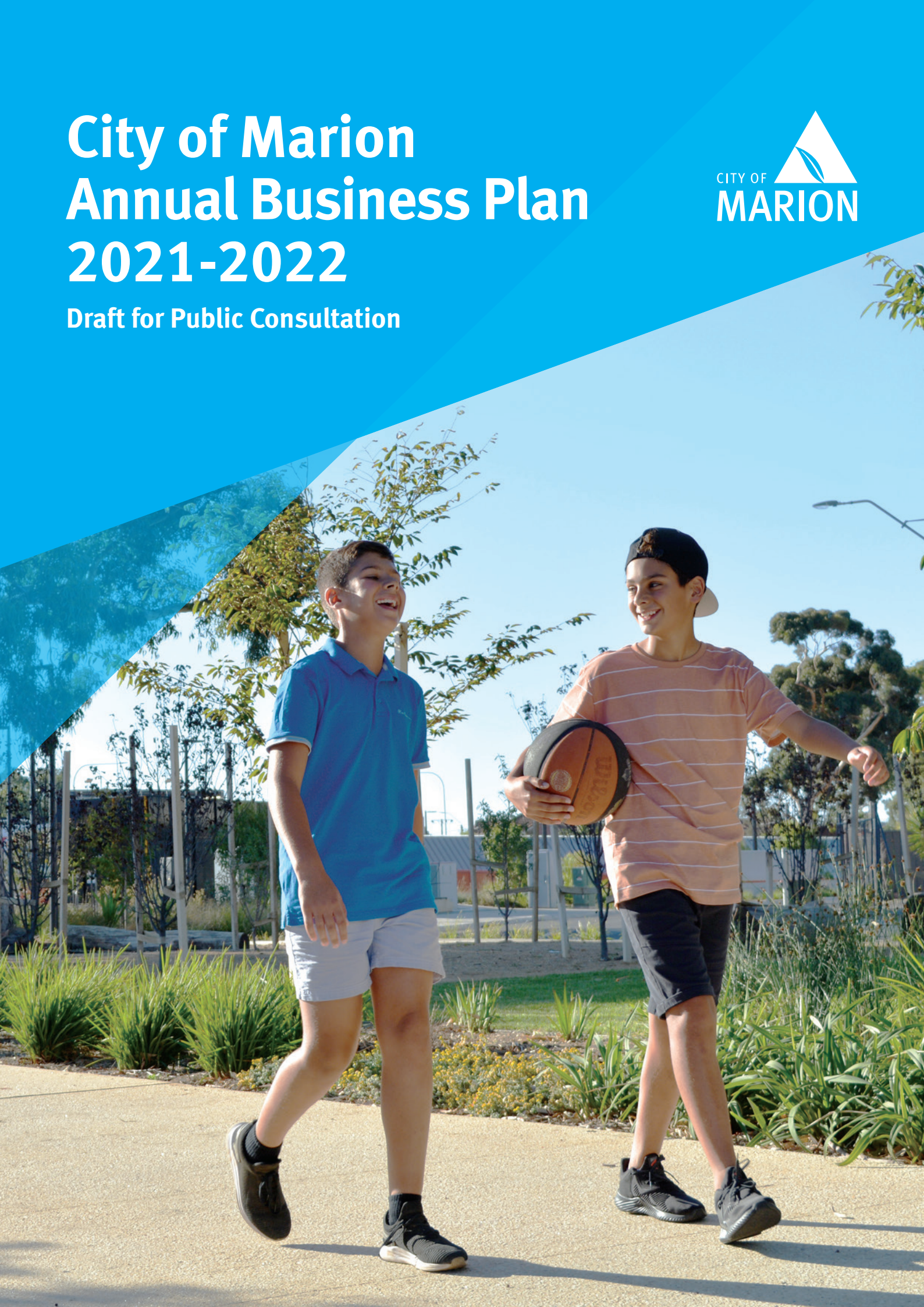
# City of Marion Annual Business Plan 2021-2022

**Draft for Public Consultation**

CITY OF MARION



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## YOUR VOICE

The City of Marion is seeking your input and feedback regarding the Draft Annual Business Plan 2021-2022. This process provides you with the opportunity to have your say on the level of service and activities undertaken by the Council before the final budget is adopted.

Community consultation closes at 5:00pm on 21 May 2021.

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

Written submissions are welcomed addressed to the following:

City of Marion
PO BOX 21
Oaklands Park SA 5046

Or

council@marion.sa.gov.au

Verbal submissions may be made at the 11 May 2021 General Council meeting, which begins at 6:30pm.

At this meeting, members of the public may ask questions and make submissions in relation to the Draft Annual Business Plan for a period of one hour. Each speaker will be allocated a maximum of five minutes to make their submission.

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

Kate McKenzie
Manager Governance
Telephone: 08 8375 6600

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# ACKNOWLEDGEMENT OF COUNTRY

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

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## WELCOME

Welcome to the City of Marion's Draft Annual Business Plan 2021-2022.

This plan shows how Council proposes to spend its budget for the coming year, including maintaining more than $1 billion of infrastructure.

We now invite you to provide feedback on this draft plan, including the projects and services it will provide. Your views will be considered by Council before it is finalised.

Council is proposing a 1 per cent average rate increase for the coming year (there will be a fluctuation due to changing property values that are outside of Council's control).

This continues our commitment to keeping rates low and follows a zero percent average rate increase last year to support our community and businesses through COVID-19.

Key projects the plan will deliver include:

- Completing the $16.25m rebuild of Mitchell Park Sports and Community Centre
- Completing the $13.05m BMX and soccer facility at Majors Road
- Completing the $2.78m skate park and playground at Capella Reserve, Hallett Cove
- Starting the $1.5m restoration of the historic Coach house and Pedestrian bridge replacement at Warriparinga
- Investing a further $688,000 to support tree management initiatives
- Investing $277,000 in revitalising the Edwardstown business precinct

Council has a number of projects submitted for consideration to the State Government that are currently awaiting grant outcomes, including the Tarnham Road Tennis and Netball facility, Hugh Johnson Reserve playground, Marion Golf Club and the Marion Cultural Centre Plaza.

Council welcomes your feedback during the community consultation process. We look forward to considering your comments at our General Council meeting on 8 June.

Yours faithfully,

Kris Hanna

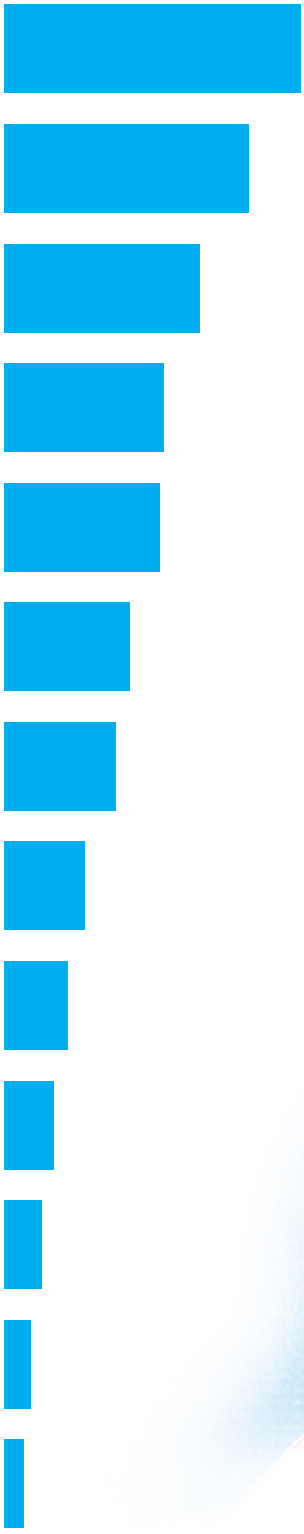
Kris Hanna
Mayor



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# YOUR RATES AT A GLANCE

**AMOUNTS SPENT PER ONE HUNDRED DOLLARS ($100)**



| | |
|---|---|
| $18.33 | ROADS BRIDGES AND FOOTPATHS |
| $13.03 | COMMUNITY FACILITIES |
| $12.34 | WASTE SERVICES |
| $11.94 | OPEN SPACE, PARKS & GARDENS |
| $8.22 | LIBRARY SERVICES |
| $6.28 | OTHER INFRASTRUCTURE |
| $5.08 | COMMUNITY DEVELOPMENT |
| $4.86 | CULTURE AND RECREATION |
| $4.51 | URBAN DEVELOPMENT |
| $4.51 | STORMWATER, DRAINAGE & WETLANDS |
| $4.22 | ENVIRONMENTAL SUSTAINABILITY |
| $3.78 | HEALTH AND COMMUNITY CARE |
| $2.90 | INSPECTION, REGULATION & CONTROL |

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## OVERVIEW

The Annual Business Plan 2021-2022 outlines the strategic projects, services and programs that we will aim to deliver in the coming financial year. Council has determined to undertake strategic initiatives outlined in the Four-Year Business Plan 2019-2023 to progress the community's aspirations in the City of Marion Community Vision - 'Towards 2040' and the goals in the 10-Year Strategic Plan 2019-2029.

Council is committed to delivering value to our ratepayers. Through a focus on prudent financial management and decision making, Council will continue to identify on-going savings. Funding secured from both the State and Federal Governments supports the delivery of new infrastructure. A strong efficiency focus has enabled us to support our community with a proposed 1% increase in the average rate for 2021-2022.

During 2021-2022, the City will continue to be improved through investment in the following initiatives:



Commissioned street art at Edwardstown, by Senman Creations.

### IMPROVING OUR STREETS

Council will invest $2.8m to improve the character and functionality of streets, including new initiatives for tree management. Works include extra tree planting, investment in two water trucks and street upgrades.

Additional Federal funding of $1.5m will also deliver a further two street upgrade projects along Sturt and Morphett roads.

### MITCHELL PARK SPORTS & COMMUNITY CENTRE REDEVELOPMENT

The $16.25m redevelopment of the Mitchell Park Sports and Community Centre, which began in early 2021, is scheduled to be completed and opened in the first half of 2022. This redevelopment is supported with a $5m grant from the Federal Government.

The new facility will include indoor and outdoor multipurpose sports courts, clubrooms, a neighbourhood centre and dog club.

### COASTAL WALKWAY

Council will continue to progress the rebuild of sections of the walkway. Construction of the boardwalk connecting Heron Way Reserve to the Field River mouth is scheduled to start in June 2021.

Council has committed $2.44m with matched funding by the State Government to rebuild the sections over the next three years.

### EDWARDSTOWN EMPLOYMENT PRECINCT

Council is continuing to revitalise the Edwardstown business district to create jobs and attract investment. Work will include planting additional street trees to enhance the amenity, create public artwork and improve access and car parking.

Council has committed $277,000 to the project.

