

ANNUAL REPORT

2013/14



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WELCOME

Welcome to the City of Marion Annual Report for 2013/14.

Our Community Plan – Towards 2040 represents the shared values and aspirations of our community, resulting from the most extensive engagement in council's history. This report charts our progress towards that future vision.

In addition, the report highlights our key achievements, explains some of the challenges we faced, and gives a glimpse of future projects and plans.

It also measures our success against the objectives set out in the *Annual Business Plan and Budget 2013/14* and includes the City of Marion's completed and audited Financial Statements for 2013/14.

The structure of the main body of the report is divided into the six themes of the *Community Plan – Towards 2040* - Liveable, Biophilic, Prosperous, Connected, Innovative and Engaged.

It also shows how we are working towards excellence in governance, service quality and being an employer of choice.

We produce an annual report as a key accountability communication tool for our community and stakeholders.

PERFORMANCE HIGHLIGHTS

Monitoring performance is fundamental to council's Strategic Management Framework which ensures we are contributing to the achievement of the *Community Plan – Towards 2040*.

The eight Key Performance Indicators (KPIs) within the *Annual Business Plan and Budget 2013/14* demonstrate our progress.

The table below summarises our performance:

Key Performance Indicator	Target	2013/14 Performance
1. Progress towards delivering council's adopted plans	On track	<p>Target met</p> <p>100% of actions on track</p> <p>This measure represents a combined score of the progress towards delivering four strategic plans:</p> <ol style="list-style-type: none"> 1. Community Plan 2. Council Plan 3. Strategic Directions Report (Section 30 Review) 4. Structure Planning
2. Delivery against council's adopted Capital Works program	85% delivery of planned Capital Works Program, Target range between 83% and 88%	<p>Target met</p> <p>91% of planned Capital Works Program delivered.</p> <p>Council's annual Capital Works Program consists of projects undertaken in the asset classes of drainage, wetlands, roads, footpath construction, kerb and water table, public toilets, traffic control devices, bridges, playspaces, walking trails, sports facilities / courts, reserve redevelopments, street tree planting and street scaping, building upgrades, irrigation and bores</p>
3. Progress towards delivering council's key project commitments	On track	<p>Target met</p> <p>100% of actions on track against plan</p> <p>This measure represents a combined score of the progress towards delivering four key Council projects:</p> <ol style="list-style-type: none"> 1. Oaklands Wetland Project 2. City Services Redevelopment 3. Cove Civic Centre 4. Sports and Community Facility Master Planning
4. Performance against Council's adopted budget	Delivery of an operating surplus adjusted for extraordinary items eg. Receipt of once-off untied grants not originally budgeted	<p>Target met</p> <p>Target met – A full year operating surplus of \$3.467m was achieved.</p> <p>Council is required to reconsider the approved budget three times during the year in accordance with Section 123 (13) of the Local Government Act 1999 and Section 7 of the Local Government Regulations.</p> <p>The original 2013-14 budget was developed within the context of a long term framework to achieve a balance between meeting the objectives of the Strategic Plan and attaining financial sustainability in the long term.</p>

5. Delivering council's resolutions	95% on time within council's control. Target range between 92% and 99%	Target met 96% on time within council's control This indicator tracks the progress of implementing resolutions passed by council. Each month, the total number of resolutions changes pending the number of items brought before council for decision. The implementation of resolutions is tracked throughout the year.
6. Delivering quality customer services	Target range between 87% and 95%	Target met 95% achieved This measure represents a combined score of the following customer services: <ol style="list-style-type: none"> 1. Direct dial telephone calls during office hours 2. Customer service requests 3. Inbound correspondence
7. Employee retention	Target range between 84% and 93%	Target met 89% retention rate achieved The retention rate is calculated as the number of staff that have left the organisation at a specific point in time, divided by the total number of employees, and displayed in terms of the percentage of staff retained by the organisation.
8. Think Safe Live Well staff health & wellbeing program	Lost time injury frequency rate below 5-year average (22.0)	Target met Lost time injury frequency rate of 18.9 achieved

10 KEY PROJECT AND SERVICE ACHIEVEMENTS

These are some of the most notable achievements of 2013/14. Full details are included further in the report.

KEY ACHIEVEMENTS	SECTION	PAGE
Community Plan – Towards 2040 adopted	Introduction	15
\$9 million Oaklands wetland opened to the public	Biophilic	32
Construction of \$13.4 million Cove Civic Centre began	Innovative	43
Mike Turtur Bikeway completed	Connected	40
\$856,000 of reserve upgrades	Liveable	17
New library home delivery service launched	Liveable	19
Tonsley opened for business	Prosperous	36
Rajah Street Reserve transformed	Innovative	44
Upgrading the drainage network	Biophilic	33
\$75,000 of Community Grants awarded	Engaged	45

AWARDS

The City of Marion has been recognised with a range of prestigious awards, including:

- Keep Australia Beautiful National Sustainable Cities Award
- KESAB Sustainable Cities Award
- The International Association for Public Participation Award for Australasian Project of the Year for *Making Marion*
- The International Association for Public Participation Award for South Australian Project of the Year for *Making Marion*
- Parks and Leisure Australia Regional Awards of Excellence for:
 - Sustainable Initiatives – Oaklands wetland and stormwater reuse scheme
 - Parks and Open Space Development (design and management)
 - Oaklands wetland open space development Playspace (category B \$250,000 to \$1 million) – Glade Crescent Reserve play space
- Institute of Public Works Engineering Australia (SA) Award for Excellence in Design and Construction of a Public Works Project – Water, for Oaklands wetland
- Governor's Multicultural Award for Arts and Culture for *Marion Celebrates* – a community event which attracted 7000 people in March 2013

A MESSAGE FROM THE MAYOR

I hope you enjoy reading the *Annual Report 2013/14* which tells the story of many exciting developments that have taken place in the Marion community over the past 12 months.

For me, one of the highlights was the opening of the \$9 million Oaklands wetland to the public in December 2013. In addition to capturing and cleaning stormwater to irrigate reserves, the wetland has quickly become a place for families to get close to nature.

I am delighted to see the progress of construction work at Cove Civic Centre. It will open in 2015 as a \$13.4 million state-of-the art library, community and enterprise centre and will provide people and businesses with access to resources and training facilities.

As someone who is passionate about health and wellbeing, I am extremely pleased that Rajah Street Reserve, Oaklands Park, has been transformed from a little used park into a high quality sport and recreation facility. This followed an innovative partnership with the Roger Rasheed Sports Foundation, which funded the bulk of the \$300,000 revamp.

Partnerships are essential for council to deliver projects and services and I would like to thank state and federal governments, organisations and the community for continuing to work closely with us to develop the city.

On a personal note, after 17 years on council – 14 as mayor – I have decided to retire at the November 2014 election to pursue new challenges and opportunities. Representing the community has been a rewarding experience and a privilege. I want to thank those of you who offered me support in a whole range of ways. I am proud of the contribution we have made together.

Dr Felicity-ann Lewis
Mayor of Marion

A MESSAGE FROM THE CEO

The constant theme throughout this annual report is that of development.

One of the most dramatic transformations in our city in recent years has taken place at Tonsley. Six years after Mitsubishi Motors ceased manufacturing on the site there is now a rapidly developing centre for business, education and research.

It has been very rewarding for council to work with the State Government on its \$253 million redevelopment of the 61-hectare site which has brought unique opportunities for learning, business and employment to Marion.

Advanced manufacturing companies are establishing themselves at Tonsley in a sign of confidence in Adelaide's southern suburbs, students are pouring into the Tonsley TAFE while Flinders University will open a \$120 million School of Computer Science, Engineering and Mathematics there in early 2015.

Planning for development and change is essential, and in December 2013, council endorsed the *Community Plan – Towards 2040*. This was created following the biggest community consultation in council's history and I would like to thank everyone who contributed to the plan.

You will see many examples of how projects and services have developed in this report. From the completion of the Mike Turtur Bikeway and upgrades of reserves, to supporting small business and providing \$75,000 of Community Grants, council has worked to develop all aspects of our diverse and vibrant city.

Mark Searle
Chief Executive Officer

CITY PROFILE

The City of Marion is in Adelaide's south-western suburbs and is one of South Australia's larger metropolitan councils, covering an area of about 55 km sq.

The estimated resident population is 87,574 and this is expected to rise to almost 98,000 by 2031.

The city has a broad cultural mix with about 25 per cent of residents born overseas, and 14 per cent from countries where English is not the first language, while more than 12,000 people speak a language other than English at home.

The city's landmarks include Oaklands wetland, which opened to the public in late 2013 and is delivering treated stormwater to council reserves while providing a haven for wildlife and a place for people to enjoy the natural environment.

The international-standard SA Aquatic and Leisure Centre is now firmly established as a destination for the community and elite swimmers since opening in 2011.

In the south, Cove Civic Centre is set to open as a modern library, community and enterprise facility in 2015.

The State Government's \$253 million redevelopment of the 61-hectare Tonsley Park into a high-value industry, education and residential precinct is progressing rapidly and 800 students a day travel to the site's TAFE campus.

Tonsley Park, which is expected to attract \$1 billion of private investment, has drawn a number of high-tech businesses while Flinders University is planning to open a \$120 million School of Computer Science, Engineering and Mathematics there in early 2015. Together, they will provide opportunities for local jobs and further investment opportunities.

Marion's economic base is located primarily along South Road from Edwardstown to Darlington and includes Science Park and Marion Regional Centre, where Westfield Marion Shopping Centre is based. It is the largest regional shopping centre in South Australia with about 300 shops.

The economy, measured by gross regional product, is worth more than \$2.9 billion per annum. The leading employment sectors are retail (22.4 per cent), health care and community services (12.5 per cent) and manufacturing (10.2 per cent). South Australia's thoroughbred racing industry is based at Allan Scott Park, Morphettville.

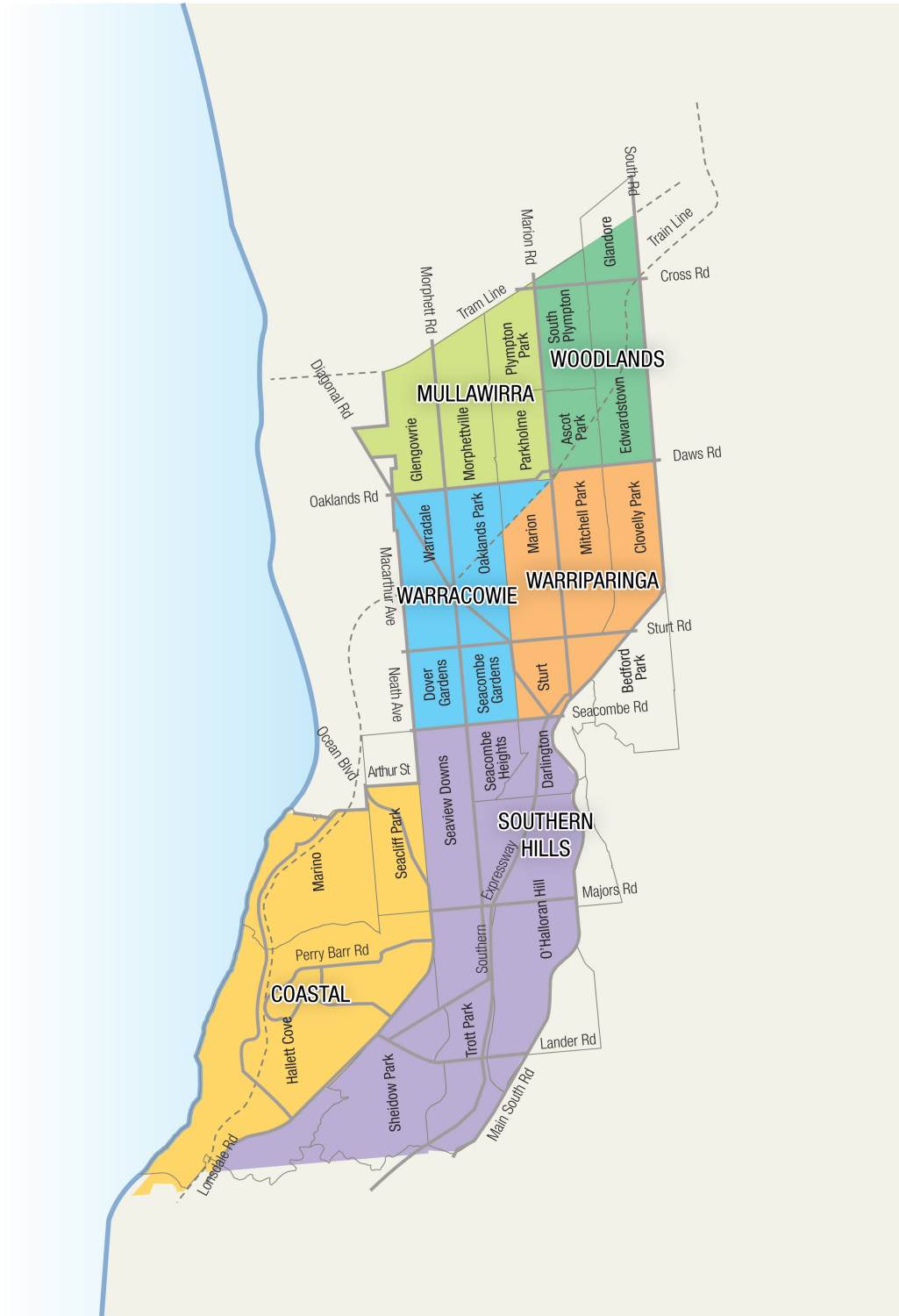
Marion is also home to the Living Kurna Cultural Centre. Located in the scenic grounds of Warriparinga, it provides a unique opportunity to learn about Kurna culture and heritage through tours and special events.

The award-winning biennial community event, *Marion Celebrates*, has made its home at Warriparinga and attracted a crowd of more than 7000 people in March 2013.

The city has a spectacular coastline which can be enjoyed from the 7.2km Coastal Walking Trail. The trail passes through Hallett Cove Conservation Park, one of Australia's most outstanding geological and archaeological sites, recording an ice age of 280 million years ago.

COUNCIL AREA AND WARD BOUNDARIES

The council comprises an elected mayor and 12 councillors. The city is divided into six wards, each of which is represented by two councillors.



MARION FAST FACTS

Estimated resident population	87,574
Elected members including the Mayor	13
Wards	6
Electors	60,529
Operating expenditure	\$71.4 million
Value of volunteer hours	\$1.180 million
Rateable properties	41,376
Library items loaned	881,843
Website hits	376,800
Street trees planted	1475
Number of development applications granted	1726
Value of development applications granted	\$168.3 million
Distance of footpaths	776 kms
Distance of roads	458 kms
Distance of drains	258 kms

COST PER RESIDENT OF KEY SERVICES PER ANNUM

SERVICE	ANNUAL COST	COST PER RESIDENT
Waste Collection	\$6,090,775	\$69.55
Neighbourhood Centres	\$1,237,213	\$14.13
Libraries	\$3,952,953	\$45.14
Marion Outdoor Swimming Centre	\$519,039	\$5.93
Open Space	\$7,114,511	\$81.24
Footpaths	\$2,393,912	\$27.34
Stormwater	\$1,170,518	\$13.37

Figures are based on operating income/expenditure and include income from grants. They were calculated using an estimated population of 87,574 as per the Grants Commission Return Data.

