

His Worship the Mayor
Councillors
CITY OF MARION



**NOTICE OF
GENERAL COUNCIL MEETING**

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

Tuesday 28 April 2015

Commencing at 7.00 p.m.

In the Council Chamber

Council Administration Centre

245 Sturt Road, Sturt

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 building on Sturt Road, Sturt.

Kathy Jarrett
ACTING CHIEF EXECUTIVE OFFICER

23 April 2015

**CITY OF MARION
GENERAL COUNCIL AGENDA
FOR MEETING TO BE HELD ON
TUESDAY 28 APRIL 2015
COMMENCING AT 7.00PM**



1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

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

3. DISCLOSURE

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

4. ELECTED MEMBER'S DECLARATION OF INTEREST (if any)

5. CONFIRMATION OF MINUTES

Confirmation of the Minutes for the General Council meeting held on
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6. COMMUNICATIONS

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7. YOUTH ADVISORY COMMITTEE (YAC) UPDATE

Nil

8. DEPUTATIONS - Late Item

Telecommunications Tower Kellett Reserve
Mr Justin Clark
GC280415D01

9. PETITIONS

Nil

10. ADJOURNED ITEMS

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Nil

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MATTERS RAISED BY MEMBERS

15. Questions with Notice

Nil

16. Motions with Notice

Community Safety Vehicles

GC280415M01208

LGA Membership

GC280415M02212

Telecommunications Facility, South Road, Edwardstown

GC280415M03215

Expiations or Prosecutions of Food Outlets in the City of Marion

GC280415M04216

Community Facilities Funding Partnership Program

GC280415M05221

Sale of Property

GC280415M06225

17. Questions without Notice

18. Motions without Notice

19. CONFIDENTIAL ITEMS

Marion Leisure and Fitness Centre

GC280415F01226

Code of Conduct Complaint

GC280415F02(previously distributed)

20. LATE ITEMS

21. MEETING CLOSURE

Council shall conclude on or before 10.00pm unless there is a specific motion adopted at the meeting to continue beyond that time.

**MINUTES OF THE GENERAL COUNCIL MEETING⁵
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 14 APRIL 2015**



PRESENT

His Worship the Mayor Kris Hanna

Councillors

Coastal Ward

Ian Crossland
Tim Gard

Mullawirra Ward

Jerome Appleby
Jason Veliskou

Southern Hills

Janet Byram
Nick Westwood

Warracowie Ward

Bruce Hull
Nathan Prior

Warriparinga Ward

Luke Hutchinson
Raelene Telfer

Woodlands Ward

Tim Pfeiffer

In Attendance

Ms Kathy Jarrett
Mr Vincent Mifsud
Ms Kate McKenzie
Ms Victoria Moritz

Director
Director
Manager Governance
Governance Officer

COMMENCEMENT

The meeting commenced at 7.01pm.

KAURNA ACKNOWLEDGEMENT

We would like to begin by acknowledging the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.

DISCLOSURE

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

MEMBERS DECLARATION OF INTEREST

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

- Councillor Telfer declared a conflict of interest in the item “Marion Leisure and Fitness Center Report Reference: GC24031515F01”

CONFIRMATION OF MINUTES

Moved Hutchinson, Seconded Telfer that the minutes of the General Council meeting held on 24 March 2015 be taken as read and confirmed.

Carried Unanimously

DEPUTATIONS

Nil

PETITIONS

Nil

ADJOURNED ITEMS

**Marion Leisure and Fitness Centre
Lease to CASA Pty Ltd
GC240315F01**

Moved Councillor Pfeiffer, Seconded Councillor Westwood that this item be adjourned until after the Motions with Notice.

Carried Unanimously

COMMITTEE RECOMMENDATIONS

Nil

WORKSHOP / PRESENTATION ITEM

Nil

CORPORATE REPORTS FOR DECISION

Sports Infrastructure

Report Reference: GC140415R02

Moved Councillor Pfeiffer, Seconded Councillor Byram that Council:

1. Endorse investigations being undertaken with peak sporting bodies, relevant clubs, funding bodies and agencies to seek partnering opportunities for the development of plans and potential funding solutions for the following sports infrastructure:
 - Options for new soccer pitches and a BMX track in the South
 - Indoor multipurpose Stadium 4-8 Court (SA regional standard)
 - Edwardstown Oval Masterplan
 - Mitchell Park Sports and Community Club building upgrade
2. Note that consultation plans will be brought to Council for consideration after initial investigations are undertaken with peak sporting bodies, relevant clubs and agencies.
3. That potential funding opportunities relevant to the above sports infrastructure be actively pursued as they arise.

Amendment:

Moved Councillor Veliskou, Seconded Councillor Gard that Council:

1. Endorse investigations being undertaken with peak sporting bodies, relevant clubs, funding bodies and agencies to seek partnering opportunities for the development of plans and potential funding solutions for the following sports infrastructure:
 - Options for new soccer pitches and a BMX track in the South
 - Indoor multipurpose Stadium 4-8 Court (SA regional standard)
 - Edwardstown Oval Masterplan
 - Mitchell Park Sports and Community Club building upgrade
 - Options to upgrade the Marion Outdoor Pool
 - Options for improvements to Morphetville and Plympton Sports club
 - Option to improve the supply of netball infrastructure
2. Note that consultation plans will be brought to Council for consideration after initial investigations are undertaken with peak sporting bodies, relevant clubs and agencies.
3. That potential funding opportunities relevant to the above sports infrastructure be actively pursued as they arise.

**That the Amendment become the Motion was Lost
The original Motion was Put and was Carried**

Councillor Appleby called for a division:

Those for: Councillors Pfeiffer, Telfer, Hutchinson, Prior, Westwood, Byram, Veliskou and Crossland

Those against: Councillors Hull, Appleby and Gard

Carried

BMX Club

Report Reference: GC140415M02

Moved Councillor Byram, Seconded Councillor Crossland that Council support the Hallett Cove BMX club to lodge a funding application (by 20 April 2015) with the Office of Recreation and Sport for funding for the concept design of a BMX facility at Majors Road with necessary supporting infrastructure, management model and maintenance and depreciation costs.

Carried

State Government Economic Reforms: Activity Centre and Shopping Review Development Plan Amendments

Report Reference: GC140415R01

Moved Councillor Hutchinson, Seconded Councillor Telfer that Council:

1. Indicates in principle support for the proposed Economic Reforms: Activity Centre and Shopping Review Development Plan Amendments.
2. Write's to Minister Rau indicating its willingness to work with the State Government in investigating, preparing and implementing the strategic goals of the state in relation to the economic and development reforms of activity centres and activity centre uses particularly within the City of Marion.

Carried Unanimously

Progressing unfunded/unprioritised items

Report Reference: GC140415R03

Moved Councillor Veliskou, Seconded Councillor that Council:

1. Notes the changes to the unfunded/unprioritised list with the revised list presented in Appendix 2.
2. Subject to the determination of the priority of sport infrastructure as presented in GC140415R02, adopts option 1 to progress (as per the recommendation in GC140415R02) the four sports infrastructure shortlisted priorities and option A to progress the Marion Outdoor Pool masterplanning
3. Considers the revised unfunded/unprioritised items list as shown in Appendix 2 at a briefing session on

Moved Councillor Crossland, Seconded Councillor Hutchinson that this this item be adjourned until the General Council Meeting on 28 April 2015

Carried

Councillor Appleby called for a Divison:

Those for: Councillors Pfeiffer, Telfer, Hutchinson, Prior, Hull, Westwood, Byram, Gard and Crossland

Those against: Councillors Veliskou and Appleby

Carried

Update to the schedule of delegations - *Development Regulations 2008 (SA)*
Report Reference: GC140415R04

Moved Councillor Hull Seconded Councillor Crossland that this item be adjourned until the General Council Meeting on 28 April 2015.

Carried

Councillor Velisou called for a Division:

Those for: Councillors Prior, Hull, Westwood, Byram, Gard and Crossland

Those against: Councillors Pfeiffer, Telfer, Hutchinson, Veliskou and Appleby

Carried

Graffiti Removal

Report Reference: GC140415R05

Moved Councillor Gard, Seconded Councillor Crossland that Council:

1. Receives and notes this report.
2. Notes that additional marketing and media communication will be delivered where possible within existing approved budgets to provide further education and to raise awareness in the community of the graffiti management services and programs provided by the City of Marion.

Carried Unanimously

Sister City Relationship – Kokubunji

Report Reference: GC140415R06

Moved Councillor Byram, Seconded Councillor Telfer that Council:

1. Pursue a relationship that explores opportunities for schools/other educational organisations to participate
2. Reactivate the Sister Cities Friendship Group who are to bring back to Council recommendations for the future Sister City interactions

Carried

Councillor Appleby called for a Division:

Those for: Councillors Pfeiffer, Telfer, Prior, Westwood, Byram, Veliskou and Gard

Those against: Councillors Hutchinson, Hull, Appleby and Crossland

Carried

2015 LGA Ordinary General Meeting Agenda
Report Reference: GC140415R07

Moved Councillor Telfer, Seconded Councillor Crossland that:

1. Council notes the report “2015 LGA Ordinary General Meeting Agenda”
2. The City of Marion Delegate for the meetings of the Local Government Association vote as they see fit on the motions presented at the 2015 LGA Ordinary General Meeting.

8.54pm Councillor Prior left the meeting

8.58pm Councillor Prior re-entered the meeting.

Carried

CORPORATE REPORTS FOR INFORMATION NOTING

Nil

MATTERS RAISED BY MEMBERS

QUESTIONS WITH NOTICE

Australian Local Government Association and Local Government Association
Report Reference: GC140415Q01

QUESTION:

1. Does Council pay any amount to the Australian Local Government Association (ALGA) per year?
2. Is the president of the Local Government Association (LGA) remunerated?

COMMENTS: Kate McKenzie, Manager Governance

Question 1

The City of Marion does not pay an annual membership fee to the ALGA. In the 2014/15 financial year, two Councillors and Chief Executive Officer attended the National General Assembly held by ALGA in Canberra. Attendance at the National General Assembly is optional and the registration costs were \$1129 per person.

Question 2

The LGA President is paid an annual allowance to cover reimbursements expenses associated with the role. This allowance is set via guiding principles equates to be not less than the average of the allowances for all Council Principal Members (excluding Adelaide City), and shall be increased in line with CPI adjustments for Council Principal Members (if any) which may be made by the Local Government Remuneration Tribunal from time to time. The current allowance paid to the LGA president is \$45,912.

It is the view of the LGA that the Local Government Remuneration Tribunal should determine the allowance payable to all Members of the LGA Board. In the absence of a legal mandate for this to occur, the LGA Board will continue to determine the allowances for the time being.

Performance Management Report Reference: GC140415Q02

QUESTION:

1. Over the past 2 years how many staff have been formally performance managed in the organisation?
2. How many from each employment classification (i.e. MOA8, CMG, Director, MOA5 etc)?
3. Are informal performance management approaches, conversations, or correspondence recorded by the Human Resources / Organisational Development team? If so how many were managed informally?
4. What support mechanisms are in place to manage or change performance outcomes in the organisation?

COMMENTS: Kathy Jarrett, Director

In providing the following data, it is noted that the Local Government Act 1999 sets out that matters relating to staff performance are the purvey of the Chief Executive Officer.

Question 1:

18 staff have been formally performance managed over the last two years.

Question 2:

The respective classifications are as follows:

Municipal Employee level 5	5
Municipal Employee level 6	1
Municipal Officers Award level 3	1
Municipal Officers Award level 5	4
Municipal Officers Award level 6	3
Municipal Officers Award level 7	3
Municipal Officers Award level 8	1

Question 3:

Informal performance management approaches, conversations or correspondence are not recorded by the Organisational Development Unit. Accordingly there is no data pertaining to this question.

Question 4

The following support mechanisms are in place to manage or change performance outcomes in the organisation:

- Council has a Performance Partnering system in place that supports People Managers and Staff to have a performance conversation on a quarterly and annual basis. Key performance indicators are developed through the Annual Business Planning process, which are cascaded through to Corporate Managers, which in turn informs the performance conversations.
- Coaching, mediation and training may be offered to support an individual staff member, identified on a case by case basis.
- The Employee Wellbeing Program is a program Council has in place to support staff with work related and personal issues. This program is offered to all staff who are being performance managed.

Leadership Development and coaching from the Organisational Development Unit is provided to all of our people managers as needed.

MOTIONS WITH NOTICE

Portfolio Presentations
Report Reference: GC140415M01

Moved Councillor Hutchinson, Seconded Councillor Veliskou that:

1. Elected Members receive succinct presentations from each of the CMG managers on the following thematic areas: portfolio functions, staffing complement, current workload, current priorities and future need.
2. Four (4) additional Elected Member Forums be held Monday evenings as follows:
 - 27 April 2015
 - 11 May 2015
 - 18 May 2015
 - 25 May 2015To ensure appropriate time is given for each CMG manager to present and receive questions.
3. A maximum of 15 minutes be allocated to each presentation, with 30 minutes question time for each presentation.
4. Presentation slides and relevant materials be provided to Elected Members for consideration five (5) days prior to the presentation.

Carried

Tree Pruning

Report Reference: GC140415M03

Moved Councillor Hutchinson, Seconded Councillor Hull that:

1. Council's tree pruning and maintenance programs only remove a maximum of one third of a trees foliage in any given annual cycle, except in the case of emergency or public safety.
2. With the above defined as:
 - Emergency: refers to damage from weather event or death
 - Public Safety: refers to where it would be reasonable to expect a member of the public could be injured as a result of the location of branches or the tree itself.

Carried

“Green” Power

Report Reference: GC140415M04

Moved Councillor Appleby, Seconded Councillor Hutchinson that the City of Marion cease purchasing “green” power for street lighting from 1 January 2017.

Amendment

Moved Councillor Hull Seconded Councillor Prior that the City of Marion cease purchasing “green” power for street lighting from 1 January 2017 with the savings reinvested into infrastructure that will create renewable energy.

**That the Amendment become the Motion was Carried
The Amended Motion was Carried**

Acknowledgement of the Kurna People

Report Reference: GC140415M05

Moved Councillor Westwood, Seconded Councillor Pfeiffer that Council amend the standard wording used in the official acknowledgement of the Kurna people, in formal Council meetings and any other gatherings under the auspices of the City of Marion, so that the wording will now be:

"We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.", with the words "We would like to" or similar being omitted.

Carried

CONFIDENTIAL ITEMS

Councillor Telfer declared a conflict of interest in the matter as she holds an expired membership for CASA and she left the meeting

9.36pm Councillor Telfer left the meeting

**Marion Leisure and Fitness Centre
Lease to CASA Pty Ltd
GC240315F01**

Moved Councillor Hutchinson, Seconded Councillor Prior that pursuant to Section 90 (2) and (3)(d) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Geoff Whitbread, Kathy Jarrett, Abby Dickson, Mark Gibson, Heather Michell, David Barrett, Ray Barnwell, Colin Heath, Kate McKenzie and Craig Clarke be excluded from the meeting as the Council receives and considers information relating to the Marion Leisure Fitness Centre Lease to CASA Leisure Pty Ltd, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information of a commercial nature the disclosure of which (i) could reasonably confer a commercial advantage on a third party or prejudice the position of the Council; could relate to potential litigation between Council and a third party; and could impact on a proposed tender for the supply of goods or services and, (ii) would, on balance, be contrary to the public interest.

Carried

9.37pm the meeting went into confidence

9.38pm Councillor Byram left the meeting

9.40pm Councillor Byram re-entered the meeting

Moved Councillor Gard, Seconded Councillor Crossland that Council in accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report, 'Marion Leisure and Fitness Centre, Lease to CASA Leisure Pty Ltd' (Report Reference GC240315F01), its appendices and the Minutes arising from this report having been considered in confidence be kept confidential under Sections 90(2), (3)(b), (3)(i) and (3)(k) of the Act and not be available for public inspection for a period of 12 months from the date of this meeting or until such time as the tender process regarding the provision of future services and works in respect of the Centre is complete. This confidentiality order will be reviewed at the General Council Meeting in December 2015.

9.46pm Councillor Pfeiffer left the meeting

9.49pm Councillor Pfeiffer re-entered the meeting

Carried

9.59pm the meeting came out of confidence

QUESTIONS WITHOUT NOTICE

Various questions were asked and taken on notice

MOTIONS WITHOUT NOTICE

Nil

Code of Conduct Complaint Report Reference: GC140415F01

This item was not considered.

LATE ITEMS

Nil

CLOSURE - Meeting Declared Closed at 10.00pm.

CONFIRMED THIS 28 April 2015

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CHAIRPERSON

Elected Member Communication Reports

Date of Council Meeting:

28 April 2015

Name of Elected Member:

Mayor Kris Hanna

Date	Event	Comment
21 March	Attended St Elizabeth of Hungary Church Fete	
25 March	Attended the Multifaith Association Committee Meeting	
26 March	Attended the Clovelly Park Memorial Community Centre Management Committee Meeting	
27 March	Presented Medals at the Hallett Cove Little Athletics Centre Awards Presentation Night	
28 March	Conducted two Citizenship Ceremonies	
28 March	Attended Westminster School Fair	
29 March	Attended Neighbour Day Morning Tea	
29 March	Launched the Marion Celebrates Festival	
29 March	Attended Friends of Glenthorne Committee Meeting	
02 April	Met with Mayor Rosenberg, City of Onkaparinga	
03 April	Attended the National Band Championships	
08 April	Met with Peta Kourbelis - Principal Hamilton Secondary College	
09 April	Met with Stephen Yarwood - Urban Futurist	
10 April	Attended the Repat Foundation 2015 Anzac Gala Ball	
12 April	Attended the Fiji Seniors Association Meeting	
12 April	Presented Prizes at the Kiwanis Club of Brighton Annual Teddy Bears Picnic	
12 April	Attended the Oaklands Estate Residents Association Meeting	
12 April	Attended Music in the Park - Presented by the Park Holme/Plympton Park Residents Group and Arts Group	

Elected Member Communication Reports

continued...

12 April	Attended the Friends of Glenthorne Vision Day Committee Meeting	
13 April	Presented the Awards at the 2015 Youth Recognition Awards Ceremony	
15 April	Participated in the Round Square Conference 2015	
15 April	Attended a Book launch "Minority Power"	
17 April	Attended the Ascot Park Bowling Club Presentation Evening	
18 April	Participated in the Freedom of Entry Parade and launched the Anzac Exhibition 'Almond Groves to Poppy Fields: Marion's Unsung War Heroes'	
19 April	Attended the Abbeyfield Marion House Autumn BBQ	
20 April	Attended the Friends of Glentorne Vision Day Subcommittee Meeting	
21 April	Attended the Commissioning Service for Rev'd Peter Brown	
21 April	Attended the Seacombe Gardens Neighbourhood Watch Meeting	
22 April	Attended the Marion City Band Annual General Meeting	
24 April	Attended and participated in the Anzac Day Eve Youth Vigil and Memorial Unveiling	
25 April	Attended the Hallett Cove Anzac Day Dawn Service	
25 April	Spoke at the Marion RSL Anzac Day Breakfast	
26 April	Attended the 2015 Al-Salam Peace Festival	
In addition the Mayor has met with residents and also with the CEO and Council staff regarding various issues.		

Elected Member Communication Reports

Date of Council Meeting:

28 April 2015

Name of Elected Member:

Deputy Mayor Luke Hutchinson

Date	Event	Comment
18-Mar-15	Hamilton Secondary College Council Meeting	Attended
20-Mar-15	CEO Performance and Recruitment Meeting	Attended
26-Mar-15	Coast FM Radio Interview	Attended
29-Mar-15	Marion Celebrates Festival	Attended
8-Apr-15	Meeting with Minister Geoff Brock & LGA President David O'Loughlin	Attended
14-Apr-15	CEO Performance and Recruitment Meeting	Attended
17-Apr-15	LG Professionals SA Awards Dinner	Attended
18-Apr-15	Freedom of Entry Parade	Attended
21-Apr-15	LGA President's Luncheon	Attended
24-Apr-15	ANZAC Day Youth Vigil	Attended
25-Apr-15	ANZAC Day Dawn Service, Marion RSL	Attended
26-Apr-15	Al-Salam Festival	Attended

19
CEO and Executive Report

Date of Council Meeting:

28 April 2015

Date	Activity	Attended by	Comments
11 March	Meeting with Junction Australia	Vincent Mifsud	To discuss approach to mitigating the impact of Community Housing Rate rebate.
25 March	Meeting with State Government representative on public housing transfer	Vincent Mifsud	
13 April	Creative Bureaucracy Project Workshop	Kathy Jarrett	
14 April	Tonsley Project Steering Committee	Geoff Whitbread	

**CITY OF MARION
GENERAL COUNCIL MEETING
28 April 2015**

Originating Officer: Victoria Moritz, Governance Officer
Corporate Manager: Kate McKenzie, Manager Governance
Director: Kathy Jarrett
Subject: Deputation – Telecommunications Tower Kellett Reserve
Ref No: GC280415D01

SPEAKERS:

Mr Justin Clark, President Morphettville Park Sporting Club

ORGANISATION/GROUP REPRESENTED BY SPEAKERS:

Morphettville Park Sporting Club

COMMENTS:

Mr Clark has requested to give a deputation to Council to discuss the Landlords Consent for Development application for a telecommunications facility at Kellett Reserve, Morphettville and to discuss the impacts this would have for the Sporting Club.

**CITY OF MARION
GENERAL COUNCIL MEETING
24 February 2015**

Originating Officer: Victoria Moritz, Governance Officer
Corporate Manager: Kate McKenzie, Manager Governance
Director: Kathy Jarrett
Subject: Petition Policy Review
Report Reference: GC240215R12

REPORT OBJECTIVES:

For Council to consider and if appropriate, adopt the Petition Policy.

EXECUTIVE SUMMARY:

Petitions are a valuable resource for the community to use to make requests to and provide information to council. It is one of the ways in which members of the community can advise council of their concerns and influence the decision making process. As an informed and responsible decision maker the City of Marion has a role to ensure these decisions are made with openness and transparency whilst aligning these with the requirements of the Local Government Act 1999 (*the Act*) and associated regulations.

The current Petition Policy has been reviewed and updated to ensure it is aligned with current legislation and increases in electronic communications.

RECOMMENDATIONS (1)

DUE DATES

That Council:

1. Adopts the Petition Policy provided as Appendix 1 to this report.

24 Feb 2015

BACKGROUND

The Act requires that councils provide the opportunity for members of the community to petition Council as a method of community engagement and participation in decision-making.

The Petition Policy was last adopted by Council in January 2008. As a result of changes in the Legislation and a vast increase in electronic communication it is timely that a review is conducted.

Provided at **Appendix 1** is a copy of Council's Petitions Policy that has been reviewed and amended (with the additions marked for ease of reference).

ANALYSIS:

An amendment to Regulation 11 of the Local Government (Procedures at Meetings) Regulations 2013 now indicates a petition to the Council must include the name and address of each person who signed or endorsed the petition. The other significant inclusion to this policy is the use of electronic communication as a means of "delivering" a petition. The Policy defines what is and is not considered a Petition and has referred to the Electronic Transaction Act 2000.

Another significant change is that the Policy now states that *"The Petition and all associated pages including those with names and addresses will be included as an appendix to the report and made publicly available."* This statement is included on the bottom of the Petition template which is available to the community on the City of Marion Website and attached as **Appendix 2**.

LEGISLATIVE / POLICY CONSIDERATIONS

The Policy complies with the Local Government Act 1999, Local Government (Procedures at Meetings) Regulations 2013 and it is also consistent with the Council's Code of Practice Procedures at Meetings 2014. Advice was sought from the Local Government Association regarding Electronic Communication and more specifically in relation to communication via Social Media. The Policy is also consistent with all aspects of council's Social Media Policy.

CONCLUSION:

Petitions are a valuable mechanism in which the views of the community are effectively communicated to Council and considered by them in the process of making decisions. It provides an open and transparent process in which council can make an informed decision, taking into account the needs and expectations of the wider community whilst ensuring it meets the requirements of the legislation and associated procedures.

Appendix 1: Petitions Policy
Appendix 2: Petition Template

Petition Policy



1. POLICY STATEMENT

The City of Marion's principal role is to act as an informed and responsible decision maker which represents the interests of its community through open and transparent decisions.

The City of Marion makes decisions on behalf of the community, however, members of the community have a role to play in informing Council of their needs and/or to provide information that may assist or influence Council's decision(s). One of the ways in which members of the community can advise Council of their concerns, and influence the decision making process, is to take up a petition.

Petitions provide a democratic mechanism for the community to make requests of, and provide information to, Council.

Council will accept written petitions from person that have a direct interest in the City of Marion Council area as residents, landowners, business people or in some other capacity. Petitions must concern matters that Council is authorised to determine.

As far as possible petitions must be in the form set out in, and otherwise comply with, this policy.

2. PRINCIPLES

When considering a petitioned request, Council will take into account the City of Marion's strategic directions, budget and programmed work. This will ensure that the needs and expectations of both the petitioner(s) and the wider community are considered.

In addition, Council will meet all legal requirements relating to the management of petitions and follow the principles set out in Regulation 11 of the Local Government (Procedures at Meetings) Regulations 2013 which states:

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

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

Note that should the provisions of Section 90(3)(a) of the Local Government Act apply, the Petition will be considered on a confidential basis.

The City of Marion has included these principles in Council's Code of Practice – Procedures at Meetings 2014.

3. POLICY SCOPE AND IMPLEMENTATION

All petitions whether written and delivered to the Council or submitted electronically must indicate the following:

- The nature of the petition, clearly setting out the request or submission on each page of signatories;
- The name and contact details of the head petitioner
- The name and address of signatories to the petition; and
- The date the petition was initiated.

3.1 WRITTEN PETITIONS

Petitions will be received at the Administration Centre of the City of Marion located at 245 Sturt Road, Marion. They can be hand delivered, faxed or posted.

If a petition is brought to a General Council Meeting it will be tabled and noted at that meeting and then brought back and considered at the subsequent General Council Meeting following the process below.

A petition proforma is available on Council's website and from the Administration Centre (Attachment 1).

3.2 SOCIAL MEDIA AND ONLINE PETITIONS

Pursuant to the Electronic Transactions Act section 13B(1)(b), an electronic communication is taken to have been received at the place where the addressee has its place of business. Therefore an email delivered to the chief executive officer of a council is taken to be an email delivered to the Council (council@marion.sa.gov.au). Petitions can be received electronically via the following means:

- An email containing a petition delivered to council;
- An email containing a link to a petition (Facebook or other application) delivered to council
- Posting a petition to City of Marion Social Media

In regards to a Petition being addressed to council, the following **does not** meet the requirements of the Petition Policy and will therefore not be considered as a petition. It may however be used to promote a petition and create awareness of its existence:

- "Likes" on facebook for photos, comments, posts, follows
- "Tagging" City of Marion in comments, tweets, posts
- Individual email, comments, posts supporting a particular request or submission

4. DEFINITIONS

- Petition** – a request to Council seeking action or special consideration of a particular matter, which is signed by more than two residents/members of the public at, at least, two different property addresses.
- Tagging** – To tag is to attach another Facebook members name to a photograph or post on the social networking site, Facebook.
- Like** – The Facebook "Like" button is a feature that allows users to show their support for specific comments, pictures, wall posts, statuses, or fan pages.
- Tweet** – Tweet, tweeting, tweeted. The act of posting a message, often called a "Tweet", on Twitter. A message posted via Twitter containing 140 characters or fewer
- Address** - The particulars of the place where someone lives or an organisation is situated.

5. REFERENCES

Social Media Policy
Code of Practice – Procedure at Meetings 2014
Petition Proforma – refer attached

6. RELEVANT LEGISLATION

Local Government Act 1999
Local Government (Procedures at Meetings) Regulations 2013
Electronic Transaction Act 2000

7. COUNCIL ENDORSEMENT

This Policy was adopted by resolution of the council on [insert date]

8. REVIEW

This Policy is scheduled for review by Council in [insert date]

CITY OF MARION

PETITION

TO HIS WORSHIP THE MAYOR AND COUNCILLORS OF THE CITY OF MARION

Petition Contact Person:
 Telephone Number:
 Address:

 Date Petition Initiated:

The petition of *(identify the individuals or group, eg residents of the City of Marion)*

.....

draws the attention of the Council *(identify the circumstances of the case)*

.....

.....

.....

The petitioners therefore request that the Council*(outline the action that the Council should or should not take)*

.....

.....

.....

Name	Address	Signature

Please note this petition is a public document, by signing it, I understand that my name address and signature will be made available in the public realm. The City of Marion will record these details for the purpose of this petition only.

(Identify the details of the petition on each page)

.....

.....

.....

[illegible]

Please note this petition is a public document, by signing it, I understand that my name address and signature will be made available in the public realm. The City of Marion will record these details for the purpose of this petition only.

**CITY OF MARION
GENERAL COUNCIL MEETING
14 April 2015**

Originating Officer: Fiona Harvey, Manager Strategy
Director: Kathy Jarrett
Subject: Progressing unfunded / unprioritised items
Report Reference: GC140415R03

ADDITIONAL INFORMATION:

The report 'Progressing unfunded / unprioritised items' reference GC140415R04 was adjourned to be further considered by Council at the 28 April 2015 General Council meeting. In adjourning the matter, the Council sought the following clarification:

- The impact of deferring the current Marion Outdoor Pool masterplanning process from a contractual perspective.
- Options for council resolutions.

The original report is attached. The following information is now provided.

Advice has been received that any deferral of the contract associated with the Marion Outdoor Pool masterplanning process would require an agreed settlement to be reached. Such an agreement would need to consider what the contractor would have earned if the contract was to have run its full course. Further information in this regard will be provided to Council under separate cover.

Based on the Council's resolutions regarding the sports infrastructure priorities, the following options for council resolutions are now provided:

Re Marion Outdoor Pool:

That Council:

1. That Council endorses that the Marion Outdoor Pool masterplan item remains on the unfunded / unprioritised list of initiatives which will be further considered at the 30 June 2015 Elected Member's forum.

OR

2. That Council endorses the removal of the Marion Outdoor Pool masterplan item from the unfunded / unprioritised list of initiatives, and in so doing, authorizes the halting of the current processes developing a masterplan.

Re the Sports Infrastructure Projects:

That Council:

1. Endorses the four sports infrastructure priorities - options for new soccer pitches and a BMX track in the south; indoor multipurpose stadium 4-8 court (SA regional standard); Edwarstown Oval masterplan; Mitchell Park Sports and Community Club

building upgrade as the highest strategic priorities to be progressed as per the resolution passed at the 14 April 2015 Council meeting (reference GC140415R02).

OR

2. Endorses the addition of the four sports infrastructure items as resolved at the 14 April 2015 Council meeting (reference GC140415R02) to the unfunded / unprioritised list of initiatives –options for new soccer pitches and a BMX track in the south; indoor multipurpose stadium 4-8 court (SA regional standard); Edwarstown Oval masterplan; Mitchell Park Sports and Community Club building upgrade

Re the balance of the unfunded / unprioritised initiatives list

That Council:

1. Endorses the removal of the following items from the unfunded / unprioritised list of initiatives:
 - Sports and Community facilities masterplans
 - Jervois St Redevelopment
 - Greater Southern Urban Forest
 - Field River Remediation
 - Sturt River Linear Park Restoration
 - Surf Life Saving Coastal signage replacement
 - Hazelmere Reserve Small Dog Exercise Area
 - Land Management and Leasing Reform Program
 - Footpath Program
 - Tree Planting Program
2. Requests that prioritisation of the revised unfunded / unfunded list of initiatives (as per resolutions 1 – 3 above) be undertaken at the Elected Member's forum to be held on 30 June 2015

**CITY OF MARION
GENERAL COUNCIL MEETING
14 April 2015**

Originating Officer: Fiona Harvey, Manager Strategy
Director: Kathy Jarrett
Subject: Progressing unfunded/unprioritised items
Report Reference: GC140415R03

REPORT OBJECTIVES:

To enable Council to consider a number of recommended revisions to the unfunded/unprioritised list, and the next steps in progressing the unfunded/unprioritised items, particularly in light of discussions regarding sports infrastructure priorities, as presented in report GC140415R02 'Sports Infrastructure'.

EXECUTIVE SUMMARY:

Council's strategic planning processes include consideration of the allocation of funding and resources to service and project priorities to progress the council's and community's goals and aspirations. The City of Marion has a suite of potential projects that have been identified, and in some cases progressed through various stages, but are currently unprioritised and unfunded to progress any further. Consideration of this list of unfunded and unprioritised items is a key input into the development of the 10 year Council plan and subsequent alignment of the Asset Management Plans and Long Term Financial Plan.

An up to date list of unfunded/unprioritised items is provided in Appendix 2 for Council's consideration for prioritisation and exploration of possible funding opportunities for those items with the highest priority.

RECOMMENDATIONS (3)

DUE DATES

That Council:

1. Notes the changes to the unfunded/unprioritised list with the revised list presented in Appendix 2.
2. Subject to the determination of the priority of sport infrastructure as presented in GC140415R02, adopts option.....to progress (as per the recommendation in GC140415R02) the four sports infrastructure shortlisted priorities and option.....to progress the Marion Outdoor Pool masterplanning
3. Considers the revised unfunded/unprioritised items list as shown in Appendix 2 at a briefing session on

14 April 15

14 April 15

14 April 15

BACKGROUND

A list of unfunded/unprioritised items (the list) was prepared in December 2014 to represent the strategic infrastructure items that the current council and previous councils had considered and/or progressed (appendix 1). The list represents only those items that councils have made formal resolutions to progress.

Many of the items on the list are relatively large scale projects, requiring significant funding over a number of stages and years. Funding was included in the Long Term Financial Plan for four items (as shown in appendix 1) through previous resolutions of council. Items are at various stages of implementation with some being newly presented ideas and others having progressed through various program stages.

Consideration of the items has occurred on various occasions over a number of years, however these discussions have focused on items individually and have not considered the relative priority and merit of an item to other potential opportunities. One area where significant consideration of items has occurred is sports infrastructure across the City of Marion, which is represented on the list through two items; Sports and Community Facilities Masterplans, and Marion Outdoor Pool Masterplan.

Given the incoming Council is considering its suite of strategic plans, including the draft Council Plan, Asset Management Plans and Long Term Financial Plan, it is timely to consider the list of items in its entirety. This will support Council to focus attention to a prioritised short list of potential projects with the objective of developing relationships with possible funding partners and also developing potential funding solutions for further consideration, subject to Council's decision to allocate the necessary resources required to progress these initiatives.

ANALYSIS

Unfunded/unprioritised items

At a workshop in March 2015 the current list was tabled for Elected Members' consideration, with a focus on it as an input into the strategic planning process. Prioritisation and investment in projects is done with consideration of their contribution to strategic outcomes, as captured in the Community Plan and the draft Council Plan, as well as their associated resource implications in terms of upfront investment and whole-of-life costs. Decisions to pursue funding solutions and identify funding capacity to invest in projects (by Council or other funding bodies) will also be integrated into asset, financial and operational planning.

Since the preparation of the unfunded/unprioritised list in December 2014, further analysis and progress has been made on some items:

- At its meeting on 24 March 2015 (GC240315R02) Council resolved to fund the remaining unfunded stages (stages 2 and 3) of the Jervois St Redevelopment, resulting in this project being fully funded and no longer needing to remain on the list.
- A focused review of sports infrastructure is also progressing, resulting in the potential need for a review of the representation of sports infrastructure (ie four sports masterplans, and Marion Outdoor Pool masterplan) on the list (see options presented under 'Representation of Sports Infrastructure on the List' heading below).
- Analysis of two items; Greater Southern Urban Forest and Field River Remediation shows that these items are unlikely to be able to be progressed as Council-led projects and therefore are recommended to be deferred for consideration during this current round.

- Analysis of the item 'Sturt River Linear Park Restoration' shows that this item is a sub-project within the Walking and Cycling Network Program and as such has been consolidated into this program.
- Analysis of three items; Biophilic Laneways, Surf Life Saving Coastal Signage Replacement and Hazelmere Reserve Small Dog Exercise Area shows that these items are not strategic items. It is recommended they are not considered as part of the strategic prioritisation process. It is further recommended that the Surf Life Saving Coastal Signage Replacement program is considered for funding through current infrastructure program funding sources.
- Analysis of three items; Land Management and Leasing Reform Program, Footpath Program and Tree Planting Program shows that these items are ongoing operational programs and would be better suited to be considered as part of the City of Marion's Service Review Program. It is recommended these items are referred to this program for consideration and prioritisation.

A revised list representing these changes is presented in Appendix 2. Appendix 3 shows the revised list items within a pipeline diagram depicting the current stage of each item. It is recommended that Elected Members consider this revised list for prioritisation as part of their adoption of the 10 year Council Plan, with information on the revised list of items provided to support this process. Timing of the adoption of the Council Plan will be dependent on the scheduling of a briefing session as per recommendation 3.

Sports Infrastructure

Representation of Sports Infrastructure on the List

Sports Infrastructure is currently represented on the list under two items:

- Sports and Community Facilities Masterplans
 - Marion
 - Mitchell Park
 - Edwardstown
 - Hallett Cove
- Marion Outdoor Pool – Masterplan

As consideration of sports infrastructure priorities has progressed since the list was prepared in December 2014, there is potential to review the representation of sports infrastructure on the list. Two options are proposed in support of progressing both the consideration of the entire unfunded/unprioritised list and the sports infrastructure priorities.

Option 1

Reshape the representation of sports infrastructure on the list so that the current four sports and community facilities masterplans are removed from the list and replaced with the shortlisted initiatives (as per GC140415R02). This would update the list with the most recent consideration of priority sports infrastructure.

This option would also allow sports infrastructure items to be further considered relative to all other items on the list at the briefing session. Allocation of resources to progress sports infrastructure could occur after the briefing session should sports infrastructure be deemed the highest priority.

Option 2

Remove the current item 'Sports and Community Facilities Masterplans' from the list, but do not add the new priority sports initiatives (as per GC140415R02), and progress these

initiatives in a parallel but separate process. This option would reflect that sports infrastructure has been deemed the highest priority and therefore would progress subject to Council's decision to allocate resources to progress these initiatives.

The representation of the Marion Outdoor Pool Masterplan on the list could also be reviewed and progressed with either of the two options provided below. In consideration of these options, the following information is provided:

The process to develop the Masterplan was adopted by Council in April 2014 (GC080414R05). It comprises 6 stages, with progress to date being at stage 4 'Options development and initial feasibility and management report'. The final two stages of the project are planned to be completed by October 2015 as outlined in contractual obligations with the contractor - Tredwell Management. Deferring the current or remaining stages of the project would potentially have contractual impacts, which are unknown at the stage and would require negotiation with the Contractor.

Option A

Given the current status of Marion Outdoor Pool Masterplan project, this initiative remains on the list and is considered relative to other items at the briefing session and/or at later time once the Masterplan is completed.

Option B

Given that the Marion Outdoor Pool was not shortlisted as a priority sports infrastructure initiative, it is deferred from consideration of the entire list at the briefing session and options to manage further progress of the Masterplan are considered.

CONCLUSION:

The consideration of the revised list of unfunded/unprioritised items will enable the Council to focus its efforts into the consideration of funding solutions to provide investment capacity for prioritised projects. This will enable the 10 year Council Plan to be finalised with the representation of key strategic projects to be progressed over the timeframe of the Plan. It will also support the alignment of the Asset Management Plans and Long Term Financial Plan. This process will need to be underpinned by a subsequent Council decision to allocate necessary resources required to progress these initiatives.

APPENDIX 1

Unfunded / Unprioritised Items									
Initiative	Council Resolutions	Estimated Upfront Capital Funding Required \$M	Included In LTFP \$M	LTFP timing & explanation	Potential Upfront Capital Funding Gap \$M	Estimated Total Annual O&M Costs \$M	Estimated Renewal Costs \$M	Approximate Renewal Term (Life Cycle) Years	Estimated Whole of Life Costs \$M
1. Key Strategic Infrastructure Projects									
Marion Cultural Centre Plaza Redevelopment	GC080414R04	7.10	Nil		7.10	0.28	14.87	25.00	29.07
Sports & Community Facilities Masterplans	GC261113R04, GC260814R11								
- Marion		35.30	Nil		35.30	1.41	73.91	25.00	144.51
- Mitchell Park		11.80	Nil		11.80	0.47	24.71	25.00	48.31
- Edwardstown		14.50	Nil		14.50	0.58	30.36	25.00	59.36
- Hallett Cove		10.80	Nil		10.80	0.43	22.61	25.00	44.21
Hallett Cove Foreshore/Heron Way Reserve Redevelopment (stage 2 and beyond)	GC110314R04, GC250314M03 (refer to minutes only as this is a motion without notice)	4.70	1.30	\$0.645 allocated in 14/15 + \$0.655 retimed from 13/14 budget	3.40	0.19	8.49	20.00	16.95
2. Strategic Directions									
Oaklands Reserve & Playspace (TBOF)	GC110314R03 GC270115R05	?	0.25	allocated as part of 14/15 Playspace Strategy	?				
Jervois Street Open Space Development	GC261113R03, GC091214R02	?	0.30	State Government grant in 14/15	?				
Glade Crescent Corridor (stage 2 and beyond)	GC240511R01, GC220714R03	?	1.80	\$0.2m per annum funding to 21/22	?				
Tonsley Redevelopment Program	SDC021012R5.2, GC231012R02, GC120313R06	?	Nil		?				
- Provision of Infrastructure and Services		?	Nil		?				
- Economic and Community Activation		?	Nil		?				
3. Strategic Concepts									
Surf Life Saving Coastal Signage Replacement	GC091214R05	0.04	Nil		0.04				
Walking & Cycling Network Program									
- Adelaide to Marino Rocks Corridor (6 remaining sections)		4.77	Nil		4.77				
- Tonsley Greenway		0.50	Nil		0.50				
- Marion Central Link (Chrysler Park)		0.32	Nil		0.32				
Great Southern Urban Forest	GC270207R09	?	Nil		?				
Field River Remediation	GC260213R10	?	Nil		?				
Sturt River Linear Park Restoration		?	Nil		?				
Biophilic Laneways	GC280114R02	?	Nil		?				

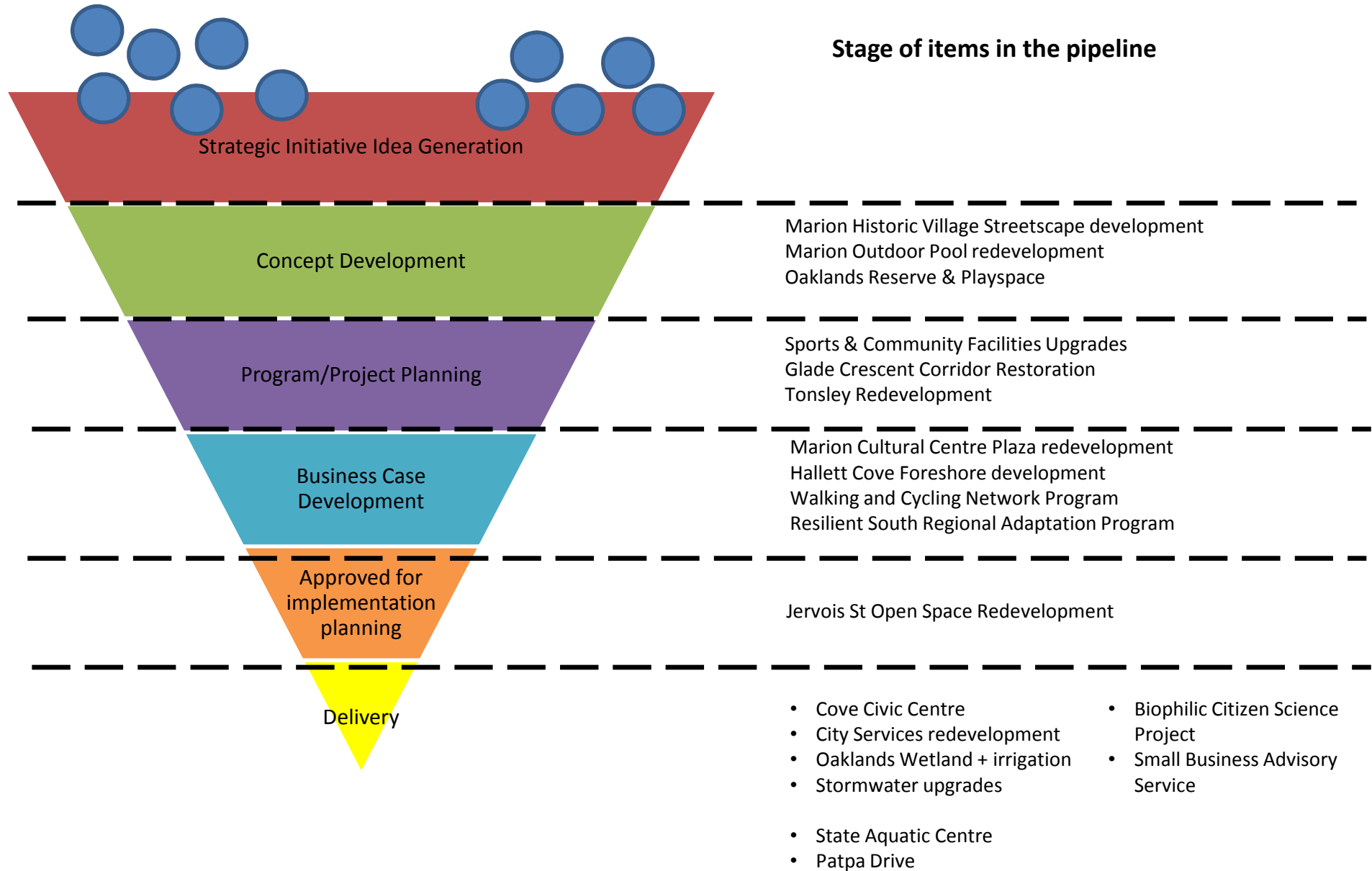
Initiative	Council Resolutions	Estimated Upfront Capital Funding Required \$M	Included In LTFP \$M	LTFP timing & explanation	Potential Upfront Capital Funding Gap \$M	Estimated Total Annual O&M Costs \$M	Estimated Renewal Costs \$M	Approximate Renewal Term (Life Cycle) Years	Estimated Whole of Life Costs \$M
Marion Outdoor Pool - Masterplan	GC080414R05	?	Nil		?				
Marion Historic Village Streetscape		?	Nil		?				
Hazelmere Reserve - Small Dog Exercise	GC220714R03	?	Nil		?				
4. Parking Lot									
Land Management and Leasing Reform Program	GC220512R05	?	Nil		?				
Footpath program	GC120814R04	?	Nil		?				
Resilient South Regional Adaptation Plan Implementation	GC260814R06	?	Nil		?				
Tree planting program	GC120814R04	?	Nil		?				

Appendix 2

Unfunded / Unprioritised Items										
Number	Initiative	Council Resolutions	Estimated Upfront Capital Funding Required \$M	Included In LTFP \$M	LTFP timing & explanation	Potential Upfront Capital Funding Gap \$M	Estimated Total Annual O&M Costs \$M	Estimated Renewal Costs \$M	Approximate Renewal Term (Life Cycle) Years	Estimated Whole of Life Costs \$M
1	Marion Cultural Centre Plaza Redevelopment	GC080414R04	7.10	Nil		7.10	0.28	14.87	25.00	29.07
2	Sports & Community Facilities Masterplans - Marion - Mitchell Park - Edwardstown - Hallett Cove	GC261113R04, GC260814R11 Inclusion/representation to be considered on 14 April 2015	35.30 11.80 14.50 10.80	Nil Nil Nil Nil		35.30 11.80 14.50 10.80	1.41 0.47 0.58 0.43	73.91 24.71 30.36 22.61	25.00 25.00 25.00 25.00	144.51 48.31 59.36 44.21
3	Hallett Cove Foreshore/Heron Way Reserve Redevelopment (stage 2 and beyond)	GC110314R04, GC250314M03 (refer to minutes only as this is a motion without notice)	4.70	1.30	\$0.645 allocated in 14/15 budget + \$0.655 retimed from 13/14 budget	3.40	0.19	8.49	20.00	16.95
4	Oaklands Reserve & Playspace (Touched By Olivia Foundation)	GC110314R03 GC270115R05	?	0.25	allocated as part of 14/15 Playspace Strategy	?				
5	Glade Crescent Corridor (stage 2 and beyond)	GC240511R01, GC220714R03	?	1.80	\$0.2m per annum funding to 21/22	?				
6	Tonsley Redevelopment Program - Provision of Infrastructure and Services - Economic and Community Activation	SDC021012R5.2, GC231012R02, GC120313R06	? ? ?	Nil Nil Nil		? ? ?				
7	Walking & Cycling Network Program - Adelaide to Marino Rocks Corridor (6 remaining sections) - Tonsley Greenway - Marion Central Link (Chrysler Park) - Sturt River Linear Park Restoration	GC280812R05	4.77 0.50 0.32 ?	Nil Nil Nil Nil		4.77 0.50 0.32 ?				
8	Marion Outdoor Pool - Masterplan	GC080414R05 Inclusion/representation to be considered on 14 April 2015	?	Nil		?				
9	Marion Historic Village Streetscape	GC141210R03	?	Nil		?				
10	Resilient South Regional Adaptation Plan Implementation	GC260814R06	?	Nil		?				

Appendix 3

Unfunded/unprioritised items: Pipeline Overview 14 April 2015



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CITY OF MARION
GENERAL COUNCIL MEETING
14 April 2015

Originating Officer: Deborah Horton , Unit Manager Executive Support
Corporate Manager: Kate McKenzie, Manager Governance
Director: Kathy Jarrett
Subject: Update to the schedule of delegations - *Development Regulations 2008 (SA)*
Report Reference: GC140415R04

ADDITIONAL INFORMATION:

The following information is provided for Council's consideration of a report adjourned from the General Council meeting of 14 April 2015 (Appendix 1).

The new regulation if delegated to the Chief Executive Officer and further sub-delegated to authorised planning staff, will enable 'minor variations' to be approved without having to treat such as a new application as occurs presently.

Development and planning staff assess on average 500¹ 'minor variations' to development approvals each year, which include (but are not limited to);

- | | |
|---|---|
| • internal layout of rooms | • tiled to colour bond roofing |
| • more or less render to brickwork | • size/glazing finishes/thickness of windows |
| • colour choice of brick/materials used and other cosmetic changes to external building appearances | • changes to truss calculations (which have to be amended after planning approval as these calculations are not resolved at a planning stage) |

If Council chose not to delegate this power, the impact would be that all 'minor variations' for development would need to be approved at a General Council meeting, which may lead (but not be limited) to;

- delays for applicants in attaining a development approval,
- potential additional costs to the applicant for a delay in the decision making process,
- additional time to be allocated within a general council meeting for discussion and approval,
- applicants attending general council meetings to ascertain the approval or otherwise of their development applications,
- additional internal reporting processes to be instigated (i.e. reporting template, deadlines for applications) to ensure that all minor variation applications are submitted for Council deliberation within the current reporting mechanisms for draft agenda distribution.

¹ Or 20% of development applications received per year.

**CITY OF MARION
GENERAL COUNCIL MEETING
14 April 2015**

Originating Officer: Deborah Horton, Unit Manager Executive Support
Corporate Manager: Kate McKenzie, Manager Governance
Director: Kathy Jarrett
Subject: Update to the schedule of delegations -
Development Regulations 2008 (SA)
Report Reference: GC140415R04

REPORT OBJECTIVES:

To advise Council of a new Regulation to the *Development Regulations 2008 (SA)* gazetted 12 February 2015 and to seek the endorsement of Council for delegation to the Chief Executive Officer of the City of Marion and consequent updates to the City of Marion schedule of delegations.

EXECUTIVE SUMMARY:

The *Local Government Act 1999 (SA)* (the Act) and other Acts provide that Council may delegate a power or function vested or conferred by legislation. The Act also provides that the Chief Executive Officer may delegate (and further sub-delegate) a power or function that has been vested or conferred to them. Council is required to review its delegations once a financial year and keep a separate record of its delegations and sub delegations. On occasion updates to regulations and legislation are made throughout the year and updates are required.

A new regulation has been made to the *Development Regulations 2008 (SA)* supporting the *Development Act 1993 (SA)* as gazetted on 12 February 2015.

Updates to the City of Marion schedule of delegations are recommended below to give effect to this new regulation by allowing expedient and efficient development assessment service to the City of Marion community and to ensure Council is acting intra vires.

