for positions selected by Council.

The process to apply will be as follows:

- · Nominations will be sought.
- If more nominations than positions are received, a secret ballot will be held.
- Council members will be provided with ballot papers and requested to indicate their first preference by placing the name of the candidate next to number one of the ballot paper.
- Council members may place the name of the second preference next to number two
 and continue this process until all candidates are named on the ballot paper.
- As a minimum, Council members must vote for candidates equal to the number of positions.
- If members fail to vote for the minimum number, the vote will be declared invalid.

Counting

· The first candidate to reach quota will be elected.

The quota is calculated as follows:

Total number of formal ballot papers + 1

Number of vacancies + 1

If a fraction occurs, it will be rounded up. This formula is the same applied to the calculations of quotas within Local Government Elections.

- The ballot papers will be sorted by first preference votes.
- The candidate with the least votes is excluded.
- The excluded candidate's votes are distributed to the next candidate on the ballot paper.
- In the case where there are equal votes at the conclusion of redistribution of votes, both the equal lowest votes will be excluded.
- This process will continue until there is a clear winner.
- In the event that there is a tie at the conclusion of the process, Council will be requested to vote again for one of the two final candidates.

Once a nominee is identified, this will then be voted upon as a formal council resolution under the Local Government (Procedures) Regulations at meetings.



12.9 SRWRA Draft 24-25 Annual Business Plan

Report Reference GC240625R12.9

Originating Officer General Manager Corporate Services – Angela Allison

Corporate Manager - N/A

General Manager General Manager Corporate Services - Angela Allison

REPORT OBJECTIVE

The purpose of this report is to consider the Draft 2024-25 Annual Business Plan and Budget of Council's regional subsidiary - The Southern Region Waste Resource Authority (SRWRA).

EXECUTIVE SUMMARY

SRWRA is a regional subsidiary, established by the Cities of Onkaparinga, Marion and Holdfast Bay, pursuant to Section 43 of the *Local Government Act (SA) 1999*. Under its charter, SRWRA is responsible for providing and operating waste management services on behalf of its constituent councils and ensuring a long-term sustainable Waste Management Strategy exists in the southern region of Adelaide.

SRWRA's Draft 2024-25 Annual Business Plan and Budget incorporates the parameters and objectives upon which the Business Plan and Budget are based. The Annual Business Plan and budget has been formed taking into account the needs of its constituent councils and various stakeholders, the current competitive environment in which it operates and recognises the current and future opportunities for SRWRA. A copy of SRWRA's Draft 2024-25 Annual Business Plan and Budget is provided as Attachment 1.

The Draft 2024-25 Annual Business Plan and Budget has been reviewed by the SRWRA Audit and Risk Committee. The City of Marion Finance Risk and Audit Committee independent member Josh Hubbard is also a member of the SRWRA Finance and Audit Committee.

The Draft 2024-25 Budget forecasts a surplus from operations of \$976,000 in addition to capital investment of \$6.9m of which \$4.6m relates to the Stage 10 landfill liner.

RECOMMENDATION

That Council:

Advises the Southern Region Waste Resource Authority (SRWRA) that it supports the Draft 2024-25 Annual Business Plan and Budget (Attachment 1).

ATTACHMENTS

1. SRWRA - Constituent Council Draft Budget Pack F Y 25 [12.9.1 - 18 pages]



DRAFT BUSINESS PLAN & BUDGET FY25

Constituent Council Distribution - June 2024

TABLE OF CONTENTS

- 1. Business Plan 2024 2025
- 2. Budget Parameters & Assumptions
- 3. Capital Contributions & Equity Investments FY25
- 4. Budgeted Financial Statements FY25



1. Business Plan – 2024-2025

Vision

We are leaders in delivering innovative and sustainable waste management solutions for the benefit of our southern Adelaide communities and the environment.

Mission

We accept and process waste at a price point that balances cost, environmental outcomes, and community expectations; provide information and market intelligence to assist our Constituent Councils in their waste management strategies; and respond to our Constituent Council's requests for assessment of waste management methods and/or services.

Purpose

To maintain an effective, cost efficient and environmentally responsible waste management service for our Constituent Councils and their communities by maximising the use of the SRWRA landfill site, assets, and infrastructure.

Our Strategy

To improve and increase the diversity of materials accepted at SRWRA and maximise waste avoidance, re-use, recycling, and recovery opportunities prior to landfill disposal. We do this by building effective relationships with our joint venture partners, stakeholders, and customers, capitalising on, and promoting the circular environmental economy, being an incubator for compatible industries and operating a financially sustainable, well managed and appropriately governed enterprise.

Overarching Principles

Governance – we provide good governance and accountability to our Constituent Councils

Safety and environmental compliance - we care for our people and our environment

Financial Sustainability – we are financially viable

Community - we are a responsible part of our community and achieve great outcomes for them

Strategic Plan Horizon

Developing new ventures (Stage Two: 2019-2026) – research, modelling and testing of initiatives that will position SRWRA as an environmental hub that drives broader environmental outcomes and generates strong revenues.

Objective

To identify, assess, and where viable implement initiatives that deliver the goals of the organisation, complement land-fill activities, enhance environmental and financial sustainability, and contribute to positive community attitudes toward SRWRA.

SRWRA Strategic Plan 2019 to 2026- KPIs

1. Workplace Health and Safety	Lost time injuries recorded for the 2018/19 Financial Year = 3. Reduction in the number of lost time injuries from the previous year, working towards zero lost time injuries.
2. EPA Compliance	Maintain EPA Licence.
3. Service Mix to Support Constituent Councils	Services are aligned to reflect the ongoing needs of the Constituent Councils
4. Landfill Closure Costs are Fully Funded	Biennial update of closure and post closure costs reflected in the Long-Term Financial Plan.
5. Landfill Airspace Life/Future Space	30 years into the future.
6. Diversion of Waste from Landfill	>33% to increase by 1% per year.
7. Power Produced from Site	>20,000 MWh per Annum.
8. Circular Economy	Plan, develop and implement elements of the circular economy that supports SRWRA's business requirements.

Strategic Plan 2019 to 2026 Actions- Extract

NUMBER	ACTION	TIMING	MEASURE
2.1	Actively seek multiple revenue streams to ameliorate risks associated with a narrow product/service base.	Opportunities are identified	The Board is informed about all potential opportunities and timing allows for exploration and considered decisions.
2.2	Continue investigating methods to contain litter.	Ongoing, or activated in response to EPA or community requirements	Off-site litter reduces year-on-year.
2.3	Undertake detailed modelling to maintain an up-to-date understanding of the implications of different business options (e.g. increased tonnages, baling, green waste) in readiness for decision-making when conditions change.	Annual update of key options	The Board receives an annual update about the implications of key options Councils have access to this information to support procurement and policy decisions.
2.4	Business cases are developed and implemented for prioritised ventures (e.g., Material Recovery Facility, Solar Farm, Water Storage, Gas Mitigation, Redevelopment of Buffer Land).	As set by Board	Business cases are delivered according to Board deadlines.
2.5	Monitor Constituent Council demand for potential SRWA provision of collection services (to Constituent and other Councils) to generate revenues and improve control over waste streams and volumes.	As requested by Councils	Business models to support these assessments are available should they be needed.
2.6	If viable, identify opportunities to develop circular economies and undertake research to identify how SRWRA volumes contribute to, and can generate revenues from these economies.	As set by Board	Viability determined, and if positive, implementation plan has been developed.
2.7	Investigate opportunities to co-locate compatible industry at the SRWRA site to support the local circular economy.	As set by Board	Viability determined, and if positive, implementation plan has been developed.

Business Plan Actions

1. Resource Recovery – we deliver commercially sustainable solutions for our Constituent Councils and community				
NUMBER	ACTION	KPI / ACTION (Strategic Plan)	TIMING	MEASURE
1.2	Implement year 2 of the Communication and Education Strategy	KPI 3	June 2025	Year 2 actions completed as per schedule.
1.2.1	- Develop digital content plan for website		Oct 2024	Digital resources uploaded to the website
1.2.2	- Develop a digital tour		Mar 2025	Digital tour uploaded to the website
1.3	Progress the development of the Circular Economy Park	KPI 8	June 2025	Financial viability assessment completed.
1.3.1	- Undertake economic viability study		Dec 2024	Economic viability study presented to the Board.
1.4	Investigate options to increase diversion from landfill	KPI 6	June 2025	Opportunities are identified and acted upon operationally and reported periodically to the Board.
1.4.1	- Assess loads for potential diversion from landfill		June 2025	Loads diverted from landfill when identified.
1.4.2	Develop business case for the processing of green waste		Mar 2025	Green waste business case considered by the Board.
1.5	Seek opportunities to source landfill cell construction and capping material from customers	KPI 4	June 2025	Capping material specifications developed.
1.5.1	- Assess & plan capping material stockpile locations		Sep 2024	Capping material stockpiles quarantined from operational use.
1.5.2	- Deliver capping material specification		Dec 2024	Published on the website for customers.
1.6	Maximise the use of recovered resources on site	KPI 8	June 2025	Recovered resources are prioritised for use in landfill construction and maintenance works where approved by the EPA.
1.6.1	Prepare & lodge application for EPA recovered resource Approved Operational Use (AOU)		Oct 2024	New AOU's approved by the EPA by December 2024.

2. Operational Excellence – we deliver a financially sustainable and well governed business model that values safety, regulatory compliance, and positive environmental outcomes.

NUMBER	ACTION	KPI / ACTION (Strategic Plan)	TIMING	MEASURE
2.1	Continuously review and improve workplace safety systems.	KPI 1	Sep 2024	Implement and complete the 2024 Risk Evaluation Action Plan (WHSIM Plan).
2.1.1	 Monthly WHS Performance Reporting to SRWRA Leadership Group 		Monthly	Regular WHS reporting to the SRWRA Leadership group.
2.1.2	 Monthly WHS Action Plan update meeting with LGRS Regional Risk Advisor 		Monthly	WHS Action Plan monitored and managed to meet September deadline.
2.2	Maximise remaining landfill airspace and future landfill cells.	KPI 5, KPI 6 2.3	June 2025	Maintain a forward fill plan and gaining efficiencies in reuse of daily / interim cover that is regularly reported. Maintain construction plan for cell construction and capping.
2.2.2	 Review the operational efficiency of the landfill. 		Dec 2024	Regular reporting provided to the Board.
2.3	Maximise the compatible use of buffer land.	KPI 8 2.1, 2.8	June 2025	Opportunities are presented to the Board as they arise.
2.3.1	 Engage with interested parties and scope opportunities. 		June 2025	Scoped opportunities and regular updates presented to the Board.
2.3.2	 Negotiate commercial leases for buffer land as required. 		June 2025	Leases presented to the Board for approval.
2.4	Continuous improvement of litter capture on site.	KPI 2 2.2	June 2025	Litter fencing works are planned and delivered. Operational management practices across the SRWRA site are enhanced where possible.
2.5	Investigate sustainable and cost-effective energy solutions.	KPI 7	June 2025	Energy solutions considered by the Board.

3. Governance & Risk – we maintain contemporary business systems and processes that ensure effective governance and minimise risk for the organisation

NUMBER	ACTION	KPI / ACTION (Strategic Plan)	TIMING	MEASURE
3.1	Maintain a contemporary suite of policies.	KPI 1	June 2025	Policies of the Board are developed, reviewed, and updated within the nominated review periods.
3.2	Work in accordance with the Risk Management Policy and Framework.	KPI 1 KPI 2	As per meeting schedule	Risk report provided to each ordinary meeting of the Audit Committee and Board.
3.2.1	- Regular review of the Strategic Risk Register		Quarterly	Risk Register is presented to the Audit & Risk Committee and Board.
3.3	Implement a Records Management System	KPI 3	June 2025	System to manage the process of SRWRA record creation, access, maintenance and archival or disposal implemented.
3.3.1	 Review and assess suitable Records Management system options. 		Dec 2024	Options presented to the Audit & Risk Committee and Board.
3.4	Board and Committee meetings are delivered as per the agreed timing and schedule.	KPI 3	As per meeting schedule	Board and Committees of the Board meetings are held at a frequency compliant with their respective Charter / Terms of Reference.
3.5	The Annual Business Plan and Budget is prepared, reviewed, and reported and adopted in accordance with statutory timelines.	KPI 4	June 2025	Annual Business Plan and Budget adopted within statutory timeframes. Budget Reviews are delivered within statutory timeframes.

2. Budget Parameters & Assumptions – FY25

Key Parameters:

In preparing the annual budget, the following key parameters will be applied:

- 1. Annual Budgets are prepared on the basis that they are consistent with the objectives and initiatives of the Strategic Plan.
- 2. SRWRA Operations are based on a commercial approach
 - a. Gate fees to reflect the objectives of the Strategic Plan
 - b. Operating expenses are contained
- 3. Appropriate net return on investment is realised
 - a. SRWRA gate fees are reviewed annually by the Board as part of the annual budgeting process
 - b. Operating expenses are analysed and minimised, while still meeting SRWRA operating and legislative requirements
- 4. Joint Venture 'share in net profit' will be brought to account in SRWRA's budget. Where there are variations in accounting treatments between the Joint Ventures and SRWRA, SRWRA will ensure its budget reflects the required accounting standards for a Local Government Subsidiary with relevant explanations and reconciliations.
- 5. Future site post closure rehabilitation and landfill cell capping is assessed and funded by the annual gate fees charged over an estimated remaining filling life of the landfill and via the value of buffer land holdings.
- 6. Landfill airspace use estimates will be based on a rolling three-year average compaction rate based on survey and tonnage data.
- 7. Operating surplus is maintained over the life of the Long-Term Financial Plan (LTFP), individual years may from time to time, be in deficit, if the underlying trend is a surplus.
- 8. SRWRA will budget for the necessary capacity to meet all legislative requirements i.e., Local Government Act and Regulations, Work Health & Safety, EPA licencing conditions.
- 9. Asset Management plans are in place and are reflected in budget figures.
- 10. Capital works program is planned and funded over the life of the Long-Term Financial Plan.
- 11. Budget methodology:
 - a. The principal approach to the budget is based on a blend of bottom up and zerobased budgeting. This primarily includes forecasting quantities and rates/prices wherever possible for both income and expenditure. Where this is not possible or

efficient, the forecasted budget is based on prior financial year Budget Review 2 data and adjusted to reflect known variations, appropriate indices and/or changes in assumptions and cost drivers.

- b. All new services or service levels use a zero-based budgeting approach.
- c. The SRWRA annual budget is reviewed on a quarterly basis each financial year in line with the Local Government Financial Management Regulations (2011), with budget reviews including changes and developments within the business and direct market.
- d. The forecast annual movement in the Consumer Price Index (CPI) as of March 2024 is used as a base indexation rate, unless other more relevant data or indices(s) are applicable.

Key Assumptions:

1. Price indices and interest rates

A forecast annual CPI (Adelaide All Groups), as of March 2024 will be utilised to index costs and prices for the 2024/25 budget unless an alternative index is more appropriate (e.g., contracted rates).

Future indexation for use in the LTFP will be based on assessment of RBA forecasts and forecast SA Treasury rates.

Forecast interest rates will be assessed based on ANZ and LGFA forecasts for the 2024/25 year.

Longer term rates for use in the LTFP will be based on assessment of SA Treasury, RBA Forecasts and Tier 1 banking institutions.

2. Waste Volumes

Waste volumes are re-assessed at the end of each quarter. Volumes are assessed in line with data provided from the Joint Ventures, Constituent Councils, and major customers and in line with the updated Strategic and Long-Term Financial Plan.

Changes within the operations of the Joint Ventures will materially affect the number of tonnes to landfill being received by SRWRA. This will be included in long-term financial planning considerations.

SRWRA will identify opportunities to diversify and grow the revenue base, however, any potential commercial opportunities will need to consider the impact on the long-term value of SRWRA's buffer land holdings.

3. Waste Prices

The majority of SRWRA's waste income from landfill operations is from commercial operators and our Joint Venture Operations. These prices are based on commercial agreements with relevant indexation/variation clauses.

The LTFP and Budget will be developed consistent with the Strategic Plan reflecting anticipated revenue requirements and informing required gate prices over the longer term.

When determining gate fees, remaining landfill airspace, waste type and compaction rates and the opportunity to obtain waste material suitable for daily cover and future capping works will be taken into consideration.

Constituent Councils benefit from lower gate base rates in lieu of annual distributions, a minimum forecast CPI increase will be applied to constituent council gate fees.

4. Waste Levy

The State Government reviews the Solid Waste Levy on an annual basis, this levy had increased by 2% per annum for a three-year period up to June 2023, when a 4.7% increase was applied to bring the rate up to \$156 per tonne (metro levy) for the 2024 financial year.

A forecast increase in line with the estimated March 2024 CPI figure will be applied for the FY25 budget, with release of the 2025 levy rate expected in June 2024.

SRWRA will assume, in its LTFP, that in subsequent years the Solid Waste Levy will continue to increase at the rate of forecast Adelaide All Groups CPI per annum.

Waste fill received by SRWRA also attracts this levy, but due to the use of this material as daily cover within the landfill, SRWRA receive a 10% deduction on our monthly levy payments.

Placement of other waste materials (such as crushed concrete or bitumen) for operational purposes (such as interim capping and road construction) attract the Solid Waste Levy unless it is an EPA approved operational use (AOU).