ELECTED MEMBERS AND STAFF

ELECTED MEMBERS

Mayor Felicity-ann Lewis

Coastal Ward

Councillor Cheryl Connor

Councillor David Speirs (resigned in March 2014 to take a seat in State Parliament)

Mullawirra Ward

Councillor Jerome Appleby

Councillor Jason Veliskou

Southern Hills Ward

Councillor Kathleen Allen

Councillor Frank Verrall

Warracowie Ward

Councillor Carolyn Habib

Councillor Bruce Hull

Warriparinga Ward

Councillor Carol Bouwens

Councillor Luke Hutchinson

Woodlands Ward

Councillor Alice Campbell

Councillor Tim Pfeiffer

EXECUTIVE MANAGEMENT GROUP

Mr Mark Searle - Chief Executive Officer

Ms Heather Montgomerie – Director

Mr Vincent Mifsud – Director

Ms Kathy Jarrett – Director

STAFF LEVELS (FULL TIME EQUIVALENT)

Total employees	351
Permanent full-time	256
Permanent part-time	45
Fixed term contract – full time and part time/casual	50

OVERVIEW OF FINANCIAL PERFORMANCE

Major financial achievements and commitments included:

- Commencement of construction of the \$13.4m Cove Civic Centre.
- \$7.7 million towards the renewal and replacement of council assets.

IN BRIEF

The following information relates to the Financial Statements contained in the Annual Financial Report:

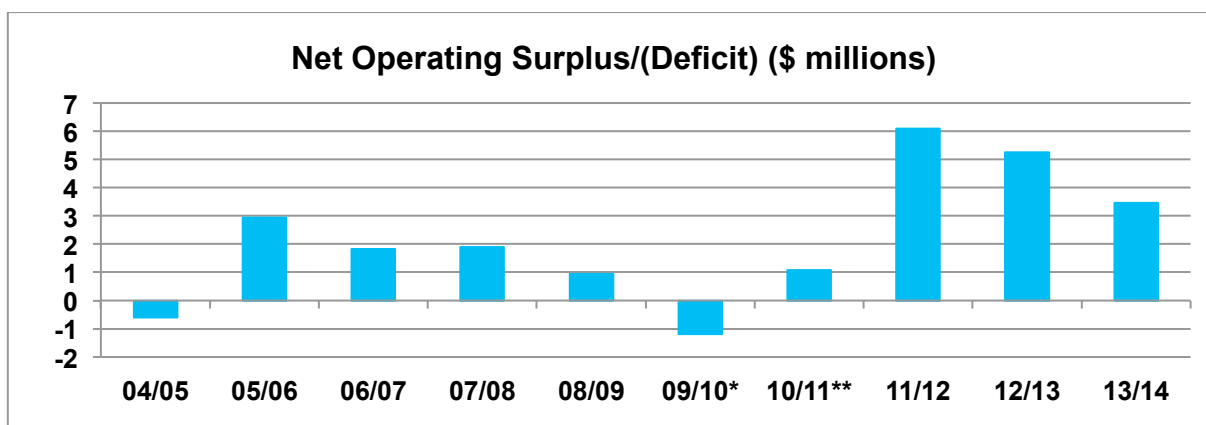
- An operating surplus of \$3.4 million which provides funding for renewal and replacement of community assets.
- \$74.8 million revenue with 85 per cent coming from rates.
- \$71.4 million expenditure with 44.1 per cent attributable to labour services and 37.8 per cent to materials and services.
- \$1.10 billion net assets, providing community facilities and infrastructure.
- \$13.4 million loans and borrowings, with new borrowings to fund the construction of the Cove Civic Centre.

MAINTAINING FINANCIAL SUSTAINABILITY - NET RESULT

Sustaining an operating surplus is critical to renewing and maintaining the \$1.10 billion of community assets under council's control in accordance with its Asset Management Plans and to ensure its ability to fund major projects identified in the Long Term Financial Plan.

The 2013/14 Annual Financial Statements showed an operating surplus before capital revenues of \$3.467 million. The target set in council's Long Term Financial Plan is to "maintain a financial position at an average of Category 3 over any five financial years" with a primary focus being on cash flow and funding. This has been achieved with an average operating surplus over the last five years of \$2.939 million.

Category 3 is "financially sustainable with a moderate margin of comfort". It enables council to maintain and renew assets and develop the city without placing an undue burden on ratepayers. It is calculated by dividing the operating surplus (before capital revenues) by the rate revenue for the year and adjusting for any significant capital backlog. Category 3 equates to an operating surplus from 0 to 5 per cent.

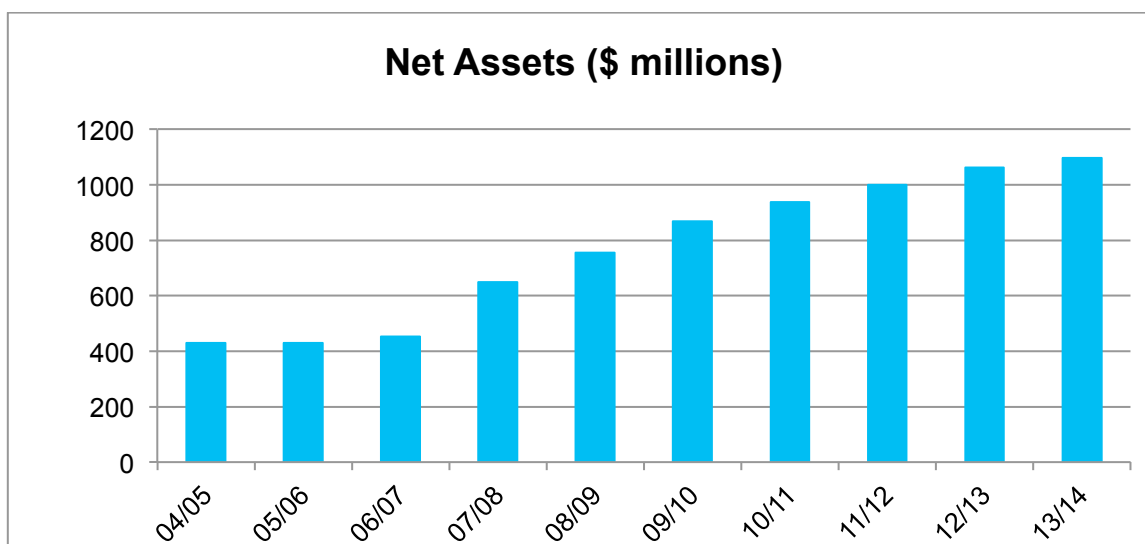


* The underlying operating surplus for 2009/10 after adjusting for the once-off Domain Land transfer for the SA Aquatic and Leisure Centre is \$4.787m.

** The underlying operating surplus for 2010/11 after adjusting for the once-off cash contribution for the SA Aquatic and Leisure Centre is \$6.078m

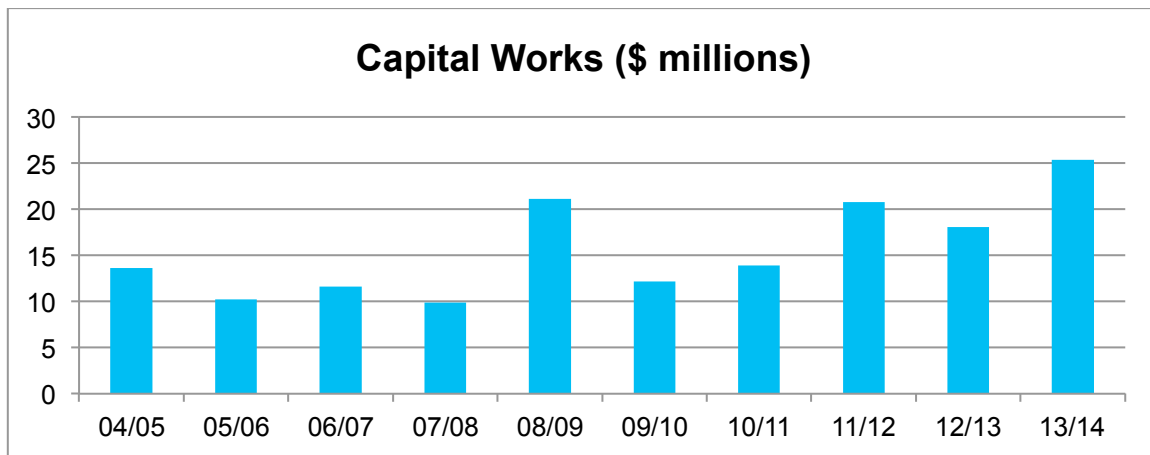
COUNCIL'S ASSETS

The Balance Sheet represents the overall wealth of council. In 2013/14, the net assets of council increased \$34.2 million to \$1.10 billion. This was due to spending on capital works and increases to council's land and infrastructure assets due to revaluation.



CAPITAL WORKS

Council spent \$25.4 million on capital works. This comprised 30.3 per cent on renewal works and 69.7 per cent on new and upgrade works – including the completion of the Oaklands Wetland and the commencement of the Cove Civic Centre.



FUTURE OUTLOOK

Council has many services that it provides to the community, as well as future demands on funds, including a number of aspirational and unfunded strategic projects contributing to the achievement of the Community Vision and the continued management of its existing assets.

This demand for funding is budgeted for in the Long Term Financial Plan which helps council allocate resources and responsibly manage its funds over the coming 10 years through good governance and due diligence.

Council is continuing to manage the assets it maintains for the community while achieving a sound financial performance. Constant monitoring of expenditure and targeted savings helped achieve an operating result for the year which was within target, and a full set of our audited Financial Statements are included at the back of this report.

COMMUNITY PLAN – TOWARDS 2040

Council adopted the *Community Plan – Towards 2040* in December 2013.

The plan is an expression of the community's vision for the future – an aspirational statement of outcomes that are important for the development of the city and the wellbeing of residents



COMMUNITY PLAN › TOWARDS 2040



Six themes of your Community Plan

These six themes represent the shared values and aspirations that will guide how our city develops in line with your vision.

LIVEABLE

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

BIOPHILIC

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

ENGAGED

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

PROSPEROUS

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

INNOVATIVE

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

CONNECTED

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

The background to the Community Plan – Towards 2040

The plan was developed following the biggest listening campaign in council's history, *Making Marion*.

The campaign asked residents, businesses and community groups how they wanted their street, neighbourhood and city to look in 2040 and the services they will need.

Over six weeks in late 2012, 46,000 postcards were distributed, 4000 discussion papers released and events and workshops held to generate ideas and feedback.

Social media played a significant role in finding out our community's views with ideas generated during online discussions and information shared through Facebook and Twitter.

Community involvement included:

- Submitting more than 16,000 separate pieces of information
- Facebook posts appearing in people's newsfeeds 2759 times
- 6400 web page views
- 863 community members attending events and workshops
- Tailored activities for broader community groups, including schools, businesses, multicultural, religious groups and the Kaurna community

HOW OUR STRATEGIC PLANNING WORKS

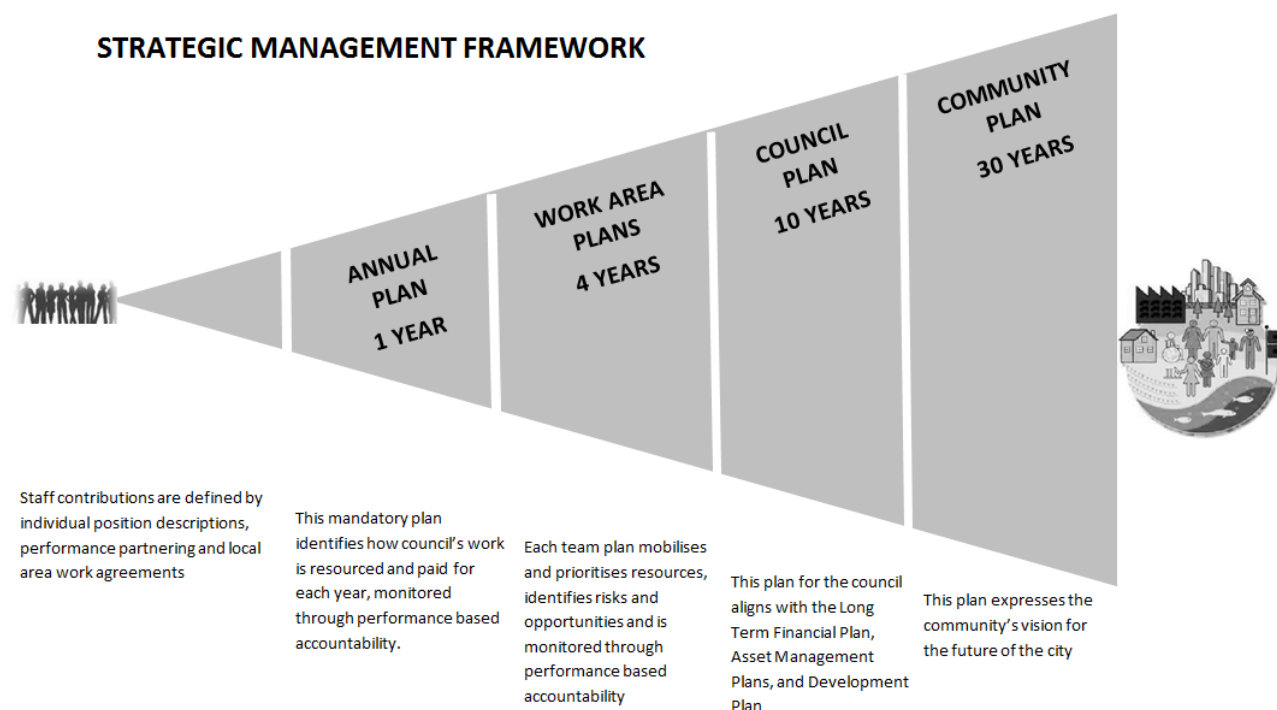
To ensure council's activities continue to be geared towards contributing to the *Community Plan – Towards 2040* we have a Strategic Management Framework in place. The framework comprises a suite of plans that provide strategic direction and operational focus to ensure that goals and outcomes are achieved in the most effective and efficient way.

The framework provides a mechanism for council's long-term and short-term decision making. Long-term strategic plans, including the Community Plan, the Long Term Financial Plan and the Asset Management Plan, set the highest level goals while the Annual Business Plan and operational plans ensure these goals are prioritised and delivered.

The key emphasis of the framework is that it provides a clear line of sight between the *Community Plan – Towards 2040* and everyone involved in contributing to the vision, including elected members and staff. It also focuses on further integration between all of the critical strategic plans to ensure we are well positioned to achieve the best outcomes in the community.

We are continuing to develop elements of the new framework, including plans, key performance indicators and community partnerships which will provide a strong foundation for future years.

The *Community Plan – Towards 2040* is the highest level plan in our new Strategic Management Framework.



ACHIEVEMENTS

The following section of the Annual Report outline the achievements of the past year, highlight how challenges were overcome and opportunities maximised and provide a future outlook for projects and services.

It is divided into the six themes of the *Community Plan – Towards 2040*.

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.

MILESTONES

- **\$856,000 OF RESERVE UPGRADES**
 - **LIBRARIES LAUNCH NEW HOME DELIVERY SERVICE**
 - **RECONCILIATION ACTION PLAN ADOPTED**
-

OPEN SPACE AND RECREATION

\$856,000 OF RESERVE UPGRADES

Achievements

We made \$856,000 worth of upgrades including play equipment and landscaping, to four reserves as part of our 15-year Playspace Strategy to provide well maintained, good quality and accessible places for the community.

This included improvements to Linear Park (Waterfall Creek) Reserve, Hallett Cove, Warradale Park Reserve, Warradale, York Avenue Reserve, Clovelly Park and Rajah Street Reserve, Oaklands Park.

Challenges/opportunities

To find out what facilities and equipment the community wanted in their reserves we held informal consultations on site and provided information, surveys and concept plans via letter box drops to neighbouring houses and on our website.

