City of Marion Annual Business Plan 2022-2023

Draft for Public Consultation

CITY OF MARION







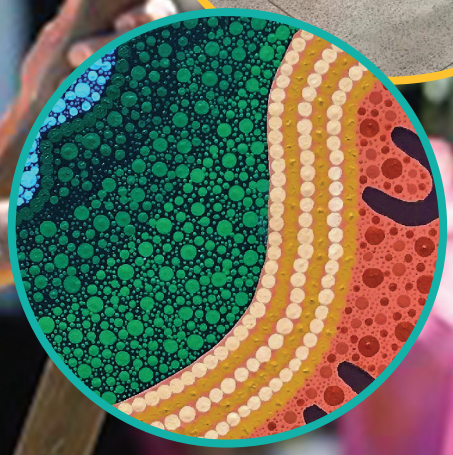


Image credits Tjilbruki Gateway, Jack Kanya Kudnuitya Buckskin, CoM NAIDOC Art Project Serpent, Allan Sumner artworks





KAURNA ACKNOWLEDGEMENT

Ngadiu tampendi Kaurna meyunna yaitya mattanya yaintya yerta

This Kaurna acknowledgement was prepared in consultation with traditional custodians.

ACKNOWLEDGEMENT OF COUNTRY

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

OUR VISION FOR RECONCILIATION

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

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

The Annual Business Plan provides the resource allocation to enable the effective and efficient delivery of our Reconciliation Action Plan (and other initiatives) for 2022-2023.



YOUR VOICE

The City of Marion is seeking your input and feedback regarding the Draft Annual Business Plan 2022-2023. This process provides you with the opportunity to have your say on the level of service and activities undertaken by the Council before the final budget is adopted.

Community consultation commences at 5pm on Friday 22 April and closes on Friday 13 May 2022 at 5pm.

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 10 May 2022 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 2022-2023 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, Office of the Chief Executive
Telephone: 08 8375 6600

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WELCOME

Welcome to the City of Marion's Draft Annual Business Plan 2022-2023.

This plan outlines Council's proposed priorities and program of works for the coming financial year. Essentially it is the budget for the coming financial year.

What do you think of it? Council will consider your views before finalising the budget. Right now it really is a draft - in fact, the draft budget has rarely been as fluid as it is this year. Primarily this is due to the significant implications of the Federal election process - we won't know until after the Federal election whether we receive millions of dollars in funding assistance as a result of election promises. Another significant factor is the rapidly escalating costs which Council is experiencing, particularly in construction of our major projects.

Many people focus on the percentage increase in rates for the average residential property. Your Council is committed to setting an average residential rate rise well under the rate of inflation; in fact, the rate rise may well be about half the rate of inflation South Australia will experience later in 2022. Property owners will, of course notice their rate rise varies according to the relative value of their property - a factor outside of Council's control.

This year's proposed projects include:

- Commencing the Marion Cultural Centre Plaza upgrade
- Commencing the Tarnham Road Tennis and playground upgrade at Seacombe Heights
- Delivering a recycled water pipeline to irrigate local schools and reserves*
- Completing the restoration of the historic Coach House at Warriparinga
- Designing a Flinders Bikeway to connect Tonsley and the Marino Rocks bikeway
- Investing in improvements to the Warradale Park Tennis Club*
- Commencing the planning for the Stage 1 development of the Cove Sports and Community Club*
- Commencing the rebuild of the ageing Marino Community Hall.*

Council looks forward to hearing your views.

Yours faithfully,

Kris Hanna

Kris Hanna
Mayor

**Projects are subject to confirmed grant support from either Federal or State Government.*



YOUR RATES AT A GLANCE

AMOUNTS SPENT PER ONE HUNDRED DOLLARS ($100)



Urban Development, Inspection, Regulation and Control

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



Community Facilities

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



Waste Collection and Management Services

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



Open Space, Parks and Gardens

- Reserve maintenance
- Playgrounds
- Public toilets
- Playground maintenance



Library Services

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



Health and Community Care

- Aged care services
- Community buses
- Emergency response



Community Development and Capacity Building

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



Culture and Recreation

- Cultural heritage
- Community events



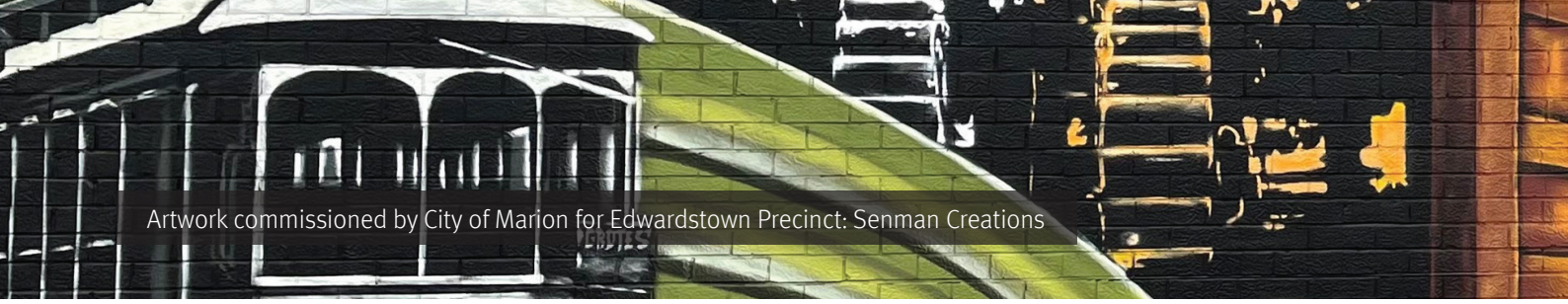
Infrastructure Management

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



Environmental Sustainability

- Street tree management
- Environmental regulation
- Native vegetation



Artwork commissioned by City of Marion for Edwardstown Precinct: Senman Creations

OVERVIEW

The Annual Business Plan 2022-2023 outlines the strategic projects, services and programs that we will aim to deliver in the coming financial year. Council is determined to undertake strategic initiatives outlined in the Four Year Business Plan 2019-2023, along with other projects supported to progress the community's aspirations in the City of Marion Community Vision 'Towards 2040' and the goals outlined 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 2% increase in the average rate for 2022-2023.

During 2022-2023, the City will continue to be improved through investment in the following initiatives:

MARION CULTURAL CENTRE PLAZA

A plan to revitalise the Marion Cultural Centre Plaza area with a recreation space that will transform the area to bring people together for events.

The Federal Government have partnered with Council to support this project.

ALTERNATIVE WATER SUPPLY PROJECT

A 12km pipe will be installed to divert treated stormwater from the Oaklands Wetlands to irrigate local reserves and schools.

Council has committed $1.8m to the project, subject to receiving additional grant funding from the Federal Government.

COASTAL WALKWAY

Work will continue on the 1.6km section of the Coastal Walkway trail at the Grey and Kurnabinna Gullies at Hallett Cove.

The State Government have partnered with Council to support this project.

FLINDERS BIKEWAY

The Flinders Bikeway is a key connection between Flinders University, Tonsley and further north to the Marino Rocks Greenway (bike way).

A $40,000 concept design that includes landscaping and engineering considerations will be developed.