SRWRA has EPA approvals for AOU across five operational applications. AOU declarations are granted annually by the EPA and represent a financial risk to SRWRA if adequate AOU tonnes are not approved.

5. Joint Venture - Southern Recycling Centre

The Southern Recycling Centre (SRC) continues to produce sustainable results in relation to diversion from landfill and shared costs.

Projections reflected in the SRWRA budget are based initially on the adopted budget and LTFP of the SRC which has been ratified by the SRC Advisory Committee.

Throughout the year, budget reviews will be undertaken based on year-to-date results and adjusted SRC forecasts for the remainder of the year. This will result in revised budgets potentially varying from the SRC adopted budgets but better reflecting the forecast whole of year impact for SRWRA.

SRWRA will include its expected share in the net profit of the SRC operations in the forecasted Statement of Comprehensive Income as well as any expected cash distributions, inter entity loan transactions and equity investment transactions expected between SRC and joint venture partners.

6. Joint Venture - Southern Material Recovery Facility

The Southern Material Recovery Facility (SMRF) commenced operations in 2021-22.

Projections reflected in the SRWRA budget are based initially on the adopted budget and LTFP of the SMRF which has been ratified by the SMRF Advisory Committee.

Throughout the year, budget reviews will be undertaken based on year-to-date results and adjusted SMRF forecasts for the remainder of the year. Forecast variances in market commodity pricing will be included in these budget reviews. This will result in revised budgets potentially varying from the SMRF adopted budgets but better reflecting the forecast whole of year impact for SRWRA.

SRWRA will include its expected share in the net profit of the SMRF operations in the forecasted Statement of Comprehensive Income as well as any expected cash distributions, inter entity loan transactions and equity investment transactions expected between SMRF and joint venture partners.

7. Employment Costs

All staff are on individual contracts and any wage increases are based on merit. For budgeting purposes, the forecast Adelaide CPI for the year ending March 2024 will be utilised.

Resource requirements and current resourcing models will be reviewed as part of the budget, including potential (and additional cost) for use of labour hire and temporary staff to meet resourcing requirements.

Percentages for superannuation will be in line with legislative requirements; Workers compensation insurance premiums are in line with the contribution rate calculated by our insurers.

8. Competitive Environment

SRWRA has implemented effective and proven solutions in sustainable resource recovery, landfill management and waste management amidst the current environmental challenges and market competition and will continue to develop this strategic vision into the future.

3. Budgeted Capital Contributions & Equity Investments

Capital Budget	Adopted Project Budget	FY24 Carry Forward	New Projects & Existing Project Variations FY25	Total Project Budget	Total Budgeted CAPEX - FY25
	\$	\$	\$	\$	\$
Capping - Southern Batter *	306,000	130,406	-	306,000	130,406
Landfill Access Road Renewal	141,000	141,000	-	141,000	141,000
Litter Fencing	214,400	82,000	-	214,400	82,000
Pedestrian Management	85,000	55,216	-	85,000	55,216
Site Building Upgrades	161,000	111,000	-	161,000	111,000
Site Power Backup	115,000	64,082	-	115,000	64,082
Site Security Fencing	62,000	26,000	-	62,000	26,000
Southwest Drainage Works	142,273	114,773	-	142,273	114,773
Stage 10 Landfill Liner	3,410,000	3,281,619	1,340,000	4,750,000	4,621,619
Komatsu Dump Truck	-	-	820,000	820,000	820,000
Other Plant & Equipment	-	-	38,000	38,000	38,000
Solar Installation		-	700,000	700,000	700,000
Total Capital Budget	4,636,673	4,006,096	2,898,000	7,534,673	6,904,096
*Funded from provision (OPEX for cashflow purposes)					
Budgeted Equity Investments					Nil

Southern Region Waste Resource Authority (SRWRA)

Statement of Comprehensive Income

Original Budget

2023		2024	2024	2025	Variance
Audited Actuals		Adopted Budget	BR3	Proposed Budget	Proposed Budget v BR3
\$'000		\$'000	\$'000	\$'000	\$'000
	Income				
15,283	User Charges	13,784	16,426	14,827	(1,599)
891	Investment Income	932	822	1,041	219
399	Other	315	308	304	(4)
1,717	Net gain - equity accounted Joint Venture	1,401	1,707	1,663	(44)
18,290	Total Income	16,432	19,263	17,835	(1,428)
	Expenses				
1,151	Employee Costs	1,817	1,238	1,591	353
-	Finance Costs	-	=	573	573
13,591	Materials, Contracts & Other Expenses	12,370	14,451	13,446	(1,005)
1,397	Depreciation, Amortisation & Impairment	1,641	1,569	1,249	(320)
16,139	Total Expenses	15,828	17,258	16,859	(399)
2,151	Operating Surplus / (Deficit)	604	2,005	976	(1,029)
-	Asset Disposal & Fair value adjustments	-	- 1	-	
2,151	Net Surplus / (Deficit)	604	2,005	976	(1,029)
-	Other Comprehensive Income Changes in revaluation surplus - property, plant & equipment	-	-	-	-
2,151	Total Comprehensive Income	604	2,005	976	(1,029)

Southern Region Waste Resource Authority (SRWRA)

Statement of Cash Flows

Original Budget

2023		2024	2024	2025	Variance
Audited Actuals		Adopted Budget	BR3	Proposed Budget	Proposed Budget v BR3
\$'000		\$'000	\$'000	\$'000	\$'000
	Cash Flows from Operating Activities				
	Receipts				
14,424	Operating Receipts	14,099	16,734	15,131	(1,603)
891	Investment Receipts	932	822	1,041	219
	Payments				
(13,772)	Operating Payments to Suppliers and Employees	(14,262)	(15,703)	(15,167)	536
-	Finance Payments	-	-	-	-
1,543	Net Operating Cash Flows	769	1,853	1,005	(848)
	Cash Flows from Investing Activities				
	Receipts				
-	Sale of replaced assets	-	-	-	-
1,750	Distributions received for equity accounted Joint Venture	1,401	1,675	1,623	(52)
	Payment		_		-
(733)	Contributions to equity accounted Joint Ventures	(753)		-	-
(310)	Expenditure on Renewal/Replacement Assets	(704)	(163)	(999)	(836)
(262)	Expenditure on New/Upgraded Assets	(3,325)	(96)	(5,775)	(5,679)
445	Net Cash Flows from Investing Activities	(3,381)	1,416	(5,151)	(6,567)
	Cash Flows from Financing Activities				
	Receipts				
-	Proceeds from Related Entity Loans	400	-	-	-
	Payments				
-	Payments to Related Entity Loans	-	-	-	-
-	Net Cash Flows from Financing Activities	400	-	-	-
1,988	Net Increase / (Decrease) in Cash Held	(2,212)	3,269	(4,146)	(7,415)
,					
5,828	Cash & Cash Equivalents at beginning of period	5,675	7,816	11,085	3,269

Southern Region Waste Resource Authority (SRWRA)

Statement of Financial Position

Original Budget

2023		2024	2024	2025	Variance
Audited Actuals		Adopted Budget	BR3	Proposed Budget	Proposed Budget v BR3
\$'000		\$'000	\$'000	\$'000	\$'000
	Current Assets				
7,816	Cash & Cash Equivalents	3,463	11,085	6,939	(4,146)
3,759	Trade & Other Receivables	2,501	3,759	3,759	-
400	Loan - Related Parties	-	400	400	-
11,975	Total	5,964	15,244	11,098	(4,146)
	Non-Current Assets				
9,508	Equity Accounted Joint Venture	11,948	9,540	9,580	40
24,868	Property, Plant & Equipment	27,442	23,558	29,083	5,525
34,376	Total	39,390	33,098	38,663	5,565
46,351	Total Assets	45,354	48,342	49,761	1,419
	Current Liabilities				
4,153	Trade & Other Payables	3,363	4,153	4,153	-
137	Provisions	130	140	165	25
4,290	Total	3,493	4,293	4,318	25
	Non-Current Liabilities				
13,725	Provisions	13,603	13,708	14,126	418
13,725	Total	13,603	13,708	14,126	418
18,015	Total Liabilities	17,096	18,001	18,444	443
28,336	Net Assets	28,258	30,341	31,317	976
	Equity				
25,961	Accumulated Surplus	25,883	27,966	28,942	976
2,375	Asset Revaluation Reserve	2,375	2,375	2,375	-
28,336	Total Equity	28,258	30,341	31,317	976

Southern Region Waste Resource Authority (SRWRA)

Statement of Changes in Equity

Original Budget

2023		2024	2024	2025	Variance
Audited Actuals		Adopted Budget	BR3	Proposed Budget	Proposed Budget v BR3
\$'000		\$'000	\$'000	\$'000	\$'000
	Accumulated Surplus				
23,810	Balance at beginning of period	25,279	25,961	27,966	2,005
2,151	Net Surplus/(Deficit)	604	2,005	976	(1,029)
25,961	Balance at end of period	25,883	27,966	28,942	976
	Asset Revaluation Reserve				
2,375	Balance at beginning of period	2,375	2,375	2,375	-
-	Gain on revaluation of assets	-	-	-	-
2,375	Balance at end of period	2,375	2,375	2,375	-
28,336	Total Equity	28,258	30,341	31,317	976



Southern Region Waste Resource Authority (SRWRA)

Uniform Presentation of Finances

Original Budget

	2024	2024	2025
	Adopted Budget	BR3	Proposed Budget
	\$'000	\$'000	\$'000
Income			
User Charges	13,784	16,426	14,827
Investment Income	932	822	1,041
Other	315	308	304
Net gain - equity accounted Joint Venture	1,401	1,707	1,663
	16,432	19,263	17,835
Expenses			
Employee Costs	1,817	1,238	1,591
Finance Costs	-	-	573
Materials, Contracts & Other Expenses	12,370	14,451	13,446
Depreciation, Amortisation & Impairment	1,641	1,569	1,249
	15,828	17,258	16,859
Operating Surplus/(Deficit) Net Outlays on Existing Assets	604	2,005	976
Capital Expenditure on renewal and replacement of Existing Assets	(704)	(163)	(999)
Depreciation, Amortisation, Impairment	1,641	1,569	1,249
Proceeds from Sales of Replaced Assets	-	-	-
	937	1,406	250
Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets	(3,325)	(96)	(5,775)
Amounts received specifically for New and Upgraded Assets	-	-	-
Proceeds from Sales of Surplus Assets	-	-	-
	(3,325)	(96)	(5,775)



13 Corporate Reports for Information/Noting

13.1 Commonwealth Home Support Programme Update

Report Reference GC240625R13.1

Originating Officer Unit Manager Community Wellbeing – Leanne Babic

General Manager Acting General Manager City Services - Brian Green

REPORT HISTORY

This report presents an update to the Council Forum report tabled on 17 October 2023.

Report Reference Report Title

FORUM231017R1.2 Commonwealth Home Support Programme Update

REPORT OBJECTIVE

This report provides an update on the Aged Care Reforms to date in relation to the City of Marion's Commonwealth Home Support Programme (CHSP), considerations to expected updates and decision making in the future.

EXECUTIVE SUMMARY

Since the presentation of the CHSP update at a Council Forum on 17 October 2023 (FORUM231017R1.2), there have been a range of updates from the Commonwealth that have or will impact Aged Care providers, including the City of Marion.

The major considerations regarding City of Marion funding are the delayed introduction of Support at Home Program until <u>at earliest</u> 1 July 2027, and the planned continuation of Council's services through to 30 June 2027. The Grant Agreement for 1 July 2025 to 30 June 2027 has not yet been issued. It is anticipated that Council continues to operate in line with current service levels until further information regarding reforms have been confirmed, or other information is available that would lead Council to make a change in service model. The date of transition to Support at Home Program is a change from the previous date of 1 July 2025 as advised at a Forum on 17 October 2023.

In relation to the passing of the new Aged Care Act and consequent introduction of Strengthened Aged Care Standards, it was anticipated that both would have been implemented from 1 July 2024 however this has not occurred. When Federal Parliament passes the new Aged Care Act, the new Strengthened Aged Care Standards will commence. At this stage, as per consultation advice and sector updates, City of Marion will need to meet requirements in both (as per current operations).

The CHSP service, and the future Support at Home Program, are designed to provide entry levels of support to older people to assist them to remain living independently at home. Currently City of Marion provides services to approximately 1400 clients per annum through this program of which a majority are City of Marion residents (the funding is eligibility based not residential address based).



Regarding City of Marion's population projections, it is expected that the 65 years and older age bracket will increase from under 18,000 persons in 2021 to over 27,000 by 2060, representing over 23% of the community within the coming 30-40 years.

RECOMMENDATION

That Council:

1. Notes a further report will be tabled to Council at the latest in March 2025 regarding updates to Commonwealth Home Support Programme (CHSP) reforms.

DISCUSSION

Aged Care reforms and new Aged Care Act

In November 2023, the Commonwealth Government announced a further delay in CHSP transitioning to the new Support at Home Program. The changes for CHSP providers are now proposed no earlier than 1 July 2027, with the inclusion of 'no earlier' suggesting this timeframe is possible, however further delays could be expected.

The consultation period for the new Aged Care Act and draft new Strengthened Aged Care Quality Standards closed on 18 May 2024 and City of Marion provided feedback. The original implementation date of 1 July 2024 for the new Act will not be met and there is currently limited information available as to what date this will commence. The new act is a consolidation process and replaces three current acts (Aged Care Act 1997, Aged Care (Transitional Provisions) Act 1997 and Aged Care Quality and Safety Commission Act 2018). It is designed to improve the ways in which services are delivered to older people, improve the systems associated with these services, increase accountability of providers, and overall ensure a high quality and safe level of care.

In the past there have been enhancements and/or introduction of new Acts and Standards which City of Marion has needed to meet. It can be expected in the future (after the new Act and Standards have been introduced) that this style of ongoing refinement will continue with a focus on improved care and better outcomes for older people receiving services.

In summary the new Act will:

- Create a simple, single-entry point to make access to the aged care system easier.
- Include a fair, culturally safe single assessment process.
- Include rules on supported decision-making to ensure older people have choice and control.
- Provide additional protections for whistleblowers.
- Introduce a new approach to regulating aged care providers to ensure delivery of safe, quality aged care services.
- Strengthen the powers of the regulator, the Aged Care Quality and Safety Commission, to manage risk, ensure integrity and support aged care.

Further information can be found through the Department of Health and Aged Care <u>Frequently Asked Questions</u>. The implementation date for the new Standards will commence on assent of the new Act.

Support at Home Program

The Support at Home Program will in time replace the current Home Care Packages (HCP), Short-Term Restorative Care (STRC) and CHSP services. It is proposed that from 1 July 2025 the Support at Home Program will replace the existing Home Care Package (HCP) Program and Short-Term Restorative Care (STRC) Programme. CHSP services are proposed to transition to the Support at Home Program from, at earliest, 1 July 2027.



If the City of Marion continues to provide services currently offered under CHSP from the proposed change over date of 1 July 2027 (at earliest), there will be a need to register as a Support at Home Program provider, re-register every 3 years as a provider and upgrade to a new integrated digital platform similar to that which was implemented for the Commonwealth National Disability Insurance Scheme (NDIS).

The Support at Home Program will be a fee-for-service model. The fee-for-service model is similar to the current NDIS. City of Marion is currently attending a range of workshops to understand the requirements of the new payment model, and how particular services areas will be impacted by this model. When discussed at a Forum in October 2023 it was anticipated that this information would have been released in full by mid-2024 at the latest. This has not occurred and a date for this release remains unknown.

A summary of information available to date is shown in Attachment 1, including main focus areas, things that have been confirmed, areas that are unconfirmed/unknown and a summary of high-level risks. This is not provided for decision making as much information is still not available to providers. It is provided to Council as a point in time snapshot to inform of current status.

Strengthened Aged Care Standards and categories

Currently the City of Marion is required to meet 7 of the 8 Aged Care Quality Standards, covering 34 individual requirements within the Standards. Auditing is currently applicable for all services against all 34 individual requirements.

It is proposed that the new Strengthened Aged Care Standards include 7 Standards, and if adopted unchanged, 4 Standards will apply to the Positive Ageing and Inclusion services. These will replace the current Aged Care Quality Standards (of which there are 8).

In relation to categories, it is anticipated that a majority of current PAI services will be in the new service categories 1, 2 and 3. Service categories 1, 2 and 3 are proposed to not be subject to an audit process, therefore it is anticipated that auditing requirements may reduce for the City of Marion in the future. However, Social Support Individual (SSI) and Social Support Group (SSG) services, which City of Marion offer (e.g., social trips, aqua aerobics, Whacky Wednesday social group, etc.) are currently proposed to be in service category 4 alongside community and individual respite, personal care, and allied health services. The documentation from the Aged Care Quality and Safety Commission suggests auditing against the new service category types 4 to 6. From information currently available, the City of Marion may be subjected to greater compliance and obligations for services offered within SSI and SSG (within service category 4). The details of this (e.g., cycle of auditing, obligations, what 'greater compliance' will include, etc.) have not been released and therefore the impact to the City of Marion is unknown at this stage.