What Next?

We will continue to work towards our Playspace Strategy in the coming year.

DESIGNS FINALISED FOR OAKLANDS RECREATION PLAZA

Achievements

Designs for a recreation plaza featuring BMX and skating facilities adjacent to the new Oaklands wetland were approved by council.

We secured a \$900,000 grant from the Department of Planning, Transport and Infrastructure to contribute to the design and construction of the plaza and installing lighting and a toilet.

Challenges/opportunities

Designs reflected the needs of the community and were shaped by extensive engagement, including workshops with three local schools, site walks and a mail out to more than 1300 households.

What Next

The first stage of construction is expected to begin in late 2014.

HALLETT COVE BEACH MASTERPLAN COMPLETED

A masterplan was completed for Hallett Cove foreshore incorporating a commemorative space, amphitheatre, play area, revegetation, coastal dune protection works and storm water management.

Funding options will be explored for the plan, which was shaped by considerable community engagement, so it can be delivered in a staged manner.

The commemorative space is scheduled to be completed in time for a community event to recognise the 2015 ANZAC centenary.

LAND DEAL TO CREATE MORE OPEN SPACE

In 2013 we bought 6000 sq m of State Government land at Jervois Street, South Plympton to create more open space in the city's north.

The price of the land was \$2.76 million and council paid \$1.56 million while the Department of Planning, Transport and Infrastructure contributed the balance through its Planning Development and Open Space Grant Funding Program. Concepts will be developed following community consultation.

UPGRADING SPORTS AND COMMUNITY HUBS

Masterplanning was completed for sporting and community hubs in Marion, Mitchell Park, Edwardstown and Hallett Cove following wide-ranging consultation with residents, user groups and peak bodies.

About \$1.5 million of upgrades will be made in the coming year to Edwardstown Soldiers' Memorial Recreation Ground, Mitchell Park Sports and Community Club and Cove Sports and Community Club funded by \$760,000 in grants from the State Government grant, almost \$720,000 from council and \$54,500 from the clubs.

We will look for further funding opportunities and partnerships to upgrade community facilities. A community working party has also been established to explore opportunities to advance the plans. The first meeting is expected to occur in September 2014.

COASTAL SIGNAGE AUDIT

As part of a national project we audited our coastal signs to ensure they are consistent and informative.

LIBRARIES

There are three libraries and a home delivery service in Marion. Programs and events ran at 84 per cent capacity, indicating content met community demand. Activities focused on celebrating reading, developing literacy, and supporting lifelong learning.

Attendances and visitors

Key statistics	2013/2014
Items loaned	881,483
Programs/events	8292
Footfalls/visitation	389,709

Achievements

The new *Library @ Home* service was launched in early 2014 to deliver items including books, CDs and DVDs to residents who are unable to visit a library. This saw the ageing mobile library truck replaced with a new, specially outfitted van.

To help customers to check out self-service items faster we started Radio Frequency Identification (RFID) tagging of about 120,000 items.

Planning for the daily operations of Cove Civic Centre started in preparation for its opening as a state-of-the-art library, community and enterprise facility in 2015.

Lifelong learning was promoted with programs ranging from early literacy development, outreach activities at schools and kindergartens, book discussion groups and author talks.

Challenges/opportunities

Volunteer support for the *Library @ Home* service was an important factor in its early success.

Education and promotion of RFID to the community will enable library users to understand and use the service, allowing staff to spend more time with customers and less time on transactions.

What next?

Library @ Home will be expanded to cover the entire council area while the RFID system is set to be fully operational in the 2014/15 financial year and programs will be developed for Cove Civic Centre.

The state-wide *One Card* network will be completed in October 2015, enabling Marion and other libraries to share books, CDs and DVDs, giving members access to about four million items.

OTHER ACHIEVEMENTS

- 1526 people attended author talks
- 932 people participated in adult programs
- 988 young people participated in school holiday programs
- 1090 babies attended baby bounce
- 1731 pre-schoolers attended story time

NEIGHBOURHOOD CENTRES

Our four neighbourhood centres attracted about 45,000 visitors who participated in more than 150 programs and classes. This is a similar number to the previous year.

The centres provide programs that promote health, welfare, education and social inclusion with activities ranging from healthy cooking, exercise, arts and crafts to computing and improving job search skills.

Achievements

We delivered Adult Community Education (ACE) classes, including an *Introduction to Hospitality*, gardening and sustainability and employment and vocational skills to 207 participants.

Securing \$35,000 of State Government funding for the *Passing Go Project* saw us support 19 people with structured mentoring and skills aimed at helping them find work.

The *Community and Cultural Connections* program was expanded with a \$135,000 Commonwealth Government grant which delivered new programs for the over 65s, including a weekly lunch group, Café Fusion.

The funding also enabled us to transport clients to centres for the first time, where they bought 4280 meals throughout the year and spent 9656 hours involved in activities.

Activity highlights included:

- 500 people attended Glandore Community Centre's Christmas *Carols in the Park* and 100 participated in the centre's first *Family Halloween* event
- More than 50 people worked with an artist to paint a mural at Mitchell Park Neighbourhood Centre, which also hosted free immunisation clinics for new arrivals from overseas
- A new pergola and internal wall was built at Cooina Neighbourhood Centre, which also began a partnership with Lutheran Community Care to host a settlement program which supported 80 refugees
- A community garden and pop-up café were launched at Trott Park Neighbourhood Centre, creating the potential for a vibrant community hub
- All centres hosted activities as part of the *Marion Learning Festival* in August 2013

Challenges/opportunities

After being unsuccessful with a State Government funding application through the Department of Further Education, Employment, Science and Technology for non-accredited Adult Community Education in 2013/14, we successfully applied for funding for 2014/15.

What next?

Our involvement in the South Australian Living Artist (SALA) festival in August 2014 will be expanded to include Cooina Neighbourhood Centre as well as Glandore.

This follows the success of Glandore attracting 120 people to its first SALA event in 2013.

Centres will also host activities as part of the *Marion Learning Festival* in August 2014.

ENCOURAGING HEALTHY LIFESTYLES

OPAL (Obesity Prevention and Lifestyle)

Achievements

About 150 sessions promoting healthy eating and physical activities, covering gardening, cooking and active play, were delivered to children at six kindergartens and schools.

OPAL installed six water fountains in public parks and other key areas to encourage people to replace sugar sweetened drinks with water.

It also invested in the construction of gardens in four schools to give more than 800 children the opportunity to learn how to grow food.

The community-wide pedometer program saw participants accumulate more than 70 million steps, helping reduce in car pollution and increase physical activity.

It also hosted 10 healthy *Better Barbecues* for 5000 people at community events and created healthy menus at a range of outlets, including at the SA Aquatic and Leisure Centre

Challenges/opportunities

OPAL reached a broad section of the community by addressing barriers to health, including disability, cost and cultural norms.

It created opportunities for healthy eating and physical activity in homes, schools, workplaces and leisure facilities for people of all ages, genders and cultures.

What next?

While the OPAL program, which is funded by State and Federal governments, will conclude in September 2014, health and wellbeing has been integrated into the City of Marion's strategic planning to ensure long-term benefits are provided for the community.

HEALTHY COMMUNITIES INITIATIVE

This federally funded initiative, which started in 2011 and will conclude in September 2014, was designed to reduce overweight and obesity among adults by promoting physical activity and healthy eating.

It also encouraged participation in volunteering and training among people who were under-employed, elderly, socially isolated, indigenous, refugees or living with a disability.

Sixty-four people completed training and education, 11 of which gained employment.

More than 50,000 people attended activities, which included about 50 weekly healthy eating and exercise groups at Marion's neighbourhood centres and water fitness at the outdoor Marion Swimming Centre.

Marion's Healthy Communities Initiative received an honourable mention for excellence in Obesity Prevention at the Collaboration of Community-based Obesity Prevention Sites (CO OPS Collaboration) national conference in 2014.

OUTDOOR SWIMMING CENTRE

Achievements

Upgrades to the pool included the refurbishment of the changing rooms, grounds and the replacement of pipework.

Two open days attracted more than 2000 visitors and the pool also hosted community fitness programs, school swimming carnivals and school holiday activities for families.

Attendances totalled 70,320, almost 16,000 down on the previous season, largely due to the temporary decommissioning of the water slide for safety reasons and the mild summer.

Challenges/opportunities

An inflatable obstacle course was purchased to improve water play and offset the short-term closure of the water slide.

We began scoping out options for replacing the water slide for the 2014/15 season.

A marketing plan was also completed, which included proposals for re-branding the centre to include the word “outdoor” in its name.

What next?

A new water slide will be installed early in the 2014/15 season which runs from October to April.

New exterior signs promoting the centre will be installed and a master plan developed to guide the development of the site.

ARTS AND CULTURE

CELEBRATING OUR HERITAGE

Achievements

State-of-the-art signs featuring voice recordings from community members, indigenous artworks and rare historical photographs were installed along a 3km stretch of Sturt River Linear Park in November 2013.

The *Sturt River-Many Voices* project tells the story of the local area and supports education about local history and tourism and cost \$53,000 with the bulk of funding, \$22,500, provided by the Department of Sustainability, Environment, Water, Population and Communities, with the City of Marion providing in kind support and \$1000 funding.

Challenges/opportunities

Our support for the Marion Historic Village Project Group and the Marion Historic Alliance has led to projects, displays and activities that interpret our cultural heritage.

These have included walking tours and research for a booklet on the history of Oaklands Park which will be printed in late 2014.

What next?

Marion’s industrial heritage, including the history of local car manufacturing and the future of Australia’s motor industry, will be profiled at the 2014 *Marion Learning Festival* in August.

TROTT PARK MAKING PLACES

Residents of Trott Park created temporary public art by working with an artist to paint, draw, make and display decorations for the community at a series of workshops.

ART OF RESPECT

Two murals were designed and painted by 13 young people working with a professional artist on the public toilets in Nannigai Reserve, Hallett Cove and Sandery Reserve, Seacombe Gardens.

Workshops were held to develop a mural on the newly constructed Southern Expressway bridge at Warriparinga.

DEVELOPING ARTS AND CULTURE

We encouraged cultural activity with a number of actions, including:

- Financial support for the Red House Group to run Gallery M
- Hosting eight exhibitions by local artists in Council Chambers
- Providing \$31,000 of funding for Marion City Band
- Adding 31 visual artists, writers, film-makers, musicians and performers to our online arts register, bringing the total to 125

CELEBRATING CULTURAL DIVERSITY AND PROMOTING RECONCILIATION

Achievements

We worked with the Australian Bureau of Worthiness, an artist collective, who interpreted everyday stories from our diverse community into a performance, *I Met Marion*, that was part documentary, part exhibition and part theatre.

Our support for the Refugee Scholarship through the Australian Refugee Association continued with a financial contribution of \$2300 to enable learning and professional development for newly arrived refugees.

Challenges/opportunities

Working closely with people from diverse cultures enabled us to shape programs and events that met their needs and promoted understanding.

What next?

Planning is underway for the biennial *Marion Celebrates* festival which will be held at Warriparinga in March 2015.

The last festival attracted 7000 visitors and saw people from 40 different cultural backgrounds involved in stage performances, workshops, crafts, food and a market.

PROMOTING RECONCILIATION

Achievements

Marion became one of 360 organisations across Australia to make a public commitment to strengthening relationships with Aboriginal and Torres Strait Islander People when we launched our Reconciliation Action Plan (RAP) in June 2013.

The plan's 19 actions, including expanding consultation with the Kaurna community and acknowledging country on communications materials were undertaken.

An expanded RAP was endorsed by council in May 2014 for the coming year.

Reconciliation Week 2014 was marked with an exhibition by local Aboriginal artists at Gallery M and craft workshops at Marion Cultural Centre, while a free community event at Warriparinga in June celebrated Kaurna culture.

Challenges/opportunities

Actions in the RAP have been developed to contribute to the national program to drive social and cultural change and build a progressive and modern nation.

What next?

Work will begin on implementing the new RAP, which includes investigating how landscaping in parks and gardens supports Aboriginal and Torres Strait Islander cultural practices and native food security.

LIVING KAURNA CULTURAL CENTRE

This is the Aboriginal education venue for Kaurna culture and heritage. It is located at Warriparinga, and adjacent to a European heritage site which includes the Coach House, built c. 1890 and a colonial homestead, Fairford House, which was built in the early 1900s.

The centre hosts cultural tours and can be hired for functions and events, has a gallery to showcase Aboriginal art and Kaurna history and promotes cultural renewal through programs and events.

Achievements

Cultural tours drew 3833 visitors and there were 273 craft workshops and community events, which was consistent with the previous year.

Warriparinga is also available for hire as a park and saw about 700 people attend the Kaurna Heritage Day and Kumangka Art Exhibition and other events run by community groups.

We worked in partnership with Marion Youth to deliver *Ngaiyto Wodli*, a program that involved 60 young Aboriginal and Torres Strait Islander people over 26 weeks in activities that promoted healthy food and culture.

The venue also hosted the start of the inaugural *Cycling for Culture* community ride which raised funds for Kaurna language and culture and involved more than 40 riders, including former *Tour Down Under* champion Patrick Jonker and AFL legends Gavin Wanganeen and Che Cockatoo-Collins.

Challenges/opportunities

We continued to be proactive in creating new events and programs to draw people to the venue and increase its profile.

What next?

We will continue to work with the Kaurna Cultural Nation Heritage Association to increase their stewardship of the site.

MARION CULTURAL CENTRE

Achievements

The centre, which includes a theatre, café, art gallery and library, attracted more than 282,000 visitors.

The Box Office sold 5267 tickets for performances with an average attendance of 128 – 63 per cent of the theatre's capacity.

It hosted a sustainability expo, workshops and an outdoor market as part of the 2013 *Marion Learning Festival* as well as citizenship ceremonies, the Unsung Heroes Awards, author talks and 31 free live entertainment experiences in summer.

Signatures Café has been managed by a private operator since September 2013 and has quickly built a reputation for providing high-quality service.

Challenges/opportunities

We are partnering the Adelaide Festival Centre to provide South Australian performers with short-term creative development residencies at the centre, and the community will have the opportunity to view this creative process.

In April 2014, council endorsed designs to redevelop the centre's plaza to include an amphitheatre, water play space, reading pods and gardens which could be developed into a community space between the adjacent SA Aquatic and Leisure Centre and GP Plus Health Care Centre.

What next?

We will participate in a council-wide project to investigate online booking systems to make us more competitive and improve customer service.

A review of hire charges will also be undertaken so we can create new opportunities by being more flexible with hirers.

Council will consider the redevelopment of the plaza alongside other major projects and prioritise it accordingly.

MARION HERITAGE AND RESEARCH CENTRE

This newly-opened hub for community research into local history and cultural heritage welcomed more than 340 visitors in its first full year of operation.

The centre houses historical photographs and documents and provides free online access and support for research into local history and ancestry.

Its archives expanded with the highly publicised Colin Phelps Collection that included photographs, log books and letters from a World War 2 Lancaster bomber pilot while reference books and items of local interest were also donated by the community.

Events included a presentation for schools, *Life in 1914 Marion*, and *Tales from Yesteryear*, which brought older people and school students together to share stories of the past.

The centre's 18 volunteers won a Premier's Award for Outstanding Contribution to Volunteering Service for their work in running the centre and helping visitors with research projects.

BUILDING OUR CITY

DEVELOPMENT APPLICATIONS

1726 building applications worth more than \$168 million dollars were approved.

The two largest approvals involved a retirement village in Glengowrie (\$22 million) and the redevelopment of the City Services site, council's operational depot, in Mitchell Park (\$14.3 million).