Community consultation will inform support to the project. If supported, proposed implementation of the new bikeway will occur in 2023-2024.



COVE SPORTS AND COMMUNITY CLUB

A multi-stage upgrade is planned for this ageing sporting infrastructure. Stage 1 development includes demolition of the existing BMX track, expansion of the playing field, and expanded northern car park.

Redevelopment of the netball facility is also part of Stage 1, and includes an upgrade to the netball courts.

Council is seeking external partnership funding to progress Stage 1 of the project.

MARINO HALL

A rebuild of the ageing hall will commence to support a new vibrant centre that attracts a broad range of community groups.

The new pavilion style hall will include meeting spaces, a performance area, art gallery and studio.

A café and expanded car park will also support the site as an accessible creative and community events hub.

Council is seeking external partnership funding to progress this project in 2022-2023.

TENNIS AND NETBALL COURTS - OPEN SPACE AT TARNHAM ROAD RESERVE

Council will replace eight ageing tennis courts with two multi-use tennis/netball courts and two tennis courts.

A 'ninja adventure' style course and climbing wall supports running, climbing and jumping activity. A skate area and public toilet will be installed.

LIVING KAURNA CULTURAL CENTRE COACH HOUSE

Significant restoration work will continue at the state heritage listed Coach House so that it can be used by the community as a venue and hall facility, and further complement the educational opportunities of the area's history.

The State Government have partnered with Council to support this project.

EDWARDSTOWN EMPLOYMENT PRECINCT

Council is continuing work in Edwardstown to improve the amenity of the area as a place to do business.

An action plan includes research into renewable energy management programs, encouraging a 'buy local' supply chain, and improving traffic flow in the area.

WARRADALE PARK TENNIS CLUB

The tennis club has provided preliminary designs for an upgraded modern club room and facilities. Council will work with the club to progress a detailed design that meets the broad needs of community users.

Council is seeking external partnership funding to support this project in 2022-2023.

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.

PROSPEROUS

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

VALUING NATURE

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

INNOVATIVE

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

ENGAGED

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

CONNECTED

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

STRATEGIC MANAGEMENT FRAMEWORK

This Annual Business Plan 2022-2023 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.





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:

NORTH SOUTH CORRIDOR

Progress along South Road will occur as the State Government led North- South Corridor Tunnel commences construction in late 2022.

The former State Government announced a 'City shaping fund' related to the project that aims to connect communities and stimulate business investment. Outcomes will support revitalised urban design at the road level of the project as it progresses in the years ahead.

ELECTIONS

Council has taken a proactive approach to advocacy at both State and Federal levels to leverage any election funding provided to the sector to support the delivery of infrastructure projects. Any further funding outcomes from the Federal election will require late adjustments to the proposed Annual Business Plan 2022-2023 and Budget.

INFLATION

The Reserve Bank of Australia provide regular commentary on the key issues that are impacting on inflation rates. General price increases that include climbing oil prices, local suppliers with stock shortages, and skilled labour shortages are just a few of the key observations that have been felt by council.

ENVIRONMENT

Council has a Carbon Neutral Plan to reduce emissions to council owned assets by 2030. Key actions for the year will include developing a fleet transition plan and entering a contract for 100% renewable energy from January 2023. Tree planting efforts will continue to be a focus with 3,900 street and reserve trees to be planted. A further 400 advanced trees will be planted along main roads and thoroughfares to cool the city.

SUPPLY CHAIN ISSUES

Council procures a range of goods and services as part of its Annual Capital Program. Over the last 12 months the persistent disruption to supply chains and distribution networks and their ongoing effects on prices has provided uncertainty. Council staff are actively working to mitigate the exposure to these risks, including timing of tendering and project delivery to ensure projects maintain their value for money proposition.

PUBLIC HEALTH

Council continues to monitor the COVID-19 environment and will be guided by directives from SA Health. Any changes that may impact Council facilities will be communicated through our website and social media channels. Business continuity measures are in place to ensure that services can continue.

POPULATION

Population growth within the council area has traditionally risen at a rate of 1% per annum. Population demographics are considered in the establishment of key Asset Management Plans and planning of infrastructure projects and services. The release of the Australian Bureau Statistics Census data will provide an updated context to shifts in the population including the important trends that shape our community to assist with future city planning.

FRAMEWORK OF THE ANNUAL BUSINESS PLAN

The Annual Business Plan 2022-2023 has been prepared on the basis of a framework that aims to inform the community and hold the City of Marion accountable to its stakeholders. The key items in this framework are as follows:

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

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

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

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

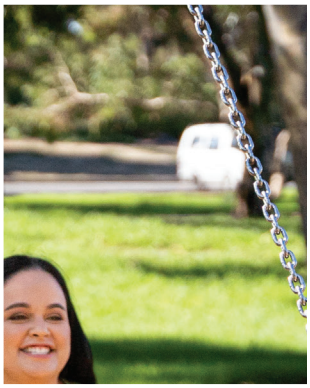
Maintain, on average, a break-even or positive funding (cash) position over the long term financial plan.

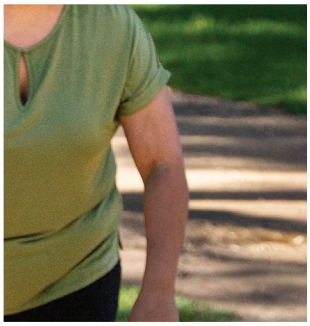
With a primary focus on cash flow and ensuring the Council's asset renewal and upgrades are fully funded, this target is currently being met. To ensure ongoing financial sustainability, the Council monitors and reviews all its financial indicators together.

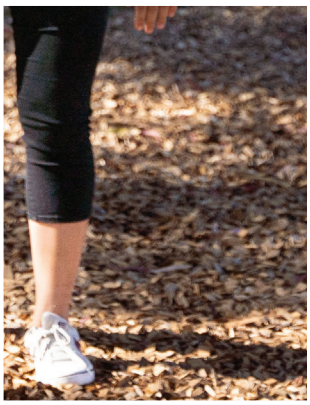
Continue to improve the maintenance of assets in accordance with Council's Asset Management Plans, with a priority on maintenance before renewal, and renewal before new when it is cost effective to do so.

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





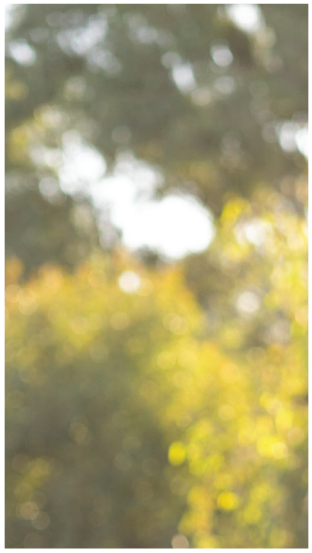


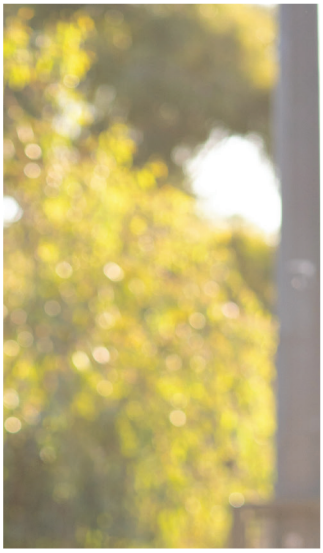



Review existing services and assets to ensure they meet prioritised community needs.