Consultations for the Strengthened Aged Care Standards and categories closed on 18 May 2024. Council provided a response agreeing with the 4 new Standards and registration categories 1 and 2 as applicable to City of Marion services (relevant at the time of the consultation). Clarification and consideration of a re-classification to a lower category for the SSI and SSG services was provided during this process. Anecdotally this feedback is consistent with a range of other CHSP providers currently funded in SSI and SSG service areas.

It is unknown when the Standards will be finalised and what auditing requirements will be placed on categories 4, 5 and 6. Staff are anticipating at minimum the current levels of auditing would apply, of which City of Marion is compliant. More information will be made available to service providers in due course.



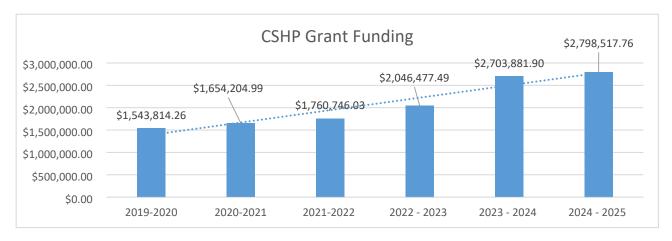
Further information on these changes is available from the <u>Aged Care Quality and Safety Commission</u>.



CHSP Funding changes – 5-year trend

The Commonwealth grant funding to City of Marion has increased over 80% in the last 5 years, from \$1,543,814.26 in 2019-20 to \$2,798,517.76 in 2024-25 (see Graph 1). Additional Commonwealth Ad Hoc grant applications have been made to help meet demand. These were specifically to support growth in services; however, these are not guaranteed each year and are usually available to meet a new need within the community or respond to a particular issue (e.g., COVID).

Graph1: CHSP Funding Growth 2019-2020 to present



Future considerations to meet an ageing population

In preparation for Council considering continuing the future of CHSP services at City of Marion for eligible clients, consideration needs to be given to the impact of the Baby Boomers (born 1946-1964) on the community demographic profile for at least the next 40 years.

The national predictions are that the aged group 65 and over are expected to make up 23.4% of our population within the next 40 years, an increase from only 10% in 1982. It is estimated that numbers within City of Marion will grow from 17,956 in 2021 to approximately 22,000-23,000 in 2040, and as high as 27,000 by 2060. This a significant increase in comparison to approximately 11,000 in the early 1990s and requires detailed planning and action to meet community needs.

It is well recognised that the CHSP is only one avenue for this sector of the community to receive support based on eligibility. A wide range of outcomes, including but not limited to programs, infrastructure, support, advocacy, and information, that maintains or enhances their wellbeing can be offered by the Local Government sector now and into the future. This may include direct Council funded services, through partnerships and other service providers, or via grants, as part of a holistic focus on community capacity, resilience, safety, and wellbeing.

CHSP remains an eligibility-based program and many residents in the community are not eligible for these services, they do not require the services offered or it does not meet their needs. Others may have made an active choice not to apply for nor receive these services.

The Commonwealth Government's decision to delay the transition of CHSP to the Support at Home Program offers an opportunity for Council to better understand future needs. This could be through:

- Improved understanding of community needs (e.g. targeted Community Needs Analysis on this demographic within City of Marion) and how best to support the ageing population moving forward.
- Further analysis of PAI current operations, including CHSP and Council run services; and once more information is known:



- Consideration of the impact to community for Council to expand, continue current levels or exit service delivery for CHSP service/s.
- Development of service models with and without Federal Government funding.

Details of 5 other Local Government bodies and a summary of their ratepayer funded models are provided in Attachment 2. These Councils have recently or still do offer CHSP services to eligible clients, and are, like all Local Governments in South Australia, considering their future services in relation to both CHSP and rate payer funded services.

A range of Local Governments do have, for example, Active Ageing / Ageing Well strategies or action plans in place or are commencing work on them. City of Marion has yet not undertaken any significant work to develop this type of long-term Council wide strategy. These plans seek to understand the needs of ageing populations on a local level, what services Councils may need to cease / start, what infrastructure may be required, what supports are required, etc. Not having a strategy or action plan does limit how City of Marion can holistically plan for and service this growing population group.

Limitations of CHSP and a 'hybrid service' model

City of Marion currently offers some services through Positive Ageing and Inclusion on a 100% rate payer funded model. It also provides CHSP eligible clients a service at the agreed Commonwealth unit costing rate for specific CHSP services, and additionally provides these services to non CHSP customers at a higher rate (where availability and funding permits).

During 2024-25 the PAI team will investigate how the CHSP can be flexed to include more non eligible clients. The funding agreement is very specific about what can and cannot be done with Commonwealth funding, so future implementation will ensure this is not breached.

The Commonwealth is also clear in its requirements for all providers to ensure participants do not receive the same service from similar funding streams, such as domestic assistance from a CHSP provider and a HCP provider. Under these obligations when a participant commences a HCP, the City of Marion is required to cease the participants engagement with our service however residents have requested services continue through CoM. To meet this demand, while meeting Commonwealth obligations, a full cost recovery service model has been established for some City of Marion service types. The full cost recovery service is billed directly to the HCP provider or the participant, and this model can be further expanded. As a rise in HCP is experienced, and clients wish to use City of Marion CHSP services under their HCP, this model ensures clients have choice and control over their services.

Additionally, a range of services and programs suitable for the ageing population are offered through other areas of Council (e.g., Libraries and Neighbourhood Centres).

Future reporting to Council / timing for decisions

It is proposed that Council receive a further report in March 2025 as an update regarding the Aged Care Reforms, and earlier if appropriate. Subject to what information has been confirmed by the Commonwealth, and when that is confirmed, this future report may include early financial and output estimates and forecast models for future service delivery.

If Support at Home is introduced from 1 July 2027, City of Marion should be looking to make decisions regarding intent to remain in this service or not, and/or to what level, by late 2025 or early 2026. This provides sufficient time to manage resourcing, client relationships, budgets, and risks, should the Council decide to scale up or scale down.



This decision-making process is subject to enough information being available to Council to make an informed decision relevant to the City of Marion, and sufficient time is available for preparing future models.

There is a federal election in 2025 and how this impacts the Aged Care sector reforms and announcements is unknown. The timing alongside other elections should also be considered:

- Federal Government Election on or before 25 September 2025
- State Government Election 21 March 2026
- Local Government Election November 2026

ATTACHMENTS

- 1. Considerations of CHSP and Support at Home Program key topics [13.1.1 3 pages]
- 2. Summary information of five metropolitan Councils relating to CHSP service models [13.1.2 4 pages]

Considerations of CHSP and Support at Home Program – overview / summary of current key topics

Focus area / topic	Advantages	Unconfirmed / unknown	Potential Risks
CHSP Grant funding continues to 30 June 2027	City of Marion continues CHSP services under grant funding until 30 June 2027 (unless decided otherwise), providing no changes to client / resident services. The delay gives the City of Marion sufficient time, subject to the release of requirement information, to fully scope a future Support at Home Program Transition model, including considerations of hybrid services and exiting the service. Council may consider the benefits of an external consultant to scope a future 'Ageing Well Strategy / Action Plan,' inclusive of the approximately 1500 CHSP clients and the approximately 18,000 aged 65+ years residents	 The Unit Cost for the service types. Client contribution rates for the service types. Continuation of flexibility provisions. New Aged Care Act. New Strengthened Aged Care Quality Standards. If the implementation will be 1 July 2027 or if it will have further delays. 	City of Marion is unable to predict the revenue generation for the future services model at this time. City of Marion is unable to inform how much ratepayer funding (if any) will be required to maintain or grow the current services. Cannot advise which services will be required to meet which categories within the Strengthened Aged Care Quality Standards.
Transition to the Support at Home Program starts from 1 July 2025 for HCP and STRC providers	City of Marion could be better informed to decide on a future Ageing Well Program post 1 July 2027 by learning from the HCP and STRC providers on the benefits, revenue, opportunities, and disadvantages of the Support at Home Program.	The digital / system requirements for a fee-for-service model for the Support at Home Program.	City of Marion may require a new system or upgraded database to support this change (e.g., batch and send payments for services to the Commonwealth and receive the payments from the Commonwealth.
Fee for Service Model for the Support at Home Program	 The new model may be similar to the NDIS funding model where service providers receive funding per service or based on an hourly rate. Based on 2022-2023 and the City of Marion exceeded its outputs. 	 The unit costs for service types under the Support at Home Program are unknown. The fee for service model is a competitive model and the City of Marion would need to maintain a market share in line 	 Capacity to deliver services needs to be scoped for the current client base and to meet the need of a growing and ageing population. Capacity to compete in an open market alongside not for profit and commercial operators.

Registration will be required to	The City of Marion received \$2,046,477 of Grant funding. The targeted outputs were 57,136 hours plus \$92,785 towards home modifications. City of Marion achieved 86,832 output hours and \$77,986 towards home modifications. There is currently no extra funding for exceeding outputs under the CHSP model, which limits the ability to service more clients. Based on the assumption that City of Marion retains its clients and can provide the same number of service output hours: Under a fee for service model would expect to receive \$3,741,655 in revenue for 2022-2023. This would provide extra funds to grow the program or fund other council ageing well programs.	with targets to remain in the market. City of Marion's potential capacity to grow and service more clients post 1 July 2027 if required. Registration costs and ongoing compliance (auditing) for social support groups and social support	City of Marion will need to meet compliance requirements to retain registration, details of which remain unknown.
become a Support at Home Program Provider	rigorous auditing as experience within current CHSP.	individual service types. These two areas in particular have been the subject of considerable feedback during Commonwealth consultation processes.	of which remain unknown.
Registration will be every 3 years for all Support at Home Providers	No specific advantage identified to the Local Government sector at this stage.	Details of the registration process and costs of the initial and ongoing registration processes.	The costs of the registration processes are unknown, and we are unable to forecast these in our budget.

Support at Home Program opens services to a competitive market • No specific advantage identified to the Local Government sector at this stage.	 Marketing of services Forecasting to meet the demand of services of the current clients and new clients in a growing population. 	 City of Marion will need to consider how services are marketed with their legislative requirements. Legal advice may need to be considered before registering for the Support at Home Program in order for Council to be fully informed when deciding to enter into a competitive new Aged Care Program in relation to the Local Government Act 1999.
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Summary of five metropolitan Councils as a 'point in time' summary regarding Aged Care reforms and service models

Ageing Programs	Councils							
outside CHSP	City of Marion	City of Onkaparinga	City of Unley	City of Mitcham	City of Salisbury	City of Port Adelaide Enfield (PAE)		
Population	98,000	180,000	40,000	70,000	147,000	138,000		
Is the Council an Age-Friendly City?	No	No	Yes	No	Yes	No		
Does the Council have an Ageing Well Strategic Plan, action plan or similar?	No	No, noting the Community Capacity Strategic Plan 2021-24 specifically highlights older people as a priority group.	Yes Active Ageing Strategy	No.	Yes Age Friendly Strategy.	No		
Does the Council have a ratepayer funded program (outside) CHSP? (e.g., bus, community centres programs, social groups, shopping support, advocacy, age friendly streets program, intergenerational programs, etc.)	Yes A volunteer supported Community Bus service for local shopping trips. The community bus cost is approximately \$200,000 per annum. Plus, programming by 4 x Neighbourhood / Community Centres and 3 x Libraries.	Yes. Significant Council funded programs. A community transport network with five buses and two light fleet vehicles, at a cost of approximately \$400,000 per annum. Two Positive Ageing Centres which include Council funded Coorindator and healthy eating facilitators at each centre. The centres operate at an approximate cost of \$480,000 per annum (excluding capital	Yes Two Council funded programs. A community bus costs approximately \$170,000 per year. An Acting Ageing officer providing support activities, Coordinating City of Unley's Ageing Alliance, and other program / project-based initiatives (e.g., Grand Friends Intergenerational work, seniors info sharing (project rather than regular programs).	Yes Decided to transition out of CSHP and into 100% Council funded model in 2023. The Council funded model includes approximately \$470,000 per annum with a Community Transport 1.0 FTE and a positive ageing program coordinator – 0.7 FTE. Plus, programming by 7 Community Centres and 2 x combined Libraries / Community Centres.	No Council supports the CHSP programs including approximately \$100,000 towards the transport and \$150,000 towards social activities, meals and other services.	Yes. A community transport program for shopping and for 1 to 1 service to appointments. The cost is approximately \$200,000 per annum towards the buses, plus additional fleet costs for the two-three light fleet vehicles used for the 1 to 1 services. Plus, programming by 2 Stadiums and 2 Community Centres and 5 x Libraries.		

		renewal and maintenance). Community Links, Wellbeing and Independence programs provide older people with specific support at an approximate cost of \$190,000 per annum. Plus, programming by 9 x Neighbourhood / Community Centres and 6 x Libraries.	Plus, programming by 4 x Neighbourhood / Community Centres and 2 x Libraries.			
Does the Council have an advocacy model for the older community?	No	No Noting the City of Onkaparinga won a Commonwealth tender for Care Finder services for the southern region. Care Finder. This is a Commonwealth funded program to assist vulnerable and at-risk older people find service providers / access My Aged Care.	Yes. Active Ageing Alliance. This is not a Section 41 committee.	Yes	No	No.

What are Council's decisions about continuing or exiting from CHSP services?	No decision to adjust services.	City of Onkaparinga has not made a decision regarding the future delivery of CHSP funded services beyond 2027, nor Support at Home. They are currently making changes within their model which have not been released publicly.	No decision to adjust client services. City of Unley is currently undertaking internal assessment against outputs, costs, risks, workforce and long-term viability of both government and Council funded models.	Decision made in June 2023 to exit all services by 30 June 2024 and commence a 100% Council funded model. City of Mitcham will be reviewing registration as a Support at Home Program provider as soon as more details are released from the Commonwealth.	City of Salisbury are considering all options and have not made a decision on staying in or exiting CHSP programs	PAE are planning to exit from respite, meals and home modifications within the next 12 months but will be continuing all other services including domestic services, home maintenance (gardening), social supports for groups and individuals and transport for individual appointments and social groups. They are intending to register as a Support at Home Program provider after 1 July 2027.
Does the Council run any dedicated Ageing Well centres? (either directly or via management agreements)	No	Yes, two Positive Ageing centres with dedicated staff and offering dedicated programming, services, and social inclusion for the ageing population.	No	No. As part of the work targeted strategic project conducted in 2022-23 (with dedicated 1.0 FTE to better understand and plan for aged, vulnerable, and isolated persons), Council programming is targeted and aligned to needs regardless of location.	Yes. Three dedicated Senior centres owned and managed by Council.	No.
How many FTE provided by the Council outside of CHSP are dedicated to ageing?	1.0 FTE	7.5 FTE funded by Council.	1.4 FTE	3.9 FTE	0 FTE CHSP staff coordinate the Senior centres	1.0 FTE for community bus
In the last 5 years has the Council commenced or completed a	No	Yes A comprehensive Service Review of	No	Yes Community Wellbeing Service Review Report	Yes This was conducted by an external consultant	No

Service Review / Community Needs Analysis or similar on Ageing	CHSP services was completed in 2020.	Have completed specific service areas (e.g., Community Bus)	and Recommendations (2022) with specific focus on CHSP.	and with community consultation. Cost for this work estimated at \$20,000 and was done	
Services, CHSP,				in partnership with City	
etc.?				of Playford.	

^{*} Becoming an **age-friendly city or community** is an initiative of the <u>World Health Organisation</u>, which has declared the Decade of Ageing (2021-2030), with world population data showing that the number of people living over 60 was 1 billion in 202 and this will double to be 2 billion by 2050. The following is an extract from https://www.who.int/activities/creating-age-friendly-cities-and-communities:

Cities and communities have a key role in enabling people to live longer and healthier lives while fostering fairer and more sustainable societies. An age-friendly city or community is health promoting and designed for diversity, inclusion, and cohesion, including across all ages and capacities. Age-friendly cities or communities might have, for example: accessible and safe road and transport infrastructure, barrier-free access to buildings and houses, and public seating and sanitary facilities, among others. Age-friendly cities and communities also enable people to stay active; keep connected; and contribute to their community's economic, social, and cultural life. An age-friendly city can foster solidarity among generations, facilitating social relationships between residents of all ages. Age-friendly cities and communities also have mechanisms to reach out to older people at risk of social isolation, falls or violence through personalized and tailored efforts.



13.2 Post Auscycling Event

Report Reference GC240625R13.2

Originating Officer Unit Manager Economic Development – Daniel Adams

Sports and Recreation Officer – Todd Boughen

Corporate Manager Manager City Activation – Charmaine Hughes

Manager City Property - Mark Hubbard

General Manager City Development – Tony Lines

REPORT HISTORY

Report Reference Report Title

GC2402227R15.5 AusCycling Proposal – Future Events at SWBMX Facility

REPORT OBJECTIVE

To provide Council with a summary of the outcomes of the AusCycling BMX National Series Event held at the SWBMX facility in April 2024.

EXECUTIVE SUMMARY

On 27 February 2024, Council approved a \$15,000 financial contribution towards the delivery of AusCycling's 2024 National Series event scheduled to take place at the Sam Willoughby International BMX (SWBMX) facility in late April 2024. This was the facility's first major event, and feedback from AusCycling, the SWBMX facility clubs, and participants has confirmed that it was an outstanding success.