RECOMMENDATIONS (2) :**DUE DATES****That the Council:**

1. In exercise of the power contained in Section 44 of the Local Government Act 1999 the powers and functions under the following Acts and specified in the proposed Instruments of Delegation contained in this report are hereby delegated this 14th of April 2015 to the person occupying the office of Chief Executive Officer subject to the conditions and or limitations specified herein or in the Schedule of Conditions in each such proposed Instrument of Delegation. April 2015
2. Such powers and functions may be further sub-delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the Local Government Act 1999 as the Chief Executive Officer sees fit, unless otherwise indicated herein or in the Schedule of Conditions contained in each such proposed Instrument of Delegation. April 2015

BACKGROUND

Councils have certain duties which they must perform and certain powers which they may exercise, pursuant to a myriad of legislature. In most cases the relevant Acts grant those obligations and powers directly on the Council as a body.

It is not practical or efficient for the Council as a body of elected members to perform the many functions or activities that are required in the day to day administration of the Council's roles and functions. Delegations are the way in which the Council enables other people/bodies (usually Council officers) to undertake these steps on its behalf.² Therefore it is necessary for Council to take formal steps to delegate to such people/bodies the authority and power to make decisions, perform functions or undertake activities on behalf of the Council.

As a matter of best practice it is usual for delegations to be made by the Council to the Chief Executive Officer. Once the delegations to the Chief Executive Officer have been made, the Chief Executive Officer may then make sub-delegations to relevant Council officers (or other bodies as allowable, such as committees in some cases).

The City of Marion is legislatively required to undertake a review of its delegations at least once in a financial year.³ The last review was undertaken 9 September 2014 however, on occasion there are instances when legislative changes are made sporadically during the year that effect delegations, as in this instance.

DISCUSSION:

Development Regulations 2008 (SA) r 47(A) (new regulation)

On 12 February 2015 the *Development (Assessment) Variation Regulations 2015* (SA) were gazetted, which seek to clarify and remedy some of the consequences from recent judgments of the Environment, Resources and Development Court - in particular an alternative means by which a development authorisation may be varied.

Section 39(6) of the *Development Act 1993* (SA) permits a development authorisation to be varied and s 39(7)(b) provides that such a variation is to be treated as a new application for development authorisation. Section 39(7)(b) also states that where regulations provide otherwise, a proposed variation will not be treated as a new application.

The new regulation 47(A) of the *Development Regulations 2008* (SA) provides that if the relevant authority is satisfied that a variation to a development application is minor in nature, the relevant authority may approve the variation without treating it as a new application and (unless the variation results in an inconsistency with another consent) no further steps are required to be taken in relation to a development approval already given (see below);

Instrument of Delegation	Delegated
81A. Minor Variation of Development Authorisation	
81A.1 The power pursuant to Regulation 47A of the Regulations, if a person requests the variation of a development authorisation previously given under the Act (including by seeking the variation of a condition imposed with respect to the development authorisation) to form the opinion that the variation is minor in nature and, if the delegate is satisfied that the variation is minor in nature, to approve the variation.	CEO

² *Local Government Act 1999* (SA) s 44

³ *Local Government Act 1999* (SA) s 44(6)

PRACTICAL APPLICATION OF THE NEW REGULATION:-⁴Retrospective

The regulation has no retrospective effect.

Requests

As a matter of good governance, any utilisation of r 47(A) will ensure that an explicit request has been made for variation by the applicant and a record of such will be kept on file.

Fees

No fees are payable for the processing of a minor variation.

Two step process for r 47(A)

The first step is to assess if the variation is 'minor in nature'. If it is not, the proposed variation must proceed in the usual way.

If the variation is minor, the second step involves ascertaining whether or not to approve the variation. A refusal to accept the variation can be made.

Assessment of the variation meeting the phrase 'minor in nature' will include assessment against the relevant criteria included within (but not limited to) development plans, building rules and other legislative requirements for land divisions along with the original application and other factors.

Appeal / reviews of decision

Section 86(1)(a) provides that applicants may appeal against the decisions made of whether the variation is minor and whether or not it should be approved.

Multiple variations

The regulation is silent in addressing how many variations can be made. A comparison from the originally approved development, not the development as most recently varied would be assessed.

Notification of decision

The regulation does not require a notice of decision to be provided.

CONCLUSION:

Delegation updates ensures Council's compliance with legislation and the effective administration of Council's powers, functions and duties.

Updating the schedule of delegations, particularly in relation to legislative changes, is essential to ensure that the Council continues to act intra vires.

⁴ Source: Norman Waterhouse February 2015 Local Government Briefly Article 2

**CITY OF MARION
GENERAL COUNCIL MEETING
28 April 2015**

Originating Officer: Elaine Delgado, Strategy

Director: Kathy Jarrett

Subject: Strategic Directions Committee Confirmation of Minutes of Meeting held on 7 April 2015

Report Reference: GC280415R01

REPORT OBJECTIVES:

The Strategic Directions Committee is a formally constituted Committee of Council pursuant to Section 41 of the Local Government Act 1999 and in accordance with Section 101A of the Development Act 1993, is responsible to Council.

EXECUTIVE SUMMARY:

The Strategic Directions Committee held a meeting Tuesday 7 April 2015. The minutes of that meeting are herewith forwarded to Council for adoption (Appendix 1).

RECOMMENDATIONS (1)

DUE DATES

That Council:

1. Receive and adopt the minutes of the Strategic Directions Committee meeting of 7 April 2015 (Appendix 1 to report reference GC280415R01).

28 April 2015

**MINUTES OF THE STRATEGIC DIRECTIONS COMMITTEE MEETING
HELD AT THE ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 7 APRIL 2015**



PRESENT

Elected Members

Councillor Jason Veliskou (Chair), and Councillors Byram, Crossland, Gard, Hull, Hutchinson, Pfeiffer, Prior, Westwood

His Worship the Mayor Kris Hanna

Strategic Directions Committee Independent Members

Mr Darren Bilsborough, Professor Chris Daniels, Mr Marty Gauvin

In Attendance

Mr Geoff Whitbread	Acting Chief Executive Officer
Ms Kathy Jarrett	Director
Ms Fiona Harvey	Manager Strategy
Ms Elaine Delgado	Minute taker

1 OPEN MEETING

The meeting commenced at 7.05pm.

The Chair welcomed Committee Members and declared the meeting open.

2 KAURNA ACKNOWLEDGEMENT

We would like to begin by acknowledging the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3 MEMBERS DECLARATION OF INTEREST

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

No interests were disclosed.

4 CONFIRMATION OF MINUTES

Moved Cr Crossland, Seconded Cr Byram that the minutes of the Strategic Directions Committee meeting held on 3 February 2015 be taken as read and confirmed.

Carried Unanimously

5 BUSINESS ARISING

Nil.

6 REPORTS

The Chair informed Committee members that agenda item 6.3 Strategic Brainstorming, would not be addressed at this meeting. Agenda item 6.2 Maximising the value of the Strategic Directions Committee – an Independent Members' perspective, to be presented by the Independent Members, will inform a future discussion on strategic opportunities.

6.1 Strategic Directions Committee – An introduction and overview Report reference: SDC070415R6.1

Cr Veliskou presented an overview on concepts and items addressed by the SDC since its inaugural meeting in February 2012 to the final meeting in the previous Council's term in October 2014.

The following key points were made:

- The four Independent Members (Mr Darren Bilsborough, Mr Marty Gauvin, Professor Chris Daniels, Mr John Bastian) and Professor Fran Baum from Flinders University, presented to the SDC to further inform Elected Members on concepts in which council has, or could have, a role and to assist Council in identifying a sense of place for the City of Marion. These included the future of cities; sustainable land use and transport; innovation; energy; environment; digital opportunities; economic development; and the determinants of health and challenges they present.
- The SDC led the development of the *Community Plan – Towards 2040* following an extensive *Making Marion* community engagement process that resulted in six aspirations for the city - Liveable, Prosperous, Biophilic, Connected, Innovative, Engaged.
- The SDC participated in workshops and presentations for the following:
 - Commencement of structure planning for the 30-Year Plan for Greater Adelaide's southern transit corridor in partnership with the Department of Planning, Transport and Infrastructure
 - The Strategic Directions Report (Section 30 Review as required by the Development Act 1993) that addresses strategic urban planning issues within Council that require amendments to the Development Plan
 - A University SA Urban and Regional Planning student competition on urban design options for the Oaklands station
- The SDC addressed a range of items relating to Council's Development Plan, asset management, community health, and Council's suite of strategic plans. (Note: A complete record of SDC agenda items from February 2012 to October 2014 was attached to SDC070415R6.3 report.)

The following points were made in response to the presentation and Members' questions:

- Council staff have provided extensive support for SDC Elected and Independent Members that has enabled effective deliberation on the wide range of topics and concepts presented to SDC
- Section 101A of the Development Act 1993 requires Councils to have a Strategic Directions Committee that ensures alignment of development policies with Council's strategic directions
- The participation in field trips over this period was valuable and provided the opportunity to engage with key stakeholders and community

The Chair declared a 10 minute break with support from Members.

8.03pm Mayor Hanna entered the meeting

6.2 Maximising the value of SDC – An Independent Members' perspective

Report reference: SDC070415R6.2

The Independent Members introduced the first of a two-part presentation 'What it means to be strategic – to think beyond the horizon' to be held over two SDC meetings.

The elements of 'strategy' and 'tactics' were introduced as a framework for thinking about five topics suggested by the Independent Members for further consideration by Council. A mind map of topics discussed is at Attachment 1.

Difference between 'Strategy' and 'Tactics'

The importance of 'strategic thinking' for Council was introduced with the following points:

- It is predicted the future will change in ways that relate to people's everyday lives such as continued increased life expectancy; capacity, types and use of technology which will require new ways of thinking and addressing problems
- The role of the SDC is to focus on 'strategy' which addresses large and complex problems and opportunities for which there are multiple solutions
- The roles of other Council committees are to focus on 'tactics' to identify how strategic problems can be addressed
- Strategic approaches to problem solving can often be impeded by the ad-hoc availability of funding to deliver short term projects to address what are frequently complex ongoing issues that require long-term sustainable solutions
- It is important the SDC has a problem-centred focus that questions 'why?'
- Creative and imaginative thinking, together with different leadership and tactical styles, are required for a strategy-centred approach
- Elements important in strategic thinking are:
 - Keep an open mind
 - Give consideration to why ideas are being individually or collectively accepted or rejected
 - Reflect on knowledge and values systems so they are continually improved
 - Encourage thinking beyond areas of expertise
 - Encourage solution thinking in terms of, 'Yes, and'

The following ideas and questions were raised for Elected Members to consider for discussion at the next meeting:

Role of redevelopment authorities

The Tonsley Precinct and other key urban renewal sites offers Council an opportunity for broad innovative thinking that would enable a different approach to development / urban planning:

- Development / urban planning underpins 'city shaping' addressing a breadth of issues including health and wellbeing, and productivity
- Consideration could be given to:
 - An integrated approach to 'city shaping' through planning and delivery for land use that includes transportation, liveability, and employment nodes
 - Establishment of a Development Authority to oversee planning and development in which local government has a lead role

Questions to consider

- With a state government focus on urban renewal, how can the Tonsley/Flinders precinct, be shaped for the future?
- What is the potential for an innovation precinct?
- What is Council's role to ensure the City of Marion is a place where people choose to live and work and how could this be maximised in the Tonsley Precinct?

Return to the 20-minute city

Adelaide is commonly known as the '20-minute city' however, this is changing with Adelaide now more closely aligned to a '30-minute city'.

Questions to consider

- What amount of time are people willing to allocate to travelling to and from destinations?
- What are the narratives around housing affordability, public transport, cycling?
- What models can be explored by the City of Marion to enable a return to the '20-minute city'?

Community energy opportunities

Access to affordable energy and appropriate types of energy are significant community issues.

Questions to consider

- Could the City of Marion take a leadership role in addressing energy demand through to enabling a community led model that would promote access to different types of energy generation and supply to complement those offered by energy retailers?
- Is there opportunity for a holistic approach to scale, demand and supply?
- What flow-on effects might this support in terms of behaviour change, energy use reduction, and green/biophilic outcomes

Business in the digital domain

- Currently 26 per cent of businesses in the City of Marion operate in the digital domain

Questions to consider

- What role could Council play to attract and increase these types of businesses?
- What are drivers for successful businesses?

Governance and leadership

Council could evaluate what it is delivering and why within the context of its relationships with state government, other councils and its community.

Questions to consider

- What is Council's role as a leader?
- What is Council's role at a regional level?
- What is Council's role in authentic community-based leadership that builds trust?
- What is Council's role in governance, determining budget allocation and working with its community?
- How could Council evaluate its role and demonstrate leadership which is reflected in its governance structures such as Council committees?
- How should the why, what, and how components of Council relationships be considered?
- How could Council structure itself to be adaptable, nimble and responsive to the changing environment and needs?

It was agreed that the next meeting of the SDC be organised for May 2015 to enable Part 2 of the Independent Members' item to be discussed more expediently.

7. CONFIDENTIAL ITEMS

Nil

8. ANY OTHER BUSINESS

Nil

9. MEETING CLOSURE

The meeting was declared closed at 10.00pm.

10. NEXT MEETING

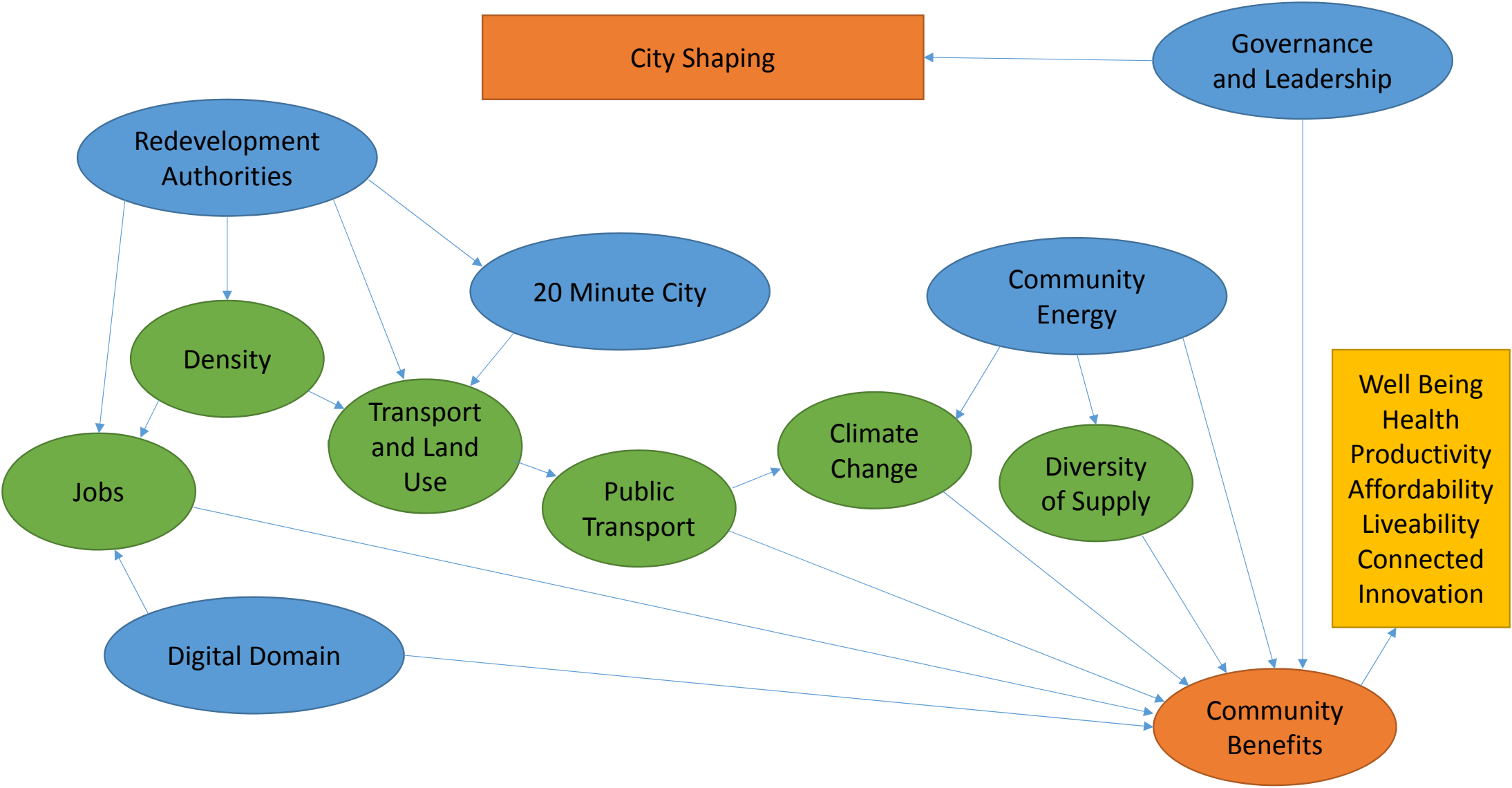
The next meeting of the Strategic Directions Committee will be held in May 2015 at a date, time and location to be confirmed.

CONFIRMED

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CHAIRPERSON

/ /



**CITY OF MARION
GENERAL COUNCIL MEETING
28 April 2015**

Originating Officer: Kate McKenzie, Manager Governance

Director: Kathy Jarrett

Subject: Audit Committee Confirmation of Minutes of Meeting held on 14 April 2014

Report Reference: GC280415R02

REPORT OBJECTIVES:

The Audit Committee is a formally constituted Committee of Council pursuant to Section 41 of the Local Government Act 1999 and is responsible to Council.

EXECUTIVE SUMMARY:

The Audit Committee held a meeting on Tuesday 14 April 2015. The minutes of that meeting are herewith forwarded to Council for adoption (Appendix 1).

RECOMMENDATIONS (1)

DUE DATES

That Council:

1. Receive and adopt the minutes of the Audit Committee meeting of 14 April 2015 (Appendix 1).

28 April 2015

**MINUTES OF THE AUDIT COMMITTEE MEETING
HELD AT THE ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 14 APRIL 2015**



PRESENT

Mr Greg Connor (Chair), Mr Lew Owens, Councillor Tim Pfeiffer

In Attendance

Mr Geoff Whitbread	Acting Chief Executive Officer
Mr Vincent Mifsud	Director
Ms Kathy Jarrett	Director
Ms Heather Montgomerie	Director (Items 6.3, 6.4 & 6.5)
Ms Kate McKenzie	Manager Governance
Mr Ray Barnwell	Manager Finance (item 6.1, 6.2)
Mr John Sliverblade	Manager Strategic Assets (items 6.3)
Ms Heather Falckh	Manager Organisational Excellence (Items 6.8, 6.9, 6.10)
Mr Kyffin Thomson	BDO (items 6.9 & 6.10)

1. OPEN MEETING

The meeting commenced at 3.05pm. The Chair welcomed all those present to the meeting. The chair welcomed the new acting Chief Executive Officer, Mr Geoff Whitbread and invited his input throughout the meeting.

2. KAURNA ACKNOWLEDGEMENT

We would like to begin by acknowledging the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3. MEMBERS DECLARATION OF INTEREST

The Chair asked if any Member wished to disclose an interest in relation to any item being considered at the meeting. No interests were disclosed.

4. CONFIRMATION OF MINUTES

Moved Mr Owens, Seconded Councillor Pfeiffer that the minutes of the Audit Committee meeting held on 16 December 2014 be confirmed as a true and correct record of proceedings.

Carried

5. BUSINESS ARISING

The statement identifying business arising from previous meetings of the Committee was reviewed and progress noted. The following was noted by the Committee;

- The project management report has been deferred to the next meeting as resources had been focused on the Annual Business Plan and Budget.
- The December 2014 actions were reflected as 2015, requiring correction.

- The 15th December meeting indicated timing as 2 -5pm whereas it should read 3 – 6pm.

ELECTED MEMBER REPORT

Councillor Pfeiffer provided a verbal report highlighting the following points:

- Council has now progressed 5 months into this new term and the elected body has started to settle and mature.
- Council has demonstrated a strong focus on its financial position with a particular focus on the budget for 2015/16.
- A number of interesting rating scenarios have been considered by Elected Members, including options that are very different to what has been considered in the past. The Council is keen to hear the Audit Committee's views on these options.
- Sporting infrastructure has been a priority for this Council with a focus on current sporting facilities and looking at the right opportunities for different sports in the future.
- The Open Space Reserve Fund has been utilised for the development of a play space in Jervois Street, South Plympton. This land was purchased by Council from the State Government to address the lack of open space in the north of the City. This fund is rarely used so it was a significant decision for Council to draw from it.

Councillor Pfeiffer acknowledged the Elected Members in the gallery and sought any further comments. Councillor Telfer concurred with the comments already made reinforcing that the Council is focused on finances and what is the best value for the rate payers. She acknowledged that the budget and prioritisation process had been challenging with eight new members on the Council.

6. REPORTS

Corporate and Financial Management

6.1 Annual Business Plan & Budget 2015/16, and Long Term Financial Plan Report Reference: AC140415R6.1

3.13 pm – Manager Finance entered the meeting.

The Manager Finance provided an overview of the report highlighting that the focus of this item was the draft budget for 2015-16 rather than the Annual Business Plan. Feedback and guidance was being sought on the recommendations outlined on page 18 of the report which included the assumptions and framework being applied in the development of the 2015/2016 budget.

The Committee noted that the recommendations were broken down into three parts and agreed to discuss items 1 and 2 as a starting point.

Councillor Pfeiffer indicated that Elected Members had considered a number of different scenarios at a forum on Tuesday 31 March 2015 and the Council was keen to seek feedback from the Audit Committee on each of these models.

The Chair proposed to discuss the principles to be applied universally to the scenarios, and then to discuss more broadly break even, funding surplus and funding deficit scenarios.

The Committee made the following comments regarding the principles:

- A stable rate increase over the term of the Long Term Financial Plan (LTFP) is recommended rather than a lower rate which will then require larger increases in the future. This avoids uncertainty and improves sustainability.

- Long term financial sustainability should be the focus.
- A lower rate is a clear message to management that Council wishes to cut costs.
- Majority of Council's expenditure is fixed costs, based on wages and contractors. This is to be expected in a serviced based industry. However, productivity improvements should allow more to be done with fewer resources, so Council can still expect Management to deliver wage/contractor cost increases below the Enterprise Agreement levels.
- The consequences of each scenario should be considered individually, including messages for services and cost reductions to match rate reductions.

Environmental Scan

The Committee noted this was a comprehensive document and congratulated staff on the quantity of the information provided. The Committee made the following points:

- The Public health reforms and the direct impact on the City of Marion have been broadly noted with some consideration of the unintended consequences.
- It was suggested that internal pressures should include reference to the election of a new Mayor/Council and the recruitment of the new CEO as these will have an impact on service delivery and output.
- The document needs to also consider what Council will be doing differently because of the matters raised in the scan, so an opportunity for improvement would be to include a summary of Council's response to what has been identified in the Environmental Scan.
- The scan would benefit from clarity around what items are City of Marion specific (as opposed to general societal trends) and how these flow into the planning and activities of the organisation.

Timeline

The Committee acknowledged the time line noting the final draft would be presented to both the Audit Committee and Council on the 9th June 2015. This provides limited opportunity for the observations of the Audit Committee to be provided to Council on the final draft. It was suggested that the Audit Committee's feedback could be conveyed by staff and the Elected Member representative. It was noted that the final adoption of the ABP&B was proposed for 23 June 2015, so there would be opportunity to incorporate any changes if necessary.

Action: Develop a process to allow for comments from the Audit Committee to be conveyed to the Council meeting on 9 June 2015.

Strategic framework and assumptions

The Committee acknowledged the quality of the material presented and sought further clarity regarding items included or not included. The non-finalisation of the Asset Management Plans means there is still some uncertainty regarding projected potential funding gaps. Additionally, it is not clear if the figures include additional project expenditure. These issues together make it difficult to make conclusive comments on the rate setting.

The Committee noted that the budget preparations are based on 'business as usual' and those items already approved by Council resolution. It was further noted that no additional projects have been included. The budget is prepared and underpinned by Council's budget and treasury policies which include a fiduciary obligation to produce a balanced budget.

The following observations were made by the Committee:

- A conservative approach has been taken in the preparation of the Long Term Financial Plan (LTFP). Council debt is steadily reducing over the term of the ten year LTFP. The Committee suggested that the level of debt at the end of the LTFP may be too low.

- Council may consider in its financial modeling the impact of various scenarios for debt levels for the business. For example, Council might model the impact of \$5 - \$10m debt levels and 'what might need to give'. This modeling should include the affordability of the loans and council's ability to service any potential new loans.
- It was suggested that as debt is reduced, it would provide opportunity for further borrowings for projects that add value to the community. It was noted that modeling had been provided to Elected Members highlighting the impact of debt funded major strategic projects of \$25m, with the effect of this being ongoing funding deficits.
- The Committee noted that the '13 Elected Member priorities' and suggested it was unclear what this referred to, or whether provisions for these priorities had been included in the budget. It was noted that these projects were still under development and that likely costs were unknown at this stage. It was confirmed that no provision had been included in the 2015/2016 budget or LTFP for these aspirational projects. The Committee suggested that if these were to be included the budget it would need to take account of this expenditure either through rate increases or expense reduction in non-core areas. The Committee suggested that a notional allowance of say \$2m per annum should be included in the financial modeling to facilitate budget discussions to ensure that it is appropriately considered.
- The Committee discussed the merits of setting a budget by seeking lower rates, cost reductions, and the inclusion of additional projects. This approach creates a situation where multiple levers are pulled at the same time, which in turn creates a difficult budget situation as the different levers clash. The budget set should be a challenge for the future with built in efficiency and productivity targets. It was noted that the use of the vacancy management policy has already yielded significant savings and other identified operational savings have already been built into the draft budget.

Reasonableness/Fairness and Equity

The Committee reflected on the principles and observed that a measured consistent increase is desirable without rates going up and down.

- The impact of a 1% rate rise was queried, and it was estimated at approximately 28 cents per week per household, or \$14 per year. It may be useful to discuss dollar amounts instead of percentage increases to assist the community to understand the financial impact.
- Ensure there is a clear understanding of what savings have been achieved from 2014/15 adopted budget to the draft 2015/16 budget. \$2.1m of net savings have been achieved. It was noted that in past years Council had delivered year end savings, and that the approach proposed effectively delivers those savings 'up front' with reductions already built into the budget.
- Cr Pfeiffer enquired as to whether setting a lower rate with a view to achieving efficiencies thus avoiding higher rates in future years was a sound approach. The committee indicated a preference for a stable rate and using any efficiency gains to minimise future increases.
- The delivery of a balanced 3.3% budget rather than 5% that had previously been forecast is acknowledged. It was further noted that a 2.25% rate increase will indicate that expenditure is being reduced and possible services changes will be made. The other risk associated with dropping the rate significantly is that Council is still unsure of the capital expenditure required for the Asset Management Plans, however the Committee acknowledged that this was discussed in item 6.3 on the agenda, including a proposal to manage forecast potential renewal funding gaps.

Other factors to also consider are:

- The budget still has no consideration of revenue from asset disposals
- Cash flow balance is critical

- Council could set a debt tolerance level along with strong debt management principles.

Summary

The Committee indicated that a rate rise of around 3.3% would be prudent and deliver a balanced budget. If the rate is set too low, Council may be in a situation where it needs to apply a higher rate increase in future years. It is preferable to look for further potential ongoing savings in future years and where these are realised adjust the future rate rise accordingly. It would be unwise to reduce the rate knowing that it created a forecast funding deficit in future years.

The Committee noted that any surplus should be used wisely to either reduce debt or placed in the Asset Sustainability Reserve to support long term asset objectives, or used as a guide to possible further sustainable rate reduction.

The Committee recognised a rate increase of 3.3% down from 4.1% in the previous year was a trend in the right direction and should be applauded. The Committee suggested there may still be more to go and a savings culture and discipline need to be embedded if this is to be realised. If new projects are to be achieved, they need to be planned with some contingencies to ensure they are properly supported.

ADJOURNMENT

4.30 pm The Chair adjourned the meeting for 10 minutes.

4.40 pm The Meeting resumed.

6.2 Debtors Reports and Debt Collection

Report Reference: AC140415R6.2

The Committee noted that this report was now provided to Council as part of monthly financial reporting.

It was noted that there are two types of debtor categories being Sundry debtors and Rates debtors. A debt recovery process is followed when debts become outstanding. The Committee noted that Council's Rating Policy enables the provision of assistance to Ratepayers who may be experiencing financial hardship and Council works with ratepayers and other stakeholders to negotiate appropriate arrangements rather than taking a punitive approach via debt collectors or the sale of property.

The Committee noted that debt write off is managed under delegation but this delegation has not been exercised for a number of years. Council will always try to recover 100% of the debt where possible.

The Committee queried how Council manages outstanding rate debts when this is sometimes postponed for a number of years, eg until the property is sold. The Committee queried how this was reflected in the annual accounts and an undertaking was made to provide this advice accordingly.

Action:

- 1. Information be provided to the Committee regarding how postponed rates debts are reflected in the annual accounts.**
- 2. That a debtors aging report is presented to the Committee as a summary report once per year in line with the end of year accounts.**

6.3 Asset Management Plans Preliminary Report Report Reference: AC140415R6.3

4.47pm Director (Heather Montgomerie) and the Manager Strategic Assets entered the meeting.

A summary of the report was provided to the Committee noting that a number of draft Asset Management Plans (AMPs) had been presented to the Committee in previous years, however acknowledged that it was difficult dealing with them in isolation and it would be more useful to understand the broader asset picture. Additionally, BDO completed a review of the AMP's and recommended that the Plans be prepared on the basis of maintaining existing levels of service and on a "like for like" renewal of assets. This would remove some of the doubt about the desired service level. Council has adopted an Asset Management Policy and resolved that AMPs be completed in accordance with the policy by the end of the 14/15 financial year.

It was highlighted that the AMP's do not include upgrades and new assets in accordance with the Asset Policy. These will need to be considered separately in the budget process and prioritised with other unfunded projects, which will provide a greater level of transparency as to the use of rates for new or upgrade capital works.

The Committee noted that significant progress had been made, and the information provided indicated that AMPs were heading in the right direction to provide clarity on Council's longer term position. It was also noted that it was important to consider how upgrade or new works are integrated into Council's prioritisation process.

The Committee noted that the figures provided were based on the currently adopted LTFFP and if the assumptions within this plan were altered, it would impact on the figures currently being proposed.

Treatment of grant funding for stormwater works was queried and clarification provided that works in the adopted stormwater management plans were fully funded, and that any grant funding received would release funding capacity back into the LTFFP.

The Committee noted that the current forecast funding gap for asset maintenance and renewal is approximately \$34.4m over the course of the LTFFP, including a provision of \$49 million for building renewal equivalent to accumulated depreciation on building assets. This provision was proposed while building renewal plans are developed over the next two years.

The Committee then noted the next report on the Community Facilities Partnership Program (CFPP), and were advised that the 10 year forward forecasts of approximately \$30 million for the CFPP/building renewal program from 2015/16 would significantly reduce this gap.

The following observations were made by the Committee:

- The figure of \$34.4m is a projected figure based on current assumptions and the currently adopted LTFFP.
- The AMP's should be considered and amended regularly in line with the review of the LTFFP.
- Excellent progress had been made on the AMP's and the work is leading into a space where Council can be clear regarding what resources are required for maintenance and renewal of its existing assets
- Ensure Operational costs have not been duplicated in maintenance or renewal costs.

The next step is to finalise the plans to present to the Committee in June and then progress through to Council for adoption. Further work is also progressing with the Strategy Unit regarding how new and upgraded assets can be prioritised as part of Council's LTFFP and budget process.

6.4 Community Facilities Partnership Program Funding **Report Reference: AC140415R6.4**

It was noted that in 2009/10 Council adopted a LTFP with a \$20m provision over 10 years for building renewal. This included provision for disability access (DDA) works, asbestos removal, open space buildings, minor structural renewal and tennis courts in the amount of \$4.3m. In 2010/11 the remaining \$15.7m was then rebadged as the 'Community Facilities Partnership Program' where the intent was that renewal funding for community facilities together with occupant/ user funding could be used as a lever to attract contributions for grant funding from other levels of government.

Since Council adopted the program in 2010, about half a dozen clubs have used the funding, with a portion also being used to develop the Sports Master Plans. The groups that have used the funding under the program have generally used it for upgrades rather than like for like renewal. This therefore creates pressures on the renewal of other community assets as additional money was being provided for upgrade rather than renewal.

The Committee noted that this report was consistent with the preceding report regarding asset management, and that the CFPP in its current form had not delivered its objectives. The Committee queried if Council had been drawing down on the funds for upgrades and whether Council was falling behind on its maintenance and renewal requirements? Examples were given of a hall that was demolished due to its poor state of repair, and that other assets (eg light towers) had failed due to poor maintenance.

Advice was provided to the Committee that the CFPP funding is included as building renewal projected funding in the 10 year LTFP and is not a cash backed reserve.

The Committee noted the report and the intent of the program and in so doing, further noted that:

- Council needs to ensure building renewal is part of its ongoing responsibilities and required funding;
- It would be good to retain the ability of the community to bring forward their priority projects for potential co-funding.

In closing, the Committee noted that the matter of the CFPP was a Policy that required discussion by Council prior to any decisions being made regarding its continuation or retirement.

6.5 Acquisition and Disposal of Land Assets Policy **Report Reference: AC140415R6.5**

It was noted that the Acquisition and Disposal of Land Assets Policy had been reviewed to provide consistency with the Asset Management Policy adopted by Council in 2014 and some minor amendments were also proposed to the Asset Management Policy. The review of this policy has provided better clarity and alignment of Councils policies. The Committee commended staff on the report and noted the following:

- It was recommended that a statement be included in the Policy Principles to the effect that 'that Council will seriously consider the disposal of land where it has been determined that it is no longer required for the community'.
- It would be prudent for the Policy to formally state that any decision to dispose of land must be a decision of Council. This should also be reflected in the Council delegations.
- As a matter of clarification, alternative wording is proposed for page 57 of the report stating "This policy sets the principles that govern the provision and management of assets in order to deliver services and programs that rely on those assets, and disposal of assets that are no longer required for service delivery."

Moved Councillor Pfeiffer, Seconded Mr Owens that with the consideration of the comments made by the Audit Committee, the Audit Committee recommends to Council:

1. Adoption of a revised Asset Management Policy, clarifying linkages to other relevant Council policies;
2. Adoption of a Disposal of Land and Assets policy, replacing the 'Acquisition and Disposal of Land Assets Policy' and 'Disposal of Assets Other Than Land Policy'.

Carried

Corporate and Financial Management

6.6 Strategic Risk Profile

Report Reference: AC140415R6.6

The Committee noted the Strategic Risk Profile is being reviewed to align the risk profile to the six pillars of the Community Plan, and it would be circulated out of session for Committee Member's comment. This would allow work to progress in the coming months prior to the June 2015 Audit Committee Meeting.

Action: that the Strategic Risk profile be circulated to Audit Committee Members out of session for feedback and comment.

6.7 South Australian Ombudsman Annual Report for 2013/14

Report Reference: AC140415R6.7

An overview of the report was provided and the Committee noted that the City of Marion received the lowest number complaints in metropolitan local government per 10,000 head of population with 2.5 complaints received per 10,000 people.

The Committee also noted that Mr Wayne Lines had now commenced in the role of the Ombudsman replacing Mr Richard Bingham. This has also seen a change in approach by this office with the Ombudsman referring complaints back to Council for review under its section 270 Grievance procedures prior to the Ombudsman considering any review. This has created an increase in the number of section 270 reviews being requested.

It was noted that the City of Marion had not been aware of some of the complaints made, or when they had been 'referred back to agency'. Clarification was provided that when the report states that a matter has been 'referred back to the agency' it simply means the Ombudsman had directed the complainant back to Council, however the Ombudsman had not advised Council of the matter. In this case, the complainant may opt to not pursue the complaint any further and so Council is unaware of any issue.

Corporate and Financial Management

6.8 Review Recommendations Update (Core Assurance and Service Reviews)

Report Reference: AC140415R6.8

5.38 pm Manager Organisational Excellence entered the meeting

The Committee focused on the project brief and noted that it was a similar approach to what had been applied previously. The difference in approach was using external services but also linking the service review to the internal planning processes and up skilling staff.

The Committee noted that the program of reviews would cover:

- Should this service be delivered or not?
- Could the service be delivered differently or in a more cost efficient manner?

- Opportunities for benchmarking and ideas about the future.

These items would be better reflected in the brief.

6.9 Grants Management Service Review

Report Reference: AC140415R6.9

5.43 pm Mr Kyffin Thomson from BDO entered the meeting.

A summary of the report was provided to the Committee noting that a Management Committee previously operated with the objective of managing to manage grant attraction for the City of Marion. This Management Committee has been inactive in recent years and grant attraction is currently managed at a departmental level instead of as a collective. This report has recognized the opportunities to bring together a consistent methodology, approval process and administration for improved efficiency in the processes for grant applications and increase the likelihood of success.

The Committee noted that:

- The City of Marion is aware of grant funding opportunities but a more efficient process is would be beneficial.
- The recommendations should be built into the Council's project management systems so it is not a stand alone process.
- The Manager Strategy was responsible for implementing the recommendations by March 2016 and it was confirmed that this was achievable.

6.10 Funding to the Community Service Review

Report Reference: AC140415R6.10

The Committee noted this report and agreed that further clarity regarding the purpose of the funding was required. The Committee commented that the word sponsorship was more appropriate than donation. The Committee also agreed that the grants and sponsorships should be kept as separate functions and not integrated.

7. CONFIDENTIAL ITEMS

Nil

8. ANY OTHER BUSINESS

8.1 CEO KPI's

Report Reference: AC140415R8.1

The Committee agreed to provide comments regarding the draft Chief Executive Officer Key Performance Indicators out of session and to organise a teleconference before the end of the week.

9. MEETING CLOSURE

The meeting was declared closed at 5.56 pm

10. NEXT MEETING

The next meeting of the Audit Committee is scheduled to be held on:

Time: 3.00 pm - 6.00 pm

Date: 9 June 2015

Venue: Chamber, Administration Building, 245 Sturt Road, Sturt

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CHAIRPERSON

/ /

**CITY OF MARION
GENERAL COUNCIL MEETING
28 April 2015**

Originating Officer: Jaimie Thwaites, Unit Manager Council Support

Corporate Manager: Kate McKenzie, Manager Governance

Director: Kathy Jarrett

Subject: Chief Executive Review Committee Confirmation of Minutes of Meetings held on 14 April 2015

Report Reference: GC280415R03

REPORT OBJECTIVES:

The Chief Executive Review Committee is a formally constituted Committee of Council pursuant to Section 41 of the Local Government Act 1999 and is responsible to Council.

EXECUTIVE SUMMARY:

The Chief Executive Review Committee held meeting on Tuesday 14 April 2015. The minutes of those meetings are herewith forwarded to Council for adoption (Appendix 1).

RECOMMENDATIONS (2):

DUE DATES:

That Council:

- | | |
|---|---------------|
| 1. Receive and adopt the minutes of the Chief Executive Review Committee meeting of 14 April 2015 (Appendix 1). | 28 April 2015 |
| 2. Endorse the recommendations that | 28 April 2015 |
| <ul style="list-style-type: none"> i. Sick leave be included in the future quarterly Corporate Performance Reports presented to Council and ii. The draft Chief Executive Officer position description is approved subject to the amendments discussed. | |

**MINUTES OF THE CHIEF EXECUTIVE REVIEW COMMITTEE
MEETING
HELD IN THE MAYOR'S PARLOUR, ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 14 APRIL 2015 AT 1.00PM**



PRESENT

His Worship the Mayor Kris Hanna (Chair)

Councillors

Councillor Hutchinson
Councillor Telfer

In Attendance

Jaimie Thwaites
Andrew Lindsay

Unit Manager Council Support
Manager Organisational Development

COMMENCEMENT:

The meeting commenced at 1.05pm.

KAURNA ACKNOWLEDGEMENT

Mayor Hanna began the meeting by acknowledging the Kaurna people, the traditional custodians of this land and paid respect to their elders past and present.

MEMBER'S DECLARATION OF INTEREST (if any)

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

Nil

CONFIRMATION OF MINUTES

Moved Councillor Telfer, Seconded Councillor Hutchinson that the Minutes of the Chief Executive Review Committee Meeting held 20 March 2015 be taken as read and confirmed.

Carried Unanimously

ITEMS FOR DISCUSSION

**Key Performance Indicators for Chief Executive Officer
CRC140415R01**

The draft key performance indicators, as presented at the Elected Member Forum on 31 March 2015 was discussed.

Andrew Lindsay, Manager Organisational Development was provided with a copy of the proposed key performance indicators for review and comment in relation to the Human Resources indicators. Mr Lindsay noted that on quick review of the Human Resource KPI's these appear to be standard type measures, however would recommend rewording some to ensure clarity.

The Committee proposed a number of minor amendments to several of the measures/ranges for the draft key performance indicators.

The draft key performance indicators for the Chief Executive Officer would be discussed again at the next Chief Executive Review Committee meeting.

Moved Councillor Hutchinson, Seconded Councillor Telfer that:

1. Sick leave be included in the future quarterly Corporate Performance Reports presented to Council.

Carried Unanimously

Draft Position Description for Chief Executive Officer Recruitment CRC140415R02

The Manager Organisational Development provided the Committee with a draft version of the Chief Executive Officer position description.

The Committee discussed the document and recommended some amendments including the following:

- the 'Strategic Direction' section of the document be modified to reduce repetition and remove jargon.
- the sub-headings under the 'Key Accountabilities' section be listed in the following order:
 - i. Leadership,
 - ii. Corporate Management,
 - iii. Relationship Management,
 - iv. Customer Service,
 - v. Management of Finances and Resources and
 - vi. Occupational Health, Safety and Welfare

It was noted the 'Personal Attributes' section is still being finalised by the recruitment firm following feedback provided Elected Members. Once received it would be forwarded to the Mayor to distribute to the Elected Members for review.

Moved Councillor Hutchinson, Seconded Councillor Telfer that:

1. The draft Chief Executive Officer position description is approved subject to the amendments discussed.

Carried Unanimously

CONFIDENTIAL ITEMS

Nil

CLOSURE

The meeting was declared closed at 2.35pm.

CONFIRMED

.....
CHAIRPERSON

...../...../.....

**CITY OF MARION
GENERAL COUNCIL MEETING
28 April 2015**

Originating Officer: David Barrett, Unit Manager Cultural Facilities

Corporate Manager: Abby Dickson, Manager Libraries and Cultural Development

Director: Vincent Mifsud

Subject: Telecommunications Facilities at Kellett Reserve

Report Reference: GC280415R04

REPORT OBJECTIVES:

To seek Council's support in progressing negotiations to enter into a commercial lease with Telstra for the installation of a telecommunications facility on Kellett Reserve.

EXECUTIVE SUMMARY:

This report provides an approach for Council's consideration which seeks to make a portion of the community land on Kellett Reserve available to enter into a commercial lease with Telstra where a telecommunications facility is to be installed, subject to development approval and consultation regarding establishing a commercial lease on community land.

Administration has consulted with Telstra and the Morphettville Park Sports Club (MPSC) who currently hold a licence for the use of sporting facilities at Kellett Reserve. Both Telstra and the MPSC have indicated they are supportive of this development if Council approval is provided. The MPSC support for this development is underpinned by potential opportunities in leveraging lease funds towards the upgrade of club facilities. The MPSC understand that the opportunities associated with this are subject to Council's full consideration.

This report outlines a process for this to occur and seeks Council support for progression of the required consultation and development approval processes to be undertaken. More detailed information regarding the commercial lease with Telstra, together with outcomes of the Community Consultation, will be brought back to Council in June 2015, at which time Council may determine to either proceed, or not proceed with the arrangement.

RECOMMENDATIONS (2)

DUE DATES

That Council:

- | | |
|---|--------------------------|
| <p>1. Supports progressing negotiations to enter into a commercial lease with Telstra for the installation of a telecommunications facility, incorporating a monopole 31.16 metres in height, on Kellett Reserve subject to development approval and community consultation.</p> | <p>April 2015</p> |
| <p>2. Note that following the conduct of relevant processes associated with a telecommunications facility on Kellett Reserve, that a further report will be brought to Council seeking approval to enter into a commercial lease with Telstra.</p> | <p>June 2015</p> |

BACKGROUND

This report addresses two matters first considered by Council in 2014 and outlines an approach for Council's consideration which seeks to address both matters.

Development Approval for a telecommunications facility

In March 2014, Telstra applied for Development Approval for a telecommunications facility, incorporating a monopole with a total height of 31.16 metres above ground level, to be installed on a car sales yard located at 142 Morphett Road, Glengowrie.

The application was a Category 3/Consent form of development, whereby owners and occupiers of adjoining and nearby land were notified of the proposal.

Eighteen representations against the proposal were received by Council and a petition was presented to Council at the 22 April 2014 General Council meeting which contained 147 signatures.

The development application was refused by Council's Development Assessment Panel (DAP) at its meeting held on 3 September 2014. Telstra lodged an appeal with the Environment, Resources and Development (ERD) Court against this decision in November 2014. The appeal is currently on hold pending investigation of alternative sites for the proposed facility.

Following discussions between Council staff and Telstra, the most feasible alternative site has been determined to be Kellett Reserve, located on Denham Avenue, Morphettville.

Development Application 100/2015/208 was lodged with Council on 6 February 2015, which seeks Development Approval to construct the telecommunications facility at Kellett Reserve. This application has been placed on hold by Telstra, pending Council's consideration of the approach including commercial lease arrangements.

The next ERD Court conference in relation to the original application is due to be held on 29 April 2015. Telstra have indicated that they will seek to adjourn the ERD Court conference to after the 23 June General Council meeting enabling the relevant processes as outlined in this report to be conducted.

Administration have consulted with Telstra and the MPSC regarding Kellett Reserve being a potential site for the telecommunications facility and both have indicated they are supportive of this approach if Council approval is provided.

Morphettville Sports Club Upgrade to facilities

At the 9 September 2014 General Council meeting the President of the MPSC made a deputation to Council regarding the Motion, Community Facilities Partnership Funding (GC090914M03) and the following resolution was passed by Council:

That council provide assistance to sporting clubs to access the community facilities partnership funding via a case management approach.

That as part of this approach; case management approach is provided to the Morphetville Park sports club to help cater for the expanding needs of the club and its members.

Through case management council aim to assist the club in getting:

- a) Increased lighting through the erection of an extra light tower and additional lights at the Morphetville Park sports club oval*
- b) A short term option for a second change room facility*

That the council and the club aim to get these items by April 2015.

Further, that case management is used to assist the club in the development of the medium and longer term goals and provide ongoing support and follow up to empower them to reach these goals.

Should the case management approach require additional resources, that the requirement for additional resources be reviewed by Council with the view to possible funding from the CFPP.

The MPSC hold a licence for use of the sports facilities on Kellett Reserve. The club was granted a licence for 5 years which commenced on 20 July 2011 and expires on 30 June 2016.

To better understand the objectives of the MPSC and facility needs the Club is developing a fully costed business plan. The plan will form the basis of the case management approach requested in the above motion, including potential funding sources to progress the improvements represented at the facility.

DISCUSSION

Telecommunications Facility

The consideration of Kellett Reserve as an alternative site seeks to achieve a positive community outcome from the Telstra development application. To achieve this outcome, Council could enter into a commercial lease with Telstra, with resultant revenue outcomes. In order to take this approach Council would need to enter into a Deed of Surrender with the MPSC over the portion of the licensed area as indicated in blue in Appendix 1 of this report. The surrendered portion of land would enable Council to establish a commercial lease with Telstra where a telecommunications facility is erected.

Administration has sought in writing an indication from the MPSC that a deed of surrender of the land will be forthcoming.

If this approach is endorsed by Council, it would be subject to the required development assessment processes, community consultation and Council approvals. The following table outlines the stages involved:

Stage	Task	Date
Stage 1	Council provides support for progressing relevant processes and negotiations to establish a commercial lease with Telstra where a telecommunications facility is erected on a portion of land on Kellett Reserve	28 April 2015
Stage 2	Telstra remove the current hold on the Development Application to install a telecommunications facility on Kellett Reserve. Telstra have indicated that they will seek to adjourn the ERD Court conference associated with the original Development Application to after the 23 June General Council meeting.	29 April 2015
Stage 3	Public consultation is undertaken regarding the proposed commercial lease of more than 5 years on community land in accordance with Section 202 of the LGA Act 1999 and the <i>Leasing/Licencing of Council Owned Facilities policy</i>	6 May – 27 May 2015
Stage 4	Category 3 consultation is undertaken for Development Application 100/2015/208 regarding installation of telecommunications facility	6 May – 3 June 2015
Stage 5	Telstra application considered by the Development Assessment Panel	17 June 2015
Stage 6	A Council report is provided at the General Council meeting on 23 June 2015 which considers: <ul style="list-style-type: none"> The outcomes of the Development Application and community consultation for a telecommunications facility at Kellett Reserve Details of the commercial lease with Telstra for a telecommunications facility on Kellett Reserve 	23 June 2015
Stage 7	A Council report is provided at the General Council meeting on 23 June 2015 which considers the case management approach undertaken to date with the MPSC	23 June 2015
<p style="text-align: center;">Hold Point</p> <p>At this stage in the process Council, upon consideration of a report at the 23 June 2015 General Council meeting, will resolve to either:</p> <p>a) Support entering into a commercial lease with Telstra, following which the process proceeds to stage 8.</p> <p>b) Not support a Commercial lease with Telstra, following which the process concludes at stage 7 . Note that in this circumstance Telstra may proceed with the appeal against the original Development Application at 142 Morphett Road, Glengowrie.</p>		
Stage 8	The existing licence with MPSC is varied to reflect changes ie the surrender of land	August 2015
Stage 9	The Execution of commercial lease between Council and Telstra	August 2015
Stage 10	Case management approach with MPSC fully implemented and on-going, and is informed by the Club's fully costed business plan	August 2015-ongoing

Financial Analysis

The proposed installation of a telecommunications tower on Kellett Reserve, if approved, will generate an additional income stream for Council. Analysis of similar leases for telecommunication facilities indicates an estimated annual income in the range of \$15,000-\$18,000 plus indexation. The income would be paid directly to Council. Council would not be responsible for any operational maintenance of the facility.

Telstra are seeking a term of 5 years with 2 rights of renewal of 5 years. This would result in a 15 year term providing Council with potential accumulated income over this lease period estimated at a minimum of \$225,000 plus annual indexation. Full details of the proposed commercial lease with Telstra will be provided at the 23 June 2015 General Council meeting.

Consultation & Approval processes

The approach outlined in this report is subject to the assessment undertaken by Council's DAP for the Development Application. Given the proposed commercial lease arrangement, staff have consulted with the Development Assessment Commission (DAC) to determine whether the development application should be assessed by the DAC rather than Council's DAP. DAC has indicated that Council's DAP is the appropriate authority to assess the application and has sent a formal letter confirming this advice.

The application will be subject to Category 3 public notification, whereby owners and occupiers of adjoining and nearby land are notified of the proposal, and a notice will be published in the local newspaper. Both the applicant and third party representatives have rights of appeal against any decision of a Category 3/Consent development.

Community consultation will also need to be undertaken in regards to entering into a commercial lease of more than 5 years on community land in accordance with Section 202 of the LGA Act 1999 and the City of Marion's *Leasing/Licencing of Council Owned Facilities policy*.

Social / Cultural Impact

The approach outlined in this report seeks to achieve positive community outcome in regards to:

- Securing an alternative site for the telecommunications facility which permits the facility to be sited to minimise the visual impact on the character and amenity of the local environment
- Achieve an additional income stream for Council from a telecommunications facility which in turn supports Council to further deliver positive community outcomes

Morphettville Park Sports Club Case Management

Should Council enter into a commercial lease arrangement, consideration could then be given to whether some of the funds generated may be reinvested to the facility.

The fully costed business plan supplied by MPSC and the case management approach will identify potential funding sources which includes opportunities to leverage funds using a portion of the income generated from the telecommunications facilities lease should this be approved by Council. There are also opportunities to use the telecommunications tower as infrastructure for upgraded lights.

CONCLUSION:

The approach outlined in this report identifies the stages required to progress both the proposed establishment of a telecommunications facility on Kellett Reserve and to deliver improved community outcomes. The approach outlined clearly highlights that this is subject to a series of Development Approvals, community consultation/notification and Council approval processes.

Appendix 1: Portion of land to be surrendered on Kellett Reserve



Disclaimer

While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Property boundary line network data is supplied by State Government.