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## CAPELLA RESERVE

Construction will continue on the $2.78m upgrade of Capella Reserve. The Federal Government has committed $1.29m toward the project.

The new precinct will include a youth plaza area, basketball court, new skate park, playground, BBQ and toilet facilities.

## NEW SOCCER & BMX FACILITIES

Work is well underway to construct the Sam Willoughby International BMX track and the Southern Soccer Facility in Glenthorne National Park. It is anticipated these will be completed by late 2021.

The Southern Soccer Facility includes three turf pitches, floodlighting, fencing, clubrooms, and car parking for over 200 vehicles. The Sam Willoughby International BMX track includes a UCI standard track, clubrooms, landscaping, entrance lane and car parking.

The combined projects total $13.05m with the City of Marion contributing $6.25m and the State Government $6.05m. The City of Onkaparinga is also contributing $0.75m towards the BMX track.

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

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

A shelter, toilet, and play equipment will also be installed. Work will cost approximately $2m and is expected to commence in October 2021. (Subject to grant funding)

## LIVING KAURNA CULTURAL CENTRE COACH HOUSE RESTORATION

Significant restoration work will commence on the state heritage listed Coach House so that it can be used by the community as a venue and hall facility and further compliment the educational opportunities of the area's history. Two key pedestrian bridges within the Warriparinga area will also be replaced and integrate with the Sturt River Linear Park shared use path.

The $1.5m project is jointly funded by the City of Marion and the State Government.

## MARION CULTURAL CENTRE PLAZA

Council plans to revitalise the civic space outside the Marion Cultural Centre library to create a destination place for the community to enjoy social, cultural and economic activities.

The $3.4m project is subject to State Government Funding with Council seeking a jointly funded partnership. Funding announcements are expected in June 2021.

## LIGHTING UPGRADES

Council secured $774,000 in Federal Government funding to upgrade lighting at Marion and Glandore ovals along with the Marion RSL bowls and tennis club.

The lighting will feature energy-efficient globes to reduce costs and carbon emissions.

Council will audit its sporting and community facilities to identify opportunities for further improvements.

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## OUR PURPOSE, VISION AND VALUES

**OUR PURPOSE**
(Why we exist)

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

**OUR COMMUNITY VISION**
(What we want to become)

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

**OUR VALUES**

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

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

Integrity - Fostering trust and honesty in all of our interactions

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

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




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

### LIVEABLE

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

### VALUING NATURE

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

### ENGAGED

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

### INNOVATIVE

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

### PROSPEROUS

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

### CONNECTED

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

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## STRATEGIC MANAGEMENT FRAMEWORK

This Annual Business Plan 2021-2022 is an integral part of Council's Strategic Management Framework that will enable strategic and operational plans, management systems and processes to work together to effectively deliver the Community Vision.



# STRATEGIC MANAGEMENT FRAMEWORK

| | |
|---|---|
| **30 YEAR COMMUNITY VISION TOWARDS 2040**<br>LIVEABLE VALUING NATURE INNOVATIVE<br>PROSPEROUS CONNECTED ENGAGED | **A shared Community Vision**<br>Innovating a future for the city and its residents |
| **STRATEGIC PLANS**<br>STRATEGIC PLAN<br>WORKFORCE PLAN<br>DEVELOPMENT PLAN<br>ASSET MANAGEMENT PLAN<br>LONG TERM FINANCIAL PLAN<br>HEALTH, SAFETY & ENVIRONMENT PLAN | A suite of plans that focus Council's contributions to the Community Vision |
| **BUSINESS PLAN**<br>JULY 2019–JUNE 2023 | Council's delivery program over its term |
| **WORK AREA PLANS** | Team level planning to ensure community and Council's priorities are delivered |
| **ANNUAL BUSINESS PLAN** | Identifies how Council's work is resourced and paid for each year |
| **PERFORMANCE DEVELOPMENT PLANS** | Individual delivery and development plans |

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## SIGNIFICANT INFLUENCES

In the development of the Annual Business Plan we undertake a review of our internal environment and broader external environment that includes political, economic, environmental, social and technological influences. This identifies key issues that help provide the context for the development of this plan.

The following broad trends impacting our city include:

### LOCAL GOVERNMENT REFORM

The Statutes Amendment (Local Government Review) Bill was introduced to Parliament in June 2020.

The reforms contained in the Bill include a new conduct management framework, an expansion of expert, and independent advice to councils on a range of critical financial and governance matters; modern approach to public consultation; and a range of improvements to regulation to reduce councils' costs.

The Bill is expected to pass in Parliament in April 2021.

### ENVIRONMENT

Council has set a target of becoming Carbon Neutral by 2030 for its own operations. Actions will include making its major events carbon neutral, switching to renewable energy and transitioning towards a zero emissions fleet.

Council will plant more trees in urban heat hot spots to cool the streets and improve the area for locals, visitors and investors.

Educational activities will seek to help residents, businesses build resilience and adapt to impacts of a changing climate. The Resilient South Regional Climate Partnership will continue.

### HEALTH, WELLBEING & SOCIAL ISOLATION

Reported public health data for the City of Marion highlights key lifestyle challenges including increased sedentary lifestyles, and insufficient levels of physical activity and participation. Almost one third of our city residents live alone, indicating the potential for social isolation (ABS data).

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

### POPULATION CHANGES

The City of Marion population is forecast to grow by 10% over the next 10 years. Currently our population includes a higher number of residents aged over 60 compared to Greater Adelaide. To facilitate growth and changes in our community it is important to invest in our infrastructure to meet the needs of our community. A significant part of Council's annual spend is devoted to the repair, maintenance and upgrade of community assets.

Our endorsed Asset Management Plans ensure we continue to deliver agreed levels of service to our community.

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## ELECTIONS

State and Federal elections will occur in the 2021-2022 financial year. Council takes a proactive approach in lobbying and advocating support for projects that align with the vision for our community.

Council has a number of strategic objectives in the 4 Year Business Plan 2019-2023 that will be a focus for discussion with Government's as the election campaign commences.

## COVID-19 RECOVERY

Council remains responsive to the latest guidance by SA Health and any restrictions imposed in order to help manage public health risk posed by COVID-19.

Additionally, it will support the roll out of vaccinations as required. Council has plans in place to continue delivering services should COVID-19 restrictions change.

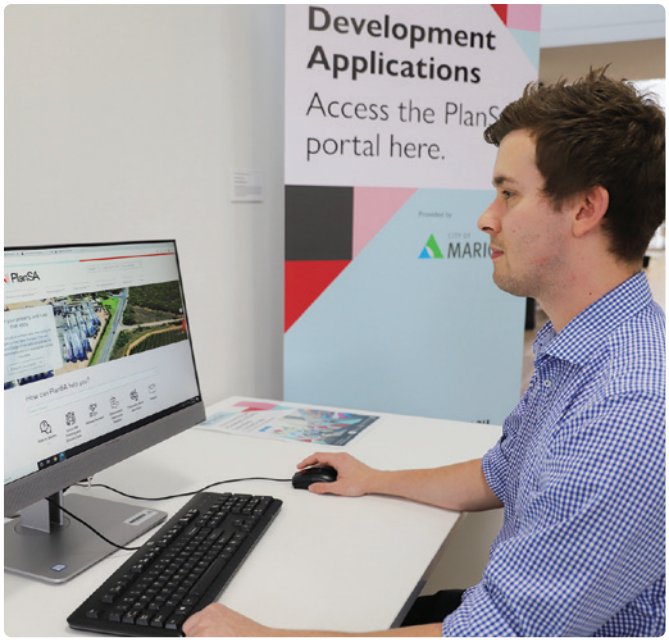
## PLANNING SYSTEM REFORMS

The State Government has introduced the biggest changes to development laws in the past 25 years.

The change impacts how applications are lodged and assessed, and how development policy is formed and amended.

Council provided extensive feedback to the State Planning Commission during public consultations. Council acknowledged many positive elements.

Twice Council fought- unsuccessfully- for the plan to take account of resident's concerns. Council sought to protect the north of the city from the worst impacts of urban infill, to allow appropriate development in the hilly and coastal areas, and improve design standards generally.




## NORTH-SOUTH CORRIDOR

The Torrens to Darlington (T2D) section is the final piece of the North-South Corridor that will complete a 78km continuous traffic- light free connection between Gawler and Old Noarlunga, with links to the greater north freeways, Port Adelaide and airport precincts.

The T2D comprises of 10.5km of motorway from the River Torrens through to Darlington. A combination of tunnels, lowered and ground- level motorways, bridges and underpasses at key intersections will be built.

The State Government is leading key stakeholder engagement with community, business and technical design groups. Council will remain active in conversations with the State Government.

## PROJECT DELIVERY IMPACTS

Economic stimulus grants offered by the Federal and State Government has resulted in significant demand in the construction sector. The sector is currently facing a shortage of trades to deliver on work, increased pricing and shortages of materials through the supply chain that is resulting in delayed time frames.

Council is not immune to these impacts and will be proactive in engaging with suppliers and contractors, however it is expected that there may be impacts to the projected costs of projects and delivery schedules.

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## FRAMEWORK OF THE ANNUAL BUSINESS PLAN

The Annual Business Plan 2021-2022 has been prepared on the basis of a framework that aims to inform the community and hold the City of Marion accountable to its stakeholders. The key items in this framework are as follows:

**• SUPPORT THE ACHIEVEMENT OF THE CITY OF MARION'S STRATEGIC DIRECTIONS**



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

**• ADDRESS ISSUES ARISING AND OPPORTUNITIES IDENTIFIED FROM INTERNAL AUDIT REVIEWS, AND BUSINESS EXCELLENCE ASSESSMENTS**



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

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



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

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



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

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- **REVIEW EXISTING SERVICES AND ASSETS TO ENSURE THEY MEET PRIORITISED COMMUNITY NEEDS**

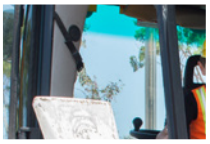




The Council continues its rolling process of service reviews, aimed at maximising community value through continuously improving its operating efficiency and service performance to the community. This Annual Business Plan has been prepared based on continuing existing services, noting that a rolling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

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

- **COUNCIL ONLY APPROVE NEW MAJOR PROJECTS WHERE IT HAS THE IDENTIFIED FUNDING CAPACITY TO DO SO**





Council debt is forecast to increase from $4.6m to $14.7m between 30 June 2021 and 30 June 2022. With consideration given to key financial indicators, Council has retained the funding capacity to consider additional strategic Major Projects and is currently investigating partnerships to aid the development of several initiatives.

These additional forecast borrowings in 2021-2022 relate to Council's contribution towards the Mitchell Park Sports & Community Centre and are anticipated to reach its maximum of $14.7m just prior to 30 June 2022 following the completion of this project. Any changes to the timing and scope of the capital projects may impact the funding required, and in turn the total requirement for borrowings currently factored into the 2021-2022 Annual Business Plan.