Council resolved for a report to be brought back to update on the outcomes of the event. This report provides an overview of the success of the event and learnings to support future events. It is estimated that the SWBMX event would have brought approximately 1587 people to the state. Applying South Australian Tourism Commission's expected spend per interstate visitor, it can be broadly estimated that this event injected approximately \$1,076,000 into the local economy.

RECOMMENDATION

That Council:

1. Notes the report on the AusCycling Event at SWBMX.

DISCUSSION

Event Success

The AusCycling 2024 National Series event at SWBMX was highly successful, attracting over 1800 competitors and visitors. Following the event, AusCycling and the local clubs confirmed their high level of satisfaction with the delivery of their first large event at SWBMX and their appetite to continue to improve event delivery at the facility. The event provided the clubs with a home track advantage – a benefit not experienced by South Australian riders for over 20 years. It showcased the potential of South Australian riders to national and international selectors, enabling the clubs to increase their profile and therefore training and coaching opportunities with national and international level competitors and coaches.



Of the 740 competitors, Auscycling have reported that 512 travelled from interstate. On average AusCycling expected that each competitor from interstate travelled with 2 additional people and stayed 3 nights for the National Series event. On this basis it can be estimated that the SWBMX event would have brought approximately 1587 people to the state. Applying South Australian Tourism Commission's expected spend per interstate visitor, it can be broadly estimated that this event injected approximately \$1,076,000 into the local economy.







The event was broadcast by SBS and achieved significant viewership on SBS On Demand (143,000 viewers) which provided extensive exposure for the City of Marion. This was helped by the promotional videos of the City of Marion.

Local businesses such as Marion Holiday Park and Hallett Cove Pavilion Shopping Centre were door knocked following the event. They reported experiencing increased activity, demonstrating the positive economic impact of the event. The Holiday Park for example reported that it was fully booked due to the event.

City of Marion's Role

Staff worked to draw local benefit out of targeted adverts for experiences within City of Marion through AusCycling's email communications and promotional activity. This activity included securing City of Marion's logo within AusCycling emails and AusCycling providing a direct email to competitors/attendees in the week of the event featuring information about the City of Marion and directing attendees to the 'Visitors' page on the Council website. During the event period, the "7 days at Marion" pages received around 61 views, focusing on 'Eat', 'Shop', 'Stay', 'Visitor', 'Play' and 'Attractions/Businesses'.

Working with AusCycling, on-site banners were designed and installed to provide visitors with access to relevant information to positively enhance their time in Marion. Unfortunately, on the day, AusCycling directed trucks to park in front of the banners, blocking their immediate view from a distance.

Parking proved to be a challenge on the day due to the Majors Road On/Off Ramp roadworks.

Learnings

A lessons learned meeting was held to understand opportunities for improvements in supporting external partners to deliver external events across Marion. The following opportunities were identified:

- Explore opportunities to engage local businesses in co-sponsorships on behalf of clubs.
- Improve event planning, particularly for parking, ensuring external event organisers submit their traffic management plans well in advance.
- Utilise knowledge of TV camera and marketing signage placements to enhance City of Marion's brand.

Future AusCycling events

AusCycling is considering holding a 2025 national event at SWBMX and there could also be future opportunities to secure events such as the National Championship and a World Cup. This would be covered in future report(s), perhaps requiring the City of Onkaparinga to be a co-contributor.

ATTACHMENTS

Nil



13.3 SRWRA Board Meeting 27 May 2024 - Constituent Council Information Report

Report Reference GC240625R13.3

Originating Officer General Manager Corporate Services - Angela Allison

Corporate Manager - N/A

General Manager 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, 27th May 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, 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 27th May 2024 is provided for Members' information.

RECOMMENDATION

That Council:

1. Notes the Constituent Council Information Report from SRWRA Board Meeting, 27th May 2024.

ATTACHMENTS

1. Constituent Council Information Report [13.3.1 - 2 pages]



Constituent Council Information Report - Public

Board Meeting: 27 May 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 Summary		
The third budget review for the current financial year was presented, with the forecast based on results to March 2024. SRWRA received higher waste volumes than budgeted and a reduction in expenditure, resulting in a revised forecast operating surplus of \$2 million.		
The draft Business Plan for FY25 was reviewed by the Board; the plan incorporates actions from the SRWRA Strategic Plan 2019 to 2026 in the areas of WHS, governance, communications and education, buffer land development, and maximising the use of landfill airspace and recovered resources on site. The draft Business Plan was supported by the draft Budget and Long-Term Financial Plan, incorporating the plant and asset management plan, capital project expenditure and forecast gate fees for our		
Constituent Councils. The draft Business Plan and Budget will be circulated out of session to the Board before it is sent to Constituent Councils for feedback.		
SRWRA will enter an electricity contract for a period of up to 24 months at a lower rate than the previous year.		
The CEO summarised key activities over the last few months. • SRWRA will undertake a financial viability study of the EcoPark concept, this report will guide the next steps in this proposal.		
SRWRA provides quarterly risk management reporting to the Audit & Risk Committee and Board, this includes regular reviews of the SRWRA risk register and identification of new and emerging risks.		

Constituent Council Information Report – Public

Energy Security	SRWRA is working with an energy consultant to explore best practice power options for supply to all site stakeholders, in a reliable, cost-effective way, implementing power factor correction to ensure optimum use of power purchased. SRWRA will explore the development of a large-scale solar farm.
SRWRA Internal Audit Procurement	SRWRA is working towards implementation of a risk based internal audit program in early FY25, resourced by an external provider and working to a plan developed by our Audit & Risk Committee. SRWRA will undertake a joint procurement exercise for internal audit services with the Adelaide Hills Regional Waste Management Authority, to provide a more attractive service offering for potential candidates and share the work associated with the procurement process.
Procurement Exemptions Request Form	SRWRA has updated our internal controls around procurement exemptions with a two-step approval exemption request form. Procurement exemptions may be granted in line with policy during the year, with a report on all exemptions granted during the preceding twelve months, provided to the Board in November each year.



13.4 Marion Outdoor Pool Season Review

Report Reference GC240625R13.4

Originating Officer Unit Manager Recreation & Cultural Facilities – Nathan Byles

General Manager General Manager City Development – Tony Lines

REPORT OBJECTIVE

This report notes the key outcomes from the first extended pool season, including attendances and financial result.

EXECUTIVE SUMMARY

In September 2023 Council (GC230912R) endorsed the ongoing extension of the annual swimming season at the Marion Outdoor Pool (MOP) to become a set 30-week season that incorporated the April school holidays.

At the Council meeting it was resolved that a report be brought back to Council at the conclusion of the 2023-2024 season on the financial impact of the season extension.

The extension of the swimming season aims to increase utilisation of the MOP and provide consistency in the annual season for the community. It also allows for improved assessment of annual operations.

The extension of the season in April 2024 resulted in the MOP hosting additional programs, events and swimming carnivals with 4,937 extra attendances for the 4-week period.

Across the 2023-2024 season the MOP achieved a new attendance record of 142,411 patrons, surpassing the previous record of 132,052 set the previous season.

The extended season came at a net cost of \$35,942, higher than the initial estimate of \$10,741 forecast in the report to Council in September 2023. The main reason for the additional cost above forecast was increases in utility costs and a lower-than-average median temperature for Adelaide in April which impacted attendances.

RECOMMENDATION

That Council:

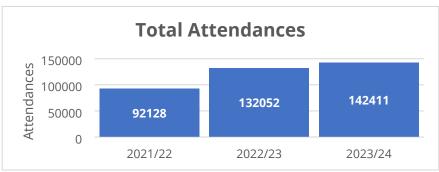
1. Notes the report.

DISCUSSION

Attendances and Memberships

The MOP achieved record attendances in the 2023-2024 season with 142,211 people visiting the facility. This figure is 10,359 above last years season tally with 4,937 visitors coming during the extended season in April 2024.





Season Extension Outcomes

Despite both mean maximum and mean minimum temperatures for April being cooler than average (April was Adelaide's lowest overall mean temperature since 2015 and lowest mean minimum temperature since 1999), the season extension resulted in several positive outcomes:

- 4937 additional visitations.
- Two additional local school swimming carnivals (983 attendance).
- The development and introduction of a new water safety program in April to complement the existing learn to swim program.
- Creation of a new partnership with Surf Life Saving South Australia to host The South Australia Shores Multicultural Learn to Swim program for 110 participants.
- All existing long-term lane hirers extended their bookings through to the end of the April (contributing a total of 22 lane hire bookings).
- Three social bookings with 55 patrons.
- Five birthday parties with 60 customers and their families.
- Six casual lane hire bookings.

Financial Considerations

The 2023-2024 season generated record revenue of more than \$1.3 million, being more than \$78,000 above previous seasons. The net cost to operate the month of April was approximately \$35,942 which is higher than the \$10,741 forecast in September 2023.

Key factors impacting the increased net cost were:

- The income generated in April 2024 was \$62,050 slightly below the predicted \$63,861.
 - o Lower median temperature for the month impacted attendances.
- Utility and maintenance costs for the month were \$31,000 against the prediction of \$19,000.
 - The main contributing factor to the increased cost was the large increase in market supply charges for electricity and the reliance on the new electric boiler system rather than gas.
- Additional staffing costs for the month were \$67,000 against a forecast cost of \$55,610.
 - The key reason for this was due to an unplanned increased reliance on outsourced casual labour for the month as Covid impacted the core CoM staff who manage the facility.

The overall operational cost for the MOP season was \$416,371 (Income of \$1,303,411, expenditure of \$1,718,781), this figure is up on the season average of \$400,457 (averaged over the last 7 years). The key factors impacting the variance were:

An increase in annual utility charges of \$55,955.



• Increased labour charges associated with a change to the staffing structure and award payments and increased seasonal attendances requiring greater staffing.

ATTACHMENTS

Nil



13.5 RAP Update	
Report Reference	GC240625R13.5
Originating Officer	Social and Cultural Sustainability Planner – Erica Gurner
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	General Manager City Development - Tony Lines

REPORT HISTORY

Report Reference	Report Title
GC240326M15.1	Funding Provision for the Draft Reconciliation Action Plan
GC240312R11.1	Reconciliation Action Plan 2023-2025
GC230822R12.2	Reconciliation Action Plan
GC23062711.15	Reconciliation Action Plan 2023-25

REPORT OBJECTIVE

The purpose of this report is to provide Council with an update on the budget for council's Reconciliation Action Plan (RAP) and the status of the RAP document review with Reconciliation Australia.

EXECUTIVE SUMMARY

At its General Council meeting 12 March 2024, the draft RAP was endorsed without budget. At a subsequent meeting (GC240514) 14 May 2024, the following motion was carried:

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 30th 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.

The budget has now been reviewed and is presented for noting as there is no additional budget required for delivery of the RAP. The RAP is in its second round of feedback with Reconciliation Australia and management is hopeful that it will be finalised shortly for final consideration and endorsement by Council.

RECOMMENDATION

That Council:

- 1. Notes the reviewed RAP budget.
- 2. Notes the feedback from Reconciliation Australia about the draft RAP document.

DISCUSSION

Budget



A review of the costs to deliver the RAP has been completed with the total cost of the RAP estimated at \$66,710.

This is split over two years as follows (details in table 1):

Year 1 (2024-2025): \$34,880 Year 2 (2025-2026:) \$31,830 Total two-year budget: \$66,710

As the activity in the current financial year has been minimal due to the planning of a new RAP, there is currently \$26,033 of unspent funds within the 2023/24. It is recommended that this be carried forward to cover the full cost of the RAP.

Unspent funds and carryover

Unspent funds from 2023-24: \$26, 033 New funding allocation for 2024-25: \$20,000

Total funds available in 2024-25: \$46,033 (total requirement \$34,880)

Carryover amount in 2025-26: \$11,153 New funding allocation for 2025-26: \$20,000

Total funds available in 2025-26: \$31,153 (total requirement \$31,830)

Based on the above, the minor difference will be managed accordingly and there is no additional budget required to deliver on the two-year RAP.

Table 1 provides a summary of the budget based on cost estimates of deliverables.

Table 1

Budget item	Estimated cost (2024- 2026)
RAP governance	\$12,320
Awareness and participation activities	\$17,440
Consultation fees for Plan delivery	\$19,950
Workforce training	\$17,700
TOTAL	\$66,710

RAP document feedback from Reconciliation Australia

At its meeting 12 March 2024, the draft RAP was endorsed by Council for submission to Reconciliation Australia for their required review process. Reconciliation Australia advise that the review process usually includes several reviews before the RAP meets the expected standard for their final endorsement. They further advise their review turn-around time is up to 1 month per review. At the time of writing the RAP is with Reconciliation for the second round of their review.

Key feedback provided following RA's first review was summarised as follows (verbatim):

- RAP Implementation Period: Please update the launch and expiry dates taking into consideration the remaining review and endorsement process.
- **Vision for Reconciliation:** Please strengthen your vision to reflect the ultimate goal your organisation envisages for reconciliation.



- **RAP Champion:** Please allocate a Senior Leader as RAP Champion to help drive internal engagement and awareness of your RAP.
- **RAP Deliverables:** Please ensure each deliverable has a corresponding timeline in month year/format and person responsible (by job title).
- Responsibilities: Please allocate a responsibility to each separate deliverable by job title.
 Avoid assigning to groups or teams to ensure accountability. Also ensure that responsibility is spread throughout the organisation and not heavily dependent on a few people.
- **Timelines:** Ensure that each timeline is one specific *month, year* that you intend to action or monitor that deliverable. Ensure they are months within the updated RAP duration.
- **Our RAP:** Please expand on the achievements, challenges and learnings from your last RAP and how this has informed your approach to this RAP.
- **Unique Actions and Deliverables:** Please include further unique commitments, building on deliverables included in the last RAP.

All amendments were made and a marked-up copy is included as Attachment 1. The required changes resulted in minor tweaks to the wording of the actions, with the majority of the changes affecting the introductory information and some formatting. Once we have received a version of the RAP that Reconciliation Australia is prepared to sign off on, this will be presented to Council for final approval.

It is anticipated that only minor adjustments will be needed after the second review. It is hoped that the process of endorsement by RA will be complete close to or by 30 June 2024.

ATTACHMENTS

1. RAP track changes after rnd 1 feedback [13.5.1 - 17 pages]

City of Marion RECONCILIATION ACTION PLAN-INNOVATE

July 2024 to Junely 2026

Our Vision of Reconciliation

Our vision of reconciliation is for respect, understanding and unity within our community.

The City of Marion will create genuine and trusting partnerships with Aboriginal and Torres Strait Islander people that acknowledge the past and shape decision making. We will work together to build understanding, and create meaningful opportunities that further the aspirations of Aboriginal and Torres Strait Islander people in our community.

The City of Marion values respect, integrity, achievement and innovation. Planning and decision-making by Council is informed by the Community Vision - Towards 2040, representing the community's aspirations for a Liveable, Prosperous, Connected, Engaged and Innovative City that Values Nature.

The Reconciliation Action Plan consists of tangible and meaningful actions that the organisation and community can achieve together. The Reconciliation Action Plan includes activities that we know a make a difference: building genuine relationships, respecting the special and cultural contribution of Aboriginal and Torres Strait Islander peoples to Australia, implementing good governance and working together to ensure Aboriginal and Torres Strait Islander peoples have the same life opportunities as all people in our city.

Mayors Message

Marion was one of the first metropolitan Councils in SA to develop a Reconciliation Action Plan.

With much discussion this year about the Voice to Parliament (South Australian and national), Council's Reconciliation Action Plan 2024-2026 is as relevant as ever.

The plan demonstrates our commitment to leading, promoting and facilitating reconciliation.

The plan is based on four pillars:

- Relationships
- Respect
- Opportunities
- Governance

We have committed to delivering the RAP actions, ranging from acknowledgment of the Kaurna people at Council events to removing barriers to employment.

It's all about building better relationships with Aboriginal and Torres Strait Islander peoples.

Kris Hanna

Chief Executive Officer Message

Reconciliation is a journey. Every journey has a beginning and here at the City of Marion, our journey started in 2013 with our first Reconciliation Action Plan (RAP).

In reflecting on our achievements and our continued reconciliation efforts we are proud to develop our next RAP at the Innovate level.

We have engaged with our community and our staff to build our next RAP, and we have talked about what reconciliation means to us personally and common themes of 'understanding', 'listening', 'Truth-Telling', 'building trust' and 'creating opportunity' emerge. Another theme that resonates with me is the 'use of language'.

Using Aboriginal and, or Torres Strait Islander language preserves culture. It is an acknowledgement of a culture's connection to place, and it builds an inclusive community for everyone.

We were fortunate to have Kaurna and Narrunga man Jack Buckskin, speak to us at a recent leadership forum about his journey learning the Kaurna language as part of renewing his culture.

I would like to thank our consulting facilitator Kimberley Wanganeen for her work with our organisation on our RAP journey and I would like to thank everyone who contributed.

For the City of Marion, this is an opportunity to build on our achievements, reflect on the learning from our previous RAPs, and continue on our reconciliation journey by focusing on key, meaningful deliverables at the Innovate level.

Tony Harrison

Our Business

The City of Marion is located on the Traditional Lands of the Kaurna people_-

The council embraces the richness of history, heritage and diversity that infuses our community with vibrancy, and vitality—.