About this Document

This map has been created for the purpose of showing basic locality information and is a representation of the data currently held by The City of Marion. This information is provided for private use only.

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CITY OF MARION
GENERAL COUNCIL MEETING
28 April 2015

Originating Officer: Catrin Johnson, Strategy Partner / David Harman, Financial Accountant

Corporate Manager: Fiona Harvey, Manager Strategy / Ray Barnwell, Manager Finance

Director: Vincent Mifsud / Kathy Jarrett

Subject: Draft ABP&B 2015/16 and Draft LTFP for Public Consultation

Ref No: GC280415R05

REPORT OBJECTIVE

The purpose of this report is to present the City of Marion Draft Annual Business Plan and Budget 2015/16 (ABP&B 2015/16) and Draft Long Term Financial Plan (LTFP) for the Council's consideration and endorsement for public consultation, subject to any changes proposed by Council.

EXECUTIVE SUMMARY

The Draft ABP&B 2015/16 and Draft LTFP are developed for the purpose of community consultation and, with any amendments arising from the consultation program, will be considered for adoption by Council at the 23 June 2015 General Council meeting. The Annual Business Plan is Council's statement of its intended programs and outcomes for the year. It links our long-term planning, as set out in the Community Plan, with the allocation of resources in the Budget. It also establishes the basis for review of Council's performance over the year included in its annual report.

With the intention of identifying on-going savings that can be passed onto rate payers to ease their financial burden, a concerted effort and strong focus on achieving efficiency and effectiveness savings across the organisation has been made. As a result, the Draft 2015/16 Budget has now been developed based upon the achievement of forecast gross savings in operational expenditure in the order of \$2.7m.

Processes for delivering further efficiency and effectiveness savings to ensure we are maximising public value for our ratepayers are continuing. This process of continual improvement will incorporate undertaking a series of Business Service reviews with the objective of delivering future on-going savings beyond 2015/16.

In addition to the identified savings mentioned above the following key outcomes will also be delivered in the Draft ABP&B 2015/16:

- Completion of Two Major Projects
 - Cove Civic Centre
 - City Services Redevelopment
- Capital renewal of \$14.8 million

Furthermore, in response to the sports and recreational needs of the community Council has also identified as a key priority four sports initiatives for further investigation.

Community consultation is set to begin at 9am on 6 May and will close at 8pm on 26 May. This follows an allowance of a period of at least one hour which begins at 7pm, at the General Council meeting of Tuesday 26 May where interested persons are invited to attend and members of the public may make oral submissions and ask questions in relation to the Draft ABP&B 2015 and Draft LTFP.

That Council:

- | | |
|--|---------------|
| 1. Endorse the City of Marion Draft Annual Business Plan and Budget 2015/16 and Draft Long term Financial Plan for public consultation (attached as Appendix 1), subject to any changes proposed by Council, on the basis of an average rate increase of x% with key underlying assumptions of y% CPI and z% for employee costs | 28 April 2015 |
| 2. Endorse that public consultation be facilitated via the conduct of a meeting of the Council to be held on 26 May 2015 at which members of the public may ask questions and make submissions in relation to the Draft Annual Business Plan and Budget 2015/16 for at least one hour | 28 April 2015 |
| 3. Recommend that an amendment be made to the City of Marion Rating Policy pertaining to the rebate for vacant land; by removing the condition that "The Council is satisfied that the intention of the Principal Ratepayer is to reside in that dwelling upon completion", for consideration by the community as part of the 2015/16 Annual Business Plan & Budget public consultation process. | 28 April 2015 |
| 4. Recommend that an amendment be made to Council's financial framework that the item relating to the City of Marion's rating position be changed to <i>"Maintain Council's position for an average residential rate which remains among the lower rating metropolitan councils"</i> . | 28 April 2015 |

BACKGROUND:

Council is required by the Local Government Act 1999 to prepare and adopt an ABP&B each year, and in doing so determine the key strategic priorities for the ensuing 12 months in the context of Council's Community Plan. The LTFP and ABP&B are an integral part of Council's suite of Strategic Management Plans. The city's Community Plan - a high-level statement of Community aspiration and vision for their City towards 2040, and the final draft 10-year Council Plan, set the foundation for the development of the ABP&B and LTFP.

The Draft LTFP and Draft ABP&B 2015/16 are being developed in accordance with the refined Strategic Financial Framework as adopted at the 24 June 2014 General Council Meeting (GC240614R03) with further refinement by Council during this 2015/16 budget process. This encompasses maintaining current services and service delivery levels for the community, as well as meeting Council's planned capital renewal programs over the life of the LTFP.

DISCUSSION:

The Annual Business Plan is Council's statement of its intended programs and outcomes for the year. It links long-term planning, as set out in the Community Plan and draft Council Plan, with the allocation of resources in the budget. It also establishes the basis for review of the Council's performance over the year published in its annual report.

The development of an ABP&B is required under Section 123 of the Local Government Act. The document should include the following:

- a summary of Council's longer term objectives, as set out in the Strategic Plan;
- significant influences for the year including financial factors, asset renewal needs and progress on continuing projects;
- Council's specific objectives for the next year against which its performance will be measured;
- the activities (services and projects) that Council intends to undertake to achieve its objectives;
- a summary of the proposed sources of revenue for the year;
- Council's proposed approach to rating for the year and what it means for ratepayers.

The ABP&B is being prepared in accordance with the requirements of the Local Government Act and Local Government (Financial Management) Regulations. It will include 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 adopted budget will include statutory statements being Income Statement, Statement of Financial Position, Statement of Changes in Equity and Statement of Cash Flows. In addition to these statements, a 'Funding Statement' will be provided that details funding sources and a net overall funding position.

In the development of the ABP&B 2015/16, consideration has been given to Council's strategic management framework, financial parameters and key issues identified through the environmental scanning process, as well as the relevant federal, state and regional strategies and plans.

Key observations regarding the Draft ABP&B 2015/16 include:

- For the purpose of consultation, the Draft ABP&B and Draft LTFP have been prepared on the basis of a proposed average **TBA%** rate increase, to apply to properties for the 2015/16 financial year. Council uses a differential rating system to raise revenue based upon its Land Use and will continue to do so 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.
- Key underlying assumptions of **y%** CPI has been used for operating expenditures/income to allow for inflation and growth, and **z%** for employee costs.

- The measures dashboard used in 2014/15 is currently being reviewed as part of the finalisation of the 2015/16 ABP&B. Council's new measures will take into account its objectives over the next four years. Advice is currently being sought regarding the approach to be taken in expressing the measures in the draft consultation document. The outcomes of this advice will be provided at the Council meeting.

Basis of Preparation of Draft LTFP and Draft ABP&B 2015/16:

The Draft LTFP and Draft ABP&B 2015/16 have been prepared under the framework adopted by Council at the 24 June 2014 General Council Meeting (GC240614R03). The LTFP is an on-going iterative process and the framework and assumptions are updated annually based upon the most current data and information prevailing at the time. The framework and assumptions are listed below with any proposed amendments highlighted.

- Supports the achievement of the City of Marion's Strategic Directions.
Comments: No change proposed
- Addresses issues arising from the internal audit reviews and business excellence assessments.
Comments: No change proposed
- Maintain a financial position at an average of category 3 (Operating Surplus of between 0 – 5%) over any five consecutive years, with a primary focus being on Cash Flow and Funding.
Comments: Restricting the Operating Surplus to no more than 5% will limit Council's funding capability to ensure sufficient funding for Council's planned forward capital renewal requirements, in accordance with the current iteration of the AMP's. A positive operating cash flow is vital to support operating requirements, renewal of existing assets over time and maintain community service standards.
- 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
Comments: This prioritisation has been embedded in Council's Asset Management Policy, which in turn has informed the development of Council's next iteration of its AMP's which are due to be completed by the end of 2014/15. This will enable further integration of these plans into the next iteration of the LTFP.
- Reviews existing services and assets to ensure they meet prioritised community needs.
Comments: The current proposed project brief for the provision of Business Review Services will deliver a review program with the key objective of maximising public value by improving the efficiency and effectiveness of Council services. A report on Business Review Services was presented at the 14 April 2015 Audit Committee meeting (AC140415R6.1).
- Council only considers new Major Projects where it has the identified funding capacity to do so
Comments: No change proposed
- Maintain Council's position for average residential rate between mid-range and 5th lowest rating metropolitan Council.
Comments: It is recommended that this be changed to "Maintain council's position for an average residential rate which remains among the lower rating metropolitan councils". This will give Council the flexibility to set lower average annual rate rises should it wish to do so.
- Implements responses for progressing liveable cities strategies and funding opportunities within Marion.
Comments: No change proposed.

In developing the Draft LTFP and Draft ABP&B 2015/16, a number of key assumptions and variables were applied:

- Service delivery levels are forecast to be maintained at current levels (any new service improvements are prioritised and approved separately by Council subject to financial capacity).
- CPI – this report contains modelling for a CPI increase of 3% and 2.75%. The increase is applied to operating expenditures/income to allow for inflation and growth, and is based on the current Reserve Bank inflation forecast of 2.25-3.25%. The following items are exceptions to a flat CPI increase over the LTFP:
- Employee operating costs - are forecast to decrease by \$468k (1.42%) after allowing for increases included in existing staff Enterprise Agreements. This is primarily due to identified efficiency gains which have enabled a gross saving of \$1,056k in employee costs across the organisation. Employee costs include all labour related expenditure such as wages, salaries and “on-costs” such as allowances, leave entitlements, employer superannuation, workers compensation and agency staff.

Note that additional modelling is included in this report on the basis of an overall employee cost increase down from 4.5% to 3.5% per annum from 2017/18 in the LTFP.

The LTFP takes into account existing enterprise bargaining increases of 3.5% while allowing 1.0% for award increments, reclassifications and labour market conditions, movements in grant funded positions and growth – a total of 4.5%. This is a significant reduction on prior years where the previously forecast increase was set at a total of 6.0%. This has resulted in a significant reduction in forecast employee costs of \$28.9m over the 10 years of the LTFP. This assumption is based on information that is currently available and will be updated accordingly in future iterations of the LTFP to reflect new enterprise bargaining agreements as they are implemented.

- Interest expenses are directly related to Council borrowings and cash flows.
- Rates – This report contains a rate modelling table in addition to the three detailed rate models presented, for Councils consideration.
- Interest revenue is directly related to Council investments and cash flows and in light of recent global economic forecasts will be carefully monitored in line with interest rate movements.
- 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).
- Contributed assets from developers of \$1.5m have been forecast for 2015/16 – 2024/25 (includes roads, footpaths, drains etc. provided by developer or new subdivisions occurring in the Council area). This figure does not include any contributed assets from the Tonsley development – governance arrangements for this are currently being worked through with the Government of South Australia.
- Capital Grants, subsidies and monetary contributions reflect tied monies received in relation to the purchase/construction of new assets and are budgeted in accordance with information known at the time of preparing this document.

In response to a motion from Council on 9 September, 2014 (GC090914M02) that council recommend an amendment be made to the City of Marion Rating Policy pertaining to the rebate for vacant land the following condition has been removed from the document on page 24 under the heading '**Residential Construction on Vacant Land (Discretionary Rebate)**' for consideration by the community as part of the 2015/16 Annual Business Plan & Budget public consultation process.

- *"The Council is satisfied that the intention of the Principal Ratepayer is to reside in that dwelling upon completion"*

Targeted Savings

With the intention of identifying on-going savings that can be passed onto rate payers to ease their financial burden a concerted effort and strong focus on achieving efficiency and effectiveness savings across the organization has been made. As a result, the Draft 2015/16 Budget has now been developed based upon the achievement of forecast gross savings in operational expenditure in the order of \$2.7m in the following key areas;

- Employee Costs - are forecast to decrease by \$468k (1.42%) after fully allowing for increases included in existing staff Enterprise Agreements. This is primarily due to identified efficiency gains which have enabled a gross saving of \$1,056k in employee costs across the organisation.
- Contractor Services - Forecast expenditure reductions of \$1,318k have been identified in operational expenditure for contractor services which include efficiency savings estimated at \$497k and budget variations on prior year of \$821k.
- Materials and Other Expenses - identified savings of \$1,108k have been achieved, in areas such as training and development, catering, utilities and communication expenses.

All rate models presented in this report result in a forecast funding surplus for 2015/16, with the incorporation of these savings identified.

The next iteration of Council's AMP's are nearing completion and will present Council with updated information with regard to future funding requirements necessary to renew and maintain its assets over the long term.

Processes for delivering further efficiency and effectiveness savings to ensure we are maximising public value for our ratepayers are continuing. This process of continual improvement will incorporate undertaking a series of Business Service reviews with the objective of delivering future on-going savings beyond 2015/16.

Audit Committee Feedback

At its meeting on 14 April 2015 (AC140415R6.1) the Audit Committee provided feedback on the principles of the scenarios presented to it on the basis of break-even funding, funding surplus and funding deficit positions. This feedback is included in the minutes of the Audit Committee meeting presented at this Council meeting reference GC280415R02.

The Committee recognised a rate increase of 3.3% down from 4.1% in the previous year was a trend in the right direction and should be applauded. The Committee suggested there may still be more to go and a savings culture and discipline need to be embedded if this is to be realised. If new projects are to be achieved, they need to be planned with some contingencies to ensure they are properly supported.

Rate Modelling

A number of rating scenarios have been modelled as detailed in the table below. Column 4 shows the impact on the cumulative funding position over the life of the LTFP for each rate if it were to be consistently maintained over the 10 years of the Plan. Should a rate increase other than an on-going average 3.3% increase be adopted in 2015/16 column 5 shows the rate increase required in years 2 to 10 to achieve a balanced cumulative funding position over the life of the LTFP with column 6 showing the cumulative funding position over the LTFP for each scenario.

(1) % Increase 2015/16	(2) Total Rate Revenue 2015/16 (\$000's)	(3) Funding Position (ABP&B) (\$000's)	(4) Cumulative funding position of LTFP if rate is maintained for 10 years (\$000's)	(5) Required % increase in future years to maintain an ongoing average balanced funding position	(6) Cumulative funding position of LTFP (\$000's)
1.70%	67,369	2,657	(70,318)	3.60%	930
2.00%	67,568	2,856	(57,258)	3.55%	1,420
2.25%	67,733	3,021	(46,184)	3.50%	1,505
2.50%	67,889	3,187	(34,951)	3.45%	1,571
3.00%	68,230	3,518	(11,959)	3.35%	1,714
3.30%	68,429	3,717	2,179	3.30%	2,179
3.50%	68,561	3,849	11,755	3.25%	1,823
4.00%	68,893	4,181	36,160	3.15%	1,924
5.00%	69,555	4,843	87,281	2.90%	106

The modelling in the above table is based on assumptions for CPI of 3% and employee costs of 4.5%.

It should be noted that the previously adopted LTFP was based on an annual average rate rise assumption of 5% throughout the term of the LTFP. This underpinned projected funding requirements for new borrowings for approved Major Projects, increased levels of funding for asset renewal, play space upgrades in addition to supporting operational requirements and maintaining service standards expected by the community.

The following table shows the required future rate increases (column 4) and the cumulative funding position (column 5) over the life of the LTFP for each of the following additional modelling scenarios.

(1) 2015/16 Scenario	(2) Total Rate Revenue 2015/16 (\$000's)	(3) Funding Position (ABP&B) (\$000's)	(4) Required % increase in future years to maintain an ongoing average balanced funding position	(5) Cumulative funding position of LTFP (\$000's)
2.25% for the first four years * Employee costs at 4.5% * CPI at 3.0%	67,733	3,097	4.70%	1,980
2.25% for the first four years * Employee costs down from 4.5% to 3.5% from 2017/18 onwards * CPI at 2.75%	67,733	3,097	3.90%	579
2.95% ongoing * Employee costs down from 4.5% to 3.5% from 2017/18 onwards * CPI at 3.0%	68,197	3,561	2.95%	1,233

Detailed financial modelling for four scenarios being 3.3% ongoing breakeven plus the three models in the table above are provided on the following pages.

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Rate increase of 3.3% ongoing – Average Balanced Funding Position (Breakeven over 10 Years of LTFP)

Assumptions: CPI at 3%; Employee Costs at 4.5%

Advantages

- Provides a reasonable degree of stability and no major spikes in rate rises across the term of the LTFP and ABP&B with a consistent average rate rise of 3.3% throughout the LTFP.
- Provides a cumulative breakeven funding position or better over the 10 years of the LTFP ensuring long-term financial sustainability as required under Council's Budget and Treasury Policies.
- Ensures Accounting Reserves are 100% cash backed in addition to having adequate funding required for existing operational requirements throughout the LTFP.

Disadvantages

- Does not ensure a funding surplus for every year within the LTFP with projected funding deficits forecast in the years 2018/19 to 2022/23 peaking at a funding deficit of \$2.565m in 2022/23.
- Community may view an average annual rate rise of 3.3% as excessive.

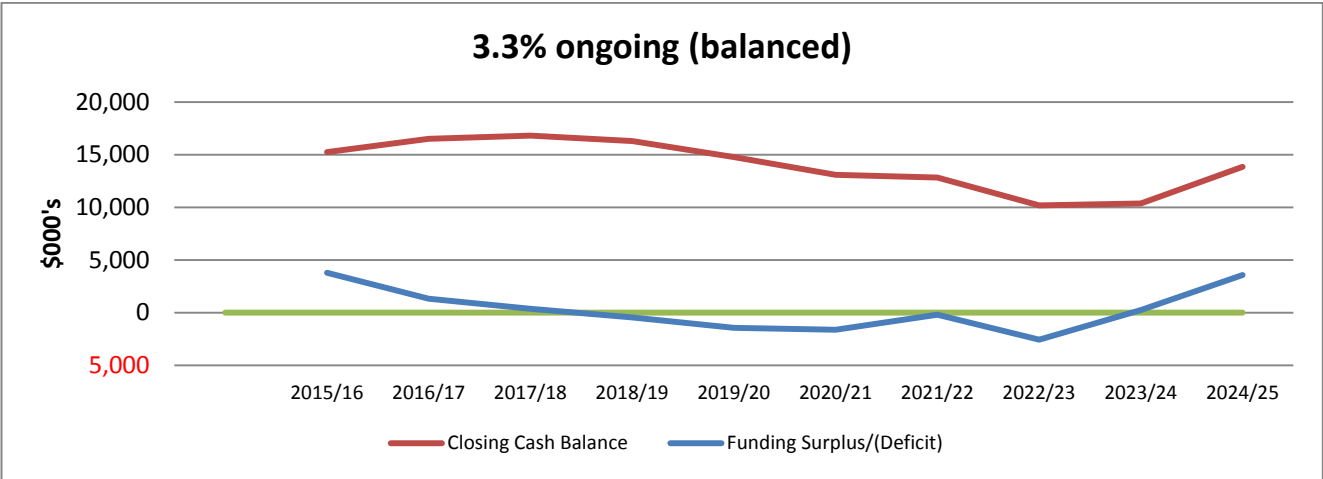
Rate increase 3.3% ongoing – Average Balanced Funding Position (Breakeven over 10 Years of LTFP)

		Draft ABP&B 2015/16 \$000's	2016/17 \$000's	2017/18 \$000's	2018/19 \$000's	2019/20 \$000's	2020/21 \$000's	2021/22 \$000's	2022/23 \$000's	2023/24 \$000's	2024/2025 \$000's
	Operating Revenue	81,196	83,755	87,266	90,927	94,746	98,729	102,886	107,220	111,741	116,456
Less	Operating Expenses	73,172	77,276	80,177	84,018	86,872	90,081	93,477	97,640	100,878	104,635
	Operating Surplus/(Deficit) before Capital Revenues	8,024	6,479	7,089	6,909	7,874	8,648	9,409	9,580	10,863	11,821
	Capital										
Add	Depreciation	13,816	14,368	14,942	15,539	16,160	16,806	17,479	18,179	18,906	19,662
Less	Capital Expenditure (Net of Capital Revenues)	21,261	20,795	19,741	21,019	23,463	24,921	25,280	28,394	27,449	26,393
Equals	Net Overall funding Surplus/(Deficit)	579	52	2,290	1,429	571	533	1,608	(635)	2,320	5,090
Funding transactions associated with accommodating the above net overall funding deficit (or applying the net overall funding surplus) are as follows:											
	Loans - Increase/(Decrease)	3,236	1,206	(1,986)	(1,947)	(2,080)	(2,221)	(1,875)	(2,002)	(2,138)	(1,608)
Less	Reserves Transfer from/(Transfer to)	(22)	72	72	72	72	72	72	72	72	92
Less	Funding Surplus / (Deficit)	3,793	1,330	376	(446)	(1,437)	(1,616)	(195)	(2,565)	254	3,574
Equals	Funding Transactions	(579)	(52)	(2,290)	(1,429)	(571)	(533)	(1,608)	635	(2,320)	(5,090)
Closing Cash Balance		15,250	16,508	16,811	16,292	14,783	13,095	12,829	10,193	10,376	13,857

Note:

- City of Marion's Accounting Reserves of \$4.8m are currently 100% cash backed.
- Funding requirements in the order of \$3m are needed to fund existing operations.

The table below illustrates the funding surplus / (deficit) and the closing cash position for each year over the LTFP for this model



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Rate increase of 2.25% for next 4 years reverting to 4.7% for years 5 – 10 of the LTFP

Assumptions: CPI at 3%; Employee Costs at 4.5%

Advantages

- Provides stability and no major spikes in rate rises over the next 4 years holding a low rate of 2.25% up until 2019/20 when it subsequently reverts to 4.7%
- Provides a cumulative breakeven funding position or better over the 10 years of the LTFP ensuring long-term financial sustainability as required under Council's Budget and Treasury Policies.
- Community may view an average annual rate rise of 2.25% as appealing.

Disadvantages

- Does not ensure a funding surplus for every year within the LTFP with consistent funding deficits forecast from 2016/17 running right through to 2022/23 peaking at \$3.567m in 2018/19.
- Will require a sharp increase in rates in 2019/20 to 4.7%, more than double the average rate increase in the first 4 years.
- Will present Council with a significant challenge of having to lift rates significantly in order to move out of projected funding deficit positions.
- Very dependent on large surpluses in the last two years of the LTFP to ensure a cumulative breakeven or better funding position over the 10 year term of the LTFP
- The projected drawdown on Council's cash reserves is significant and will require Council to access short term borrowings for general operational requirements for at least the three years 2020/21 to 2022/23 with accounting reserves no longer being cash backed in those years.

The table below illustrates this particular model over the term of the LTFP.

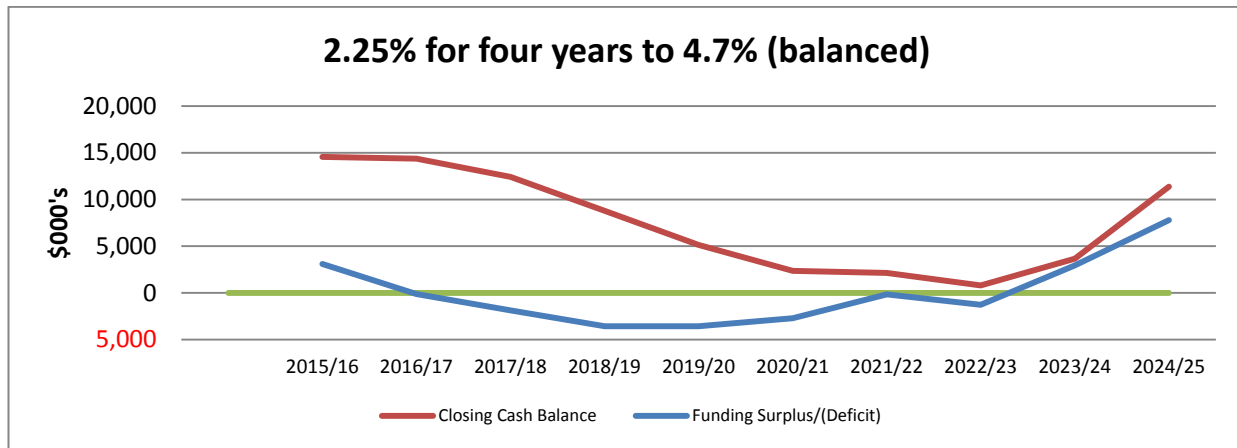
Rate increase 2.25% ongoing for first four years, reverting to 4.7% Average Balanced Funding Position.

		Draft ABP&B 2015/16 \$000's	2016/17 \$000's	2017/18 \$000's	2018/19 \$000's	2019/20 \$000's	2020/21 \$000's	2021/22 \$000's	2022/23 \$000's	2023/24 \$000's	2024/2025 \$000's
Less	Operating Revenue	80,500	82,309	85,013	87,806	92,621	97,632	102,928	108,521	114,430	120,673
	Operating Expenses	73,172	77,276	80,177	84,018	86,872	90,081	93,477	97,640	100,878	104,635
	Operating Surplus/(Deficit) before Capital Revenues	7,328	5,033	4,836	3,788	5,749	7,551	9,451	10,881	13,552	16,038
	Capital										
Add	Depreciation	13,816	14,368	14,942	15,539	16,160	16,806	17,479	18,179	18,906	19,662
Less	Capital Expenditure (Net of Capital Revenues)	21,261	20,795	19,741	21,019	23,463	24,921	25,280	28,394	27,449	26,393
Equals	Net Overall funding Surplus/(Deficit)	(117)	(1,394)	37	(1,692)	(1,554)	(564)	1,650	666	5,009	9,307
	Funding transactions associated with accommodating the above net overall funding deficit (or applying the net overall funding surplus) are as follows:										
	Loans - Increase/(Decrease)	3,236	1,206	(1,986)	(1,947)	(2,080)	(2,221)	(1,875)	(2,002)	(2,138)	(1,608)
Less	Reserves Transfer from/(Transfer to)	(22)	72	72	72	72	72	72	72	72	92
Less	Funding Surplus / (Deficit)	3,097	(116)	(1,877)	(3,567)	(3,562)	(2,713)	(153)	(1,264)	2,943	7,791
Equals	Funding Transactions	117	1,394	(37)	1,692	1,554	564	(1,650)	(666)	(5,009)	(9,307)
	Closing Cash Balance	14,554	14,366	12,416	8,777	5,143	2,358	2,134	798	3,670	11,368

Note:

- City of Marion's Accounting Reserves of \$4.8m are currently 100% cash backed.
- Funding requirements in the order of \$3m are needed to fund existing operations.

The table below illustrates the funding surplus / (deficit) and the closing cash position for each year over the LTFP for this model.



Rate increase 2.25% for first four years, reverting to 3.9% Average Balanced Funding Position.

Assumptions: CPI at 2.75%; Employee Costs at 4.5% then reducing to 3.5% from 2017/2018 onwards

On the basis of additional requested modelling from Council changing the following key assumptions:

1. CPI assumption to mid-point of the RBA forecast, down from 3% to 2.75% Impact = projected reduction in funding requirement of \$1.9m over the 10 year LTFP.
2. Employee cost assumption down from 4.5% to 3.5% from 2017/18 onwards. Impact = projected reduction in employee costs of \$14.6m over the term of the LTFP.

Advantages

- Provides stability over the next 4 years holding a low rate of 2.25% up until 2019/20 when it subsequently reverts to 3.9%
- Provides a cumulative breakeven funding position or better over the 10 years of the LTFP ensuring long-term financial sustainability as required under Council's Budget and Treasury Policies.
- Community may view an average annual rate rise of 2.25% as appealing.

Disadvantages

- Does not ensure a funding surplus for every year within the LTFP with consistent funding deficits forecast from 2016/17 running right through to 2022/23 peaking at \$2.996m in 2019/20.
- Will present Council with a significant challenge of having to lift rates from 2.25% to 3.9% from 2019/20 for the remainder of the LTFP in order to move out of projected funding deficit positions.
- Reducing the CPI assumption from 3% down to 2.75% is less conservative and will also lock in a negative impact of \$1.4m on projected revenue over the 10 year LTFP, placing more reliance on rate revenue.
- Changing the employee cost assumption from 4.5% down to 3.5% needs to recognise that it would not include future growth or grant funded positions.
- Very dependent on large surpluses in the last two years of the LTFP to ensure a cumulative breakeven or better funding position over the 10 year term of the LTFP
- The projected drawdown on Council's cash reserves is significant and is likely to require Council to access short term borrowings for general operational requirements for at least 2021/22. In addition forward projections indicate the accounting reserves will no longer be fully cash backed for the majority of the years from 2019/20 onwards.

The table below illustrates this particular model over the term of the LTFP.

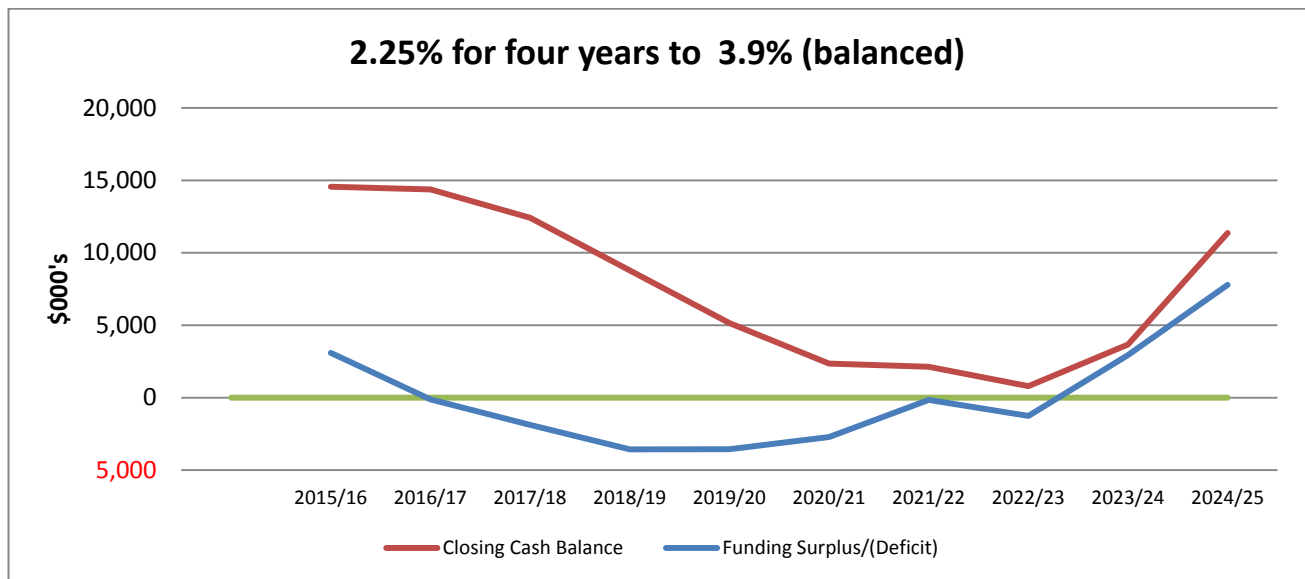
Rate increase 2.25% for first four years, reverting to 3.9% Average Balanced Funding Position.

		Draft ABP&B 2015/16 \$000's	2016/17 \$000's	2017/18 \$000's	2018/19 \$000's	2019/20 \$000's	2020/21 \$000's	2021/22 \$000's	2022/23 \$000's	2023/24 \$000's	2024/2025 \$000's
	Operating Revenue	80,500	82,282	84,957	87,719	91,822	96,124	100,634	105,365	110,325	115,528
Less	Operating Expenses	73,172	77,214	79,713	83,119	85,507	88,214	91,070	94,652	97,267	100,353
	Operating Surplus/(Deficit) before Capital Revenues	7,328	5,068	5,244	4,600	6,315	7,910	9,564	10,713	13,058	15,175
	Capital										
Add	Depreciation	13,816	14,368	14,942	15,539	16,160	16,806	17,479	18,179	18,906	19,662
Less	Capital Expenditure (Net of Capital Revenues)	21,261	20,795	19,741	21,019	23,463	24,921	25,280	28,394	27,449	26,393
Equals	Net Overall funding Surplus/(Deficit)	(117)	(1,359)	445	(880)	(988)	(205)	1,763	498	4,515	8,444
	Funding transactions associated with accommodating the above net overall funding deficit (or applying the net overall funding surplus) are as follows:										
	Loans - Increase/(Decrease)	3,236	1,206	(1,986)	(1,947)	(2,080)	(2,221)	(1,875)	(2,002)	(2,138)	(1,608)
Less	Reserves Transfer from/(Transfer to)	(22)	72	72	72	72	72	72	72	72	92
Less	Funding Surplus / (Deficit)	3,097	(81)	(1,469)	(2,755)	(2,996)	(2,354)	(40)	(1,432)	2,449	6,928
Equals	Funding Transactions	117	1,359	(445)	880	988	205	(1,763)	(498)	(4,515)	(8,444)
	Closing Cash Balance	14,554	14,401	12,859	10,032	6,964	4,538	4,427	2,923	5,301	12,136

Note:

- City of Marion's Accounting Reserves of \$4.8m are currently 100% cash backed.
- Funding requirements in the order of \$3m are needed to fund existing operations.

The table below illustrates the funding surplus / (deficit) and the closing cash position for each year over the LTFP for this model



Rate increase 2.95% ongoing - Average Balanced Funding Position.

Assumptions: CPI at 3%; Employee Costs at 4.5% and then decreasing to 3.5% from 2017/2018 onwards

On the basis of feedback received from Council an additional model has been prepared for consideration. This model proposes a rate increase of 2.95% ongoing which has been achieved by including employee costs assumption at 4.5% and then decreasing to 3.5% from 2017/2018 onwards. The impact of this is a projected reduction in employee costs of \$14.6m over the term of the LTFP.

In this model, the CPI assumption has been retained at 3% as this is a recommended 'conservative' position. In support of this, it is noted that shifting this assumption to 2.75% would only yield \$1.4m over the term of the LTFP.

Advantages

- Provides a reasonable degree of stability and no major spikes in rate rises across the term of the LTFP and ABP&B with a consistent average rate rise of 2.95% throughout the LTFP.
- Provides a cumulative breakeven funding position or better over the 10 years of the LTFP ensuring long-term financial sustainability as required under Council's Budget and Treasury Policies.
- Community may view an average annual rate rise of 2.95% as appealing.
- Ensures Accounting Reserves are 100% cash backed in addition to having adequate funding required for existing operational requirements throughout the LTFP.

Disadvantages

- Does not ensure a funding surplus for every year within the LTFP with consistent funding deficits forecast from 2017/18 running right through to 2022/23 peaking at \$2.586m in 2012/23.
- Changing the employee cost assumption from 4.5% down to 3.5% needs to recognise that it would not include future growth or grant funded positions.
- Dependent on a large surplus in the final year of the LTFP to ensure a cumulative breakeven or better funding position over the 10 year term of the LTFP

The table below illustrates this particular model over the term of the LTFP.

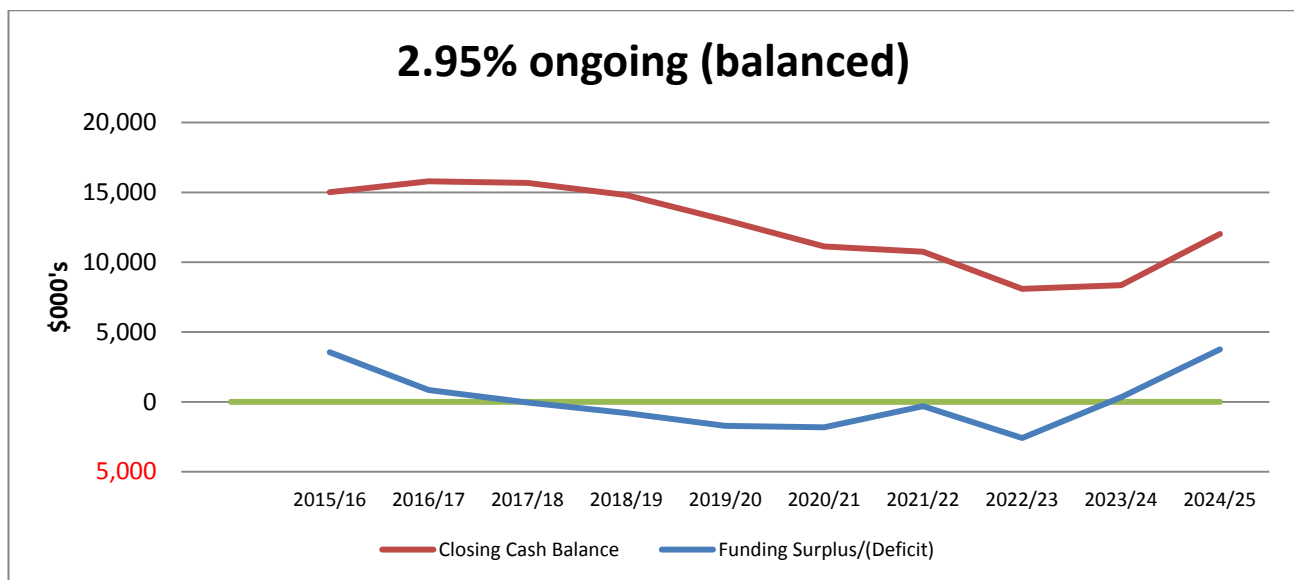
Rate increase 2.95% ongoing – Average Balanced Funding Position (Breakeven over 10 Years of LTFP)

	Draft ABP&B 2015/16 \$000's	2016/17 \$000's	2017/18 \$000's	2018/19 \$000's	2019/20 \$000's	2020/21 \$000's	2021/22 \$000's	2022/23 \$000's	2023/24 \$000's	2024/2025 \$000's
Operating Revenue	80,964	83,271	86,510	89,876	93,376	97,015	100,801	104,736	108,827	113,080
<i>Less</i> Operating Expenses	73,172	77,276	79,841	83,319	85,782	88,568	91,507	95,177	97,884	101,069
Operating Surplus/(Deficit) before Capital Revenues	7,792	5,995	6,669	6,557	7,594	8,447	9,294	9,559	10,943	12,011
Capital										
<i>Add</i> Depreciation	13,816	14,368	14,942	15,539	16,160	16,806	17,479	18,179	18,906	19,662
<i>Less</i> Capital Expenditure (Net of Capital Revenues)	21,261	20,795	19,741	21,019	23,463	24,921	25,280	28,394	27,449	26,393
<i>Equals</i> Net Overall funding Surplus/(Deficit)	347	(432)	1,870	1,077	291	332	1,493	(656)	2,400	5,280
Funding transactions associated with accommodating the above net overall funding deficit (or applying the net overall funding surplus) are as follows:										
Loans - Increase/(Decrease)	3,236	1,206	(1,986)	(1,947)	(2,080)	(2,221)	(1,875)	(2,002)	(2,138)	(1,608)
<i>Less</i> Reserves Transfer from/(Transfer to)	(22)	72	72	72	72	72	72	72	72	92
<i>Less</i> Funding Surplus / (Deficit)	3,561	846	(44)	(798)	(1,717)	(1,817)	(310)	(2,586)	334	3,764
<i>Equals</i> Funding Transactions	(347)	432	(1,870)	(1,077)	(291)	(332)	(1,493)	656	(2,400)	(5,280)
Closing Cash Balance	15,018	15,792	15,675	14,804	13,016	11,127	10,746	8,088	8,351	12,022

Note:

- City of Marion's Accounting Reserves of \$4.8m are currently 100% cash backed.
- Funding requirements in the order of \$3m are needed to fund existing operations.

The table below illustrates the funding surplus / (deficit) and the closing cash position for each year over the LTFP for this model



A positive operating cash flow is vital to support operating requirements in addition to providing for renewal of existing assets over time to maintain community service standards.

Council's next iteration of its Asset Management Plans (AMP's) are due to be completed by the end of 2014/15. Once the new AMP's are adopted and fully integrated within the LTFP, a greater degree of clarity as to Council's capital renewal funding requirements will be defined.

The table below illustrates the key financial indicators and benchmarks established by Council to monitor performance over the term of the financial plan.

Ratio	Target	Budget (3.3% model)	Budget (2.25% models)	On Track
Operating Surplus (5 year average)	0% - 5%	8.4%	8.2%	*
Net Financial Liabilities	0% - 50%	22.7%	23.6%	✓
Interest Cover	0% - 5%	2.0%	2.0%	✓
Asset Sustainability	95% - 100%	101.4%	101.4%	✓
Asset Consumption	80% - 100%	89.5%	89.5%	✓

* The Operating Surplus Ratio is forecast to exceed the currently adopted target, however this is the level required to support operating requirements in addition to providing for renewal of existing assets over time to maintain community service standards.

All other ratios are within their targeted ranges with the exception of the Asset Sustainability ratio which is marginally above the established benchmark. Meeting these targeted ranges is consistent with Council meeting its objective of long-term financial sustainability.

Annual Business Plan & Budget 2015/16 and LTFP Process

The key steps of the forward process for the ABP&B and LTFP process are as follows. Please note that these dates may be subject to some alteration.

KEY STAGES	DATE	MEETING
Adopt Draft ABP&B 2015/16 and Draft LTFP for consultation	28 April	General Council
Community consultation and engagement period and provision of written submissions	6 - 26 May	
Opportunity for community representation	26 May	General Council
Review rating model and finalise new initiatives for ABP&B 2015/16	26 May	General Council
Consider final draft of ABP&B 2015/16 and final draft LTFP	9 June	General Council
Adopt ABP&B 2015/16 and LTFP	23 June	General Council

Public consultation of the Draft ABP&B and Draft LTFP is due to commence on Wednesday 6 May, closing on Tuesday 26 May 2015, with the Draft ABP&B 2015/16 and Draft LTFP being available from the Making Marion website (www.makingmarion.com.au).

An 'inform' approach will be taken for consultation on the Draft ABP&B 2015/16 and Draft LTFP, encompassing a 'pre-release' notice in the Guardian Messenger Press on 22 April 2015 informing of the preparation of the Draft ABP&B 2015/16 and Draft LTFP and providing the timeframes for the consultation period. The notice will also specify the council meeting on 26 May 2015 as the meeting where interested parties can attend to ask questions and make submissions in relation to the Draft ABP&B 2015/16 and Draft LTFP for at least one hour. This approach is in accordance with the requirements of the Local Government Act 1999.

CONCLUSION:

The City of Marion inaugural Community Plan sets out the aspirations of the community and, along with the draft Council Plan, provides the basis for the Draft ABP&B 2015/16 and Draft LTFP for Public Consultation. This has been developed to guide Council's activities over the coming year, and is presented to Council to endorse for public consultation, subject to any proposed changes.

Appendix 1: The City of Marion Draft ABP&B 2015/16 and Draft LTFP

ANNUAL BUSINESS PLAN & BUDGET 2015/16

Draft for public consultation



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INTRODUCTION

The Annual Business Plan and Budget 2015/16 describes the services and projects that council intends to undertake over the next 12 months and the financial decisions that underpin them, so that we can progress towards the longer term aspirations for the city as expressed in the Community Plan.

The City of Marion Community Plan –‘Towards 2040’, which was endorsed by council on 10 December 2013, was the result of the biggest listening campaign in council’s history. This Annual Business Plan and Budget has been developed using the Community Plan as a starting point.

Our purpose is wellbeing. With council and the community working together, we can achieve amazing outcomes.

With the intention of identifying on-going savings that can be passed onto rate payers to ease their financial burden a concerted effort and strong focus on achieving efficiency and effectiveness savings across the organization has been made. As a result, the Draft 2015/16 Budget has now been developed based upon the achievement of forecast gross savings in operational expenditure in the order of \$2.7m in the following key areas;

- Employee Costs - are forecast to decrease by \$468k (1.42%) after fully allowing for increases included in existing staff Enterprise Agreements. This is primarily due to identified efficiency gains which have enabled a gross saving of \$1,056k in employee costs across the organisation.
- Contractor Services - Forecast expenditure reductions of \$1,318k has been identified in operational expenditure for contractor services which include efficiency savings estimated at \$497k and budget variations on prior year of \$821k.
- Materials and Other Expenses - identified savings of \$1,108k have been achieved, in areas such as training and development, catering, utilities and communication expenses.

It should be noted that these identified savings have enabled a reduction in the average rate increase down to **TBA**% without impacting on current service levels to the community.

Your rates

The Annual Business Plan and Budget is based on a proposed average rate increase of **TBA**%. In setting rates for 2015/16, council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2015/16. Last financial year the City of Marion had the sixth lowest average residential rate of the 18 metropolitan Adelaide councils, and council is committed to remaining among the lower rating metropolitan councils while providing a level of service that meets community needs. The rate proposed is also aligned with the rate required in the council’s Long Term Financial Plan which will ensure that we continue to operate in a financially sustainable way and continue to maintain and develop our city to meet the needs and aspirations expressed in our Community Plan towards 2040.

Your voice

Please tell us your thoughts about the Draft Annual Business Plan and Budget 2015/16.

Community consultation begins at 9am on 6 May and closes at 8pm on 26 May 2015.

Oral submissions may be made at the General Council meeting of Tuesday 26 May, which begins at 7pm, and interested persons are invited to attend. At this meeting, members of the public may ask questions and make submissions in relation to the Draft Annual Business Plan and Budget 2015/16 for a period of at least one hour. The meeting will be held at Council's Administration Building, 245 Sturt Road, Sturt. Please let us know if you are planning to attend by contacting:

Fiona Harvey
 Manager Strategy
 City of Marion
 PO Box 21
 Oaklands Park SA 5046
 Telephone: 08 8375 6600

Written submissions are also welcomed addressed to the above.

Online submission forms are available on council's community engagement website **makingmarion.com.au**

We welcome your feedback.

Mayor Kris Hanna

Geoff Whitbread, Acting Chief Executive

1. Our purpose is wellbeing

Wellbeing is our purpose, central to our community, central to the services we deliver and at the heart of our decision making.

In late 2012, council, in collaboration with the community, embarked upon an innovative strategic journey – “Making Marion” – to define and build a city of the future. The Making Marion campaign asked residents, businesses and community groups how they wanted their street, neighbourhood and city to look in 2040, and the services they will need.

Thousands of postcards and discussion papers were released and workshops held to generate ideas and feedback. Online discussion groups and social media were also used to connect people. More than 16,000 pieces of community information were received and analysed. The most frequently expressed needs, aspirations and concerns of the community were around achieving wellbeing through connectivity and transport, affordability, environmental protection and sustainability, open and shared spaces and places and community activities.

The release of the City of Marion’s inaugural Community Plan – ‘Towards 2040’ was a most significant milestone. It is an expression of the Community’s vision for the future – an aspirational statement of outcomes that are important for this city and the wellbeing of its community now and into the future:



Engaged

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

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.

Biophilic

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

Prosperous

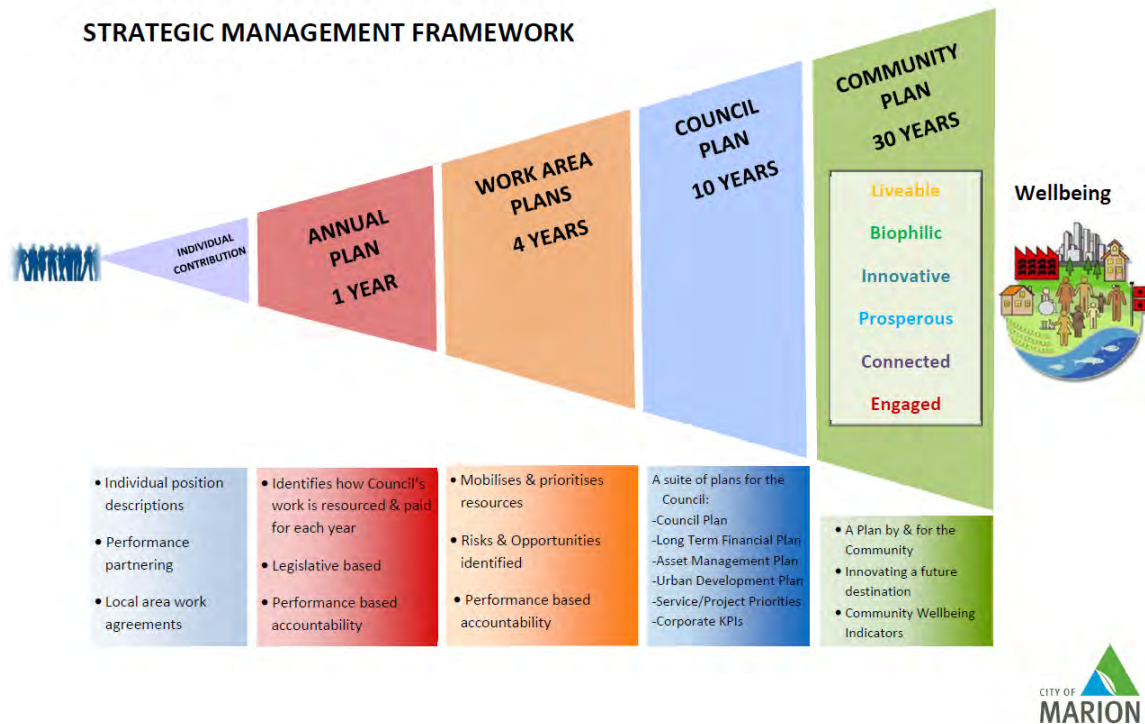
By 2040 our city will – Be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

Innovative

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

Connected

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



This Annual Business Plan and Budget 2015/16 is an integral part of council's suite of strategic management plans, which comprise:

- Community Plan towards 2040 (adopted by council 10 December 2013) – an outcomes focused Vision Statement by and for the community.
- The Draft Council Plan articulates council's role and focus over the next 10 years in progressing towards the community's aspirations.
- Asset Management Plans provide a long term approach to ensuring infrastructure and facilities are maintained and renewed to a standard in alignment with the Community Plan that allows the continued provision of services required by the community.
- The Long Term Financial Plan (LTFP – adopted by council 24 June 2014 and under review) enables council to plan for the long term financial sustainability of the organisation and translates the outcomes and strategies of the Council Plan into financial terms.
- The Strategic Development Report sets out council's strategic urban development policies.
- 4-Year Work Area Plans identify how council plans to mobilise and prioritise the deployment of human, physical and financial resources.
- The Annual Business Plan & Budget (this document) – identifies how council plans to resource, fund and deliver planned work and work area plans for the next financial year.
- A suite of key performance indicators that enable the monitoring and review of strategy through continuous feedback and learning.

The plans within the strategic management framework enable a clear "line of sight" within council; focusing our people on how best to contribute to the aspirations in the Community Plan.

2. Significant influences and priorities

2.1 Key emerging internal and external considerations

A comprehensive environmental scan of internal and external political, economic, environmental, social, technological issues was conducted, providing a context for the development of the Annual Business Plan and Budget 2015/16.

It should be noted that the majority of these influences are longer term – such as changing demographics, the Urban Policy direction of both State and Federal Governments, technological change and opportunities regarding the future direction of local government. They will require action over a longer timeframe than the Annual Business Plan and Budget provides. As such, these issues and opportunities have been considered through the development of the draft Council Plan, council's 10 year Long Term Financial Plan, council's Asset Management Plans and council's Development Plan.