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

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





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

Council debt is forecast to increase to $10.487m by 30 June 2023. With consideration given to key financial indicators, Council has continued to retain the funding capacity to consider additional strategic Major Projects and is currently investigating partnerships to aid the development of several initiatives.

These additional forecast borrowings in 2022-2023 relate to Council's contribution towards new initiatives in the Capital Works Program. Any changes to the timing and scope of the capital projects may impact the funding required, and in turn the total requirement for borrowings currently factored into the Annual Business Plan 2022-2023.





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

Comparative 2021-2022 data shows that Council's average residential rate continues to remain among the lower rating metropolitan councils, with its current position ranking being the 5th lowest of 18 metropolitan councils.





CONTINUING AND IMPROVING SERVICE DELIVERY

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

ONGOING SERVICES	
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 and renewal
Community facilities management	Customer Experience
Reserves, parks and gardens management	Increased levels of tree planting annually
Community Transport	

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



PROJECT PRIORITIES

In 2022-2023 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
Complete the upgrade of multi-purpose tennis and netball courts and open space at Tarnham Road Reserve at Seacombe Heights	Liveable
Complete the restoration of the Living Kaurna Cultural Centre Coach House	Liveable
Continue to expand the streetscape program to include arterial roads	Liveable
Progress Stage 1 of the Cove Sports and Community Club, *subject to grant funding*	Liveable
Identify options for recreational facilities at 262 Sturt Road	Liveable
Commence the Marion Cultural Centre Plaza upgrade	Liveable
Marion Golf Course, *to be considered at the May 2022 General Council meeting*	Liveable
Implement the Coastal Climate 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
Research technology and automated solutions for the management of assets and streetscapes	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
Continue to progress a Planning and Design Code Amendment for the stables zoning area within Morphettville, noting community consultation and Ministerial approval will be required	Prosperous
Commence the development of Marino Hall, *subject to grant funding*	Connected

NEW PROJECTS COMMENCING IN 2022-2023

2022-2023 NEW INITIATIVES	KEY STRATEGIC THEME
Commence and upgrade the Warradale Park Tennis Club, *subject to grant funding*	Liveable
Alternative Water Supply project, *subject to grant funding*	Liveable
Initiating and completing a residential Planning and Design Code Amendment for the Southern Suburbs (south of Seacombe Road)	Prosperous
Initiate and complete a Planning and Design Code Amendment for several retail centre's	Prosperous
Commence planning for a new Flinders bikeway to connect from Flinders University through to Tonsley and north to the Marino Rocks bikeway	Connected







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.

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

WE OWN AND MANAGE OVER $1 BILLION OF ASSETS



Artworks, Culture and Heritage



Buildings and Structures



Coastal Walkway



Fleet, Plant and Equipment



Open Space



Stormwater



Transport



Water Treatment and Resources

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.

The suite of Corporate Key Performance Indicators (KPIs) are being considered by Council.

The endorsed version will outline the updated suite of KPIs for 2022-2023.

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 final 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 (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 2021-2022 onwards)	Actual annual emissions less than the plan's annual target emissions	Actual annual emissions 5% less than the plan's annual target emissions
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)

FUNDING THE ANNUAL BUSINESS PLAN

YOUR RATES IN 2022-2023

The Annual Business Plan is based on a proposed 2% increase in the average rate for the coming year. In setting rates for 2022-2023, Council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2022-2023.

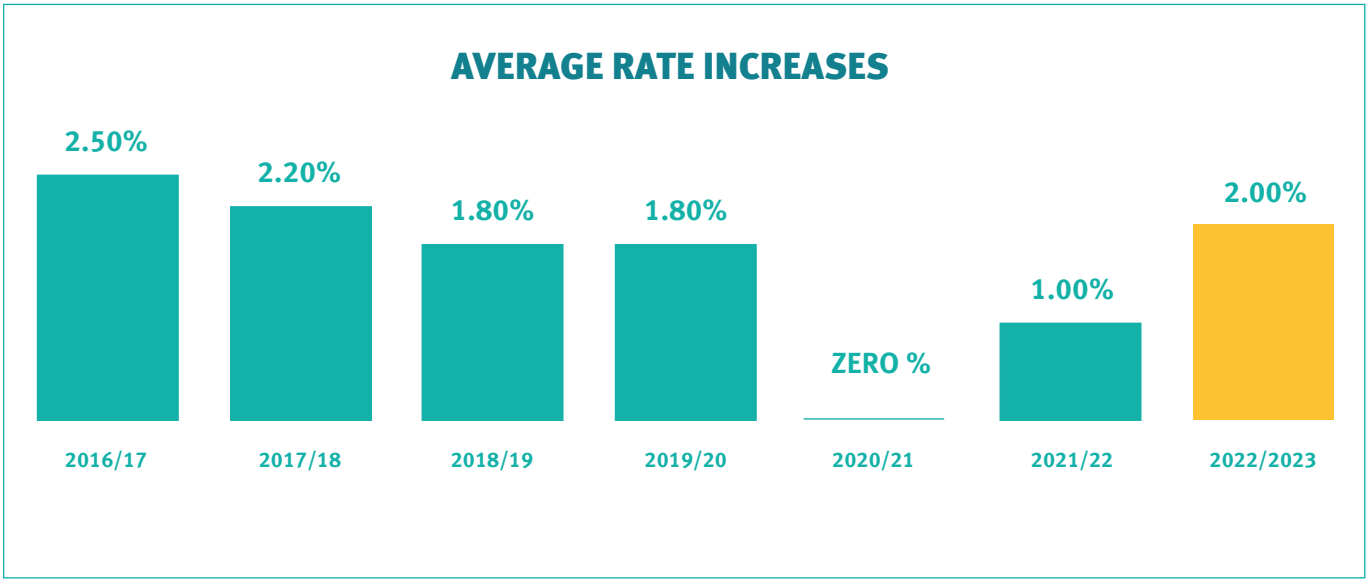
Rates account for 84% of Council's operating revenue with other sources including fees, charges and grants. These revenues contribute to the necessary funding for planned operating and capital renewal programs in 2022-2023.

While the proposed average rate increase is 2%, it is to be noted that actual rates payable by a rate payer will vary according to individual property valuations, the attributed land use, and whether there has been any new development or capital improvement on the land.

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.