Approvals were issued to 712 dwellings and 125 dwelling additions along with 1336 combined approvals for class 10 structures (such as sheds, pools and verandahs).

Three offices, 43 shops, 11 warehouses, and 11 public buildings were also approved and 226 demolitions granted.

Building consents and values 2010/11 – 2013/14

2009/10	2010/11	2011/12	2012/13	2013/14
2204 consents	1881 consents	1781 consents	1689 consents	1726 consents
\$172.4m	\$167.4m	\$159.2m	\$152.2m	\$168.3m

These figures include development approvals granted by council or private certification only. They do not include developments such as land divisions, tree applications or developments that do not require building rules consents. They also do not reflect applications that were refused by council or granted approval by the Development Assessment Commission.

Local Heritage Places Development Plan Amendment

Community consultation on the Local Heritage Places Development Plan Amendment (DPA) was conducted and a public hearing held in June 2014.

The amendment proposes listing 35 properties of historical interest on council's Local Heritage Register and is expected to be finalised in early 2015.

Strategic Directions Report 2013

Council endorsed its Strategic Directions Report 2013 pursuant to Section 30 of the Development Act 1993 in December 2013 following extensive community engagement and workshops with Elected Members.

The report, which identifies future planning policy directions and lists proposed amendments to council's Development Plan, is expected to be completed by late 2014.

KEEPING OUR CITY SAFE

We worked to keep the community safe by conducting animal and parking management, administering council's by-laws, providing public and environmental health services and graffiti management and crime prevention projects.

By proactively combining education, monitoring and enforcement, we worked to improve community safety.

ANIMAL MANAGEMENT

Through our Animal Management Plan and the *Dog and Cat Management Act 1995* we promoted responsible dog and cat ownership and worked to reduce nuisance caused by dogs and cats.

DOG MANAGEMENT	2013/14	VARIATION FROM 2012/13
Number of dogs registered in the City of Marion	13,049	Up 0.8%
Number of wandering dogs impounded	335	Down 18%
Number of expiations issued for a range of offences under the <i>Dog and Cat Management Act</i>	514	0%

The decrease in the number of impounded dogs can be attributed to ongoing community education with flyers, adverts and banners promoting responsible pet ownership and attendance by our community safety inspectors at public events.

The community will have the opportunity to have their say on our by-laws which cover dogs, cats, roads, moveable signs, permits and penalties and local government land during a review which began in late 2013.

PARKING MANAGEMENT

We monitored parking throughout the city under the Australian Road Rules and the *Private Parking Areas Act* to ensure the safety of pedestrians, cyclists and motorists.

PARKING MANAGEMENT	2013/14	VARIATION FROM 2012/13
Expiations issued	9571	Down 0.1%

We educated motorists about the importance of parking safely and also monitored roads, bike lanes and parking outside schools and at major shopping centres. This was achieved by distributing flyers at community events, posting educational materials to motorists querying expiations and through discussions with community members.

FIRE PREVENTION

We contacted 886 owners of vacant land to explain the importance of clearing their land to reduce hazards.

VACANT LAND INSPECTED	2013/14	VARIATION FROM 2012/13
Number of blocks inspected	886	Up 6%

As larger parcels of vacant land were divided into residential blocks and previously larger house blocks were sub-divided for urban in-fill, the numbers of blocks of vacant land increased slightly from the previous year.

PUBLIC AND ENVIRONMENTAL HEALTH

There was a major change to the *South Australian Public Health Act*.

The Act aims to provide a more modern, flexible legislative framework so South Australia can better respond to new public health challenges as well as traditional hazards. It has enabled public health officials, including our Environmental Health Officers, to take

immediate action on a hazard that presents a serious threat to public health. We inspected premises and businesses, investigated complaints and provided education and advice about the importance of maintaining high standards of public health.

Additionally, we audited and licensed two supported residential facilities, which provide accommodation and care for older people and people living with a disability. To ensure the on-going health and safety of the community, inspections were undertaken at:

- 418 food business
- 33 cooling towers
- 21 public swimming pools and spas
- 42 hairdressing and beauty businesses

IMMUNISATION

Our school-based program immunised 2810 students, consistent with previous years. We provided an immunisation service through:

- School-based programs as per the schedule issued by SA Health
- Catch-up clinics for school children who miss vaccinations
- Babies and children up to the seven years old

In late 2013, we set up monthly immunisation clinics at Mitchell Park Neighbourhood Centre for new arrivals and refugees.

UNDERSTANDING COMMUNITY NEEDS

To better understand the health and wellbeing of the community the City of Marion has collected and is analysing data, including demographics, physical and mental health status and education and employment levels that will be used to prioritise programs and services.

CRIME PREVENTION AND GRAFFITI MANAGEMENT

In consultation with local residents, we painted murals on two new public toilets to improve the amenity of the area and deter graffiti. Through the *Art of Respect* program, we worked with 15 young people at creative workshops to educate them about the importance of using aerosol paint to develop legitimate and constructive art.

Supported by 78 volunteers, we removed graffiti from council-owned property.

The table below shows the amount of graffiti removed by residents and volunteers. This is the first time these figures have been recorded separately.

GRAFFITI REMOVED	2013/14
Removed by residents	6340 sq m
Removed by volunteers	5279 sq m
Total	11,619 sq m (down 2% on the previous year)

Note: The volume of graffiti reported to council had declined compared to the previous financial year.

IMPROVING WASTE EDUCATION

Achievements

We delivered 102 educational presentations and workshops to residents, community groups, schools and kindergartens on recycling using the three-bin system, what to do with tricky waste, organics recycling and composting.

Our Waste and Recycling Education Service responded to more than 100 enquiries from residents about how to correctly dispose of waste that cannot go into kerbside bins.

Challenges/opportunities

Promoting the opportunity to place food waste in the green residential kerbside bin for recycling into compost helped divert further waste from landfill.

What next?

The next audit of kerbside bins will be undertaken in 2014/15 and will help us assess the level of success of our waste diversion strategies.

Tours of our waste and recycling facilities will be held for residents to improve understanding of what happens to their waste and recyclables collected from the kerbside.

TACKLING ILLEGAL DUMPING

Achievements

Our *Don't Dump Your Junk* campaign saw a 20 per cent reduction in reported incidents of illegal dumping from 1602 in 2012/13 incidents to 1291.

Actions included increasing the profile of illegal dumping with tape marked "Illegally Dumped Rubbish Under Investigation", placing message boards at "hot spots", distributing educational flyers and speaking to residents in areas where rubbish was dumped.

In 33 per cent of incidences where illegally dumped rubbish was taped off it was retrieved and disposed of responsibly. Anecdotal evidence suggests in most cases the removal was by the people who dumped the rubbish.

Challenges/opportunities

Electronic waste, including televisions and computers, is growing three times faster than any other type of waste in Australia.

This is being addressed by the National Television and Computer Recycling Scheme which provides sites for households and small businesses to take televisions, computers and peripherals free of charge.

What next?

Community education about the correct disposal of rubbish will continue, along with promoting diversion and recycling, with more materials created to help residents who are not fluent in English.

WASTE COLLECTION SERVICES

Services included scheduled collections of hazardous waste, servicing public litter bins along roadways, at bus stops, reserves and the investigation and removal of dumped rubbish.

Type of waste collected	Incidents/collections 2013/14	Tonnes	Variation from 2012/13
Hard rubbish	11,103 requests	1428	11% increase in collections
Public place litter	22,000 collections	153	11% increase in tonnage
Dumped rubbish	1291 incidents	64	20% decrease in reported incidents

ELECTRONIC AND HAZARDOUS WASTE DISPOSAL

In November 2013 more than 400 vehicles brought 180 cubic metres of electronic waste, including televisions, computers and peripherals to our City Services site for recycling.

A hazardous waste disposal day in March 2014 saw 14 tonnes of material ranging from herbicides to motor oil and paint disposed of for free at an event held in conjunction with ZeroWaste SA and the neighbouring cities of Holdfast Bay and West Torrens.

This drew 536 vehicles, 42 per cent of which were from the Marion Council area.

RECYCLING FOR REUSE SAVED \$174,000

We obtained an Environmental Protection Authority licence for the reuse of operational waste including civil, demolition and green waste for our Southern Recycling Depot.

This saved \$174,000 in alternative disposal costs and diverted more than 6500 tonnes from landfill.

AFTER HOURS EMERGENCY RESPONSE

We responded to 522 after hours calls for removal of hazards from storm damage, flooding, trees, dumping, footpath and road access, offensive graffiti and emergency facility maintenance.

KERBSIDE WASTE COLLECTION AND RECYCLING

A three-bin kerbside collection and recycling service continued to be provided to residents in partnership with Solo Resource Recovery under a common contract with West Torrens and Holdfast Bay councils.

Waste collected	Tonnes collected in 2013/14	Variation from 2012/13
Total residual waste*	18,582	-
Recycled *	6586	1.9% decrease
Green organics	11,475	7.8% increase

* Residual waste includes (and recycled excludes) estimated recycled contamination of 1331 tonnes.

Solo Resource Recovery offset 827 tonnes of carbon associated with its operations within the City of Marion.

CARING FOR OUR COMMUNITY

Community Care services help frail older residents, people living with a disability who are under 65 and their carers to live independently in their own homes.

Funding is provided by Commonwealth and State Government grants (Home and Community Care HACC), client co-payments, and the City of Marion.

Types of services:

- Domestic assistance – long term, short term
- Minor Home Maintenance including gardening
- Minor Home Modifications

- Social Support
- Assessment, client coordination, counseling and advocacy
- Community Bus

SERVICE	No. of clients 2012/13	No. of clients 2013/14	Service provision 2012/13	Service provision 2013/14
Community bus – door to door service	303 clients	256 clients	15,218 one-way trips	15,564 one way trips
Domestic assistance – house cleaning	793 clients	748 clients	14,945 contractor hours	14,652 contractor hours
Social support – helping clients to medical appointments, shops, social inclusion and friendly visiting	424 clients	566 clients	2891 volunteer hours	2911 Volunteer Hours
Home maintenance, minor repairs and gardening	1034 clients	1269 clients	2818 hours	3989 Maintenance hours
Home assessment and client coordination	1873 clients	1495 clients	2428 hours	1934 hours

Service hours and client numbers vary each year according to people's needs.

The small decrease in client numbers and trips for the Community Bus can be attributed to the temporary closure of Cooyinda Neighbourhood Centre – a regular collection point - for renovations in January and February 2014.

Achievements

Community Care services successfully completed an accreditation audit by the Department of Social Services in January 2014.

All three standards and all 18 outcomes were met.

The audit was conducted under the new Commonwealth Government health reform process.

A new, fully-equipped van was purchased to support home maintenance services.

Challenges/opportunities

Major health reforms by the Commonwealth Government are anticipated to be finalised by June 2015.

We will be looking to create opportunities for service improvements and new initiatives to further support residents in line with the outcomes of the reform.

What next?

As funding changes are likely from June 2015, we will review functions and services to ensure residents continue to receive good quality services.

BIOPHILIC

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

MILESTONES

- **OAKLANDS WETLAND OPENS TO THE PUBLIC**
 - **GROWING A GREENER CITY**
 - **CREATING A WATER SENSITIVE CITY**
-

OAKLANDS WETLAND OPENS TO THE PUBLIC

Achievements

The wetland was opened to the public in December 2013. This followed a community open day in August which saw more than 350 visitors learn about its inner workings through guided tours, presentations and a photographic display.

The 2.2 hectare wetland will be capable of capturing, cleaning and distributing up to 400 million litres of stormwater each year which will be used to irrigate 31 council reserves.

About 500 people, including schools and community groups, have participated in guided tours since the wetland opened and the site is developing into a haven for plants and animals.

A network of pipes that will deliver treated stormwater to reserves was completed in mid-2013.

Oaklands wetland is funded by the Commonwealth Government, the Adelaide and Mount Lofty Natural Resources Management Board and Marion Council.

Challenges/opportunities

The wetland was designed as a destination for families and its walking trails, stepping stones and picnic areas have been promoted as a drawcard for the community.

What next?

Over the next year we will focus on bedding down the operations of the wetland, which include complex water systems and wells 70m deep.

A recreation plaza will also be developed along Oaklands Road to provide a "frontage" to the site.

The future of the "Round House" building, which was the site's former driver training centre office, will be considered. The building is unused and requires extensive modifications.

GROWING A GREENER CITY

Achievements

We planted 1475 street trees to attract birds and improve the amenity of the city while our nursery grew about 20,000 native plants for play space upgrades, verges and revegetation sites.

At Lower Field River, pest tree species that reduce water quality were removed and replaced with local native tree species.

The tree canopy at Warriparinga wetlands was supplemented with understorey plantings in a joint project with Darlington Primary School and the Friends of Warriparinga and native grasses were planted at Kenton Reserve, Oaklands Park.

Work to remove pest plants was undertaken and two new “no-mow” zones were established – bringing the total to five – to help rejuvenate native grassland remnants.

To help us monitor and protect native vegetation we mapped and incorporated key sites into our geographic information system.

Challenges/opportunities

Working with the newly formed Friends of Sturt River we are organising planting events, including a Planet Ark Tree Day on 27 July 2014 to revegetate the three-hectare Oaklands Estate Reserve biodiversity corridor.

What next?

We aim to plant 7000 native plants at Oaklands Estate Reserve on Planet Ark Tree Day, add information signs to “no “mow” zones and continue to work with friends groups and Bush for Life to remove weeds and protect remnant native vegetation.

CREATING A WATER SENSITIVE CITY

We are working to become a *Water Sensitive City* by minimising flooding, harnessing the potential of stormwater to overcome shortages and improving waterway health and the landscapes of our city.

Along with the neighbouring City of Holdfast Bay, council endorsed a draft \$23 million plan to prevent flooding and capture and reuse stormwater in the 35 km sq coastal catchment area spanning the two council areas. The plan has been endorsed by the Stormwater Management Authority.

Work began to upgrade the drainage network as part of the \$8.3 million Hallett Cove Creeks Stormwater Management Plan which aims to capture, manage and reuse stormwater while protecting the environment in a 715 hectare catchment area over about 10 years.

A draft Irrigation Management Plan was also produced to secure the future quality of parks and reserves by using water more in a more cost-effective and sustainable manner.

We expanded the stormwater and recycling scheme at Marino public golf course to improve water quality by capturing rainwater for irrigation. This is proving cheaper than pumping groundwater from nearby, which was done previously.

An estimated 1284 tonnes of sweepings and other debris was recovered from roads and drainage side entry pits for complaint disposal.

Gross pollutant debris and silt traps removed an additional 294 tonnes of leaf litter and silt reducing flow-on environmental impacts on local waterway, wetlands and marine environments.

ENGAGING OUR COMMUNITY IN THE ENVIRONMENT

Achievements

We joined the Biophilic Cities Citizen Science program run by the University of South Australia (UniSA) to improve the way our community connects with nature through projects and activities.

A *Coastal Funshop*, the third in a series of community workshops on our coastline, was held at Hallett Cove in October 2013 and attracted more than 300 people who learnt about the environment through family-friendly activities, including a photography competition, exploring rock pools and a Kaurna heritage walk.

More than 30 members of the community attended an educational *Walk in the Wetlands* at Warriparinga in support of *National Close the Gap Day* and *World Water Day*.

A staff *Green at Work* team was formed to promote sustainability in the workplace.

We also ran a community survey to find out what information people want about our environment.

Challenges/opportunities

We are working to educate the community about environmental sustainability by developing activities for our two biggest community events, the *Marion Learning Festival*, which will be held in August 2014 and *Marion Celebrates* which will be held in early 2015.