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





Comparative 2020-2021 data shows that Council's average residential rate continues to remain among the lower rating metropolitan councils, with its current position ranking being the 5th lowest of 18 metropolitan councils.

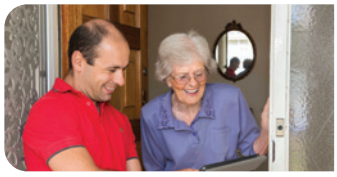
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## CONTINUING AND IMPROVING SERVICE DELIVERY

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

| ONGOING SERVICES | |
|---|---|
| Land use and development planning | Arts and cultural promotion and support |
| Development and building assessments | Library services |
| Facilitation of urban developments | Sports and recreation promotion and support |
| Local Government searches | Community capacity building and development |
| Business support services | Inspection, regulation and control |
| Environmental planning and leadership | Emergency planning and response |
| Biodiversity management | Community care |
| Waste services | Immunisation services |
| Water management | Public health planning |
| Infrastructure management | Urban activation & renewal |
| Community facilities management | Customer Experience |
| Reserves, parks and gardens management | Increased levels of tree planting annually |
| Community Transport | |

| ENABLING SERVICES | |
|---|---|
| Strategic management | Communications and marketing |
| Organisational excellence and innovation | Human resources and workforce planning |
| Strategic asset management | ICT & knowledge management |
| Financial management | Operational support |
| Governance support | Strategic Procurement |






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## PROJECT PRIORITIES

In 2021-2022 the Council plans to commence or continue working on the following strategic initiatives, as outlined in our 4 Year 2019-2023 Business Plan, or through Council resolutions:

### CONTINUING INITIATIVES

| CONTINUING INITIATIVES FROM PRIOR YEARS | KEY STRATEGIC THEME |
|---|---|
| Deliver the Southern Soccer Facility | Liveable |
| Continue to progress the redevelopment of four multi-purpose courts and open space at Tarnham Road Reserve | Liveable |
| Continue to expand the streetscape program to include arterial roads | Liveable |
| Deliver a UCI standard BMX facility in partnership with State Government and the City of Onkaparinga | Liveable |
| Continue to develop the City Property Strategic Asset Management Plan to meet community, sport and recreation needs | Liveable |
| Deliver the Mitchell Park Sport and Community facility | Liveable |
| Deliver Capella Reserve playground | Liveable |
| Review options for the Cove Sports and Community Club facilities | Liveable |
| Continue to identify options for recreational facilities at 262 Sturt Road | Liveable |
| Continue to progress the Marion Cultural Centre Plaza upgrade | Liveable |
| Implement the Coastal Climate Change Adaptation Plan | Valuing Nature |
| Implement the Energy Efficiency and Renewable Energy Plan | Valuing Nature |
| Continue the Coastal Walkway | Valuing Nature |
| Continue the roll out of the transformation of our business enterprise systems | Innovative |
| Implement the Social Media Strategy 2019-2023 | Innovative |
| Continue to develop an on-line one-stop-shop for customers to enable easy access to information and transactions for council services, rates, registrations and events | Innovative |
| Continue to deliver the Disability Access and Inclusion Plan | Engaged |
| Continue to implement the 2019-2023 Reconciliation Action Plan | Engaged |
| Continue work to activate the Edwardstown Employment Precinct | Prosperous |
| Replace Marino Hall and surrounds | Connected |

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## NEW PROJECTS COMMENCING IN 2021-2022

| 2021-2022 INITIATIVES | KEY STRATEGIC THEME |
|---|---|
| Restoration of the Living Kaurna Cultural Centre Coach House and Bridges | Liveable |
| Lighting upgrades at Marion & Glandore Ovals, Marion RSL Bowling Club & Marion Tennis Club | Liveable |
| Marion Golf Park (subject to Grant Funding) | Liveable |
| Tree Management Initiatives | Valuing Nature |
| Marion Central Streetscapes Project- Diagonal and Sturt Roads | Connected |
| Developing and costing a plan for an animal pound for use by the City of Marion, preferably in collaboration with nearby Councils (noting that the RSPCA facility at Lonsdale may not be available to Council in the long term) | Excellence |
| Initiating and completing a Planning and Design Code Amendment for the Marion Road Corridor to substantially implement the changes proposed to Marion Road zoning which were included in Council's previous Housing Diversity Development Plan Amendment, noting that community consultation and Ministerial approval will be required | Prosperous |
| Initiating and completing a Planning and Design Code Amendment for the stables zoning area within Morphettville, noting community consultation and Ministerial approval | Prosperous |

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## ASSET MANAGEMENT

The City of Marion's Asset Management vision is:

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

A significant portion of Council's annual spend is devoted to the operation, maintenance and renewal of public assets which deliver safe and sustainable services to the community. Council will continue to optimise our spending on these through better asset management to deliver current service levels in the most affordable and efficient way.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to build asset resilience in response to climate impacts.

## WE OWN AND MANAGE OVER $1 BILLION OF ASSETS



Buildings and Structures



Transport



Stormwater



Water Treatment and Resources



Open Space



Coastal Walkway



Fleet, Plant and Equipment



Artworks, Culture and Heritage

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

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## MEASURING OUR SUCCESS

Monitoring performance is a critical element of strategic management. It is the mechanism for critically ensuring that the Council is contributing to the achievement of its objectives in both the Strategic Plan and the 4-Year Business Plan 2019-2023. Our Key Performance Indicator (KPI) dashboard for 2021-2022 (provided in the table below) takes account of these objectives.

| KEY PERFORMANCE INDICATOR | CORE TARGET | STRETCH TARGET |
|---|---|---|
| Financial Sustainability | Council maintains, on average, a break-even or better funding (cash) position over the Long Term Financial Plan. | Council maintains a break-even or positive cash funding position in delivering its Annual Budget. |
| Delivery of agreed projects identified in the Annual Business Plan and the third year targets in the 4 year Plan | Greater than or equal to 95% | No stretch target |
| Total employee costs (including agency staff) | Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements | Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements |
| Overall satisfaction with Council's performance | Greater than or equal to 75% rated as satisfied or above | Greater than or equal to 85% rated as satisfied or above |
| Asset Renewal Funding Ratio<br><br>(A measure to assess that we are renewing or replacing non-financial assets in accordance with our future Asset Management renewal requirements) | Asset Renewal Funding Ratio between 90 and 110% | Asset Renewal Funding Ratio greater than or equal to 100% |
| Delivery of Council's capital works program | Greater than or equal to 85% delivery of Council's planned capital works program (adjusted for extraordinary items) | Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items) |
| Staff engagement | Achievement of an overall employee pulse survey result of 75% based on 9 metrics (including Community, Values, Safety, Expectations, Valued, Empowerment, Development, Recognition, Happiness) with at least 50% employee participation per senior leadership team department. | Achievement of an overall employee pulse survey result of 80% with at least 50% participation per senior leadership team department. |
| Community engagement/communications | Project specific communications to the public should be timely and accurate | 100% |
| Carbon Neutrality - carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan (applicable 2021/22 onwards) | Actual annual emissions less than the plan's annual target emissions | Actual annual emissions 5% less than the plan's annual target emissions |
| Asset utilisation of Sports and Community venues | 70-80% utilisation across venues (through the booking system) | Greater than 80% across venues (through the booking system) |

We will report on our progress against our 2021-2022 KPI's quarterly at Council meetings and in our 2021-2022 Annual Report.

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# FUNDING THE ANNUAL BUSINESS PLAN

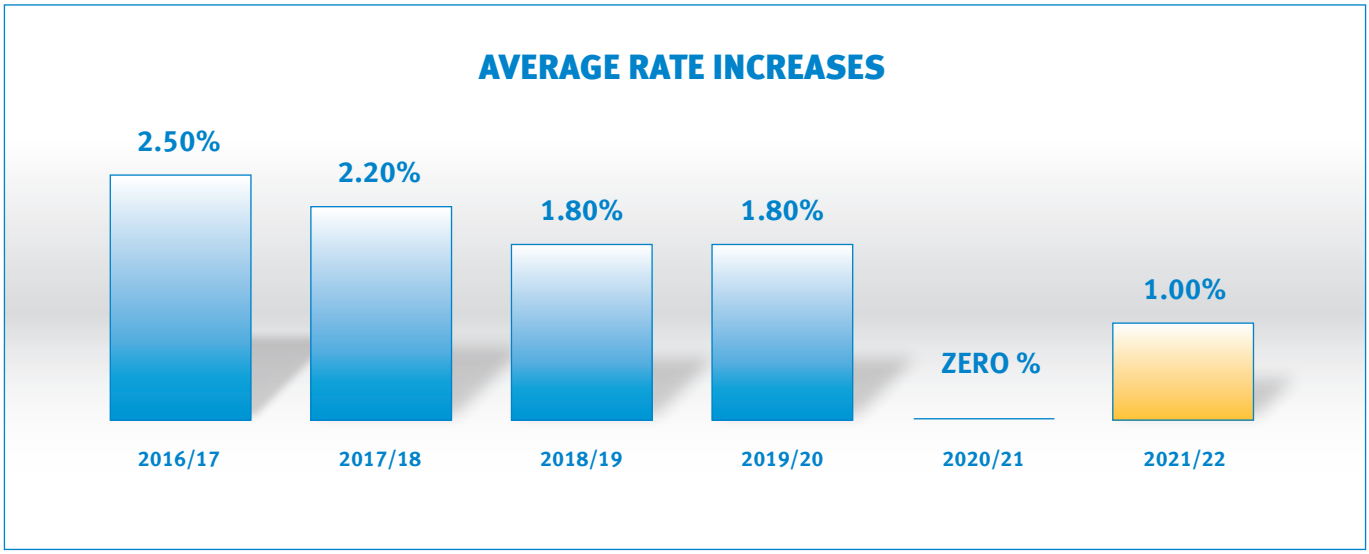
## YOUR RATES IN 2021-2022

The Annual Business Plan is based on a one percent increase in the average rate for the coming year. In setting rates for 2021-2022, Council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2021-2022.

Rates account for 83% percent of Council's operating revenue with other sources including fees, charges and grants. These revenues contribute to the necessary funding for planned capital renewal programs in 2021-2022.

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

Your feedback is valued, and Council is aware of the impact rate increases have on the community. We are continually looking for opportunities that allow this cost to be minimised, support our community during uncertain times and maintain the fiscal responsibility required of Council. On the back of a zero rate increase in 2020-2021 in consideration of COVID-19, Council has set a one per cent increase in the average rate for 2021-2022 as the most equitable position to achieve these requirements.

