

City of Marion Annual Business Plan 2020-2021

Draft for public consultation



DRAFT



YOUR VOICE

The City of Marion is seeking your input and feedback regarding the Draft Annual Business Plan 2020/2021. This process provides you with the opportunity to have your say on the level of service and the activities undertaken by the Council before the final budget is adopted.

Community consultation closes at 5:00pm on 20 May 2020.

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

Written submissions are also 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 12 May 2020 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.

Due to Covid-19 social distancing measures General Council meetings are currently being conducted online. Residents who wish to make a verbal submission must advise by no later than Wednesday 6 May to enable time for the instruction of the use of online technology at the meeting.

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

Kate McKenzie
Manager Governance
Telephone: 08 8375 6600

ACKNOWLEDGEMENT OF COUNTRY

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

TABLE OF CONTENTS

PAGE

Welcome	4
Your rates at a glance	5
Overview	6
Our purpose, vision and values	8
Strategic management framework	9
Significant influences	10
Framework of the annual business plan	12
Continuing and improving service delivery	14
Project priorities	15
Asset management	16
Measuring our success	17
Funding the annual business plan	18
Comparative rating data	19
Differential rating	20
Budgeted income statement	21
Operating revenue	21
Operating expenditure	22
Capital revenue	23
Budgeted capital expenditure	24
Financing the budget	25
Financial ratios	26
Appendix 1. Capital works program	27
Appendix 2. Rating policy	33
Annexure 1	39
Appendix 3. Long term financial plan	42



WELCOME

Here is the City of Marion's Annual Business Plan 2020-2021. It is our budget for the coming year. We publish this before making any final decision so you get a chance to look at it and ask questions or give your opinion.

The corona virus ("COVID-19") hit while we were preparing this. The anti-virus restrictions imposed by Federal and State governments have brought changes to Council's services and facilities. The restrictions will undoubtedly affect the budget and even now the impact is not fully known.

As a gesture to lessen the rates burden at this difficult time, Council is suggesting zero increase in the average residential rate for the coming year. Council's financial structure depends on getting a huge proportion of revenue from rates, however (like the rest of local government), so there are limits to what we can do. On the other hand, we have a sensible and compassionate hardship policy for people who can demonstrate financial difficulties, and we have waived rent and utilities costs at our Council facilities.

Council continues to deliver projects and services as best we can. This has included library staff focussing on online services, while other staff and volunteers provide social support by telephone. Our outdoor staff are largely continuing with their work, with some safety modifications.

Our major projects (including new facilities for BMX, soccer and Mitchell Park sports) are proceeding. Thanks are due to Federal and State Government for their financial contributions. By carrying on with such projects, we will be pumping life into the local economy when it is sorely needed.

Yours faithfully,

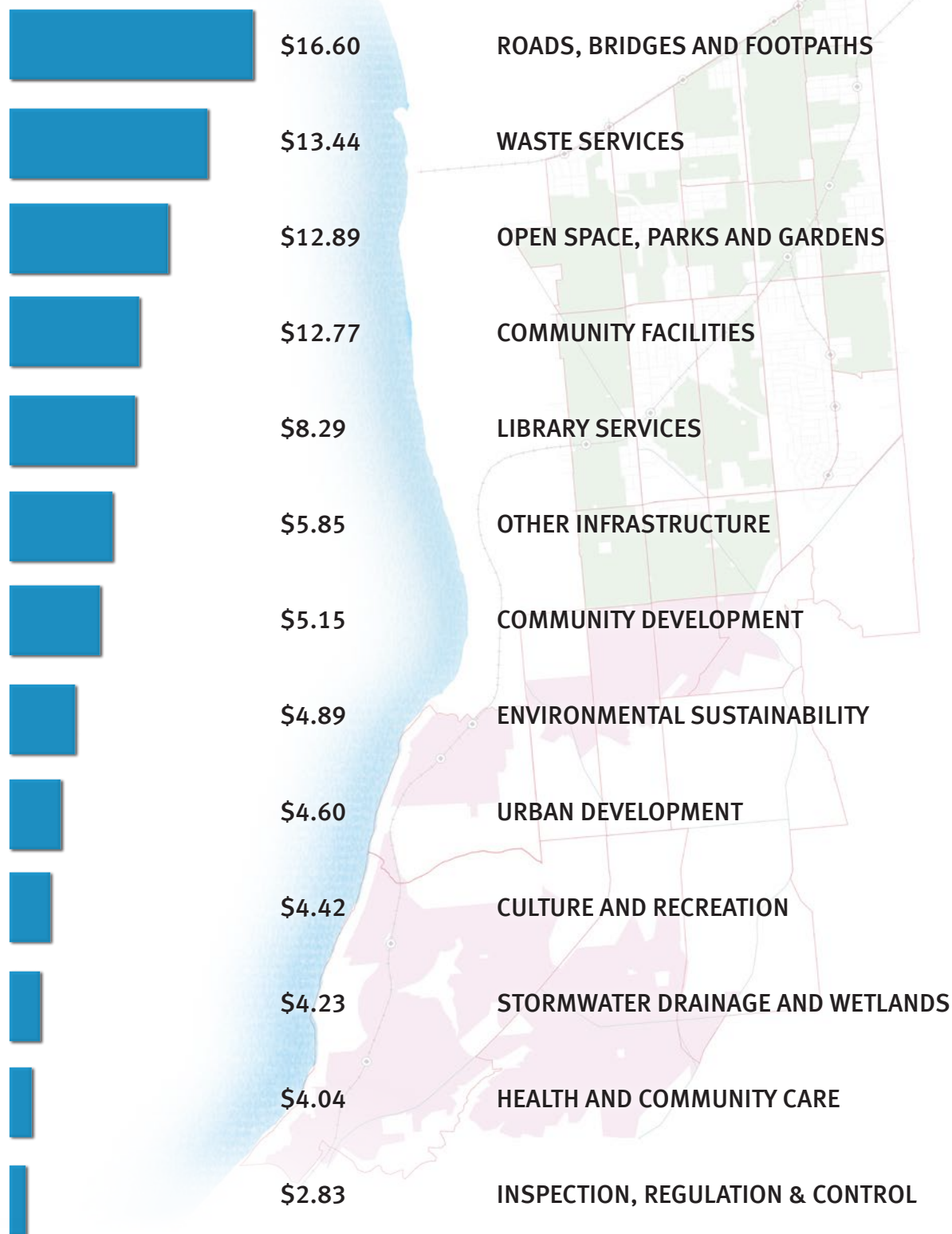
Kris Hanna

Kris Hanna



YOUR RATES AT A GLANCE

AMOUNTS SPENT PER ONE HUNDRED DOLLARS (\$100)



OVERVIEW

In preparing the 2020-2021 Annual Business Plan and budget, the Council has determined to undertake strategic initiatives outlined in the Four-Year Business Plan 2019-2023 and to provide services that aim 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 continuing to deliver value to our ratepayers. Through a focus on prudent financial management and decision making, Council will continue to identify on-going savings. This strong efficiency focus has enabled us to support our community with a proposed zero increase in the average rate for 2020-2021.

This year's Annual Business Plan addresses key feedback from residents in the Community Satisfaction Survey, including street trees and footpath investment.

During 2020-2021, the City will continue to be improved through investment in the following initiatives:



IMPROVING STREETSAPES

Council will invest \$2.2m to improve the character, and functionality of streets and arterial roads. Work includes planting trees, paving, landscaping and overall improving public amenity. Works will also ensure footpaths & kerb ramps are compliant with the *Disability Discrimination Act 1992* guidelines.



MITCHELL PARK SPORTS & COMMUNITY REDEVELOPMENT

Construction of the \$15.175m rebuild of the ageing facility is due to begin in early 2021. The redevelopment will include indoor and outdoor multipurpose sports courts, clubrooms, a neighbourhood centre and dog club. Council has committed \$10.175m, and the Federal Government \$5m.



COASTAL WALKWAY

Council has endorsed a \$4.8m plan to further improve the Coastal Walkway after temporarily closing a 2.5km section for repairs due to safety concerns.