What next?

Along with UniSA, we will host a community Bioblitz event at Oaklands wetland in August 2014 to survey the site's insects, fish, birds, reptiles, mammals and plants over 24 hours.

The event will run throughout the night and take the form of a community festival and give people direct access to experts from Experts from UniSA, SA Museum, the Department of Environment, Water and Natural Resources and Natural Resources Adelaide and Mount Lofty Ranges.

OTHER ACHIEVEMENTS

ADAPTING TO A CHANGING CLIMATE

We continued to work as part of the Resilient South project - a partnership between the cities of Marion, Mitcham, Holdfast Bay and Onkaparinga, state and federal governments to develop a Regional Climate Change Adaptation Action Plan for the southern Adelaide.

The aim is to ensure the region is resilient to natural hazards associated with climate change, is focused on preparing for and avoiding crises and has captured opportunities in innovation and adapting to a changing climate.

The project has more than 120 stakeholders covering areas from infrastructure and economic development, biodiversity, health and ageing, to education and sport.

Extensive research, engagement and consultation was undertaken which revealed that financial, structural and values-related issues were barriers to adapting to climate change.

The outcomes of the engagement will be used to finalise the regional Resilient South Climate Change Adaptation Plan early in the next financial year, after which we will work as a region to prioritise actions for implementation.

ENVIRONMENTAL MANAGEMENT SYSTEM RECERTIFIED

To help us to understand and manage our environmental risks and impacts, we operate an Environmental Management System (EMS) which is certified to international standard (ISO14001 2004).

This was recertified following an independent external audit.

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.

MILESTONES

- **TONSLEY OPENS FOR BUSINESS**
- **DEVELOPING SMALL BUSINESS**
- **ENCOURAGING ENTREPRENEURS**

TONSLEY OPENS FOR BUSINESS

Achievements

We worked closely with State Government to continue transforming the former Mitsubishi Motors site at Tonsley into an integrated high value employment, education and residential centre expected to attract \$1 billion of private investment.

As a member of joint working groups with Renewal SA and the Department for Manufacturing, Innovation, Trade Resources and Energy (DMITRE) we represented Marion's and the region's interests in infrastructure development, community engagement, economic development, investment attraction and site activation.

There has been considerable progress on delivering the master plan for the 61-hectare site with a significant part of the State Government's \$253 million infrastructure investment underway.

Commercial investors are moving in and contributing to achieving the target of 6300 new jobs. These are:

- Siemens - building an Asia-Pacific maintenance and repair facility
- Tier 5 - establishing a state-of-the-art modular data centre
- Zen Energy Systems - the largest solar provider in SA is consolidating all its operations at Tonsley
- Signostics - an international designer and manufacturer of medical devices
- Basetec - a designer, developer, manufacturer and installer of innovative composite pipe products

The \$125 million Tonsley TAFE opened in January 2014 and more than 800 students a day are heading to the campus which will ultimately host training for 6500 students a year.

Challenges/opportunities

The Tonsley development is attracting significant investment while creating new opportunities for employment and education in the region.

What next?

Flinders University is building a \$120 million School of Computer Science, Engineering and Mathematics which is on track to open in early 2015, bringing university education to the City of Marion for the first time. This is the first of three buildings the university is planning at Tonsley.

Elements of a “town square” will be opened in early 2015 while a master plan for residential development is expected to be completed by late 2014.

DEVELOPING SMALL BUSINESS**Achievements**

A Small Business Support Strategy was adopted by council in September 2013 as part of our commitment to local business.

This saw an increase in financial and in-kind support to Edwardstown Region Business Association (ERBA) which aims to promote business by networking, sharing knowledge and resources and supporting strategic precinct development.

We continued to promote ERBA through advertising and articles in council publications and supported its workshops and networking events so that its membership now stands at almost 90 compared to 10 in 2011.

With funding of \$33,750 from DMITRE we set up a Marion Small Business Advisory Service to provide free one-on-one mentoring and advice to start-ups and small companies.

The advisory service has delivered 200 face-to-face sessions for 165 clients, 122 of which were start-up businesses, since it was launched in October 2013.

Sixty-one people were given guidance on developing new business ideas with five workshops titled “Will your idea work as a business?”

A record 120 people came to a business breakfast at Tonsley, which we ran as part of a bi-monthly series of events with Marion Rotary Club, ERBA and the Small Business Advisory Service.

As part of our focus on the digital economy we liaised with the National Broadband Network on the roll-out of new telecommunications infrastructure. This continued following the Australian Government’s change of emphasis after last year’s federal election but still focuses on encouraging improvements in access to digital infrastructure for our community.

Challenges/opportunities

Working in partnership with state and federal governments, other councils and the business community enabled us to deliver services to grow the local and regional economy.

What next?

We will continue to work with local business to identify and help address its needs and find ways of providing programs that help grow local industry.

ENCOURAGING ENTREPRENEURS**Achievements**

By partnering the New Venture Institute (NVI), the entrepreneurial arm of Flinders University, we provided two scholarships for Marion residents taking part in its Venture Dorm program.

The program helped entrepreneurs develop a sustainable business through workshops and one-on-one mentoring over 12 weeks.

Challenges/opportunities

NVI is seeking to support new innovative businesses in South Australia and will be moving into the Flinders University building at Tonsley in 2015.

This complements our Small Business Support Strategy and creates opportunities to form closer links with Flinders University and NVI.

What next?

We will continue to work closely with NVI to identify ways to develop the economy, including forging links between Tonsley and Cove Civic Centre – a modern library, community and enterprise facility set to open in early 2015.

WORKFORCE DEVELOPMENT AND PLANNING**Achievements**

We continued to chair regional Workforce Development Taskforce activities in Marion and Southern Adelaide to maximise employment and business opportunities generated by major projects.

Three of four State Government targets for workforce participation in the Southern Expressway Duplication project have been exceeded:

- 3.61 per cent of the workforce are Aboriginal (target 2 per cent)
- 20.18 per cent of the workforce are local people with a barrier to employment (target 2 per cent)
- 8.19 per cent of the workforce are apprentices/trainees/cadets (target 7 per cent)
- 2.61 per cent of the workforce are people to be up-skilled through employment on the project (target 3-4 per cent)

About 60 per cent of the Southern Expressway Duplication project workforce was from southern Adelaide.

The taskforce worked with the Department of Further Education, Employment, Science and Technology (DFEEST) to establish an Industry Leaders Group of local business people who meet regularly to address workforce issues.

Challenges/opportunities

The Workforce Development Taskforce has analysed upcoming major projects, including more than 60 projects which will enable it to target funding, skills and employment opportunities.

What next?

We will support local business and employment opportunities for the recently announced \$620 million Darlington upgrade which will be funded by state and federal governments and aims to improve traffic flow on South Road.

Additionally, we will promote local participation in the Tonsley 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.

MILESTONES

- **MIKE TURTUR BIKEWAY OPENED**
 - **CONCEPTS COMPLETED FOR \$1.2M RAILWAY TERRACE REVAMP**
 - **STURT RIVER LINEAR PARK UPGRADED**
-

MIKE TURTUR BIKEWAY OPENED

Achievements

Along with the neighbouring City of Holdfast Bay, we opened the Mike Turtur Bikeway in November 2013 to complete the shared cycling and walking path which runs 9.8kms from Adelaide to Glenelg.

Marion hosts 4.6kms of the bikeway from the Glandore tram stop on South Road to Maxwell Terrace, Glengowrie.

Work on the Marion section of the route began in 2009 and cost \$2.4 million with funding provided by the Department of Planning, Transport and Infrastructure.

Challenges/opportunities

The bikeway promotes alternative forms of transport and health and fitness while providing a route that connects local communities.

We promoted its opening in council publications, a social media campaign and a video on our YouTube channel.

The bikeway has proved popular and there are opportunities to integrate it further with our cycling and walking networks.

What next?

Final landscaping is expected to be completed in August 2014.

We will work with neighbouring councils to look at ways of further enhancing the route.

CONCEPTS COMPLETED FOR \$1.2M RAILWAY TERRACE REVAMP

Achievements

A detailed design for the estimated \$1.2 million redevelopment of Railway Terrace, Ascot Park was developed following community consultation.

The design will include a shared walking and cycling path next to the rail corridor, paving at Ascot Park railway station, solar powered public lighting and speed humps replaced with angled stormwater drains that will also act as traffic control devices.

Challenges/opportunities

Innovative and sustainable concepts were created that are set to transform the street and meet the expectations of local residents with landscaped open space and improved access to public transport while encouraging walking and cycling.

What next?

Once council has endorsed the final design, construction is expected to begin in November 2014.

RENEWAL OF STURT RIVER LINEAR PARK

Achievements

Improvements to this shared walking and cycling route that shadows the Sturt River saw a new pedestrian bridge built to link Oaklands Reserve to Bombay Reserve and the surrounding residential area.

We also renewed the path between Oaklands Road and the train line.

An Open Space grant of \$121,000 was provided by the Department of Planning, Transport and Infrastructure to contribute to the path renewal and construction of the pedestrian bridge.

Challenges/opportunities

The construction of a new pedestrian bridge and path renewal has improved accessibility and links for pedestrians and cyclists.

What next?

The Sturt River Linear Park pathway will continue to be renewed in a staged manner.

IMPROVING ACCESS FOR PEOPLE WITH A DISABILITY

Two sporting facilities have been upgraded to meet disability access standards as part of our \$2.6 million commitment to making our buildings more user-friendly over the next decade.

Clovelly Park Tennis Club and Southbank Tennis Club have been upgraded to meet the Disability Discrimination Act (DDA) at a combined cost of almost \$180,000. Work included installing ramps, doors, disability access toilets and handrails.

DDA standard improvements are scheduled for Cove Sports and Community Club in the coming year.

CITY SERVICES REDEVELOPMENT

Council approved a \$14.3 million budget to redevelop the City Services site on Marion Road which was built in 1962.

Designs were developed to build a site that will deliver high quality services to the community, including the construction and maintenance of parks, playgrounds, footpaths, roads and stormwater drainage for the next 40 years.

A short list of construction companies was drawn up following a tender.

FOOTPATHS RENEWED

We installed 2.1kms of paved footpaths worth \$245,000 as well as coloured paving as part of the Marion Historic Village project and began a review of the footpath network.

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.

MILESTONES

- **CONSTRUCTION OF COVE CIVIC CENTRE BEGINS**
 - **RAJAH STREET RESERVE TRANSFORMED**
 - **INCLUSIVE PLAY SPACE FOR OAKLANDS**
-

CONSTRUCTION OF COVE CIVIC CENTRE BEGINS

Achievements

Construction of the \$13.4 million library, community and enterprise centre began in October 2013.

The venue was named “Cove Civic Centre” by a local resident following a community competition.

Agreements were finalised with the nearby Baptist and Lutheran churches to develop shared car parking on their properties.

Steel work and external cladding progressed on schedule and the internal fit out began.

Cove Civic Centre is funded by the City of Marion and the Commonwealth Government.

Challenges/opportunities

The site where the centre is being built is extremely compact and the support of the nearby Baptist and Lutheran churches has enabled shared car parking to be developed on their properties.

Work also includes the redevelopment of the adjacent Ragamuffin Drive into a shared vehicle, pedestrian, cyclist and car parking area.

The centre is on track to become an important civic space for southern Marion.

What next?

Cove Civic Centre is scheduled to open in early 2015 when the existing Hallett Cove library will close and its operations move to the new venue.

The centre will cater for about 130,000 visitors a year and feature a business enterprise centre, a community hall for up to 280 people, meeting rooms and a modern library with an estimated 35,000 books, e-books, magazines and DVDs.

RAJAH STREET RESERVE TRANSFORMED

Achievements

Rajah Street Reserve at Oaklands Park was transformed from an underused site into a multi-use sport and recreation ground following a makeover worth \$300,000 in partnership with the Roger Rasheed Sports Foundation.

The foundation's first national project saw it provide \$200,000 through fundraising and grants while council contributed \$55,000 along with design and project management expertise and a donation was received from Tennis Australia.

The reserve was opened by international tennis coach Roger Rasheed in April 2014 and includes two multi-purpose sports courts, a 40m running track, an irrigated grassed area, soccer goals, playground and pathways.

Challenges/opportunities

Central to 410 households, the reserve was developed to improve the health of children by giving them the opportunity to participate in sport and exercise.

The project was driven by local residents who were involved in everything from developing concepts to community celebrations over 18 months.

What next?

We will work with the foundation to organise sports coaching and activities on site to encourage children to exercise and connect with local sporting clubs.

INCLUSIVE PLAY SPACE FOR OAKLANDS

We began developing a partnership with the Touched by Olivia Foundation (TBOF) to deliver an inclusive play space for children of all abilities at the southern end of Oaklands Estate Reserve.

The play space will be the first of its type in SA and there will be further community consultation on the design.

ENGAGED

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

MILESTONES

- **COMMUNITY CAPACITY BUILDING PROJECTS DRAW 2000 PEOPLE**
 - **\$75,000 OF COMMUNITY GRANTS AWARDED**
 - **BOOSTING SPORTING AND RECREATION CLUBS**
-

COMMUNITY CAPACITY BUILDING PROJECTS DRAW 2000 PEOPLE

Achievements

We worked on four projects with residents to empower them to strengthen their communities by identifying and developing the type of neighbourhoods in which they wanted to live.

This involved residents in Park Holme / Plympton Park, Rajah Street Reserve, Oaklands Park and Trott Park and environmental groups.

Participants developed projects ranging from community gardens, live music in reserves, Christmas parties, building a wood oven and welcoming new arrivals to involving young people in sport.

More than 2000 community members attended events and programs.

Challenges/opportunities

Increasing interest in community capacity building projects has led to us providing training so groups can implement their own programs, which expands their skills and makes projects more sustainable.

What next?

We will continue to help existing and new groups run activities and programs that build strong community connections.

\$75,000 OF COMMUNITY GRANTS AWARDED

Achievements

We provided \$75,000 of Community Grants to help 36 clubs and organisations fund projects for community benefit.

The value of the grants was \$271,525 when taking into account the 5336 volunteer hours they generated, in-kind support and donations.

The grants supported work in arts and culture, recreation, the environment and community development.

Challenges/opportunities

To improve access to grants, we provided support for people who required help completing applications.

What next?

We will continue to ensure that the grants are accessible to a wide range of groups and meet the changing needs of the community.

BOOSTING SPORTING AND RECREATION CLUBS**Achievements**

We supported recreation and sports clubs by providing a range of services, including:

- Developing a new Community and Recreation Funding Guide which lists hundreds of grants available for clubs and provides tips for applications
- STARCLUB mentoring and workshops for sports clubs which included support with strategic planning, governance, risk management, occupational health and safety and volunteer management. STARCLUB is an initiative of the South Australian Office for Recreation and Sport which aims to help clubs improve the way they are run.
- Coordinating Over 50s Network and Club Forums in conjunction with COTA SA which provided sports, church, service and seniors clubs with information about volunteering, supporting members with a disability and social media.

Challenges/opportunities

Specific clubs were identified for STARCLUB mentoring to give them the opportunity to improve and become sustainable.

What next?

We will continue to develop clubs by identifying opportunities for STARCLUB mentoring.

NUMBERS OF VOLUNTEERS INCREASE**Achievements**

The number of registered volunteers rose from 381 to 412.

The financial value of their contribution was worth \$1,180,789, the same as the previous year, as the increased number of volunteers meant duties could be better shared.

Volunteers supported a wide-range of programs, including the Community Bus, Community Care - Social Support and Home Maintenance, Justice of the Peace and Crime Prevention – graffiti removal.