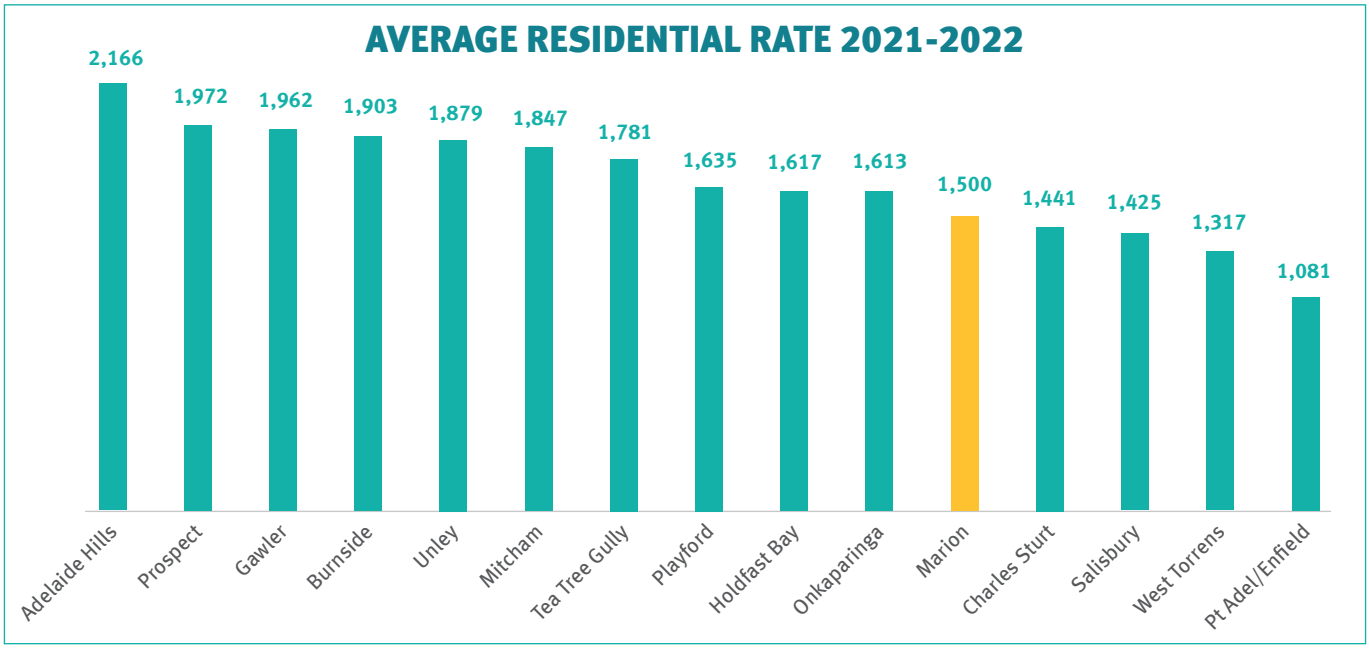
With changing community needs and other external influences impacting on the community, there is a need for Council to consider how to plan more effectively, both for the longer term and for an immediate community benefit. The rate increase is set at a level that provides confidence that services will 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 2022-2023.



COMPARATIVE RATING DATA

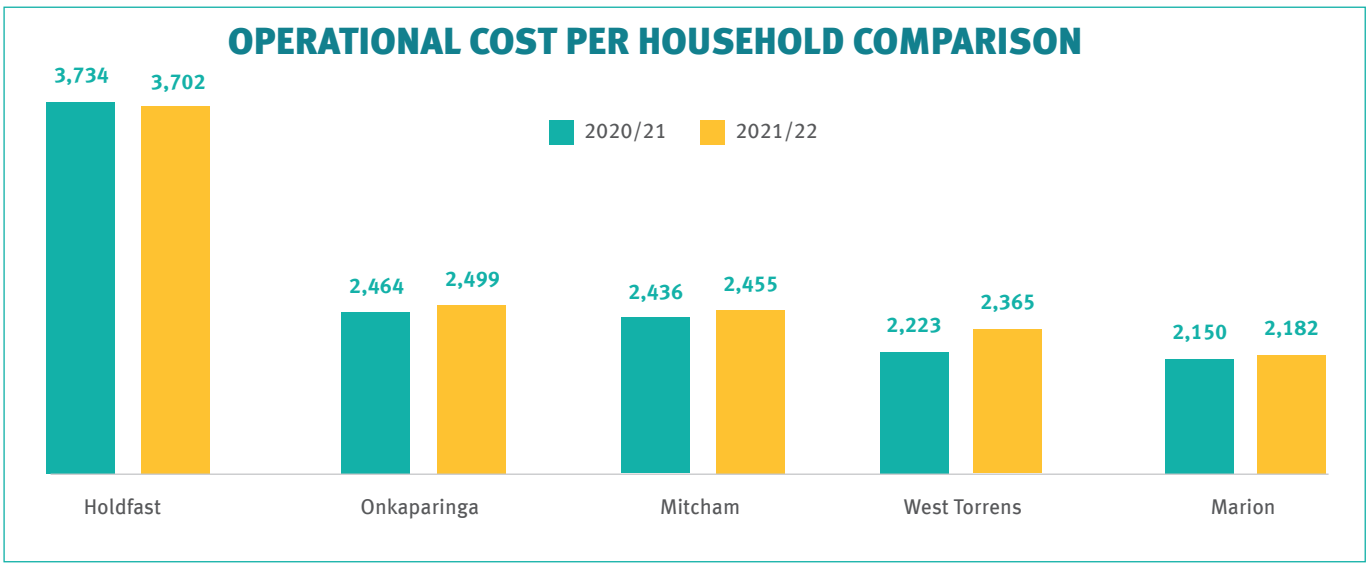
With a 2% increase, the City of Marion's average residential rate is in line with Council's Annual Business Plan framework and set to remain among the lower rating metropolitan councils. In 2021-2022 Council had the 5th lowest average metropolitan residential rate.



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 2021-2022' 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.



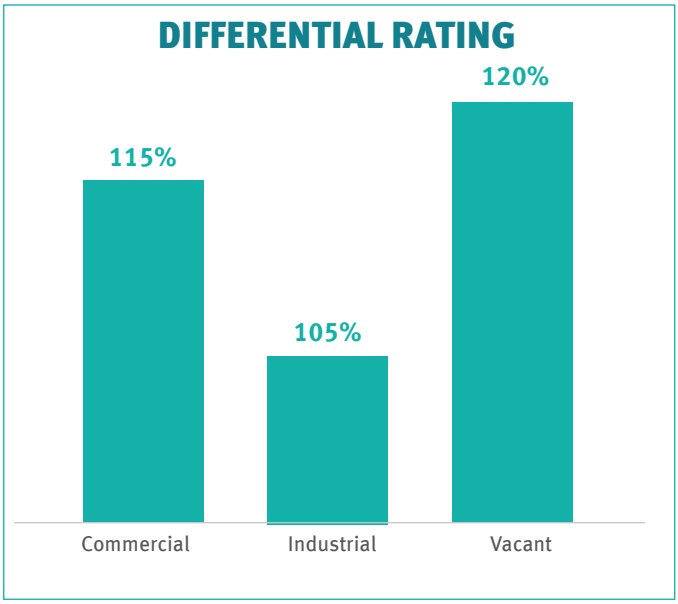
DIFFERENTIAL RATING

Council currently derives 17% (2021-2022: 17%) of its rate revenue from the Commercial (16%) 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:



Council is forecasting to raise $82.057m in general rates revenue of which $13.5m is derived from commercial properties, $0.95m from industrial properties and $1.7m from properties in the vacant land use category. Final valuations from the Valuer General are yet to be received and changes to valuations may impact the final revenue from each land use category.