It has committed \$2.44m to rebuild the sections that remain closed and connect the walkway between Heron Way Reserve and the Field River. The State Government has provided matched funding to help deliver the plan.



EDWARDSTOWN EMPLOYMENT PRECINCT

Council is transforming Edwardstown into a modern business district to attract new industry and create jobs. Work includes making the streets greener, cooler, and more attractive with a \$170,000 project funded equally between Council and State Government.



OAKLANDS PRECINCT PROJECT

This \$5m project involves building a new playground, footpaths and streetscapes to better connect Oaklands Station to Marion's entertainment hub.

New technology will be used on the precinct's lighting, interactive wayfinding, irrigation, traffic, and parking solutions, and playground.

Work on the 'smart precinct' commenced in May 2020 and will be complete in 2021.

Council received a \$867,500 grant from the Federal Government towards the work, funded under its Smart Cities and Suburbs Program.



NEW BMX AND SOCCER FACILITIES

The \$12.8m construction of new soccer and BMX facilities on Majors Rd, O'Halloran Hill is scheduled to begin in November 2020. The soccer facilities will cost \$7m and include three turf pitches, floodlighting, fencing, clubrooms, and car parking for more than 200 vehicles. Council will provide \$4.5m of funding and the State Government \$2.5m.

The Sam Willoughby International BMX track will cost \$5.8m and include a UCI standard track, clubrooms, landscaping, and car parking.

Marion Council will provide \$1.75m, the State Government \$3.3m, and Onkaparinga Council \$0.75m.



CITY WIDE ATTRACTION PLAYGROUND

A feasibility study undertaken during 2019-2020 has indicated a partnership would be necessary to fund an iconic playground that would attract people from throughout the City of Marion. Council will seek potential partners.



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 both tennis and netball.

A shelter, toilet, and play equipment will also be installed. Work will cost \$1.64m and is expected to begin in early 2021.



REPRESENTATION REVIEW

Every eight years, the Council is required to review its elector representation structure in accordance with Section 12 of the *Local Government Act 1999*. This is a comprehensive review of the composition and ward structure of the Council. The review will include a two staged community consultation with a range of options for the community to consider and then a proposed structure.

The outcomes of the Representation Review will be implemented at the 2022 Local Government Elections.



MARION OUTDOOR POOL UPGRADE

The \$3.57m multi-year upgrade of the Marion Outdoor Pool is scheduled to be completed by the start of the 2020 summer season.

The next stage of works will complete the three year project and include a splash pad, water play and picnic areas, shade, and paths.

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.

STRATEGIC MANAGEMENT FRAMEWORK

This Annual Business Plan 2020-2021 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

LIVEABLE VALUING NATURE INNOVATIVE
PROSPEROUS CONNECTED ENGAGED

A shared Community Vision

Innovating a future for the city and its residents

STRATEGIC PLANS

STRATEGIC PLAN
WORKFORCE PLAN
DEVELOPMENT PLAN
ASSET MANAGEMENT PLAN
LONG TERM FINANCIAL PLAN
HEALTH, SAFETY & ENVIRONMENT PLAN

A suite of plans that focus Council's contributions to the Community Vision

BUSINESS PLAN 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

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 elements. This identifies key issues that help provide the context for the development of this plan.

The following broad trends impacting our city include:



PUBLIC HEALTH

The COVID-19 virus has brought about changes to Council services.

This has included the temporary suspension of public access to facilities. Most services continue, and many are being delivered in new and innovative ways, including online.

Facilities will re-open to the public and face-to-face services resume when Federal and State Government authorities advise it is safe to do so.



ENVIRONMENT

Climate projections indicate that by 2030 Southern Adelaide will experience an increased incidence of heatwaves, exacerbating the urban heat island effect. Projections indicate overall reduced rainfall and more intense heavy rainfall events, and more severe and extreme fire danger and a longer fire season.

The City of Marion remains committed to mitigate against climate change and to help our residents, businesses and local ecosystems to build resilience and adapt to the impacts of a changing climate through ongoing program delivery and our partnership with Resilient South.

To further support our commitment to the environment we will implement a plan to achieve carbon neutrality for Council operations by 2030.



POPULATION GROWTH

The City of Marion population is forecast to grow by 10% over the next 10 years. To facilitate growth in our community it is important to invest in our infrastructure to meet future needs.

A significant part of Council's annual spend is devoted to the repair, maintenance and upgrade of community assets.

Council is currently undertaking asset management plans over a 10-year planning period to ensure that we can continue to deliver services to our community in the most efficient and affordable way.



HEALTH, WELLBEING & SOCIAL ISOLATION

Participation in physical activity has a strong linkage to improved health and wellbeing outcomes. Reported 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.

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



LOCAL ECONOMY

Council is a partner with the Southern Adelaide Economic Development Board and is committed to making the region the best place to live, work, invest and do business.

Major Federal and State Government transport projects, including the Darlington Upgrade Project, are nearing completion and will improve access to the region for business and visitors.

The City of Marion, in partnership with State and Federal Governments, is initiating more than \$40m worth of local projects that will create jobs.

The revitalisation of Edwardstown has the potential to boost the local economy, create jobs, and attract investment.



INNOVATION

A smart community uses technology and data to drive economic activity, accelerate innovation, and better manage energy, resources and services.

Council seeks to use technology to improve services and our residents' quality of life.

The upgrade of Oaklands Crossing has enabled Council to begin work to build its first "smart precinct".

This aims to improve connectivity between the station and key destinations including the Marion Cultural Centre, the State Aquatic and Leisure Centre, and Westfield Marion.



PLANNING SYSTEM REFORMS

The State Government has continued to progress a range of reforms to South Australia's planning and development system, to implement the *Planning, Development and Infrastructure Act 2016*.

The modernisation of the system includes converting all Council development plans into one central online portal, the E-Planning system. These changes are likely to impact on Council's business and financial operations in the area of local planning, including:

- A reduction in Council's influence in the assessment of development applications

- Further deregulation of planning assessment through Private Certification

- Changes to operational management of Council's Development Services department

- Improvements to our information technology systems and cost-shifting from the State Government to service a central online planning portal and e-planning system.

Council will monitor the impact of the State Government's reforms package on our business operations as details emerge.



WASTE MANAGEMENT

In January 2018, China introduced restrictions on the importation of recycled materials under its National Sword Policy. This development provided an opportunity for councils to consider localised solutions.

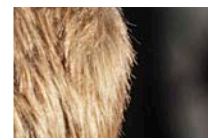
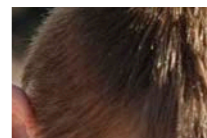
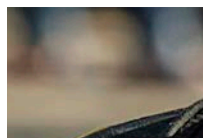
The Southern Region Waste Resource Authority (SRWRA), established by the Cities of Marion, Onkaparinga and Holdfast Bay, is a regional subsidiary that is responsible for providing and operating waste management services.

SRWRA recently announced that a new material recycling facility will be established so that recyclables can be re-processed and manufactured locally.

FRAMEWORK OF THE ANNUAL BUSINESS PLAN

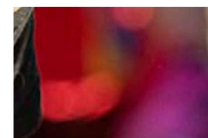
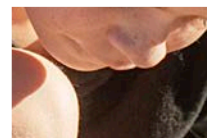
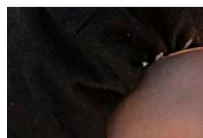
The Annual Business Plan 2020-2021 has been prepared on the basis of a framework that aims to inform the community and hold the City of Marion accountable to its stakeholders. The key items in this framework are as follows:

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



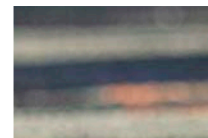
This Annual Business Plan has been reviewed against the Community Vision – Towards 2040 to ensure that Council's activities over the next 12 months make the best possible progress towards achieving the community's vision for the future City of Marion.