The financial value of volunteer hours is calculated at the rate recommended by the Australia Bureau Statistics.

Challenges/opportunities

To support our volunteers we provided free training and development covering autism awareness, an introduction to volunteering and creating child safe environments.

We also conducted a review of volunteer recognition for both City of Marion volunteers and those in the broader community.

Additionally, we began reviewing volunteer positions, implemented actions in our Volunteer Management Operations Manual and introduced an annual survey.

What next?

We will participate in a trial with the Local Government Association of SA to make it easier for volunteers to work in different council areas and provide free training in making child safe environments and introducing people to volunteering.

COVE YOUTH SERVICE**Achievements**

We worked with 41 stakeholders, including Mission Australia, Community Partnerships at Work, Grow SA and schools to deliver 167 programs to more than 2000 young people.

Activities ranged from supporting young people with mental health issues to helping parents through their children's teenage years.

Developing strong connections with key stakeholders, including schools, NGOs, church groups and youth groups and peak bodies from sports and recreation and the arts helped us provide leadership in the youth sector.

Challenges/opportunities

Having a number of agencies work out of our building, including Workskil, Carers SA and Mission Australia helped us build close relationships with these organisations.

What next?

As well as looking for opportunities to work with other teams within council, including those in arts and culture, sport and recreation, libraries and neighbourhood centres, we will advocate for youth at local, state and national levels.

YOUTH ADVISORY COMMITTEE**Achievements**

A new Youth Advisory Committee (YAC), which advises council on issues facing young people, was recruited from schools, service and social groups as well as nominations provided by stakeholders.

Actions included:

- Planning and running the annual Youth Recognition Awards which acknowledged the achievements of 26 young people in front of 200 guests
- Helping develop a school holiday program for local youth
- Helping plan and participating in the Anzac Day Eve Youth Vigil
- Developing a youth survey that was distributed via iPads at events to form the basis of a regional consultation

Challenges/opportunities

We began exploring a new opportunity to get involved in youth radio

What next?

Continuing the actions in the YAC Plan will see participation in two council and youth events, policy ideas developed and bi-monthly reporting to council.

MARION LEARNING FESTIVAL**Achievements**

The festival ran from 23 to 26 August 2013 and highlighted lifelong learning opportunities to more than 2500 participants through 80 events covering careers, business, health, arts and technology at council venues.

It included the first *Speed Date a Sustainability Expert* event to be held in South Australia, which was run in partnership with the Alternative Technology Association.

The “speed dating” gave 120 people the chance to find out how to modify their homes and gardens to be more sustainable.

Challenges/opportunities

To support the expanding festival, which was in its 13th year, we partnered TAFE and universities to give event management students work placements and enlisted the support of volunteers.

What's next?

We developed a partnership with the new Tonsley TAFE which will see the site be the focal point for events during the 2014 *Marion Learning Festival* in August.

Introducing a new venue aims to open the festival up to a new audience and enhance activities by making use of a new state-of-the art learning facility.

EXCELLENCE IN GOVERNANCE

MILESTONES

- **IMPLEMENTATION OF COUNCIL'S PERFORMANCE EVALUATION**
 - **INDEPENDENT COMMISSION AGAINST CORRUPTION**
 - **COUNCIL RESOLUTIONS ON TRACK**
-

WHAT IS GOVERNANCE?

Governance can be defined as the framework of rules, relationships, systems and processes within and by which decisions are made and controlled within council. It is the mechanism by which council is accountable to achieving goals and providing services to its community.

Excellence in Governance occurs when everything council does is underpinned by accountability, integrity and openness and transparency.

Council and staff are committed to acting responsibly, ethically and with the highest standards of integrity to ensure that services are continually structured and delivered in a manner that meets the needs of the community.

To achieve Excellence in Governance, council has structured its decision making forums to ensure that 'on the ground' governance is practical, value adding and transparent.

EVALUATING COUNCIL'S PERFORMANCE

Council evaluates its performance with a self-assessment effectiveness survey to gauge its effectiveness, identify what areas are the most important and find areas for improvement.

The survey covered the key areas of:

- | | |
|---|---|
| • Council composition | • Conduct of council meetings |
| • Council structure and purpose | • Reporting and information flow |
| • Council leadership, teamwork and management relationships | • Oversight of strategy, planning and performance |
| • Council agenda, meeting arrangements and minutes | • Oversight of other matters |

THE ROLE OF COUNCIL

The City of Marion is established to provide for the government and management of the council area at the local level, and in particular:

- To act as a representative, informed and responsible decision-maker in the interests of its community.
- To provide and co-ordinate various public services and facilities and to develop its community and resources in a socially just and ecologically sustainable manner.
- To encourage and develop initiatives within its community for improving the quality of life of the community.
- To represent the interests of its community to the wider community; and to exercise, perform and discharge the powers, functions and duties of local government under this and other acts in relation to the area for which it is constituted.

REPRESENTATION

The City of Marion is represented by 13 elected members, comprising a mayor and 12 councillors representing six wards. The mayor is elected from the whole community, while councilors are elected by voters in their wards.

Council appoints a deputy mayor for 12 months from November to November each year. Councillor Tim Pfeiffer was elected deputy mayor in November 2013.

The 13 elected members represent a total of 60,882 electors across the City of Marion. The quota for the City of Marion is one member to 4,683 electors. Councils of a similar size have the following quotas:

Representation Quotas

Council	No. of Elected Members including the Mayor	Electors	Quota
Adelaide	12	10913	909
Port Adelaide Enfield	18	76048	4,224
Charles Sturt	17	77712	4,571
Marion	13	60882	4683
Salisbury	17	86990	5117
Onkaparinga	21	115087	5480
Tea Tree Gully	13	71118	5470

Ward boundaries are determined by comparing the average ratio of elector numbers for the area with the actual ratio in any one ward. Regulation 4A of the Local Government (General) Regulations 2012 provides that the Minister for State/Local Government Relations will determine the relevant period under which a council is required to undertake a Representation Review to determine whether the community would benefit from an alteration to its composition or ward structure.

The Minister determined by notice in the SA Gazette on 31 May 2012 that the City of Marion undertake a Representation Review between October 2012 and October 2013. The City of Marion began a review of its representation in August 2012 and completed this process in September 2013. The review was undertaken in accordance with the requirements of Section 12 of the Local Government Act 1999. The existing ward structure was retained but minor adjustments were made to the boundaries.

DECISION MAKING STRUCTURES OF COUNCIL

Decisions of the council are made through various council meetings, committee meetings or by staff through delegated authority. Informed decision making is critical to ensure that decisions are made in the best interest of the wider community. Council's formal decision making structure comprised:

- **General Council** which meets on the second and fourth Tuesday of each month
- **Strategic Directions Committee** (section 41 Committee) which meets on the first Tuesday of the month, bi-monthly.
- **Audit Committee** which meets five times per year.
- **Development Assessment Panel** which meets on the first and third Wednesdays of each month.

These meetings are open to the public. Documentation for each meeting (notice of meeting, agenda with reports, attachments and minutes) are available through council's Administration Building, website, and libraries. Hard copies are also available at the meeting.

GENERAL COUNCIL MEETINGS

Council held 22 General Council Meetings and one Special Council Meeting, totaling 23 meetings for 2013/14. Attendances at meetings were:

Member	Meetings Held	Attended
Mayor (Felicity-ann Lewis)	23	19
Councillor Allen	23	14
Councillor Appleby	23	22
Councillor Bouwens	23	22
Councillor Campbell	23	19
Councillor Connor	23	18
Councillor Habib	23	21
Councillor Hull	23	22
Councillor Hutchinson	23	16
Councillor Speirs*	16	16
Councillor Pfeiffer	23	22
Councillor Verrall	23	22
Councillor Veliskou	23	23

*Note: Councillor Speirs resigned on 21 March 2014 to take up a seat in State Parliament. His figure represents his attendance up until this date.

STRATEGIC DIRECTIONS COMMITTEE

Achievements

The Strategic Directions Committee was established in late 2011 to plan for the future of the City of Marion in partnership with the community. The committee comprises full council and four independent members with expertise in economic development, technology, strategy, environment and urban planning and design. Cr Luke Hutchinson was elected in October 2013 as the presiding member for the 2014 calendar year, following Cr Bruce Hull from 2013.

Five formal meetings focused on:

- Southern Growth Corridor Structure Planning Process
- Key policy initiatives
- Strategic Management Framework
- Sustainable Urban Design
- Draft Council Plan
- Asset Management Plans
- Seacliff Park Residential and Centre DPA

The Strategic Directions Committee met bi-monthly during 2013/14 with attendances as follows:

Member	Meetings Held	Attended
Councillor Hull (Chair July - October 2013)	5	5
Councillor Hutchinson (Chair February – June 2014)	5	5
Mayor Lewis	5	3
Councillor Allen	5	1
Councillor Appleby	5	3
Councillor Bouwens	5	5
Councillor Campbell	5	5
Councillor Connor	5	5
Councillor Habib	5	3
Councillor Pfeiffer	5	4
Councillor Speirs*	3	1
Councillor Verrall	5	3
Councillor Veliskou	5	5
Independent members		
Mr John Bastian	5	4
Mr Darren Bilsborough	5	5
Professor Chris Daniels	5	5
Mr Marty Gauvin	5	5

*Note: Councillor Speirs resigned on 21 March 2014 to take up a seat in State Parliament. His figure represents his attendance up until this date.

Challenges/opportunities

Independent members have worked with council to enhance strategic planning and brought specialist skills that will help develop the city.

What next?

The committee is focused on completing community plans and incorporating 'Access and Inclusion' to all facets of strategic planning for the City of Marion.

AUDIT COMMITTEE

The City of Marion's Audit Committee has been in operation since 2006.

The committee provides independent and objective advice to council. It assists council to accomplish its objectives by contributing to a systematic and disciplined approach to evaluating and improving the effectiveness of financial management, risk management, internal controls and governance processes. The committee meets five times per year, and at least once per year with full council.

The committee comprises three independent members and one elected member. The elected member representative is appointed for 12 months. In October 2013, Mr Bill Cossey, who had been the chairperson since the commencement of the Audit Committee retired from the Committee. Mr Greg Connor was then appointed to the Committee and appointed as Chair person.

The Audit Committee has reviewed and provided advice on:

- Council's Long Term Financial Plan
- Claims and Insurance activities
- Various reviews completed by BDO
- Annual Financial Statements
- ICT Service Review
- Prudential Management Policy
- Reserve Fund Policy Review
- Business Continuity Management Review
- Asset Management
- Ombudsman Annual Report

The Audit Committee met five times. Attendances at meetings were:

Member	Meetings Held	Attended
Mr Bill Cossey (Chairperson – til October 13)	2	2
Mr Greg Connor (Chairperson – from October 13)	3	3
Ms Cathy Cooper	5	5
Mr Lew Owens	5	5
Councillor Tim Pfeiffer (Elected Member Rep – til October 13)	2	2
Councillor Frank Verrall (Proxy)	1	1
Councillor Alice Campbell (Elected Member Rep – from October 13)	3	3

DEVELOPMENT ASSESSMENT PANEL

Council's Development Assessment Panel is constituted in accordance with the Development Act 1993. The task of the panel is to assess proposed development against the Development Plan, which sets out the planning policies applicable to the council area.

In doing so, the panel assesses the 'pros and cons' of an application. This involves judgment based on whether a development satisfied, or is at variance with the policies set out in the Development Plan. Council's Development Assessment Panel comprises of seven members appointed by council. Three are members of the council while the others are independent members with experience in development related disciplines.

The Development Assessment Panel met 17 times. Attendances at meetings were:

Member	Meetings Held	Attended
Ms Rebecca Thomas (Presiding Member)	17	16
Ms Jenny Newman	17	15
Councillor Cheryl Connor	17	13
Ms Wendy Bell	17	13
Mr Phil Smith	17	16
Councillor Frank Verrall	17	17
Councillor Luke Hutchison	17	15

DELIVERING COUNCIL RESOLUTIONS

Council resolutions are tracked through a centralised process to support efficient and timely actions following formal decisions. The total number of resolutions tracked was 1161, with 1116 completed or on track equating to 96.1%.

ELECTED MEMBERS' ALLOWANCES

The *Local Government Act 1999* and the Local Government (Members Allowances and Benefits) Regulations 2010, provides for the payment of elected members' allowances.

An elected member is entitled to an annual allowance which is determined every four years by the Remuneration Tribunal of South Australia. The tribunal's determination in 2010 provides for a CPI increase each financial year and hence, throughout 2013/14, elected members received the following allowance:

Mayor	\$74,372
Deputy mayor	\$23,241
Elected members	\$18,593
Fees for the Audit Committee members were set by council resolution:	
Audit Committee chairperson	\$1,200 per meeting
Audit Committee members	\$1,000 per meeting
Elected Member representative	nil
Fees for the Strategic Direction Committee members were set by council resolution:	
Independent members	\$1,000 per meeting
Elected member representatives	nil
Fees for the Development Assessment Panel members were set by council resolution:	
Presiding member	\$500 per meeting
Independent members	\$350 per meeting
Elected member representative	\$200 per meeting

ELECTED MEMBER TRAINING AND DEVELOPMENT

Throughout 2013/14 Elected Members have attended on-going training and development based on current council business and their own professional development requirements.

Key topics covered included

- Council Members Code of Conduct training
- Implementation of Independent Commission Against Corruption Act and Office of Public Integrity
- Aboriginal Cultural Awareness Training

A number of Elected Members attended various conferences on topical issues which included:

- Murray Darling Association Annual Conference.
- The Local Government Association Annual Conference
- Dynamic Cities – Vibrant, livable and innovative. 14 International Cities Town Centre & Community Conference

A delegation of three Elected Members travelled to Canberra in June 2014 to attend the National General Assembly of Local Government 2014. This forum provides Council with the opportunity to discuss and debate the issues of concern to Local Government across Australia. It attracted more than 900 delegates including mayors, councillors and senior officers from councils across Australia. The theme for this Assembly was 'Getting Down to Business'.

SENIOR EXECUTIVE SALARY PACKAGES

Council has four senior executives whose salary packages include the use of a motor vehicle and allows for private use.

Salary packages for the four senior executives, including superannuation and the use of a motor vehicle, ranged from \$190,000 to \$299,800.

CONFIDENTIAL ITEMS

The City of Marion is committed to the principal of open and accountable government. Council also recognises that on occasions it may be necessary in the broader community interests to restrict public access to discussions and/or documents. During 2013/14, council either directly or via one of its committees considered 19 items in confidence in accordance with section 90 of the Local Government Act 1999 and ordered that documents be kept confidential in relation to matters in accordance with section 91(7) of the Local Government Act 1999.