The following considerations that arose from the environmental scan that have a direct impact on the ABP&B 2015/16 are as follows:

Key external issues and opportunities:	
Political <ul style="list-style-type: none"> • Maximising public value • Ongoing changes to Federal, State and Local Government policies and funding programs • Potential for community governance models • Potential future direction, structure and amalgamation of local government 	Economic <ul style="list-style-type: none"> • Compromised financial capacity of ratepayers in economic climate • The number of GST registered businesses in Marion is falling • The number of jobs in Marion remains static although our population is increasing • Maximising opportunities to support small business
Social and Cultural <ul style="list-style-type: none"> • Population growth and changing demographics • Increasing community interest in volunteerism is providing a varied skill base • Place-making opportunities where communities have a leadership role 	Technological <ul style="list-style-type: none"> • Rapid technological change, specifically the rollout of NBN in some City of Marion areas • Digital divide • Access to data and information
Natural environment <ul style="list-style-type: none"> • Impacts of climate change • SA Government energy and waste legislation • Opportunities in biophilia and green infrastructure • Growth of localism • Adverse impacts of pest plants and animals on natural ecosystems 	Urban environment <ul style="list-style-type: none"> • Changing Urban Development Policy direction of both State and Federal Governments • Increased traffic and limited on-street parking • Increasing demands on public places and spaces and public services • Limited mixed land use • Limited housing options that enable ageing in place • Growth in student accommodation

Transport & Connectivity <ul style="list-style-type: none"> • Opportunity for better integrated transport network • Potential risk of isolation to residents that are ageing and mobility impaired • Poor transport linkages to public places and spaces, goods and services, local business and industry • Insufficient and poorly integrated walking & cycling networks • Darlington Interchange development 	Public Health <ul style="list-style-type: none"> • HACC transitioning to national and regional customer led wellbeing and reablement home support programs • Reconsideration of place based urban design and other Council services to encourage active living, healthy lifestyles and social connectivity for all age profiles • Reduced focus on primary health services and facilities yet increased demand across all age profiles • Consideration of healthy eating habits, food security and ready access to fresh food within our City • Site contamination issues in areas of the City of Marion
Key internal pressures and opportunities:	
Service provision <ul style="list-style-type: none"> • More insightful understanding of customer value and service needs • Continued focus on driving innovation and continuous improvement in a constrained budgetary environment 	Risk and strategic alignment <ul style="list-style-type: none"> • Opportunity to maximise public value focussed around the aspirations of the community • Significant change over in Chief Executive , Elected Members (7 new members and new Mayor elected in November 2014) • Alignment of risk management throughout the organisation
Financial sustainability <ul style="list-style-type: none"> • Need for greater collaboration, partnering and innovative funding solutions to achieve community outcomes in a challenging fiscal environment • Significant reliance on rates as primary funding source • An environment of decreasing grant opportunities 	Asset reliability and sustainability <ul style="list-style-type: none"> • Significant ageing infrastructure and assets • Investigating innovative asset management/ownership models • Potential for asset disposals • Potential for non-asset solutions for service delivery
Employer of Choice <ul style="list-style-type: none"> • Strategically aligned workforce planning • Requirements of Work Health & Safety Act 	

2.2 Key emerging internal and external considerations

The Annual Business Plan and Budget 2015/16 has been prepared on the following basis:

Support the achievement of the City of Marion's Strategic Directions

This Annual Business Plan and Budget has been reviewed against the Community Plan to ensure that council's activities over the next 12 months make the best possible progress towards achieving the community's vision for the future City of Marion.

Address issues arising from internal audit reviews and business excellence assessments

Every year council undertakes a number of internal audits and from time to time undertakes a thorough assessment against the Business Excellence Framework. These reviews and assessments have identified a number of key opportunities or requirements for council to improve its operations. This document includes the necessary resources to continue council's independent review process and implement recommendations accordingly.

Maintain a financial position at an average of category 3 over any five consecutive years, with a primary focus being on Cash Flow and Funding

The Independent Inquiry into the Financial Sustainability of Local Government identified that a council with a sustainability ranking of 3 was 'sustainable with a moderate level of comfort'. A category 3 ranking equates to an operating surplus ratio to rates of between 0-5%. Council has committed to maintaining this category after adjusting for any significant 'once off' items.

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

The Annual Business Plan and Budget has been prepared taking into consideration Asset Management Plan requirements, outcomes of recent infrastructure audits, targets set for renewal versus depreciation (95-100% as per Asset Management Policy) and a focus on maintaining council's asset base.

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

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

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

Council commenced a new borrowing program in June 2011 with a \$3.5m loan for payment towards its once-off \$5m cash contribution for the State Aquatic Centre – the first new borrowings since 2004/05. Further borrowings of \$9m were entered into in June 2014 for the construction of Cove Civic Centre. Council's capacity to fund its other ongoing major project, the redevelopment of the City Services Depot has also been identified in its Long Term Financial Plan.

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

Comparative 2014/15 data shows council's position as 6th lowest of 18 metropolitan councils.

Implement responses for progressing liveable cities strategies and funding opportunities within Marion.

The 30 Year Plan for Greater Adelaide identified the "Southern Corridor" (Adelaide to Noarlunga rail line and the 'Tonsley Spur' line) as a growth opportunity. It is anticipated that the corridor will provide for an additional 19,500 dwellings and 36,400 net additional population as a key contributor in the overall 82,000 additional people and 43,000 additional jobs anticipated for the southern region over the next 30 years.

The City of Marion is working closely with the State Government and continues to be well positioned to ensure progress on key urban development projects identified in the Southern Corridor are aligned with its ongoing strategic planning.

3. Continuing and improving services

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

Ongoing Services	Enabling Services
Land use and development planning	Strategic Management
Development and building assessments	Organisational Excellence
Facilitation of urban developments	Strategic Asset Management
Local Government Searches	Financial management
Economic Planning and leadership	Governance support
Environmental planning & leadership	Communications & marketing
Biodiversity management	Human Resources & Workforce Planning
Waste services	ICT & Knowledge management
Water Management	Operational support
Infrastructure management	
Community facilities management	
Reserves, parks and gardens management	
Arts and cultural promotion and support	
Library services	
Sports & Recreation promotion and support	
Community capacity building and development	
Inspection, regulation and control	
Emergency planning & response	
Community Care	
Immunisation services	
Public Health Planning	

Council participates in a number of benchmarking programs which focus on ensuring council's service programs, efficiency and effectiveness are of a high standard.

4. Project priorities for 2015/16

Council has considered its areas of highest strategic priority and potential strategic initiatives to progress these priorities.

Strategic projects intended to continue in 2015/16:

- The Cove Civic Centre which commenced construction in 2013 and is due for completion early in the 2015/16 financial year.
- City Services redevelopment which commenced construction in 2014 and is due for completion by December 2015.

New strategic projects identified for further investigation in 2015/16:

Based on detailed assessment of the current supply and state of sports infrastructure across the City of Marion, Council has identified key priorities for responding to the sports and recreational needs of the community and has identified the following four sports initiatives for further investigation:

- Options to progress new soccer pitches and a BMX track in the South of the City
- The development of an indoor multipurpose 4-8 court stadium that meets SA regional standards
- Progressing the Edwardstown Oval Masterplan
- Progressing building upgrades at the Mitchell Park Sports and Community Club

Each of these strategic projects will involve significant collaboration with other partners, the consideration of potential development and delivery options and models and the potential for funding.

Council will also continue to have ongoing consideration of other unprioritised initiatives in addition to the above throughout the year.

Asset Management

Council has been moving towards a stronger long-term planning approach to community assets – it manages approximately \$1 billion of roads, footpaths, drains, community buildings, parks and reserves on behalf of the community. The asset management planning process provides a long term approach to ensuring infrastructure and facilities continue to provide the services required by the community. Council continues to develop, implement and review its Asset Management Policy and Plans with a focus on whole-of-life asset management, including maintenance and renewal of assets, and sustainable decision making.

Key initiatives in maintenance, renewal and replacement of community assets and facilities for 2015/16 include:

- Reviewing our existing asset base in light of:
 - Increasing costs to maintain and renew our existing asset base
 - Understanding which assets could be repurposed, reused or disposed of in order to enhance other assets to better meet community needs
 - Investigating innovative asset management models e.g. share community use, public private partnerships and related opportunities
- The renewal of Council's assets with forecast spends of approximately \$14.8m.
- Capital renewal of Council's roads and kerbs with a forecast spend of approximately \$5.5m.
- Improving Marion's existing footpath network at a cost of \$1.7m.

5. Measuring our success

Monitoring performance is a critical element of strategic planning management. It is the mechanism for critically ensuring that council is contributing to the achievement of both the Community Plan and the 10 year Council Plan.

Our measure dashboard used in 2014/15 (provided in the table below) is currently being reviewed as part of the finalisation of the 2015/16 Annual Business Plan and Budget. Council's new measures will take into account its objectives over the next four years.

Our Purpose is Wellbeing		
	Council performance measure	Target
1	Progress towards delivering Council's adopted plans: - Development of Council Plan - Structure Planning	On track against plan
2	Delivery against Council's adopted capital works program	85% delivery of planned capital works program adjusted for extraordinary events
3	Progress towards delivering Council's key project commitments: - Cove Civic Centre - City Services Redevelopment	On track against plan
4	Performance against Council's adopted budget	Delivery of an operating surplus against original budget adjusted for extraordinary items e.g. receipt of once-off untied grants not originally budgeted
5	Delivering Council's resolutions	Council resolutions completed or on time within Council's control
6	Delivering quality customer services: - Incoming direct dial telephone response rates - Customer request monthly closures - Inbound correspondence	Composite of: >95% answered within 5 rings ≥90% Customer Service Requests closed within time or within rescheduled time ≥90% response within time or within rescheduled time
7	Employee retention	Optimum: 90% retention; Range: >87% and <93%
8	Think safe, live well	Lost time injury – reduce LTI frequency rate compared to rolling 5 year average

6. Funding the Business Plan

An operating surplus of \$8.263m before capital revenues is forecast for 2015/16. An operating surplus is required to fund the renewal of existing infrastructure in accordance with its asset management plans.

6.1 Budgeted Income Statement

	Original Budget 2014/15 \$'000	Draft Budget 2015/16 \$'000	Variance \$'000
Budgeted Income Statement			
Operating Revenue			
Rates - General	65,480	68,429	2,949
Rates - NRM Levy *	1,571	1,569	(2)
Statutory Charges	1,803	1,630	(173)
User Charges	1,717	1,633	(84)
Grants/Subsidies	5,667	6,324	657
Investment Income	560	270	(290)
Reimbursements	910	773	(137)
Other Revenue	399	568	169
Share of Profit/(Loss) SRWRA	246	315	69
Total Operating Revenue	78,353	81,511	3,158
Operating Expenditure			
Employee Costs	32,777	32,309	(468)
Contractor Services	16,293	14,975	(1,318)
Materials	5,086	4,628	(458)
Finance Charges	770	1,368	598
Depreciation	12,958	13,816	858
Other Expenses	6,726	6,076	(650)
Total Operating Expenditure	74,610	73,172	(1,438)
Operating Surplus/(Deficit) before Capital Revenues	3,743	8,339	4,596
Capital Grants and Contributions	657	-	(657)
Physical resources received free of charge	1,500	1,500	-
Net Surplus/(Deficit) resulting from Operations	5,900	9,839	3,939

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

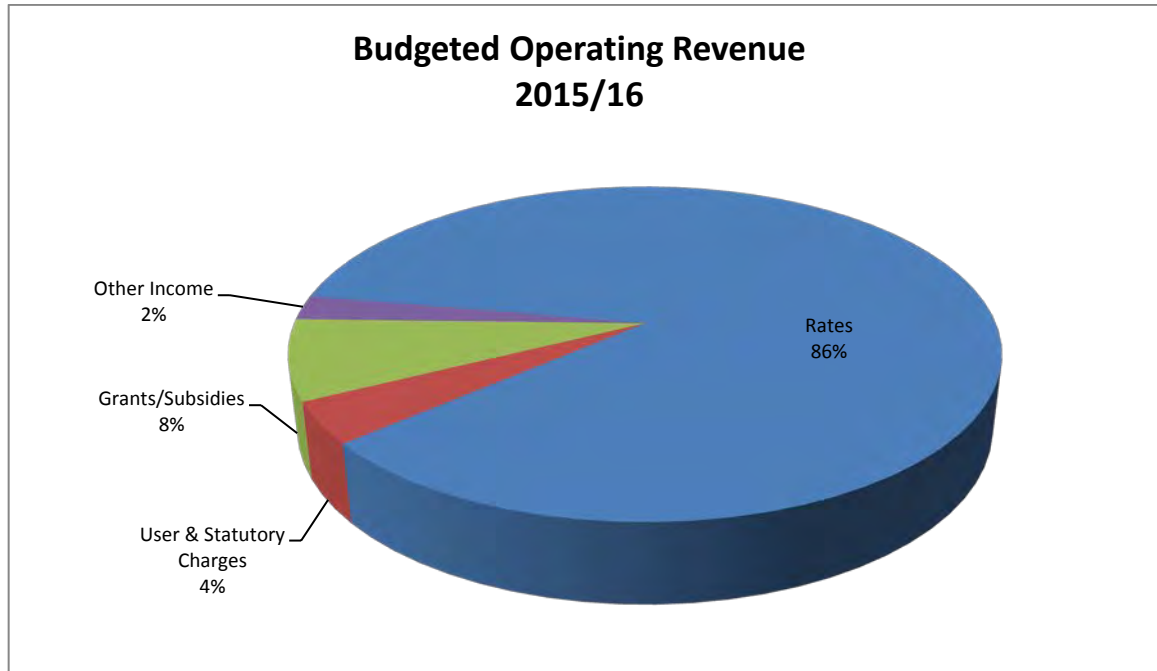
Following the adoption of the 2014/15 budget there has been a concerted effort and strong focus on achieving efficiency and effectiveness savings across the organisation, with the intention that identified on-going savings can be passed onto rate payers to reduce their financial burden. The Draft 2015/16 Budget has been developed based upon the achievement of forecasted gross savings in the order of \$2.7m in the following key areas;

- Employee Costs - are forecast to decrease by \$468k (1.42%) after allowing for increases included in existing staff Enterprise Agreements. This is primarily due to identified efficiency gains which have enabled a gross saving of \$1,056k in employee costs across the organisation.
- Contractor Services - Forecasted expenditure reductions of \$1,318 k has been identified in operational expenditure for contractor services which include efficiency savings estimated at \$497k and budget variations on prior year of \$821k.
- Materials and Other Expenses - identified savings of \$1,108k have been achieved, in areas such as training and development, catering, utilities and communication expenses.

It should be noted that the identified savings have enabled a reduction in the average rate increase down to **TBA**% without impacting on current service levels to the community.

6.2 Operating Revenue

The main source of income for council is rate revenue; making up 86% of total council revenue in 2015/16, with other sources being government regulated fees for statutory services, an environment of diminishing levels of untied federal grant monies, as well as other grants from State and Federal government.



General Rates

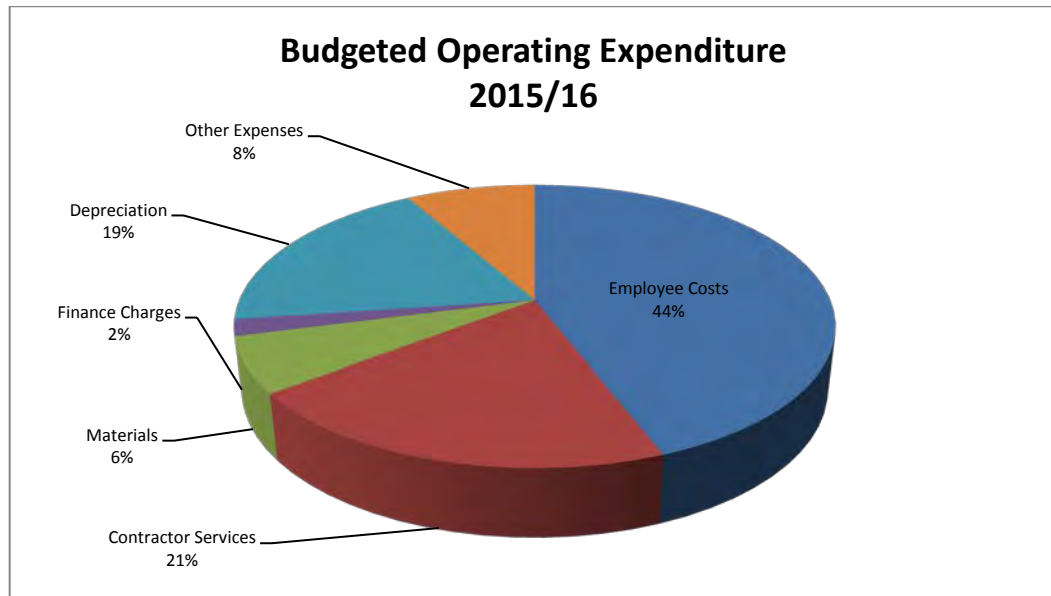
Council's revenue in 2015/16 includes \$68.4m to be raised in general rates. The budget has been developed on the basis of a proposed average rate increase of **TBA%** (excluding new developments and capital improvements). This is the rate required to maintain current service levels.

Other Sources of Revenue

- **User Charges set by council** – Relate mainly to the recovery of service delivery costs through the charging of fees to users of council's services. These include charges for the use of council's community facilities, swimming pool admission and the like.
- **Statutory Charges set by State Government** – Relate mainly to fees and fines levied in accordance with legislation and include development application fees, health act registrations and parking fines.
- **Grants and Subsidies** – Grants include all monies received from State and Federal sources for the purpose of funding the delivery of council's services to ratepayers and for the funding of the capital works program.

6.3 Operating Expenditure

Council's operating expenses are forecast to decrease in 2015/16 due to a major endeavour to achieve operating efficiencies while maintaining existing services.



Employee Costs

Employee Costs are forecast to decrease by \$468k (1.42%) after fully allowing for increases included in existing staff Enterprise Agreements. This is primarily due to identified efficiency gains which have enabled a gross saving of \$1,056k in employee costs across the organisation. Employee costs include all labour related expenditure such as wages, salaries and “on-costs” such as allowances, leave entitlements, employer superannuation, workers compensation and agency staff.

Contractor Services

Contractor services relate mainly to the provision of council services by external providers. A forecast expenditure reduction of \$1.318m has been achieved which includes the identification of efficiency and effectiveness savings in the order \$497k which have been achieved without impacting on service levels, in addition to budget variations on prior year of \$821k. This followed a concerted effort and strong focus on achieving efficiency and effectiveness savings across the organisation following the adoption of the 2014/15 budget.

6.4 Capital Revenue

Capital Grants and Contributions

Council does not currently expect to receive any capital grants in 2015/16; however any grant funding opportunities will be actively pursued as they arise as this is an important source of revenue for council.

6.5 Budgeted Capital Expenditure

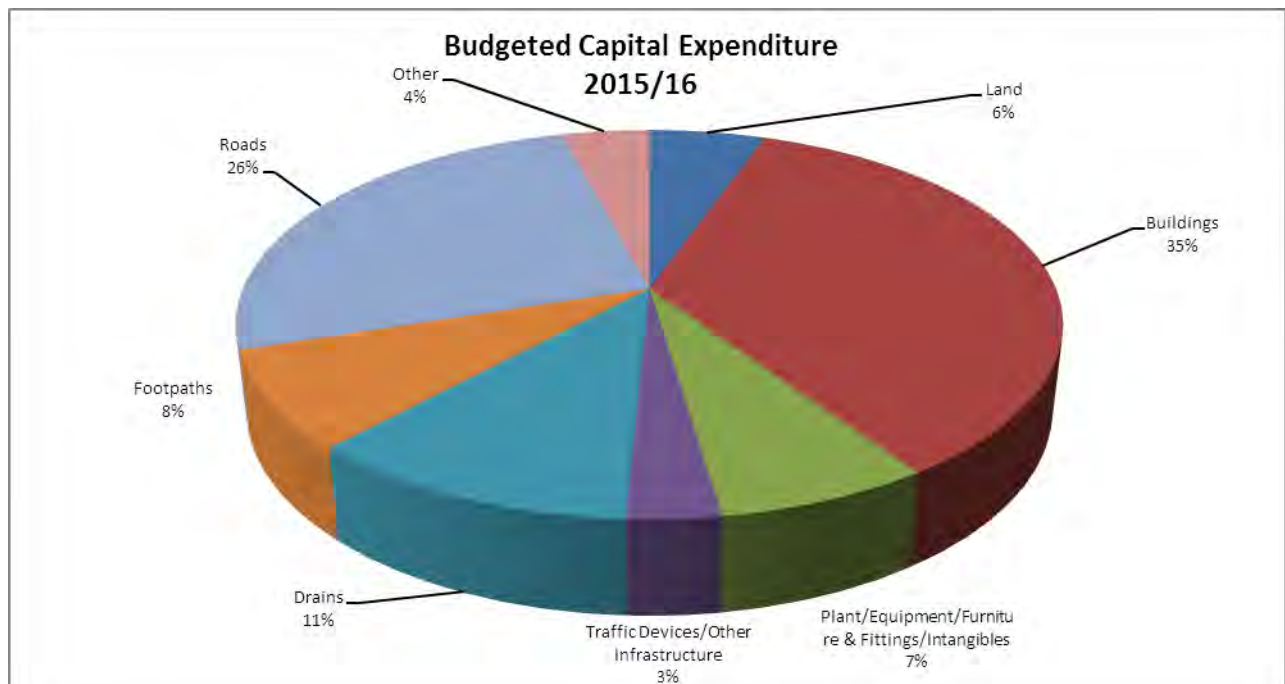
The 2015/16 Budgeted Statement of Capital Expenditure forecasts total capital expenditure of \$21.261m including \$14.757m renewal and \$6.504m new.

The significant decrease in 'Buildings' relates predominantly to the construction of Council's two major projects in 2014/15, being the Cove Civic Centre and the City Services Redevelopment.

Note: Maintenance of existing infrastructure assets is appropriately included in operating expenditure.

The following table summarises council's planned Capital Works Program for 2015/16.

Capital Expenditure	Original Budget 2014/15 \$'000	Draft Budget 2015/16 \$'000	Variance \$'000
Land	420	1,151	731
Buildings	15,401	7,475	(7,926)
Infrastructure:			
Roads	4,749	5,504	755
Drains	2,711	2,372	(339)
Footpaths	1,824	1,721	(103)
Traffic Control Devices	148	178	30
Other	643	479	(164)
Plant and Equipment	1,218	1,333	115
Furniture and Fittings	0	175	175
Other	1,316	873	(443)
Total Capital expenditure	28,430	21,261	(7,169)
Represented By:			
Capital Expenditure			
Assets - New	14,516	6,504	(8,012)
Assets - Renewal	13,914	14,757	843
	28,430	21,261	(7,169)



Cove Civic Centre

Following the Federal Budget announcement on 8 May 2012 a government grant of \$3.4 m was provided towards the project. Construction of the Cove Civic Centre commenced in 2013/14 and is expected to be completed early in 2015/16, with a total project budget of \$13.4m.

City Services Redevelopment

The City Services redevelopment commenced construction in 2014/15 and is expected to be completed in 2015/16, with a total project budget of \$14.3m. The redevelopment will include a new office building, stores and workshop, which will ensure essential services are delivered well into the future and will see a better planned, more accessible, energy efficient buildings, enabling staff to improve the level of service to the community.

City Services will be a high quality operations hub, capable of supporting the city's roads, reserves and 84,000 residents for many years to come. It will also act as an operational base to help the community in the event of a regional emergency.

6.6 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.

	Original Budget 2014/15 \$'000	Draft Budget 2015/16 \$'000
Net Lending/(Borrowing)		
Operating Surplus/Deficit before Capital Amounts	3,743	8,339
<u>less: Net Outlay on Existing Assets</u>		
Capital expenditure on asset renewal/replacement	13,914	14,757
less Depreciation/Ammortisation	(12,958)	(13,816)
	956	941
<u>less: Net Outlay on New/Upgrade Assets</u>		
Capital expenditure on New & Upgrade Assets	14,516	6,504
less Capital Grants	(657)	0
	13,859	6,504
Adjustments		
Share of Equity - Southern Region Waste Resource Authority	(246)	(315)
	(246)	(315)
Net Lending/(Borrowing)	(11,318)	579

The table above identifies the council's net lending/(borrowing) result. Council's budget for 2015/16 is expected to result in a net lending position of \$0.579m, which will lead to a decrease in the level of net financial liabilities in 2015/16 of the equivalent amount.

Financing transactions associated with accommodating the expected net lending result in 2015/16 are as follows:

	Original Budget 2014/15 \$'000	Draft Budget 2015/16 \$'000
Financing Transactions		
New Borrowings	12,628	5,388
less: Repayment of Principal on Borrowings	(1,417)	(2,152)
less: Increase/(Decrease) in Cash & Investments		
Transfers from/(to) Reserves	107	(22)
Cash Drawdowns/(Investment)	0	(3,793)
Equals: Financing Transactions	11,318	(579)

6.7 Borrowings

Council plans to finance the expected net borrowing result in 2015/16 via the use of fixed term borrowings and transfers from Reserve.

The additional borrowings of \$5.388 in 2015/16 less principal repayments of existing loans will result in a forecast balance outstanding as at 30 June 2016 of \$24.904m.

It should be noted that in the past council has had the capacity to fund some, and in a number of cases all, funding requirements of major projects via our treasury management policy. As such there may not be a need to borrow the full amount currently included in the ABP&B.

6.8 Financial Ratios

To assist council in meeting its objective of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided. Where a council target has not been adopted, the recommended Local Government Association (LGA) target has been used. The following table details these financial indicators and whether or not the prescribed target has been achieved over the five years up to the end of 2015/16.

Ratio	Target	2015/16 Draft Budget	On Track
Operating Surplus (5 year average)	0% - 5%	8.4%	*
Net Financial Liabilities	0% - 50%	22.6%	✓
Interest Cover	0% - 5%	2.0%	✓
Asset Sustainability	95% - 100%	101.4%	✓
Asset Consumption	80% - 100%	89.5%	✓

* The Operating Surplus Ratio is forecast to exceed the currently adopted target, however this is the level required to support operating requirements in addition to providing for renewal of existing assets over time to maintain community service standards.

Council's next iteration of its Asset Management Plans (AMP's) are due to be completed by the end of 2014/15. Once the new AMP's are adopted and fully integrated within the LTFP, a greater degree of clarity as to Council's capital renewal funding requirements will be defined.

All other ratios are within their targeted ranges with the exception of the Asset Sustainability ratio which is marginally above the established benchmark. Meeting these targeted ranges is consistent with Council meeting its objective of long-term financial sustainability.

7. What it means for your rates

7.1 Your rates in 2015/16

Rates account for 86 per cent of council's operating revenue. They are essential for providing community services and infrastructure.

Council strategic and financial plan parameters include a commitment to maintain its position for an average residential rate which remains among the lower rating metropolitan councils.

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

Since the introduction of mandatory long-term financial planning obligations, council has acted to return its financial position from a large operating deficit to an operating surplus. This approach has been further supplemented by an annual budget review process aimed at reducing service delivery costs to a minimum.

The Draft Annual Business Plan and Budget for 2015/16 has been developed for public consultation based on an average proposed rate increase of **TBA**%. This is after taking into account any other revenue sources such as fees, charges, grants and other income that will be received. This will also contribute to the necessary funding for planned capital renewal programs in 2015/16. However, it is to be noted that actual rates payable by a rate payer will, in fact, vary according to individual property valuations, according to the attributed land use, and whether there has been any new development or capital improvement at the land. Council is aware of the impact of rate increases on sections of the community (Pensioners and Self-Funded Retirees) and will review its Rating Policy on an on-going basis with regard to a fair and equitable distribution of rates.

Also, whilst the Draft Annual Business Plan and Budget proposes an average general rate increase of **TBA**%, the final average increase for 2015/16 may be lesser or greater according to the final determination of council. This is because the proposals in the Draft Annual Business Plan and Budget are subject to public consultation and consideration by council of the submissions received in response to that consultation. Council may therefore, upon consideration of the submissions, make final revenue and expenditure decisions which will result in an increase or decrease to the proposed average rate increase.

The outcomes of community consultation will be considered in forming the Annual Business Plan and Budget.

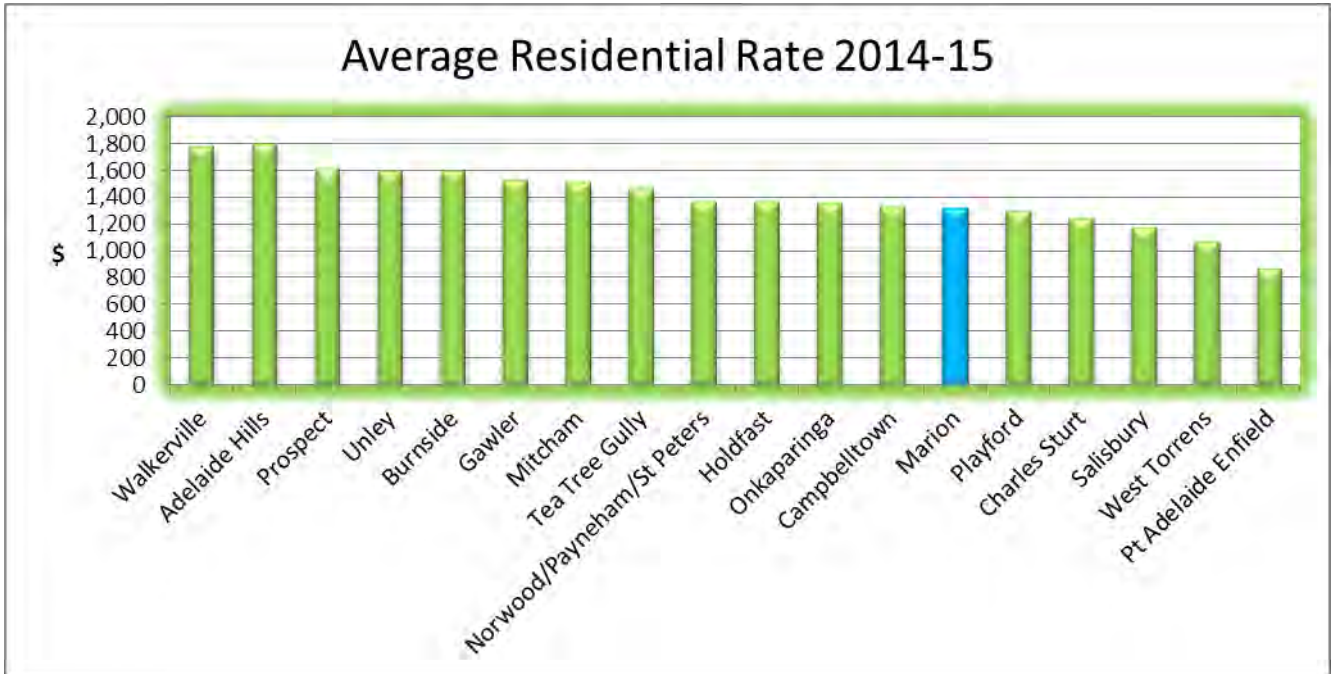
The following average rate increases have applied since 2005/06:

	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
Ave Rate Increase	4.8	5.2	5.5	5.3	4.8	5.0	4.75	5.5	5.0	4.1	TBA
Growth	1.5	1.2	1.4	2.0	1.8	1.4	1.6	1.3	1.0	1.0	TBA
Total	6.3	6.4	6.9	7.3	6.6	6.4	6.35	6.8	6.0	5.1	TBA

Note: Growth is predominantly the result of new housing in Marion and property improvements as reported by the Valuer General.

7.2 Rating Impact Analysis - Residential

The graph presented below illustrates council's relative rating effort compared to other Adelaide metropolitan councils. In 2001/02 council's relative rating position compared with other Adelaide metropolitan councils was 9th lowest. Council has consistently remained at or below this level since this time and was ranked at 6th lowest in 2014/15.



Note: Comparative data for the 2015/16 year will be available following the release of the LGA Council Rates Survey which is typically released in the first quarter of the next calendar year.

7.3 Rating Impact Analysis - Commercial

Council currently derives TBA% (2014/15: 18%) of its rate revenue from the Commercial and Industrial sectors. Commercial and Industrial users consume a greater proportion of council resources than residential properties, particularly in regard to the use of roads, footpaths, traffic, parking, storm water drainage, public health and environment.

Council uses a differential rating system to raise revenue based upon its Land Use and will continue to do so 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 will apply to land use as follows:

Commercial TBA% (2014/15: 85%)

Industrial TBA% (2014/15: 65%)

Vacant Land TBA% (2014/15: 90%)

The following table shows a comparison of differential rating percentage applied to commercial and industrial properties by a number of Adelaide metropolitan councils in 2014/15.

2014-2015 Comparison Differential Percentage			
Council	Commercial	Industrial	Vacant Land
Charles Sturt	202%	285%	200%
West Torrens	128%	128%	128%
Port Adelaide Enfield	118%	118%	118%
Unley	107%	84%	84%
Prospect	105%	105%	25%
Mitcham	97%	97%	97%
Marion	85%	65%	90%
*Tea Tree Gully	50%	50%	100%
Holdfast Bay	45%	45%	45%
Salisbury	41%	41%	30%
Onkaparinga	31%	31%	55%
Norwood Payneham St Peters	20%	20%	20%
Average	86%	89%	83%
For Information only			
Adelaide	23%	23%	23%
Playford	576%	576%	n/a

*Third year applying differential rates – Additional increments will apply for the next year.

7.4 Valuation Method

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 or 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.

Capital value has continued to be used as the basis for valuing land within the council area. This method of valuing land provides the fairest method of distributing the rate responsibility 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.

7.5 Separate Rates

The City of Marion is in the Adelaide and Mount Lofty Ranges Natural Resources Management Board area and is required under the Natural Resources Management Act 2004 to fund the operations of the Board. It does so by imposing a separate rate for all properties within the city.

Council is operating as a revenue collector for the Natural Resources Management Board in this regard. It does not retain this revenue or determine how the revenue is spent.

7.6 Minimum Amount

A minimum amount is levied against the whole of an allotment (including land under a separate lease or licence) and only one minimum amount is levied against 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 reasons for imposing a minimum amount 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.

No maximum amount of rates is applied against an allotment.

7.7 What assistance is available?

Rebate of Rates

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, educational institutions, housing associations and housing cooperatives.

The mandatory rebates vary from 75% to 100%. People or bodies seeking a rebate must make a written application to Council. Information and application forms can be obtained from the Council office at 245 Sturt Rd, Sturt. Applications for Discretionary Rebates must be received by 31 May 2015 for consideration in the following financial year.

Rate Capping (Discretionary Rebate)

Section 166 (1) (l) of the Local Government Act provides for the discretionary rebate of rates.

Council has proposed to provide relief against a substantial increase in rates payable on residential properties by applying a rebate (capping) of general rates to eligible ratepayers.

Council has proposed to adopt a two tiered rate capping policy for the 2015/16 financial year.

Tier 1 – Rate Capping for Qualifying Residential Ratepayers

A rebate of general rates will be granted to Residential ratepayers on their principal place of residence within the category of residential land use, under the above Act.

The Annual Business Plan and Budget 2015/16 proposes to apply a TBA% rate-cap with a \$TBA minimum and a \$TBA maximum (excluding new or improved properties) for ratepayers who meet the Qualifying Criteria set out below.

Tier 2 – Rate Capping for Qualifying Pensioners and Self-Funded Retirees

A rebate of general rates will be granted to qualifying Pensioners and Self-Funded Retirees, who are residential ratepayers on their principal place of residence within the category of residential land use under the above Act and do not own any other property and meet the Qualifying Criteria set out below.

The Annual Business Plan and Budget 2015/16 proposes to apply a TBA% rate-cap with a \$TBA minimum and a \$TBA maximum for those Pensioners and Self-Funded Retirees 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.

A rebate of general rates will be applied automatically under both rate capping tiers, where the Council has sufficient information to determine the entitlement to the rebate.

Residential Construction 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 2015/16 financial year will be granted in respect of an Assessment classed 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 2016, and
- Dwelling's footings have been poured on the property by 30 June 2016

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 2015 and 30 June 2016 from the date footings are poured for a residence on the land. However, 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 are equal to the amount of the minimum.

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

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 concession or 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 council in writing, unless the rates and any interest have been paid in full.

Concessions

Government concessions are granted under the Rates and Land Tax Remission Act 1986, and are only applicable for the principal place of residence.

Pensioner and Self-Funded Retiree Concessions

Following the Federal Government's decision on cuts to the National Partnership Agreement which reduced general support to a range of concessions, the SA Government announced it will stop providing concessions on rates as at 30 June 2015. The impact for pensioners and self-funded who currently receive a concession of \$190 and \$100 respectively on their rates levied is that this will no longer be funded by the State Government.

At its meeting on 9 Dec 2014, Council resolved to participate in the LGA's campaign to seek the re-instatement of these concessions.

Unemployed Persons Concessions

The Department for Communities and Social Inclusion (DCSI), through Families SA, may assist with the payment of council rates for the principal place of residence.

8. Financial Sustainability and Annual Savings

- Since 2000, council has continuously improved its strategic and financial planning. This has overturned an operating deficit of \$3.6m in 1998/99 to moderate operating surpluses since 2005-2006. In February 2005, following consultation with all SA councils, the public and State Government, the Local Government Association commissioned an Independent Inquiry into the Financial Sustainability of Local Government. The Inquiry's independent advisers, using Grants Commission data, rated the City of Marion as Category 3 – sustainable with a moderate margin of comfort. The framework for preparation of the Annual Business Plan and Budget 2015/16 includes commitment to maintaining this Category 3 Financial Sustainability rating on average over each five year period, with a primary focus being on Cash Flow and Funding.
- On 24 June 2003, council resolved to adopt a savings target of \$1m per annum over a 3 year period. In June 2006 this target was revised to 2% per annum of operating expenditures from the original adopted budget.
- Following the adoption of the 2014/15 budget there has been a concerted effort and strong focus on achieving efficiency and effectiveness savings across the organisation, with the intention that identified on-going savings can be passed onto rate payers up front in development of the 2015/16 budget to reduce their financial burden.
- Since 2003 Council's savings program has identified the level of annual savings (cost reduction/productivity) achieved by the organisation each financial year. Guidelines have been prepared to ensure that confirmed savings identified are allocated to provide a balance between funding new service improvements from the Strategic Plan and improving council's financial position. This reduces the reliance on rate revenue to achieve community objectives. Savings of \$8.7m have been identified to date through council's savings program to the end of 2013/14 with a further forecast net reduction in Council's operating expenditure of \$1.36m incorporated into the 2015/16 Draft Budget. This is after allowing for increases included in existing staff Enterprise Agreements and increased finance charges relating to approved new borrowings.

Key savings have been made in the following areas:

- | | |
|---|---|
| • Waste collection. | • Plant and Equipment maintenance. |
| • Waste disposal. | • Asbestos removal. |
| • Treasury Management. | • Cost recovery of developer damage. |
| • Community Bus service. | • Publications produced electronically rather than printed. |
| • Golf Course. | • Home and Community Care. |
| • Water tariff audit. | • Continuous improvement programs. |
| • Water restrictions applied to reserves. | • Training and development. |
| • Weed spraying program. | • ICT maintenance and leasing contracts. |
| • Bus Shelters. | |
| • Energy reduction program. | |
| • Telecommunications contract. | |

The savings in each case were not at the expense of service delivery. These improvements were as a result of:

- Successful contract negotiations.
- Process improvement.
- Partnership with State and Federal Government (i.e. Grants which minimise Council's costs).
- Auditing and review of existing expenditures.
- Improved methods of service delivery.

9. Long Term Financial Plan – Prepared based on an on-going 3.3% average rate rise

9.1 Funding Statement

	ABP&B 2015/2016 \$000's	2016/2017 \$000's	2017/2018 \$000's	2018/2019 \$000's	2019/2020 \$000's	2020/2021 \$000's	2021/2022 \$000's	2022/2023 \$000's	2023/2024 \$000's	2024/2025 \$000's
(a) Operating Revenue										
Rates										
General	68,429	71,465	74,635	77,946	81,404	85,015	88,787	92,726	96,840	101,136
Other	1,569	1,616	1,664	1,714	1,765	1,818	1,873	1,929	1,987	2,047
Statutory Charges	1,630	1,679	1,729	1,781	1,834	1,889	1,946	2,004	2,064	2,126
User Charges	1,633	1,682	1,732	1,784	1,838	1,893	1,950	2,009	2,069	2,131
Operating Grants and Subsidies	6,324	5,672	5,822	5,976	6,135	6,299	6,468	6,642	6,821	7,005
Investment Income	270	260	260	260	260	260	260	260	260	260
Reimbursements	773	796	820	845	870	896	923	951	980	1,009
Other	568	585	604	621	640	659	679	699	720	742
	81,196	83,755	87,266	90,927	94,746	98,729	102,886	107,220	111,741	116,456
(b) Operating Expenses										
Employee Costs	32,309	33,571	35,082	36,661	38,311	40,219	42,221	44,322	46,525	48,837
Contractual Services	14,975	16,699	17,093	18,215	18,913	19,351	19,845	20,583	20,995	21,654
Materials	4,628	4,758	4,901	5,048	5,199	5,355	5,516	5,681	5,851	6,027
Finance Charges	1,368	1,701	1,796	1,662	1,530	1,388	1,245	1,118	982	607
Depreciation	13,816	14,368	14,942	15,539	16,160	16,806	17,479	18,179	18,906	19,662
Other	6,076	6,179	6,363	6,893	6,759	6,962	7,171	7,757	7,619	7,848
Less	73,172	77,276	80,177	84,018	86,872	90,081	93,477	97,640	100,878	104,635
Operating Surplus/(Deficit) before Capital Revenues	8,024	6,479	7,089	6,909	7,874	8,648	9,409	9,580	10,863	11,821
Add Capital Revenue	1,815	1,825	1,834	1,844	1,855	1,865	1,876	1,888	1,899	1,911
Equals Net Surplus/(Deficit) resulting from operations	9,839	8,304	8,923	8,753	9,729	10,513	11,285	11,468	12,762	13,732
Adjust for non-cash items										
Add Depreciation	13,816	14,368	14,942	15,539	16,160	16,806	17,479	18,179	18,906	19,662
Less Share of Profit SRWRA (excl div)	315	325	334	344	355	365	376	388	399	411
Equals Funding available for Capital Investment expenditure	23,340	22,347	23,531	23,948	25,534	26,954	28,388	29,259	31,269	32,983
Capital										
Less Capital Expenditure - Renewal	14,757	16,913	15,901	17,314	19,427	19,997	20,224	23,201	22,749	22,168
Less Capital Expenditure - New	6,504	3,882	3,840	3,705	4,036	4,924	5,056	5,193	4,700	4,225
Less Capital - contributed assets	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Equals Net Overall funding Surplus/(Deficit)	579	52	2,290	1,429	571	533	1,608	(635)	2,320	5,090
Funding transactions associated with accommodating the above net overall funding deficit (or applying the net overall funding surplus) are as follows:										
	2015/2016 \$000's	2016/2017 \$000's	2017/2018 \$000's	2018/2019 \$000's	2019/2020 \$000's	2020/2021 \$000's	2021/2022 \$000's	2022/2023 \$000's	2023/2024 \$000's	2024/2025 \$000's
Loans										
Loan Principal Receipts (Net)	5,388	2,960	-	-	-	-	-	-	-	-
Less Loan Principal Payments	2,152	1,754	1,986	1,947	2,080	2,221	1,875	2,002	2,138	1,608
Loans - Increase/(Decrease)	3,236	1,206	(1,986)	(1,947)	(2,080)	(2,221)	(1,875)	(2,002)	(2,138)	(1,608)
Movement in level of cash, investments & accruals										
Less Reserves Transfer from/(Transfer to)	(22)	72	72	72	72	72	72	72	72	92
Funding Surplus/(Deficit)	3,793	1,330	376	(446)	(1,437)	(1,616)	(195)	(2,565)	254	3,574
Cash/Investments/Accruals Funding	3,815	1,258	304	(518)	(1,509)	(1,688)	(267)	(2,637)	182	3,482
Equals Funding Transactions	(579)	(52)	(2,290)	(1,429)	(571)	(533)	(1,608)	635	(2,320)	(5,090)

9.2 Cash Flow Statement

	ABP&B 2015/2016 \$000's	2016/2017 \$000's	2017/2018 \$000's	2018/2019 \$000's	2019/2020 \$000's	2020/2021 \$000's	2021/2022 \$000's	2022/2023 \$000's	2023/2024 \$000's	2024/2025 \$000's	2025/2026 \$000's
Cash Flows from Operating Activities											
<i>Receipts</i>	81,196	83,755	87,265	90,927	94,746	98,729	102,886	107,220	111,741	116,456	121,114
<i>Payments</i>	(59,356)	(62,908)	(65,235)	(68,479)	(70,712)	(73,275)	(75,998)	(79,461)	(81,972)	(84,973)	(88,245)
Net Cash Provided by Operating Activities	21,840	20,847	22,030	22,448	24,034	25,454	26,888	27,759	29,769	31,483	32,869
Cash Flows from Financing Activities											
<i>Receipts</i>											
Loans Received	5,388	2,960	-	-	-	-	-	-	-	-	-
<i>Payments</i>											
Principal	(2,152)	(1,754)	(1,986)	(1,947)	(2,080)	(2,221)	(1,875)	(2,002)	(2,138)	(1,608)	(1,724)
Net Cash (Used In) Financing Activities	3,236	1,206	(1,986)	(1,947)	(2,080)	(2,221)	(1,875)	(2,002)	(2,138)	(1,608)	(1,724)
Cash Flows from Investing Activities											
<i>Receipts</i>											
Capital Grants/Subsidies & Contributions/Investments	-	-	-	-	-	-	-	-	-	-	-
<i>Payments</i>											
Purchase of Land	(1,151)	(444)	(525)	(631)	(840)	(767)	(783)	(807)	(212)	(219)	-
Purchase of Buildings	(7,475)	(5,645)	(2,716)	(3,159)	(4,191)	(5,332)	(5,487)	(6,358)	(6,482)	(4,677)	(4,755)
Purchase/Construction of Infrastructure	(10,253)	(11,016)	(13,122)	(13,718)	(14,789)	(15,092)	(15,376)	(15,962)	(16,264)	(16,884)	(17,206)
Purchase of Equipment	(1,333)	(2,468)	(2,180)	(2,433)	(2,378)	(2,427)	(2,291)	(2,260)	(2,563)	(2,316)	(2,379)
Purchase of Furniture & Fittings	(175)	(180)	(185)	(191)	(196)	(202)	(208)	(215)	(221)	(228)	(235)
Purchase/Construction of Other Assets + Investments	(873)	(1,042)	(1,013)	(887)	(1,069)	(1,101)	(1,134)	(2,792)	(1,706)	(2,070)	(602)
Net Cash (Used In) Investing Activities	(21,260)	(20,795)	(19,741)	(21,019)	(23,463)	(24,921)	(25,279)	(28,394)	(27,448)	(26,394)	(25,177)
Net Increase/(Decrease) in Cash Held	3,816	1,258	303	(518)	(1,509)	(1,688)	(266)	(2,637)	183	3,481	5,968
Cash at Beginning of Reporting Period	11,434	15,250	16,508	16,811	16,292	14,783	13,095	12,829	10,193	10,376	13,857
Cash at End of Reporting Period	15,250	16,508	16,811	16,292	14,783	13,095	12,829	10,193	10,376	13,857	19,825

	ABP&B 2015/2016 \$000's	2016/2017 \$000's	2017/2018 \$000's	2018/2019 \$000's	2019/2020 \$000's	2020/2021 \$000's	2021/2022 \$000's	2022/2023 \$000's	2023/2024 \$000's	2024/2025 \$000's	2025/2026 \$000's
Notes to the Budgeted Statement of Cash Flows											
1. Budgeted cash at the end of the reporting period											
Cash at Bank	15,250	16,508	16,811	16,292	14,783	13,095	12,829	10,193	10,376	13,857	19,825
	15,250	16,508	16,811	16,292	14,783	13,095	12,829	10,193	10,376	13,857	19,825
2. Reconciliation of Changes in Equity Resulting From Operations to Net Cash Provided by Operating Activities											
Increase/(Decrease) in Equity resulting from operations	9,839	8,304	8,923	8,753	9,729	10,513	11,285	11,468	12,762	13,732	14,344
Items not involving cash											
Depreciation	13,816	14,368	14,942	15,539	16,160	16,806	17,479	18,179	18,906	19,662	20,449
Share of Profit SRWRA	(315)	(325)	(334)	(344)	(355)	(365)	(376)	(388)	(399)	(411)	(424)
Cash Dividend Received SRWRA	-	-	-	-	-	-	-	-	-	-	-
Loss on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Physical resources received free of charge	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Capital Grant Revenue	-	-	-	-	-	-	-	-	-	-	-
Proceeds on Disposal of Assets/Transfer of Land	-	-	-	-	-	-	-	-	-	-	-
Bank Charges treated as financing activity	-	-	-	-	-	-	-	-	-	-	-
	12,001	12,543	13,108	13,695	14,305	14,941	15,603	16,291	17,007	17,751	18,525
Net Cash provided by Operating Activities	21,840	20,847	22,031	22,448	24,034	25,454	26,888	27,759	29,769	31,483	32,869

**CITY OF MARION
GENERAL COUNCIL MEETING
28 APRIL 2015**

Originating Officer: David Melhuish - Senior Policy Planner

Corporate Manager: Steve Hooper - Manager Development Services /
Donna Ferretti - Acting Manager Development Services

Director: Kathy Jarrett

Subject: Castle Plaza Activity Centre Development Plan Amendment (DPA) – Final Draft for Ministerial Approval

Report Reference: GC280415R06

REPORT OBJECTIVES:

The purpose of this report is to seek Council's consideration and endorsement of the recommended amendments to the consultation draft version of the DPA and for Ministerial authorisation of the document to be sought.

EXECUTIVE SUMMARY:

Following agency/public consultation of the Castle Plaza Activity Centre Development Plan Amendment (DPA), the submissions received (both written and orally at a public meeting) have been discussed and summarised, with recommended amendments to the draft version of the DPA subsequently made, to address the issues highlighted in the submissions.

There is a known issue in regards to contamination at the subject site. It is understood that all site works have been completed and that reports on the findings and remediation are currently with a site contamination auditor for assessment and final confirmation. **The auditor has confirmed via letter to Council that the remediation of the land means that the risks posed by contamination are low and acceptable given the proposed use of the land. (the Auditors letter is attached as Appendix 3)**

DPTI has strongly recommended that Council:
'lodge the DPA for the Minister's consideration without further delay...(DPTI's) intention is to provide advice to the Minister in relation to approval of the DPA only after the Audit report has been lodged and the EPA have provided advice on the report.'

RECOMMENDATIONS (2)

DUE DATES

That Council:

- | | | |
|----|---|----------------------|
| 1. | Endorse the amendments made to the Castle Plaza Activity Centre Development Plan Amendment as a result of submissions received during the public consultation period. | 28 April 2015 |
| 2. | Advises the Minister that the Castle Plaza Activity Centre Development Plan Amendment is at a stage suitable for the Minister's consideration, with the proviso that final Ministerial authorisation (if considered appropriate) is subject to the | 28 April 2015 |

endorsement (by the Minister) of a report written by an accredited site contamination auditor, which confirms the suitability of the subject site for the intended uses outlined in the DPA.

BACKGROUND

The subject land comprises the existing Castle Plaza Shopping Centre and the former Hills Industry site on the northern side of Raglan Avenue.

In summary, the DPA proposes the following:-

- A Mixed Use Zone facilitating the redevelopment and expansion of the existing shopping centre into a more intensely developed, compact and vibrant “mixed use activity centre” with a focus on integration with public transport;
- Inclusion of a range of appropriate and compatible commercial, cultural, civic and community uses;
- Creation of “active frontages” at street level to provide a sense of vitality;
- Provision for higher density housing (both stand alone and above compatible commercial and retail uses);
- Creation of a network of pedestrian and cycle paths to provide ease of movement through the area for non-vehicular modes of travel;
- Closure of a section of Raglan Avenue to create a pedestrianised mall with cafes, restaurants etc. that provide after-hours activity;
- Realignment of Ackland Street, providing a connection between Raglan Avenue and the Edward Street/South Road intersection;
- Creation of high quality open space and public plaza areas, incorporating landscaping, street furniture and public art, for people to socialise and enjoy;
- A possible future train station located adjacent the area at Raglan Avenue; the northern end of which would provide a shared use pedestrian/bicycle link to and from the centre across the railway line for residents to the west;
- Creation of a new character for the locality with high quality contemporary architectural styles at greater density, scale and height, with iconic built form at gateway locations.

Following Ministerial support for the proposal outlined in the Statement of Intent (SOI), a draft version of the Castle Plaza Activity Centre Development Plan Amendment (DPA) was prepared.

On 28 September 2010 Council endorsed the Castle Plaza Activity Centre Development Plan Amendment (DPA) as being suitable for public and agency consultation.

Public and Agency Consultation of the DPA was undertaken between 3 November 2010 and 12 January 2011. Council received a total of 32 submissions (14 from the public, 5 from adjacent councils and 13 from government agencies) in relation to the changes proposed in the DPA. 5 people indicated a wish to be heard by council in relation to their submission so a public meeting was held on 28 September 2011.

Council appointed a 5 member committee for the purpose of hearing and considering any verbal submissions received at the public meeting.

As there have been no significant changes to the DPA over the last 3 years there is no requirement for further consultation.

ANALYSIS:

Following agency/public consultation a summary of the submissions received has been undertaken, with recommended amendments subsequently made to the DPA (where required) to address the issues highlighted in the submissions. Further post-consultation amendments to the DPA considered warranted have also been undertaken and a final draft of the DPA produced for the consideration of the council. *(attached as Appendix 1)*

A “Summary of Consultation and Proposed Amendments (SCPA) Report” has been prepared containing, amongst other things:

- summaries and responses to public and agency submissions,
- a table showing conversions made to the consultation draft of the amendment to create the final draft, and
- additional matters and investigations undertaken following consultation of the document.