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



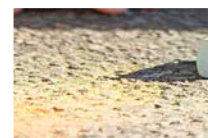
Every year the Council undertakes a number of internal audits. These reviews and assessments have identified a number of key opportunities or requirements for the Council to improve its operations. This document includes the necessary resources to continue Council's independent review process and implement 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 Asset Management Plan requirements, outcomes of recent infrastructure audits, targets set for renewal versus depreciation of 80-100% as per the Asset Sustainability Key Performance Indicator.

- **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 on the basis of continuing existing services, noting that a rolling program of review is being implemented.

Collaboration with other councils will continue in order to build capacity 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 \$5.6m to \$6.4m between 30 June 2020 and 30 June 2021. With consideration given to its financial ratios, this means that the Council has the funding capacity to consider new strategic Major Projects and is currently investigating partnerships to aid in the development of a number of sporting facilities.

The additional borrowings in 2020-2021 relate to Council's contribution towards the Mitchell Park Sports & Community Centre and are anticipated to increase to \$13.4m by 30 June 2022 as this project progresses. Any changes to the timing and scope of this project may reduce the funding and in turn requirement for borrowings currently factored into the 2020-2021 Annual Business Plan.

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



Comparative 2019/20 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.

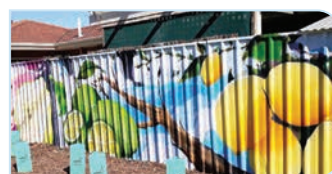


CONTINUING AND IMPROVING SERVICE DELIVERY

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
Economic planning and leadership	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
Community facilities management	Customer Experience
Reserves, parks and gardens management	Increased levels of tree planting annually

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	



PROJECT PRIORITIES

In 2020-2021 the Council plans to commence or continue working on the following strategic initiatives, as outlined in our 4 Year 2019-2023 Business Plan:

CONTINUING INITIATIVES

CONTINUING INITIATIVES FROM PRIOR YEARS	KEY STRATEGIC THEME
Continue the Oaklands Precinct project to provide improved public amenity and connectivity	Liveable
Commence a feasibility plan for a destination playground to attract users city-wide	Liveable
Continue to expand the streetscape program to include arterial roads	Liveable
Continue planning for 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
Continue the Marion Outdoor Pool building and recreational facilities upgrade	Liveable
Continue work on the Hallett Cove Foreshore redevelopment	Liveable
Continue to progress the redevelopment of four multi-purpose courts and open space at the eastern end of Tarnham Road Reserve	Liveable
Continue planning for the Mitchell Park Sports and Community Club redevelopment	Liveable
Implement the Reconciliation Action Plan 2019-2023	Engaged
Continue to deliver the Volunteer Strategy 2019-2021	Engaged
Develop and deliver a Disability Access and Inclusion Plan	Engaged
Implement the Coastal Climate Change Adaptation Plan	Valuing Nature
Implement the Energy Efficiency and Renewable Energy Plan	Valuing Nature
Continue to develop the data platform 'Metrics that Matter' to enable improved service delivery	Innovative
Develop a strategy and implement the enhancement and transformation of our business enterprise systems (including Asset Management system)	Innovative
Implement the Social Media Strategy 2019-2023	Innovative
Continue work to activate the Edwardstown and Melrose Park Employment Precinct	Prosperous
Partner to transition to the new Planning and Design code	Prosperous
Continue planning for a coastal walkway to connect Heron Way Reserve with the Field River environs	Connected
Continue planning for a Southern Soccer Facility	Connected
Continue to trial the third community bus	Connected
Commence development of a City Transport Plan to enable ease of movement for people of all ages and abilities within and through the city	Connected

NEW PROJECTS COMMENCING IN 2020-2021

2020-2021 INITIATIVES	KEY STRATEGIC THEME
Improve Marino Hall and surrounds	Liveable
Review and deliver improved Cove Sports and Community Club facilities	Liveable
Redevelop Capella and Nannigai Reserve	Liveable
Identify options for recreational facilities at 262 Sturt Road in 2021 and if feasible, commence implementation in 2021-22	Liveable
Assess the future provision of the Oaklands Wetlands Education Centre In partnership with Flinders University	Valuing Nature
Develop an online one stop shop for customers to enable easy access to information and transactions for Council services, rates, registrations and events	Innovative
Research technology and automated solutions for the management of assets and streetscapes	Innovative
Progress the Coastal Walkway	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.'

Council's Asset Management Plans detail information about our assets and define the services to be provided, how the services are provided, and identify the funds required to maximise the delivery of the services. All City of Marion assets are audited annually and are frequently inspected on a rolling program.

A significant part 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 assets 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 RESOURCES



OPEN SPACE



COASTAL WALKWAY



**FLEET, PLANT AND
EQUIPMENT**



**INFORMATION AND
COMMUNICATION
TECHNOLOGIES**

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.

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 2020-2021 (provided in the table below) takes account of these objectives.

KEY PERFORMANCE INDICATOR	CORE TARGET	STRETCH TARGET
Financial Sustainability	Council maintains a break even or positive cash funding position in delivering its annual budget	No stretch target
Delivery of agreed projects identified in the Annual Business Plan and the second year targets in the 4 year Plan	Greater than or equal to 95%	No stretch target
Lost Time Injury Frequency Rate (An industry standard measure for injuries where a whole days work or more is lost due to a workplace injury).	Greater than or equal to 10% reduction from the previous year's result	Greater than or equal to 15% reduction from the previous year's result
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 Sustainability (A measure to assess that we are replacing community assets in a timely manner)	Asset Renewal Funding Ratio (previously called the Asset Sustainability Ratio) greater than or equal to 80%	Asset Renewal Funding Ratio greater than or equal to 90%
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)	Achievement of an overall employee pulse survey result of 80%
Community engagement/communications	Project specific communications to the public should be timely and accurate	100%
Carbon Neutrality - KPI (to be advised)	<i>To be advised</i>	<i>To be advised</i>

We will report on our progress against our 2020-2021 KPI dashboard quarterly at Council meetings and in our 2020-2021 Annual Report.

FUNDING THE ANNUAL BUSINESS PLAN

YOUR RATES IN 2020-2021

The Annual Business Plan is based on a zero increase in the average rate for the coming year. In setting rates for 2020-2021, Council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2020-2021.

Rates account for 84% percent of Council's operating revenue with others sources including fees, charges and grants. These revenues contribute to the necessary funding for planned capital renewal programs in 2020-2021.

While the average rate increase is zero, 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.

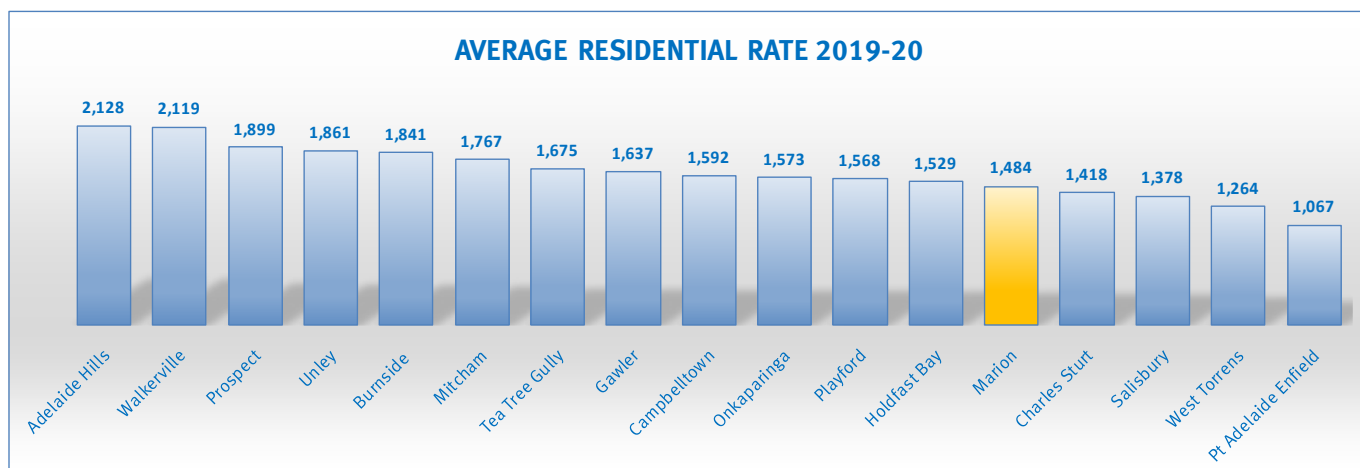
Over the past years, we have listened to your feedback and Council is aware of the impact of rate increases on the community. We are continually looking for opportunities that allow this burden to be reduced and to support our community during these difficult times Council is proposing a zero increase in the average rate for 2020-2021. Our rate increases have been decreasing steadily over the past 6 years and the 2020-2021 rate freeze is the lowest rate adjustment to date.