Our <u>, our cultures and and our</u> community are at the forefront of everything we do. Planning and decision-making is informed by the Community Vision - Towards 2040, representing the community's aspirations. <u>for a Liveable, Prosperous, Connected, Engaged and Innovative City that Values Nature.</u>

The Citycity is located 10 kilometres south-west of the Adelaide city centre in South Australia, and spans 55 square kilometres with 7 kilometres of coastline. The City of Marion offers diverse cultural, sporting, leisure and shopping experiences amidst picturesque hills, open space, and coast.-. The council has an Administrative Centre at Sturt and City Services depot based at Mitchell Park.

With a population of around 96,65098 493 residents (as of 2023), Marion is experiencing healthy growth, particularly among families, single households, homeowners and migrants. The 2021 Australian Census revealed that 1.3% of our population (approximately 1,268 people) identify as Aboriginal and/or Torres Strait Islander.

The City of Marion is dedicated to delivering quality, <u>affordable accessible</u>, and inclusive services, programs, and public infrastructure with over 300 passionate volunteers and over 350 full-time equivalent employees, <u>1% identifying as Two staff have identified as</u>
Aboriginal and/or Torres Strait Islander <u>peoples</u>.

The City of Marion aims to provide services and facilities that support the social, environmental, and economic needs of residents, businesses, and visitors—.

Council's role is to:

- Act as a representative, informed and responsible decision-maker in the interests of its community.
- Provide and coordinate public services and develop the community and resources in a socially just and ecologically sustainable manner.
- Encourage and develop initiatives within its community for improving the quality of life
 of the community.
- Exercise, perform and discharge the powers, functions, and duties of Local Government under the Local Government Act 1999 and other Acts in relation to the area for which it is constituted.

Marion boasts several noteworthy <u>facilities</u> including the Living Kaurna Cultural Centre, Marion Cultural Centre, Tonsley Innovation District, Westfield Marion shopping centre, South Australian State Aquatic Centre, <u>and and Hallett Cove Conservation Park</u>. The city also has significant cultural sites within our boundaries including <u>Warriparinga</u>.

Warriparinga is an important cultural heritage site where Aboriginal and early European heritage sit side by side. for the Kaurna people of the Adelaide plains. This site is a traditional ceremonial meeting place that is still used today, ...land an important part of the Tjilbruke Dreaming Track. ; offering a variety of Aboriginal and environmental education programs, events, and performances. The venue is available for hire for various purposes, such as meetings, training days, events, and workshops.

Warriparinga is the Gateway to the Tjilbruke story
Warriparinga is an important sacred place for Kaurna people.

The Living Kaurna Cultural Centre at Warriparinga was —constructed in 2001 through a partnership between the Kaurna community and the City of Marion — It is now managed by the Kaurna-owned and operated business Southern Cultural Immersion (SCI). —The centre hosts a variety of cultural and environmental education programs, events, and performances. The venue is also available to hire for meetings, training days, events, and workshops.

Warriparinga is an important cultural heritage site where Aberiginal and early European heritage sit side by side. For the Kaurna people of the Adelaide plains, this site is a traditional ceremonial meeting place that is still used today. It is also an important part of the Tjilbruke Dreaming Track, offering a variety of Aberiginal and environmental education programs, events, and performances. The venue is available for hire for various purposes, such as meetings, training days, events, and workshops.

Warriparinga is the Gateway to the Tjilbruke story

Warriparinga is an important sacred place for Kaurna people.

The spirit of Tjilbruke lives here

The spirit of the wind visits here

The spirit of the river makes us alive.

Our Reconciliation Action Plan Journey

The City of Marion and the Kaurna community have worked in partnership since the mid 90smid-90s/early 2000's, reflecting a mutual commitment to the aspirations and wellbeing needs of Aboriginal and Torres Strait Island people, and to reconciliation. When the RAP framework was introduced, the CityCity of Marion was one of the first South Australian Councils to adopt a RAP and four RAP's have since been undertaken in 2013-2014, 2014-2015, 2016-2019 and 2020-2023. The City of Marion was one of the first council to adopt the Reconciliation Action Plan Framework and this Plan represents the fifth Reconciliation Action Plan (RAP) since its inaugural one in 2013.

Highlights <u>and reflections</u> from the implementation of the City of Marion's Reconciliation Action Plans 2019-2023

The 2020-2023 Reconciliation Action Plan was endorsed at Stretch level reflecting a long history of including reconciliation commitments and investments within our council's project and service , planning, and deliverya long period of . The time. we council achieved 71 of 75 deliverables, despite interruptions caused by COVID-19 during the 2021-2022 period. Highlights included:

- A booked out <u>fully booked</u> National Reconciliation Week and NAIDOC Week (National Aboriginal and Islanders Day Observance Committee) program of community events.
- 2. Continued delivery of our Aboriginal & Torres Strait Islander Traineeship program, with the current candidate undertaking a Certificate III in Horticulture.
- 3. Collaborative efforts between the Cities of Marion Charles Sturt and Port Adelaide and Enfield Councils worked collaboratively to align procurement practices and procurement opportunities for First Nations businesses. A new Procurement Policy was developed and included emphasising a stronger focus on Corporate Social Responsibilities.
- 4. Continued Ongoing relationship with Social Southern Cultural Immersion for the operation of the Living Kaurna Centre.
- Employee participation in State Government Aboriginal Heritage and Legislative Awareness sessions.

For the period 2022-2023, -the ongoing disruption of COVID-19 on the business, -(including staff changes) -interrupted activities, key engagement and relationship building, relationships and therefore momentum in some areas of the RAP. The City of Marion has now made a mature move to resume our RAP work at the Innovate level in-from 2024.

This RAP has been developed with <u>careful</u> reflection on where <u>we left off-the last Plan</u> <u>concluded, achievements, challenges and opportunities, where we continue to be strong, and our challenges. We have also To support the development of this Plan council has undertaken additional <u>engagement</u> <u>with community, staffstaff,</u> and <u>elected member Council Member engagement—.</u></u>

In Tthe 2024-2026 RAP we is will focussed on:

- Relationship building with Aboriginal and Torres Strait Islander stakeholders, to enable a strong foundation of partnership, to progress shared outcomes.
- Reviewing City of Marion's work with other RAP stakeholders to continue to grow our sphere of influence.
- Achieving deliverables relating to procurement, employment and cultural learning that were not fully achieved in the previous RAP.
- Integrating previously achieved deliverables so they become part of the 'way we do things' e.g., the continuation of Acknowledgement of Country at important events and meetings.
- Delivering the additional actions that reflect the evolution of the work from previous years.

In 2024, we a RAP Champion has been appointed from our the Executive Leadership Team who will join the RAP Working Group. They RAP Champion will be supported by the whole Executive Leadership Team who have resolved to contribute to the progress of the RAP as opportunity arises within their areas of responsibility. We The City of Marion looks forward to establishing new partnerships with Kaurna Elders and/or Traditional Owners to help guide the RAP work as a whole.

In 2020, we all experienced something we never could have expected, a global pandemic made the world stop... and gave us the unique opportunity to reflect on our genuine reconciliation actions.

Our latest RAP 2023-25, focuses on innovative deliverables to work towards embedding reconciliation in the way we do business in delivering for our community. We are proud of our achievements and to focus our RAP at the Innovate level, as we build genuine relationships and strengthen the opportunities that were once available pre-COVID.

We look forward to taking this new journey with you, and welcome you to a new future of Reconciliation, one that plans forward, while acknowledging the past and understanding the present.

The Reconciliation Action Plan consists of tangible and meaningful actions that the organisation and community can achieve together. The Reconciliation Action Plan includes activities that we know a make a difference: building genuine relationships, respecting the special and cultural contribution of Aboriginal and Torres Strait Islander peoples to Australia, implementing good governance and working together to ensure Aboriginal and Torres Strait Islander peoples have the same life opportunities as all people in our city.

RAP Working Group (RWG) Structure

The RAP Working Group includes:

- 1. Aboriginal representative Field Supervisor Reserve Maintenance
- 2. RAP Champion (Executive Leadership Team RAP representative) General Manager City Services

- 3. RAP champion (to Council) Elected member and Deputy Mayor
- 4. RAP champion (to Council) Elected member
- 5. RAP champion (to Council) Elected member
- 6. RAP coordinator- Social and Cultural Sustainability Planner
- 7. RAP Action Holder Manager People and Culture
- 8. RAP Action Holder Manager Office of the Chief Executive
- 9. RAP Action Holder Manager City Activation
- 10. RAP Action Holder Manager Community Connections
- 11. RAP Action Holder Manager City Property
- 12. RAP Action Holder Field Supervisor Reserve Maintenance
- 13. RAP Action Holder Unit Manager Marketing and Communications
- 14. RAP Action Holder Manager Engineering Assets and Environment

The RWG Chair will be a member of the RAPWG and will be decided by the group.

The City of Marion is proud to continue our long history of commitment to reconciliation through this 5th Reconciliation Action Plan, and we welcome you to join us as we continue working towards meaningful shared outcomes over the next two years.

RWG Chair

RWG Members:

Elected Member and Deputy Mayor

Elected Member

Elected Member

Manager People and Culture

Manager Office of the Chief Executive Officer

Manager City Activation

Manager Community Connections

Manager City Property

Field Supervisor Reserve Maintenance

Unit Manager Marketing and Communications

Communications Officer

Manager Engineering, Assets and Environment

Table: Reconciliation journey timeline

	City of Marion Reconciliation Milestones			
Year Achievements/Initiatives The details			The details	
	1995-97	Tjilbruki Gateway	Tjilbruki Gateway created by Margaret Worth, Sherry Rankine, a Kaurna artistartist, and Gavin Malone. This multi-layered artwork/commemoration speaks about the Kaurna Ancestral Being Tjilbruki, the changes brought about by colonisation, and conciliation - between people, their culturescultures, and the land. It is presented through a collection of symbols that signify place and events.	
	1998	Warriparinga Land Management Agreement	The Land Management Agreement ensured that the area of significant Aboriginal culture, known as Warriparinga, is protected protected, and appropriately maintained as well as ensuring that any adjacent developments do not encroach on the setting of the Laffer's residence and surrounds.	

1998	Aboriginal Flag flying	Council endorsed Aboriginal and Torres Strait Islander flags to be permanently flown outside the Council Administration Centre.
2001	Opening of Living Kaurna Cultural Centre	The Living Kaurna Cultural Centre is located at Warriparinga and offers Aboriginal and environmental education programs, eventsevents, and performances. The venue is also available to hire for meetings, training days, eventsevents, and workshops.
2005	Kaurna Tappa Iri Regional Agreement 2005-2008 (Walking Together) including the Tjilbruki Dreaming Trail	The City of Marion partnered with the Cities of Holdfast Bay, OnkaparingaOnkaparinga, and Yankalilla District Council to develop the Kaurna Tappa Iri Regional Agreement 2005-2008 (Walking Together). This agreement outlined specific Council led reconciliation projects before Reconciliation Action Plans had been formalised. The Tjilbruke dreamtime story featured significantly in the Agreement, as this story travels through the four Council boundaries.
2006	Installation of six Kaurna Interpretive signs along the Coast Park trail	The Coast Park Interpretive signage project in 2006 was a partnership with State Government.
2013/14	Delivery of inaugural Reconciliation Action Plan	19 actions delivered successfully.
2014	Oaklands Wetland	The Oaklands Wetland and Reserve development includes the wetland, water storage, adventure play space, biodiversity corridor and recreation plaza.
2014/15	Delivery of 2nd Reconciliation Action Plan	24 actions delivered successfully, including the commissioning of an artwork for permanent display in the Council Chambers recognising the Kaurna people are the Traditional Owners of the land on which Marion Council meets.
2014/15	Allan Sumner artwork 'Cultural Sustainability' for the Chamber Gallery	The works reference, acknowledge and celebrate Kaurna culture. The works are intended to develop in the viewer a better understanding and appreciation of Kaurna people, particularly how cultural landscapes have changed within the City of Marion over time.
2016/19	Delivery of 3rd Reconciliation Action Plan	208 actions delivered successfully over the course of 3 years.
2018/19	Aboriginal and Torres Strait Islander traineeship endorsed by Council	Council endorsed funding for four twelve month traineeships, to be delivered over four financial years.
2019	Inclusion of Acknowledgement of Country within strategic documents	Inclusion of Acknowledgement of Country in Council's 4-year Business Plan 2019-2023.
2019/20	Development of 4th Reconciliation Action Plan (January 2020 – June 2023)	Our most ambitious Reconciliation Action Plan with over 70 deliverables identified to be actioned in each year.
2021	Partnership with Living Kaurna Cultural Centre	Established a partnership with a local Kaurna business to manage the Living Kaurna Cultural Centre.
2022/23	Inclusion of Acknowledgement of Country on internal and external publications.	Acknowledgement of Country added to our email signature, City Limits publication and the footer of our corporate website.

RELATIONSHIPS

The City of Marion values respectful relationships between Aboriginal and Torres Strait Islander peoples and other Australians in our community. The City of Marion recognises will establish and maintain that fostering strongrespectful relationships and partnerships with Aboriginal and Torres Strait Islander people. We understand relationships are the foundation of reconciliation, they ffacilitate unity and positive outcomes for the community we serve the whole community.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and	Update stakeholder map identifying internal relationship holders and Aboriginal and Torres Strait Islander stakeholders.	<u>July 2024</u>	Office of the CEO
organisations.	Develop an engagement plan to guide work with Aboriginal and Torres Strait Islander stakeholders. and identify opportunities for partnerships.	October 2024August 2024	RAP Coordinator and ELT RAP representative
	Seek partnerships (guided by the engagement plan) with local Kaurna Elders or Traditional Owners to guide the delivery of the RAP as a whole	September 2024	ELT RAP representative
1. 2. Build relationships through celebrating National Reconciliation Week (NRW)	Continue to Ccirculate Reconciliation Australia's NRW resources and reconciliation materials to our staff each year.	May April 2024 and, 2025	General Manager Corporate Services supported by RAP Coordinator
commencing May 27 each year	RAP Working Group members to participate in an external NRW event.	27 May- 3 JuneMay 202 <u>5</u> 4, and 202 <u>6</u> 5	RAP Working Group Chair
	City of Marion to Continue to hostbook and host a table at the Reconciliation SA Breakfast event each year.	March 202 <u>5</u> 4 <u>and</u> , 202 <u>6</u> 5	Office of the CEO supported by the RAP Coordinator
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 JuneMay 202 <u>5</u> 4 and, 202 <u>6</u> 5	CEO
	 Support City of Marion sites to host at least one NRW event each year for staff to attend. 	27 May- 3 JuneMay 202 <u>5</u> 4, and 2025 <u>6</u>	RAP Working Group Chair
	Register all our NRW events on Reconciliation Australia's <u>NRW</u> <u>website</u>	May 202 <u>5</u> 4 , and 202 <u>6</u> 5	RAP Working Group
2. 3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy, to raise awareness of reconciliation across our workforce.	May-March 20252024	Manager People and Culture
	Communicate our commitment to reconciliation publicly.	March 2024 July 2024, 2025 (NAIDOC Week), and	CEO

		May 2025, 2026 (Reconciliation Week)	
	Conduct an-internal audit of existing or paused RAP partnership-work with like- minded organisations, to identify opportunities to resume or build-on RAP work Collaborate with RAP organisations and other like- minded organisations to develop innovative approaches to advance reconciliation.	May 2024, 2025 February 2025	RAP Working Group Chair supported by RAP Coordinator
	Continue to identify and explore opportunities to positively influence external stakeholders to drive reconciliation outcomes.	January 2026	RAPWG Chair
3. 4. Promote positive race relations through antidiscrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June December 2024	Manager People and Culture
	Develop, implement, and communicate an antidiscrimination policy for our organisation in consultation with Aboriginal and Torres Strait Islander advisors	December 2024June 2024	Manager People and Culture
	Educate all City of Marion staff, senior leadersleaders, and Elected Members on the effects of racism consider using the Racism: It stops with Mecampaign resources for this purpose.	October 2024July 2025 and July 2026	Manager People and Culture Office of the CEO
4. 5. Promote understanding and unity by Pprovideing equitable oOpportunities for the City of Marion community to engage-within Aboriginal and Torres Strait Islander First Nationsculture. learning	Support City of Marion Neighbourhood Centres and Libraries to build upon their programs to engage with community and sSupport upport First Nations'Aboriginal and Torres Strait Islander individualspeople and businesses to share and celebrate culture al learning with a range of community within these community spacesaudiences, in a range of settings and venues.	December 2024July 2025 and 2026	Manager Community Connections
	 Schedule and coordinate a program of free or subsidised cultural learning opportunities across the year for the community to attend. Enhance the program of cultural events or activities for City of Marion community to attend that are free or 	December 2024, 2025 July 2025 and 2026	Manager Community Connections

subsidised, which extends across the calendar year.	



RESPECT

The City of Marion_recognises that Aboriginal and Torres Strait Islander cultures are diverse living cultures. We recognises that the Kaurna culture is an evolving and contemporary culture. We value Kaurna culture. We recognise will learn-about, embrace, the fundamental importance of promote, and celebrate heritage, language, and, and cultural expression to build understanding and respect within the community for all peoples.