As this document is extremely large an abridged version has also been created which represents a summarised version of the full document. The abridged version is attached to this report. *(as Appendix 2)*. If Members would like to read the entire document, copies are available in the Elected Members Room, along with a copy of the original draft DPA which was placed on public consultation (for comparison purposes) and copies of earlier consultant’s reports.

Site Contamination

There is a known issue in regards to contamination at the former Hills site. Extensive remediation of the site has been undertaken since 2011 and the demolition of the former buildings and structures on the land. An assessment of the site identified numerous contaminated areas across the site.

An audit of the remediation works has been undertaken by an accredited auditor. The auditor has engaged with the EPA to ensure that the audit process is to their satisfaction. As such **the auditor has confirmed via letter to Council that the remediation of the land means that the risks posed by contamination are low and acceptable given the proposed use of the land.** Notwithstanding this, the Auditor is proposing the following conditions in their final report:

- no habitable basements and ground floor residents be established on the former Hills Industries site
- no extraction of groundwater for any use from all aquifers within 200m radius of the northern portion of the site (i.e. northern side of Ackland Avenue)
- any soft landscaping within the area should be completed with a surface layer of at least 500mm depth of clean soil

An additional ‘Precinct 13 Limited Residential Development’ has been included in the DPA which covers the above conditions by the Auditor. *(references to Precinct 13 can be found on page 14 and ‘Precinct Map Mar/3 on page 26 of ‘The Amendment’ in Appendix 1)*

It is anticipated that a final report from the auditor will be issued to the EPA for their endorsement in June 2015.

(Auditor’s letter is attached as Appendix 3)

On 4 July 2014 the Department of Planning, Transport and Infrastructure (DPTI) agreed to an extension of time for the DPA but advised that the DPA must be lodged for approval on or

before 4 May 2015 in order to avoid the DPA automatically lapsing pursuant to section 25 (21a)9b) of the Development Act, 1993.

On 1 April 2015 DPTI advised that:

'it does not consider the lodgement of the Environmental Audit Report should further delay the DPA being lodged for approval. On lodgement, the Department will need to assess the DPA and ensure its suitability for approval, during which time the AUDIT report should be finalised. Therefore, in order to avoid the DPA automatically lapsing the Department strongly recommends that Council lodge the DPA for the Minister's consideration without further delay.' ***'Council may wish to adopt a resolution requesting that the Minister does not approve the DPA until the Environmental Audit report has been finalised and considered.'*** Stuart Moseley – General Manager – Information and Strategy DPTI has advised ***'I can reassure you that it is the Department's intention to provide advice to the Minister in relation to approval of the DPA only after the Audit report has been lodged and the EPA have provided advice on the report and on the policy content of the DPA.'*** (letter from DPTI attached as Appendix 4)

If Members are comfortable with the recommended amendments and are of the opinion that the DPA is in a suitable form for authorisation, the document/s will be forwarded to the Minister for consideration. The Minister will be advised that council's position is subject to the Minister's endorsement of a report from an accredited auditor that the site is suitable for the intended uses.

Consultation

The DPA was placed on public and agency consultation and a public hearing was held pursuant to the standard DPA process.

During the consultation period a "health lens analysis" (seeking enhancement of the site as a pedestrian and cyclist friendly place) was also undertaken on the policy intent of the DPA, in partnership with the Department of Health.

Communication

The DPA process has involved communication with numerous members of staff from various departments.

Legal / Legislative and Risk Management

A Memorandum of Understanding between the City of Marion and Colonial First State Property Management (owner of the sites) has been entered into to ensure that there are agreed responsibilities and processes for the DPA.

Financial Implications

As the costs have been funded by the owners of the subject site there have been little or no financial costs to Council associated with the preparation of the DPA, over and above the already budgeted salaries of relevant Council officers that have been involved in the process.

Resource (capacity) Impact

The preparation of the DPA has been undertaken primarily by consultants under the direction of Council staff.

Policy Implications

Approval of the proposed DPA would result in a change in land use zoning and associated policy for the subject site from Industrial to a mixed use which would facilitate the desired future development of the site.

Social / Cultural Impact

Rezoning of and development of the site in line with the DPA would enable the provision of additional mixed retail/commercial facilities, the provision of a greater choice in residential accommodation and a substantial enhancement of the aesthetic quality of the subject area and its surrounds.

Environmental (Green) Implications

Environmentally sustainable practices have been considered in the policy relating to the design and arrangement of buildings and open space within the subject site.

Economic Impact

The uses being considered for the subject site should result in an economically viable development of the land (retail/commercial and residential uses) and provide additional employment to the area. It would also enable the much needed transition of business activity in the Marion Council area away from traditional manufacturing to a service based economy, thereby facilitating employment growth.

CONCLUSION:

A final draft of the Development Plan Amendment (DPA) proposing the rezoning of the Castle Plaza Shopping Centre and the former Hills Industries land to a mixed use zone ("Castle Plaza Activity Centre") has been drafted. Council's consideration and endorsement of the final draft is being sought prior to the document being forwarded to the Minister for authorisation.

Council is to advise the Minister that Council's endorsement of the DPA is subject to the proviso that final Ministerial authorisation (if considered appropriate) is subject to the endorsement (by the Minister) of a report written by an accredited site contamination auditor, which confirms the suitability of the subject site for the intended uses outlined in the DPA.

Appendix 1:	Final Draft of the DPA
Appendix 2:	Abridged version of SCPA
Appendix 3:	Auditor's letter
Appendix 4:	Letter from DPTI

Development Plan Amendment

By the Council

Castle Plaza Activity Centre Development Plan Amendment

The Amendment

Marion Council

For Approval

Castle Plaza Activity Centre Development Plan Amendment

Approved by the Minister responsible for the administration of the
Development Act 1993 pursuant to Section 25 (18), of the
Development Act 1993.

.....
Minister's Signature

Date.....

Amendment Instructions Table					
Name of Local Government Area: City of Marion					
Name of Development Plan: Marion Council Development Plan					
Name of DPA: Castle Plaza Activity Centre Development Plan Amendment					
<p><i>The following amendment instructions (at the time of drafting) relate to the Marion Council Development Plan consolidated on 19 March 2015.</i></p> <p><i>Where amendments to this Development Plan have been authorised after the aforementioned consolidation date, consequential changes to the following amendment instructions will be made as necessary to give effect to this amendment.</i></p>					
Amendment Instruction Number	Method of Change	Detail what is to be replaced or deleted or detail where new policy is to be inserted.	Detail what material is to be inserted (if applicable, i.e., use for <u>Insert</u> or <u>Replace</u> methods of change only).	Is Renumbering required (Y/N)	Subsequent Policy cross-references requiring update (Y/N) if yes please specify.
COUNCIL WIDE / GENERAL SECTION PROVISIONS (including figures and illustrations contained in the text)					
Amendments required (Yes/No): No					
ZONE AND/OR POLICY AREA AND/OR PRECINCT PROVISIONS (including figures and illustrations contained in the text)					
Amendments required (Yes/No): Yes					
Commercial Zone					
1.	Replace	Precinct 1 Edwardstown District Centre Fringe heading and PDC 9 (Page 131)	All references to “District Centre” with the following: “Activity Centre”	N	N
Mixed Use Zone (proposed)					
2.	Insert	Immediately following the Mineral Extraction Zone	Attachment A (new Mixed Use Zone)	N	N
TABLES					
Amendments required (Yes/No): Yes					
Table Mar/5 – Bicycle Parking Requirements for Mixed Use Zone (proposed)					
3.	Insert	Immediately following Table Mar/4 – State heritage places	Attachment B (new Table Mar/5 – Bicycle Parking Requirements for Mixed Use Zone)	N	N
MAPPING (Structure Plans, Overlays, Enlargements, Zone Maps, Policy Area & Precinct Maps)					
Amendments required (Yes/No): Yes					

Map Reference Table					
4.	Delete	Within Zone Maps heading and District Centre Zone listing	References to Mar/3 and Mar/6 within Column 2	N	N
5.	Insert	Within Zone Maps heading, immediately following the Mineral Extraction listing	Mixed Use Zone within Column 1 and Mar/3 and Mar/6 within Column 2	N	N
6.	Replace	Within Precinct Maps heading, the Precinct 1 Edwardstown District Centre Fringe	Precinct 1 Edwardstown Activity Centre Fringe	N	N
7.	Insert	Within Precinct Maps heading, immediately following Precinct 11 Retail Support Marion	Precinct 12 Castle Plaza Environmental Audit Area in column 1 and Mar/3, Mar/6, Mar/18 in column 2	N	N
8.	Insert	Concept Plan Maps heading, immediately following Concept Plan Map Mar/7 – Sturt Triangle (Marion)	Concept Plan Map Mar/8 – Castle Plaza Activity Centre	N	N
9.					
Overlay Maps					
10.	Replace	Affordable Housing Map Mar/3 Air and Noise Emissions Map Mar/3 Zone Map Mar/3 Policy Area Map Mar/3 Precinct Map Mar/3	Attachment C (Map Series Mar/3)	N	N
11.	Replace	Affordable Housing Map Mar/6 Air and Noise Emissions Map Mar/6 Zone Map Mar/6 Precinct Map Mar/6	Attachment D (Map Series Mar/6)	N	N
12.	Replace	Affordable Housing Map Mar/18 Air and Noise Emissions Map Mar/18 Zone Map Mar/18 Policy Area Map Mar/18 Precinct Map Mar/18	Attachment E (Map Series Mar/18)	N	N
13.					
Concept Plan Maps					
14.	Insert	Following Concept Plan Map Mar/8 – Tonsley Park	Attachment F (new Concept Plan Map Mar/9)	N	N
15.					

Mixed Use Zone

Refer to the [Map Reference Tables](#) for a list of the maps that relate to this zone.

OBJECTIVES

- 1 A mixed use zone accommodating a mix of employment generating land uses and medium to high density residential development and short term accommodation in close proximity to a high frequency public transport corridor.
- 2 Retail, commercial, community, civic and residential uses within a mixed use environment that are compatible with surrounding development and do not compromise the amenity of surrounding residential areas.
- 3 Affordable housing that is integrated into residential and mixed use development.
- 4 Smaller dwellings, including innovative housing designs located close to local services and public transit stations.
- 5 Mixed use development integrated with areas of quality public realm and oriented to maximise walking, cycling, public transport patronage and to also promote social interaction.
- 6 Creation of a network of pedestrian and cycle routes linking retail, employment and residential activities with each other and public transport nodes and connection to cycling and walking networks outside the zone including the proposed 'Greenway' along the Adelaide - Seaford Railway Line.
- 7 Development that contributes to the desired character of the zone.

DESIRED CHARACTER

The Mixed Use Zone is intended to facilitate the redevelopment and expansion of an existing traditional retail centre into a more vibrant, compact and intensely developed mixed use activity centre with a focus on integration and connectivity between land uses and public transport facilities.

While the zone will continue to accommodate the weekly shopping and comparison goods needs of the surrounding community, it is envisaged that development will progressively expand the community and employment role of the zone through the provision of a range of appropriate and compatible commercial, cultural, entertainment, educational, civic and community uses.

The provision of high density housing will contribute to the creation of a vibrant and accessible place during both business hours and after business hours. Vitality and sense of place will be facilitated by the creation of attractive, safe and accessible public spaces that are enclosed by buildings with base podiums of at least two storeys with a cohesive and continuous built form edge, reinforcing them as key spatial elements within the built fabric.

Coordinated redevelopment of large and amalgamated sites that are developed to their full potential is strongly encouraged. Amalgamation of allotments into larger sites will enable the achievement of optimum uses of land through the development of multi-storey buildings containing a mixture of retail, commercial and community activities at ground and lower levels, with residential apartments generally located above ground level.

The substantial redevelopment of the zone allows for the creation of a new character to the locality, with bold, high quality and contemporary architectural styles encouraged. The use of iconic built form and scale is appropriate in gateway locations to emphasise major arrival focal points, accentuate key corners and terminate vistas. Building scale will take account of the lower scale residential areas located to the south of the zone.

Development will respond to the need for a high quality pedestrian environment through the retention of human scale at key frontages, and setbacks of higher elements of buildings that prevent uncomfortable micro-climatic conditions at ground level.

Public environments will become integrated with the spaces in the private realm in a manner that creates interconnected streets and paths, with architectural features and outdoor activities that will encourage pedestrian activity. These high quality spaces will incorporate landscaping and public art, together with high quality paving, street furniture and lighting that foster a sense of place and belonging for residents, workers and visitors.

It is expected that development will facilitate the realignment of Ackland Street, as shown in **Concept Plan Map Mar/9**, as the principal vehicular connection between Raglan Avenue, west of the rail line and Edward Street / South Road. All roadways within the zone will ensure the ease of pedestrian and bicycle movements throughout the zone and adjacent areas through their location and design.

The realignment of Ackland Street will allow for the remainder of Raglan Avenue to be transformed into a pedestrianised mall that reinforces a strong pedestrian connection between the northern and southern sides of the street. It is envisaged that land uses fronting the proposed mall will primarily comprise after hours activities in the form of cafes and restaurants as well as other activities that achieve vibrancy in this location.

Development will provide for the potential future provision of a train station and bus stops adjacent the rail line and ensure any future development adjacent this area, as shown on *Concept Plan Map Mar/8* can be integrated with such a facility. Given the provision of a train station is uncertain at this stage, development needs to also ensure linkages to existing train and bus services are provided until such time that station location is finalised.

Development will consolidate and coordinate car parking and service vehicle access points in order to reduce conflicts with key pedestrian paths. Car parking will be located and designed to prevent the use of valuable ground level land through provision of basement, roof top or multi-level parking areas integrated within buildings. A limited number of small at grade parking areas may be appropriate if located to the side or rear of buildings, with existing large car park areas progressively redeveloped with buildings.

Land adjacent to the zone includes a range of commercial and industrial activities. Residential and other environmentally sensitive development within the zone will need to acknowledge and respond to the function of existing and potential non-residential land uses through solutions that mitigate adverse impacts without affecting the long term viability of those uses.

Precinct 12 Castle Plaza Environmental Audit Area

Land within Precinct 12 Environmental Audit Area has historically had potentially contaminating activities occur over the land. As such, it is expected that further assessment of any contaminated land (and possibly appropriate levels of additional remediation) will be undertaken prior to the introduction of residential, open spaces and other sensitive land uses into the precinct.

Precinct 13 Limited Residential Development

Land within Precinct 13 Limited Residential Development has been remediated following historic use as part of the Hills Industries manufacturing site. The site has been assessed by an accredited Auditor under the Environmental Protection Act 1993 with recommendations made for limitations on future residential development. It is expected that no habitable basements or ground floor dwellings will be established in this location in accordance with the recommendations of the auditor.

PRINCIPLES OF DEVELOPMENT CONTROL

Land Use

- 1 The following forms of development are envisaged in the zone:

- affordable housing
 - aged care accommodation (in the form of a residential flat building)
 - community centre
 - consulting room
 - dwellings (in the form of a residential flat building)
 - entertainment venue
 - hotel
 - library
 - office
 - pre-school
 - serviced apartment
 - shop or group of shops (other than bulky goods retailing)
 - student accommodation
- 2 The following additional forms of development, or combination thereof, are only envisaged within the Area 2 of the zone, identified on **Concept Plan Map Mar/9**:
- discount department store
 - supermarket
- 3 Retail land uses should:
- (a) provide convenience goods and a range of comparison goods to serve the major weekly shopping needs of residents, workers and visitors of the surrounding district and in the zone
 - (b) be located principally at ground level with activation of public spaces
 - (c) only comprise discount department stores, supermarkets or mini-major tenancies within Area 2 identified in **Concept Plan Map Mar/9**.
- 4 Residential development should only be established outside of Area 1 identified within **Concept Plan Map Mar/9**.
- 5 Land uses that generate high levels of pedestrian activity should be located at ground level and contribute to the enlivening and surveillance of the public realm.
- 6 Land uses should be established with a view to promoting after-hours use to reinforce the centre as the focus of social activity in the district.
- 7 Development listed as non-complying is generally inappropriate.

Form and Character

- 8 Development should not be undertaken unless it is consistent with the desired character for the zone.
- 9 Development should be in accordance with relevant **Concept Plan Map Mar/9**.
- 10 Development should be designed to ensure that:
- (a) the building fronting the street or public space forms the base podium of no less than two storeys and no greater than four storeys with the highest scale of development, being four storeys or greater, in the centre of the site
 - (b) the development enables an adequate level of daylight, sunlight, privacy and suitable wind patterns in relation to surrounding development and pedestrian environments
 - (c) vehicle access is integrated into the design of the development
 - (d) pedestrian access is safe and convenient through buildings and surrounding spaces

- 11 Development along the southern side of Raglan Avenue, west of Brooks Street should be a maximum of four storeys or 14 metres in height and set back in the following manner:
- (a) buildings no greater than 3 metres in height located on the southern boundary
 - (b) buildings greater than 3 metres in height set back from the southern boundary an additional 2 metres for every 1 metre height above 3 metres

Design and Appearance

- 12 Buildings should be built to the property boundary of public roads and open spaces in order to:
- (a) create a continuity of frontage along streets and public spaces
 - (b) provide definition, enclosure and interaction with the public realm
 - (c) promote an active, interesting and vibrant frontage and streetscape through:
 - (i) including features that attract people to the locality such as frequent doors and display windows, retail shopfronts and outdoor eating or dining areas spilling out onto footpaths
 - (ii) minimising the frontage for fire escapes, service doors, plant and equipment hatches and uninterrupted walling
 - (iii) avoiding basement or ground floor vehicle parking that is visible from the primary street frontage
 - (iv) using colour, vertical and horizontal elements, roof overhangs and other design techniques to provide visual interest and reduced massing
 - (d) contribute to the safety and security of the pedestrian environment.
- 13 Where zero or minor setbacks are desirable, development should incorporate shelter over footpaths to enhance the quality of the pedestrian environment.
- 14 The ground floor level of buildings (including the foyer areas of residential buildings) should be designed to enable surveillance from public land to the inside of the building at night.
- 15 Dwellings and accommodation at ground floor level should contribute to the character of the locality and create active, safe streets by incorporating at least one of the following:
- (a) front landscaping or terraces that contribute to the spatial and visual structure of the street while maintaining adequate privacy for occupants
 - (b) individual entries for ground floor accommodation
 - (c) opportunities to overlook adjacent public space.
- 16 Entrances to multi-storey buildings should:
- (a) be oriented towards the street
 - (b) be clearly identifiable
 - (c) provide shelter, a sense of personal address and transitional space around the entry
 - (d) provide separate access for residential and non-residential land uses.
- 17 Development on major corner or landmark sites, as identified within **Concept Plan Map Mar/9** should:

- (a) increase building height or roof expression at the corner to emphasise the importance of the street corner
- (b) define and create a landmark building which addresses all street frontages and public spaces by incorporating corner elements such as verandahs, balconies and other articulation in the design of the building
- (c) incorporate prominent entrances, windows or architectural elements.

Environmental

18 Multi-storey buildings should:

- (a) minimise detrimental micro-climatic and solar access impacts on adjacent land or buildings, including effects of patterns of wind, temperature, daylight, sunlight, glare and shadow
- (b) provide weather protection for pedestrians against rain, wind and sun
- (c) incorporate roof designs that enable the provision of rain water tanks (where they are not provided at ground level or underground), photovoltaic cells and other features that enhance sustainability.

19 Green roofs (which can be a substitute for private or communal open space provided they can be accessed by occupants of the building) are encouraged on all new residential, commercial or mixed use buildings.

20 Development of 5 storeys or 21 metres or more in total building height should be designed to avoid wind tunnel effects by adopting one or more of the following:

- (a) a podium at the base of a tall tower and aligned with the street to deflect wind away from the street or
- (b) substantial verandahs around a building to deflect downward travelling wind flows or
- (c) placing one building windward of another building.

21 Public open spaces in the form of landscaped plazas, small parks and shared traffic zones should be provided in accordance with **Concept Plan Map Mar/9** and should:

- (a) incorporate landscaped settings, shelter and recreational activities suitable for residents of dwellings within the zone
- (b) take advantage of existing mature vegetation including significant trees
- (c) provide an attractive focal point where residents, workers and visitors can stop, view, socialise and rest
- (d) enable views from nearby streets and other public places to encourage active use by all residents and visitors
- (e) be accessible and usable for all ages and for people with disabilities
- (f) provide an appropriate setting for dwellings at higher densities, particularly taller buildings, whilst encouraging a sense of place for residents and visitors
- (g) incorporate landscaping which includes local indigenous plantings and other treatments to complement surrounding buildings and soften built form
- (h) be designed to facilitate passive surveillance
- (i) incorporate high quality paving treatments, street furniture, lighting and public art to foster a sense of place and belonging

- (j) provide for water sensitive urban design measures.

Dwelling Configuration

- 22 Dwellings should achieve a minimum net residential site density of 67 dwellings per hectare.
- 23 Dwellings should only be developed within residential flat buildings or mixed use buildings of 4 storeys or greater.
- 24 Buildings comprising more than 20 dwellings should provide a variety of dwelling sizes and a range in the number of bedrooms per dwelling.
- 25 Dwellings should provide a high quality living environment by ensuring the following minimum internal floor areas:

Dwelling configuration	Minimum internal floor area (including internal storage but excluding car parking or open space) requirement.
Studio (where there is no separate bedroom)	37 square metres
1 bedroom dwelling	50 square metres
2 bedroom dwelling	75 square metres
3 + bedroom dwelling	100 square metres

Adaptability

- 26 Multi-storey buildings should include a variety of internal designs that will facilitate adaptive reuse.
- 27 The ground and first floors of buildings should be built to dimensions including a minimum ceiling height of 4.5 metres to allow for adaptation to a range of land uses including shops, office and residential without the need for significant change to the building.

Building Separation and Outlook

- 28 Residential buildings (or the residential floors of mixed use buildings) should:
- (a) have adequate separation between habitable room windows and balconies to provide visual and acoustic privacy for dwelling occupants and allow the infiltration of daylight to interior and outdoor spaces
 - (b) ensure living rooms have a satisfactory short range visual outlook.

Private Open Space

- 29 The development of a residential flat building should include minimum private open space of at least the area shown in the following table. Private open space areas can be in the form of balconies, terraces or roof gardens directly accessible from a habitable room and should have a minimum dimension of at least 2 metres.

Dwelling Configuration	Open space requirement
Studio (without separate bedroom)	8 square metres
One-bedroom	8 square metres
Two-bedroom	11 square metres

Three-bedroom or greater	15 square metres
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- 30 Up to 50 per cent of the private open space requirement may be substituted for the equivalent area of communal open space where:
- (a) at least 50 per cent of the communal open space is visually screened from public areas of the development
 - (b) ground floor communal space is overlooked by habitable rooms to facilitate passive surveillance
 - (c) it contains landscaping and facilities that are functional, attractive and encourage recreational use.

Communal Open Space

- 31 Communal open space (provided for dwellings located above ground level and which is shared with more than one dwelling and is not publicly accessible) should exclude:
- (a) any private open space
 - (b) public right of way
 - (c) private streets
 - (d) parking areas and driveways
 - (e) service and storage areas
 - (f) narrow or inaccessible strips of land.
- 32 Communal open space should be located and designed to:
- (a) provide for the active and passive recreation needs of residents
 - (b) include an area of deep soil landscaping (an area of natural ground which excludes areas where there is a structure underneath, pools, and non-permeable paved areas)
 - (c) have a northerly aspect that provides at least 30 per cent of the required communal open space area with 2 hours of direct sunlight between 9.00 am and 3.00 pm on June 21
 - (d) have useable dimensions and site areas of at least 6m and 25% respectively.
- 33 Communal open space should only be located on elevated gardens or roof tops where the area and overall design is useful for the recreation and amenity needs of residents and is designed to:
- (a) address acoustic, safety, security, and wind effects
 - (b) minimise overlooking into habitable room windows or onto the useable private open space of other dwellings
 - (c) facilitate landscaping and food production
 - (d) be integrated into the overall façade and composition of buildings.

Movement Systems and Access

- 34 Development should provide for the realignment of Ackland Street and pedestrianisation of part of Raglan Avenue as shown in **Concept Plan Map Mar/9**.
- 35 Ackland Street should comprise an attractive, tree lined boulevard with wide footpaths and high quality pedestrian amenity and safety along its length.

- 36 Development should facilitate appropriate vehicular and pedestrian/bicycle movement linkages through the zone as shown in **Concept Plan Map Mar/9** through generous footpaths along the lined streets, the allocation of public open space, shared private and public open spaces, or through covered mall style thoroughfares.
- 37 Movement networks for vehicular, pedestrian and bicycle traffic within, through and entering/exiting the zone and surrounding areas should:
- (a) connect any areas of open space within the zone
 - (b) provide safe and easy access to public transport routes
 - (c) ensure bicycle and pedestrian pathways are designed and landscaped so as to be easily identifiable, accessible and safe
 - (d) minimise potential conflicts between vehicular traffic, service vehicles and bicycle/pedestrian pathways
 - (e) connect with existing paths and bicycle network in surrounding locations.

Vehicle and Bicycle Parking

- 38 Development should be provided with the following reduced car parking requirements to reflect the level of access to public transport within the zone:

Type of Development	Number of Car Parks Required
Retail	4.1 spaces per 100m ² gross leasable floor area
Office and Commercial	1 space per 40m ² gross leasable floor area
Residential	1 space per dwelling plus
	1 space for every 5 two bedroom dwellings plus
	1 space for every 2 three bedroom dwellings
	1 space for every 5 dwellings for visitor parking

- 39 Secure bicycle parking facilities should be provided at the rate set out in **Table Mar/5 - Bicycle Parking Requirements for Mixed Use Zone**.
- 40 Development should provide coordinated car parking between land uses and should be arranged to provide orderly and convenient vehicular movement within and adjacent to the zone.
- 41 Development should make provision for roof top or basement car parking. The provision of additional at grade parking (other than in public streets) should be minimised, and where provided, should be located behind buildings which front public streets.
- 42 Vehicle parking spaces and multi-level vehicle parking buildings or parts of buildings should be located behind the main face of the building and should be designed to:
- (a) enhance active street frontages by providing land uses such as commercial, retail or other non-car park uses along ground floor street frontages
 - (b) be designed to complement the surrounding built form in terms of height, massing and scale
 - (c) incorporate facade treatments along major street frontages that are sufficiently enclosed and detailed to complement neighbouring buildings consistent with the desired character of the locality.
- 43 Existing hard paved at grade car parks should be progressively redeveloped with buildings containing a mixture of land uses complementary to the retail focus of this location.

- 44 Designated parking spaces for service vehicles and loading areas should be provided in mixed use and non-residential use buildings within the boundary of the site and should not be located in areas where there is parking provided for any other purpose.

Site Facilities and Storage

- 45 Dwellings should provide accessible storage facilities that meet the needs of occupants in accordance with the following:

Number of Dwellings	Minimum rate
Studio	6 cubic metres
1 bedroom dwelling/apartment	8 cubic metres
2 bedroom dwelling/apartment	10 cubic metres
3 plus bedroom dwelling/apartment	12 cubic metres

- 46 A total of 50 per cent of the storage space should be provided within the dwelling / apartment with the remainder provided in the basement or other communal areas.
- 47 A dedicated area for on-site collection and sorting of recyclable materials and refuse should be provided within all new development.
- 48 Development with a gross floor area of 2000 square metres or more should provide for the communal storage of waste by adopting:
- (a) on-site storage and management of waste; or
 - (b) disposal of non-recyclable waste.

Land Division

- 49 Land division should amalgamate allotments and facilitate the provision of a broad range of development options, with allotments capable of accommodating:
- (a) multi-storey buildings comprising a mixture of land uses
 - (b) movement networks, as identified in **Concept Plan Map Mar/9** that provide for strong connections and safe and convenient access to public facilities, public transport stops and adjacent future development sites.

PRECINCT SPECIFIC PROVISIONS

Refer to the [Map Reference Tables](#) for a list of the maps that relate to the following precinct(s).

Precinct 12 Castle Plaza Environmental Audit Area

- 50 Residential development should not occur unless:
- (a) a site contamination audit report has been prepared (by a site contamination auditor accredited by the EPA pursuant to the Environment Protection Act 1993) that assesses the suitability of the site for the intended use and
 - (b) the development is undertaken in accordance with the recommendations contained in such a report.

Precinct 13 Limited Residential Development

- 51 Residential development should not occur within the Precinct where it involves:
- (a) a dwelling at ground level or
 - (b) a habitable basement structure.
- 52 Development involving ground level private or communal open space and landscaping should be completed with a surface layer of at least 500mm depth of clean soil.
- 53 Development should not include the extraction of groundwater from aquifers for any purpose.

PROCEDURAL MATTERS

Complying Development

Complying developments are prescribed in Schedule 4 of the *Development Regulations 2008*.

Non-complying Development

Development (including building work, a change in the use of land, or division of an allotment) for the following is non-complying:

Form of development	Exceptions
Bulky goods outlet	
Detached dwelling	
Dwelling within Precinct 13 Limited Residential Development that includes a ground level dwelling or habitable basement.	
Fuel depot	
Group dwelling	
Horse keeping	
Horticulture	
Industry	Other than in the form of service industry
Intensive animal keeping	
Prescribed mining operations	
Road transport terminal	
Row dwelling	
Semi detached dwelling	
Service trade premises	
Stock sales yard	
Stock slaughter works	

Form of development	Exceptions
Waste reception, storage, treatment or disposal	
Wrecking yard	

Public Notification

Categories of public notification are prescribed in Schedule 9 of the *Development Regulations 2008*.

Further, the following forms of development (except where the development is non-complying) are designated:

Category 1	Category 2
All kinds of development, except where the site of the development is adjacent land to land in another zone.	All kinds of development where the site of the development is adjacent land to land in another zone.

Table Mar/5 - Bicycle Parking Requirements for Mixed Use Zone

Part 1: Bicycle Parking Ratios

Form of Development	Employee/Resident Bicycle Parking Spaces	Security Level	Visitor/Shopper Bicycle Parking Spaces	Security Level
Café / Restaurant	1 per 100m ² public area	2	2 spaces	3
Child Care Centre	1 per 20 employees	2	1 per 40 children	3
Community Centre	1 per 1500m ² gfa	2	2 plus 1/1500m ² gfa	3
Consulting Rooms	1 per 8 consulting rooms	2	1 per 4 consulting rooms	3
Dwelling	1 per dwelling	1	1 per 12 dwellings	3
Library	1 per 500m ² public area	2	4 plus 1 per 100m ² public area	3
Aged Care Accommodation / Nursing Home	1 per 7 beds	2	1 per 60 beds	3
Office	1 per 200m ² gfa	2	1 per 750m ² over 1000m ²	3
Shop	1 per 300m ² gfa	1	1 per 600m ² gfa	3
University / Tertiary College	1 per 10 full time students plus 1 per 20 employees	2	N/A	N/A

Part 2: Bicycle Parking Security Facilities

Security Level	Security Arrangements	Surveillance	Application
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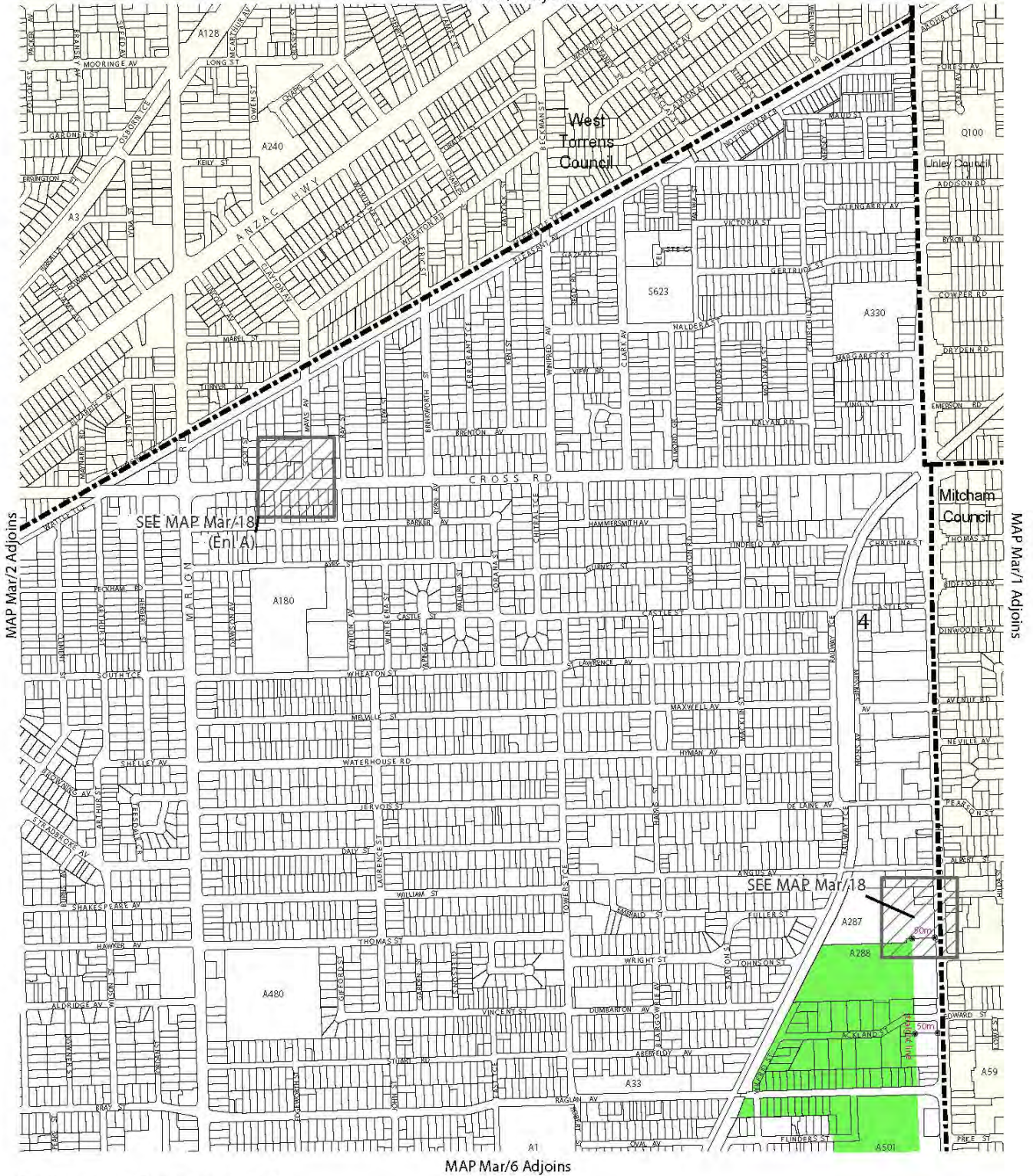
Security Level	Security Arrangements	Surveillance	Application
1 (High)	Bicycles are stored in a completely enclosed individual locker, such that the bicycle is protected from weather and hidden from view. A unique key is provided.	Direct surveillance not normally required, but lockers should be located in a reasonably well lit public place to deter vandalism.	All-day parking where the owner continues on to a remote location (eg a public transport commuter); the facility is exposed to the general public, and no close surveillance is available.
2 (Medium)	Bicycles are stored in a secure communal compound, protected from the weather but not necessarily from view, and accessed via an attendant or by use of duplicate keys. Compounds have rails or fixtures where the bicycle can be secured with the owner's lock. Entrance gates are self closing and self locking	Where available to the general public, or in large workplaces or institutions, some level of direct surveillance may be necessary to ensure that there is no theft among users.	All-day parking, where the owner may continue on to a remote location eg as a public transport commuter; or to a nearby location, eg a workplace, school or college; and some surveillance can be provided so as to ensure satisfactory operation.
3 (Low)	Bicycles are locked to a support rail to which there is open access. The rail is designed so that it supports the whole bicycle, and the frame and wheels can be locked to it using the owner's own chains and locks.	If to be used as long-term parking facility, direct surveillance will be required. Short-term facilities in well lit and highly visible public places may achieve a reasonable level of security without direct surveillance.	Short-term parking on-street or off-street at eg shopping centres without direct surveillance, or for longer-term parking at eg schools, colleges, workplaces, where direct surveillance is provided.

Note

1: gfa refers to gross floor area

Source: Adapted from AUSTROADS, Guide to Traffic Engineering Practice, Part 14 - Bicycles

MAP Mar/1 Adjoins



See enlargement map for accurate representation.
 Lamberts Conformal Conic Projection, GDA94

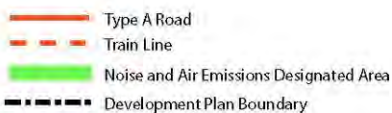
MAP Mar/6 Adjoins

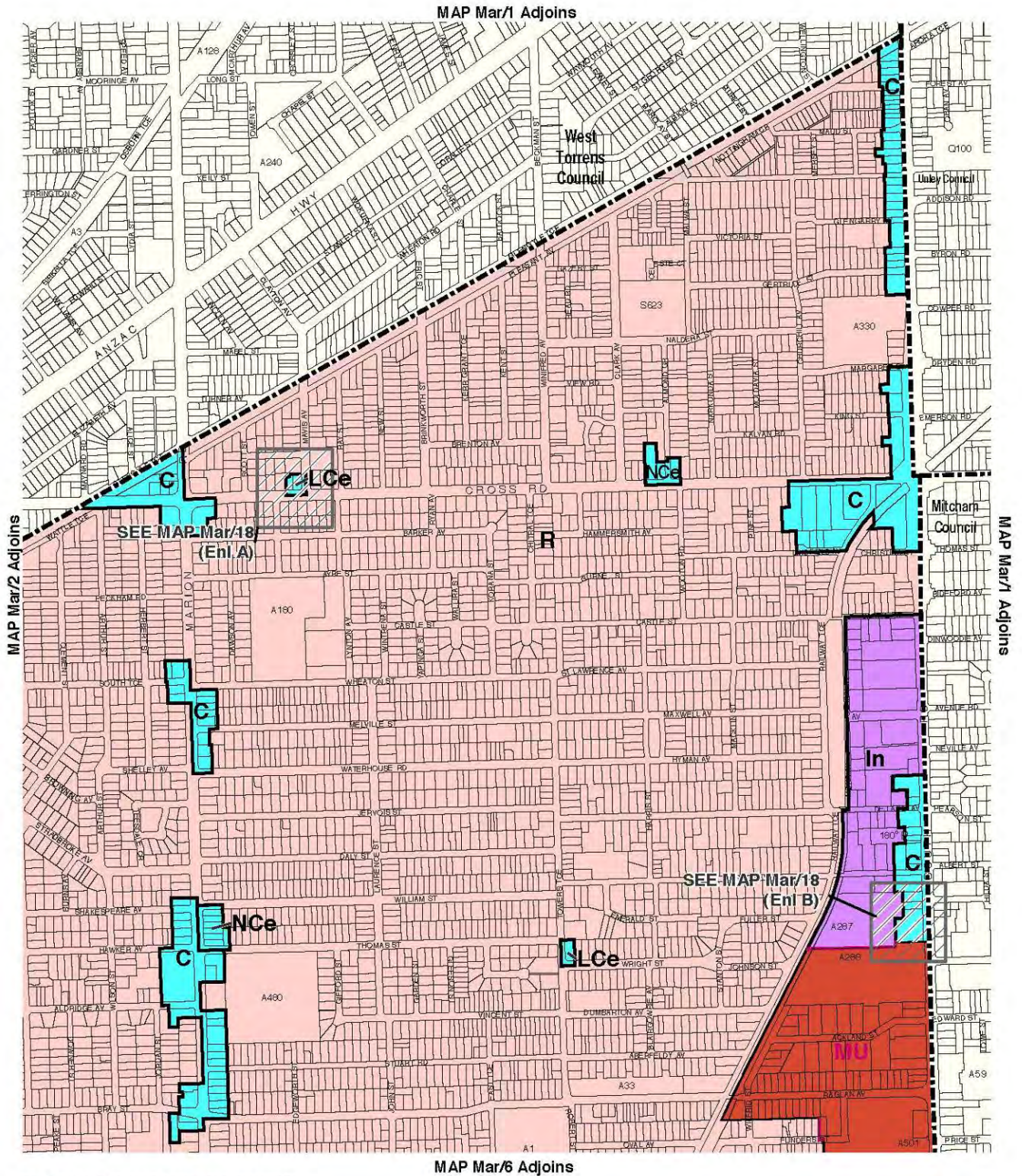


Overlay Map Mar/3 AFFORDABLE HOUSING

- Affordable Housing Designated Area
- Development Plan Boundary

MARION COUNCIL
 Version A 5/4/15

MARION COUNCIL
Version A 5/4/15



See enlargement map for accurate representation.
Lamberts Conformal Conic Projection, GD A94

Zones

- Commercial
- Industry
- Local Centre
- Neighbourhood Centre
- Residential
- Mixed Use
- Zone Boundary
- Development Plan Boundary



Zone Map Mar/3

MARION COUNCIL
Version A 31/8/10

MAP Mar/1 Adjoins




Lamberts Conformal Conic Projection, GDA94

- | | |
|----|----------------|
| 1 | Marion Road |
| 12 | Medium Density |
| 13 | Northern |
| 16 | Regeneration |
| 2 | South Road |
| 5 | Industry/Comme |

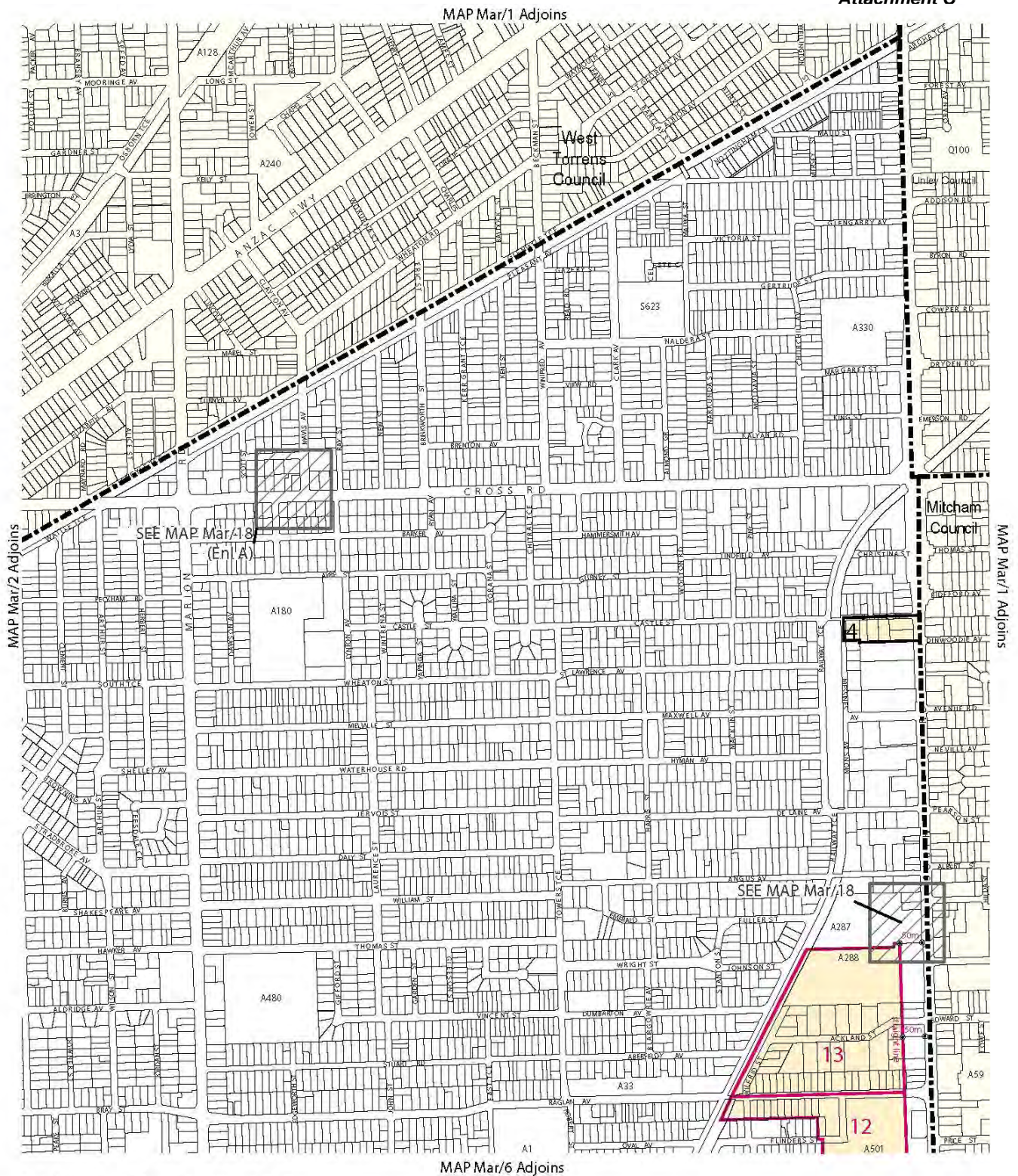


Policy Area Map Mar/3

- 
- Policy Area Boundary

MARION COUNCIL

Version A 27/7/10



See enlargement map for accurate representation.
 Lamberts Conformal Conic Projection, GDA94

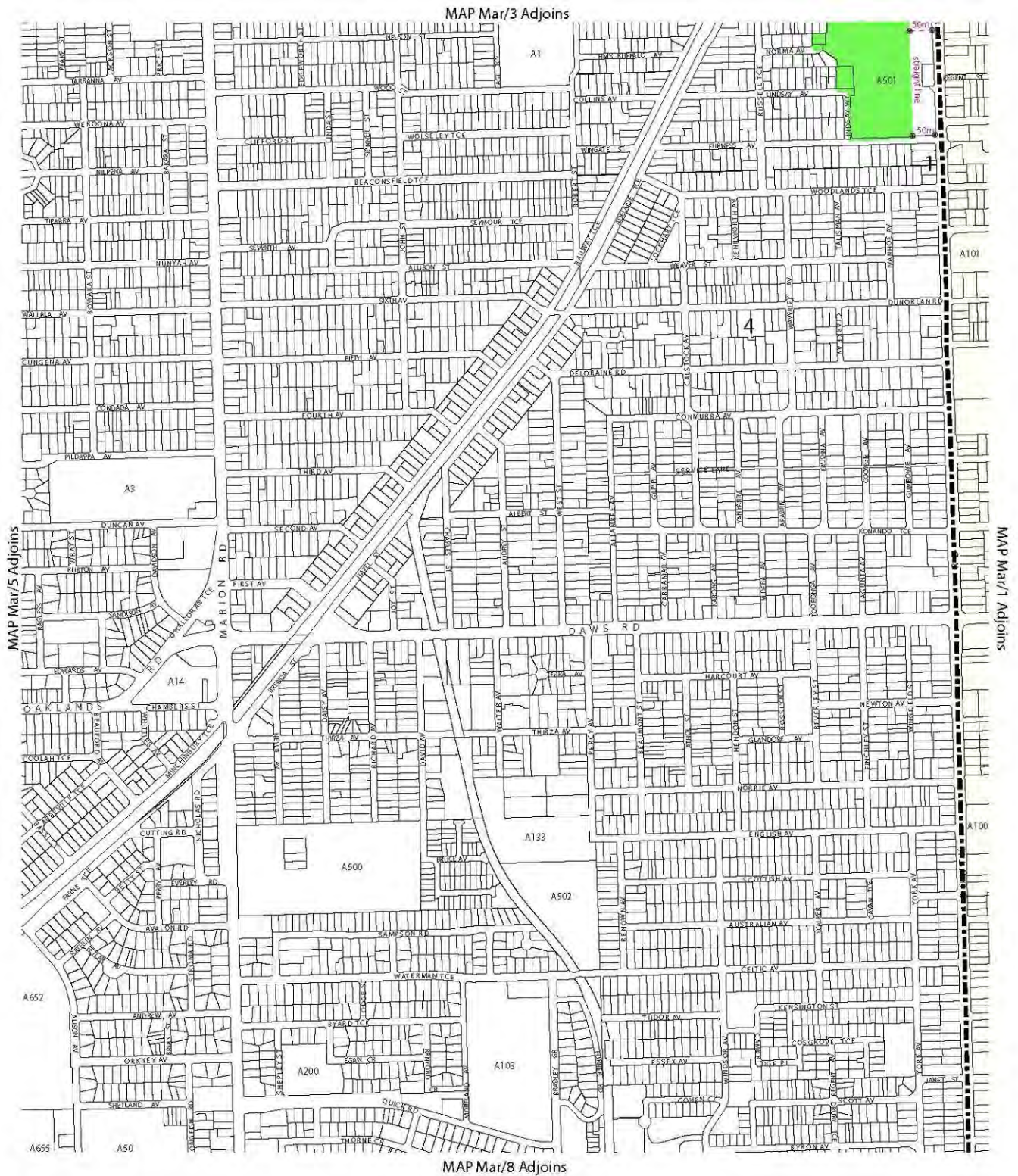
Precinct

- 4 Industry Interface
- 12 Castle Plaza Environmental Audit Area
- 13 Limited Residential Development



Precinct Map Mar/3

- Precinct Boundary
- Development Plan Boundary



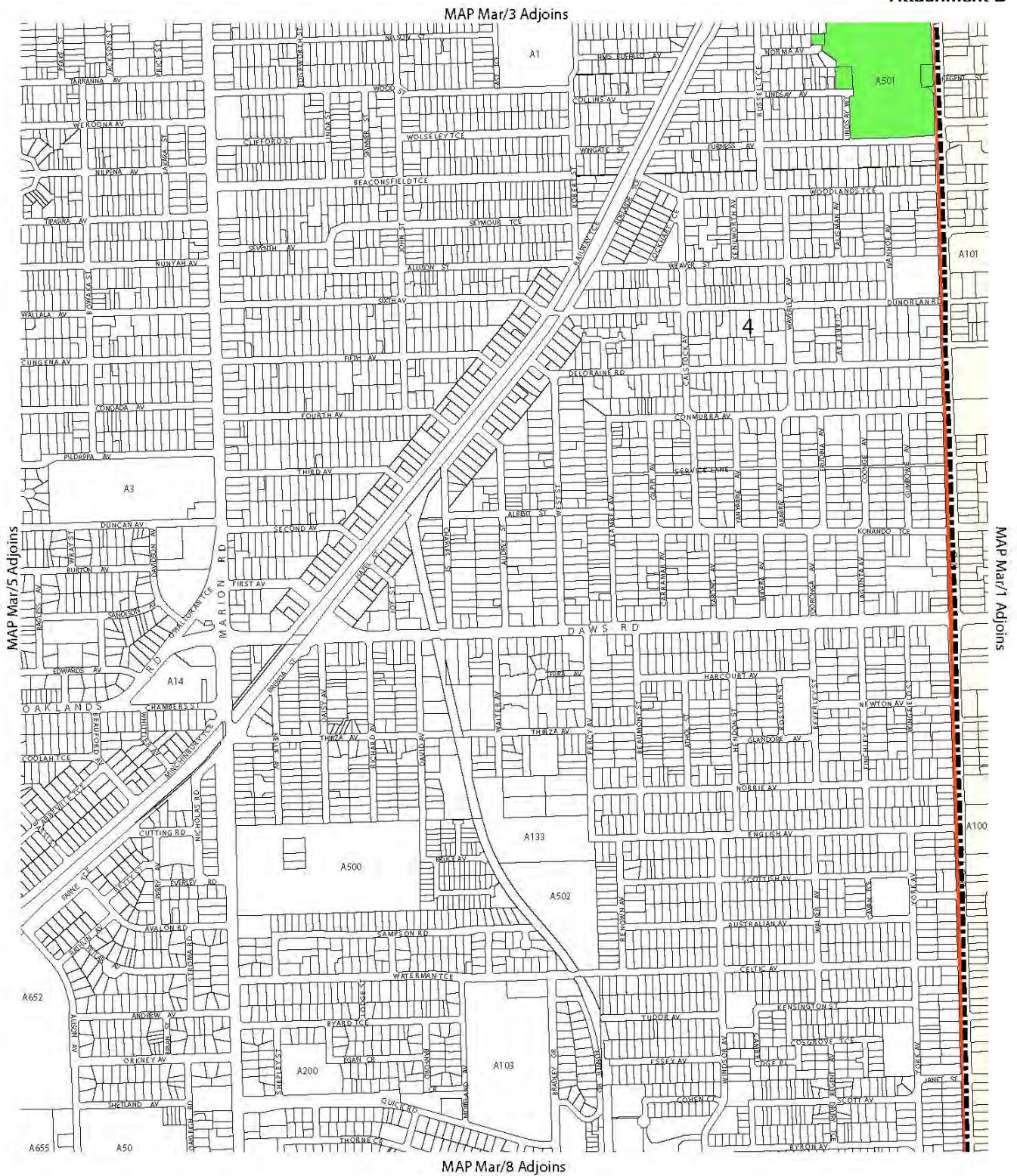
Lamberts Conformal Conic Projection, GDA94