With changing community needs and other external influences impacting on the community, there is a need for Council to consider how to plan more effectively, both for the longer term and more immediate community benefit. The 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.

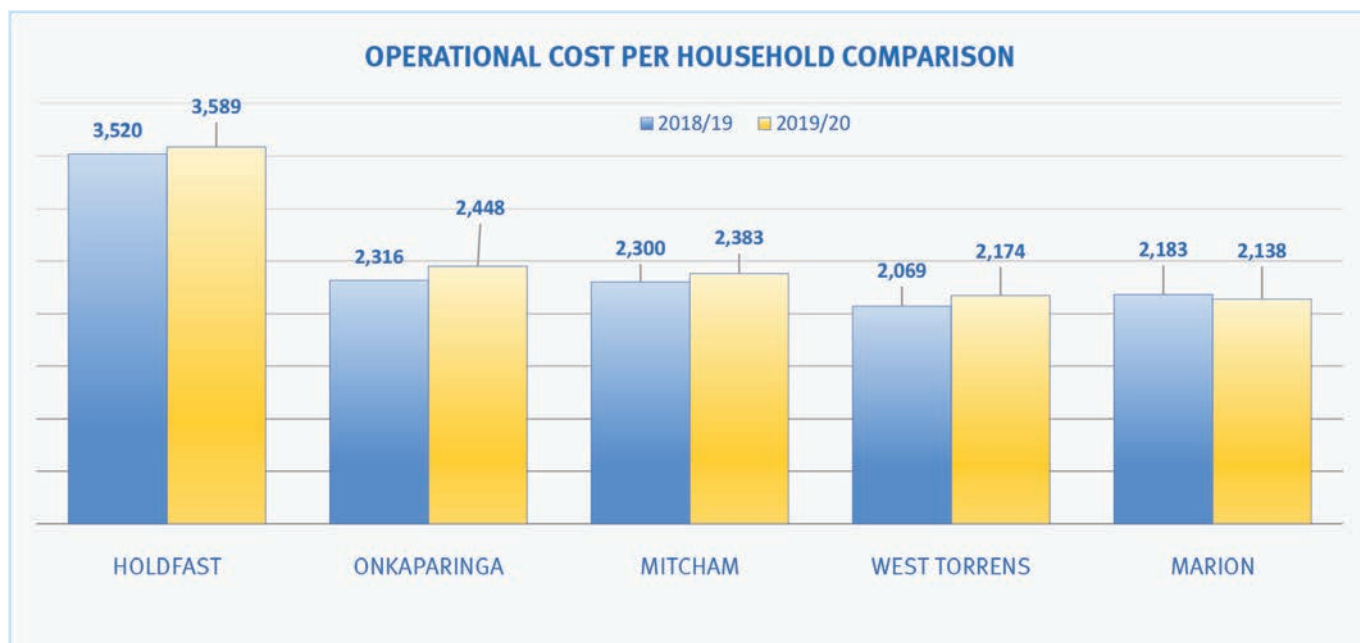
COMPARATIVE RATING DATA



With a zero 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 2019-20 Council had the 5th lowest average metropolitan residential rate.

OPERATIONAL COST PER HOUSEHOLD

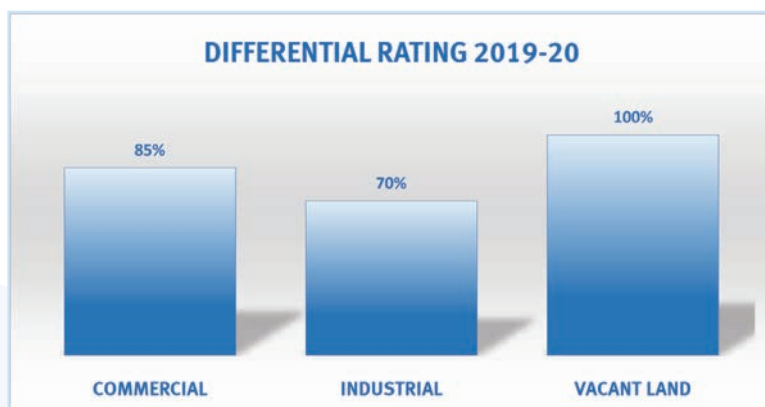
Council's primary benchmark is to compare its average residential rate against other metropolitan councils as shown in the 'Average Residential Rate 2019-20' table above. The table below illustrates that Council's operational costs per household compare favourably against those of our neighbouring councils. This does not take into account different councils' service levels, infrastructure renewal and revenue from grants.



DIFFERENTIAL RATING

Council currently derives 18% (2019-20: 18%) of its rate revenue from the Commercial and Industrial sectors. Commercial and Industrial users consume a greater proportion of Council resources than residential properties, particularly in regard to the use of roads, footpaths, traffic, parking, storm water drainage, public health and environment.

Council uses a differential rating system to raise revenue based 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:



BUDGETED INCOME STATEMENT

An operating surplus of \$4.602m before capital revenues is forecast for 2020-2021. 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.

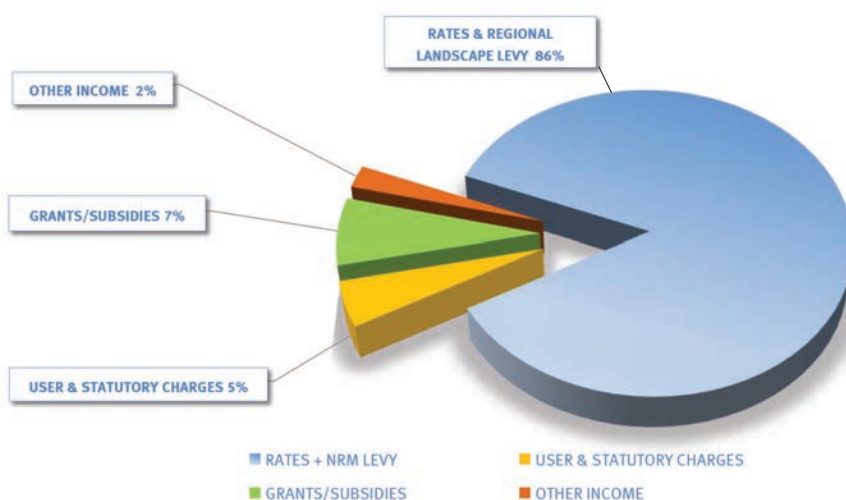
Budgeted Income Statement	2nd Review 2019/20 \$'000	Budget 2020/21 \$'000	Variance \$'000
Operating Revenue			
Rates - General	77,296	78,024	728
Rates - Regional Landscape Levy *	1,973	2,026	53
Statutory Charges	2,171	2,213	42
User Charges	2,502	2,278	(224)
Grants/Subsidies	6,132	6,667	535
Investment Income	863	505	(358)
Reimbursements	1,126	852	(274)
Other Revenue	1,512	516	(996)
Share of Profit/(Loss) Regional Subsidiaries	1,278	365	(913)
Total Operating Revenue	94,853	93,446	(1,407)
Operating Expenditure			
Employee Costs	35,905	37,230	1,325
Contractor Services	27,630	21,179	(6,451)
Materials	5,211	4,820	(391)
Finance Charges	397	322	(75)
Depreciation	15,526	15,708	182
Other Expenses	7,380	9,585	2,205
Total Operating Expenditure	92,049	88,844	(3,205)
Operating Surplus/(Deficit) before Capital Revenues	2,804	4,602	1,798
Capital Grants and Contributions	491	4,605	4,114
Asset Disposal and Fair Value adjustments	-	-	-
Net Surplus/(Deficit)	3,295	9,207	5,912

* 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 84% (86% including Regional Landscape Levy) of total revenue in 2020-2021, with other sources being government regulated fees for statutory services, diminishing levels of untied federal grant monies, as well as other grants from State and Federal government.