The grounds on which the council or council committee considered the matters and determined to exclude the public from the discussion and related documentation is outlined in the table below:

Section items considered under	No of items
3(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).	8
3 (b) information the disclosure of which— (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and (ii) would, on balance, be contrary to the public interest;	2
3 (e) matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person;	3
3 (f) information the disclosure of which could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial;	3
3 (g) matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;	7
3 (h) legal advice	4
3 (k) tenders for the supply of goods, the provision of services or the carrying out of works	2
3 (m) information relating to a proposed amendment to a Development Plan under the <i>Development Act 1993</i> before a Development Plan Amendment proposal relating to the amendment is released for public consultation under that Act;	2

A total of 21 confidential reports were released this financial year including;

March 2014

- Oaklands Regeneration Project – Report, Appendix and Minutes
- City Services Redevelopment – Report
- How we work together – Report and Minutes (item 184)
- How we work together – Report and Minutes (item 185)
- How we work together – Report and Minutes (item 189)
- How we work together – Report and Minutes (item 191)
- Ombudsman's Own Initiative Investigation – Report and Appendix (item 198)

February 2014

- State Aquatic Centre – Report (item 2)
- State Aquatic Centre – Report and Minutes (item 3)
- State Aquatic Centre – Report and Minutes (item 8)
- State Aquatic Centre Federal budget submission – Report and Minutes (item 30)
- State Aquatic Centre GP Plus Concept Proposal – Report and Minutes (item 80)
- State Aquatic Centre Letter of Agreement – Report and Minutes (item 95)

December 2013

- External Audit Tender Audit Committee - Report and minutes from (item 73)
- Audit Committee Confidential Minutes – Report and minutes from (item 75)
- External Audit Tender – Report and minutes (item 76)
- Acquisition of Land and Jervois Street, Plympton – Report, appendix and minutes (item 149)
- Development Assessment Panel – Appointment of four independent members to the panel – Report, appendix, minutes (item 152)
- Ombudsman Provisional Report – Report, appendix and minutes (item 162)
- Marion Cultural Centre Design by Competition – Report, appendix and minutes (item 173)
- Marion Outdoor Swim Centre - Report and minutes (item 196)

PUBLIC PARTICIPATION

Members of the public have a number of opportunities to present their views on issues to council.

Council meetings:

Presentations/Deputations

With the prior notification and permission of the mayor or a committee chairperson, a member of the public can address the council or a committee of council personally or on behalf of a group of residents for five minutes on any relevant issue.

Petitions

Written petitions can be addressed to council on an issue within the council's jurisdiction and are presented to the next meeting of the council following their receipt.

Community Consultation

Council's Community Consultation Policy was adopted in 2010 and seeks to continue moving council further from a 'we rule' approach to 'we build'. 'We rule' is where council makes decisions with little or no community input. 'We build' promotes collaboration with local communities to work together to achieve shared goals. The City of Marion values effective consultation in developing positive relationships with its community and recognises that their input is valuable in its decision making process.

DELEGATION TO THE CEO (AND STAFF)

Council has provided the chief executive officer and other officers with the delegated authority to make decisions on a number of specified administrative and policy matters. The council reviews these delegations annually.

In keeping with legislative requirements, council:

- Determines the policies to be applied by the council in exercising its discretionary powers.
- Determines the type, range and scope of projects to be undertaken by the council.
- Determines the resources which are to be made available to undertake such works and services.

ETHICAL STANDARDS AND PERFORMANCE

The Code of Conduct for elected members continues to ensure that all activities of council are conducted legally, ethically and with the strict observance of the highest standards of integrity and propriety.

New legislative provisions implemented in September 2013 with the introduction of ICAC.

The Code of Conduct is council's public declaration of the expected standards of behaviour and the manner in which individual elected members will conduct themselves in carrying out their duties.

The City of Marion also has an Employee Code of Conduct that sets out the expected standards of conduct for all employees.

POLICIES

One of the most important roles of council is to participate in making policy and decisions on behalf of the community. An essential part of policy making is identifying community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources.

Policies adopted by council are identified in the Freedom of Information Statement found later in this report.

REGISTERS

Following is a list of registers kept by council:

- Register of Interests – Elected Members
- Register of Interests – Staff
- Register of Elected Members' allowances and benefits
- Register of staff salaries and benefits
- Register of campaign donations
- Register of Public Streets and Roads
- Register of Elected Members' gifts and benefits
- Register of Community Land
- Register of Fees and Charges
- Register of By Laws

CODE OF PRACTICE

Following is a list of Council Codes of Conduct or Practice, adopted in accordance with the Local Government Act 1999 or the Local Government (Elections) Act 1999 and Local Government (Procedures at Meetings) Regulations 2000:

- Code of Conduct – Council Members
- Code of Conduct - Employees
- Code of Practice – Access to meetings and documents
- Code of Practice – Procedures at Meetings

REVIEW OF DECISIONS

As required by the Local Government Act 1999 the Council has developed a procedure for the Review of Decisions, outlining how decisions of Council or other people acting on behalf of council are reviewed.

SECTION 270 REVIEW

Council's internal review of a council decision policy and procedure is available from the City of Marion website.

Council commenced four reviews of a council decision, completing three of these reviews within the financial year. Two reviews related to barking dog complaints and two reviews related to road/traffic treatments.

The original decisions were maintained, however opportunities for improvement to systems and processes were also identified.

ACCESS TO COUNCIL DOCUMENTS

The following documents are available for public inspection and/or purchase at the council office at 245 Sturt Road, Sturt between 8.30am and 5pm, Monday to Friday. Some of the documents listed are also available on our website at www.marion.sa.gov.au.

The cost for copies is determined by council's Fees and Charges Schedule, which is adopted by council on an annual basis.

- Acquisition and Disposal of Land Assets Policy
- Annual Business Plan and Budget
- Annual Report
- Assessment Record
- Asset Accounting Policy
- Asset Management Policy
- Audit Committee Policy
- Audit Committee Terms of Reference
- Audit Committee Meeting Agenda, Reports and Minutes
- Audited Financial Statements
- Borrowings Policy
- City Limits Publications Policy
- Charters of Council Subsidiaries
- Code of Conduct
- Code of Practice – Access to Meetings and Documents
- Code of Practice – Procedures at Meetings
- Community Awards and Recognition Policy
- Community Consultation and Engagement Policy
- Community Garden Policy

- Complaints and Review of Decision Policy and Procedure
- Control Of Election Signs Policy
- Council By-Laws
- Council Grants Policy
- Customer Service Policy
- Development Assessment Panel Agenda, Reports and Minutes
- Disposal of Assets other than Land Policy
- Disposal Of Assets Policy
- Donations and Sponsorship Policy
- Economic Development Policy
- Elected Members Expenses, Benefits, Support and Facilities Policy
- Elected Members Publications Policy
- Election Campaign Donation Returns
- Elections Caretaker Policy
- Equal Opportunity Discrimination Harassment and Workplace Bullying Policy
- Fees and Charges Policy
- General Council Meeting Agenda, Reports and Minutes
- General Environmental Policy
- How We Work Together Policy
- Information Technology – Provision and Use of Equipment (Elected Members)
- Internet and Email Access and Usage Policy
- Investment Policy
- Kerbside Waste and Recycling Policy
- Leasing/Licensing of Council Owned Facilities Policy
- Liquor Licence Applications Policy
- Long Term Financial Plan
- Marion Library Service Conditions for Customers
- Memorial Policy
- Order Making Authority
- Petitions Policy
- Planning Application Register
- Planning applications by consent
- Procurement Policy (Contracts & Purchasing)
- Professional Development - Elected Members Policy
- Prudential Management Policy
- Public Consultation Policy
- Rating Policy
- Records and Document Management Policy
- Register of Community Land
- Register of Elected Members Allowances and Benefits
- Register of Employees' salaries, wages and benefits
- Register of Fees and Charges levied by Council
- Register of Interests of Elected Members
- Register of Public Streets and Roads
- Remuneration Packaging – Motor Vehicles (Jan 2013)
- Replacement of trees and shrubs policy
- Reserve Funds Policy
- Risk Management Policy
- Roads Opening And Closing Policy
- Schedule Of Delegations And Sub-Delegations
- Sister Cities Policy
- Social Media Policy

- Strategic Management Plans
- Supplementary Development previously on exhibition
- Strategic Directions Committee Agenda, Reports and Minutes
- Temporary Signs and Banners Application Policy
- Treasury Management Policy
- Tree Management Framework
- Tree Management Policy
- Vacancy Management Policy
- Voters' Roll
- Whistleblower Policy

FREEDOM OF INFORMATION APPLICATIONS AND STATEMENT

The Freedom of Information Statement is published annually by the City of Marion in accordance with the requirements of the Freedom of Information Act 1991. The City of Marion received 13 Freedom of Information applications for the 2013/14 financial year.

In summary:

Number of applications	11
Determined	7
Transferred in Full	1
Withdrawn	2
Full release	1
Unfinished	1
Partial release	3
Refused access	3

Inquiries or requests for information under the Act, should be forwarded to:
 Freedom of Information Officer
 City of Marion
 PO Box 21
 Oaklands Park SA 5046

Freedom of Information Statement

This information statement is published annually by the City of Marion in accordance with the requirements of the Freedom of Information Act 1991.

ACCOUNTABILITY

Competitive tendering

In procuring goods, services and construction works, the City of Marion will seek to maximise value for money at an acceptable level of risk to support the delivery of infrastructure, facilities and services which maximise the benefit to the community.

Public tendering is generally required for contracts valued more than \$50,000 to ensure costs incurred in promoting competition are commensurate with the benefits received.

The City of Marion is also part of a co-operative purchasing group, Council Solutions, comprising six large metropolitan councils. Council Solutions procures commonly used goods, services and works where a benefit can be obtained by aggregating the requirements of the participants. Council Solutions contracts are subject to public tender.

National Competition Policy – Clause 7 Statement Reporting

In accordance with the reporting requirements of the Clause 7 Statement on the application of Competition Principles to Local Government under the Competition Principles Agreement, the City of Marion has no significant business activities to report. Subject to the Competition Principles Agreement the City of Marion wherever possible will incorporate the following preferences into Council's decision making in regard to purchasing processes:

- Competitive goods, services and construction works that are environmentally sustainable
- In any procurement process, where all other factors are equal, the City of Marion may favour the engagement of local suppliers, that is those operating within the Marion Council area boundaries, to the extent permitted by law for goods, service and construction works.

OTHER INFORMATION REQUESTS

Initial inquiries regarding access to or copies of information not covered above should be directed to the freedom of information officer at the Administration Centre, 245 Sturt Rd Sturt. Formal applications will be responded to within the statutory requirements.

AMENDMENT OF COUNCIL DOCUMENTS

Should any member of the public consider that any document they have accessed is incorrect, incomplete, misleading or out of date, they may request an amendment by writing to the freedom of information officer.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

The Southern Region Waste Resource Authority (SRWRA) is a section 43 Authority of the Cities of Marion, Holdfast Bay and Onkaparinga.

Under its Charter, SRWRA is responsible for providing and operating waste management services on behalf of the Constituent Councils and ensuring that a long-term Waste Management Strategy exists in the southern region of Adelaide.

Section 43 of the Local Government Act allows two or more councils to establish a Regional Subsidiary to carry out any projects on behalf of the councils or to perform any function or duty of the councils under the act or any other act.

SRWRA is managed by a board of 10. Each council provides three representatives with the 10th being an independent expert in business or waste management. The board is chaired by the independent member. The chairperson has a deliberate vote only.

The equitable interest of the constituent councils in the authority is agreed as follows:

These proportions are:

City of Holdfast Bay	15 per cent
City of Marion	30 per cent
City of Onkaparinga	55 per cent

The Annual Report and audited financial statements for the 2013/14 financial year have been prepared in accordance with Schedule 2 (28) of the Local Government Act 1999.

COUNCIL SOLUTIONS

Council Solutions is a section 43 Authority established on 20 December 2012. It is owned in equal parts by the Cities of Adelaide, Charles Sturt, Marion, Onkaparinga, Salisbury and Tea Tree Gully.

Under its Charter, Council Solutions is responsible for managing selected procurement and service delivery on behalf of the constituent councils. A key objective is to secure best value and value for money in these activities to improve the financial sustainability of the constituent councils for the benefit of their communities and ratepayers.

Council Solutions is managed by a board of seven. Each council provides one representative, its chief executive officer, with the seventh being an independent person with has expertise relevant to the activities of the authority. The board is chaired by the independent member. The chairperson has a deliberate vote only.

The Annual Report and audited financial statements for the 2013/14 financial year have been prepared in accordance with Schedule 2 (28) of the Local Government Act 1999.

COMMUNITY LAND MANAGEMENT PLANS

A review of Community Land Management Plans has begun and is expected to be completed in the 2015/16 financial year.

Under section 96 of the Local Government Act 1999, council is required to prepare and adopt a Community Land Management Plan for its community land if the land has been or is to be specifically modified or adapted for the benefit or enjoyment of the community.

FINANCIAL MANAGEMENT

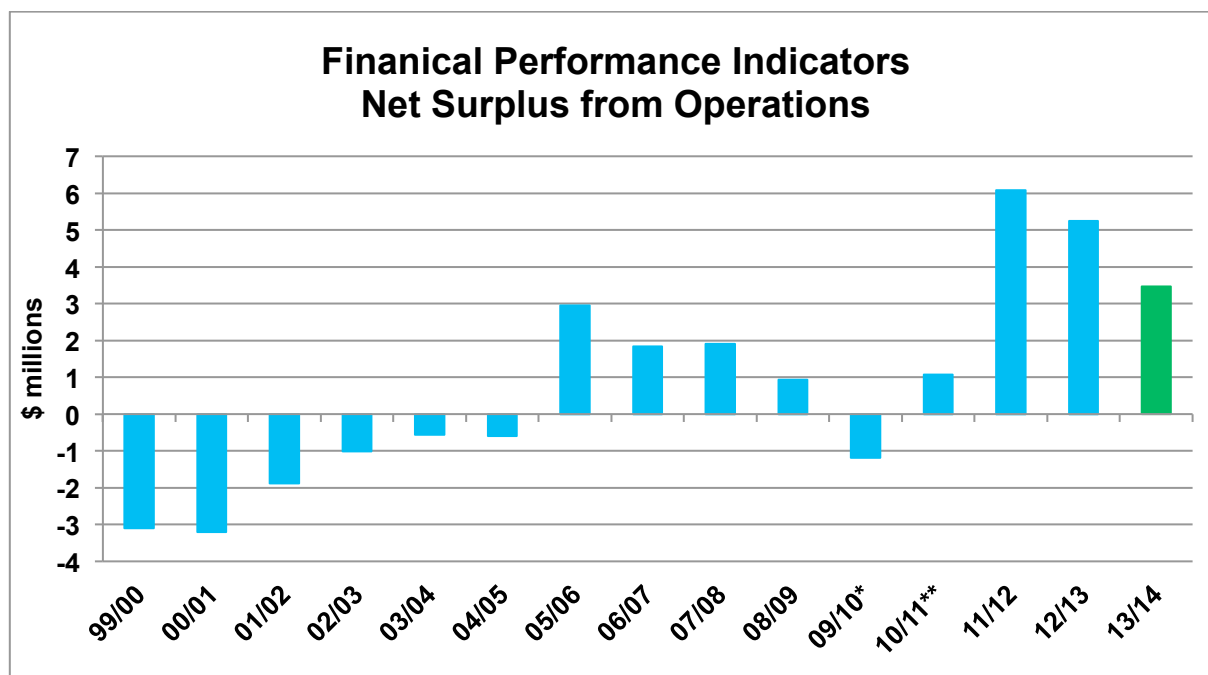
Cash Flow Statement

The Cash Flow Statement details the cash movements for the year ended and reconciles with Note 10 of the Annual Financial Statements.

The Statement indicates a closing cash balance of \$28.0m compared with \$22.4m in 2012/13. A significant portion of the cash position is committed to carryovers, unexpended grants and retimed works (\$22.0m). It also includes new borrowings of \$9 million which were taken out at the end of June 2014 for the Cove Civic Centre (CCC) to take advantage of favourable interest rates. These Council approved funds will be used progressively during the construction of the CCC through to its planned completion in early 2015.

Statement of Comprehensive Income

The Statement of Comprehensive Income details Council's revenues and expenses for the reporting period and reveals a surplus on operations (before capital revenues and contributed assets) of \$3.467m. The target set in Council's Long Term Financial Plan is to "maintain a financial position at an average of Category 3 over any five financial years". This has been achieved with an average operating surplus over the last five years of \$2.939m. It should be noted that this level of operating surplus is required to maintain Council's assets in accordance with its Asset Management Plans.