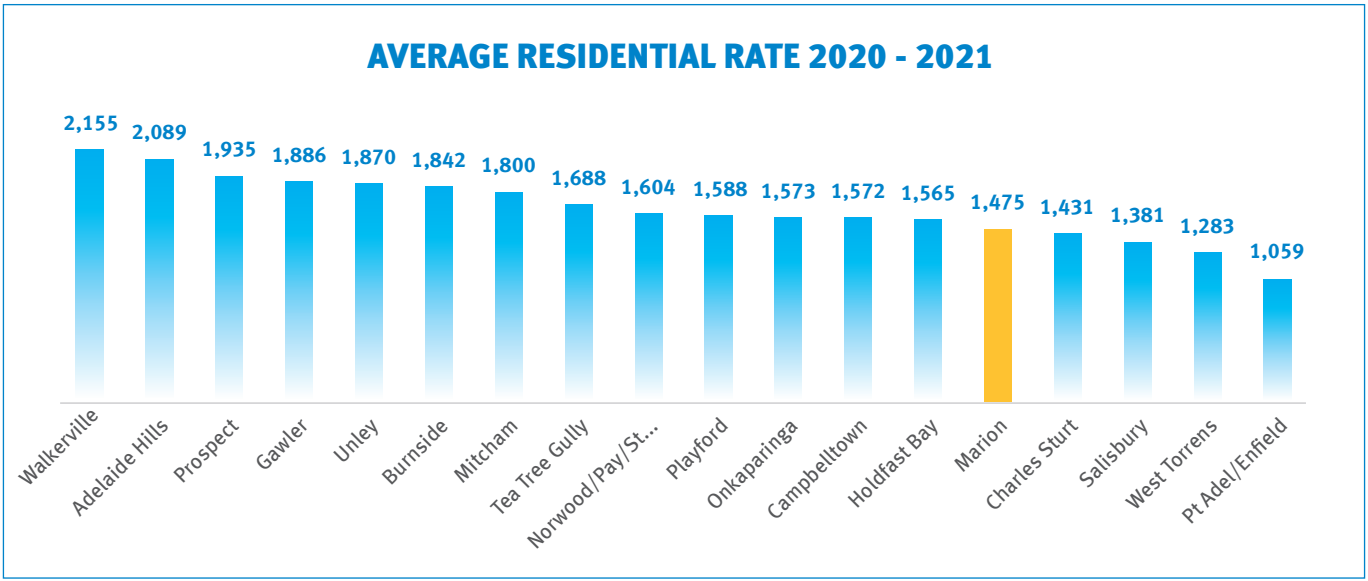



With changing community needs and other external influences impacting on the community, there is a need for Council to consider how to plan more effectively, both for the longer term and for an immediate community benefit. The rate increase is set at a level that provides confidence that services will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

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

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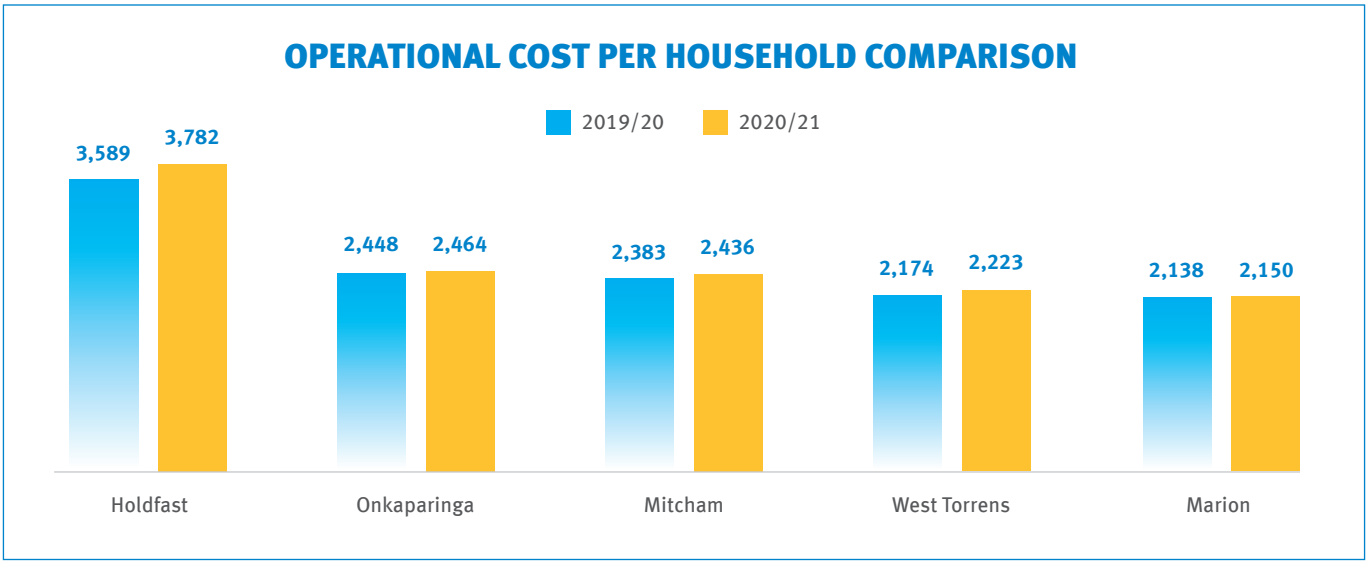
## COMPARATIVE RATING DATA




With a one percent increase, the City of Marion's average residential rate is in line with Council's ABP framework and set to remain among the lower rating metropolitan councils. In 2020-21 Council had the 5th lowest average metropolitan residential rate.

## OPERATIONAL COST PER HOUSEHOLD

Council's primary benchmark is to compare its average residential rate against other metropolitan councils as shown in the 'Average Residential Rate 2020-2021' table above. The table below illustrates that Council's operational costs per household compare favourably against those of our neighbouring councils. It should be noted that this does not take into account different councils' service levels, infrastructure renewal requirements not reflected in operational costs, different sources of revenue including grants and user charges which may vary from council to council.



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## DIFFERENTIAL RATING

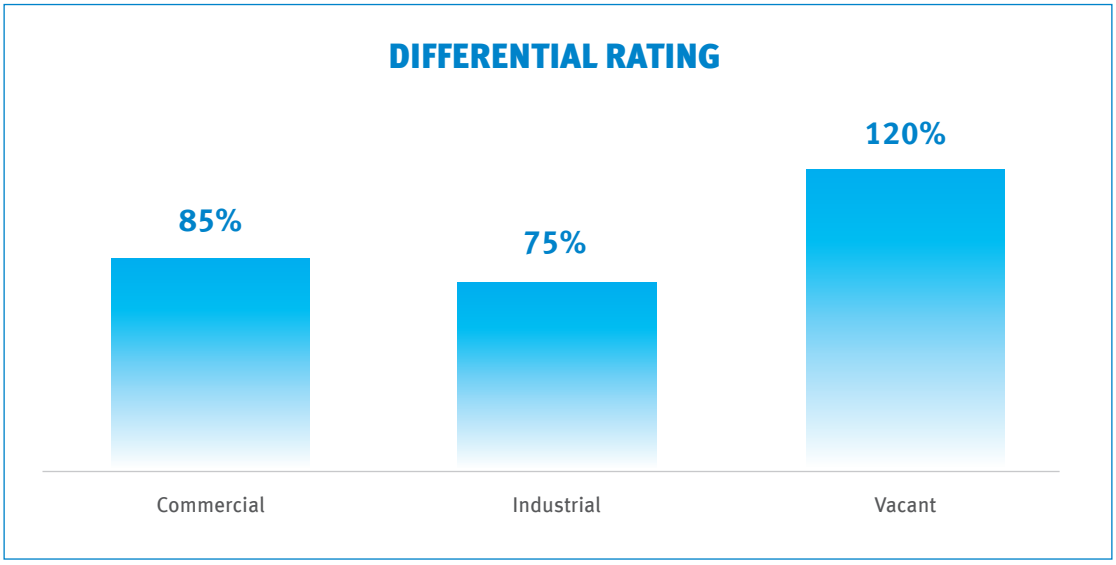
Council currently derives 18% (2020-21: 18%) of its rate revenue from the Commercial (17%) and Industrial (1%) sectors. Commercial and Industrial users consume a greater proportion of Council resources than residential properties, particularly in regard to the use of roads, footpaths, traffic, parking, storm water drainage, public health and environment.



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

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

Differential rates to apply to land use are as follows:



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## BUDGETED INCOME STATEMENT

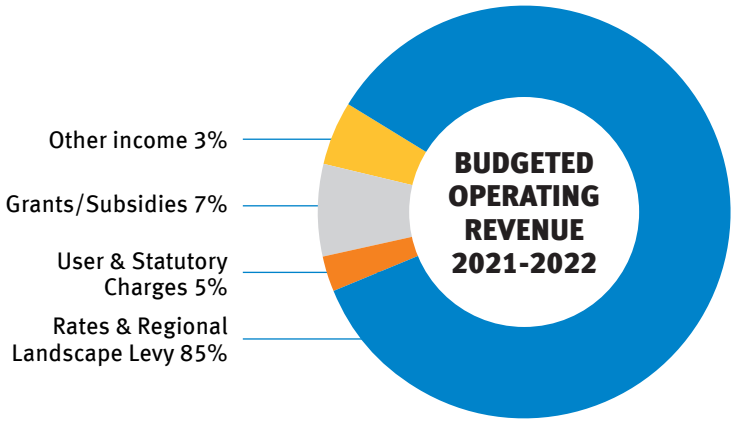
An operating surplus of $5.414m before capital revenues is forecast for 2021-2022. The operating surplus is required to fund the renewal of existing infrastructure in accordance with Council's asset management plans and to fund construction of new assets to deliver services.

| Budgeted Income Statement | 2nd Review 2020 – 2021 $'000 | Budget 2021 – 2022 $'000 | Variance $'000 |
|---|---|---|---|
| **Operating Revenue** | | | |
| Rates - General | 78,108 | 79,673 | 1,565 |
| *Rates - Regional Landscape Levy ** | 2,024 | 2,020 | (4) |
| Statutory Charges | 2,168 | 2,106 | (62) |
| User Charges | 2,556 | 2,827 | 271 |
| Grants/Subsidies | 8,011 | 6,726 | (1,285) |
| Investment Income | 504 | 347 | (157) |
| Reimbursements | 1,263 | 1,222 | (41) |
| Other Revenue | 1,520 | 538 | (982) |
| Share of Profit/(Loss) Regional Subsidiaries | 365 | 365 | - |
| **Total Operating Revenue** | **96,519** | **95,824** | **(695)** |
| **Operating Expenditure** | | | |
| Employee Costs | 37,973 | 39,213 | 1,240 |
| Contractor Services | 27,775 | 21,468 | (6,307) |
| Materials | 5,474 | 4,935 | (539) |
| Finance Charges | 322 | 254 | (68) |
| Depreciation | 15,708 | 16,000 | 292 |
| Other Expenses | 9,037 | 8,540 | (497) |
| **Total Operating Expenditure** | **96,289** | **90,410** | **(5,879)** |
| **Operating Surplus/(Deficit) before Capital Revenues** | **230** | **5,414** | **5,184** |
| Capital Grants and Contributions | 5,871 | 1,500 | (4,371) |
| **Net Surplus/(Deficit)** | **6,101** | **6,914** | **813** |

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

## OPERATING REVENUE

The main source of income for Council is rate revenue; making up just over 83% (85% including Regional Landscape Levy) of total revenue in 2021-2022, with other sources being government regulated fees for statutory services, diminishing levels of untied federal grant monies, as well as other grants from the State and Federal government.