BUDGETED OPERATING REVENUE 2020-21



GENERAL RATES

Council's revenue in 2020-2021 includes \$78.024m to be raised in general rates. The budget has been developed on the basis of a zero average rate increase (excluding new developments and capital improvements). In setting rates for 2020-2021, Council has forecast the revenue required to meet the costs of delivering the services and projects to be provided to the community in 2020-2021.

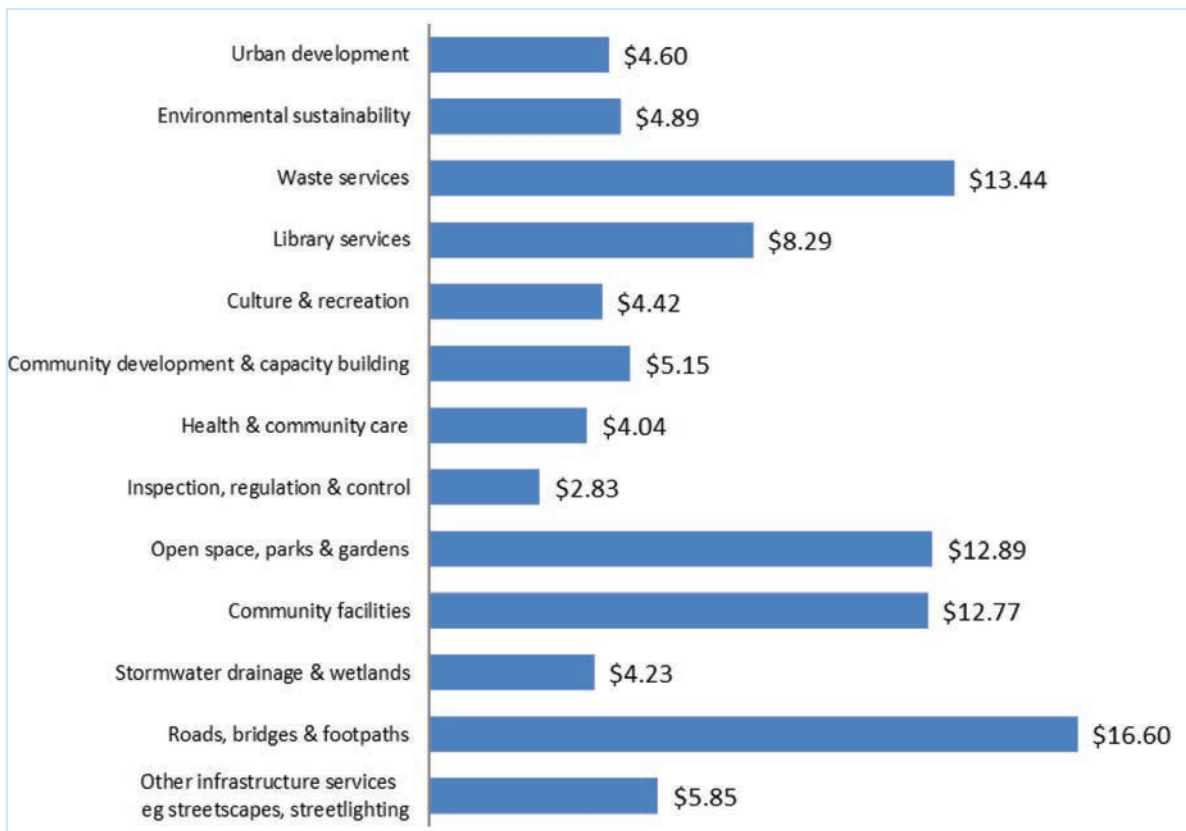
Growth for new developments and capital improvements is forecast at 1% for 2020-2021. This predominantly is the result of new housing in Marion and property improvements, as reported by the Valuer General. The revenue created by this growth will cover the increased costs of servicing a growing community, 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 reduce to \$88.844m in 2020-2021. The following 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 \$1.325m primarily because of increases in Council's staff Enterprise Agreements.

There are two Enterprise Agreements (EA's) covering our indoor and outdoor staff. The outdoor staff EA is negotiated with the Australian Workers Union and staff agreed to a 2.5% per annum increase, or March CPI if greater, for the three years to 30 June 2021.

The indoor staff EA is negotiated with the Australian Services Union (ASU) and staff agreed to a 2.0% per annum increase, or March CPI if greater, for the three years to 30 June 2022.

A reduction of \$980k 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 \$6.45m (23%) is forecast in the 2020-2021 budget which relates to the anticipated finalisation of a number of larger projects the Council contributed to, including the Smart Cities program, replacing the Asset Management System, Morphettville Park Oval Realignment and the Hallett Cove R-12 Car Park along with other minor one-off programs.

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 \$0.391m (7%) in materials is forecast in the 2020-2021 budget.

OTHER EXPENSES

Other Expenses have increased by \$2.2m (22.5%) stemming primarily from the \$2.0m budgeted contribution towards the proposed Destination Playground 2020-2021.

CAPITAL REVENUE

CAPITAL GRANTS AND CONTRIBUTIONS

Council has forecast \$4.6m in capital grants and contributions towards new capital works planned in 2020-2021. This is part of total grant funding of \$5.0m from the Federal Government for Mitchell Park Sports & Community Club Redevelopment with a total project cost of \$15.0m (with the remaining \$10m coming from Council funds).

BUDGETED CAPITAL EXPENDITURE

The 2020-2021 Budgeted Statement of Capital Expenditure forecasts total capital expenditure of \$31.806m including \$13.165m renewal and \$18.641m new and upgrade.

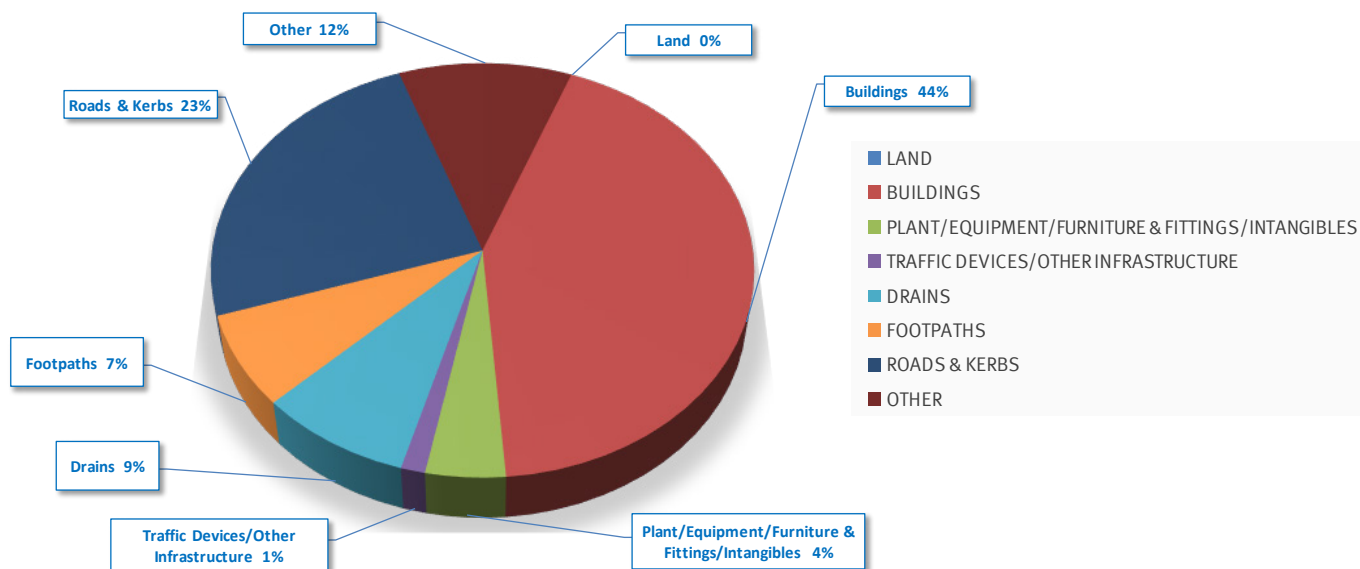
The following table summarises Council's planned Capital Works Program for 2020-2021