Overlay Map Mar/6 **AFFORDABLE HOUSING**

- Affordable Housing Designated Area
- - - - - Development Plan Boundary

MARION COUNCIL
 Version A 5/4/15

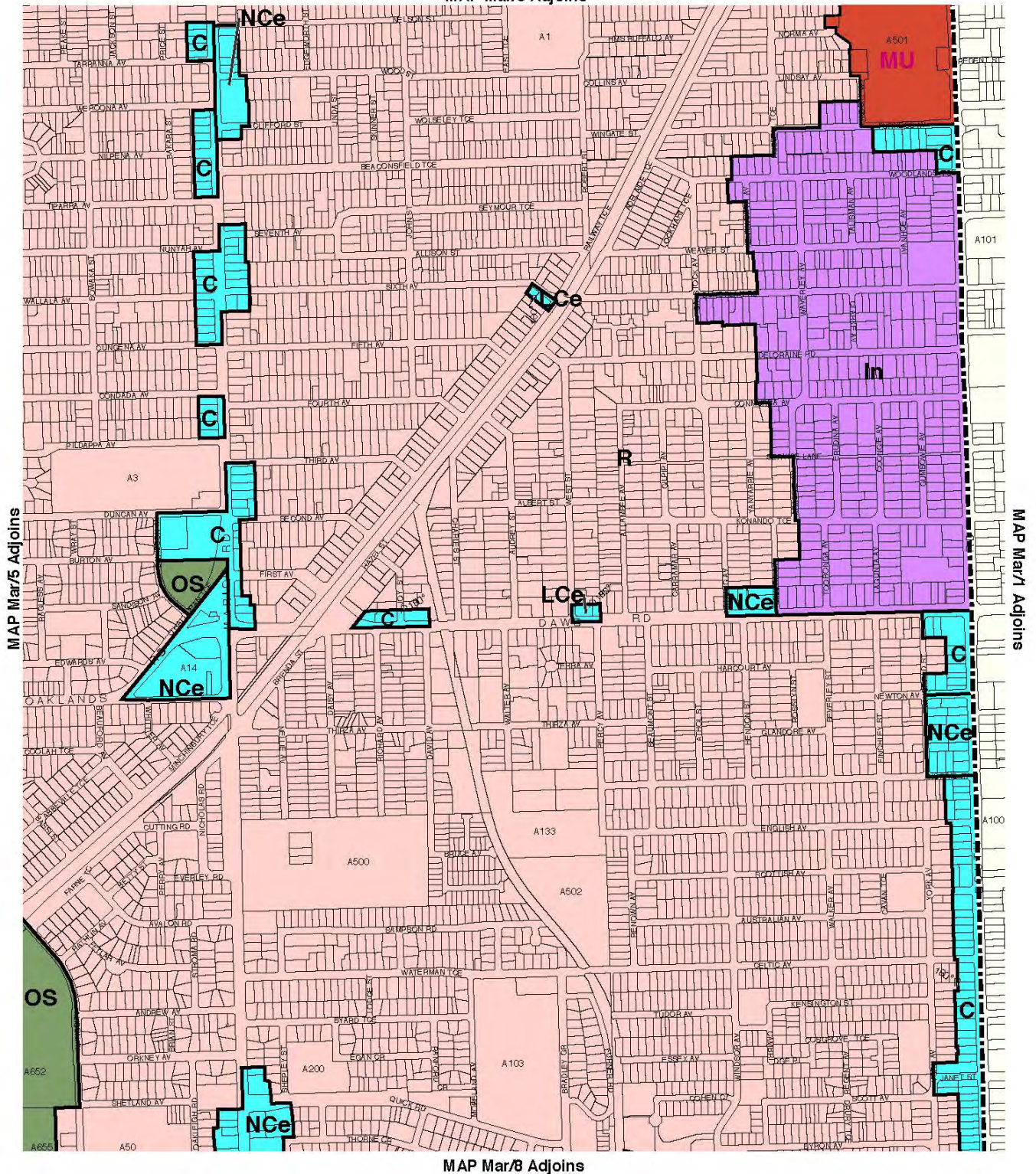


Overlay Map Mar/6 NOISE AND AIR EMISSIONS

- Type A Road
- Noise and Air Emissions Designated Area
- - - - - Development Plan Boundary

MARION COUNCIL
Version A 5/4/15

146 Castle Pl.



Lamberts Conformal Conic Projection, GDA94

Zones

- | | |
|-----|---------------------------|
| C | Commercial |
| In | Industry |
| LCe | Local Centre |
| NCe | Neighbourhood Centre |
| OS | Open Space |
| R | Residential |
| MU | Mixed Use |
| | Zone Boundary |
| | Development Plan Boundary |

0

500 m

Zone Map Mar/6

MARION COUNCIL
Version A 31/8/10



Lamberts Conformal Conic Projection, GD A94

Precinct

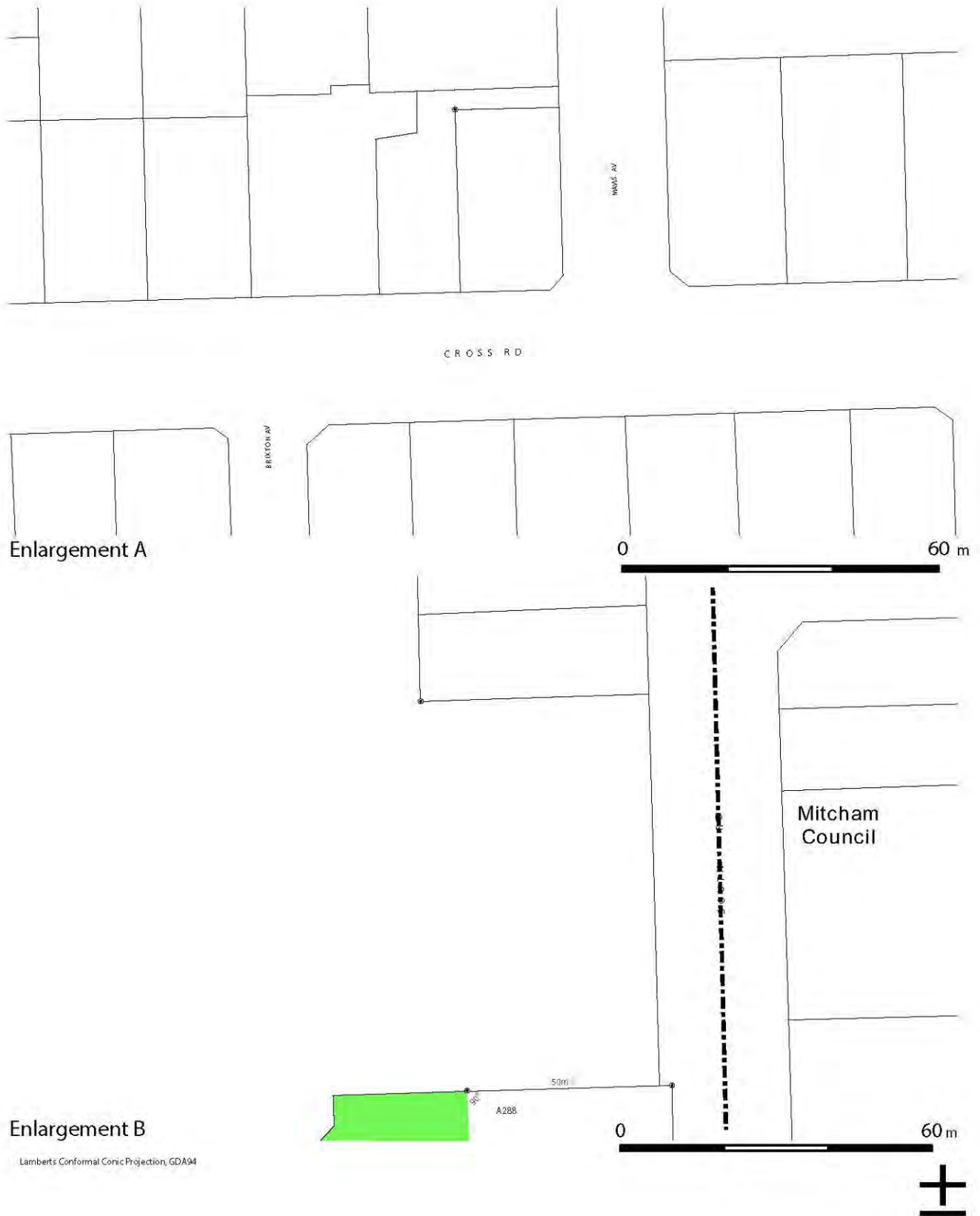
- 1 Edwardstown Activity Centre Fringe
- 4 Industry Interface
- 12 Castle Plaza Environmental Audit Area

- Precinct Boundary
- Development Plan Boundary

Precinct Map Mar/6

MARION COUNCIL

Version A 31/7/12

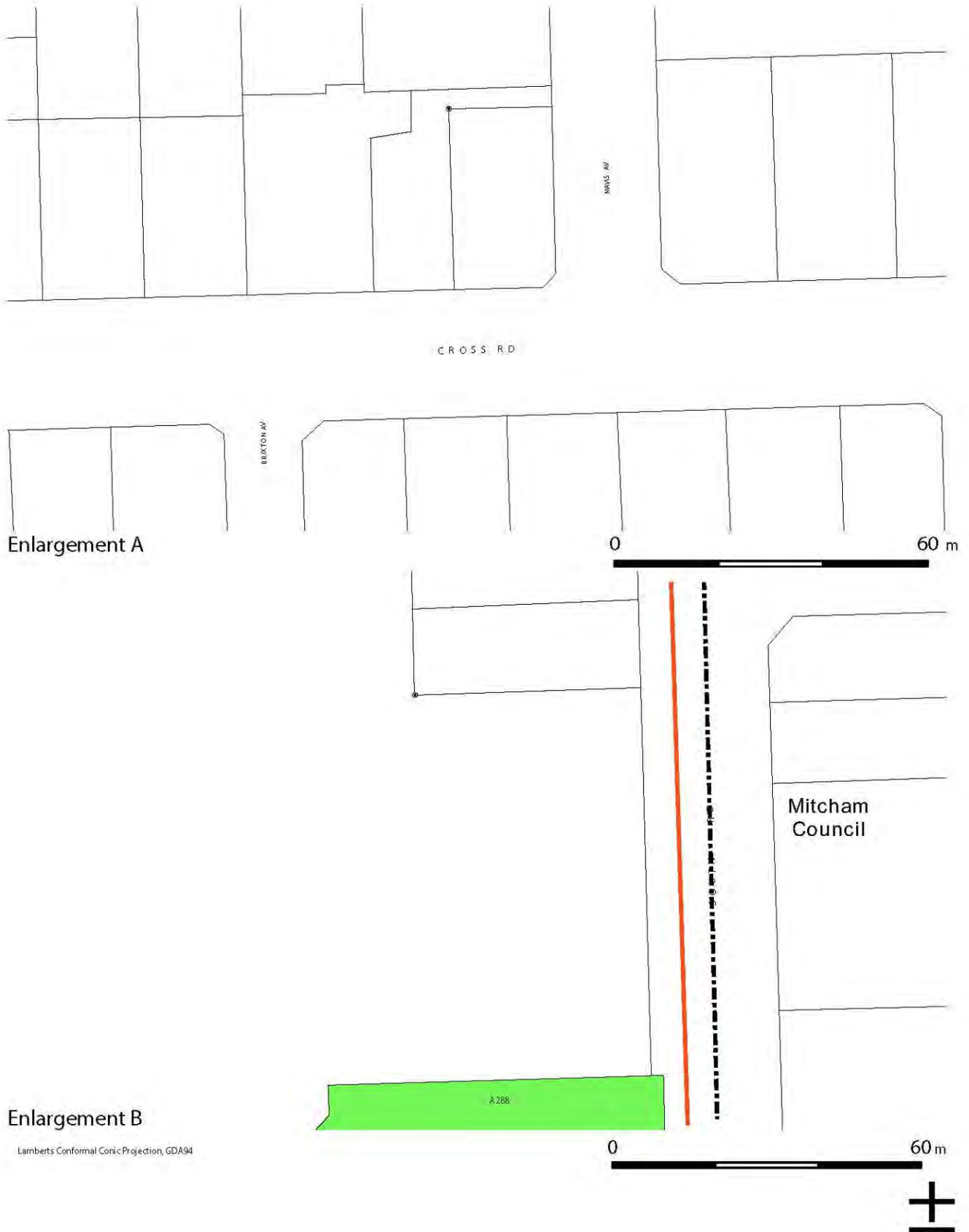


Affordable Housing Designated Area
 Development Plan Boundary

Overlay Map Mar/18 AFFORDABLE HOUSING

MARION COUNCIL

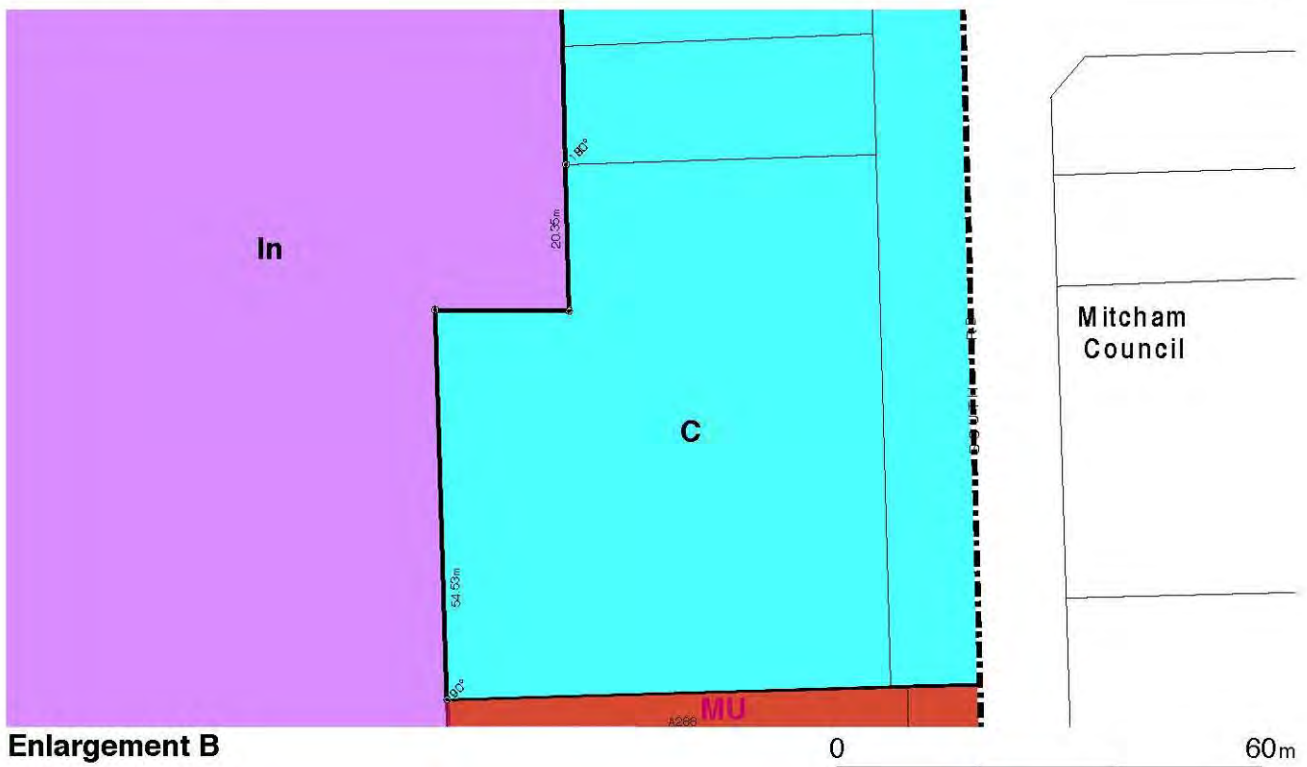
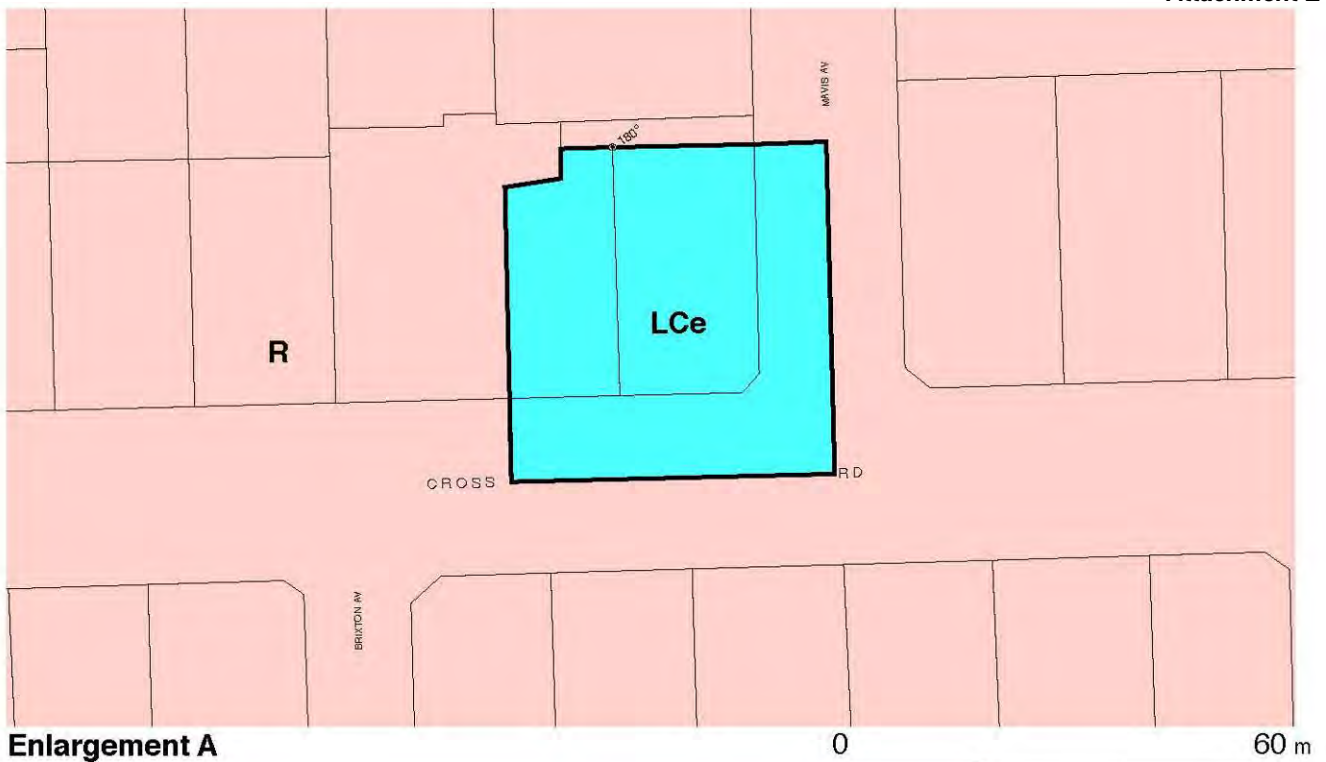
Version A 5/4/15



- Type A Road
- Noise and Air Emissions Designated Area
- Development Plan Boundary

Overlay Map Mar/18 NOISE AND AIR EMISSIONS

MARION COUNCIL
Version A 5/4/15



Lamberts Conformal Conic Projection, GDA94

Zones

- Commercial
- Industry
- Local Centre
- Residential
- Mixed Use

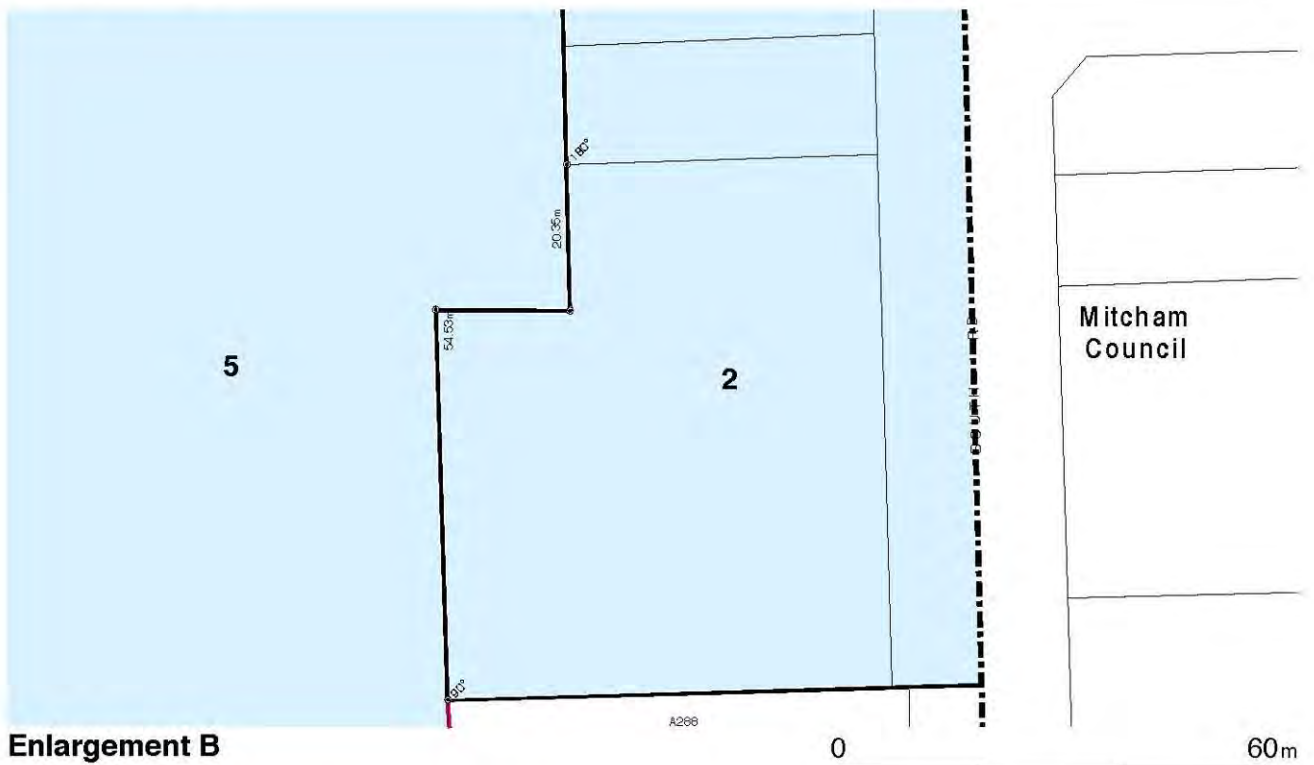
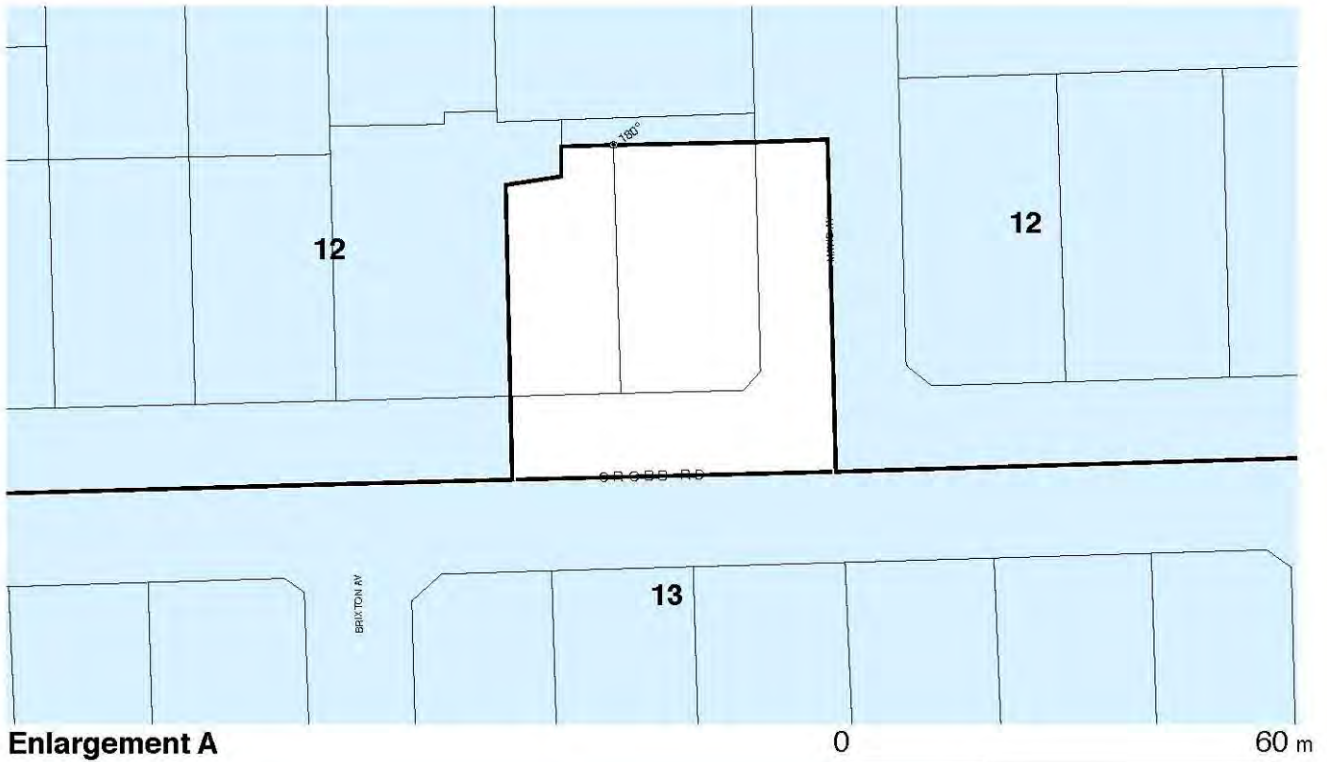
Zone Boundary

Development Plan Boundary

Zone Map Mar/18

MARION COUNCIL

Version A 27/7/10

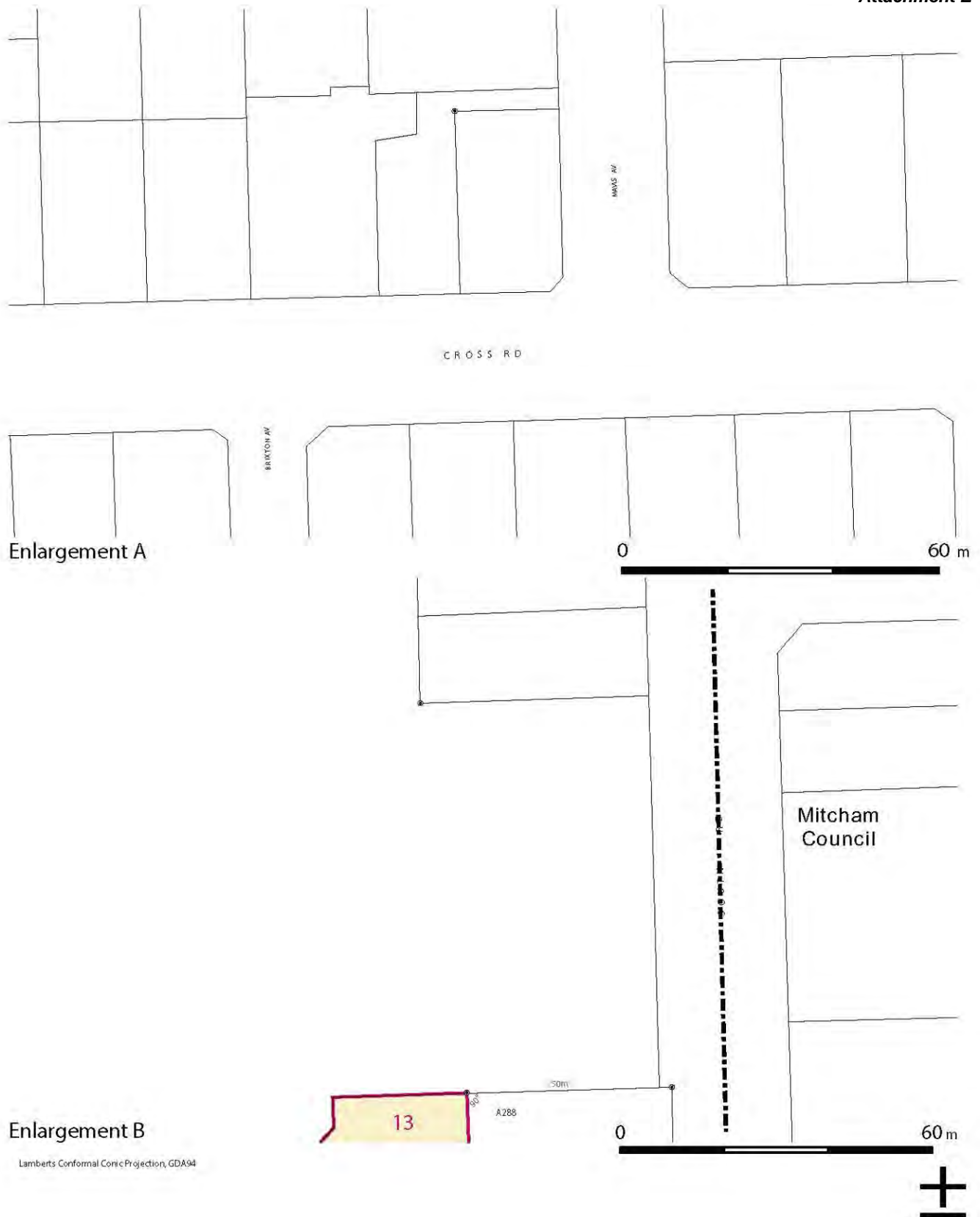


Policy Area

- 12 Medium Density
- 13 Northern
- 2 South Road
- 5 Industry/Commerce Edwardstown

- Policy Area Boundary
- Development Plan Boundary

Policy Area Map Mar/18




Enlargement B

Lamberts Conformal Conic Projection, GDA94

Precinct

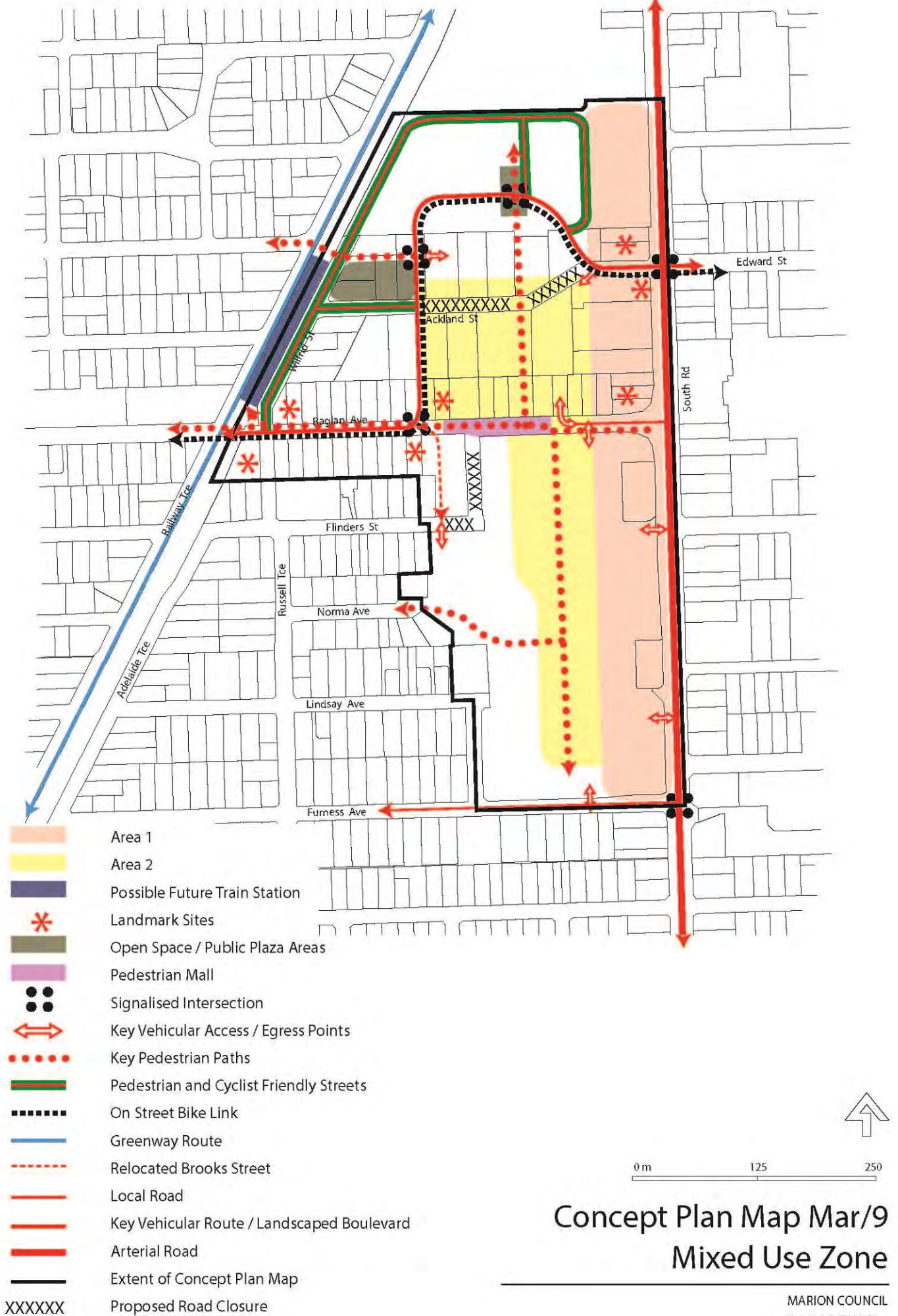
13 Limited Residential Development

 Precinct Boundary
 Development Plan Boundary

Policy Area Map Mar/18

MARION COUNCIL

Version B 5/4/15



Marion Council

**Castle Plaza Activity Centre
Development Plan Amendment**

Summary of Consultation and Proposed Amendments (SCPA) Report

“Abridged Version”

**A copy of the entire document containing all
attachments can be viewed in the Elected
Members Room**

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Introduction

This report is provided in accordance with Section 25(13) of the Development Act 1993 to identify matters raised during the consultation period and any recommended alterations to the amendment. The report also provides details of the consultation process undertaken by Council.

The SCPA Report should be read in conjunction with the consultation version of the DPA. Where relevant, any new matters arising from the consultation process are contained in this Report.

The Amendment reflects the recommendations of Council contained in this Report.

Consultation

Consultation Process

Statutory consultation with agencies and the public was undertaken in accordance with DPA process B (consultation approval not required) and in accordance with Section 25(6) of the Development Act 1993; Regulations 10 and 11 of the Development Regulations 2008; and the agreed Statement of Intent.

The following Local Member(s) of Parliament were consulted on the DPA:

- (a) Hon Patrick Conlon MP (Member for Elder)
- (b) Hon Stephanie Key MP (Member for Ashford)

The response(s) are included within **Attachment A**.

The consultation period ran from 3 November 2010 to 12 January 2011

Public Notification

Notices were published in the 'The Advertiser' on 3 November 2010, the Government Gazette on 4 November 2010 and the 'Guardian Messenger' on 3 November 2010.

The DPA documents were also on display at Council's service centres and libraries and were made available on Council's website. Hard copies and CD-ROM were made available for purchase on request. A copy of the DPA was forwarded to the Department of Planning and Local Government and other relevant Agencies on 3 November 2010.

Public and Agency Submissions

Public Submissions

Fourteen (14) public submissions were received. Key issues raised in the submissions are summarised as follows:

- (a) Proposed extension to Castle Plaza shopping centre is not consistent with the aims of the 30 Year Plan for Greater Adelaide as its proposed floor area would not align with the current centres hierarchy.
- (b) Economic Impact Assessment report does not provide clear justification for the ability to establish additional retail floor space without creating a detrimental impact upon or hindrance on the development, function or role of the Regional Centre at Marion.
- (c) The proposed reduced car parking rate of 4.1 should be applied council wide to applicable like developments/centres that have excellent access to high quality public transport.

- (d) Inadequate investigations were undertaken to consider whether the subject land should be considered as a “Prime Industrial Area” within the meaning of the Metropolitan Adelaide Industrial Land Strategy.
- (e) The land is of sufficient size to provide adequate separation distances to appropriately accommodate 24 hour industrial land uses without affecting adjoining residential land uses to the west over the rail line.
- (f) No independent noise assessment has been undertaken to consider noise impacts on proposed residential development from South Road and noise impact/interface issues associated with the mix of uses envisaged within the mixed use zone.
- (g) In favour of moving Woodlands train station subway but not the station itself as it has a large number of regular users.
- (h) Inconsistencies in regard to height of development on southern side of Raglan Avenue.
- (i) A limit of 2 storeys should be imposed on any future development on the southern side of Raglan Avenue.
- (j) Making part of Raglan Avenue (currently a busy east-west connector road) into a mall may create traffic congestion problems, and may lead to increased traffic flow on the adjacent local street system.
- (k) Concerns about future traffic movements resulting from the proposed redesign of the South Road, Edward Street, Ackland Street intersection
- (l) Concern that the proposed alignment of the new roads (Raglan/Ackland) will not be conducive to either traffic movement or a pedestrian mixed use environment and may stifle the local economy and frustrate the community.
- (m) The traffic lights at the South Road/Raglan Avenue intersection should remain.
- (n) In support of the possibility of establishing a new train station adjacent the site but not in support of closing either Woodlands Park or Edwardstown stations.
- (o) Insufficient off street parking is to be provided.
- (p) Too much is to be crammed into the area the subject of the DPA.
- (q) Surface level car parking should be retained to cater for the elderly and people with a disability.
- (r) There will be a lack of open space and rest areas within the proposed area.
- (s) The area needs more aged care facilities and affordable housing and improved accessibility to services and transport.
- (t) Traffic Impact report does not model the impact of the development on the local road network sufficiently, rather discussing those streets leading immediately into the development. The increase in volume of traffic movements on Towers Terrace will affect the amenity and function of the street.
- (u) Although roads may operate within their traffic capacity the amenity to local residents may well be affected and should be considered further.

A report on each submission (summary, comments, and action taken in response to each submission) is included in **Attachment A**.

Agency Submissions

Twenty (20) responses were received from agencies. Key issues raised in the responses are summarised as follows:

- (a) There is sufficient capacity in the water network to supply the proposed development however the sewer network will require some upgrading.
- (b) Ensure an appropriate provision and mix of open space that caters for active & passive recreation and entertainment.
- (c) Residential buildings should be sited and designed to minimise noise from the arterial road, railway and non-residential land uses.
- (d) The centre should incorporate well located Community bus zones for the aged and people with a disability.
- (e) Residential component should comprise a diversity of housing types including affordable housing that is distributed throughout the zone.
- (f) Should ensure that an integrated and accessible development is created that caters for the wider community beyond the boundaries of the DPA.
- (g) Appropriate pedestrian linkages/connections are to be made available throughout the area (and area beyond the site) to open space and retail uses
- (h) Proposed station should be integrated with the centre development.
- (i) Economic Impact Report is vague and inconclusive about the potential impact on the Kurralta Park District Centre.
- (j) The retention of trees (particularly significant trees) within the affected area is encouraged.
- (k) The level of service to and from South Road for Edwards Street, Caulfield Avenue etc. for vehicular movements is to be maintained.
- (l) Pedestrian crossing facilities over South Road are to be maintained to the current level of service.
- (m) The SKM traffic analysis and proposed works are sufficient for DPTI (DTEI) to appreciate the likely scale of improvements required along South Road to accommodate the likely development scenarios for the "Affected Area" on the basis that SIDRA analysis for the intersections on South Road and AIMSUN modelling be undertaken.
- (n) Provision of a railway station adjacent the affected area cannot be guaranteed.
- (o) Appropriate bus services and pedestrian connections are to be provided/retained as part of the redevelopment process.
- (p) Pedestrian and cycling networks should be optimised within the affected area and should connect with existing and proposed networks in surrounding areas.
- (q) Site contamination investigations undertaken are incomplete and do not provide sufficient justification that all of the land proposed for rezoning is (or can be) fit for subsequent uses, particularly sensitive uses. It is recommended that site contamination investigations be conducted for the whole affected area of the DPA.

- (r) Policies should be included that ensure adequate protection for sensitive land uses from noise and exposure to air pollutants associated with rail, industrial and road traffic.
- (s) Council to demonstrate how the DPA will implement the Housing and Employment Land Supply Program Report, 2010 (HELSP) and that policies are not at variance with the HELSP.
- (t) New State planning policy modules aimed at facilitating higher density centres and TODs should be considered over the Mixed Use Zone policy.
- (u) Developing policy around the built form rather than density of residential development should be given consideration due to limitations in area.

Review of Submissions and Public Meeting

Copies of all submissions were made available for public review from 29 August 2011 to 28 September 2011 on the Council website and at the Council offices.

Four (4) submitters requested to be heard, and therefore a public meeting was held on 28 September 2011. A copy of the proceedings and a summary of verbal submissions made at the public meeting are included in **Attachment B**.

Additional Matters and Investigations

The following additional matters were identified and the following investigations conducted after the consultation process:

- (a) Economic Impact Assessment – Response to Submissions – October 2011

The report provides responses to submissions raising questions of economic impacts on the existing District Centre at Kurralta Park, the Regional Centre at Marion and on other retailers within the West Torrens Council area. The report also considers the position of the centre in the centres hierarchy.

- (b) Traffic Impact Assessment - Final with Response to Comments – 13 July 2012

Amendments have been made to the original report following responses received as part of the consultation process. The amendments relate to addressing questions by DPTI regarding assumptions in the modelling and outcomes of AIMSUM modelling, as well as to “Local Street Traffic Impacts” in regard to capacity and amenity.

- (c) Assessment of DPA against Housing and Employment Supply Program (HELSP)

The HELSP estimates a target of 2500 dwellings to be supplied in major infill developments in the period to 2020 and a further 4000 in the 5 years to 2025 within the Southern Adelaide region. These larger infill opportunities are anticipated along transit corridors and within centres.

The Castle Plaza site is both associated with a centre and is located within the transit corridor. It is anticipated that up to 1000 medium to high density residential dwellings could be provided within the mixed use zone and surrounding locality, within the corridor, in the long term.

The HELSP states that some of the challenges in the Southern region of Adelaide include providing additional employment opportunities and improving the efficient movement of people, goods and services to and from the region.

The DPA proposes a mix of employment generating opportunities (retail, commercial, community and civic) which would potentially result in a higher number of jobs being created compared to the generally larger floor area per person requirements of the former industrial activities.

There is the potential for a future train station and bus stops adjacent to/on Raglan Avenue to be integrated with the proposed development of the site. Strong pedestrian and cycling connections are to be provided within the site and beyond into the surrounding locality.

(d) Site Remediation and Assessment by Accredited Auditor

Extensive remediation of the former Hills site has been undertaken since 2011 and the demolition of the former buildings and structures on the land. An assessment of the site identified numerous contaminated areas across the site including:

- northern and western portions of the site associated with in-ground solvent bath locations (solvent and light fraction hydrocarbons)
- maintenance and tool room (fuel-related hydrocarbons)
- numerous underground and storage tank and waste oil locations (heavy metals)
- filled locations (ashy lenses)

The assessment has also found that groundwater has been affected by contamination beneath the former manufacturing site and contaminants have migrated in a westerly direction, with groundwater quality impacted by chemical contamination.

Soil remediation and validation works for the 36 separate areas was undertaken as part of the demolition works in 2011 and included the following processes:

- materials excavated from the ground around subsurface structures of the former factory (along with other areas of contaminated soil) were stockpiled on hardstand while samples were analysed for classification of the material
- once available hardstand was removed, stockpiles of contaminated soil were stored on high density polyethylene (HDPE)
- stockpiles with visual or odour impacts were covered with plastic until removed from the site
- validated excavations were refilled with either site-sourced fill material (where deemed suitable for re-use) or imported clean fill material.

A portion of the site where significant solvent impact was detected (below the former Ironing Tables building) was identified as high risk of ongoing impacts to groundwater. This area was excavated to a depth of 5 metres below ground level and validated in accordance with an auditor approved Remediation Management Plan. This excavation was reinstated with a combination of site-sourced and imported material in accordance with the RMP.

An audit of the remediation works has been undertaken and is split into 3 areas being:

- north of Ackland Street
- south of Ackland Street
- former car park, overflow car park and warehouse (approximate location of proposed open space area)

The auditor has engaged with the EPA to ensure that the audit process is to their satisfaction. As such the auditor has confirmed via letter to Council that the remediation of the land means that the risks posed by contamination are low and acceptable given the proposed use of the land. Notwithstanding this, the Auditor is proposing the following conditions in their final report:

- no habitable basements and ground floor residents be established on the former Hills Industries site

- no extraction of groundwater for any use from all aquifers within 200m radius of the northern portion of the site (ie northern side of Ackland Avenue)
- any soft landscaping within the area should be completed with a surface layer of at least 500mm depth of clean soil

It is anticipated that a final report will be issued to the EPA for their endorsement in June 2015.

As a result of the auditor's recommendations, it is necessary to provide additional policy coverage which ensures that no habitable basements and ground level dwellings are established in the audited areas.

Given the degree of remediation works already undertaken on the site, its assessment by an accredited auditor in consultation with the EPA, and the imminent release of a Report endorsing the site's use for a mixture of uses (including residential) with conditions, Council is confident that the DPA can now be finalised.

A copy of additional investigations and documents is provided in **Attachment F**

Additional Consultations

Additional consultation was conducted by way of the:

Castle Plaza Transit-oriented Development Health Lens Analysis

This project involved the investigation of opportunities to increase the potential for an improved urban environment to support health and wellbeing in the proposed Castle Plaza Development.

The project was undertaken by the Department of Health & City of Marion.

This project involved a new health lens tool, the Sustainability and Wellbeing Assessment Framework (SWAF) and a new process, the Rapid Assessment Workshop (RAW). The workshop involved staff from State government agencies, (including Department of Health, DPTI, DMITRE, Housing SA), Jensen Planning Design, the developers and the City of Marion.

The RAW produced a number of recommendations, directed specifically at the DPA, the City of Marion, various government departments, and the developers.

A copy of the Final Report for the Health Lens Analysis is provided in **Attachment G**

Timeframe Report

A summary of the timeframe of the DPA process relative to the agreed Statement of Intent timetable is located at **Attachment C**.

Delay(s) occurred because:

- Investigations (site contamination, traffic flows, road alignments, building scale, open space etc) required more time than anticipated and the proposed Amendments were redrafted several times.
- As above and:-consultation process put on hold whilst ground water contamination issues in suburbs to west of site were investigated.
- Discussions and agreement on direction to be taken regarding site contamination took considerably longer than anticipated and required numerous meetings with the EPA, DPTI and developer.
- Awaiting additional details/amendments to economic analysis and traffic reports.

- (e) Council sought to ensure that remediation of the site was undertaken and suitability of the site for the intended use was endorsed by an accredited Auditor. This work has required 3 years to be undertaken and is approaching completion now with version of draft reports received by the EPA and a final Report imminent.

CEO's Certification

The consultation process has been conducted and the final amendment prepared in accordance with the requirements of the Act and Regulations as confirmed by the CEO's Certifications provided in **Attachment D** (Schedule 4A Certificate) and **Attachment E** (Schedule 4B Certificate).

Summary of Recommended Changes to the Amendment following Consultation

The following is a summary of the changes recommended to the Amendment following consultation and in response to public submissions and/or agency comments:

- (a) rewriting the zone to be consistent with the policies within the new policy modules (as desired by DPTI). A detailed analysis of the changes made from the consultation version of the zone and the new version proposed is contained within Attachment G.
- (b) providing additional policy coverage to affordable housing policy and noise and air quality issues adjacent noise sources through the insertion of the Overlay Modules into the Development Plan
- (c) creation of Precinct 12 Castle Plaza Environmental Audit Area within the zone covering the existing Castle Plaza shopping centre site to provide policy coverage that requires additional site contamination analysis and/or remediation prior to the establishment of sensitive land uses
- (d) creation of Precinct 13 Limited Residential Development over the former hills Industries site (ie north of Raglan Avenue) to provide policy coverage that limits the potential for ground level dwellings and habitable basement structures. This is also supported by a non-complying development listing for such structures within the Precinct.
- (e) amending the Concept Plan Map to more clearly show access options and connections
- (f) amendments to Map Reference Table and Mapping to reflect the above policy changes.

Attachment A – Summary and Response to Public Submissions

Attachment B – Summary and Response to Public Meeting Submissions

Council Name

Title Development Plan Amendment

Attachment D — SCPA Timeframe Report: Process B – without consultation approval / 1 Step

Attachment C – Timeframe Report

SCPA Timeframe Report: Process B – without consultation approval / 1 Step

The SOI was agreed by the Minister and Council on 9 May 2009

Key steps	Period agreed to in SOI	Actual time taken	Reason for difference (if applicable)
Investigations conducted and DPA prepared	10 weeks (July 2009)	October 2010	Investigations (site contamination, traffic flows, road alignments, building scale, open space etc) required more time than anticipated and DPA redrafted several times.
Agency and public consultation period (report on any delays incurred by agencies)	8 weeks (October 2009)	3 November 2010 to 12 January 2011	As above and:-consultation process put on hold whilst ground water contamination issues in suburbs to west of site were investigated.
Public Hearing held, submissions summarised and DPA amended in accordance with Council's assessment of submissions. Summary of Consultations and Proposed Amendments submitted to Minister for approval.	6 weeks (November 2009)	Public Hearing held on 28 September 2011 SCPA forwarded April 2015	As above Awaiting additional details/amendments to economic analysis and traffic reports. Significant time required to undertake site remediation and Auditor Assessment.

Attachment D – Schedule 4A Certificate

Schedule 4A—Certificate—section 25(10)

Certificate of chief executive officer that a Development Plan Amendment (DPA) is suitable for purposes of public consultation

"Full name of CEO" , as Chief Executive Officer of "Insert name of the Council" , certify that the Statement of Investigations, accompanying this DPA, sets out the extent to which the proposed amendment or amendments—

- (a) accord with the Statement of Intent (as agreed between the Council and the Minister under section 25(1) of the Act) and, in particular, all of the items set out in regulation 9 of the Development Regulations 2008; and
- (b) accord with the Planning Strategy, on the basis that each relevant provision of the Planning Strategy that relates to the amendment or amendments has been specifically identified and addressed, including by an assessment of the impacts of each policy reflected in the amendment or amendments against the Planning Strategy, and on the basis that any policy which does not fully or in part accord with the Planning Strategy has been specifically identified and an explanation setting out the reason or reasons for the departure from the Planning Strategy has been included in the Statement of Investigation; and
- (c) accord with the other parts of the Development Plan (being those parts not affected by the amendment or amendments); and
- (d) complement the policies in the Development Plans for adjoining areas; and
- (e) satisfy the other matters (if any) prescribed under section 25(10)(e) of the Development Act 1993.

The following person or persons have provided advice to the Council for the purposes of section 25(4) of the Act:

Date:

.....