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## GENERAL RATES

Council's revenue in 2021-2022 includes $79.673m to be raised in general rates. The budget has been developed on the basis of a one percent average rate increase (excluding new developments and capital improvements). In setting rates for 2021-2022, Council has forecast the revenue required to meet the costs of delivering the services and projects to be provided to the community in 2021-2022.

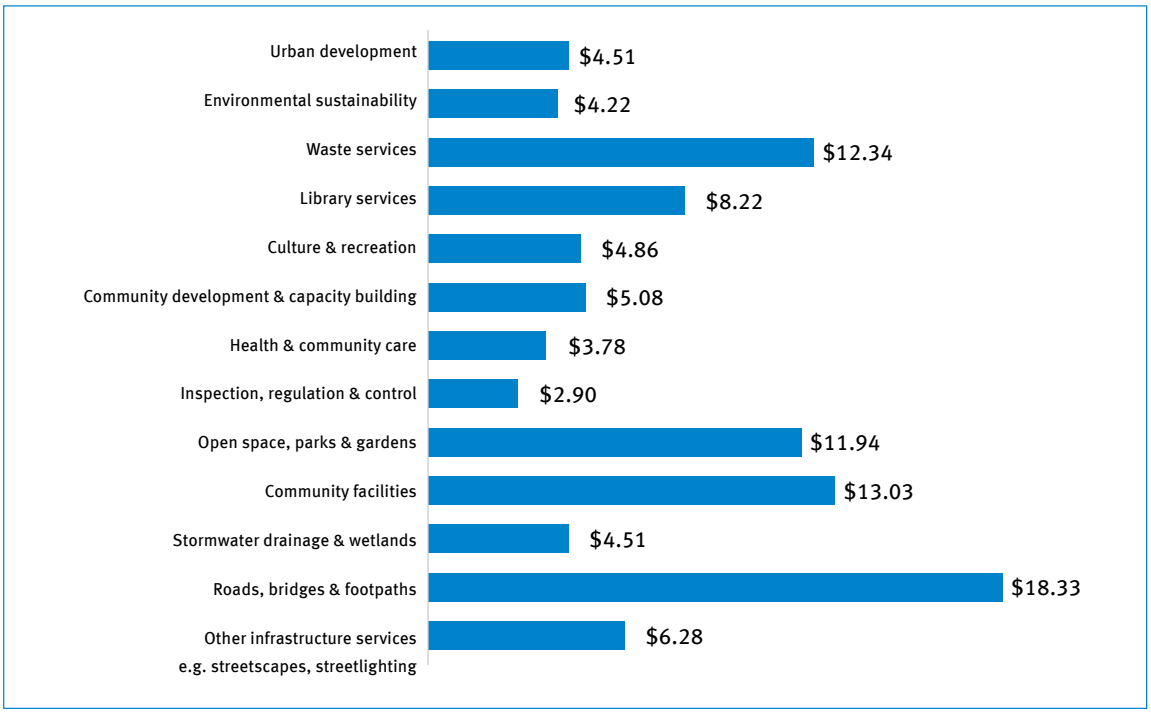
Growth for new developments and capital improvements is forecast at 1% for 2021-2022. This predominantly is the result of new housing in Marion and property improvements, as reported by the Valuer General. The revenue created by this growth will cover the increased costs of servicing a growing community, which includes the requirement to maintain and provide for the replacement of infrastructure such as stormwater drainage and transport networks.

## OTHER SOURCES OF REVENUE

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

## OPERATING EXPENDITURE

Council's operating expenses are forecast to decrease to $90.41m in 2021-2022. The following graph shows a breakdown of operating expenditure across Council services for every $100 spent:



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## EMPLOYEE COSTS

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

Employee costs are forecast to increase by $1.24m primarily because of increases stemming from existing Enterprise Agreements provisions, increases to the Superannuation Guarantee Contribution, additional staffing resources for Councils endorsed initiatives including Urban Renewal, Edwardstown Activation and Tree Management initiatives.

A reduction of $0.5m has been incorporated into the budget to allow for positions that may be temporarily vacant during the year.

## CONTRACTOR SERVICES

Contractor services relate mainly to the provision of Council services by external providers. Council uses contractors to assist in the provision of major services such as waste collection, and also where specialist services or advice is required, where it is not warranted for Council to have permanent in-house resources. A decrease of $6.3m (22.7%) is forecast in the 2021-2022 budget which relates to project expenditure in 2020-2021 including 'Digital Transformation', 'Footpath Blitz' and multiple grant funded projects.

## MATERIALS

Council's Materials budget includes utilities, products utilised in the delivery of community services and maintenance of Council's infrastructure, open space, and other assets, as well as fuel for the fleet of vehicles used to deliver services. A decrease of $0.539m (9.8%) in materials is forecast in the 2021-2022 budget. This relates primarily to a $0.330m reduction in minor digital equipment purchases.

## OTHER EXPENSES

Other Expenses have decreased by $0.497m (5.4%) stemming primarily from the once off contribution towards the proposed Destination Playground in 2020-2021.

## CAPITAL REVENUE

## CAPITAL GRANTS AND CONTRIBUTIONS

Council has incorporated $1.5m in capital grants and contributions towards new capital works planned in 2021-2022 being sought to assist funding the Marion Golf Club upgrades.

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## BUDGETED CAPITAL EXPENDITURE

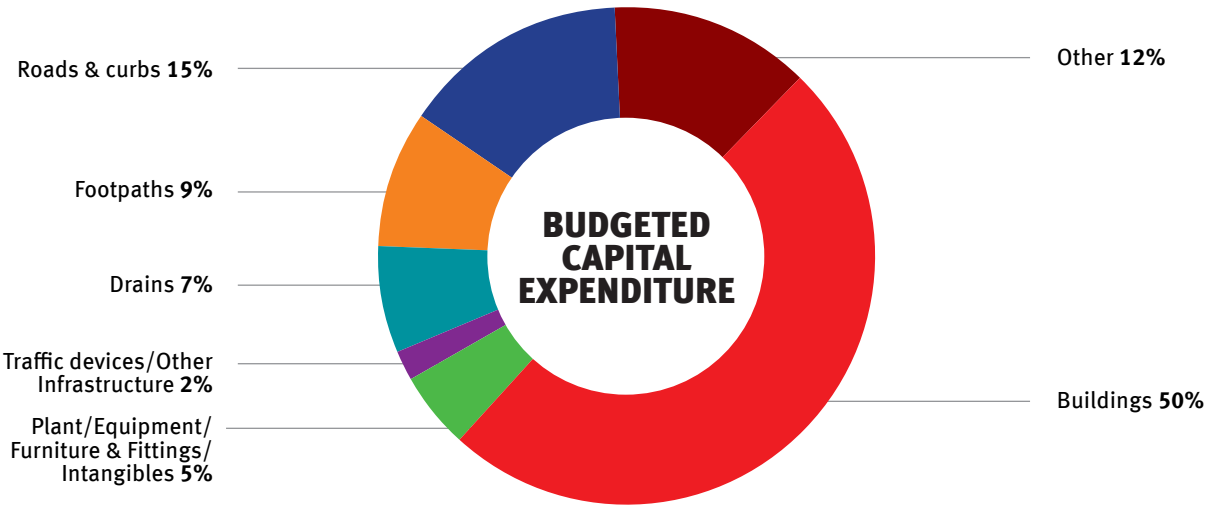
The 2021-22 Budgeted Statement of Capital Expenditure forecasts total capital expenditure of $40.312m including $19.783m renewal and $20.529m new and upgrade.

The following table summarises Council's planned Capital Works Program for 2021-2022:

| Capital Expenditure | 2nd Review 2020 – 2021 $'000 | Budget 2021 – 2022 $'000 |
|---|---|---|
| Land | - | - |
| Buildings | 23,199 | 20,258 |
| Infrastructure: | | |
| Roads & Kerbs | 8,211 | 5,935 |
| Drains | 1,424 | 2,900 |
| Footpaths | 2,183 | 3,470 |
| Traffic Control Devices | 544 | 645 |
| Other Infrastructure | 4,398 | 2,947 |
| Plant and Equipment | 1,178 | 1,721 |
| Furniture and Fittings | 202 | 208 |
| Other | 7,815 | 2,228 |
| Intangibles | 41 | - |
| **Total Capital expenditure** | **49,195** | **40,312** |
| Represented By: | | |
| Capital Expenditure | | |
| Assets - Renewal | 11,373 | 19,783 |
| Assets - New | 37,822 | 20,529 |
| | **49,195** | **40,312** |

Funding for key capital projects included in the 2021-2022 budget includes Mitchell Park Sport and Community Club (11.0m), Southern Region Soccer Facility ($3.07m), Coastal Walking Trail ($2.4m) an the State Heritage Coach House and Bridge ($1.5m).

The reduction in Other Capital Expenditure relates to the Sam Willoughby UCI BMX Track nearing completion.



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## FINANCING THE BUDGET

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

| Net Lending/(Borrowing) | 2nd Review 2020 – 2021 $'000 | Budget 2021 – 2022 $'000 |
|---|---|---|
| Operating Surplus/Deficit before Capital Amounts | 230 | 5,414 |
| less: Net Outlay on Existing Assets | | |
| Capital expenditure on asset renewal/replacement | 19,204 | 19,782 |
| less Depreciation/Ammortisation | (15,708) | (16,000) |
| | **3,496** | **3,782** |
| less: Net Outlay on New/Upgrade Assets | | |
| Capital expenditure on New & Upgrade Assets | 27,993 | 20,529 |
| less Capital Grants | (5,871) | (1,500) |
| | **22,122** | **19,029** |
| Adjustments | | |
| (Gain)/loss on disposal of assets | - | - |
| Share of Equity - Regional Subsidiaries | (365) | (365) |
| | **(365)** | **(365)** |
| **Net funding increase/(decrease)** | **(25,753)** | **(17,762)** |

The table above identifies the Council's net funding result. Council's budget for 2021-2022 is expected to result in a net decrease in funding of $17.762m.