BUDGETED INCOME STATEMENT

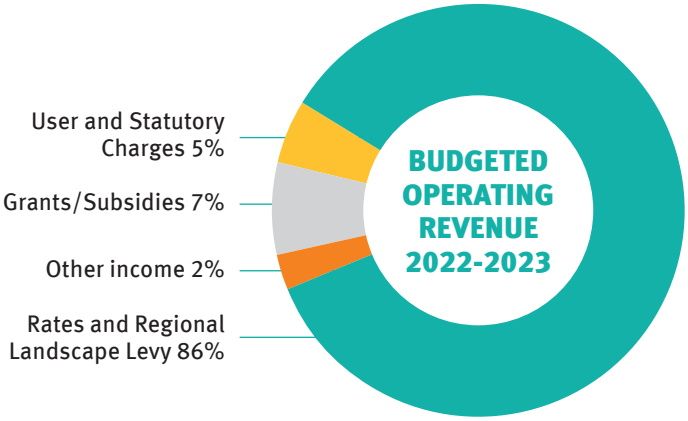
An operating surplus of $2.533m before capital revenues is forecast for 2022-2023. The operating surplus is required to fund the renewal of existing infrastructure in accordance with Council's Asset Management Plans and to fund construction of new assets to deliver services.

Budgeted Income Statement	2nd Review 2021 – 2022 $'000	Budget 2022 – 2023 $'000	Variance $'000
Operating Revenue			
Rates - General	79,736	82,057	2,321
*Rates - Regional Landscape Levy **	2,058	2,089	31
Statutory Charges	2,109	2,174	65
User Charges	2,653	2,769	116
Grants/Subsidies	9,714	6,679	(3,035)
Investment Income	347	150	(197)
Reimbursements	1,242	1,150	(92)
Other Revenue	878	797	(81)
Share of Profit/(Loss) Regional Subsidiaries	365	365	-
Total Operating Revenue	**99,102**	**98,230**	**(872)**
Operating Expenditure			
Employee Costs	39,912	41,684	1,772
Contractor Services	32,467	24,045	(8,422)
Materials	5,496	5,150	(346)
Finance Charges	250	202	(48)
Depreciation	16,250	16,651	401
Other Expenses	9,381	7,978	(1,403)
Total Operating Expenditure	**103,756**	**95,710**	**(8,046)**
Operating Surplus/(Deficit) before Capital Revenues	**(4,654)**	**2,520**	**7,174**
Capital Grants and Contributions	4,169	8,016	3,847
Net Surplus/(Deficit)	**(485)**	**10,536**	**11,021**

** 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% (86% including Regional Landscape Levy) of total revenue in 2022-2023, 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.



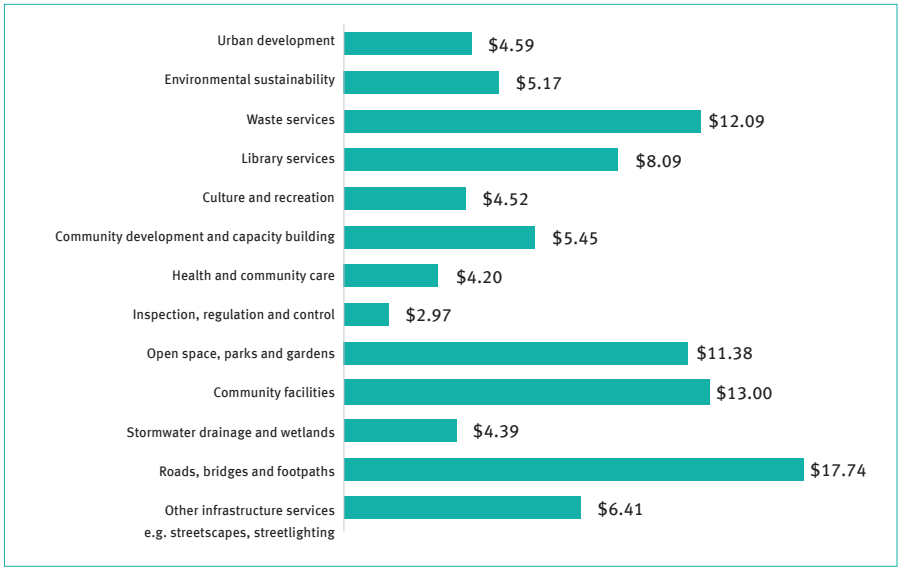
GENERAL RATES

Council's revenue in 2022-2023 includes $82.057m ($79.736m, 2021-2022) to be raised in general rates. The budget has been developed on the basis of a 2% average rate increase (excluding new developments and capital improvements). In setting rates for 2022-2023, Council has forecast the revenue required to meet the costs of delivering the services and projects to be provided to the community in 2022-2023.

Growth from new property development is forecast at 1% for 2022-2023. This predominantly is the result of new housing in Marion, as reported by the Valuer General. The revenue created by this growth will cover the increased costs of servicing a growing community, which includes the requirement to maintain and provide for the replacement of infrastructure such as stormwater drainage and transport networks.

- User Charges set by Council – Relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include charges for the use of Council's community facilities, swimming pool admission and the like.
- Statutory Charges set by State Government – Relate mainly to fees and fines levied in accordance with legislation and include development application fees, health act registrations and parking fines.
- Grants and Subsidies – Grants include all monies received from State and Federal sources for the purpose of funding the delivery of Council's services to ratepayers and for the funding of the capital works program. Operating grants are forecast to reduce by $3.035m in 2022-2023, primarily as a result of the recognition in 2021-2022 of one off Grant contributions for the Coastal Walkway, LKCC Coach House Restoration and Food Waste Recycling Program.

OPERATING EXPENDITURE



Council's operating expenses are forecast to decrease to $95.710m in 2022-2023. The left graph shows a breakdown of operating expenditure across Council services for every $100 spent:

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 $1.772m primarily because of increases stemming from existing Enterprise Agreements provisions, increases to the Superannuation Guarantee Contribution, additional staffing resources for Council endorsed initiatives including Digital Transformation, Hard Rubbish Collection and Mitchell Park Sports and Community Centre.

A reduction of $0.9m 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 $8.422m is forecast in the 2022-2023 budget which primarily relates to project expenditure in 2021-2022 including the Digital Transformation Project ($3.42m), Alawoona Avenue Streetscape ($0.99m), Sam Willoughby BMX Track ($0.66m), expenditure relating to operating grants ($1.39m) and a number of other one off 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 $0.346m in materials is forecast in the 2022-2023 budget primarily related to one off purchase of devices linked to the Digital Transformation Project in 2021-2022.

OTHER EXPENSES

Other Expenses have decreased by $1.403m stemming primarily from Council's $1.0m contribution to the Glenthorne National Park - Destination Playspace in 2021-2022.

CAPITAL REVENUE

CAPITAL GRANTS AND CONTRIBUTIONS

Council has incorporated $8.016m in capital grants and contributions towards new capital works planned in 2022-2023. Funding includes the Federal Government Local Roads and Community Infrastructure grant ($2.1m) and other anticipated grant funding contributions towards Council's prioritised new initiatives/projects.