Chief Executive Officer

Attachment E – Schedule 4B Certificate

Schedule 4B—Certificate—section 25(14)(b)

Certificate of chief executive officer that an amendment to a Development Plan is suitable for approval

I, **Mark Searle**, as Acting Chief Executive Officer of City of Marion, certify, in relation to the proposed amendment or amendments to Marion Council Development Plan as last consolidated on 19 January 2012, referred to in the report accompanying this certificate—

- (a) that the Council has complied with the requirements of section 25 of the Development Act 1993 and that the amendment or amendments are in a correct and appropriate form; and
- (b) in relation to any alteration to the amendment or amendments recommended by the Council in its report under section 25(13)(a) of the Act, that the amendment or amendments (as altered)—
 - (i) accord with the Planning Strategy, on the basis that each relevant provision of the Planning Strategy that relates to the amendment or amendments has been specifically identified and addressed, including by an assessment of the impacts of each policy reflected in the amendment or amendments against the Planning Strategy, and on the basis that any policy which does not fully or in part accord with the Planning Strategy has been specifically identified and an explanation setting out the reason or reasons for the departure from the Planning Strategy has been included in the report of the Council; and
 - (ii) accord with the other parts of the Development Plan (being those parts not affected by the amendment or amendments); and
 - (iii) complement the policies in the Development Plans for adjoining areas; and
 - (iv) satisfy the other matters (if any) prescribed under section 25(14)(b)(ii) of the Development Act 1993; and
- (c) that the report by the Council sets out a comprehensive statement of the reasons for any failure to complying with any time set for any relevant step under section 25 of the Act; and
- (d) that the following person or persons have provided professional advice to the Council for the purposes of section 25(13)(a) of the Act: David Melhuish, Senior Policy Planner, City of Marion, Steve Hooper, Manager Development Services, City of Marion, David Barone, MPIA

Date:

.....

Acting Chief Executive Officer

Attachment F – Additional Matters and Investigations

Economic Impact Assessment – Response to Submissions – October 2011

Traffic Impact Assessment - Final with Response to Comments – 13 July 2012

Letter from Environmental Auditor, ERM – 2 April 2015

Attachment G – Conversion of Consultation Version Zone to Proposed Zone.

Marion Council
 Castle Plaza Activity Centre Development Plan Amendment
 Attachment G – Conversion of Consultation Version Zone to Proposed Zone.

Existing Consultation Version of Zone		Latest Version of the Zone	
Consultation Version	Change / Reason for Change of Consultation Version	Latest Version (August 2012)	Change / Reason for Change and Where Policy Previously Was in Zone.
OBJECTIVES			
1	Covered by Urban Core Zone Objective 1	1	Adopted Urban Core Zone objective 1
2	Covered by Urban Core Zone Objective 1	2	Adopted Urban Core Zone objective 2 (slightly reworded)
3	Covered by Urban Core Zone Objective 4	3	Adopted the Affordable Housing Module Objective
4	Retained as is	4	Adopted Urban Core Zone objective 3
5	Covered by Urban Core Zone Objective 2	5	Adopted Urban Core Zone Objective 4
6	Retained as is	6	Was Objective 4
		7	Was Objective 6
DESIRED CHARACTER STATEMENT - This has changed to reflect additional Precinct 13 Limited Residential Development.			
PRINCIPLES OF DEVELOPMENT CONTROL			
Land Use		Land Use	
1	Some listed uses not consistent with BDP terminology or are covered by other definitions within the list. Need to also frame with positive language and not include exclusions for certain areas.	1	Adopted BDP wording and removed uses that were covered by other uses.
2	Have reworded slightly to be positive, in accordance with BDP guiding principles.	2 NEW	Required to clarify where those forms of shops are only envisaged (positive wording and separate from other use list)
3	Have reworded slightly to be positive, in accordance with BDP guiding principles.	3	Adapted from previous PDC 2
4	Slight rewording to clarify meaning	4	Adapted from previous PDC 3
5	Retained as is	5	Adapted from previous PDC 4
6	Retained as is	6	Was PDC 5
		7	Was PDC 6
Form and Character		Form and Character	
7	Retained as is	8	Was PDC 7
8	Retained as is	9 NEW	Inserted to emphasise Concept Plan and pick up on other representations in Concept Plan not covered by other PDCs
9	Retained as is	10	Was PDC 8
10	Retained with changes to part (c) which pick up the points listed in new Design and Appearance module	11	Was PDC9
11	Retained as is	Design and Appearance	New Heading to align with the Multi-storey Buildings Module

Marion Council
 Castle Plaza Activity Centre Development Plan Amendment
 Attachment G – Conversion of Consultation Version Zone to Proposed Zone.

Existing Consultation Version of Zone		Latest Version of the Zone	
Consultation Version	Change / Reason for Change of Consultation Version	Latest Version (August 2012)	Change / Reason for Change and Where Policy Previously Was in Zone.
12	Adequately covered by existing Council wide policies – delete	12	Was PDC 10 but with new part c
13	Covered by draft residential development module policies - delete	13 NEW	Adopted from draft Design and Appearance Module
14	Retained as is	14 New	Adopted from draft Design and Appearance Module
15	Covered by Urban Core Zone core policy	15 New	Adopted from draft Design and Appearance Module
16	Reworded to be more positive in form as per BDP standard	16 NEW	Adopted from draft Design and Appearance Module
17	Covered by Affordable Housing module core policy (which brings in the 20 dwelling criteria)	17	Was PDC 11
18	Covered by Affordable Housing module core policy	Environmental	New Heading to align with the Multi-storey Buildings Module
19	Covered by Residential Development module core policy	18 NEW	Adopted from the Multi-storey Building draft Module – core policy
20	Covered by Multi-Storey Buildings Core policy	19 NEW	Adopted from the Multi-storey Building draft Module – core policy
21	Covered by Multi-Storey Buildings Core policy	20 NEW	Adopted from the Multi-storey Building draft Module – core policy
22	Retained. Change was made to private open space to Studios, to align with single bedroom dwellings – Council's preferred policy approach	21	Was PDC 14
23	Covered by Residential Development Core policy (see new PDC 19)		
24	Retained as is		
25	Retained as is		
26	Retained as is	Dwelling Configuration	New Heading to align with the Residential Development Module
27	Retained as is with additional point (e) relating to recommendations from Health in All Policy workshop to link with surrounding networks and paths.	22 NEW	Adopted Core policy from Urban Core Zone (replaces PDC 15) but adapted to remove reference to Concept Plan Map.
28	Retained as is	23	Was PDC 16
29	Retained as is	24 NEW	Adopted from Core Residential Development module – replaces PDC 19
30	Retained as is	25 NEW	Adopted from Core Residential Development Module – seen as adding value to policy

Marion Council
 Castle Plaza Activity Centre Development Plan Amendment
 Attachment G – Conversion of Consultation Version Zone to Proposed Zone.

Existing Consultation Version of Zone		Latest Version of the Zone	
Consultation Version	Change / Reason for Change of Consultation Version	Latest Version (August 2012)	Change / Reason for Change and Where Policy Previously Was in Zone.
			coverage of zone.
31	Retained as is	Adaptability	New Heading to align with the Residential Development Module
32	Covered by new Transportation and Access draft Core policy (see new PDC 42)	26 NEW	Adopted from Core policy within the Multi-storey buildings module (was covered by PDC 20)
33	Retained as is	27 NEW	Adopted from Core policy within the Multi-storey buildings module (was covered PDC 20).
34	Covered by existing Outdoor Advertising core policies. Deleted to avoid repetition.	Building Separation and Outlook	New Heading to align with the Multi-storey Buildings Module
35	Retained as is	28 NEW	Adopted from the Multi-storey Buildings module core policy (was PDC 21)
		Private Open Space	New Heading to align with the Residential Development Module
		29	Was PDC 22 but with slight change
		30 NEW	Adopted from the Core Residential Development policy module – seen to add value and support communal open space policy option being adopted. (slightly reworded)
		Communal Open Space	New Heading to align with the Residential Development Module
		31 NEW	Adopted from the Core Residential Development policy module – Council has adopted this policy approach as suitable for multi-storey development in the zone.
		32 NEW	Adopted from the Core Residential Development policy module – Council has adopted this policy approach as suitable for multi-storey development in the zone.
		33 NEW	Adopted from the Core Residential Development policy module – Council has adopted this policy approach as suitable for multi-storey development in the zone.
		Movement Systems and Access	New heading to reflect importance of movement and access patterns within and across the zone.
		34	Was PDC 24

Marion Council
 Castle Plaza Activity Centre Development Plan Amendment
 Attachment G – Conversion of Consultation Version Zone to Proposed Zone.

Existing Consultation Version of Zone		Latest Version of the Zone	
Consultation Version	Change / Reason for Change of Consultation Version	Latest Version (August 2012)	Change / Reason for Change and Where Policy Previously Was in Zone.
		35	Was PDC 25
		36	Was PDC 26
		37	Was PDC 27
		Vehicle and Bicycle Parking	
		38	Was PDC 28 (slightly reworded)
		39	Was PDC 29
		40	Was PDC 30
		41	Was PDC 31
		42 NEW	Adopted Transportation and Access Core policy with slightly adaptation of wording to clarify structures within mixed use buildings and as stand alone car park buildings.
		43	Was PDC 33
		44 NEW	Adopted from the Core Transportation and Access module.
		Site Facilities and Storage	New Heading to align with the Residential Development Module
		45 NEW	Adopted from the Multi-storey Buildings Module Core policy – considered to add value to policy coverage for the forms of development envisaged in zone
		46 NEW	Adopted from the Multi-storey Buildings Module Core policy – considered to add value to policy coverage for the forms of development envisaged in zone
		47 NEW	Adopted from the Multi-storey Buildings Module Core policy – considered to add value to policy coverage for the forms of development envisaged in zone
		48 NEW	Adopted from the Multi-storey Buildings Module Core policy – considered to add value to policy coverage for the forms of development envisaged in zone
		Land Division	
		49	Was PDC 35
		Precinct 12 Castle Plaza Environmental	New Heading created to highlight land where an environmental audit may be required due to potential site contamination

Marion Council
 Castle Plaza Activity Centre Development Plan Amendment
 Attachment G – Conversion of Consultation Version Zone to Proposed Zone.

Existing Consultation Version of Zone		Latest Version of the Zone	
Consultation Version	Change / Reason for Change of Consultation Version	Latest Version (August 2012)	Change / Reason for Change and Where Policy Previously Was in Zone.
		Audit Area	
		50 NEW	Created to ensure residential development is not undertaken unless a site contamination audit states that the land is suitable for the use
		Precinct 13 Limited Residential Development	New Heading created to highlight land where habitable basements and ground level residential development is not appropriate
		51 NEW	Created to ensure condition of Auditor limiting habitable basements and ground level dwellings on the former Hills site are adhered to.
PROCEDURAL MATTERS - Additional listing for Dwellings within Precinct 13 Limited Residential Development where they involve habitable basements or ground level dwellings.			

Attachment H – Castle Plaza Transit-oriented Development Health Lens Analysis

Level 3, Tower 3
World Trade Centre
18-38 Sidddeley Street
DOCKLANDS VIC 3005
AUSTRALIA

Telephone +61 3 9696 8011
Facsimile +61 3 9696 8022

www.erm.com



2 April, 2015

City of Marion
PO Box 21,
OAKLANDS PARK SA 5046

Our Reference: ERM_0130130_SC AUDIT_2 APRIL 2015.DOCX

Attention: Steve Hooper — Manager, Development Services
Steve.Hooper@marion.sa.gov.au

Dear Sir,

**RE: SITE CONTAMINATION AUDIT, FORMER HILLS INDUSTRIES
SITE, 944-956 SOUTH ROAD, EDWARDSTOWN SA**

1. INTRODUCTION

Following our recent discussions, this letter provides an update on the status of the site contamination audits being prepared for the former Hills Industries site situated in South Road, Edwardstown. From the town planning perspective, the letter outlines site management conditions that are likely to be contained in the relevant audit reports.

The audits are being undertaken to ensure that the Edwardstown Redevelopment zone and adjoining areas remain environmentally suitable for current and future uses (including the proposed Castle Plaza shopping centre). The audit work is being conducted in accordance with relevant guidance issued by the Environment Protection Authority (EPA). We also advise that we have regularly advised EPA of progress, and sought and obtained its valuable feedback.

The audit work will culminate in detailed audit reports, as well as auditor statements pursuant to section 103Z of the *Environment Protection Act 1993*. We are nearing completion of such documentation.

Please regard this letter as containing preliminary advice, pending further discussions with EPA.

2. AUDIT AREAS

The former Hills Industries site has been split into three separate audit areas. Each area has been tabulated below with details of each audit site.

2.1 AUDIT AREA 1 (AA1) - NORTH OF ACKLAND STREET - (EPA REFERENCE: 60485/05/18939)

Audit Site and address	Former Hills Industries Site <ul style="list-style-type: none"> • 944-956 South Road Edwardstown SA • 5 – 7 Ackland Street Edwardstown; • 1 Ackland Street Edwardstown • 958 South Road Edwardstown
Auditor	Warren Pump

2.2 AUDIT AREA 2 – SOUTH OF ACKLAND STREET - (EPA REFERENCE: 60893/05/2418)

Audit Site and address	Former Hills Industries Site: South of Ackland Street. 2 – 8 Ackland Street and 14 – 18 and 20 – 26 Ragland Avenue Edwardstown SA
Auditor	Paul Fridell (also of ERM)

2.3 AUDIT AREA 3 – MIXED USE AREAS 1 & 2 (EPA REFERENCE: 60708/05/19820)

Auditor	Paul Fridell
Audit Site and address	Former Hills Industries Site: Former Employee Car park (MUA1) and Former Employee Overflow Car park and Warehouse (MUA2). Ackland Street Edwardstown SA
Where to from here	Finalisation of ESA/SRA by AEC Finalisation of Audit Report by Auditor

3. CURRENT STATUS OF THE AUDITS

An adequate detailed assessment of the historical site uses, former manufacturing processes and potential contaminants of concern has been undertaken for each of the three areas described above. All remnants of manufacturing infrastructure have been removed.

In consideration of the information detailed in the reviewed reports, the remedial works undertaken to remove the identified sources of contamination and the risks to proposed future users of the site and current off-site receptors, the Auditors are not contemplating further clean-up work at this stage. Overall, the Auditors are of the opinion that risks posed by contamination at the sites are low and acceptable, given the proposed uses of the sites.

4. PROPOSED CONDITIONS FOR SITE MANAGEMENT

In proposed discussion with EPA, the Auditors will be recommending that the site contamination audit state the following for the three sites, AA1, AA2 and AA3:

- Land uses be restricted to the following in future:
 - High density residential (minimal access to soil) with no habitable basements¹ and ground floor residences; or
 - Commercial use; or
 - Industrial use.
- No extraction of groundwater for any use from all aquifers within a 200 m radius of the AA1 site, and accordingly EPA should arrange for a restrictive/prohibition zone on taking groundwater over such an area.
- Prior to completion and occupation of any redevelopment of the site, any soft landscaped areas proposed for the development (eg garden beds and lawns, but excluding paved areas) should be completed with a surface layer of at least 0.5m thickness of clean soil (eg commercially available topsoil).

¹ Habitable basements would include subsurface spaces used for human occupation including places of work, recreational rooms, bedrooms, living areas, etc, but excluding car parks, wine cellars, storage rooms etc.

Please do not hesitate to contact the undersigned if you have any questions.

Yours sincerely,
for Environmental Resources Management Australia Pty Ltd

A handwritten signature in black ink, appearing to read 'Warren Pump', is positioned above the printed name.

Warren Pump
Site Contamination Auditor (accredited
pursuant to Division 4 of Part 10A of
the *Environment Protection Act 1993*) w



*In reply please quote
Enquiries to Abi Coad
Telephone 7109 7039*

PLAN F2008/002682/02

Development Division

Roma Mitchell House
136 North Terrace
Adelaide SA 5000

GPO Box 1815
Adelaide SA 5001

Telephone: 7109 7007
ABN 92 366 288 135

<http://www.dpti.sa.gov.au>

Mr Mark Searle
Chief Executive Officer
City of Marion
PO Box 21
OAKLANDS PARK SA 5047

Mark

Dear Mr Searle

Castle Plaza Activity Centre Development Plan Amendment

The Department wrote to you on 4 July 2014, confirming agreement to the extension of the timeframe for the Castle Plaza Activity Centre Development Plan Amendment (DPA). At that time Council was advised that the DPA must be lodged for approval on or before **4 May 2015** in order to avoid automatically lapsing pursuant to section 25 (21a)(b) of the *Development Act, 1993*.

The Department understands that Council is still awaiting receipt of a site remediation report from an environmental auditor prior to endorsing the DPA for lodgement for the Minister's approval. It is understood that substantial progress has been made on site remediation and investigation and the report is nearing completion. When complete, the report will be referred to the Environment Protection Authority (EPA) for administrative review before being referred to Council for consideration along with the DPA.

The Department acknowledges the significant work undertaken by Council in progressing the DPA to this point and considers that the DPA is in keeping with the aims of the *30-Year Plan for Greater Adelaide*.

The Department does not consider that the lodgement of the Environmental Audit Report should further delay the DPA being lodged for approval. On lodgement, the Department will need to assess the DPA and ensure its suitability for approval, during which time the Audit report should be finalised. Therefore, in order to avoid the DPA automatically lapsing the Department strongly recommends that Council lodge the DPA for the Minister's consideration without further delay.

Council may wish to adopt a resolution requesting that the Minister does not approve the DPA until the Environmental Audit Report has been finalised and considered.

I can reassure you that it is the Department's intention to provide advice to the minister in relation to approval of the DPA only after the Audit report has been lodged and the EPA have provided advice on the report and on the policy content of the DPA.

If you have any queries in regard to this matter or wish to discuss it further please contact Abi Coad on 7109 7039 or by email at Abi.Coad@sa.gov.au.

Yours sincerely



Stuart Moseley

**GENERAL MANAGER – INFORMATION AND STRATEGY
DEVELOPMENT DIVISION
DEPARTMENT OF PLANNING, TRANSPORT AND INFRASTRUCTURE**

01 / 04 / 2015

**CITY OF MARION
GENERAL COUNCIL MEETING
28 April 2015**

Originating Officer: Dagmar Morello, Unit Manager Service Quality - Libraries

Corporate Manager: Abby Dickson, Manager Libraries and Cultural Development

Director: Vincent Mifsud

Subject: Library Opening Hours Review

Report Reference: GC280415R07

REPORT OBJECTIVES:

To inform Council of the results of the recent review of Marion Library Service opening hours and to recommend new opening hours to be implemented when the Cove Civic Centre (CCC) opens in July 2015.

EXECUTIVE SUMMARY:

The Marion Library Service opening hours have remained unchanged since 2001 when the Marion Cultural Centre opened. As part of the service planning for the CCC and preparing for an increase in opening hours, a review of opening hours across the whole library service has been undertaken. The review has involved analysis of current usage patterns, community engagement, consideration of financial impact and benchmarking data. As a result, there are some identified opportunities for service improvements through the reallocation of opening hours across the service.

This report provides Council with information on the analysis undertaken and recommends the following changes to library hours:

- All branches to open at 9:30am Monday to Friday
- Cultural Centre Library closes at 7pm on Monday, Tuesday and Thursday and at 5pm on Wednesday and Friday
- Cove Civic Centre will close at 7 pm on Tuesday and Thursday and at 5pm Monday, Wednesday and Friday
- Park Holme closes at 7pm on Wednesday and at 5pm Monday, Tuesday, Thursday and Friday.

The new hours will improve service provision across all libraries and is achievable within existing FTE and budget. The new hours will also deliver a minor saving of \$3,900 per annum due to a reduction in penalty rates and improved efficiencies in rostering.

RECOMMENDATIONS (2)**DUE DATES****That Council:**

1. **Endorse the following changes to the Library opening hours which will come into effect when the Cove Civic Centre opens:**

April 2015

- All branches to open at 9:30am Monday to Friday
- Cultural Centre Library closes at 7pm on Monday, Tuesday and Thursday and at 5pm Wednesday and Friday
- Cove Civic Centre will close at 7pm on Tuesday and Thursday and at 5pm Monday, Wednesday and Friday
- Park Holme Library will close at 7pm on Wednesday and 5pm on Monday, Tuesday, Thursday and Friday

2. **Note that weekend hours will remain unchanged for all three libraries**

April 2015**BACKGROUND:**

It is timely for Council to review the opening hours for the Marion Library Service. Current hours have been in place since the Marion Cultural Centre opened in 2001. The Internet, online resources, e-books and the One Library Management System (1LMS) have significantly changed the way customers access library services. The challenge is to achieve a spread of hours that best meets the diverse needs of local communities and maximise the public value delivered from library facilities.

The opening of the CCC in 2015 provides Council with an opportunity to review opening hours across the service to ensure they best meet community needs and support current best practice in library service delivery. At the 13 November 2012 General Council meeting Council considered the section 48 Prudential Management report for the CCC and this included proposed new library opening hours in the business plan (*GC131112R01*). Since 2012 service planning for the new Centre has progressed significantly and it is proposed that the original hours in the business plan are adjusted slightly to achieve an improved spread of evening opening hours whilst also altering hours across the library service to deliver earlier opening times.

This report outlines the analysis undertaken to develop the recommended new opening hours which will best meet community needs.

DISCUSSION:

Library opening hours should aim to deliver an accessible span of hours across the week which suit the varying work and recreational patterns of the surrounding local communities. In reviewing the current opening hours staff have considered:

- Usage patterns
- Customer feedback on proposed changes to opening hours
- Planning for CCC
- Financial & Resourcing Impact

Current opening hours

The Marion Library Service is currently open a total of 141 hours per week as detailed below. The new Cove Civic Centre will see the Library at Hallett Cove opening on Mondays to maximise community access to the new facility.

	Marion Cultural Centre Library	Parkholme Library	Hallett Cove Library
Monday	10am – 8pm	10am – 5pm	Closed
Tuesday	10am – 8pm	10am – 5pm	10am – 5pm
Wednesday	10am – 6pm	10am – 8pm	10am – 5pm
Thursday	10am – 8pm	10am – 5pm	10am – 8pm
Friday	10am – 8pm	10am – 5pm	10am – 5pm
Saturday	10am – 4pm	10am – 4pm	10am – 4pm
Sunday	1pm – 4pm	Closed	1pm – 4pm

Analysis of current hours and opportunities for service improvement

In assessing the current hours, visitation data has been analysed for the following periods:

- Weekday hours from 10am-5pm
- Weekday evening hours from 5pm-8pm
- Weekend hours

In undertaking this analysis, opportunities for service improvements have also been identified.

Weekday Opening Times

Currently all three libraries open at 10am during the week and experience a line up of customers before the doors open, indicating there is a customer need to open at an earlier time. On average, the libraries experience 95 customer visits per hour, per branch during weekday opening times.

When considering the weekday morning opening hours a review of the surrounding services and businesses has been considered as this has a significant impact on the numbers of visitors in the area. All three branches operate in precincts which have services commencing operations as early as 8:30am.

The opportunity exists for Council to reallocate a proportion of current evening hours to achieve an earlier opening time across all three branches.

An opening time of 9:30am will meet customer demand for earlier opening times and can be achieved within current staffing levels and budget by introducing an earlier closing time of 7pm across the service.

A consistent opening time of 9:30am Monday to Friday across the three branches is recommended.

Weekday Closing Times

Evening hours are currently heavily concentrated at the Cultural Centre Library with Hallett Cove and Park Holme each opening only one late night per week. After 5pm the average numbers of customers per hour dramatically decreases from 95 to 36 customers per hour on average across all 3 libraries.

Although the evenings attract the lowest number of customers per hour (on average 36 customers per hour) they remain an important component of opening hours to meet the needs of people working or studying during the day and to accommodate the flexible needs of students. Further analysis of evening usage indicates that there is a drop-off in business after 7pm with 80% of the evening hours patronage occurring between 5pm and 7pm, suggesting a 7pm evening closure time is therefore warranted.

The opportunity exists for Council to achieve a more even spread of opening hours across the northern and southern sections of the City.

It is recommended that all branches close at 7pm on the nights they remain open with the Cultural Centre Library open in the evening 3 times per week, Cove Civic Centre open 2 in the evenings per week and that Park Holme continue to open 1 evening per week.

Weekends

Weekends are by far the busiest opening period for the libraries. Weekends are a time where people of all ages and families can enjoy their local library. The Cultural Centre Library is the busiest branch and attracts an average of 100 persons per hour on Saturdays and an average of 120 persons per hour on Sundays. It is anticipated that the CCC with its combined Library, Community Facilities and Enterprise Centre will attract similar numbers. The Sunday hours at the CCC complement the Sunday morning church services and it is anticipated the Library will attract church goers.

The current operating hours provide City of Marion residents with a good spread of weekend hours and it is not recommended that these hours be altered. An extension of weekend hours cannot be achieved within existing FTE's or budget.

It is recommended that the existing weekend opening hours remain unchanged.

Community Consultation

As part of the review, community feedback was sought on the proposed changes to library hours.

A short questionnaire was administered for a 2 week period, both in print and online formats, from 13 to 31 March 2015 with 365 surveys received. A copy of the survey is provided as Appendix 1 in this report.

The questionnaire sought customer feedback on the following:

- Earlier opening times of 9:30am
- Earlier closing times of 7pm
- Relocation of evening hours across branches

Overall there are high levels of community support for the proposed changes with:

- 62% of respondents indicated that the proposed changes would give them better access to the library and a further 26% indicated they have a neutral opinion towards the proposed changes
- 76% of respondents supported the earlier opening times with a further 18% unaffected by this change. Only 6% of respondents indicated they disagreed with the earlier opening times
- 50% of respondents supported the earlier closing times, with another 29% indicating they are unaffected by the change, 21% disagreed with the earlier closing times

Recommended Hours

Based on the analysis undertaken regarding usage patterns and community feedback, the following hours are recommended to Council for consideration and if endorsed, would take effect in July 2015 when the CCC opens.

The new hours represent an overall increase of 7.5 library opening hours per week which is achievable within the existing operational budget.

	Marion Cultural Centre Library	Parkholme Library	Hallett Cove Library *
Monday	9.30am-7pm	9.30am-5pm	9.30am-5pm
Tuesday	9.30am-7pm	9.30am-5pm	9.30am-7pm
Wednesday	9.30am-5pm	9.30am-7pm	9.30am-5pm
Thursday	9.30am-7pm	9.30am-5pm	9.30am-7pm
Friday	9.30am-5pm	9.30am-5pm	9.30am-5pm
Saturday	10am-4pm	10am-4pm	10am-4pm
Sunday	1pm-4pm	Closed	1pm-4pm

* Note the above hours are for Library services only. The new facility will enable after hours independent access to community facilities beyond library opening hours..

Alternative Option

The following option is also available to Council:

Retain existing hours and open the CCC on Mondays from 10am-5pm

This option is not recommended for the following reasons:

- It fails to address the strong community support of 76% for earlier opening times;
- Hours are not evenly spread across the northern and southern parts of the City;
- The new CCC will only open one evening per week, reducing Council's capacity to maximise the public value from the new facility;
- The Enterprise Centre at CCC will not be well supported with only one evening per week; and
- It is not a good use of resources where a significant number of after 5pm hours are allocated to a period where patronage is much lower.

Communication

If Council approved the recommended changes to opening hours, the following customer communication strategy will be implemented:

- Signage at all libraries
- Website updates
- Email updates to customers
- Updates in the *Messenger*
- Online Library newsletter
- Face-to-face communication with customers at all branches

Financial Analysis & Resourcing Impact

The proposed changes to library opening hours are achievable within the existing FTE's and operational budget. The reduction in evening hours and associated reduction in penalty rates will deliver a minor saving in salary costs which is estimated at approximately \$3,900 per annum.

CONCLUSION:

The opening of the CCC in 2015 makes the review of the opening hours for the whole library service timely. In setting the opening hours for all three branches, the Library Service aims to ensure a good spread of hours across the City which best reflect the diverse needs of its 43,000 active library members. In line with best practice the Library staff will periodically undertake a review of opening and closing hours to maximise the public value derived from the City's library facilities.

Appendix 1: Copy of the survey

CHANGES TO LIBRARY OPENING HOURS – SURVEY AND INFORMATION SHEET



This short survey and information sheet has been put together for you to give us your views on proposed changes to library opening hours. Please read the background information which explains why changes are being proposed, complete the survey overleaf and return it to a library staff member by **8pm on Tuesday, 31 March 2015**.

1. WHY ARE NEW LIBRARY OPENING HOURS BEING PROPOSED?

The proposed changes have been developed to improve service to customers by updating library opening hours to reflect the busiest times of the day and to align with the opening of Cove Civic Centre at Hallett Cove this year.

Analysis of visitor patterns has found high levels of demand for earlier opening hours, while visitor numbers fall at night. Our library opening times have not changed since 2001. Since then we have developed online ordering, provided access to e-books, and introduced the *One Card* system so customers can pick up and return library items at any library in South Australia.

The proposed times also aim to see good quality service provided across the city within existing budgets and resources.

2. HOW DO THE PROPOSED OPENING HOURS COMPARE TO EXISTING TIMES?

The tables below show current and proposed opening times.

Marion Cultural Centre Library	Current hours	Proposed hours
Monday	10am-8pm	9.30am-7pm
Tuesday	10am-8pm	9.30am-7pm
Wednesday	10am-6pm	9.30am-5pm
Thursday	10am-8pm	9.30am-7pm
Friday	10am-8pm	9.30am-5pm
Saturday	10am-4pm	10am-4pm
Sunday	1pm-4pm	1pm-4pm

Park Holme Library	Current hours	Proposed hours
Monday	10am-5pm	9.30am-5pm
Tuesday	10am-5pm	9.30am-5pm
Wednesday	10am-8pm	9.30am-7pm
Thursday	10am-5pm	9.30am-5pm
Friday	10am-5pm	9.30am-5pm
Saturday	10am-4pm	10am-4pm
Sunday	Closed	Closed

Cove Civic Centre – current times are Hallett Cove Library	Current hours	Proposed hours
Monday	Closed	9.30am-5pm
Tuesday	10am-5pm	9.30am-7pm
Wednesday	10am-5pm	9.30am-5pm
Thursday	10am-8pm	9.30am-7pm
Friday	10am-5pm	9.30am-5pm
Saturday	10am-4pm	10am-4pm
Sunday	1pm-4pm	1pm-4pm

3. WILL THE NEW TIMES GIVE ME THE SAME AMOUNT OF ACCESS TO LIBRARIES?

When Cove Civic Centre opens later this year people will have access to Marion Libraries for an extra 7 ½ hours per week.

4. WHY CAN'T ALL LIBRARIES OPEN EARLY AND STAY OPEN LATE?

The proposed changes have been developed to provide a better service within existing budgets by opening libraries when people need them most.

5. HOW CAN I USE LIBRARY SERVICES OUT OF THE PROPOSED HOURS?

Items can be booked online 24/7 at marion.sa.gov.au/libraries and dropped back via return chutes.

6. I CANNOT GET TO MY LIBRARY

The *Library @ Home* service delivers items to people who are aged, frail or mobility impaired. Details are available online at marion.sa.gov.au/libraries

7. IF CHANGES ARE MADE, WHEN WILL THEY BE INTRODUCED?

Any changes will be aligned with the opening of Cove Civic Centre in July 2015 to ensure a consistent service across the city.

SURVEY

Please let us know what you think of the proposed opening times by completing this simple survey. If you prefer, you can complete the survey online at makingmarion.com.au

Please circle your response:

1. Which library do you usually attend? (please circle)

Marion Cultural Centre

Park Holme

Hallett Cove

2. How do you rate your support for the earlier opening times?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

3. How do you rate your support for the earlier closing times?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

4. The proposed changes will give me better access to a library

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

ANY OTHER COMMENTS?**MORE INFORMATION?**

Additional information about the proposed changes to opening times is online at makingmarion.com.au

WHAT NEXT?

Survey results will be analysed and a report will be considered by Council which recommends new opening hours. If Council chooses to endorse the new library opening times the changes will be communicated via the *Messenger*, on the City of Marion website and at Marion Libraries.

YOUR DETAILS?

So we can better understand the needs of our different customers, please provide the following details. All information will be treated in confidence.

Suburb:

Age :

Retired/Working/student/unemployed/Other.....

CONTACT

If you would like more information about the proposed changes to opening hours or to discuss your feedback in person, please contact Dagmar Morello on 8375 6787.

**CITY OF MARION
GENERAL COUNCIL MEETING
28 April 2015**

Originating Officer: David Harman, Financial Accountant
Corporate Manager: Ray Barnwell, Manager Finance
Director: Vincent Mifsud
Subject: Finance Report – March 2015
Report Reference: GC280415R08

REPORT OBJECTIVES AND EXECUTIVE SUMMARY:

This report provides Council with information relating to the management of financial resources under its control as at March 2015. 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.

It is considered appropriate that financial information regarding Major Projects be presented on a monthly basis in this report. Financial information regarding Major Projects will also be summarised in the quarterly Major Project reports. The principles used for assessment of reportable projects are according to the following criteria:

- Council has agreed to proceed with the project and approved a Section 48 Prudential Report.
- The Whole Of Life Cost is greater than \$4 million dollars (including grant assisted projects).
- Has a project life of more than 12 months.

According to the above criteria, the Cove Civic Centre and the City Services Redevelopment projects qualify and are included in Section 2 of this report.

RECOMMENDATIONS (1)

DUE DATES

That Council:

- 1. Receive the report “Finance Report – March 2015”.**

28 April 2015

BACKGROUND

This report is presented on a monthly basis to provide Elected Members with key financial information to assist in monitoring Council's financial performance.

DISCUSSION:

Appendix 1 contains a financial report to identify Council's performance against budget utilising a "Funding Statement". It provides a review against all of the elements contained within the Statement of Comprehensive Income and Statement of Financial Position that are adopted as part of the Annual Budget Report.

The following reports are included:

(1) Major Projects

Section 48 approved Projects

- (a) Cove Civic Centre (CCC)
- (b) City Services Redevelopment

(2) Funding Statement – Actual versus Budget (Appendix 1)

(3) Debtors Reports for Sundry Debtors and Rates Debtors (Appendix 2)

(1) Major Projects**(a) Cove Civic Centre**

	2014/15 Actual + Committ YTD 31/03/2015	2014/15 Budget	Project Cost At Completion
Income			
Federal Budget Grant 2011-12 Contribution			3,400,000
Total Income			3,400,000
Expenditure			
Operating	-	-	-
Capital Construction	(3,792,513)	(8,387,095)	(13,400,000)
Total Expenditure	(3,792,513)	(8,387,095)	(13,400,000)
Project Result Surplus/(Deficit)	(3,792,513)	(8,387,095)	(10,000,000)

The net deficit forecast will be funded in the following manner:

Funded By :	\$
(Over Project Life)	
Fixed Term Loan	10,000,000
	10,000,000

Construction of the Cove Civic Centre was originally forecast to commence in 2010/11 and is now included in the current Long Term Financial Plan to take place over the 2013/14 and 2014/15 financial years. On the 14 February 2012 (GC140212R02) Council resolved to support a design-led approach to provide greater certainty regarding design and project costs.

The Federal Budget announcement on the 8 May 2012 advised that the Government would provide \$3.4 million which was received in June 2012 as a contribution to the Cove Civic Centre. At the 13 November 2012 Council Meeting, a Section 48 Prudential report (GC131112R01) was considered and adopted by Council.

Operating costs from the existing Hallett Cove Library will be transferred and additional net annual operating costs once the new Cove Civic Centre is opened will be required. These funds are now incorporated in the current Long Term Financial Plan as outlined in the Section 48 Prudential Report.

(b) City Services Redevelopment

	2014/15 Actual + Committ YTD 31/03/2015	2014/15 Budget	Project Cost At Completion
Income			
Total Income			-
Expenditure			
Operating	-	-	-
Capital Construction	(4,648,121)	(7,836,623)	(14,332,000)
Total Expenditure	(4,648,121)	(7,836,623)	(14,332,000)
Project Result Surplus/(Deficit)	(4,648,121)	(7,836,623)	(14,332,000)

The net deficit forecast will be funded in the following manner:

Funded By :	\$
(Over Project Life)	
Operating Revenue	1,732,000
Fixed Term Loan	12,600,000
	14,332,000

The City Services Redevelopment design work commenced in 2011/12, with tendering for the project commencing in March 2014. Following the completion of the tender process, Council have unanimously approved the awarding of the construction contract for the redevelopment to B adge Constructions, with work expected to be c ompleted late 2015 (SGC190814F01).

On the 11 February 2014 (GC110214R04) Council approved the change in allocated funding for this project of up to \$14.332m.

On the 25 March 2014 (GC250314R01) Council approved loan funding of up to \$12.6m to be taken out for this project. Council has also agreed that it will consider a report on the timing and methodology for disposal of any surplus land following completion of the project.

INTERNAL ANALYSIS

Financial Implications:

This report is an information report only and has no direct financial implications.

CONCLUSION:

The main monthly reporting focus is to report the “Actual versus Budget” position to enable regular monitoring of Council’s financial performance. Major Projects require regular reporting and monitoring by Council to ensure prudent financial management is maintained.

Appendix 1: Funding Statement & Graphs – Actual versus Budget.

Appendix 2: Sundry Debtors & Rates Report

(2) 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 maintaining a Category 3 Financial Sustainability rating, on average over each five year period, which for 2014/15 means a targeted operating surplus of between \$0 and \$3.285m.

Comment: Council has a net operating surplus result of \$9.337m before capital revenues, against a year end forecast from Budget of \$3.796m surplus.

Capital Budget -

The Capital Budget is linked to Council's key financial indicator – "Asset Sustainability Ratio" and an actual to budget comparison reflects Council's progress in achieving its Capital program.

Comment: The year to date actual to budget position reveals that 73.5% of the full year financial Capital Renewal Budget has been spent or committed.

The actual progress to date of Council's full Capital New and Renewal Expenditure program is detailed by asset class in the attached graphs, with the exception of major projects which have previously been detailed in this report.

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: New borrowings of \$10.116m for Cove Civic Centre and for the City Services Redevelopment, are included in the 2014/15 budget as part of Council's Major Projects. Principal repayments of \$1.572m mean that the overall loan liability balance is forecast to increase by \$8.544m.

Reserves & Cash -

Various fund movements such as surplus budget review results, unspent grants and carryover projects at year end are reflected as transfers to reserves, whilst utilisation of reserve funds are recognised as transfers from reserves.

Cash may be utilised to fund expenditure within the context of Treasury Management to ensure loans are not drawn down where temporary cash holdings are available.

Comment: Major movements in Net Transfers from Reserve of \$15.248m include the following:

Transfers from Reserve

Grants & Carryovers Reserve	\$ 15,669k
Asset Sustainability Reserve	\$ 208k

Transfers to Reserve

Open Space Development Contribution and Interest	(\$ 251k)
Grants & Carryovers Reserve	(\$ 378k)

A net cash deficit of \$0.275m is forecast to occur in 2014/15.

Sundry Debtors Report - Aging report as at 31 March 2015

Debtor	Total Balance	Current	30 Days	60 Days	90 Days	90+ Days	Percentage of total 90+ day balance	Comments for 90+ Day balances
General Total	19,529.25	3,904.00	.00	.00	3,025.00	12,600.25	8%	Predominantly relates to one debtor on an ongoing payment regarding illegal tree removal (repayment plan is in place).
Hire of Council Facilities Total	33,658.85	9,161.10	4,358.08	3,011.68	6,764.08	10,363.91	7%	Made up of 16 out of 48 debtors in this category, with none individually significant.
Land Clearing Total	2,146.45	.00	2,146.45	.00	.00	.00	0%	
Sporting Clubs & Other Leases Total	184,427.94	5,596.01	14,451.38	32,750.00	82,847.10	48,783.45	32%	Made up of 9 out of 23 debtors in this category. One accounts for \$22,047.94 - almost 50% of the total aged debt. One debtor on a payment plan (\$4,552.88) was sent a notice of intention to commence legal action sent out 20/2/2015, and has recommenced making payments in March.
Extra Works Total	37,307.50	5,755.00	7,700.00	.00	650.00	23,202.50	15%	Made up of 15 out of 23 debtors in this category, with none individually significant, one debtor has been put on a payment plan.
Swim Centre Debtors Total	19,463.25	10,681.55	5,066.15	.00	3,055.95	659.60	0%	Made up of 2 out of 19 debtors in this category, with none individually significant.
Grants & Subsidies Total	826,368.25	313,431.24	352,502.00	119,322.50	.00	41,112.51	27%	\$33,000 relates to one debtor for Community Rec & Sports Funding - have received a total of \$143,000 for the project, with the remaining balance being actively followed up with the debtor.
Environmental Health Total	12,756.69	3,171.50	1,312.00	1,107.00	674.60	6,491.59	4%	Made up of 43 out of 88 debtors in this category, with none individually significant.
Impoundment	180.00	180.00	.00	.00	.00	.00	0%	
Tree Funds Total	5,051.84	1,424.00	752.00	.00	.00	2,875.84	2%	Made up of 11 out of 18 debtors in this category, with none individually significant.
Marion Cultural Centre Total	15,453.25	3,575.50	1,683.50	4,955.50	605.00	4,633.75	3%	Made up of 3 out of 11 debtors in this category.
Total	1,156,343.27	356,879.90	389,971.56	161,146.68	97,621.73	150,723.40		
Total Aging Profile		31%	34%	14%	8%	13%		

Category	Description
General	Anything that does not fit into one of the below categories.
Hire of Council Facilities	For hire of rooms in Neighbourhood Centres, etc - usually charged out at an hourly rate. Also includes cultural workshops and tours.
Land Clearing	Relates to the clearing of vacant land
Sporting Clubs & Other Leases	Rent, electricity, water, maintenance, etc charged out to lessees.
Extra Works	For 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	Food Inspection fees
Impoundment	Used for Vehicle Impoundment fees.
Tree Funds	Includes contribution from residents and/or developers for the removal and/or replacement of Council Street Trees and significant trees.
Marion Cultural Centre	For invoices relating to the Marion Cultural Centre

Funding Statement

As at 31 March 2015

Original Adopted Budget \$'000		YTD Actual + Committ \$'000	YTD Budget \$'000	YTD Variance \$'000		Annual Budget \$'000	Note
	Operating Revenue						
67,051	Rates	50,731	50,586	145	F	67,213	A
1,803	Statutory Charges	1,332	1,312	20	F	1,762	
1,717	User Charges	1,352	1,212	140	F	1,620	B
5,667	Operating Grants & Subsidies	5,325	4,447	878	F	5,820	C
560	Investment Income	551	542	9	F	831	
910	Reimbursements	732	707	25	F	898	
399	Other	764	907	(143)	U	1,070	D
246	Net gain - SRWRA	60	60	-	-	306	
78,353		60,847	59,773	1,074	F	79,520	
	Operating Expenses						
32,777	Employee Costs	21,030	23,770	2,740	F	32,047	E
16,293	Contractual Services	12,434	13,200	766	F	18,022	F
5,086	Materials	3,266	3,750	484	F	4,945	G
770	Finance Charges	364	364	-	-	830	
12,958	Depreciation	9,790	9,886	96	F	13,196	
6,726	Other	4,626	5,071	445	F	6,684	H
74,610		51,510	56,041	4,531	F	75,724	
3,743	Operating Surplus/(Deficit) before Capital Revenues	9,337	3,732	5,605	F	3,796	
	Capital Revenue						
657	Capital Grants & Subsidies	1,559	1,353	206	F	1,353	I
1,500	Contributed Assets	-	-	-	U	1,500	
-	Gain/(Loss) on Asset Disposal	61	-	61	F	-	
2,157		1,620	1,353	267	F	2,853	
5,900	Net Surplus/(Deficit) resulting from operations	10,957	5,085	5,872	F	6,649	
12,958	add Depreciation	9,790	9,886	(96)		13,196	
(246)	less Share of Profit SRWRA (excluding dividend)	-	-	-		(246)	
18,612	Funding available for Capital Investment	20,747	14,971	5,776	F	19,599	
	Capital						
13,914	less Capital Expenditure - Renewal	12,765	11,129	(1,636)	U	17,389	J
14,516	less Capital Expenditure - New	8,304	17,870	9,566	F	24,777	K
1,500	less Capital - contributed assets	-	-	-	U	1,500	
(11,318)	Net Overall lending/(borrowing)	(322)	(14,028)	13,706	F	(24,067)	

Original Adopted Budget \$'000		YTD Actual + Committ \$'000	YTD Budget \$'000	YTD Variance \$'000	Annual Budget \$'000	Note
Funded by;						
Loans						
12,628	Loan Principal Receipts (Net)	-	-	-	-	10,116
-	Loan Receipts/(Payments) from Sporting Clubs (Net)	-	-	-	-	-
1,417	less Loan Principal Repayments	856	856	-	-	1,572
11,211	Loan Funding (Net)	(856)	(856)	-	-	8,544
Movement in level of cash, investments and accruals						
-	Cash Surplus/(Deficit) funding requirements	14,419	401	14,018		(275)
107	less Reserves (Net)	15,597	15,285	312		15,248
(107)	Cash/Investments/Accruals Funding	(1,178)	(14,884)	13,706		(15,523)
11,318	Funding Transactions	322	14,028	(13,706)	F	24,067 L

Rates Report - Collection of Rates to 31 March 2015

ANALYSIS OF OUTSTANDING RATES AS AT 31 MARCH 2015

	<u>Note</u>		% of Total Annual Rates
CURRENT	1	\$ 13,375,986	19.9%
OVERDUE	2	\$ 1,394,394	2.1%
ARREARS	3	\$ 667,184	1.0%
POSTPONED	4	\$ 83,774	0.1%
LEGALS	5	\$ 20,729	0.0%
		\$ 15,542,067	23.2%
TOTAL ANNUAL RATES FOR 2014/15		\$ 67,110,000	

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: 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 5: 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.

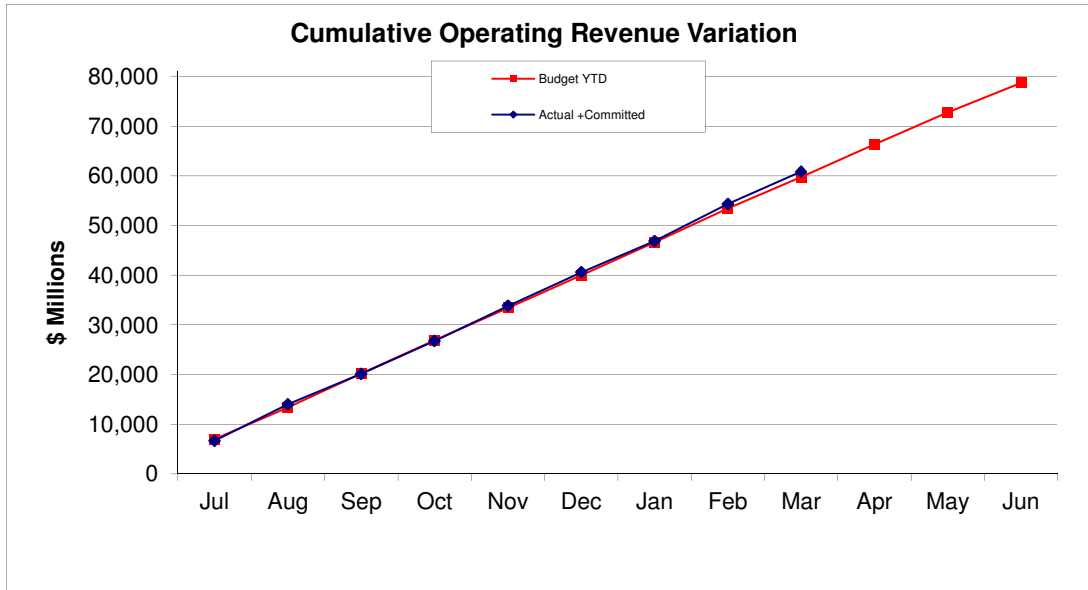
Variation Notes

A	Rates	Favourable \$145k	Predominantly reflects budget timing variances in relation to rate rebates expected for SA Housing Trust stock transfer that has not yet occurred.
B	User Charges	Favourable \$140k	Predominantly reflects a number of monthly budget timing variations, none of which are individually significant.
C	Operating Grants & Subsidies	Favourable \$878k	Predominantly reflects budget timing variations in Roads 2 Recovery grant (\$169k), Library operating grant (\$249k) and HACC grants (\$401k).
D	Other Revenue	Unfavourable \$143k	Predominantly reflects a number of monthly budget timing variations, none of which are individually significant.
E	Employee Costs	Favourable \$2,740k	Predominantly reflects budget timing variances arising from the way pay weeks fall, as well as the existence of some temporarily vacant positions.
F	Contractual Services	Favourable \$766k	Predominantly reflects a number of monthly budget timing variations.
G	Materials	Favourable \$484k	Predominantly reflects budget timing variations in regards to electricity (\$249k) as well as a number of other variations, none of which are individually significant.
H	Other Expenses	Favourable \$445k	Predominantly reflects a number of monthly budget timing variations, none of which are individually significant.
I	Capital Grants & Subsidies	Favourable \$206k	Predominantly relates to an unbudgeted grant received for the Oaklands Park Stormwater Re-use Scheme (\$181k).
J	Capital Expenditure (Renewal)	Unfavourable \$1,636k	Reflects budget timing variations in relation to the City Services Redevelopment.
K	Capital Expenditure (New)	Favourable \$9,566k	Predominantly reflects budget timing variations in regards to the Cove Civic Centre (\$2,639k), drainage construction (\$1,087k), reserve redevelopments (\$2,005k) and City Services Redevelopment (\$4,193k).
L	Funding Transactions	Favourable \$13,706k	The increase in cash/investments/accruals funding is attributable to the corresponding net overall lending/(borrowing) position.

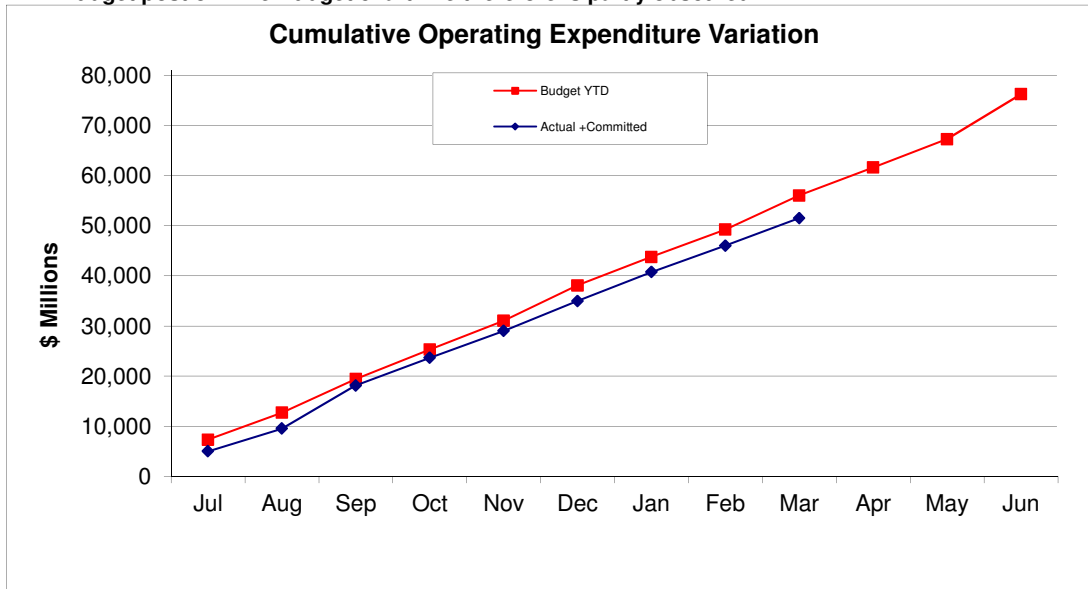
The above comments referring to budget timing variations are where some monthly budget estimates are not reflective of the actual expenditure patterns as at the reporting date.

Note: The progress to date of Capital Expenditure programs (New and Renewal) is detailed in the attached graphs, noting that where no budget exists in the initial months this is primarily due to certain types of capital works that cannot be carried out during periods of inclement weather.