Capital Expenditure	2nd Review 2019/20 \$'000	Budget 2020/21 \$'000
Land	74	0
Buildings	12,850	13,867
Infrastructure:		
Roads & Kerbs	7,135	7,416
Drains	1,870	2,721
Footpaths	1,796	2,315
Traffic Control Devices	705	429
Other Infrastructure	3,804	3,177
Plant and Equipment	2,293	1,203
Furniture and Fittings	320	202
Other	3,695	475
Intangibles	19	0
Total Capital expenditure	34,560	31,806
Represented By:		
Capital Expenditure		
Assets - Renewal	11,311	13,165
Assets - New	23,249	18,641
	34,560	31,806

Funding for key capital projects included in the budget include Mitchell Park Sport and Community Club (\$6.6m), Southern Region Soccer Facility (\$2.0m), Tarnham Road Tennis Courts (\$1.64m) and Marion Outdoor Pool upgrades (\$0.430m).

The reduction in in Other Capital Expenditure relates to the Marion Outdoor Pool nearing completion.

BUDGETED CAPITAL EXPENDITURE



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.

	2nd Review 2019/20 \$'000	Budget 2020/21 \$'000
Net Lending/(Borrowing)		
Operating Surplus/Deficit before Capital Amounts	2,804	4,602
<u>less: Net Outlay on Existing Assets</u>		
Capital expenditure on asset renewal/replacement	11,311	13,165
less Depreciation/Ammortisation	(15,123)	(15,708)
	(3,812)	(2,543)
<u>less: Net Outlay on New/Upgrade Assets</u>		
Capital expenditure on New & Upgrade Assets	23,249	18,641
less Capital Grants	(491)	(4,605)
	22,758	14,036
Adjustments		
(Gain)/loss on disposal of assets	0	-
Share of Equity - Regional Subsidiaries	(1,278)	(365)
	(1,278)	(365)
Net funding increase/(decrease)	(17,420)	(7,256)

The table above identifies the Council's net funding result. Council's budget for 2020-2021 is expected to result in a net decrease in funding of \$7.256m.

Financing transactions associated with accommodating the expected net lending result in 2020-2021 are as follows:

	2nd Review 2019/20 \$'000	Budget 2020/21 \$'000
Financing Transactions		
New Borrowings	0	2,000
less: Repayment of Principal on Borrowings	(1,170)	(1,245)
less: Increase/(Decrease) in Cash & Investments		
Transfers from/(to) Reserves	13,852	5,895
Cash Drawdowns/(Investment)	4,738	606
Equals: Financing Transactions	17,420	7,256

Additional borrowings of \$2m are forecast for 2020-2021, in addition to this, principal repayments of existing loans will result in a forecast balance outstanding as at 30 June 2021 of \$6.39m.

Council's Long Term Financial Plan includes an allowance for borrowings of up to \$12.96m for the following projects:

Project	Year	\$000's
Mitchell Park Sporting and Community Centre	2020/21	2,000
Mitchell Park Sporting and Community Centre	2021/22	8,000
Administration building essential works - proposed	2022/23	2,960
		12,960

These borrowings are indicative and will see Council's borrowings projected to peak at \$14.5 m in 2022-2023, with its Debt Servicing Ratio peaking at 2.6% in 2023-2024 against a maximum target of 5.0% and its Net Financial Liabilities ratio reaching 8.1% 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 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 2020-2021.

Ratio	Council Target	2020-21 Budget	3 Year Average
Operating Surplus	0% - 10%	4.93%	5.70%
Asset Renewal Funding Ratio (formerly Asset Sustainability Ratio)	95% - 100%	113.92%	101.06%
Asset Consumption	80% - 100%	74.83%	76.16%
Net Financial Liabilities	0% - 50%	-1.92%	N/A
Debt Servicing	0% - 5%	1.70%	N/A

The Asset Consumption ratio falls below the expected target, however the Council's Asset Renewal Funding ratio exceeds the target by 13% in 2020-2021 and by an average 1.06% over the three year window. This indicates that Council's asset base is being maintained and tracking closely to the target of 100% with new capital works. Council is continuing to refine its Asset Management Plans and strategies as they relate to specific asset classes to assist with maintaining or improving this ratio into future.

All other ratios are within their targeted ranges. Meeting these targeted ranges is consistent with Council meeting its objective of long-term financial sustainability.

APPENDIX 1. CAPITAL WORKS PROGRAM

STREETSCAPE PROGRAM 2020/21

Road Name	Suburb	Ward
Sturt Road - Marion to Morphet Road	Oaklands Park	Warracowie
Alawoona Avenue	Mitchell Park	Warriparinga
Quick Road (Stage 2)	Mitchell Park	Warriparinga
Birch Crescent	Clovelly Park	Warriparinga

OPEN SPACE & RECREATION WORKS PROGRAM 2020/21

Location	Suburb	Ward	Description
Playground Implementation Program			
Brooklyn Drive Reserve	Hallett Cove	Southern Hills	Construction
Capella Drive Reserve	Hallett Cove	Coastal	Construction
George Street Reserve	Marion	Warriparinga	Construction
Glandore Community Centre	Glandore	Woodlands	Construction
Oakvale Way Reserve	Hallett Cove	Coastal	Construction
Stanley Street Reserve	Glengowrie	Mullawirra	Construction
Yanyarrie Avenue Reserve	Edwardstown	Woodlands	Construction
Various*	Various	Various	Remove Playground without replacement
* Council is currently finalising the exact locations for playground removals for 2020/21			
Reserve Improvements			
Alpine Drive Reserve	Seacombe Heights	Warriparinga	Construction
Christopher Grove Reserve	O'Halloran Hill	Southern Hills	Construction
Crown Street Reserve	Dover Gardens	Warracowie	Construction
Denham Avenue Reserve	Morphettville	Mullawirra	Construction
Hallett Close Reserve	Sheidow Park	Southern Hills	Construction
Hugh Johnson Boulevard Reserve	Sheidow Park	Southern Hills	Construction
Kellett Reserve	Morphettville	Mullawirra	Construction
McKellar Terrace Reserve	Morphettville	Mullawirra	Construction
Montague Drive Reserve	Sheidow Park	Southern Hills	Construction
Sandy Glass Court Reserve	Sheidow Park	Southern Hills	Construction
Skipper Close Reserve	Hallett Cove	Southern Hills	Construction
Tilley Court Reserve	Marion	Warriparinga	Construction
Westall Way Reserve	Sheidow Park	Southern Hills	Construction
York Avenue Reserve	Clovelly Park	Woodlands	Construction
Tennis & Netball Courts			
Council is currently finalising the program of works for 2020-2021			

PROPERTY/BUILDING WORKS PROGRAM 2020/21

Location	Suburb	Ward	Description
<i>Council is currently finalising the program of works for 2020/21</i>			