Financing transactions associated with accommodating the expected net lending result in 2021-2022 are as follows:

| Financing Transactions | 2nd Review 2020 – 2021 $'000 | Budget 2021 – 2022 $'000 |
|---|---|---|
| New Borrowings | - | 10,920 |
| less: Repayment of Principal on Borrowings | (1,245) | (827) |
| less: Increase/(Decrease) in Cash & Investments | | |
| Transfers from/(to) Reserves | 27,047 | 7,056 |
| Cash Drawdowns/(Investment) | (49) | 613 |
| **Equals: Financing Transactions** | **25,753** | **17,762** |

Council's Long Term Financial Plan includes an allowance for borrowings of up to $10.92m for the Mitchell Park Sporting and Community Centre. Council's borrowings are projected to peak at $14.7 m in 2021-2022, with its Debt Servicing Ratio peaking at 2.5% in 2023-2024 against a maximum target of 5.0% and its Net Financial Liabilities ratio reaching 17.5% in 2021-2022 against a target of up to 50%.

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## FINANCIAL RATIOS

To assist Council in meeting its objective of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided. Where a Council target has not been adopted, the recommended Local Government Association (LGA) target has been used. The following table details these financial indicators and whether or not the prescribed target has been achieved over the three years up to the end of 2021-2022.

| Ratio | Council Target | 2021-2022 Budget | 3 Year Average |
|---|---|---|---|
| Operating Surplus | 0% - 10% | 5.65% | 6.23% |
| Asset Sustainability/Renewal | 90% - 110% | 100% | 90.87% |
| Asset Consumption | 80% - 100% | 80.71% | 81.52% |
| Net Financial Liabilities | 0% - 50% | 13.52% | -18.80% |
| Debt Servicing | 0% - 5% | 1.13% | 1.45% |

All key financial ratios are forecast to be within their targeted ranges for the 2021-2022 year.

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

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

The Asset Consumption Ratio measures the written down value of the non-current assets of the council as a percentage of their replacement cost. This ratio remains relatively constant with the level of asset renewal expenditure forecast in 2021-2022.

The Net Financial Liabilities Ratio indicates the extent to which the net financial liabilities of the council can be met by the council's total operating revenue. With the consumption of cash on significant capital works and major projects in 2021 and 2022 along with loan funding forecast to increase during 2021-2022, the Net Financial Liabilities Ratio is projected to come within Council's target range in 2021-2022.

The Debt Servicing Ratio measures the total annual loan principal and interest repayments as a percentage of total income for the year. This ratio identifies council's ability to service its debt obligations from operating revenues. The ratio is anticipated to increase slightly with the new loan repayments in 2021-2022 but remains in the lower end of the targeted bandwidth for this ratio.

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## APPENDIX 1. CAPITAL WORKS PROGRAM

| STREETSCAPE PROGRAM 2021/22 | | |
|---|---|---|
| **Road Name** | **Suburb** | **Ward** |
| Diagonal Road | Oaklands Park | Warracowie |
| Sturt Road | Seacombe Gardens | Warracowie |
| Alawoona Avenue | Mitchell Park | Warriparinga |
| Messines Avenue | Edwardstown | Woodlands |
| ** Please note capital works programs are subject to change* | | |

| OPEN SPACE & RECREATION WORKS PROGRAM 2021/22 | | | |
|---|---|---|---|
| **Location** | **Suburb** | **Ward** | **Description** |
| **Playground Implementation Program** | | | |
| McConnell Avenue Reserve (East) | Marino | Coastal | Irrigation works and improvement to recreation facilities |
| Nimboya Road Reserve | Marino | Coastal | Drink fountain and scooter track |
| Westcliff Court Reserve | Marino | Coastal | Bench seat |
| Cowra Crescent Reserve | Parkholme | Mullawirra | Irrigation works |
| Hendrie Street Reserve | Parkholme | Mullawirra | Irrigation works |
| Hume Street Reserve | Seaview Downs | Southern Hills | Minor reserve upgrade |
| Eurelia Road Reserve | Sheidow Park | Southern Hills | Drink fountain |
| Hallett Close Reserve | Sheidow Park | Southern Hills | Irrigation works |
| Hugh Johnson Reserve | Sheidow Park | Southern Hills | Playground, reserve and irrigation works (subject to grant funding) |
| Lander Road Reserve | Sheidow Park | Southern Hills | Minor reserve upgrade including pathway |
| Barton Drive Reserve | Trott Park | Southern Hills | Drink fountain |
| Wistow Crescent Reserve | Trott Park | Southern Hills | Playground, reserve and irrigation works |
| Oaklands Recreation Plaza | Oaklands Park | Warracowie | Minor works |
| Ramsay Avenue Reserve | Seacombe Gardens | Warracowie | Reserve and Irrigation works |
| Oakleigh Road Reserve | Marion | Warriparinga | Minor reserve upgrade including nature play elements |
| Mitchell Park Oval/Reserve | Mitchell Park | Warriparinga | Irrigation works |
| Peterson Avenue Reserve | Mitchell Park | Warriparinga | Playground, reserve and irrigation |
| Brolga Place Reserve | Sturt | Warriparinga | Minor reserve works including court upgrade and barbeque |
| Yapinga Street Reserve | South Plympton | Woodlands | Minor playground works |
| **Tennis & Netball Courts** | | | |
| Council is currently finalising the program of works for 2021-2022 | | | |
| ** Please note capital works programs are subject to change* | | | |

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| PROPERTY/BUILDING WORKS PROGRAM 2021/22 | | | |
|---|---|---|---|
| **Location** | **Suburb** | **Ward** | **Description** |
| Capella Oval | Hallett Cove | Coastal | Cricket Matting |
| Hallett Cove Beach Tennis Club | Hallett Cove | Coastal | Replace pergola |
| Perry Barr Farm Shearing Shed | Hallett Cove | Coastal | Replace roof & flooring |
| Koorana Gym | Morphettville | Mullawirra | External toilet and air conditioning to gym |
| Marion Leisure & Fitness | Morphettville | Mullawirra | Upgrade kitchen and storage, redesign entrance and toilet |
| Morphettville Park Football Club | Morphettville | Mullawirra | Netting & fencing along boundary |
| Morphettville Park Tennis Club | Morphettville | Mullawirra | Redevelop courts |
| Marion Outdoor Pool | Park Holme | Mullawirra | Switchboard upgrade, rubber softfall around fitness equipment |
| Park Holme Library | Park Holme | Mullawirra | Render external walls |
| Plympton Sports Club | Plympton Park | Mullawirra | Stormwater, car parking and fencing |
| Cove Netball Club | Hallett Cove | Southern Hills | Toilet refurbishment, external painting, bridge between courts |
| Cove Soccer | O'Halloran Hill | Southern Hills | Storage Shed |
| Trott Park Neighbourhood Centre | Trott Park | Southern Hills | Upgrade entrance and reception |
| Marion Community House | Warradale | Warracowie | Toilet and kitchen upgrade |
| Cooinda | Sturt | Warriparinga | Upgrade entrance and reception |
| Council Administration Building | Sturt | Warriparinga | Accommodation refit |
| Marion Bowling Club | Marion | Warriparinga | Roof and wall repairs, toilet upgrade designs |
| Marion RSL | Marion | Warriparinga | Carpet & ceiling renewal |
| Cosgrove Hall | Clovelly Park | Woodlands | Resurface court |
| Glandore Oval | Glandore | Woodlands | Memorial gardens relocation and netting |
| Glandore Neighbourhood Centre | Glandore | Woodlands | Community gardens kitchen and disability toilet upgrade |
| Glandore Neighbourhood Centre Naldera Building | Glandore | Woodlands | Air conditioning |
| Various | Various | Various | CCTV renewal of cameras across Council building |
| ** Please note capital works programs are subject to change* | | | |

| TRAFFIC DEVICES PROGRAM 2021/22 | | | |
|---|---|---|---|
| **Location** | **Suburb** | **Ward** | **Description** |
| River Parade | Hallett Cove | Coastal | Indented parking bay |
| 29 The Esplanade | Hallett Cove | Coastal | Entrance and path |
| Mitchell Street | Glengowrie | Mullawirra | Paved parking bays |
| Park Terrace | Plympton Park | Mullawirra | Parking bay |
| Lander Road & Young Street | Sheidow Park | Southern Hills | Junction upgrade |
| Railway Terrace | Warradale | Warracowie | Audit treatments |
| Seacombe Road | Seacombe Heights | Warriparinga | Indented bus bay |
| Marion Road | Sturt | Warriparinga | Pedestrian walk |
| Collins Avenue | Ascot Park | Woodlands | Indented parking bay |
| ** Please note capital works programs are subject to change* | | | |

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## ROAD RESEAL PROGRAM 2021/22