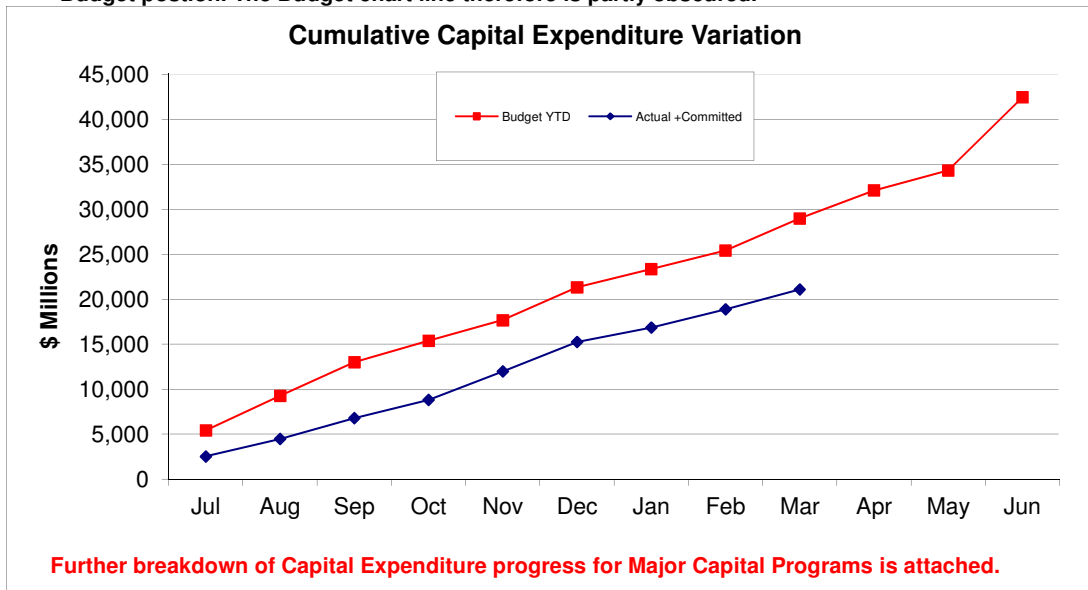
Funding Statement Cumulative Position - 2014/15

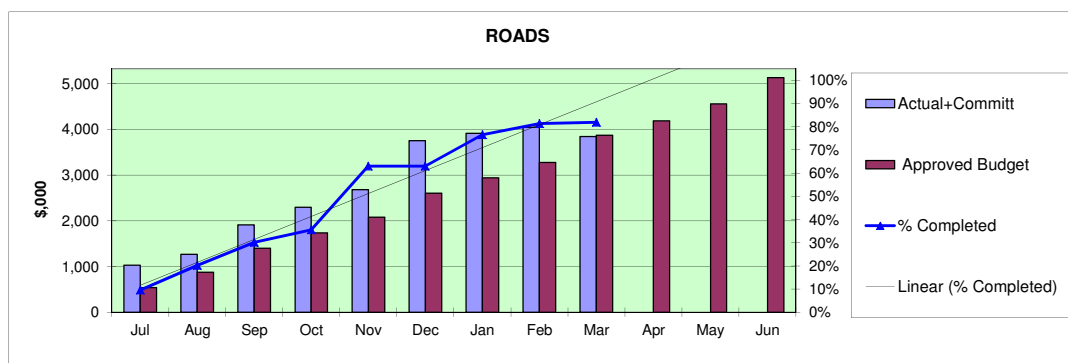


Note - The Year to Date Actual + Committed position result is accurately aligned to the Year to Date Budget position. The Budget chart line therefore is partly obscured.

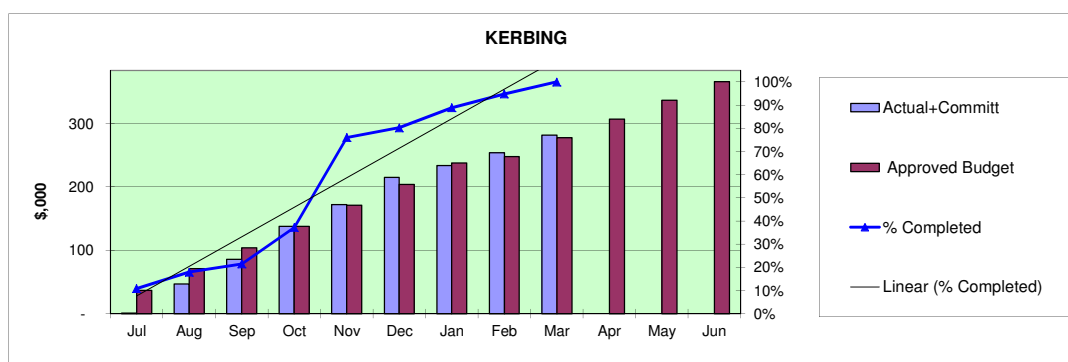


Note - The Year to Date Actual + Committed position result is accurately aligned to the Year to Date Budget position. The Budget chart line therefore is partly obscured.

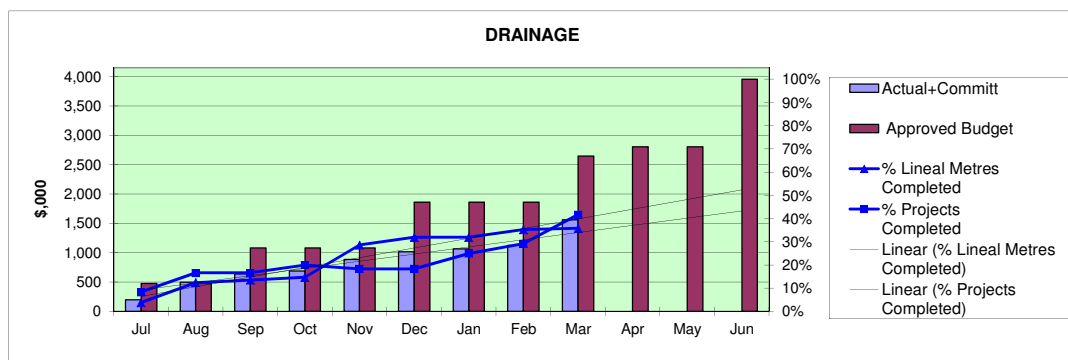




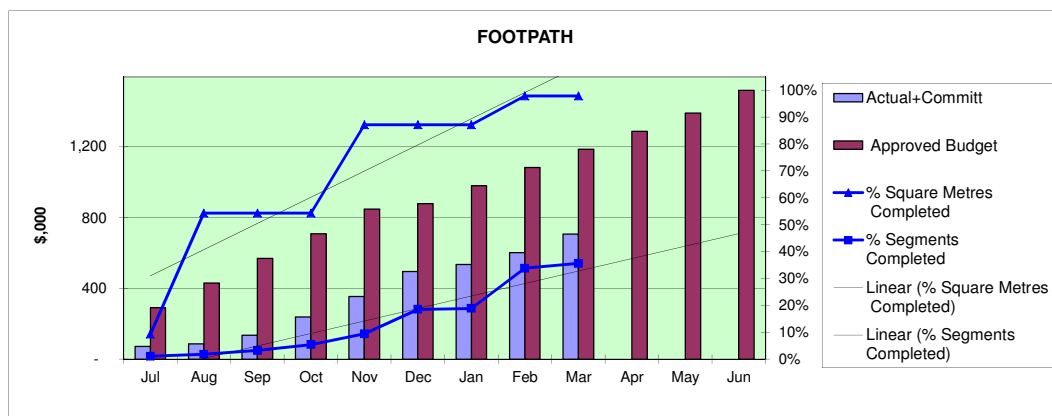
- Road seal program in progress, 82% completed.



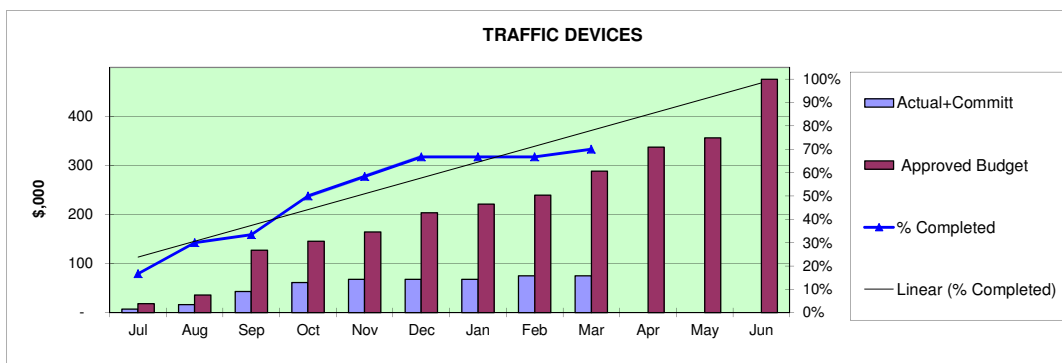
- Kerb program completed.



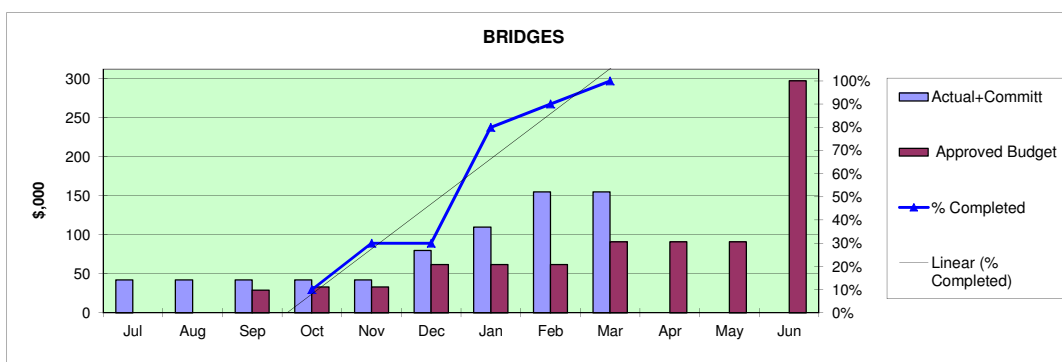
- Waterfall Creek retention structures, Ragamuffin Ave drain Ramrod Ave drain and Graham Road SEP, Waterfall Creek retention structures, completed.
- Coolah Ave box drain, Radstock Ave, Crozier Tce drain, Travers Street drain, Radstock Ave Stage 1 drain, Nanagai Ave drain Harbrow Grove spoon drain, Brigalow Ave spoon drain, West Street spoon drain, in progress.



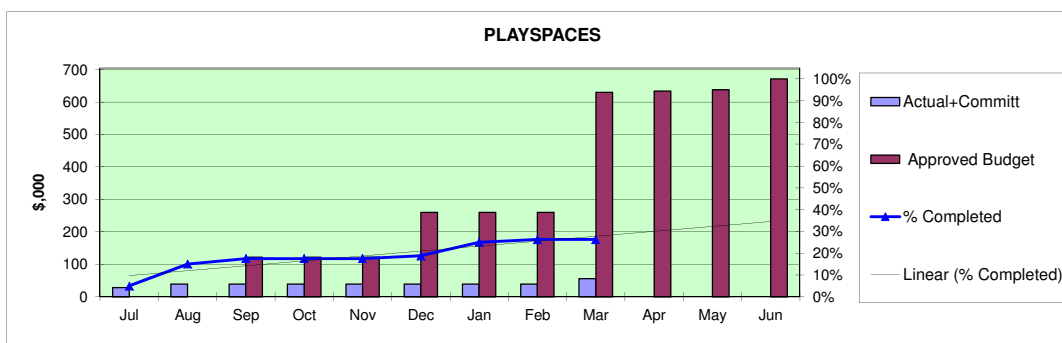
- Footpath construction in progress, 98% completed.
- Proactive works in progress, 36% completed.



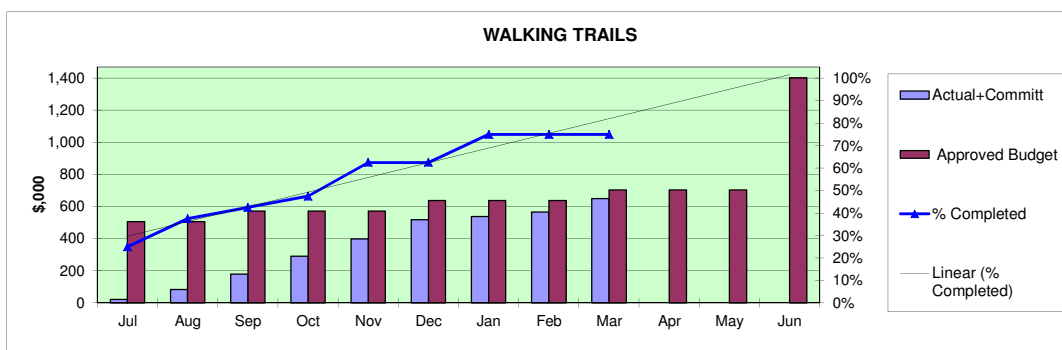
- Traffic Devices program 67% completed.
- Trott Grove parking bay, Towers Tce parking bay, Quailo Ave, Nottingham Tce parking bays completed.
- Hazel Street Park and Ride, and Railway Tce Greenway, Gannett Court in progress.



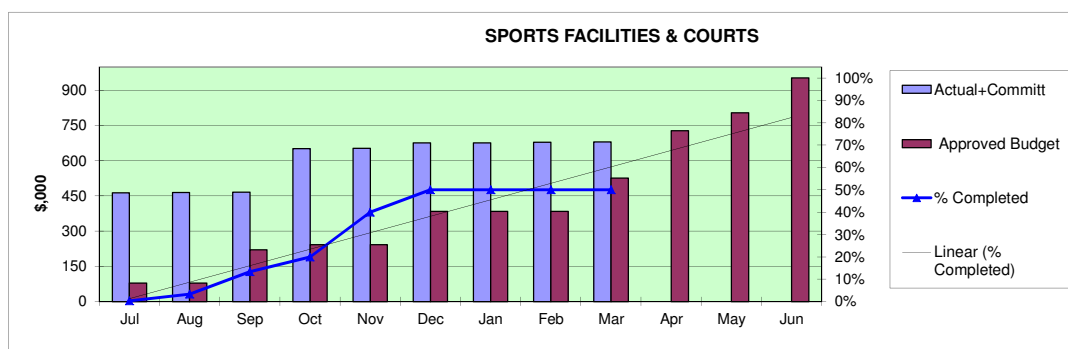
- Gannett Court bridge completed.



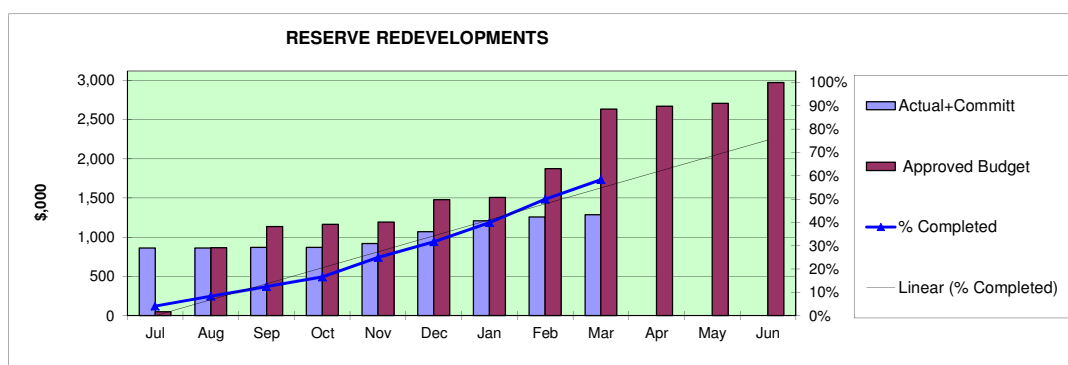
- Playspace program 26% completed.
- Plympton Oval upgrade and Edwardstown Oval upgrade consultation complete.
- York Street Reserve completed.



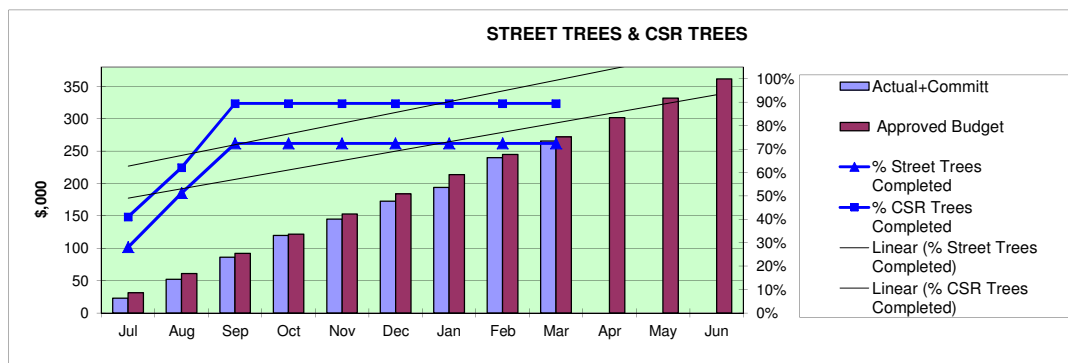
- Walking Trail program 75% completed.
- Sturt Linear Park Stage 1, Sturt Linear Park Stage 2 and Linear Park (Barramundi) completed.
- Quailo Shared Path in progress.



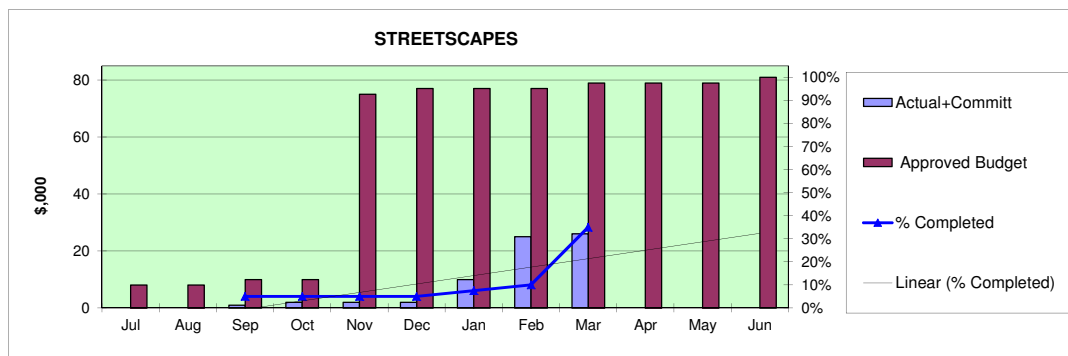
- Sports Facilities & Courts Program 50% completed.
- Mitchell Park Oval, lighting completed and fitness equipment design in progress.
- Edwardstown Multipurpose Courts consultation completed, design and specification in progress.
- Cove Sports tender for change rooms and light towers, change rooms commenced, connection of power expected mid May.



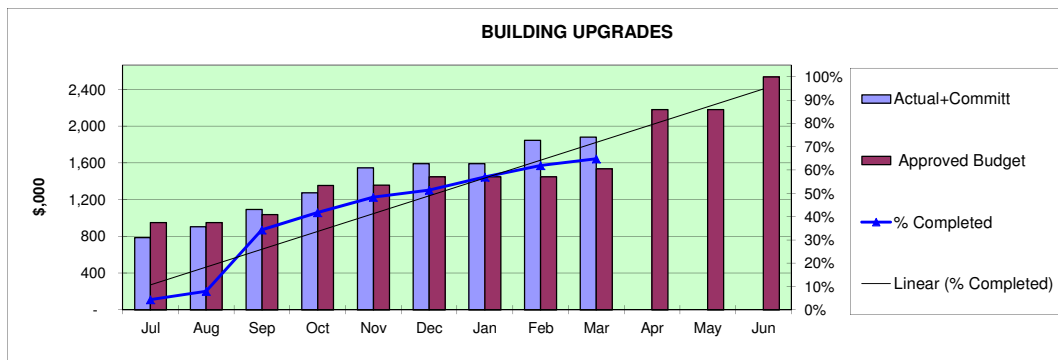
- Reserve Redevelopments program 58% completed. Works program increased to 7 projects.
- Oaklands Recreation Plaza construction commenced, 45% complete.
- Hallett Cove Beach Stage 1, 75% complete.
- Oaklands Reserve Inclusive Playspace concept and Jervois Street Reserve designs commenced.
- Edwardstown Oval open space improvement and Trott Park Dog Park projects added to works program February 2015.



- CSR Tree Planting Program 89% completed.
- Street Tree Planting Program 72% completed.
- Planting program will recommence in May 2015 depending on weather.



- Streetscape program 35% completed.
- Streetscape program civil construction / open space planning in progress.
- Works commenced March 2015.



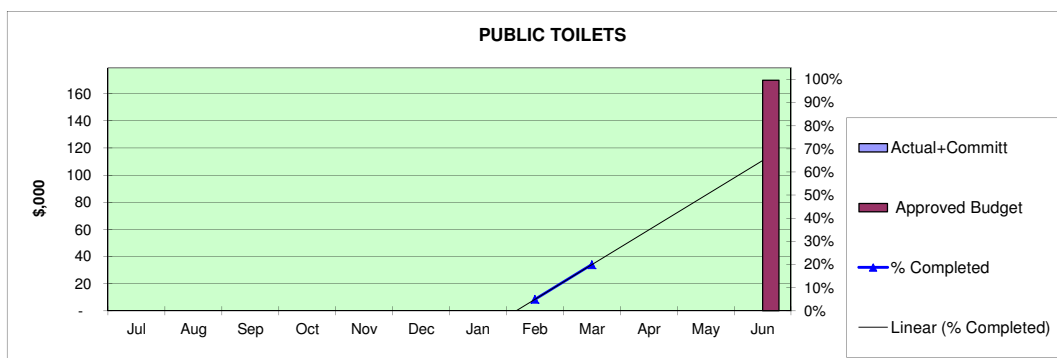
- Building Upgrade program 65% completed.

Completed

- Marion Golf Park asbestos removal.
- Outdoor Pool pipework replacement, tiling, water slide, sign.
- DDA Clovelly Park Tennis Club.
- DDA Southbank Tennis Club.
- Glandore Community Centre Clark building lighting.
- Edwardstown Rotary Club carpark.
- Seacombe Heights Tennis Club retaining wall.
- Abbeyfield House switchboard upgrade.
- Red House air-conditioning.
- Plympton Sports firewall.
- Glandore Community Buildings - Fitzjames windows, Slade carpet and Malwa air-conditioning.
- Tjilbruke Gateway renewal.

In Progress

- Marion Golf Park water tank.
- Cooinda veranda, painting and doors.
- MCC security system and cameras.
- MCC Library fit-out.
- MCC furniture renewal.
- Hallett Cove Sports Club DDA upgrade.
- Glandore Oval lighting and scoreboard.
- Glandore Oval asbestos removal.
- Administration Building sign replacement.
- Ascot Park Vermont Tennis Club asbestos removal.
- Plympton Park Sports Club fence replacement.



- Southbank Reserve public toilet project added to works program February 2015 - resident notification documentation being prepared.

**CITY OF MARION
GENERAL COUNCIL MEETING
28 April 2015**

Notice Received from: Councillor Ian Crossland
Subject: Community Safety Vehicles
Ref No: GC280415M01
File No: 9.24.1.4 & 9.33.3.30

MOTION:

That:

1. A Community Safety Vehicles are professionally sign written with Marion Council logo and wording across the side of the vehicle (including any appropriate graphic) to provide recognition and re-assurance to the community.
2. One of the Community Safety Vehicles is fitted with a flashing light bar.
3. Vehicles currently within 12 months of being replaced will be exempt from this motion.
4. Any cost associated with this motion will be funded from existing budgets.

COMMENTS: Councillor Ian Crossland

Many Councils already use marked vehicles to promote their brand and service. The benefits of utilising marked Community Safety vehicles:

- Promotes council's primary aim which is to educate and act as a deterrent. Not to carry out covert enforcement.
- Inspectors can be seen when investigating a complaint.
- Staff can now safely monitor areas especially if they are taking photographs particularly around schools or driving across reserves.
- Promotes a less confrontational role. Staff are easily identifiable when they deal with incidents.
- Unmarked vehicles are rarely required (maybe once a week or once a fortnight). Council has a pool of unmarked vehicles used by managers and these are utilised if required.
- A light bar should be fitted to one of the vehicles to provide a safe working environment on the road at night. Currently only one vehicle is used at night.

The use of marked vehicles within other councils has led to more positive outcomes when dealing with the public with less confrontations. Staff are more approachable with many enquiries dealt with by Community Safety Inspectors, rather than ongoing customer service requests.

The cost to add signage to each vehicle is expected to be around \$2,500 and the light bar will cost around \$750 to purchase and install. The unit currently has five vehicles which are kept for 3 years.

COMMENTS: Anna White, Team Leader Community Safety Inspectorate

The Community Safety Team operates five vehicles which assists the Inspectors in being able to carry out their duties and service the community. The fleet currently consists of three Volkswagen Caddys and two Holden Utes. All vehicles have the standard lighting and the City of Marion logo (13.5cm x 11.5cm) on both doors which are consistent with the City of Marion Style Guide and remainder of the Council fleet.

Community Safety Inspectors currently wear the City of Marion's corporate uniform and high visibility vests or jackets when working out on the road. In addition, it is a requirement of the Local Government Act and the Dog and Cat Management Act that authorised officers clearly wear their identity badges of delegated authority when undertaking any duties. The team takes an educative personal approach with the community and therefore most work is conducted away from the vehicle.

Liaison with several metropolitan Councils in regards to signwriting and lighting of their equivalent vehicles has been conducted and is tabled below:

Council	Vehicle signage	Additional vehicles lights
Onkaparinga	Yes(Large Logo)	Yes (Fixed)
Unley	Yes (Logo)	Yes (Fixed)
Mitcham	Yes (Logo and text detailing service)	Yes (Fixed on one after hours vehicle)
Charles Sturt	Yes (Logo and Council Text)	Yes (Internal orange LED's)
Holdfast	Yes (Logo and Patrol Text)	Yes (Fixed)
West Torrens	Yes (Logo)	Yes (Fixed)

All councils detailed in the table have some form of additional lighting and signage on their vehicles. In some cases text is also included to identify the council and the purpose of the vehicle in use.

Various councils indicated that increased visibility provides some positive outcomes. It was highlighted that maintaining a professional and official looking vehicle was paramount. A number of councils have adopted different levels of lighting and signage to meet their specific needs. For example, extensive beach patrols have increased the need for one council to be more easily identifiable by pedestrian traffic and therefore equipped their beach patrol vehicles with the necessary sign writing and lighting.

There are advantages and disadvantages to both approaches to either leaving the vehicles as they are or making modifications to enhance the signage and lighting of the vehicles. Some positive outcomes of increased livery and lighting could include enhanced safety whilst dealing with emergency situations, increased recognition and identification of the work conducted by the City of Marion and potentially an increased perception of safety in the community.

Whilst an increase in visibility in certain situations could have a positive impact, in other situations this could be detrimental, for example investigations into sensitive complaints, community perceptions of an authoritarian approach and potential increase of abuse towards inspectors. It has been identified that a subtle low profile vehicle is as important.

Duties that require a less intrusive approach require a lower profile. This is due to the nature of work carried out, the potential impact on sensitive investigations and the safety of the Inspectors using the vehicles. For example, investigation into barking dogs and attending to complaints where the complainant wishes to remain anonymous. In this situation a prominent sign written vehicle could be a hindrance to the investigation. Other options such as the use of another organisation pool vehicle are limited as they are not suitably equipped for transporting dogs or available during afterhours. This would limit the team's response to these types of complaints during these times.

The current day-to-day duties of the City of Marion Community Safety Inspectors rarely require Inspectors to stop or park in unsafe conditions and in most situations Inspector vehicles are parked safely before attending to their duties, most of which takes place from the footpath. In other situations that are assessed as being at a higher level of risk on the road, technology allows the Inspector to remain in the vehicle.

Information obtained from Work Zone Traffic Management and the Local Government Association (LGA) indicated that there is no legal requirement for vehicles to be fitted with additional lighting other than the standard vehicle lights. Hazard lights were deemed sufficient in all aspects. All Community Safety Inspector vehicles are equipped with hazard lights and a non-fixed magnetic flashing orange light that is used for dealing with roadside emergencies.

The current sign writing of the logo is comparable to other City of Marion fleet vehicles that have a similar profile in the community. The current logo is in keeping with the City of Marion Style Guidelines which was endorsed by Council on the 22nd June 2010 (GC220610R09). The logo is sufficient recognition of the Community Safety Inspectors whilst they are carrying out current duties.

Summarised below are the identified options and costs of what currently exists and options suggested in this Motion:

Summary Table of Options and Costs:

Option	Lighting – one vehicle only
1. No change	No additional cost
2. Additional lighting	\$750.00

Option	Signwriting – five vehicles
1. No change	No additional cost
2 a – Text and logo (only)	\$5,000 (total for 5 vehicles)
2 b - Photo (only)	\$4,500 (total for 5 vehicles)
2 c - Wrapping (including text and logo)	\$19,800 (total for 5 vehicles)
Removal of new signage	\$1,000 per vehicle

A further option in addition to the above could include keeping one vehicle as is, that would be dedicated to dealing with those complaints that are sensitive and require discretion.

Should Council choose to support this Motion the relevant costs involved would need to be referred to the 2015/16 Annual Business Plan and Budget process for further consideration and prioritisation.

Accordingly the following alternative motion is recommended to Council:-

“That:

1. All Community Safety Vehicles are professionally sign written with Marion Council logo and wording across the side of the vehicle (including any appropriate graphic) to provide recognition and re-assurance to the community.
2. One of the Community Safety Vehicles is fitted with a flashing light bar.
3. Vehicles currently within 12 months of being replaced will be exempt from this motion.
4. That all relevant costs involved with this motion be referred to the 2015/16 Annual Business Plan and Budget process for further consideration and prioritisation.”

**CITY OF MARION
GENERAL COUNCIL MEETING
28 APRIL 2015**

Notice Received from: Councillor Hull

Subject: Local Government Association Membership

Ref No: GC280415M02

MOTION:

'That Council advises the Local Government Association of South Australia (LGA) that the annual membership fee of \$96 000 is excessive, that the City of Marion is only prepared to pay a membership fee of \$70 000 for the 2015/2016 financial year. If this revised membership fee is not accepted by the LGA, the City of Marion will terminate its membership of the LGA'.

COMMENTS: Councillor Hull

With financial pressures and budgetary constraint, the LGA should not be quarantined from our scope to find savings. In any event, I am advised that the City of Marion may be getting a raw deal from the LGA given that the City of Port Adelaide/Enfield with a budget of around \$104 million paid \$95,300 to the LGA last year?

COMMENTS: Kate McKenzie, Manager Governance

BACKGROUND

The Local Government Association is a public authority for the purpose of promoting and advancing the interests of local government in South Australia. Its objectives and powers are defined within its Constitution. Its legal basis and continuation as a legal entity is provided for in Schedule 1 to the Local Government Act 1999 (SA).

Membership to the Local Government Association South Australia is voluntary and all Councils (68) under the Local Government Act 1999 (SA) are 'ordinary' members.

The annual LGA subscription is determined via a population and revenue formula endorsed by the LGA Board. A cap does exist in order that no Council will incur an increase of more than 5% to subscription fees in each year and to limit subscriptions for larger Councils. Queries have been raised with the LGA this financial year about an apparent anomaly in the formula. As a result, the formula is currently being reviewed for consideration by the LGA Board in July 2015.

The services provided to member Councils by the LGA are determined by the LGA Board. Core activities of the LGA are focused on advocating on behalf of local government to the state and federal government on legislative issues, funding and leadership back to the sector.

DISCUSSION

There are a number of factors and complex issues to be considered by Council in making a decision to either request a reduced LGA Membership fees or withdraw its membership altogether.

The following provides some detail but further research is required.

Legal

The LGA provides advice to Council regarding legislative changes. There is a potential for breaches or non-compliance issues to arise due to the inability to keep up to date with all legislative provisions.

Representation to Boards/Committee

The LGA manages representation of Local Government to more than 20 legislative Boards and Committees. The process requires nominations from the sector and these nominations are endorsed by the LGA board to the Minister.

If the City of Marion withdraws its membership to the LGA, further research would be required to determine the impact on Council's ability to seek appointment on various bodies. It may also impact on Council's ability to nominate for various bodies such as the Local Government Finance Authority, LGA Workers Compensation Scheme and LGA Mutual Liability Scheme. These appointments are determined by the LGA Board.

LGA General Meeting

If Council is not a member of the LGA, it would not have a voting right or the ability to submit motions to the LGA General Meetings.

Operational

The Council uses a web platform provided through a contract with the LGA which is tailored for Local Government. Further research would be required to ascertain the impact of this, including the costs associated with alternative providers and the staff resources to implement a change in provider.

Further research would be required to determine the impact on technologies such as the 'My Local Services App' as this is leveraged from the same system.

Advisory Services

A loss of access to a wide range of advisory services and copyright documents prepared by the LGA would have significant operational implications for Council. This includes access to model guidelines, policies, manuals, templates, circulars, etc. The LGA also provides a significant range of opportunities for Council staff and members to network across and beyond SA. The loss of such networking or costs of replicating it would also represent a risk.

Insurance Schemes

The Council is a member of the Local Government Insurance Schemes being:

- Workers Compensation
- Mutual Liability
- Asset

These Schemes provide significant financial benefit to the Council. Participation in the two first mentioned schemes is secured through scheme rules established by the LGA but which would require Ministerial approval to be changed. Council can remain a Member of these Schemes but some complexities arise such as the LGA owns the license for the LGA Workers Compensation Scheme. This would require further research and discussions with the Schemes as there may be some additional risks associated with not being a member of the LGA.

Additionally, the Schemes and the LGA run a number of joint activities such as the Climate Change Adaptation Program. Council's ability to participate in these would need further discussion and research.

Financial

There are a number of financial matters already highlighted but other matters to consider are:

- Training and Development
- Local Government Research and Development Scheme
- Local Government Financial Authority
- Access to joint projects

Access for a non-member Council would depend on decisions by the LGA Board.

CONCLUSION

Based on the information provided, it is recommended that further discussions occur with the Council and Local Government Association to understand the full range of the services provided and the interrelated complexities associated with Council's membership. It is noted that the LGA is attending the Elected Member Forum on Tuesday, 19th May 2015. It is recommended that an alternative motion is considered by Council as follows:

"That Council seek further information from the incoming President of the Local Government Association and Senior Staff to address its concerns at the Elected Member Forum to be held on Tuesday, 19 May 2015".

**CITY OF MARION
GENERAL COUNCIL MEETING
28 April 2015**

Notice Received from: Councillor Bruce Hull

Subject: Telecommunications Facility, South Road, Edwardstown

Ref No: GC280415M03

File No: 9.24.1.4 & 9.33.3.27

MOTION:

"that Council take punitive action against Crown Castle and Telstra in relation to the [804-820 South Road](#), Edwardstown - Telecommunications Facility by 28 June 2015 should they fail to return that portion of the tower that does not intrude into prescribed airspace to its original 'light grey hue' (as pictured) as specified in the 'Variation of Decision' notice issued by the Commonwealth Department of Infrastructure and Regional Development on 22 April 2015."

COMMENTS: Councillor Hull

Nil

COMMENTS: Donna Ferretti

Follow-up investigations and discussions with Adelaide Airport were undertaken to determine the status of a request to vary the obstacle marking on the telecommunications tower in the manner described in the motion. The relevant authority – the Commonwealth Department of Infrastructure and Regional Development (DIRD) – has now responded to this request and issued a "Variation of Decision" notice that requires only that portion of the tower which intrudes into prescribed airspace be obstacle marked.

Telstra and Crown Castle have been notified of this decision and have indicated that works to return that part of the tower below prescribed airspace to its original 'light grey hue' will commence shortly.

**CITY OF MARION
GENERAL COUNCIL MEETING
28 April 2015**

Notice Received from: Councillor Bruce Hull

Subject: Expiation or Prosecution of Food Outlets in the City of Marion

Ref No: GC280415M04

File No: 9.24.1.4 & 9.33.3.27

MOTION:

"That the City of Marion release all information to our community relating to any expiation or prosecutions of food outlets in the City of Marion and that an accessible list of breached food outlets be placed on the City of Marion website"

COMMENTS: Councillor Bruce Hull

Appendix 1 attached. Also available to download: <http://www.adelaidenow.com.au/news/south-australia/adelaide-food-outlets-fined-by-adelaide-city-council-named-and-shamed/story-fni6uo1m-1227300072342>

COMMENTS: Sharon Perin, Unit Manager Community Health and Safety

The City of Marion contributes to public health and safety by administering the Food Act 2001 to ensure that businesses sell food that is safe and suitable for human consumption.

Environmental Health Officers investigate complaints under the Act and take a proactive role in monitoring food premises to ensure appropriate levels of hygiene are maintained and take samples to ensure the food is safe and to prevent the spread of disease. They also take a proactive role in educating people who handle food, about safe techniques.

The inspection of premises is an opportunity for EHOs to take preventative action by educating business proprietors. In the event of non-compliance, EHOs have a range of options they can take depending on the breach. The following table outlines their work:

	2011/12	2012/13	2013/14
Number of food outlets in Marion	361	372	447
Number of inspections	350	294	292
Number of follow up inspections	65	37	73
Inspection resulting from complaints	23	21	17
Action taken			
Written warning	29	34	5
Improvement notice	1	1	6
Prohibition order	0	0	0
Expiation	6	2	1
Prosecution	0	0	0

In deciding what action to take, EHOs consider level of risk to the public and consumers of the food, the compliance history of the food business and the number and type of issues and breaches of the Act detected. The aim is for businesses which have breached an aspect of the Act to remedy the issue and prevent the issue from further occurring. A food business may breach the Act and be issued a warning, expiation, notice or order and the matter may be rectified the same day or within a short period of time, thereby not putting the community at risk.

Public notification

The City does not currently release information to the community about individuals or businesses which have breached the Act. The Sunday Mail story (Appendix 1) in which Adelaide food outlets were reportedly “named and shamed” was the result of a Freedom of Information application.

SA Health has a “Food Prosecution Register” on its website where the details of individuals or businesses that have been successfully prosecuted in court are listed for two years. Details of individuals or businesses who have received a warning, improvement notice, expiation notice or prohibition order are not listed.

The City of Marion could list any successful prosecutions on its website in a similar fashion to SA Health and publish a table similar to the above on its website and in the annual report.

In deciding if the City of Marion should release the names of businesses that have been expiated, it is recommended that Council consider:

- The possibility that businesses may no longer work co-operatively with EHOs and may no longer seek advice from EHOs, which may lead to further breaches of the Act, thereby leading to food that is not safe for consumption by members of the community.
- The fairness of publicly naming a business when there may no longer be an issue as the business has rectified a breach of the Act and the impact that this may cause to the business.
- Obtaining legal advice to determine if there are any legal issues and ramifications that may arise from publicly releasing information about individuals or businesses who have not been convicted of an offence in a public court.

Adelaide food outlets fined by Adelaide City Council named and shamed

by: *ANDREW HOUGH, ANTHONY TEMPLETON* , From: *Sunday Mail (SA)* April 11, 2015 9:00PM



Hungry Jack's on West Terrace, one of several restaurants fined by the Adelaide City Council for failing food safety inspections. Source: News Limited

BUSINESSES within the Adelaide central business district fined for failing food inspections today can be named and shamed.

Adelaide City Council has fined a dozen businesses over hygiene breaches, including Next Generation Gym, several restaurants in Gouger St and Chinatown, Hungry Jack's West Tce store and Bacchus Karaoke Bar, Grote St.

Council documents obtained by *The Sunday Mail* under Freedom of Information provisions show several businesses were fined at least twice over the past three years.

A State Ombudsman test case in 2009 ruled that local authorities could no longer keep secret the identities of restaurants fined for breaking health rules.

The Mongkok, BBQ City Restaurants and Café Kowloon, all located in Gouger St, had multiple fines of between \$500 and \$2500.

Fines were issued for poor hygiene, storage or cleanliness, having animals or pests present and for failing to comply with previous warnings under the Food Standards Code. Together, the fines totalled \$15,000.

No business was prosecuted in the past four years but more were fined for breaching food laws, Orders issued to improve standards had almost tripled in three years.

About 1500 food safety inspections occurred annually but less than one per cent resulted in fines.

Authorities said they had a zero tolerance on poor hygiene standards but negotiating with the 1000-plus city food outlets also often achieved a high level of public safety.

The council's city safety and customer services program manager, Sean McNamara, said repeat offenders would face increased scrutiny.

"Clearly, food safety is absolutely critical because if you get that wrong, people can get sick," he said.

"It is quite concerning when we have a business with multiple (fines) but they don't always relate to food-handling practices. For example, one could be the result of the condition of the building and another could be to do with waste disposal."

Council has wideranging powers to enforce food safety standards, including an order that effectively shuts down offenders.

"We do also get people ringing up to complain about certain businesses, which is normally about 200 complaints a year, and we are compelled to investigate," he said.

A spokesman for Next Generation, which is due to embark on a rebranding from Tuesday, declined to comment.

Other businesses named by the council either did not return calls or management was unavailable for comment.

FOOD FAILURES

	Location	Date fined	Breach
Time Supermarket	Grote St	Feb, 2012	Breach Food Act s50
A1 Seafood	Moonta St	April, 2012	Animals and pests
Mongkok Chinese Restaurant	Gouger St	April 2012, August 2013	Breach Food Act s50, cleanliness
Next Generation	War Memorial Drive	June, 2013	Breach of Food Act s21
Cafe Kowloon	Gouger St	May, 2013, June, 2013	Health & hygiene of food handlers breach
Hungry Jack's	West Tce	March, 2013	Breach of Food Act s21
BBQ City Restaurant	Gouger St	November, 2012, April, 2014	Poor food storage, health & hygiene of food handlers breach
Bacchus Karaoke Bar	Grote St	July, 2013	Animals and pests
A1 Chinese Food	Moonta St	September, 2013	Poor food storage, breach of Food Act s50
Wild Thyme Organic Market Cafe	Melbourne St	April, 2014	Cleaning and sanitising
Noodle Kingdom	Gouger St	May, 2014	Breach of Food Act s50
Love Pho	Rundle Mall	May, 2014	Breach of Food Act s21

”

FOOD SAFETY IS
ABSOLUTELY CRITICAL – IF
YOU GET THAT WRONG,
PEOPLE CAN GET SICK

”

SEAN MCNAMARA – CITY COUNCIL



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**CITY OF MARION
GENERAL COUNCIL MEETING
28 April 2015**

Notice Received from: Councillor Jason Veliskou
Subject: Community Facilities Partnership Program
Ref No: GC280415M05
File No: 9.24.1.4 & 9.33.3.17

MOTION:

1. That the Community facilities funding partnership program eligibility be extended to include funding for the renewal, upgrade and purchase of council assets as decided by council.
2. That the current goal of encouraging organisations leasing council facilities to seek partnership funding for required renewal and upgrades continue.
3. That this CFFPP funding become a cash reserve starting for all allocations in future budgets within the long term financial plan.

COMMENTS: Councillor Veliskou

The CFFPP began with good intentions as council sought to maximise the money it could attract to essentially renew and to some extent upgrade its leased facilities by (predominantly sports and community) organisations.

The cost of asset renewal, for ratepayers, would be reduced as these organisations would in theory be attracting funding for other sources along with council funds. However to attract funding there had to be money to match it available through council; hence the CFFPP had begun.

The guidelines for accessing this money had certain requirements and whilst theoretically sound has in practice, failed to attract many eligible participants.

The reasons this has not been accessed includes: clubs not being able in a position; either through insufficient time to administer the requirements to attract grants; too busy to running the clubs to try; clubs not having the expertise to apply for the grants elsewhere; clubs not knowing about the program or unsure of eligibility. However a growing number of these organisations have a demonstrated need for renewal and even expansion of their facilities.

I have personally advocated a case management approach for such organisations and one has been trialled with the support given to Morphetville Park Sports club, which may be bearing fruit in addressing some of their immediate and long term needs through possible

avenues of external funding. It has appeared to me that before this trial the approach was quite hands off from council and pointing people in the right direction as opposed to supporting them to become successful.

So maintaining a more involved and supported CFFPP approach with clubs is important.

However the need for available funding for asset renewal, grade and even purchase may become a short term requirement as the council may seek to leverage some partnership funding of its own to address some of those asset needs throughout the city. That is why I propose we allow this source of funds to be opened up to this purpose.

The change to this fund from accounting to cash also guarantees the money is there if needed and does not create a perverse reward for the budget bottom line if the renewal/upgrade or partnerships program do not deliver as budgeted in any given financial year. The money in reserves would still provide and interest and/or offset dividend to council.

The council would decide how the money is spent, but would know it is there this year and beyond.

The council's commitment to structural savings, along with other possible savings or one off or ongoing revenue opportunities, through service reviews will allow us to revisit the amounts and sources of funding at a later date. Council may also want to totally revisit asset funding in the short to medium term and this motion does not exclude this happening.

COMMENTS: Heather Montgomerie

Following the Audit Committee's consideration of the Draft Annual Business Plan & Budget 2014/15 and Long Term Financial Plan 2014/15 to 2023/24 (AC270514R7.1), the Committee requested a review of the Acquisition and Disposal of Land Assets Policy (A&DLA Policy) and Community Facilities Partnership Program (CFPP) to address concerns it recorded about the deferral of asset disposals – in particular the surplus land at the City Services Depot Redevelopment site – and potential infrastructure funding gaps.

Subsequently, Council developed and adopted an Asset Management Policy (GC120814R04) to guide the development of its Asset Management Plans, which places a priority on maintenance of assets to optimise their lifespan, then like-for-like renewal of assets that are required for service delivery before investing in new or upgraded assets.

To reflect this asset management approach, and in accordance with the Audit Committee's request, reports addressing the CFPP and A&DLA Policy were presented to the Audit Committee on 14 April 2015 (AC14042015R6.4 and AC14042015R6.5, respectively). In addition, a report summarising the development of Asset Management Plans was presented (AC14042015R6.3).

Reports relevant to the future of the CFPP included:

AC140415R6.3 – Asset Management Plans Preliminary Report

Work is progressing well toward delivering AMPs by the end of 2014/15, as resolved by Council (GC100614R01). Estimates were provided as to Council's overall position based on the information currently to hand, which is summarised in the table below. It was noted that building renewal plans were not in place for all of Council's buildings, however that work is to be undertaken over the next two years to develop these building renewal plans – in the meantime it was recommended that an amount equivalent to accumulated depreciation on Council buildings be included in LTFP forecasts for building renewals.

LTFP Projections for operations, maintenance & renewal (excluding building renewal)	\$229.5 million
LTFP Projections for approved new stormwater works	\$24.1 million
Less Draft AMP forecasts for Operations, Maintenance & Renewal (excluding building renewals) + new stormwater works	(\$239.0 million)
Less proposed provision for Building Renewals	(\$49.0 million)
Projected funding shortfall based on currently adopted LTFP & draft AMP, including provision for building renewals	(\$34.4 million)

This report referred to the separate agenda item regarding the CFPP recommending that funding projections currently forecast for the CFPP in the LTFP be returned to 'Building Renewal', which would substantially reduce the forecast funding shortfall. The report also noted that any downward variation of rates/ revenue will further impact on available funding and necessitate review of Council's works and approach to its assets, as the LTFP projections in the table above were based on the currently adopted LTFP.

The Audit Committee commented favourably on the progress that had been made and the report was noted by the Audit Committee.

AC140415R6.4 – Community Facilities Partnership Program

The report summarised the history of the CFPP, including its origin as 'building renewal' funding in the 2009/10 LTFP. The report noted the proposed development of building renewal plans over the next two years which would provide clarity as to funds necessary to support like-for-like renewal of Council's building assets and priority works, as well as assisting to identify surplus assets which may offer potential for disposal.

Discussion transpired about the use of the CFPP for upgrade or new works placing additional pressure on Council's AMPs and LTFP due to generally increased operating, maintenance and renewal funding.

It was proposed that, in an environment where many community facilities are in a poor state of repair or likely to require work in the foreseeable future, CFPP funds be designated specifically for like-for-like building renewal to allow allocation of funds to occur according to priority need, and as existing assets reach the end of their useful lives. The report further noted that building renewal funding could potentially be used to leverage grant funding for building upgrades, at the point in time where renewal funding is designated for a particular building that has reached the end of its asset life (based on condition and utilisation).

During discussion on this item it was noted that Council would – as a matter of course – seek partner funding for major building renewals in conjunction with the occupants of those buildings, particularly where upgrade (rather than like-for-like renewal) was sought. The Audit Committee asked that consideration be given to a process whereby building occupants could continue to bring forward priority projects, while acknowledging that decisions of this nature would need to be made in full knowledge of whole of life costs and the impact on Council's broader asset management objectives.

In closing, the Committee noted that the matter of the CFPP was a Policy that required discussion by Council prior to any decisions being made regarding its continuation or retirement.

Noting the discussion at the Audit Committee and the intent of the Motion With Notice to continue to provide the opportunity for projects to be brought forward from building occupants, the following alternatives are offered that would still allow Council to consider

upgrade or new projects brought forward by building occupants whilst minimising the potential impact on Council's ability to fund its longer term asset management:

- In the event that building renewal is not yet due, Council could consider whether to reprioritise the 'like-for like renewal' funding component for a particular building to contribute to a project (in which case other works may need to be deferred); or
- Excess funds that may be available in the Asset Sustainability Reserve (above the minimum balance of \$2million to be retained to respond to a major infrastructure failure or fund an infrastructure gap identified in periodic asset audits) might offer an alternative funding source for community/club driven projects.

The Asset Sustainability Reserve is funded through Council's audited savings or planned surpluses in the LTFP and its use is controlled by specific Council resolutions or may be identified as part of the approved Annual Business Plan and Budget.

The following alternative motion is therefore proposed:

1. Council notes that like-for-like building renewal funding may be utilised to leverage grant or other third party funding for the purposes of upgrading building assets; and
2. Upon receiving requests from occupants of Council facilities for building upgrades or new infrastructure, Council consider:
 - a. In the event that building renewal is not yet due, whether to reprioritise the 'like-for-like renewal' funding component for a particular building to contribute to a project (in which case other works may need to be deferred); or
 - b. Whether excess funds are available in the Asset Sustainability Reserve (above the minimum balance of \$2million to be retained to respond to a major asset failure or fund an infrastructure gap identified in periodic asset audits) that could be used to fund such projects.

**CITY OF MARION
GENERAL COUNCIL MEETING
28 APRIL 2015**

Notice Received from: Councillor Crossland
Subject: Sale of Property
Ref No: GC280415M06
File No: 9.24.1.4 &

MOTION:

That Council initiate the process to dispose of the existing library building.

COMMENTS: Councillor Crossland

This has been on our briefing for some time and doesn't seem to be progressing. During the last Council term it was agreed that the old building would be sold as part of the agreement to build the new Civic Centre at Hallett Cove. The new building is nearly complete and I would like to see the old building sold, rather than being in a situation where we are funding both buildings. I accept that the Cove Youth Service occupies part of the building. This service is under review and has been for some time. The fact that no provision for Cove Youth was added to the new facilities suggests that a decision re the current format has already been made. I would like to see an agreement to sell this building with the proceeds paying off some of Council borrowings and alternative office accommodation sourced for our Youth Service.

COMMENTS: Vincent Mifsud, Director

At the General Council Meeting of 10 December 2013 (GC101213M01), Council resolved:

"That with the opening of the Cove Civic Centre in 12 months time, that investigations be undertaken into options for the Council owned property (1 Zwerner Drive, Hallett Cove) currently accommodating the Hallett Cove Library Service."

This report is being prepared for Council to consider at a General Council Meeting in late May/early June 2015. A report is also being prepared regarding the City of Marion's Youth Services that are currently located in the same building.

These reports will enable Council to make an informed decision regarding its desired approach for the property at 1 Zwerner Drive, Hallett Cove, prior to the opening of the Cove Civic Centre.

Based on this, it is recommended that this motion be amended to note that the processes to consider the existing library building are coming to Council in late May/early June.

**CITY OF MARION
GENERAL COUNCIL MEETING
28 April 2015**

CONFIDENTIAL REPORT

Corporate Manager: Abby Dickson, Manager Libraries & Cultural Development
Director: Kathy Jarrett
Subject: Marion Leisure & Fitness Centre
Lease to CASA Leisure Pty Ltd
Reference No: GC280415F01

If the Council so determines, this matter may be considered in confidence under Section 90(3)(b), (i) and (k) of the Local Government Act 1999 on the grounds that the report contains information relating to commercial information of a commercial nature the disclosure of which (i) could reasonably confer a commercial advantage on a third party or prejudice the position of the Council; could relate to potential litigation between Council and a third party, and could impact on a proposed tender for the supply of goods or services and, (ii) would, on balance, be contrary to the public interest.



**Kathy Jarrett
Acting Chief Executive Officer**

RECOMMENDATION:

1. That pursuant to Section 90 (2) and (3)(d) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Kathy Jarrett, Abby Dickson, Mark Gibson, Heather Michell, David Barrett, Ray Barnwell, Colin Heath, Kate McKenzie and Craig Clarke be excluded from the meeting as the Council receives and considers information relating to the Marion Leisure Fitness Centre Lease to CASA Leisure Pty Ltd, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information of a commercial nature the disclosure of which (i) could reasonably confer a commercial advantage on a third party or prejudice the position of the Council; could relate to potential litigation between Council and a third party; and could impact on a proposed tender for the supply of goods or services and, (ii) would, on balance, be contrary to the public interest..