ROAD RESEAL PROGRAM 2020/21

Road Name	Suburb	Ward	From	To
Admella Court	Hallett Cove	Coastal	The Cove Road	Cul-De-Sac
Grand Central Avenue	Hallett Cove	Coastal	Seaview Avenue	End
Sandison Road	Hallett Cove	Coastal	Pavana Avenue	Gledsdale Road
Sandison Road	Hallett Cove	Coastal	Caswell Drive	Minnipa Drive
Sandison Road	Hallett Cove	Coastal	Bounty Road	Caswell Drive
Sandpiper Terrace	Hallett Cove	Coastal	Gannet Court	End
Shaftesbury Laneway	Marino	Coastal	Carlton Terrace	End
Shaftesbury Terrace	Marino	Coastal	Rockford Place	Jervois Terrace
St Vincents Avenue	Hallett Cove	Coastal	Grand Central Avenue	Seaview Avenue
Yartoo Street	Hallett Cove	Coastal	Grantala Court	End
Acacia Street	Plympton Park	Mullawirra	Stradbroke Avenue	South Terrace
Bray Street	Plympton Park	Mullawirra	Park Terrace	Morphett Road
Harding Street	Glengowrie	Mullawirra	Morphett Road	Filmer Avenue
Hardy Avenue	Glengowrie	Mullawirra	Diagonal Road	Conrad Street
Lawson Avenue	Morphettville	Mullawirra	Morphett Road	Gordon Terrace
Livingstone Street	Glengowrie	Mullawirra	Morphett Road	Wilkins Street
Nilpena Avenue	Park Holme	Mullawirra	Cowra Crescent	Rotorua Avenue
Park Terrace	Plympton Park	Mullawirra	South Terrace	Wattle Terrace
Wattle Terrace	Plympton Park	Mullawirra	Arthur Street	Ferry Avenue
Wattle Terrace	Plympton Park	Mullawirra	Ferry Avenue	Park Terrace
Clare Court	Sheidow Park	Southern Hills	Clare Avenue	End
Westall Way	Trott Park	Southern Hills	Adams Road	Amaroo Road
Crown Street	Dover Gardens	Warracowie	Morphett Road	Winchester Street
Dunedin Street	Dover Gardens	Warracowie	Scarborough Terrace	Quintus Terrace
Dunrobin Road	Warradale	Warracowie	Diagonal Road	CoHB Boundary
Felix Street	Dover Gardens	Warracowie	Scarborough Terrace	Quintus Terrace
Folkestone Road	Dover Gardens	Warracowie	Dalkieth Avenue	Scarborough Terrace

ROAD RESEAL PROGRAM 2020/21 (continued)

Greenasche Grove	Seacombe Gardens	Warracowie	Kingston Avenue	Sutton Avenue
Richman Street	Oaklands Park	Warracowie	Morphett Road	Finniss Street
Spring Street	Seacombe Gardens	Warracowie	Russell Avenue	End
Wilton Avenue	Warradale	Warracowie	Diagonal Road	CoHB Boundary
Coolah Terrace	Marion	Warracowie	Beauford Avenue	Pethick Terrace
Avalon Road	Marion	Warriparinga	Marion Road	Betty Street
Bede Street	Seacombe Heights	Warriparinga	Karoona Crescent	Alpine Road
Brolga Place	Sturt	Warriparinga	Diagonal Road	Ralph Street
Dorian Avenue	Seacombe Heights	Warriparinga	Seacombe Crescent	End
George Street	Marion	Warriparinga	Larkdale Street	Finniss Street
Grand View Drive	Seacombe Heights	Warriparinga	Seacombe Crescent	Braeside Avenue
Inverness Avenue	Marion	Warriparinga	Pemberton Street	Boyle Street
Karoona Crescent	Seacombe Heights	Warriparinga	Braeside Avenue	Bede Street
Minkie Avenue	Mitchell Park	Warriparinga	Raggatt Crescent	Thorne Crescent
Rathlin Avenue	Marion	Warriparinga	Alison Avenue	Avalon Road
Stroma Road	Marion	Warriparinga	Andrew Avenue	Avalon Road
Waterman Terrace	Mitchell Park	Warriparinga	Lodge Street	Geraldine Avenue
Adelaide Terrace	Edwardstown	Woodlands	Lindsay Avenue	Flinders Street
Beaumont Street	Clovelly Park	Woodlands	Daws Road	Norrie Avenue
Carramar Avenue	Edwardstown	Woodlands	Daws Road	Konando Terrace
Castle Street	South Plympton	Woodlands	Harris Street	Chitral Terrace
Finchley Street	Clovelly Park	Woodlands	Norrie Avenue	English Avenue
Furness Avenue	Edwardstown	Woodlands	South Road	Russell Terrace
Gertrude Street	Edwardstown	Woodlands	Churchill Road	Malwa Street
Hazel Street	Ascot Park	Woodlands	Daws Road	End
Lindfield Avenue	Edwardstown	Woodlands	Wooton Road	End
Norrie Avenue	Clovelly Park	Woodlands	Beaumont Street	Percy Avenue
Percy Avenue	Clovelly Park	Woodlands	Norrie Avenue	English Avenue
Raglan Avenue	South Plympton	Woodlands	John Street	Towers Terrace
Robinson Street	Edwardstown	Woodlands	Navigator Avenue	Holdfast Drive
Thomas Street	South Plympton	Woodlands	Marion Road	Towers Terrace
Walker Avenue	Clovelly Park	Woodlands	Kensington Street	Celtic Avenue
Waverley Avenue	Edwardstown	Woodlands	Weaver Street	Woodland Avenue
Waverley Avenue	Edwardstown	Woodlands	Dunorlan Road	Weaver Street
Wingate Street	Edwardstown	Woodlands	Railway Terrace	Robert Street
Winifred Avenue	South Plympton	Woodlands	Cross Road	View Road
Wood Street	Ascot Park	Woodlands	Marion Road	Edgeworth Street

KERB & WATER TABLE PROGRAM 2020/21

Road Name	Suburb	Ward	From	To
Columbia Crescent	Hallett Cove	Coastal	Grand Central Avenue	Mayflower Crescent
Dutchman Drive	Hallett cove	Coastal	Gwen Street	Heron Way
Grand Central Avenue	Hallett Cove	Coastal	Shamrock Road	Ranger Street
The Cove Road	Hallett cove	Coastal	Barossa Crescent (North)	Jervios Terrace
Arthur Street	Seacliff Park	Coastal	John Street	Gully Road
Baker Street	Glengowrie	Mullawirra	Filmer Avenue	Rosslyn Street
Cliff Street	Glengowrie	Mullawirra	Gillespie Street	CoHB Boundary
Agars Avenue	Morphettville	Mullawirra	Bray Street	Austral Terrace
Regan Avenue	Morphettville	Mullawirra	Dpti split	Quinn Street
Rosedale Avenue	Morphettville	Mullawirra	Oaklands Road	DPTI split
Bowaka Street	Park Holme	Mullawirra	Cungena Avenue	Condada Avenue
Chambers Street	Park Holme	Mullawirra	Whittier Avenue	Cul-De-Sac
Tarranna Avenue	Plympton Park	Mullawirra	Ross Street	Mulcra Avenue
Basten Avenue	Seaview Downs	Southern Hills	Penong Street	Davenport Terrace
Chandada Street	Seaview Downs	Southern Hills	Morphett Road	Yeelanna Avenue
Wangary Terrace	Seaview Downs	Southern Hills	Seacombe Road	Cadell Street
Hutt Street	Sheidow Park	Southern Hills	Lonsdale Road	Cul-De-Sac
Adams Road	Trott Park	Southern Hills	Whiteley Drive (West)	Cassab Court
Boyle Street	Oaklands Park	Warracowie	Finniss Street	Heathcote Street
Boyle Street	Oaklands Park	Warracowie	Heathcote Street	George Street
Doreen Street	Oaklands Park	Warracowie	Milton Street	Cul-De-Sac
Alderman Avenue	Seacombe Gardens	Warracowie	Diagonal Road	DPTI split
Russell Avenue	Seacombe Gardens	Warracowie	Ramsay Avenue	Wilga Street
Sutton Avenue	Seacombe Gardens	Warracowie	Glamis Avenue	Rider Street
Bowker Street	Warradale	Warracowie	Lindley Avenue	Macarthur Avenue
Buckingham Avenue	Warradale	Warracowie	Oaklands Road	Spruce Avenue
Pine Avenue	Warradale	Warracowie	Diagonal Road	DPTI split
Railway Terrace	Warradale	Warracowie	Third Avenue	Sixth Avenue
Wilton Avenue	Warradale	Warracowie	Diagonal Road	CoHB Boundary
Waterman Terrace	Mitchell Park	Warriparinga	Marion Road	Cul-De-Sac
Woodland Road	Mitchell Park	Warriparinga	Bradley Grove (South)	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	Diagonal Road
Mimosa Terrace	Clovelly Park	Woodlands	Oak Avenue	Ash Avenue
Towers Terrace	Edwardstown	Woodlands	Wheaton Street	Castle Street
Towers Terrace	Edwardstown	Woodlands	Raglan Avenue	Stuart Road
Chitral Terrace	South Plympton	Woodlands	Cross Road	DPTI split
Pleasant Avenue	South Plympton	Woodlands	Winifred Avenue	Ray Street