| Road Name | Suburb | Ward | From | To |
|---|---|---|---|---|
| Columbia Crescent | Hallett Cove | Coastal | Grand Central Avenue | Mayflower Crescent |
| The Cove Road | Hallett Cove | Coastal | Barossa Crescent Nth | South Ave |
| The Cove Road | Hallett Cove | Coastal | Kurnabinna Terrace | Pindee Street |
| The Cove Road | Marino | Coastal | Allen St | Jervois Terrace |
| High Street | Seacliff Park | Coastal | Arthur Street | Hill Street |
| Cliff Street | Glengowrie | Mullawirra | Gillespie Street | City Boundary Hb |
| Agars Avenue | Morphettville | Mullawirra | Bray Street | Austral Terrace |
| Quinn Street | Morphettville | Mullawirra | Regan Avenue | Cobham Avenue |
| Regan Avenue | Morphettville | Mullawirra | Dpti Split | Quinn Street |
| Rosedale Avenue | Morphettville | Mullawirra | Oaklands Road | Radstock Street |
| Bowaka Street | Park Holme | Mullawirra | Cungena Avenue | Condada Avenue |
| Hill Street | Plympton Park | Mullawirra | Bray Street | Aldridge Avenue |
| Ralli Street | Plympton Park | Mullawirra | Bray Street | Aldridge Avenue |
| Tarranna Avenue | Plympton Park | Mullawirra | Ross Street | Mulcra Avenue |
| Basten Avenue | Seaview Downs | Southern Hills | Penong Street | Davenport Terrace |
| Eyre Street | Seaview Downs | Southern Hills | Seacombe Road | Gawler Street |
| Wangary Terrace | Seaview Downs | Southern Hills | Seacombe Road | Cadell Street |
| Warunda Avenue | Seaview Downs | Southern Hills | Seacombe Road | Cadell Street |
| Hutt Close | Sheidow Park | Southern Hills | Lonsdale Road | End |
| Railway Court | Sheidow Park | Southern Hills | William Webb Drive | End |
| Scullin Crescent | Sheidow Park | Southern Hills | Barton Drive | Cul-De-Sac |
| William Webb Drive | Sheidow Park | Southern Hills | Railway Court | Steamranger Drive |
| Adams Road | Trott Park | Southern Hills | Whiteley Drive West | Dickerson Crescent |
| Adams Road | Trott Park | Southern Hills | Scarvel Avenue | Cassab Court |
| Chifley Crescent | Trott Park | Southern Hills | Barton Drive | End |
| Hele Court | Trott Park | Southern Hills | Heysen Drive | Strutt Court |
| Bassi Street | Marion | Warracowie | Pethick Terrace | Minchinbury Terrace |
| The Parade | Marion | Warracowie | Tait Avenue | Dead End |
| Albany Crescent | Oaklands Park | Warracowie | Johnstone Road | Crew Street |
| Boyle Street | Oaklands Park | Warracowie | Finniss Street | George Street |
| Johnstone Road | Oaklands Park | Warracowie | Masters Avenue | Perrin Street |
| Gerogeri Street | Seacombe Gardens | Warracowie | Seacombe Road | White Crescent |
| Russell Avenue | Seacombe Gardens | Warracowie | Ramsay Avenue | Wilga Street |
| Russell Court | Seacombe Gardens | Warracowie | Russell Avenue | End |
| Buckingham Avenue | Warradale | Warracowie | Oaklands Road | Cedar Avenue |
| Lindley Avenue | Warradale | Warracowie | Balmoral Avenue | Bowker Street |
| Pine Avenue | Warradale | Warracowie | Diagonal Road | Morphett Road |
| Celtic Avenue | Clovelly Park | Warriparinga | Walker Avenue | Winsor Avenue |
| Finniss Street | Marion | Warriparinga | Richman Street | Sturt Road |
| Moreland Avenue | Mitchell Park | Warriparinga | Quick Road | Waterman Terrace |
| Waterman Terrace | Mitchell Park | Warriparinga | Marion Road | Sampson Road |
| Waterman Terrace | Mitchell Park | Warriparinga | Geraldine Avenue | Dead End |
| Woodland Road | Mitchell Park | Warriparinga | Bradley Grove Southern End | Handley Avenue |
| Braeside Avenue | Seacombe Heights | Warriparinga | Seacombe Road | Truscott Avenue |
| Glen Street | Seacombe Heights | Warriparinga | Braeside Avenue | Crystal Street |
| Miller Street | Sturt | Warriparinga | Seacombe Road | Vardon Street |
| Birch Crescent | Tonsley | Warriparinga | Sturt Road | Ash Avenue |
| Mimosa Terrace | Tonsley | Warriparinga | Dit South Road | Ash Avenue |
| De Laine Avenue | Edwardstown | Woodlands | Railway Terrace | Macklin Street |
| Messines Avenue | Edwardstown | Woodlands | South Road | Castle Street |
| Towers Terrace | Edwardstown | Woodlands | Wheaton Street | Castle Street |
| Woodlands Terrace | Edwardstown | Woodlands | Kenilworth Avenue | Adelaide Terrace |
| Walter Avenue | Mitchell Park | Woodlands | Daws Road | Thirza Avenue |
| Chitral Terrace | South Plympton | Woodlands | Cross Road | Castle Street |
| Pleasant Avenue | South Plympton | Woodlands | Winifred Avenue | Brinkworth Street |

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

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## KERB & WATER TABLE PROGRAM 2021/22

| Road Name | Suburb | Ward | From | To |
|---|---|---|---|---|
| Antonia Circuit | Hallett Cove | Coastal | Aroona Road | End |
| California Avenue | Hallett Cove | Coastal | Falcon Street | Medway Street |
| Camille Street | Hallett Cove | Coastal | Gingko Street | Apollo Drive |
| Columbia Crecent | Hallett Cove | Coastal | Mayflower Crescent | End |
| Koomooloo Crescent | Hallett Cove | Coastal | Caprice Street North | Caprice Street South |
| Lorita Crescent | Hallett Cove | Coastal | Apollo Drive | Gingko Street |
| Marie Close | Hallett Cove | Coastal | Lorita Crescent | End |
| Medway Street | Hallett Cove | Coastal | Pavana Avenue | Serica Street |
| Third Street | Hallett Cove | Coastal | South Avenue | Central Avenue |
| Tornado Avenue | Hallett Cove | Coastal | Dutchman Drive | Cul-de-sac |
| Vim Street | Hallett Cove | Coastal | Columbia Crescent | Mayflower Crescent |
| Newland Avenue | Marino | Coastal | Bakewell Crescent | Frank Street |
| Elder Terrace | Glengowrie | Mullawirra | Maxwell Terrace | Fisk Avenue |
| Dennis Avenue | Morphettville | Mullawirra | Dennis Avenue | Cobham Avenue |
| Don Terrace | Morphettville | Mullawirra | Bray Street | Austral Terrace |
| Wallage Avenue | Morphettville | Mullawirra | Clifton Avenue | Dennis Terrace |
| Weroona Avenue | Park Holme | Mullawirra | Marion Road | Mulcra Avenue |
| Hawker Avenue | Plympton Park | Mullawirra | Blackler Avenue | Park Terrace |
| Swinburne Avenue | Plympton Park | Mullawirra | Milton Avenue | Shakespeare Avenue |
| Kiah Crescent | Sheidow Park | Southern Hills | Westall Way | Amaroo Road |
| Grieve Court | Trott Park | Southern Hills | Hele Court | Cul-de-sac |
| Strutt Court | Trott Park | Southern Hills | Hele Court | Cul-de-sac |
| Bessie Street | Dover Gardens | Warracowie | Laurence Street | Vinall Street |
| Hope Street | Dover Gardens | Warracowie | Scarborough Terrace | Branksome Terrace |
| Abbeville Terrace | Marion | Warracowie | Beauford Avenue | Tait Avenue |
| Abbeville Terrace | Marion | Warracowie | Bassi Street | Fiscom Street |
| Doreen Street | Oaklands Park | Warracowie | Milton Street | End |
| Jewell Street | Oaklands Park | Warracowie | Milton Street | Barry Road |
| Cedar Avenue | Warradale | Warracowie | Diagonal Road | Soho Street |
| Gardiner Avenue | Warradale | Warracowie | Lincoln Avenue | Struan Avenue |
| Railway Terrace | Warradale | Warracowie | Diagonal Road | First Avenue |
| Railway Terrace | Warradale | Warracowie | Third Avenue | Sixth Avenue |
| Bassi Street | Marion | Warriparinga | Pethick Terrace | Abbeville Terrace |
| Moreland Avenue | Mitchell Park | Warriparinga | Quick Road | Waterman Terrace |
| Waterman Terrace | Mitchell Park | Warriparinga | Lodge Street | Geraldine Avenue |
| Alpine Road | Seacombe Heights | Warriparinga | Cul-de-sac North | Denton Street |
| Dorian Avenue | Seacombe Heights | Warriparinga | Seacombe Crescent | End |
| Darlington Street | Sturt | Warriparinga | Diagonal Road | Moss Street |
| Duncan Street | Sturt | Warriparinga | Tay Road | Carlow Street |
| Myer Road | Sturt | Warriparinga | Tay Road | Cul-de-sac |
| Miller Street | Sturt | Warriparinga | Vardon Street | Diagonal Road |
| Albert Street | Ascot Park | Woodlands | Charles Street | West Street |
| Fifth Avenue | Ascot Park | Woodlands | Aroona Road | End |
| Coongie Avenue | Edwardstown | Woodlands | Conmurra Avenue | Konando Street |
| Furness Avenue | Edwardstown | Woodlands | South Road | Russell Terrace |
| Hyman Avenue | Edwardstown | Woodlands | Towers Terrace | Railway Terrace |
| Waverley Avenue | Edwardstown | Woodlands | Dunorlan Road | Woodland Avenue |
| Victoria Street | Glandore | Woodlands | Churchill Avenue | Malwa Street |
| John Street | South Plympton | Woodlands | Vincent Street | Fourth Avenue |
| William Street | South Plympton | Woodlands | Marion Road | Laurence Street |

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

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| RESIDENTIAL FOOTPATH PROGRAM 2021/22 | | |
|---|---|---|
| **Road Name** | **Suburb** | **Ward** |
| Proactive footpath works | Various | Various |
| Fryer Street | Hallett Cove | Coastal |
| South Avenue | Hallett Cove | Coastal |
| Oval Road | Hallett Cove | Coastal |
| Pavana Court | Hallett Cove | Coastal |
| Sheidow Place | Hallett Cove | Coastal |
| Stern Close | Hallett Cove | Coastal |
| Second Avenue | Hallett Cove | Coastal |
| Third Avenue | Hallett Cove | Coastal |
| Esplanade | Marino | Coastal |
| Newland Avenue | Marino | Coastal |
| Kappler Court | Glengowrie | Mullawirra |
| Majors Road | O'Halloran Hill | Southern Hills |
| Keen Avenue | Seaview Downs | Southern Hills |
| Spode Court | Trott Park | Southern Hills |
| Calauria Crescent | Trott Park | Southern Hills |
| Walkley Avenue | Warradale | Warracowie |
| Quick Road | Mitchell Park | Warriparinga |
| Crystal Street | Seacombe Heights | Warriparinga |
| The Parkway | Sturt | Warriparinga |
| ** Please note capital works programs are subject to change* | | |

| STORMWATER DRAINAGE PROGRAM 2021/22 | | |
|---|---|---|
| **Road Name** | **Suburb** | **Ward** |
| Santana Court | Hallett Cove | Coastal |
| Lucretia Way Dam | Hallett Cove | Coastal |
| Cadell Street | Seaview Downs | Southern Hills |
| Berrima Street | Sheidow Park | Southern Hills |
| Shetland Avenue | Marion | Warriparinga |
| Coolah Terrace | Marion | Warriparinga |
| English Avenue | Clovelly Park | Woodlands |
| ** Please note capital works programs are subject to change* | | |

| OTHER INFRASTRUCTURE PROGRAM 2021/22 | | |
|---|---|---|
| **Details** | **Suburb** | **Ward** |
| Bus Shelters | Various | Various |
| DDA Kerb Ramp upgrades | Various | Various |
| Signage | Various | Various |
| Lighting | Various | Various |

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# APPENDIX 2. RATING POLICY

## RATING

### (1) VALUATION METHODOLOGY AND ADOPTION

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

**(SEE ANNEXURE 1)**

### (2) DIFFERENTIAL GENERAL RATES

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

The differential general rate Land Use categories are as follows:

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

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

**(SEE ANNEXURE 1)**

### (3) MINIMUM RATE

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

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

**(SEE ANNEXURE 1)**

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## (4) SERVICE CHARGE

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

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

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

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

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

**(SEE ANNEXURE 1)**

## (6) PAYMENT OF RATES

The Council has determined that payment of rates for the 2021-2022 financial year will be by four instalments, due on 1 September 2021, 1 December 2021, 1 March 2022 and 1 June 2022. However, the total amount of rates may be paid in full at any time.