We also acknowledge the important place that Kaurna and all Aboriginal and Torres Strait Islander cultures have in increasing the sort of community we envisage.

Action	Deliverable	Timeline	Responsibility
5. 6. Increase understanding, value and recognition of Aboriginal and Torres	Conduct a review of cultural learning needs within our organisation of , including Sstaff, eExecutive and Elected Members.	May December 2024	Manager People and Culture Manager Office of the CEO
Strait Islander cultures, histories, knowledge and rights through cultural learning.	ConsultInvite local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to informadvise on our the contents of a cultural learning strategy for the City of Marion., considering cultural awareness, cultural safety and immersive opportunities.	August 2024February 2025	Manager People and Culture
	Develop, implement, and communicate a cultural learning strategy for our staff, executive and Elected Members that considers cultural awareness, cultural safety, and immersive opportunities	October 2024April 2025	Manager People and Culture
	Provide opportunities for RAP Working Group members, HR leaders and other key leadership staff to participate in formal and structured cultural learning as guided by the cultural learning strategy-	December 2024August 2025	Manager People and Culture RAP Working Group Chair
	Review City of Marion induction program and identify opportunities to promote Reconciliation_and build multi-cultural capability when onboarding staff and Elected Members.	December 2024June 2025	Manager People and Culture Manager People and Culture
6. 7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by continuing to learn about and observeing cultural protocols.	Develop, implement, and communicate a cultural protocol document, informed by Aboriginal and/or Torres Strait Islander advisors. Document to include protocols for Welcome to Country and Acknowledgement of Country. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to share purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country to inform the City of Marion's cultural protocols document.	March September 2025December 2024	Manager Customer Experience and EngagementRAP Working Group

	Increase understanding purpose and significanc cultural protocols, includ Acknowledgement of Co Welcome to Country protocols. Develop, imple communicate a cultural document, including pre Welcome to Country an Acknowledgement of Co Expand Kaurna language within City of Marion by Kaurna educator to tead Acknowledgement of Co Kaurna language. Increasunderstanding of the pusignificance behind cultuincluding Acknowledgement of Including Acknowledgement of Co Kaurna language.	e behind ding country and ement and protocol stocols for d country. ge education inviting a ch country in lise-staff's rpose and ural protocols,	Manager Customer Experience and Engagement Manager People and Culture
	Country and Welcome to protocols. Identify ways to embed	o Country (in CoM May 2024	Manager Customer
	planning processes) We Country or other approprotocols at significant ecoming year Engage Kaledan within City of teach Acknowledgement Kaurna language.	events for the urna language Marion to	Experience and EngagementRAP Coordinator
	Build on the inclusion of Acknowledgement of Comeetings) by considerin other contexts e.g. polic strategies, signage in build Marion website. Invite a Traditional Owner or Cuprovide a Welcome to Other appropriate culture significant events each	ountry (at g inclusion in ies and uildings, city of local stedian to country or al protocol at	Executive Leadership Team RAP Working Group ChairManager Customer Experience and Engagement
	Investigate a cultural sa framework for the City of Marion, Include an Acknot of Country or other approprotocols at the common important meetings.	2025March copriate 2025March 2024	Manager People and Culture Executive Leadership Team
8. Build respect for Aboriginal and Torres Strait Islander cultures	 Investigate an audit of C sites to assess the cultu all buildings. 	ral safety of	General Manager City Development
and histories by continuing to celebrate	 RAP Working Group to an external NAIDOC We 	participate in July 2024 and 2025	RAP Working Group Chair
NAIDOC Week.	 Review HR policies and to remove barriers to sta participating in NAIDOC Working Group to partic external NAIDOC Week 	procedures aff Week_RAP ipate in an event. December 2024July 2024 and 2025	Manager People and CultureRAP Working Group Chair
	 Promote NAIDOC and it encourage participation NAIDOC events to all st year. Review HR policies 	in external and 2026April 2025	Chief Executive Officer Manager People and Culture

	procedures to remove barriers to staff		
	participating in NAIDOC Week.		
7 0 0	1 1 9	September	Conoral Manager City
7. <u>9. Promote First</u> Nations' Aboriginal and	 TOwners Investigate the display (site 	2025 July 2024,	General Manager City Development Chief
Torres Strait Islander	specific) of cultural knowledge	2025 and 2026	Executive Officer
	throughout the City of Marion in	2020 and 2020	Excount officer
knowledge cultures throughout City of	consultation with Kaurna elders and		
Marion	Traditional Owners Promote NAIDOC		
IVIALIOII	and its theme and encourage		
	participation in external NAIDOC		
	events to all staff each year.	0 1 1	0 111
	 Plan for increasing Aboriginal and or 	September	General Manager City
	Torres Strait involvement in landcare	<u>2025</u>	Services
	and landscaping within the City of		
	Marion, in consultation with Aboriginal		
	and Torres Strait Islander		
	advisors.and landscaping er		
İ	Investigate dual naming of sites in	September	General Manager City
	Investigate dual naming of sites in consultation with Kaurna elders and	September 2025	General Manager City Services
		•	
	consultation with Kaurna elders and Traditional Owners.	•	
	consultation with Kaurna elders and Traditional Owners.	2025	Services
	consultation with Kaurna elders and Traditional Owners. Create a Calendar of Aboriginal and	2025	Services Manager Customer
	consultation with Kaurna elders and Traditional Owners. Create a Calendar of Aboriginal and Torres Strait Islander dates of	2025	Services Manager Customer Experience and
	 consultation with Kaurna elders and Traditional Owners. Create a Calendar of Aboriginal and Torres Strait Islander dates of significance and an accompanying 	2025	Services Manager Customer Experience and
	consultation with Kaurna elders and Traditional Owners. Create a Calendar of Aboriginal and Torres Strait Islander dates of significance and an accompanying communication plan, to support the	2025	Services Manager Customer Experience and
	consultation with Kaurna elders and Traditional Owners. Create a Calendar of Aboriginal and Torres Strait Islander dates of significance and an accompanying communication plan, to support the City of Marion to plan acknowledgement of these occasions. to ensure acknowledgement of each	2025	Services Manager Customer Experience and
	consultation with Kaurna elders and Traditional Owners. Create a Calendar of Aboriginal and Torres Strait Islander dates of significance and an accompanying communication plan, to support the City of Marion to plan acknowledgement of these occasions. to ensure acknowledgement of each significant date.	2025 October 2024	Services Manager Customer Experience and Engagement
	consultation with Kaurna elders and Traditional Owners. Create a Calendar of Aboriginal and Torres Strait Islander dates of significance and an accompanying communication plan, to support the City of Marion to plan acknowledgement of these occasions, to ensure acknowledgement of each significant date. Create a Calendar of Significant	2025	Manager Customer Experience and Engagement Manager Customer
	consultation with Kaurna elders and Traditional Owners. Create a Calendar of Aboriginal and Torres Strait Islander dates of significance and an accompanying communication plan, to support the City of Marion to plan acknowledgement of these occasions, to ensure acknowledgement of each significant date. Create a Calendar of Significant Dates for Aboriginal and Torres Strait	2025 October 2024	Manager Customer Experience and Engagement Manager Customer Experience and
	consultation with Kaurna elders and Traditional Owners. Create a Calendar of Aboriginal and Torres Strait Islander dates of significance and an accompanying communication plan, to support the City of Marion to plan acknowledgement of these occasions, to ensure acknowledgement of each significant date. Create a Calendar of Significant Dates for Aboriginal and Torres Strait Islander people and an accompanying	2025 October 2024	Manager Customer Experience and Engagement Manager Customer
	consultation with Kaurna elders and Traditional Owners. Create a Calendar of Aboriginal and Torres Strait Islander dates of significance and an accompanying communication plan, to support the City of Marion to plan acknowledgement of these occasions. to ensure acknowledgement of each significant date. Create a Calendar of Significant Dates for Aboriginal and Torres Strait Islander people and an accompanying communication plan to ensure	2025 October 2024	Manager Customer Experience and Engagement Manager Customer Experience and
	consultation with Kaurna elders and Traditional Owners. Create a Calendar of Aboriginal and Torres Strait Islander dates of significance and an accompanying communication plan, to support the City of Marion to plan acknowledgement of these occasions, to ensure acknowledgement of each significant date. Create a Calendar of Significant Dates for Aboriginal and Torres Strait Islander people and an accompanying	2025 October 2024	Manager Customer Experience and Engagement Manager Customer Experience and

OPPORTUNITIES

The City of Marion respects the rights of Aboriginal and Torres Strait Islander people to participate equally and with fairness in council business and the life of the community. We -seeks to increase opportunity participation of Aboriginal and Torres Strait Islander people in all aspects of council business, including our workforce, our procurement and projects partners, representation, and our representation and decision making.

Action	Deliverable	Timeline	Responsibility
8. 10. Improve employment outcomes	Build understanding of current and previous Aboriginal and Torres Strait	June 2024December	Manager People and Culture
' '	Islander staffing to inform future	2024	

by increasing Aboriginal and Torres Strait Islander recruitment,	employment and professional development opportunities.		
retention, and professional development.	Engage Consult with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander stakeholders, to consult on our recruitment, retention retention, and professional development strategy.	August 2024April 2025	Manager People and Culture Manager Customer Experience and Engagement
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retentionretention, and professional development strategy.	January <u>July</u> 2025	Manager People and Culture
	 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates. 	January <u>July</u> 2025	Manager People and Culture
	Consult with Aboriginal and Torres Strait Islander advisors to jointly, conduct an audit of City of Marion sites to assess the cultural safety of all buildings.	December 2024	General Manager City Development
	Investigate a cultural safety framework for the City of Marion.	March 2025	Manager People and Culture
	Seek advice and review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace (as part of a cultural safety framework).	February 202 <u>September</u> 20254	Manager People and Culture

9. 11. Increase Aboriginal and Torres Strait Islander supplier	 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	January December 2025	Manager Strategic Procurement
diversity to support improved economic and social outcomes.	Review and update procurement practices to that includes theto removeremove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March June 2025	Manager Strategic Procurement
,	 Ceommunicate to staff, pathways and processes for procurement of goods and services from Aboriginal and Torres Strait Islander businesses the procurement strategy. 	Indigenous Business Month October 2024 and 2025	Manager Strategic Procurement RAP Working Group
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2024December 2025	Manager Strategic Procurement
10.1. Promote and support Aboriginal and Torres Strait Islander businesses	 Investigate holding a procurement forum for Aboriginal and Torres Strait Islander businesses to support their participation in City of Marion procurement activity. 	June_June 20262025	Manager Strategic Procurement

•	Investigate holding an Aboriginal and	June	Manager Strategic
	Torres Strait Islander Art and	2025 January	Procurement
	Businesses showcase event to	2026	
	support and promote Aboriginal		Manager City Activation
	businesses.		
ļL			



GOVERNANCE

The City of Marion understands that reconciliation requires leadership to achieve a focused and sustained effort. We will work authentically and respectfully with Elders, Traditional Owners recognising the cultural authority for the provision of advice. We will also welcome the perspectives and insights of other Aboriginal and Torres Strait Islander advisors. We will display courage, flexibility, integrity, and a commitment to achieving steady progress.—.

Action	Deliverable		Timeline	Responsibility
12. Establish and 12. Mmaintain an effective RAP Working group (RWG) to drive governance of the RAP.	member: reference areas are consider experts r with/infor People a Marketin Executiv well as r	RAP Working Group ship. and terms of eensure key business to represented and how subject matter may temporarily work-tem the RAPWG such as and Culture, ag/Events, Community, ag/Events as the econciliation champions from expressions of	March 2024 July 2024 and June 2026	Executive Leadership TeamRAP Working Group Chair
	and Torrer	d Mmaintain Aboriginal les Strait Islander ntation on the RWG.	May July 2024, 2025 and April 2026	RAP Working Group Chair
	Reference	and apply_the Terms of ce for the RWG annually .	March July 2024 and April 2026	Executive Leadership TeamRAP Working Group Chair
	ensure the least fou and mon	a schedule of meetings to he RWG is meeting at ir times per year to drive hitor RAP implementation.	March July 2024, April 2025 and 2026	RAP Coordinator
	governa Aborigina Islander	Co-Chair RWG nce structure with an al and/or Torres Strait representative and non- ous representative.	June 2024 <u>October</u> 2024	Executive Leadership Team RAP Working Group Chair
13. Provide appropriate support for effective implementation of RAP commitments.	Define re impleme	esource needs for RAP entation.	July 2024, April 2025 and 2026March 2024April	RAP CoordinatorManager People and Culture
	Elected	our senior leaders, MembersMembers, and he delivery of RAP hents.	August 2024March 2024	RAP Working Group Chair and RAP Coordinator RAP Coordinator
	impleme to track, RAP con	nd maintain appropriate entation traffic light system measure and report on mmitments.	<u>July 2024</u> June 2024	RAP Working Group Chair and RAP CoordinatorRAP Working Group
	RAP Cha manage		July 2024February 2024	Chief Executive OfficerChief Executive Officer
		nend action leaders include the RAP in	February 2025June 2024	RAP Working Group ChairRAP Working Group Chair

		<mark>internal meeting agendas</mark> to drive		
14. Build accountability and transparency through reporting RAP	•	implementation and accountability. Contact Reconciliation Australia to verify that our primary and secondary contact details are up	June annually	RAP Coordinator RAP Working Group Chair
achievements, challengeschallenges, and learnings both internally		to date, to ensure we do not miss out onmiss important RAP correspondence.		
and externally.	•	Contact Reconciliation Australia to request our unique link, to access the online RAP Survey.	1 August annually	RAP Coordinator RAP Working Group Chair
	•	Complete and submit Reconciliation Australia's annual RAP Survey.	30 September, annually	RAP Coordinator RAP Coordinator
	•	Report RAP progress to all staff, senior leadersleaders, and elected members quarterly.	October 2024 February 2025 June 2025 October 2025 February 2026 June 2026	RAP Coordinator RAP Coordinator
	•	Publicly report our RAP achievements, challengeschallenges, and learnings, annually.	May 2025 and 2026	Manager Customer Experience and EngagementManager Customer Experience and Engagement
	•	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	August 2024	RAP CoordinatorRAP Working Group Chair
	•	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2026	RAP Coordinator RAP Coordinator
 Continue our reconciliation journey by developing our next RAP. 	•	Register via Reconciliation Australia's <u>website</u> to begin developing our next RAP.	January 2026	RAP Coordinator RAP Working Group Chair

Reconciliation Action Plan Contact

Social and Cultural Sustainability Planner Phone: (08) 8375 6600 Email: council@marion.sa.gov.au



13.6 Monthly Work Health and Safety Report

Report Reference GC240625R13.6

Originating Officer Unit Manager WHS – Mark Jentsch

Corporate Manager Manager People and Culture - Sarah Vinall

General Manager Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

To advise Council of key work health and safety performance indicators.

EXECUTIVE SUMMARY

City of Marion Work Health and Safety performance demonstrates sustained periods without significant injuries, performing at historically low Lost Time Injury Frequency Rates and Total Reportable Injury Frequency Rates.

RECOMMENDATION

That Council:

1. Notes 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

Ju	I-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	0	5		29	2.6

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	6	6		33	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

	rioport i			Cai ECE									
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	0	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

N o.	Description of Incident	Mechanism of Injury	Injury Description
1	Employee reported twinge in lower back whilst 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 3.2, 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.

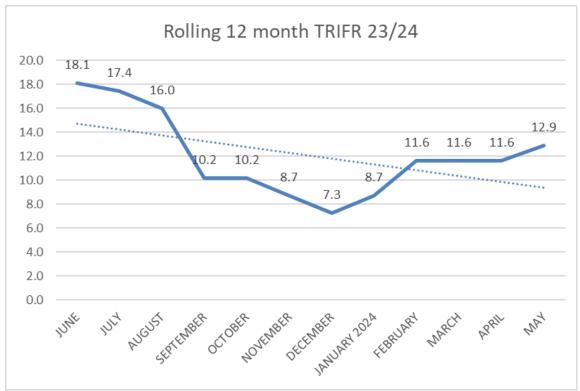


Figure 2: Rolling TRIFR over 12 months

ATTACHMENTS

Nil



13.7 Finance Report - May 2024

Report Reference GC240227R13.7

Originating Officer Assistant Financial Accountant – Kaedan O'Neill

Corporate Manager Chief Financial Officer – Ray Barnwell

General Manager Corporate Services - Angela Allison

REPORT OBJECTIVE

This report provides Council with information relating to the management of financial resources under its control as of May 2024. This report is one of a series of reports designed to assist Council in achieving and maintaining a financially sustainable position. Other reports assisting in this process include the Quarterly Budget Reviews and the Long-Term Financial Plan.

This report includes financial information regarding major projects. The principles used for the assessment of reportable projects are:

- Council has agreed to proceed with the project and approved a Prudential Report under Section 48 of the *Local Government Act* 1999.
- The Whole-of-Life Cost is greater than \$5.4 million dollars (including grant assisted projects).

RECOMMENDATION

That Council:

1. Receives the report "Finance Report - May 2024

DISCUSSION

This report is presented on a regular basis to provide Council Members with key financial information to assist in monitoring Council's financial performance against budget.