BUDGETED CAPITAL EXPENDITURE

Capital Expenditure	2nd Review 2021 - 2022 $'000	Budget 2022 - 2023 $'000
Land	-	-
Buildings	25,210	17,013
Infrastructure:		
Roads and Kerbs	6,443	6,006
Drains	1,762	2,780
Footpaths	4,746	3,130
Traffic Control Devices	556	554
Other Infrastructure	5,969	8,398
Plant and Equipment	3,015	1,506
Furniture and Fittings	669	208
Other	4,964	5,438
	53,334	**45,033**
Represented By:		
Capital Expenditure		
Assets - Renewal	14,774	11,496
Assets - New	38,560	33,537
	53,334	**45,033**

Funding for key capital projects in the 2022-2023 budget includes forecast funding towards:

Marino Hall*

Alternative Water Supply*

Cove Sports and Community Club - Stage 1*

Flinders Bikeway

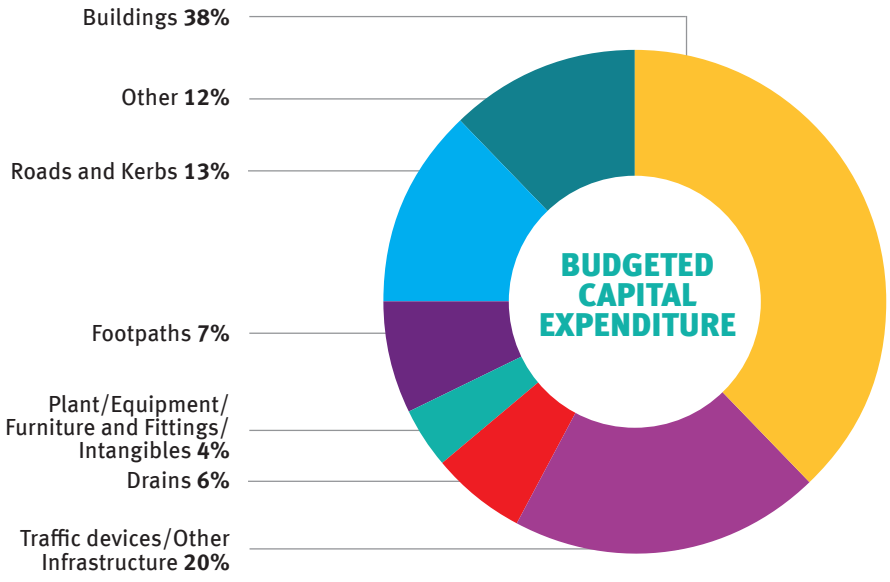
Warradale Tennis Club*

Coastal Walkway

**Projects are subject to confirmed grant support from either Federal or State Government.*

The 2022-2023 Budgeted Statement of Capital Expenditure forecasts total capital expenditure of $45.033m including $11.496m renewal and $33.537m new and upgrade.

The right hand chart summarises Council's planned Capital Works Program for 2022-2023:



FINANCING THE BUDGET

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

The table below identifies the Council's net funding result. Council's budget for 2022-2023 is expected to result in a net decrease in funding of $18.211m.

Net Lending/(Borrowing)	2nd Review 2021 - 2022 $'000	Budget 2022 - 2023 $'000
Operating Surplus/Deficit before Capital Amounts	(4,654)	2,520
less: Net Outlay on Existing Assets		
Capital expenditure on asset renewal/replacement	14,774	11,496
less Depreciation/Ammortisation	(16,250)	(16,651)
	(1,476)	**(5,155)**
less: Net Outlay on New/Upgrade Assets		
Capital expenditure on New and Upgrade Assets	38,560	33,537
less Capital Grants	(4,169)	(8,016)
	34,391	**25,521**
Adjustments		
(Gain)/loss on disposal of assets	-	-
Share of Equity - Regional Subsidiaries	(365)	(365)
	(365)	**(365)**
Net funding increase/(decrease)	**(37,934)**	**(18,211)**

Financing Transactions	2nd Review 2021 - 2022 $'000	Budget 2022 - 2023 $'000
New Borrowings	10,920	7,800
less: Repayment of Principal on Borrowings	(827)	(876)
less: Increase/(Decrease) in Cash and Investments		
Transfers from/(to) Reserves	27,419	11,367
Cash Drawdowns/(Investment)	422	(79)
Equals: Financing Transactions	**37,934**	**18,211**

Financing transactions associated with accommodating the expected net lending result in 2022-2023 are found in the above table. Council's Long Term Financial Plan includes an allowance for borrowings of up to $7.8m to manage the funding requirements of Council's Capital Works Program.

Council's borrowings are projected to peak at $10.5 m in 2022-2023 with its Debt Servicing Ratio peaking at 2.0% in 2023-2024 against a maximum target of 5.0% and its Net Financial Liabilities ratio reaching 13.22% in 2022-2023 against a target of up to 50%.

FINANCIAL RATIOS

To assist Council in meeting its objective of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided. Where a Council target has not been adopted, the recommended Local Government Association (LGA) target has been used. The table below details these financial indicators and whether or not the prescribed target has been achieved over the three years up to the end of 2022-2023.

All key financial ratios are forecast to be within their targeted ranges for the 2022-2023 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 its 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 2022-2023.

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 completed in 2021-2022 and additional projects in 2022-2023 along with loan funding forecast to be utilised up to $7.8m in 2022-2023, the Net Financial Liabilities Ratio is projected to remain within Council's target range in 2022-2023.

The Debt Servicing Ratio measures the total annual loan principal and interest repayments as a percentage of total income for the year. This ratio identifies Council's ability to service its debt obligations from operating revenues. The ratio is anticipated to increase slightly with the new loan repayments after 2022-2023 but remains in the lower end of the targeted bandwidth for this ratio.

Ratio	Council Target	2022 - 2023 Budget	3 Year Average
Operating Surplus	0% - 10%	2.57%	0.79%
Asset Renewal Funding Ratio	90% - 110%	100%	81.56%
Asset Consumption	80% - 100%	79.53%	80.68%
Net Financial Liablities	0% - 50%	13.21%	-17.86%
Debt Servicing	0% - 5%	1.10%	1.21%

APPENDIX 1. CAPITAL WORKS LIST

OPEN SPACE AND RECREATION WORKS PROGRAM 2022 - 2023			
Location	**Suburb**	**Ward**	**Description**
Playground, Reserves and Irrigation Program			
Cormorant Drive Reserve	Hallett Cove	Coastal	Playground removed, add nature play elements
Fryer Street Reserve	Hallett Cove	Coastal	Open space facilities, artwork, shelter
Lapwing Street Reserve	Hallett Cove	Coastal	Local level playground and reserve upgrade
McConnell Avenue Reserve	Marino	Coastal	Fencing and car park
Kendall Terrace/McKellar Terrace Reserve	Morphettville	Mullawirra	Fencing
Ballara Park Reserve	Warradale	Warracowie	Develop open space, upgrade court for multi use, upgrade playground
Alawoona Avenue Reserve	Mitchell Park	Warriparinga	Entry statement and reserve development
Cohen Court Reserve	Tonsley	Warriparinga	Development of open space
George Street Reserve	Marion	Warriparinga	Car park
Mitchell Park Sports grounds	Mitchell Park	Warriparinga	Irrigation upgrade
Terra Avenue Reserve	Mitchell Park	Warriparinga	Open space facilities including sustainable garden
Rosslyn Street Reserve	Clovelly Park	Woodlands	Sports goals, drink fountain, natural landscaping
Weaver Street Reserve	Edwardstown	Woodlands	Neighbourhood playground upgrade, remove clubhouse and develop multi use court, irrigation and shelter
Minor Open Space Enhancements and Reserve Lighting	Various	Various	
Public Toilets			
Edwardstown Soldiers Memorial Recreation Ground	South Plympton	Woodlands	
Coastal Walkway Trail	Hallett Cove	Coastal	