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

- Australia Post – Post Office, Telephone or Internet
- Bpay – Telephone or internet payments
- Centrepay – Deductions directly from Centrelink deductions
- Direct Debit – Direct from either a Cheque or Savings account
- Eservices – Direct through the Council's Internet system
- In person - At Council Offices
- By Mail - Locked Bag 1 Oaklands Park SA 5046

## (7) LATE PAYMENT OF RATES

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

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

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

**(SEE ANNEXURE 1)**

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## (8) REBATES AND POSTPONEMENT OF RATES

### (8.1) RATE REBATE POLICY

Refer to the Rate Rebate Policy attached.

### (8.2) RATE CAPPING

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

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

For the current financial year, the rate cap is set at 12% with a $20 minimum and a $200 maximum (excluding new or improved properties) for ratepayers who meet the Qualifying Criteria set out below:

Qualifying Criteria:

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

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

### (8.3) RESIDENTIAL CONSTRUCTION ON VACANT LAND

Under Section 166 (1) (a) of the Act, and for the purpose of securing the proper development of the area, a discretionary rebate of general rates for the 2021-2022 financial year will be granted in respect of an assessment classed as vacant land by the Council, where:

- The principal ratepayer of the assessment applies to the Council for the rebate prior to 30 June 2022, and
- The footings have been poured on the property by 30 June 2022

The amount of the rebate will be the difference between the general rate in the dollar applicable to Vacant land, and the general rate in the dollar applicable to Residential land. This is calculated by the number of days remaining between 1 July 2021 and 30 June 2022 from the date footings are poured for a residence on the land. Minimum Rate is still applicable.

### (8.4) POSTPONEMENT OF RATES – HARDSHIP

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

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## COVID-19 PROVISION

Ratepayers experiencing financial difficulties and are unable to meet standard payment arrangements due to COVID-19 can contact Council to discuss alternative payment options.

## (8.5) POSTPONEMENT OF RATES – SENIORS

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

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

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

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

Pensioners, low-income earners and self-funded retirees holding a Commonwealth Seniors Health Card can receive up to $200 per year. Eligibility includes pensioners and low-income earners who are tenants.

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

## RATE REBATES
## (1) POLICY STATEMENT

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

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

## (2) MANDATORY REBATES

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

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

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

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

Where an application is made to the Council for a rebate of up to a further 25%, the application will be determined and written notice will be provided to the applicant of its determination of that application.

### (3) DISCRETIONARY REBATES

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

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

### (4) APPLICATION

The council will inform the community of the provisions for rate rebate under the Act by the inclusion of an advert in the local newspaper each year.

Application forms may be obtained from the Council office located at 245 Sturt Road, Sturt.

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

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

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

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

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

- Why there is a need for financial assistance through a rebate;
- The level of rebate (percentage and dollar amount) being sought and why it is appropriate;
- The extent of financial assistance, if any, being provided to the applicant and/or in respect of the land by Commonwealth or State agencies;
- Whether the applicant has made/intends to make applications to another Council;
- Whether, and if so to what extent, the applicant is or will be providing a service within the Council area;

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- Whether the applicant is a public sector body, a private not for profit body or a private for profit body;
- Whether there are any relevant historical considerations that may be relevant for all or any part of the current Council term;
- The desirability of granting a rebate for more than one year;
- Consideration of the full financial consequences of the rebate for the Council;
- The time the application is received;
- The availability of any community grant to the person or body making the application;
- Whether the applicant is in receipt of a community grant; and
- Any other matters and policies of the Council, which the Council considers relevant.

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

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

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

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

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

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

## (7) DELEGATION

The Council has delegated its power, pursuant to Section 44 of the Act to determine applications and to grant a discretionary rebate of rates, to the Chief Executive Officer on the condition that the discretionary rebate is not more than $5,000.

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

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

## (8) REVIEW OF REBATE

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

## (9) COMMUNITY GRANTS

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

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## (10) AVAILABILITY OF POLICY DOCUMENTS

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



## DISCLAIMER

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

Where a ratepayer believes that the Council has failed to properly apply this Policy they should raise the matter with the Council. In the first instance contact the Council's Team Leader – Rating Services on 8375 6617 to discuss the matter. If, after this initial contact, a ratepayer is still dissatisfied they should write to the Chief Executive Officer, City of Marion, PO Box 21, Oaklands Park, SA 5046

## ANNEXURE 1
## 1. VALUATION METHODOLOGY AND ADOPTION

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

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

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

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

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

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

(b) previously raised an objection to that valuation.

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

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

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## 2. DIFFERENTIAL GENERAL RATES

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

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

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

An objection to the land use:

- Must be in writing
- Must set out-
  - The grounds of the objection; and
  - The land use (being a land use being used by the Council as a differentiating factor) that should, in the objector's opinion, have been attributed to the land; and
- Must be made within 60 days after the objector receives notice of the particular land use to which the objection relates.
- This 60 day objection period may be extended where it can be shown there is reasonable cause to do so.

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

## 3. MINIMUM RATE

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

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

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

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

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

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

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## 5. LATE PAYMENT OF RATES

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

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

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

All applications for remissions must be in writing, addressed to: Rating Services Section, City of Marion, PO Box 21, Oaklands Park, SA 5046.

## 6. DISCRETIONARY REBATE

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

## 7. POSTPONEMENT OF RATES – SENIORS

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

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

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

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

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

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

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

# APPENDIX 3. LONG TERM FINANCIAL PLAN

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**City of Marion**
**10 Year Financial Plan for the Years ending 30 June 2031**
**BUDGET SUMMARY - GENERAL FUND**
**Scenario: LTFP 2021-2031 Draft ABP Model**

| | | PROJECTED YEARS | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | **2021/22** | **2022/23** | **2023/24** | **2024/25** | **2025/26** | **2026/27** | **2027/28** | **2028/29** | **2029/30** | **2030/31** |
| | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| Rates Indexation | 1.00% | 1.00% | 1.50% | 1.50% | 1.40% | 1.40% | 1.40% | 1.30% | 1.30% | 1.30% |
| **INCOME** | | | | | | | | | | |
| Rates | 81,693 | 83,337 | 85,420 | 87,556 | 89,659 | 91,813 | 94,019 | 96,186 | 98,403 | 100,672 |
| Statutory Charges | 2,106 | 2,138 | 2,180 | 2,235 | 2,291 | 2,348 | 2,407 | 2,467 | 2,528 | 2,592 |
| User Charges | 2,827 | 2,869 | 2,926 | 3,000 | 3,075 | 3,152 | 3,230 | 3,311 | 3,394 | 3,479 |
| Grants, Subsidies and Contributions | 6,726 | 6,013 | 6,133 | 6,287 | 6,444 | 6,605 | 6,770 | 6,939 | 7,113 | 7,290 |
| Investment Income | 347 | 376 | 383 | 400 | 434 | 443 | 527 | 588 | 684 | 754 |
| Reimbursements | 1,222 | 1,172 | 1,195 | 1,225 | 1,256 | 1,287 | 1,319 | 1,352 | 1,386 | 1,421 |
| Other Income | 538 | 541 | 544 | 549 | 553 | 558 | 562 | 567 | 572 | 577 |
| Net gain - equity accounted Council businesses | 365 | - | - | - | - | - | - | - | - | - |
| **TOTAL INCOME** | **95,824** | **96,445** | **98,783** | **101,251** | **103,712** | **106,205** | **108,835** | **111,410** | **114,080** | **116,784** |
| **EXPENSES** | | | | | | | | | | |
| Employee Costs | 39,213 | 40,101 | 41,173 | 42,173 | 43,315 | 44,311 | 45,330 | 46,373 | 47,440 | 48,531 |
| Materials, Contracts & Other Expenses | 34,943 | 35,324 | 34,911 | 35,647 | 36,536 | 38,092 | 38,381 | 39,136 | 40,060 | 41,061 |
| Depreciation, Amortisation & Impairment | 16,000 | 16,640 | 17,306 | 17,998 | 18,718 | 19,466 | 20,245 | 21,055 | 21,897 | 22,773 |
| Finance Costs | 254 | 493 | 449 | 373 | 322 | 269 | 214 | 157 | 104 | 68 |
| **TOTAL EXPENSES** | **90,410** | **92,558** | **93,839** | **96,191** | **98,891** | **102,140** | **104,171** | **106,721** | **109,501** | **112,433** |
| **Operating Surplus** | **5,414** | **3,888** | **4,944** | **5,060** | **4,821** | **4,065** | **4,664** | **4,689** | **4,579** | **4,351** |
| ***Operating Surplus Ratio*** | ***5.65%*** | ***4.03%*** | ***5.01%*** | ***5.00%*** | ***4.65%*** | ***3.83%*** | ***4.29%*** | ***4.21%*** | ***4.01%*** | ***3.73%*** |
| Amounts Received Specifically for New or Upgraded Assets | 1,500 | - | - | - | - | - | - | - | - | - |
| **Net Surplus / (Deficit) for the Year** | **6,914** | **3,888** | **4,944** | **5,060** | **4,821** | **4,065** | **4,664** | **4,689** | **4,579** | **4,351** |
| **CAPITAL (Balance Sheet) and Reserve Movements** | | | | | | | | | | |
| Capital Expenditure | (40,312) | (20,243) | (19,133) | (20,209) | (21,530) | (21,247) | (22,404) | (23,058) | (23,736) | (24,230) |
| Loan Repayments (External) | (827) | (1,841) | (2,040) | (1,450) | (1,501) | (1,554) | (1,609) | (1,666) | (1,304) | (1,340) |
| New Loan Borrowings (External) | 10,920 | 1,350 | - | - | - | - | - | - | - | - |
| Net Transfers (to)/from Reserves | 7,056 | 580 | (383) | (383) | (383) | (283) | (283) | (283) | (283) | (283) |
| **TOTAL CAPITAL (Balance Sheet) and Reserve Movements** | **(23,162)** | **(20,154)** | **(21,556)** | **(22,042)** | **(23,413)** | **(23,083)** | **(24,295)** | **(25,007)** | **(25,323)** | **(25,852)** |
| **Net Result (including Depreciation & Other non-cash items)** | **(16,248)** | **(16,267)** | **(16,611)** | **(16,982)** | **(18,593)** | **(19,018)** | **(19,632)** | **(20,317)** | **(20,744)** | **(21,501)** |
| Add back Depreciation Expense (non-cash) | 16,000 | 16,640 | 17,306 | 17,998 | 18,718 | 19,466 | 20,245 | 21,055 | 21,897 | 22,773 |
| Less Other Income (non-cash) | (365) | - | - | - | - | - | - | - | - | - |
| **Cash Budget Surplus** | **(613)** | **373** | **694** | **1,016** | **125** | **449** | **614** | **738** | **1,153** | **1,272** |

The proposed average rate increase for 2021-2022 is below current Adelaide CPI of 1.2%