ATTACHMENTS

- 1. Finance Report May Appendix 1 Pts 1 2 3 [13.7.1 3 pages]
- 2. Finance Report May Appendix 2 Pts 1 2 [13.7.2 5 pages]
- 3. Finance Report May Appendix 3 Pts 1 2 [13.7.3 2 pages]

APPENDIX 1

Funding Statement - Actual versus Budget

The Funding Statement provides a view of Council's financial performance against the approved budget and is consistent with the information provided at budget reviews. It provides a review against all of the elements contained within the Statement of Comprehensive Income and the Statement of Financial Position that are adopted as part of the Annual Budget Report. It details Council's:

Statement of Comprehensive Income -

The operating result is recognised as one of Council's key financial indicators. The budget framework includes a commitment to its ongoing Financial Sustainability maintaining an Operating Surplus Ratio of between 0% and 10%, on average over each five-year period, which for 2023-2024 means a targeted operating surplus of between \$0 and \$10.625M.

Comment: Council currently has a net operating deficit result of (\$6.478M) before capital revenues, against a year to date forecast operating deficit budget of (\$3.782M). The 2023-2024 annual budget forecasts a net cash surplus of \$77,000. This position is detailed in the attached Funding Statement and variation notes.

Capital Budget -\$50.689M The Capital Budget is linked to Council's key financial indicator – "Asset Renewal Funding Ratio" and an actual to budget comparison reflects Council's progress in achieving its Capital program.

Comment: The actual to budget position reveals that the Capital Renewal Budget is on track to be spent.

Loans -

The loans component of the Funding Statement identifies any new proposed loan receipts or principal payments. Council's borrowings are included in Council's key financial indicator – "Net Financial Liabilities" which reflects Council's total indebtedness.

Comment: \$9.128M of new borrowings and \$0.929M of principal repayment are budgeted for 2023-2024, meaning that the overall loan liability balance is forecast to increase by \$8.199M to \$10.886M by 30 June 2024. To date this loan has not been required.

Cash will be utilised to fund expenditure within the context of Treasury Management to ensure loans are not drawn down where temporary cash holdings are available.

Reserves & Cash -

Various fund movements such as surplus budget review results, unspent grants and carryover projects at year end are reflected as transfers to reserves, whilst utilisation of reserve funds are recognised as transfers from reserves.

Comment: Councils adopted budget for 2023-2024 includes Transfer to Reserves of \$10.131M and Transfers from Reserves of \$22.361M, after accounting for amounts quarantined for specific projects or works, the below funds are available for use for the following purposes:

 Asset Sustainability Reserve (ASR)
 \$2.267M

 Open Space Reserve
 \$2.084M

 Total
 \$4.351M

Councils Reserves are fully cash backed.

The 2023-24 3rd budget review forecasts a net cash surplus of \$0.077M.

Funding Statement as at 31 May 2024

Original Adopted Budget	Carryovers	Budget Review Adjustments		YTD Actual	YTD Budget	YTD Variance		Annual Budget	
\$'000	\$'000	Adjustments \$'000		\$'000	\$'000	\$'000		\$'000	Not
			Operating Revenue	-					
89,437	-	322	Rates	79,956	80,034	(77)	U	89,759	
2,551	-	125	Statutory Charges	2,400	2,414	(14)	U	2,676	
3,325	-	630	User Charges	3,759	3,711	48	F	3,955	
6,935	(3,212)	2,521	Operating Grants & Subsidies	5,275	5,676	(400)	U	6,244	Α
425	-	775	Investment Income	1,083	977	106	F	1,200	В
1,081	-	(143)	Reimbursements	838	937	(99)	U	939	
701	-	409	Other Revenues	687	720	(33)	U	1,110	
365	-	-	Net gain - Equity Accounted Investments		-	-	-	365	
104,821	(3,212)	4,640		93,998	94,468	(469)	U	106,249	
			Operating Expenses						
44,064	_	513	Employee Costs	41,429	41,040	(389)	U	44,577	С
27,477	2,698	3,064	Contractual Services	26,629	25,891	(738)	U	33,239	D
6,994	_		Materials	6,007	5,197	(810)	U	6,192	E
151	-	- '	Finance Charges	76	76	- '	-	151	
18,100	-	2,451	Depreciation	19,548	19,548	-	-	20,551	
7,670			Other Expenses	6,788	6,497	(290)	U	7,490	F
104,456	2,698	5,046	-	100,477	98,250	(2,227)	U	112,201	
365	(5,910)	(407)	Operating Surplus/(Deficit) before Capital Revenues	(6,478)	(3,782)	(2,696)	U	(5,952)	
			Capital Revenue						
10,119	8,831	(3,370)	Capital Grants & Subsidies	13,675	13,675	-	-	15,580	
-	-	-	Contributed Assets	6	-	6	F		
10,119	8,831	(3,370)		13,681	13,675	6	F	15,580	
10,483	2,921	(3,777)	Net Surplus/(Deficit) resulting from operations	7,202	9,893	(2,690)	U	9,627	
18,100	2,451	-	add Depreciation	19,548	19,548	-		20,551	
(365)	-	-	less Share of Profit Equity Accounted Investment		-	-		(365)	
28,219	2,921	(1,326)	Funding available for Capital Investment	26,750	29,441	(2,689)	U	29,814	
			Capital						
11,468	4,699	2,377	less Capital Expenditure - Renewal	15,729	14,205	(1,524)	U	18,544	G
39,238	14,938	(22,031)	less Capital Expenditure - New	14,804	18,245	3,441	F	32,145	Н
-	-	-	less Capital - Contributed assets	-	-	-	-	-	
-	-	(524)	add Proceeds from Sale of Assets	(987)	(523)	464	F	(524)	
(22,487)	(16,716)	18,851	Net funding increase/(decrease)	(2,796)	(2,486)	(310)	U	(20,351)	
			Funded by						
			Loans						
18,000	-	(8,872)	Loan Principal Receipts (Net)	-	-	-		9,128	
(929)	-	-	Loan Principal Repayments	(458)	(458)	-		(929)	
17,071	-	(8,872)	Loan Funding (Net)	(458)	(458)	-		8,199	
			Movement in level of cash, investments and accruals						
80	-	(3)	Cash Surplus/(Deficit) funding requirements	14,385	16,505	(2,120)		77	
(5,497)	(16,716)		Reserves Net - Transfer to/(Transfer from)	(17,639)	(19,449)	(1,810)		(12,229)	
(5,417)	(16,716)		Cash/Investments/Accruals Funding	(3,254)	(2,944)	(3,930)		(12,152)	

Variation Notes

	Category	Variance -	Variance -	Comment
		Favourable/ (Unfavourable)	Budget Timing	
A	Operating Grants & Subsidies Unfavourable (\$400k)		(\$400k)	Reflects the Roads to Recovery grant not yet being received. Anticipated to be received in June.
_	(\$400K)		(\$400k)	
В	Investment Income Favourable \$106k		\$106k	Budget timing relating to investment income.
	\$100K		\$106k	
С	Employee Costs Unfavourable	(\$389k)		Reflects expenditure being greater than budgeted primarily due to a lower vacancy rate than forecast.
	(\$389k)	(\$389k)		
		(\$253k)		Expenditure on the Tree Planting program is greater than anticipated.
		(\$107k)		Expenditure on Kerb and Water Table Maintenance is greater than anticipated.
D	Contractual Services Unfavourable (\$738k)		(\$313k)	MCC Plaza (\$40k). These project budgets are on track.
			(\$65k)	Relates to a number of variances which are individually insignificant.
l		(\$360k)	(\$378k)	
				Expenditure for Landscape materials for tree planting is
		(\$215k)		greater than anticipated due to purchases being made for next seasons planting.
E	Materials Unfavourable (\$810k)	(\$201k)		Actual expenditure is greater than anticipated for Materials for a number of programs including Reactive Footpath Maintenance (\$57k), Playground Maintenance (\$36k) and Line marking (\$26k).
	((¢e ren)	(\$16k)	(\$96k)	Reflects a combination of SA Water utilisation being greater than anticipated and budget timing.
			(\$282k)	Relates to a number of variances which are individually insignificant.
		(\$432k)	(\$378k)	
	Other Francisco		(\$99k)	Relates to Budget timing for a number of contributions which are individually insignificant.
F	Other Expenses Unfavourable	(\$59k)		Actual expenditure for Insurance Premiums is greater than anticipated
	(\$290k)		(\$132k)	Relates to a number of variances which are individually insignificant.
		(\$59k)	(\$231k)	
G	Capital Expenditure - Renewal Unfavourable		(\$1,254k)	Reflects actual expenditure on the Coastal Walkway where the budget has been allocated to Capital Expenditure – New. (See below*)
ľ	(\$1,524k)		(\$270k)	Relates to a number of variances which are individually insignificant.
			(\$1,524k)	
			\$1,254k	Relates to the Coastal Walkway where actual expenditure incurred has been classified as Renewal but budgeted for as New. (See above*)
			\$813k	Reflects budget timing with regards to Alternative Water Supply.
	Capital Expenditure - New		\$225k	Reflects delays with regards to Colf Bark Dines. This
н	Favourable \$3,441k		\$206k	Reflects budget timing with regards to Cove Sports Upgrade, Scheduled works are on track.
	17-7		\$198k	Reflects budget timing with regards to Marion Golf Park Clubroom Upgrade.
l			\$180k	
l			\$565k	Relates to a number of variances which are individually insignificant.
			\$3,441k	
Ι.	Funding Transactions	(64.0/01)		This variance is the sum total of all variances and reflects an
Ľ	Unfavourable (\$310k)	(\$1,240k)	\$636k	increase against council's expected YTD cash position.

The above comments referring to budget timing variations are where some monthly budget estimates are not reflective of the actual expenditure patterns as at reporting date.

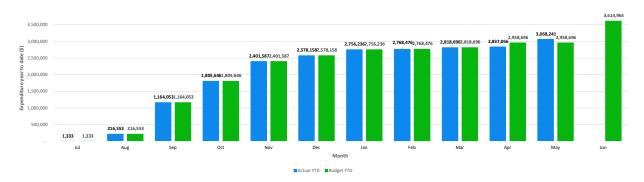
Funding Transactions

This variance is the sum total of all variances and reflects an increase against council's expected YTD cash position.

Road Reseal

Monthly Comment

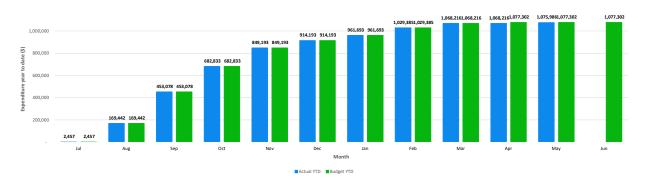
Program in progress, majority of works are anticipated to be complete by end of year.



Kerb and Water Table

Monthly Comment

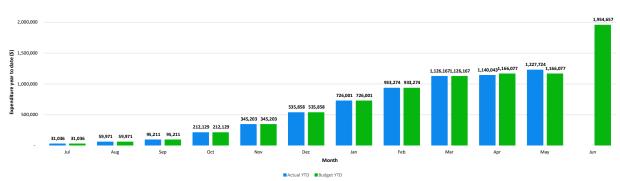
Kerb and Water Table and Kerb Ramp programmed works are now complete.



New Footpath Construction

Monthly Comment

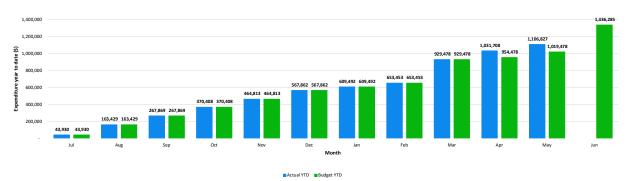
Program in progress with works 70% complete. The Cove Road Marino Retaining Wall tender has closed, responses are being reviewed. This project is anticipated to be carried over.



Renewal Footpath Construction

Monthly Comment

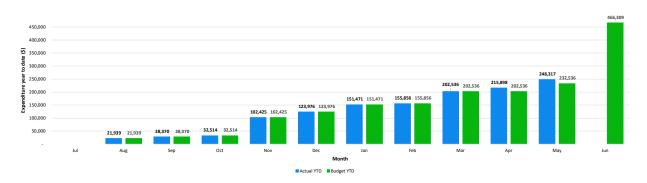
Renewal Footpath programmed works are complete. Final invoices are still to be received.



Transport

Monthly Comment

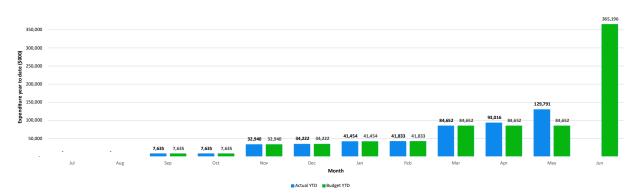
Program in progress and 80% complete. Works on Jacobs Street Bridge is anticipated to commence in June. The design for Flinders Bikeway is in progress.



Car Parks

Monthly Comment

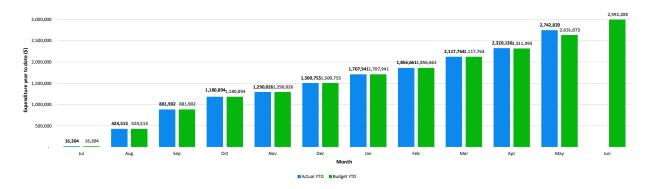
Program in progress with Plympton Park Oval, Warradale Station, George Street and Warriparinga car parks complete. Works are in progress on Alawoona Reserve Car Park, this project is anticipated to be carried over.



Drainage

Monthly Comment

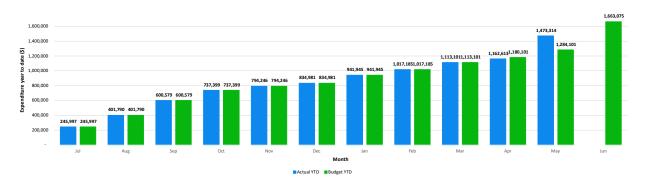
Program in progress with Calumn Grove, Rotorua Avenue, George Court, Yeelana Avenue and Bowka Street complete. Works on Second Street, Forest Avenue and Beadnall Terrace have been deferred to 2024-2025.



Street Trees

Monthly Comment

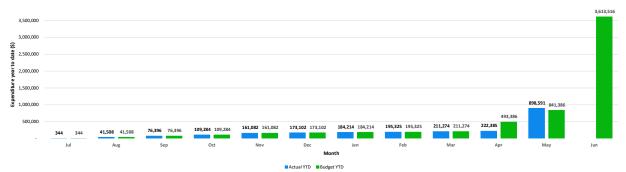
Planting on the Advanced Tree Planting Program and Street Tree Program recommenced in April. Both of these programs are on track.



Streetscapes

Monthly Comment

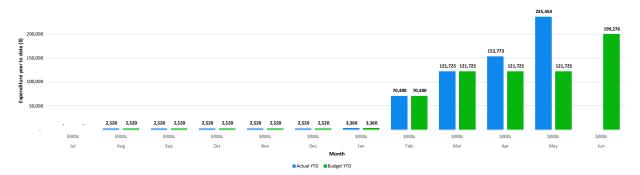
Works on Alawoona Avenue have commenced. Detailed Design for Raglan Avenue is in progress. These projects are anticipated to be carried over.



Irrigation

Monthly Comment

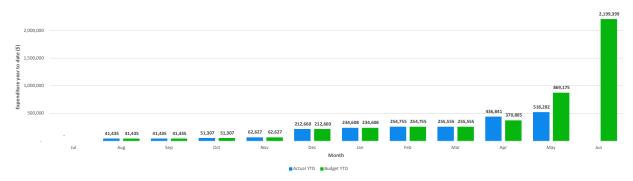
Program in progress with Warradale Reserve, Columbia Reserve and Headworks for Oaklands new distribution pipe complete. Works are in progress and on track for Spinnaker Reserve.



Wetlands

Monthly Comment

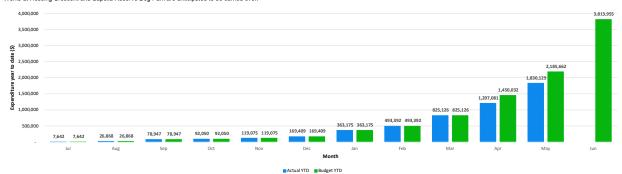
Works have been scoped for Field River, Oaklands Wetland Bore, Sturt River and Waterfall Creek with works anticipated to be complete by end of June. Golf Park pipes to tank is anticipated to be carried over due to delays in the procurement process.



Open Space Developments

Monthly Commen

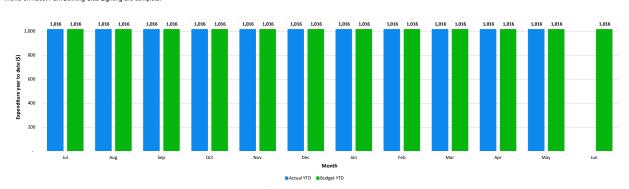
Program in progress and 60% complete. Construction is underway for Alawoona Avenue, Cohen Court, Tarturinthi/Trowbridge Reserve and Mema Court, these projects are expected to be complete by end of June. Works at Hessing Crescent and Capella Reserve Dog Park are anticipated to be carried over.



Sports Facilities and Courts

Monthly Comment

Works on Ascot Park Bowling Club Lighting are complete.