RESIDENTIAL FOOTPATH PROGRAM 2020/21

Road Name	Suburb	Ward
Proactive Footpath Works	Various	Various
Capella Reserve (Stage 2)	Hallett Cove	Coastal
Corsair Court	Hallett Cove	Coastal
Falcon Court	Hallett Cove	Coastal
Nungamoorra Street	Hallett Cove	Coastal
The Cove Road	Hallett Cove	Coastal
Newland Avenue Reserve	Marino	Coastal
Kersley Avenue	Glengowrie	Mullawirra
Morphettville Urban Renewal Project	Morphettville	Mullawirra
Agnes Street	Glengowrie	Mullawirra
Frederick Street	Glengowrie	Mullawirra
Duncan Avenue	Park Holme	Mullawirra
Christopher Court	O'Halloran Hill	Southern Hills
Berrima Road	Sheidow Park	Southern Hills
Eaton Court	Sheidow Park	Southern Hills
Dunrobin Road	Warradale	Warracowie

TRAFFIC DEVICES PROGRAM 2020/21

Road Name	Suburb	Ward	Description
Ayres Court	Morphettville	Mullawirra	Paved parking areas
Alpha Street	Morphettville	Mullawirra	Paved parking areas
Young Street	Sheidow Park	Southern Hills	Woodend Primary School koala crossing
Lander Road/Young Street	Sheidow Park	Southern Hills	Intersection upgrade
Ludgate Avenue	Trott Park	Southern Hills	Paved parking areas
Dunrobin Road	Warradale	Warracowie	Christ the King School koala crossing
Delaine Avenue	Edwardstown	Woodlands	Driveway link removal

STORMWATER DRAINAGE PROGRAM 2020/21

Road Name	Suburb	Ward
Lucretia Wetland	Hallett Cove	Coastal
Shaftesbury Lane / Bandon Terrace Reserve	Marino	Coastal
Calauria Crescent / Wistow Crescent	Sheidow Park	Southern Hills
Coolah Terrace	Marion	Warracowie
Shetland Avenue	Marion	Warraparinga
Ayre Street	South Plympton	Woodlands
Lynton Avenue / Castle Street	South Plympton	Woodlands

IRRIGATION & WETLANDS PROGRAM 2020/21

Location	Suburb	Ward
Manoora Drive Reserve	Hallett Cove	Coastal
Mema Court Reserve	Hallett Cove	Coastal
Heron Way Reserve	Hallett Cove	Coastal
Stanley Street Reserve	Glengowrie	Mullawirra
Westall Way Reserve	Sheidow Park	Southern Hills
Mitchell Street Reserve	Seaview Downs	Southern Hills
Capella Reserve	Hallett Cove	Southern Hills
Brooklyn Road	Hallett Cove	Southern Hills
George Street Reserve	Marion	Warriparinga
Glandore Community Centre	Glandore	Woodlands
Yanyarrie Street Reserve	Edwardstown	Woodlands

OTHER INFRASTRUCTURE PROGRAM 2020/21

Details	Suburb	Ward
Bus Shelters	Various	Various
Sturt River Linear Path	Before Park	Warriparinga
Signage	Various	Various
Lighting	Various	Various

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 2020-2021 financial year will be by four instalments, due on 2 September 2020, 2 December 2020, 2 March 2021 and 1 June 2021. 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 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 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 2020-2021 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 2021, and
- The footings have been poured on the property by 30 June 2021

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 2020 and 30 June 2021 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. Council will review the provisions in early 2020/21.

(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

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;
- 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.

(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:

- 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
- 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 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 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

City of Marion 10 Year Financial Plan for the Years ending 30 June 2030 BUDGET SUMMARY - GENERAL FUND Scenario: Draft LTFF - Zero Average Rate Increase 2020-21											
	Indexation Rate	Projected Years									
		2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Income	0.00%		1.80%	1.80%	1.80%	1.40%	1.40%	1.40%	1.30%	1.30%	1.30%
Rates		80,051	82,286	84,584	86,946	89,035	91,174	93,364	95,516	97,718	99,970
Statutory Charges		2,213	2,268	2,325	2,383	2,442	2,503	2,566	2,630	2,696	2,763
User Charges		2,278	2,335	2,393	2,453	2,514	2,577	2,642	2,708	2,775	2,845
Grants, Subsidies and Contributions		6,667	7,041	6,272	7,395	6,445	6,606	6,771	6,941	7,114	7,292
Investment Income		505	987	1,073	1,131	1,176	1,233	1,288	1,349	1,422	1,512
Reimbursements		852	873	895	918	940	964	988	1,013	1,038	1,064
Other Income		516	496	502	507	513	518	524	530	536	543
Net gain - equity accounted Council businesses		365	376	387	399	411	423	436	449	462	476
Total Income		93,446	96,662	98,430	102,131	103,477	105,999	108,579	111,135	113,762	116,465
Expenses											
Employee Costs		37,230	38,212	39,077	40,121	41,093	42,206	43,177	44,170	45,186	46,225
Materials, Contracts & Other Expenses		35,584	34,157	34,854	34,599	35,344	36,227	37,777	38,059	39,010	39,984
Depreciation, Amortisation & Impairment		15,708	16,792	17,464	18,162	18,889	19,644	20,430	21,247	22,097	22,981
Finance Costs		322	329	590	628	536	468	398	324	247	172
Total Expenses		88,844	89,490	91,984	93,510	95,562	98,545	101,781	103,800	106,539	109,362
Operating Surplus		4,602	7,172	6,446	8,622	7,915	7,454	6,798	7,336	7,223	7,103
Operating Surplus Ratio		4.93%	7.42%	6.55%	8.44%	7.36%	7.03%	6.26%	6.60%	6.35%	6.10%
Amounts Received Specifically for New or Upgraded Assets		4,605	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit) for the Year		9,207	7,172	6,446	8,622	7,915	7,454	6,798	7,336	7,223	7,103
Capital (Balance Sheet) and Reserve Movements											
Capital Expenditure		(31,806)	(31,436)	(25,554)	(25,304)	(23,259)	(24,005)	(24,832)	(25,867)	(26,881)	(27,726)
Loan Repayments (External)		(1,245)	(994)	(1,714)	(2,044)	(1,470)	(1,537)	(1,607)	(1,681)	(1,759)	(1,819)
New Loan Borrowings (External)		2,000	8,000	2,960	-	-	-	-	-	-	-
Net Transfers (to)/from Reserves		5,895	917	785	793	(815)	(815)	(315)	(315)	(315)	(315)
Total Capital (Balance Sheet) and Reserve Movements		(25,156)	(23,513)	(23,523)	(26,555)	(25,544)	(26,356)	(26,754)	(27,863)	(28,954)	(29,459)
Net Result (including Depreciation & Other non-cash items)		(15,948)	(16,341)	(17,077)	(17,933)	(17,929)	(18,903)	(19,957)	(20,527)	(21,731)	(22,556)
Add back Depreciation Expense (non-cash)		15,708	16,792	17,464	18,162	18,889	19,644	20,430	21,247	22,097	22,981
Less Other Income (non-cash)		(365)	(376)	(387)	(399)	(411)	(423)	(436)	(449)	(462)	(476)
Cash Budget Surplus		(606)	75	(0)	(170)	549	318	38	271	(96)	149