PROPERTY/BUILDING WORKS PROGRAM 2022 - 2023			
Location	**Suburb**	**Ward**	**Description**
Boat Shed Café	Hallett Cove	Coastal	Refurbishment including function room
Hallett Cove Lions Club	Hallett Cove	Coastal	New shed
Ascot Park Bowling Club	Park Holme	Mullawirra	Lighting upgrade
Marion Outdoor Pool	Park Holme	Mullawirra	Replacement of storage/plant sheds and upgrade pool heating system
Marion Cultural Centre	Oaklands Park	Warracowie	Supply and install new air conditioner
Marion Cultural Centre Library	Oaklands Park	Warracowie	Office and kitchen upgrade
Marion Tennis Club	Marion	Warriparinga	Replace fencing
Edwardstown Bowling Club	South Plympton	Woodlands	Install concertina shades to player benches
Glandore Community Centre - Naldera Building	Glandore	Woodlands	Supply and install new air conditioner
Various	Various	Various	Upgrades to roof access at multiple Council buildings

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

ROAD RESEAL PROGRAM 2022 - 2023				
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 Crescent	Hallett Cove	Coastal	Mayflower Crescent	End
Esplanade	Marino	Coastal	Boundary Holdfast Bay	Dead 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
Newland Avenue	Marino	Coastal	Bakewell Crescent	Frank Street
Quailo Ave and Barramundi Dr Intersection	Hallett Cove	Coastal	Quailo Avenue	Barramundi Drive
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
Appleby Road	Morphettville	Mullawirra	Carlisle Avenue	End
Barham Avenue	Morphettville	Mullawirra	Carlisle Avenue	Nunyah Avenue
Carlisle Avenue	Morphettville	Mullawirra	Hendrie Street	Appleby Road
Dennis Avenue	Morphettville	Mullawirra	Dennis Avenue	Cobham Avenue
Don Terrace	Morphettville	Mullawirra	Bray Street	Austral Terrace
Elder Terrace	Glengowrie	Mullawirra	Maxwell Terrace	Fisk Avenue
Hawker Avenue	Plympton Park	Mullawirra	Blackler Avenue	Park Terrace
Le Cornu Avenue	Morphettville	Mullawirra	Nilpena Avenue	Austral Terrace
Nilpena Avenue	Park Holme	Mullawirra	Hendrie Street	Appleby Road
Swinburne Avenue	Plympton Park	Mullawirra	Milton Avenue	Shakespeare Avenue
Wallage Avenue	Morphettville	Mullawirra	Clifton Avenue	Dennis Avenue
William Street	Plympton Park	Mullawirra	Marion Road	Laurence Street
Grieve Court	Trott Park	Southern Hills	Hele Court	Cul-De-Sac
Kiah Crescent	Sheidow Park	Southern Hills	Westall Way	Amaroo Road
Strutt Court	Trott Park	Southern Hills	Hele Court	Cul-De-Sac
Abbeville Terrace	Marion	Warracowie	Beauford Avenue	Tait Avenue
Bessie Street	Dover Gardens	Warracowie	Laurence Street	Vinall Street
Cedar Avenue	Warradale	Warracowie	Diagonal Road	Soho Street
Doreen Street	Oaklands Park	Warracowie	Milton Street	End
Gardiner Avenue	Warradale	Warracowie	Lincoln Avenue	Struan Avenue
Hope Street	Dover Gardens	Warracowie	Scarborough Terrace	Branksome Terrace
Jewell Street	Oaklands Park	Warracowie	Milton Street	Barry Road
Alpine Road	Seacombe Heights	Warriparinga	Cul-De-Sac North	Denton Street
Darlington Street	Sturt	Warriparinga	Diagonal Road	Moss Street
Dorian Avenue	Seacombe Heights	Warriparinga	Seacombe Crescent	End
Duncan Street	Sturt	Warriparinga	Tay Road	Carlow Street
Myer Road	Sturt	Warriparinga	Tay Road	Cul-De-Sac
Waterman Terrace	Mitchell Park	Warriparinga	Lodge Street	Geraldine Avenue
Albert Street	Ascot Park	Woodlands	Charles Street	West Street
Coongie Avenue	Edwardstown	Woodlands	Conmurra Avenue	Konando St
Fifth Avenue	Ascot Park	Woodlands	Marion Road	Railway Terrace
Furness Avenue	Edwardstown	Woodlands	South Road	Russell Terrace
Hyman Avenue	Edwardstown	Woodlands	Towers Terrace	Railway Terrace
John Street	Ascot Park	Woodlands	Vincent Street	Fourth Avenue
Messines Avenue	Edwardstown	Woodlands	South Road	Castle Street
Victoria Street	Glandore	Woodlands	Churchill Avenue	Malwa Street
Waverley Avenue	Edwardstown	Woodlands	Dunorlan Road	Woodland Avenue

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

KERB AND WATER TABLE PROGRAM 2022 - 2023				
Road Name	**Suburb**	**Ward**	**From**	**To**
Program to be finalised June 2022				

RESIDENTIAL FOOTPATH PROGRAM 2022 - 2023		
Road Name	**Suburb**	**Ward**
Columbia Crescent	Hallett Cove	Coastal
Reliance Road	Hallett Cove	Coastal
Tickera Court	Hallett Cove	Coastal
Grey Road	Hallett Cove	Coastal
Harvard Court	Hallett Cove	Coastal
Parsee Court	Hallett Cove	Coastal
Osmanli Court	Hallett Cove	Coastal
Marina Court	Hallett Cove	Coastal
Mirrabooka Crescent	Hallett Cove	Coastal
Osprey Court	Hallett Cove	Coastal
Clubhouse Road	Seacliff Park	Coastal
Majors Road	O'Halloran Hill	Southern Hills
Greenfield Road	Seaview Downs	Southern Hills
Berrima Road	Sheidow Park	Southern Hills
Hughes Court	Sheidow Park	Southern Hills
Pryor Loop	Sheidow Park	Southern Hills
Robinia Court	Sheidow Park	Southern Hills
Alder Court	Sheidow Park	Southern Hills
Tapley Court	Sheidow Park	Southern Hills
Tapley / Workmaster Laneway	Sheidow Park	Southern Hills
Edward Beck Drive, Sheidow Park	Sheidow Park	Southern Hills
Oliphant Avenue	Marion	Warriparinga
Parsons Street	Marion	Warriparinga
Pleasant Avenue	Glandore	Woodlands
Proactive Footpath Works	Various	Various
Breakout Creek Shared Path	Various	Various