Building Upgrades

Monthly Comment

Program in progress with Marion Outdoor Pool Boiler and Switchboard, Warriparinga Bridge, MCC Stage Lighting, Coach House, Marion Cultural Centre Air Conditioner, Boatshed Café Upgrade, RSL Fence, Tarnham Road Reserve Mural and Admin Building Fil-out – Stage 1 complete. A number of other projects are in progress and are anticipated to be complete by 30 June with the exception of The Building Security Upgrade and Mitchell Park Neighbourhood Centre Building Renovations.



Sundry Debtors Report - Ageing report as at 31 May 2024
Appendix 3

							Percentage total 90+ o	
Debtor	Total Balance	Current	30 Days	60 Days	90 Days	90+ Days	balar	nce Comments for 90+ Day balances
General Total	33,995.31	12,799.36	11,040.00	.00	.00	10,155.95	6%	Made up of 2 out of 9 debtors. These accounts are being worked through with the debt collector.
Neighbourhood Centres Total	14,532.03	11,493.27	2,142.50	465.76	.50	430.00	0%	Made up of 1 out of 37 debtors. This account is on a payment plan.
Regulatory Services Land Clearing Total	5,982.03	5,982.03	.00	.00	.00	.00	0%	
City Property - Leased Facilities Total	235,528.44	99,405.97	16,436.52	1,644.02	.00	118,041.93	72%	Made up of 3 out of 34 debtors. Two accounts totalling \$75,041.31 are on a payment plans. One account totalling \$43,000.62 is being worked through with the debt collector.
City Property - Sporting Facilities Total	15,396.75	6,192.75	4,292.00	.00	.00	4,912.00	3%	Made up of 1 out of 6 debtors. This account is on a payment plan, payments totalling \$500.00 have subsequently been received in June.
Civil Services Private Works Total	56,618.50	23,502.50	5,350.00	4,370.00	4,651.00	18,745.00	11%	Made up of 11 out of 25 debtors in this category with four accounts totalling \$11,650.00 relating to works not commenced, awaiting payment. Six accounts totalling \$6,750.00 are on payment plans, payments totalling \$550.00 have subsequently been received in June.
Swim Centre Debtors Total	16,281.89	11,346.89	1,825.00	.00	.00	3,110.00	2%	Made up of 3 out of 17 debtors. One account totalling \$532.00 is being worked through with the debtor. Two accounts totalling \$2,578.00 have subsequently been settled in June.
Grants & Subsidies Total	152,916.85	149,616.85	.00	.00	3,300.00	.00	0%	
Environmental Health Inspections Total	16,802.80	6,693.20	.00	1,727.50	.00	8,382.10	5%	Made up of 46 out of 100 debtors, with none individually significant.
Marion Cultural Centre Total	3,231.45	3,143.25	88.20	.00	.00	.00	0%	
Local Government Total	28,367.93	28,367.93	.00	.00	.00	.00	0%	
Total	570 OFC	050 544 65	44 474 00	0.007.00	7054 52	100 770 53		
Total	579,653.98	358,544.00	41,174.22	8,207.28	7,951.50	163,776.98		
Total Aging Profile		62%	7%	1%	1%	28%		

Category	Description
Employees	Anything that relates to CoM employees.
General	Anything that does not fit into one of the below categories.
Neighbourhood Centres	For hire of rooms in Neighbourhood Centres, etc usually charged out at an hourly rate. Also includes cultural workshops and tours.
Regulatory Services Land Clearing	When council has had to clear land due to non-compliance of owner.
Sporting Clubs & Other Leases	Rent, electricity, water, maintenance, etc. charged out to lessees.
Civil Services Private Works	Repairs or modifications to infrastructure (footpaths, kerbs, driveway inverts). Can be at resident request.
Swim Centre Debtors	Outdoor Swimming Centre - used for lane hire, school visits, etc.
Grants & Subsidies	Government grants and subsidies.
Environmental Health Inspections	Food Inspection fees.
Regulatory Services Other	Vehicle Impoundment fees and other regulatory services.
Supplier Refunds	Where a supplier owes the City of Marion funds. This category is used to keep track to ensure we have received payment for credits.
Development Services	Includes contribution from residents and/or developers for the removal and/or replacement of Council Street Trees and significant trees.
Living Kaurna Cultural Centre	Relates to programs run through the LKCC.
Environmental Health Testing	Environmental testing fees.
Local Government	Transactions with other Local Government corporations.
Communications	Anything related to communications.
Economic Development	Events, etc. relating to economic development within the City of Marion.
Marion Cultural Centre	Hirring of the Marion Cultural Centre.

^{*}any category that does not have any outstanding invoices will not be displayed.

Rates Report - Collection of Rates to 31 May 2024

ANALYSIS OF OUTSTANDING RATES AS AT 31 MAY 2024

	<u>Note</u>			% of Total Annual Rates
CURRENT	1	\$	8,009,377	9.0%
OVERDUE	2	\$	1,636,797	1.8%
ARREARS	3	\$	1,193,155	1.3%
INTEREST	4	\$	112,929	0.1%
POSTPONED	5	\$	269,605	0.3%
LEGALS	6	\$	19,032	0.0%
		\$	11,240,897	12.6%
TOTAL ANNUAL RATES FOR 2023/24			89,451,687	

Note 1: Current

Current rates represent the total amount of rates levied in the current financial year that are not yet due for payment. For example at 1st January this represents Quarter 3 & Quarter 4 rates unpaid.

Note 2: Overdue

Overdue rates represent rates levied in the current financial year that remain unpaid past their due payment date. For example on 1st January, this represents rates from Quarter 1 and Quarter 2 that remain unpaid.

Note 3: Arrears

Rates in arrears represent rates and charges levied in previous financial years that remain unpaid.

Note 4: Interest

Interest represent the fines and interest applied to overdue rates and rates in arrears.

Note 5: Postponed

Postponed rates represent any rates amount due by seniors that have been granted a deferral, until the eventual sale of their property, as allowable under the Local Government Act. Interest is charged on these deferred rates and is recoverable when the property is sold.

Note 6: Legals

Legals represent any legal fees, court costs that have been incurred by Council in the collection of rates in the current financial year. These amounts represent costs that have been on-charged to the defaulting ratepayers and are currently outstanding.



14 Workshop / Presentation Items - Nil

15 Motions With Notice

15.1 Leave of Absence - Cr Masika

Report Reference GC240625M15.1

Council Member Councillor – Joseph Masika

MOTION

That Councillor Masika be granted an extension to his previously approved leave of absence for the General Council Meetings until the 30th of September 2024.

SUPPORTING INFORMATION

Nil

Response Received From

Cassidy Mitchell

Business Support Officer - Governance and Council Support -

General Manager Chief Executive Officer – Tony Harrison

STAFF COMMENTS

If Council grant a leave of absence this enables a Council Member to be absent from the specified Council Meeting/s or for a period of time without triggering consideration of the provisions of section 54(1)(d) of the Act relating to a Casual Vacancy.

During a leave of absence, a Council Member is still entitled to allowances and benefits as outlined in Section 76 of the Local Government Act 1999 and the Council Member Allowance and Benefit Policy



15.2 Leave of Absence - Cr Crossland

Report Reference GC240625M15.2

Council Member Councillor – Ian Crossland

MOTION

That Councillor Crossland be granted leave of absence for the General Council Meeting to be held on 23 July 2024.

SUPPORTING INFORMATION

Nil

Response Received From

Cassidy Mitchell

Business Support Officer - Governance and Council Support -

General Manager Chief Executive Officer – Tony Harrison

STAFF COMMENTS

If Council grant a leave of absence this enables a Council Member to be absent from the specified Council Meeting/s or for a period of time without triggering consideration of the provisions of section 54(1)(d) of the Act relating to a Casual Vacancy.

During a leave of absence, a Council Member is still entitled to allowances and benefits as outlined in Section 76 of the Local Government Act 1999 and the Council Member Allowance and Benefit Policy



15.3 LGA Ordinary General Meeting - Domestic Violence

Report Reference GC240625M15.3

Council Member Mayor Kris Hanna

MOTION

That Council:

1. Notes the Local Government Association of South Australia resolution at the Ordinary General Meeting on 24 May in relation to domestic violence.

- 2. Within existing budgets, publicises information through our libraries, community centres, and publications to:
 - a. Increase awareness of the problem and causes of domestic violence; and
 - b. Increase awareness of support available for everyone involved in or affected by domestic violence.

SUPPORTING INFORMATION

At the meeting of Local Government Association of South Australia (the LGA), City of Campbelltown put forward a motion that was carried without amendment, that sought to increase options to secure both funding and resourcing for the LGA in relation to domestic violence. This included a range of actions the LGA who would be responsible for pursuing, and where relevant, providing other Local Government bodies with various support to achieve outcomes.

The LGA resolution at the Ordinary General Meeting on 24 May 2024 in relation to domestic violence was:

8.1 Domestic Violence Action – Campbelltown City Council

MOVED Campbelltown City Council SECONDED Adelaide Hills Council That the Ordinary General Meeting:

- 1. Notes the work undertaken by the LGA since 2020 on domestic and family violence including opportunities for securing funding for a dedicated officer and working with the State Government to support cross government programs,
- 2. Approves the LGA writing to the Premier, the Treasurer and the Minister for Women and the Prevention of Domestic and Family Violence:
 - a) Seeking fixed-term funding for a minimum of five years, for a dedicated domestic, family and sexual violence policy/project officer to:
 - i. assist councils to support the State Government's outcomes;
 and
 - ii. utilise and implement <u>Our Watch</u>'s local government toolkit and implement preventative domestic and family violence measures and gender equality work.



- b) Seeking the establishment of a local government grant funding program, similar to the Victorian Free from Violence grant program, to be administered by the LGA.
- c) Noting the findings and recommendations from the 2017 report from the Municipal Association of Victoria (MAV) and the Nous Group in Evaluation of the role of local government in preventing violence against women.
- 3. Should the LGA receive funding for a dedicated policy/project officer, endorse that the officer establish a dedicated council network or community of practice. The aim of this would be to support council staff deliver, partner and lead primary prevention work through a diverse range of strategies and actions across their communities.

CARRIED

The Ordinary General Meeting Agenda for 24 May 2024, report for item 8.1, contains additional information regarding domestic violence at both a national and state level, and can be accessed online through the LGA; LGA-OGM-Agenda-and-Papers-24-May-2024.pdf

Response Received From Manager Customer Experience – Megan Bradman

General Manager Corporate Services – Angela Allison

STAFF COMMENTS

The resolution by LGA supports a range of actions to be undertaken by the LGA if additional funding can be secured from the State Government of South Australia. Those funds and actions would seek to provide the LGA, and potentially South Australian Councils, with greater support to undertake work in relation to domestic violence within their community.

The resolution by LGA does not commit the City of Marion to any direct actions. Subject to City of Marion's future focus on domestic violence, it may be possible to increase actions and outcomes within the community, however this would need to be considered alongside both budget and resources at the time. The council does not currently have dedicated staff working in this area.

It is noted in the LGA agenda that domestic violence occurs within every community, it is a complex issue, and it is preventable. Significant data and research is available in relation to this subject, and key national statistics include:

- On average one woman was killed every 11 days and one man was killed every 91 days by an intimate partner in Australia (source: Australian Institute of Health and Welfare, 2022-23).
- 1 in 4 (23% or 2.3million) women have experienced violence from an intimate partner since the age of 15, with this being 1 in 14 for men (source: Australian Bureau of Statistics; Partner Violence).
- Domestic and family violence is a leading cause of homelessness with approximately 40% of those seeking specialist homelessness services having experienced domestic and family violence (source: Mission Australia, 2021-22).

In 2023 the Government of South Australia committed to holding a royal commission inquiring into domestic, family and sexual violence in South Australia. As noted on https://www.agd.sa.gov.au/law-and-justice/royalcommissionDFSV:



The rate of family, domestic and sexual violence in South Australia is unacceptable. While all genders can perpetrate family, domestic and sexual violence and have violence perpetrated upon them, the overwhelming majority of perpetrators are men and victims are women and children. Natasha Stott Despoja AO has been appointed as the Royal Commissioner and will focus on:

- prevention
- early intervention
- South Australia's response
- recovery and healing
- how these efforts can be better integrated and coordinated.

City of Marion is able to support increased awareness of causes of domestic violence, and how to access support for those affected. This is possible within existing budgets though information provision via existing channels (e.g., social media, posters for display in Administration Buildings, Libraries and Community Centres, publication in City Limits, etc).



15.4 Plympton Park Traffic Consultation

Report Reference GC240625M15.4

Council Member Councillor – Jason Veliskou

MOTION

That Council:

- Investigate and consult with the community about reducing the area speed limit in Plympton Park (bounded by Bray Street, Marion Road, Cross Road, Wattle Terrace and Park Terrace) from 50km/h to 40km/h.
- 2a. Investigate and consult with the residents directly impacted on changes to only allow left in and left out traffic turning movements at the junction of Herbert Street and Cross Road, Plympton Park.
- 2b. Investigate and consult with relevant stakeholders and the residents directly impacted on adjusting or closing the Cross Road median at the junction of Herbert Street and Cross Road, Plympton Park.
- Notes a report will be brought back to the General Council Meeting in September 2024 outlining the outcomes of the consultation.

SUPPORTING INFORMATION

This motion is seeking to progress a consultation process and has 3 elements:

- 1. Limiting turning at Herbert Street to left in and left out only.
- 2. Considering whether the gap in the Cross Road Median street across from Herbert street need to be closed off or if the adjustments in the current plan will suffice
- 3. A proposed 40km zone within Plympton park bounded by Marion Road (East), Tramline (north), park Terrace (West) and Bray Street (South).

Back Ground

- 4. In response to increasing community concern about the traffic movements and subsequent issues in the north east corner of Plympton Park, council last year looked at ways to reduce traffic volumes. One solution brought forth to council was to explore the possibility of limiting of traffic entering and exiting Herbert Street to left-in left-out only.
- 5. Along with limiting to left in and left out at Herbert Street, it was suggested by residents to see if the current gap in the median strip on Cross roads that currently allows for (Cross Road) access to Herbert Steet, should be closed totally as opposed to just adjusted to remove the right turn bay and placing a no turning sign. This needs further investigation and staff have suggested putting this in the motion in order to better engage a response from DIT.
- 6. In response to the broader community concerns throughout Plympton Park traffic volumes, rat-running and concerns about speed, staff suggested the option of a 40km zone to ward councillors. The 40km zone within Plympton park bounded by Marion Road (East), Tramline

^{*}Staff have advised that any changes to the median strip on Cross road (either adjusting or closing) along with implementing a new speed limit on local roads will all require DIT approval



(north), park Terrace (West) and Bray Street (South) would seek to increase safety by reducing speed in the area.

Residents are concerned about speeding cars and the volume if cars in the area. This lower speed limit will make it easier to collect and act on data on speed. It will also act as a deterrent to a number of motorist who cut through (rat-running) that segment of Plympton Park to avoid lights and queues. These motorists may decide the slower speed in that area negates the perceived benefit of the cut through.

The material will hopefully be given clear information on the reasons behind these proposals and impacted residents and business will be given the opportunity to provide their views and feedback.

Response Received From Acting Unit Manager Engineering, - Nathan Saxty

Carl Lundborg

General Manager Acting General Manager City Services - Brian Green

STAFF COMMENTS

The road network through Plympton Park is based upon a staggered grid pattern with limited access to main roads due to the Glenelg to City tram corridor to the north and Morphettville Racecourse to the West. The roads in and out of the area are connected to Cross Road, Marion Road, and Bray Street. A summary of these connections, according to direction, is provided below:

- The eastern side of the suburb has 9 roads connecting to Marion Road.
- The northern side of the suburb has 2 roads connecting with Cross Road.
- Whilst the southern side has numerous streets connecting with Bray Street, only 2 streets generally provide an uninterrupted north-south connection within the suburb.

Traffic data surveys (speed and volume) were conducted at many locations throughout the suburb of Plympton Park in January 2023. The analysis of the traffic data will be included in any report to Council as a result of an endorsed motion as supporting information.

The residents of Herbert Street, Arthur Street and a portion of South Terrace were surveyed in June 2023. This was undertaken through a 'door knocking' exercise to seek community feedback on the tram grade separation project and more generally on any traffic concerns they may have. The summarised feedback from the 29 residents that responded included the following main themes:

- Concern about increased traffic.
- Access and traffic flow.
- Bike path and cyclist concerns.
- Tram network upgrades.
- Noise and aesthetic concerns.
- Traffic management and infrastructure.
- Community impact.
- Local involvement and consultation (community seeking more involvement in the planning and execution of the project, especially to address existing traffic issues and accommodate future developments.
- Pedestrian access across roads and intersections.
- Limited awareness.

The motion received will enable council to further investigate options and consult on viable options with the affected community to address traffic management in the suburb of Plympton Park.

Namely, to seek endorsement from DIT (key stakeholder) on minimising movements at the junction



of Herbert Street and Cross Road and more holistically for the suburb, with the 40 km/h speed zone proposal (subject to the DIT Speed Zone approval process).

Is also worth noting, this process will help to manage perceived and actual traffic impacts in the local area as a result of the Tram Grade Separation project and the SAJC development proposal.



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.