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

TRAFFIC DEVICES PROGRAM 2022 - 2023			
Road Name	**Suburb**	**Ward**	**Description**
Aroona Road	Hallett Cove	Coastal	Road Widening
Berrima Road	Sheidow Park	Southern Hills	Intersection upgrade
Gage Street	Hallett Cove	Southern Hills	Parking Bays
Great Eastern Avenue	Sheidow Park	Southern Hills	Wombat Crossing
Panache Court	Sheidow Park	Southern Hills	Parking Bays
Ross Street, Seaview Primary School	Seaview Downs	Southern Hills	Emu Crossing
Vinall Street Reserve	Dover Gardens	Warracowie	Parking Bays
Finniss Street	Marion	Warriparinga	Wombat Crossing Lights
Flinders Greenway	Clovelly Park	Warriparinga	Concept Design
Minor Traffic Control Devices	Various	Various	

STREETSCAPE PROGRAM 2022 - 2023		
Road Name	**Suburb**	**Ward**
Morphett Road	Warradale	Warracowie
Warracowie Way	Oaklands Park	Warracowie
Alawoona Avenue - Design	Mitchell Park	Warriparinga

OTHER INFRASTRUCTURE PROGRAM 2022 - 2023		
Details	**Suburb**	**Ward**
Cove Road Detention Basin Reed Works	Hallett Cove	Coastal
Hugh Johnson Detention Basin Reed Works	Sheidow Park	Southern Hills
Warriparinga Wetlands Pond Edging	Bedford Park	Warriparinga
Street Lighting	Various	Various
Signage	Various	Various
River and Creek Renewal	Various	Various
DDA Kerb Ramp Upgrades	Various	Various
Bus Shelters	Various	Various

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

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)

(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 2022-2023 financial year will be by four instalments, due on 1 September 2022, 1 December 2022, 1 March 2023 and 1 June 2023. However, the total amount of rates may be paid in full at any time.

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

- Payrix – Direct via Council's Rating Portal
- Australia Post – Post Office, Telephone or Internet
- Bpay – Telephone or internet payments
- Centrepay – Deductions directly from Centrelink deductions
- Direct Debit – Direct from either a Cheque or Savings account
- Eservices – Direct through the Council's Internet system
- In person - At Council Offices
- By Mail - 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)

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 10% 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 1 July of the previous financial year.
- The property has not sold since the 1 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 eligibility criteria. Only applications for the current financial year will be accepted and must be received in the current financial year.

(8.3) RESIDENTIAL CONSTRUCTION ON VACANT LAND

Under Section 166 (1) (a) of the Act, and for the purpose of securing the proper development of the area, a discretionary rebate of general rates for the 2022-2023 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 2023, and
- The footings have been poured on the property by 30 June 2023.

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 2022 - 30 June 2023 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.

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 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

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

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

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

(3) DISCRETIONARY REBATES

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

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

(4) APPLICATION

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 online at www.marion.com.au or from the Council office located at 245 Sturt Road, Sturt.

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

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

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

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

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

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

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

(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.

2. DIFFERENTIAL GENERAL RATES

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

differential general rates that apply to all rateable properties within the council area.

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

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

An objection to the land use:

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

The Council may then decide the objection as it sees fit and notify the ratepayer. A ratepayer also has the right to appeal against the Council's decision to SACAT (SA Civil and Administration Tribunal) 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/

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

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

All applications for remissions must be 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. CITY OF MARION - LONG TERM FINANCIAL PLAN

BUDGET SUMMARY - GENERAL FUND	PROJECTED YEARS									
Scenario: LTFP 2022-2032	**2022 - 2023**	**2023 - 2024**	**2024 -2025**	**2025 - 2026**	**2026 - 2027**	**2027 - 2028**	**2028 - 2029**	**2029 -2030**	**2030 - 2031**	**2031 - 2032**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Rates Indexation	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Income										
Rates	84,146	86,660	89,249	91,916	94,662	97,490	100,403	103,403	106,493	109,675
Statutory Charges	2,174	2,233	2,293	2,350	2,409	2,469	2,531	2,595	2,659	2,726
User Charges	2,769	2,839	2,910	2,982	3,057	3,133	3,212	3,292	3,374	3,459
Grants, Subsidies and Contributions	6,679	6,667	6,834	7,005	7,180	7,359	7,543	7,732	7,925	8,123
Investment Income	150	158	165	180	195	207	221	235	243	265
Reimbursements	1,150	1,178	1,208	1,238	1,269	1,301	1,333	1,367	1,401	1,436
Other Income	797	768	772	777	781	786	790	795	800	805
Net gain - equity accounted Council businesses	365	365	365	365	365	365	365	365	365	365
Total Income	**98,230**	**100,868**	**103,796**	**106,813**	**109,918**	**113,110**	**116,398**	**119,783**	**123,260**	**126,853**
Expenses										
Employee Costs	41,684	43,319	44,223	45,550	46,916	48,324	49,773	51,267	52,805	54,389
Materials, Contracts and Other Expenses	37,173	35,748	36,473	37,491	38,986	39,385	40,100	41,116	42,075	43,359
Depreciation, Amortisation and Impairment	16,651	17,317	18,010	18,730	19,479	20,258	21,069	21,912	22,788	23,700
Finance Costs	202	434	399	344	285	229	177	129	98	65
Total Expenses	**95,710**	**96,818**	**99,104**	**102,114**	**105,666**	**108,195**	**111,117**	**114,421**	**117,764**	**121,510**
Operating Surplus	**2,520**	**4,050**	**4,691**	**4,699**	**4,251**	**4,916**	**5,281**	**5,361**	**5,496**	**5,343**
Operating Surplus Ratio	2.57%	4.02%	4.52%	4.40%	3.87%	4.35%	4.54%	4.48%	4.46%	4.21%
Amounts Received Specifically for New or Upgraded Assets	8,016	945	-	-	-	-	-	-	-	-
Net Surplus / (Deficit) for the Year	**10,536**	**4,995**	**4,691**	**4,699**	**4,251**	**4,916**	**5,281**	**5,361**	**5,496**	**5,343**
Capital (Balance Sheet) and Reserve Movements										
Capital Expenditure	(45,033)	(21,928)	(20,694)	(21,215)	(21,472)	(22,629)	(23,783)	(24,962)	(25,906)	(26,584)
Loan Repayments (External)	(876)	(1,589)	(1,316)	(1,371)	(1,429)	(1,134)	(1,186)	(819)	(849)	(881)
New Loan Borrowings (External)	7,800	1,000	-	-	-	-	-	-	-	-
Net Transfers (to)/from Reserves	11,367	809	(86)	(86)	(86)	(86)	(86)	(86)	(86)	(86)
Total Capital (Balance Sheet) and Reserve Movements	**(26,742)**	**(21,708)**	**(22,096)**	**(22,672)**	**(22,987)**	**(23,850)**	**(25,056)**	**(25,867)**	**(26,842)**	**(27,551)**
Net Result (including Depreciation and Other non-cash items)	**(16,207)**	**(16,713)**	**(17,405)**	**(17,973)**	**(18,736)**	**(18,934)**	**(19,775)**	**(20,505)**	**(21,346)**	**(22,208)**
Add back Depreciation Expense (non-cash)	16,651	17,317	18,010	18,730	19,479	20,258	21,069	21,912	22,788	23,700
Less Other Income (non-cash)	(365)	(365)	(365)	(365)	(365)	(365)	(365)	(365)	(365)	(365)
Cash Budget Surplus	**79**	**239**	**240**	**392**	**379**	**960**	**929**	**1,041**	**1,077**	**1,127**