* The underlying operating surplus for 2009/10 after adjusting for the once-off Domain Land transfer for the SA Aquatic and Leisure Centre is \$4.787m.

** The underlying operating surplus for 2010/11 after adjusting for the once-off cash contribution for the SA Aquatic and Leisure Centre is \$6.078m

Key Operating Ratios

Council's framework for setting the Annual Business Plan and Budget and LTTP includes "Maintain a financial position at an average of category 3 over any five consecutive years, with a primary focus being on Cash Flow and Funding" (GC240614R03). In line with this, the Audit Committee has requested that a report be provided to it with measures which reflect cash flow and funding indicators and it is intended that these will be included with the future Annual Accounts.

OPERATING SURPLUS RATIO	2014	2013	2012	2011	2010
<u>Operating Surplus (before capital revenues)</u>	6%	9%	11%	2%	(3%)
Rates - general and other less NRM levy					

This ratio expresses the operating surplus (deficit) as a percentage of general and other rates, net of rebates. Council has set a target for this ratio of between 0 and 5% on a 5 year rolling average.

Comment:

The target set in Council's Long Term Financial Plan is to "maintain a financial position at an average of Category 3 over any five financial years" which has been achieved, with an average ratio of 4.8% over the past five years.

RATE REVENUE RATIO	2014	2013	2012
<u>Rate Revenue</u>	85%	81%	80%
Operating Revenue			

This ratio expresses rate revenue as a percentage of operating revenue.

Although this ratio is not a prescribed ratio required by the 'Model Set of Accounts' it is a valuable indicator as it highlights Council's reliance on rates as a revenue source and the need for Council to seek alternative sources of income.

Comment:

To address the dependency of Council on rate revenue the following programs have been implemented:

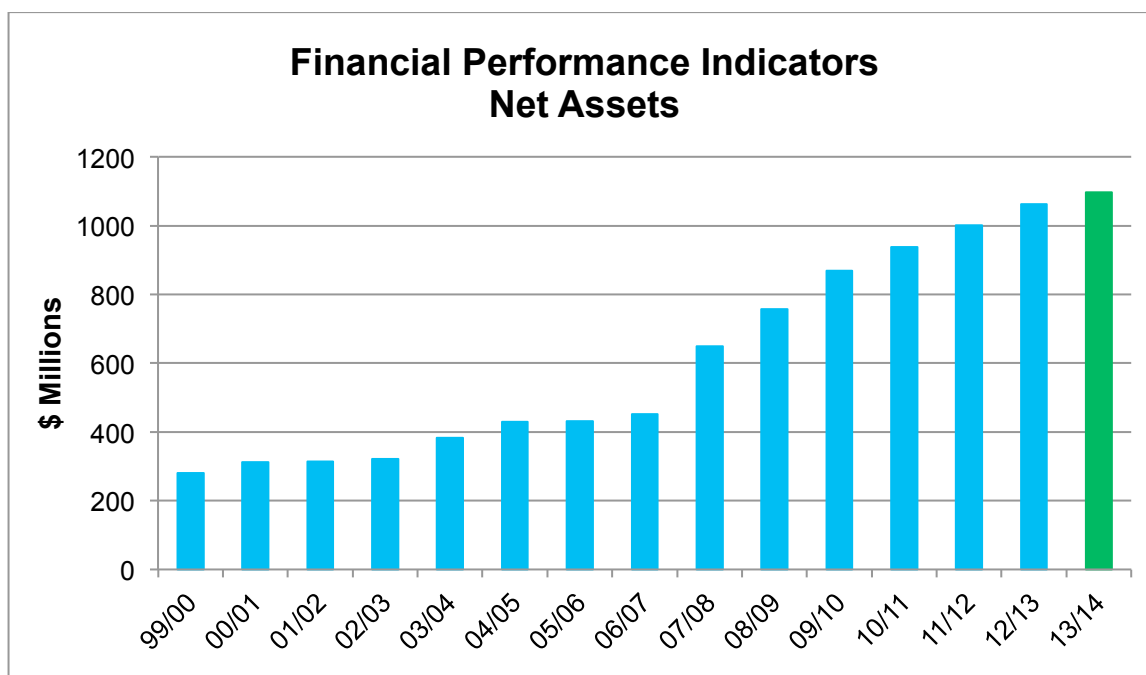
- Grants Attraction and Relationship Management (GARMS) program focused on internal training and development of Council officers to maximise grant opportunities.
- Annual review of Fees and Charges Schedule.

Statement of Financial Position

The Statement of Financial Position (previously Balance Sheet) provides details of Council's assets, liabilities and equity as at 30 June 2014.

The majority of Council's assets relate to community property and infrastructure assets (roads, paths, drainage, etc).

The following graph illustrates the increase in Council's total equity from \$279.8m in 1999/00 to \$1,097.0m in 2013/14.



The above graph identifies the continued increase in Council's net assets which can mainly be attributed to revaluations of its infrastructure assets as noted in the following table.

	2013 \$'000	2014 \$'000	Increase \$'000
Infrastructure	609,036	633,645	24,609
Land	330,348	341,918	11,570

Infrastructure:

The majority of the increase relates to a revaluation of \$12.6m in infrastructure and \$7.1m in land as well as the partially grant funded acquisition of land at Jervois Street, South Plympton of \$2.9m for development of Open Space.

Key Asset Ratios

ASSET SUSTAINABILITY RATIO	2014	2013	2012
Net Asset Renewals	57%	80%	64%
Depreciation Expense			

Net asset renewal expenditure is defined as net capital expenditures on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.

This ratio indicates whether the Council is renewing or replacing existing assets at the rate of consumption. A long term average ratio of 95-100% would indicate that Council is investing adequately in maintaining its asset base.

Comment:

Council's Long Term Financial Plan (LTFP) achieves a target of 95-100% in future years by providing increased funding for renewal of assets, including the upgrade and renewal of City Services.

ASSET CONSUMPTION RATIO	2014	2013	2012
<u>Carrying value of depreciable assets</u>	81%	81%	81%
Gross value of depreciable assets			

This ratio shows the consumption of the asset stock at a point in time (or the percentage of useful life remaining). Depreciation represents the reduction in value of the assets each year and therefore accumulated depreciation is the total reduction in the carrying value of the assets. The ratios reflected above indicate on average a relatively high remaining useful life for assets.

Council's target for this ratio is between 80-100%.

Comment:

A ratio higher than 80% indicates that Council's overall asset base has on average a relatively high remaining useful life.

Borrowings

In assessing Council's financial position it is appropriate to consider liabilities in relation to borrowings. Borrowings are required by Council from time to time to finance long-term generational assets for the orderly development of the City. Council's total borrowings as at the 30 June 2014 were \$13.4m a net increase of \$7.9m over the level of borrowings in June 2013. The increase predominantly reflects the recent borrowings entered into for the construction of the Cove Civic Centre.

The following ratios give an indication of how Council is based in regards to its current borrowings.

Key Debt Ratios

NET FINANCIAL LIABILITIES	2014	2013	2012
	\$'000	\$'000	\$'000
	(6,271)	(12,815)	(12,480)

Net Financial Liabilities for the purpose of this financial indicator is defined as total liabilities less non-equity financial assets and measures a Council's total indebtedness. The level of net financial liabilities increases when a net borrowing occurs.

Comment:

A negative result shows that Council's non-equity financial assets are greater than its total liabilities. This is primarily due to funding carried over for committed projects, including the Cove Civic Centre currently under construction, unexpended grants and retimed works which, when taken into account would give Council a Net Financial Liability position of \$15.9m.

NET FINANCIAL LIABILITIES RATIO	2014	2013	2012
<u>Net Financial Liabilities</u>	(9%)	(18%)	(18%)
<u>Total Operating Revenue</u>			

This ratio indicates the extent to which net financial liabilities of the council can be met by the council's total operating revenue and is based on the Net Financial Liabilities above.

Comment:

Without the additional committed cash holdings mentioned this ratio would be 21%. Council's capacity to meet its current financial obligations from operating revenues is strong.

INTEREST COVER RATIO	2014	2013	2012
<u>Net Interest Expense</u>	(0.5%)	(1.0%)	(0.7%)
<u>Total Operating Revenue</u>			

Net interest costs are defined as total interest expenses less total interest revenues. This ratio indicates the extent to which Council's commitment to interest expenses are met by total operating revenues.

Comment:

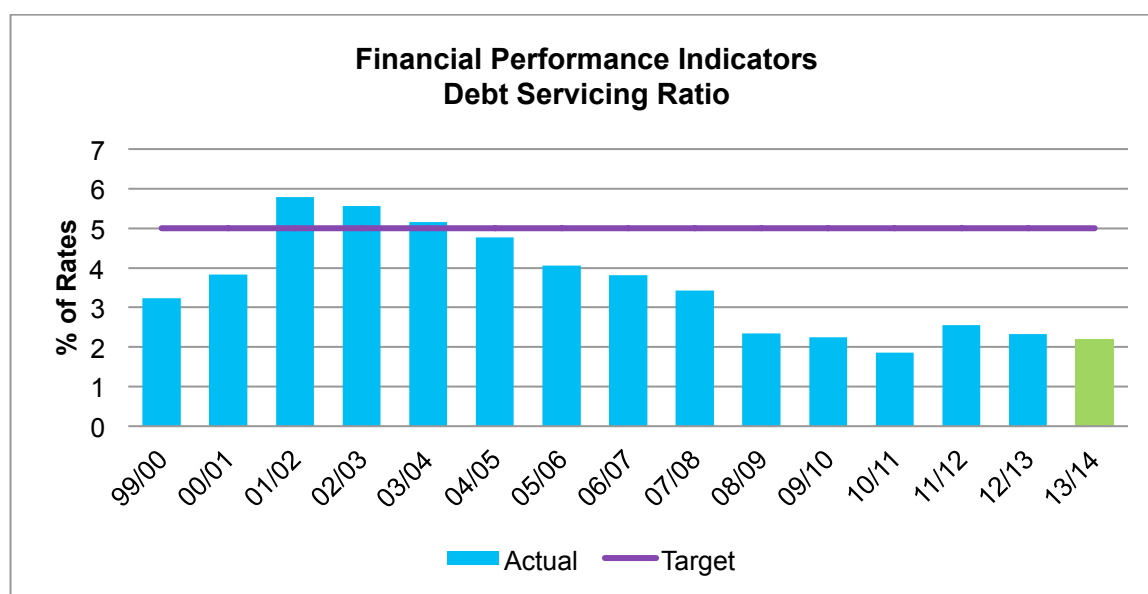
Negative ratios have been recorded for the past 3 years reflecting interest revenues being greater than interest expenses.

DEBT SERVICING RATIO	2014	2013	2012
<u>Principal + interest</u>	2.2%	2.3%	2.5%
<u>Total Rate Revenue</u>			

This ratio identifies Council's ability to service its debt obligations from rate revenues, with a maximum target set at 5%.

Comment:

The ratio confirms that Council has a low debt holding and is comfortably positioned for an extensive borrowing program as outlined in its Long Term Financial Plan. The 2.2% result is significantly below the maximum target of 5% as illustrated in the graph below.



Statement of Changes in Equity

The Statement of Changes in Equity reconciles the opening and closing balances of Council's equity over the reporting period.

The balance of equity represents Council's net worth of \$1,097.0m as reflected in the Statement of Financial Position.

RESERVE FUNDS

A review of the balances of these reserves indicates that they are at a level sufficient to meet their purpose and intent which are listed in *Note 9 Reserves* in Appendix 1. Council's current Reserve funds are made up of the following:

Grants and Carryovers Reserve: \$15.865m

This is made up of capital works including the Cove Civic Centre (\$6.307m), the outdoor swimming pool waterslide replacement (\$654k), and Council's contribution to the sporting facility masterplan upgrade works (\$709k) and grant funding received for works such as the Railway Terrace streetscape redevelopment (\$814k). The total of all carried over grant funded projects is \$1.872m.

Open Space Reserve: \$1.288m

It is considered by management that the current balance of this fund is adequate to meet its intended purpose.

Asset Sustainability Reserve \$3.029m

It is considered by management that the current balance of this fund is adequate to meet its intended purpose. Further advice will result from the completion of the Asset Management Plans at the end of 2014/15.

As at the 30 June 2014, taking into consideration all carried over and retimed works, current payables and receivables, and Council's identified savings, these reserve funds are 100% cash-backed.

LONG TERM FINANCIAL PLAN

Council has a Long Term Financial Plan framework that includes parameters such as:

- Supporting the achievement of Marion Strategic Plan 2010-2020.
- Addressing issues arising from internal audit reviews and business excellence assessments.
- Maintaining a financial sustainability ranking average of Category 3 over any five financial years.
- Continuing to maintain assets in line with council's Asset Management Plans.
- Reviewing existing services and ensuring consideration is given to the reallocation of resources to meet prioritised community needs.
- Ensuring council has the capacity to fund identified major projects.
- Maintaining council's position for average residential rate between mid-range and fifth lowest rating metropolitan council.

SERVICE QUALITY

PROVIDING THE BEST POSSIBLE QUALITY OF SERVICE TO OUR COMMUNITY

MILESTONES

- MORE THAN 81,000 INCOMING PHONE CALLS ANSWERED IN 15 SECONDS
 - 95 PER CENT OF CUSTOMER REQUESTS CLOSED ON TIME
 - MORE THAN 95 PER CENT OF INBOUND CORRESPONDENCE RESPONDED TO WITHIN SERVICE STANDARD TIME
-

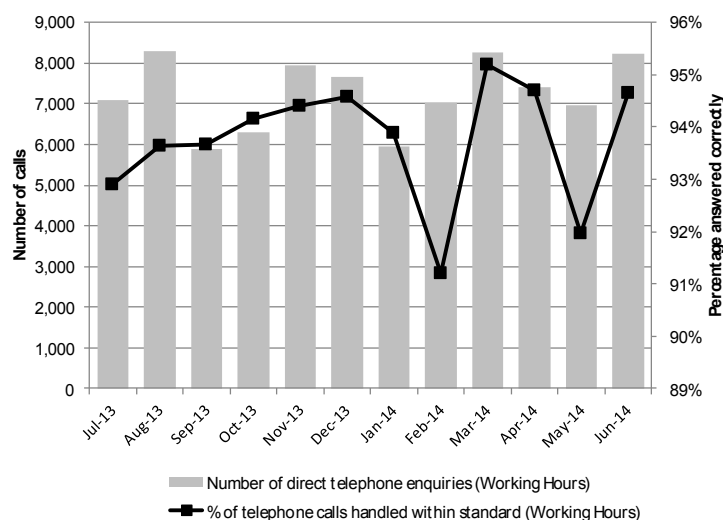
MORE THAN 81,000 INCOMING PHONE CALLS ANSWERED IN 15 SECONDS

Achievements

Incoming calls totalled 86,999, of which 81,642 were answered within the prescribed 15 seconds, or three rings.

We answered 93.8 percent of calls correctly, just below our target of 95 percent.

The data reflects calls that were made directly to individual phone numbers.



Challenges/opportunities

The unusually high volume of calls in February 2014 can be attributed to the Marion Cultural Centre taking bookings and enquiries for a Wiggles concert.

Phone statistics are presented at monthly General Staff Meetings to remind staff of the importance of answering calls promptly.

What next?

The quality of responses to customer enquiries will continue to be a feature of induction and training.

An internal Business Excellence Process Improvement Team is working to find improvements so that we can achieve the target of 95 percent.

We will develop a Customer Service Strategy to improve response statistics, the manner in which we handle calls and customer service outcomes.

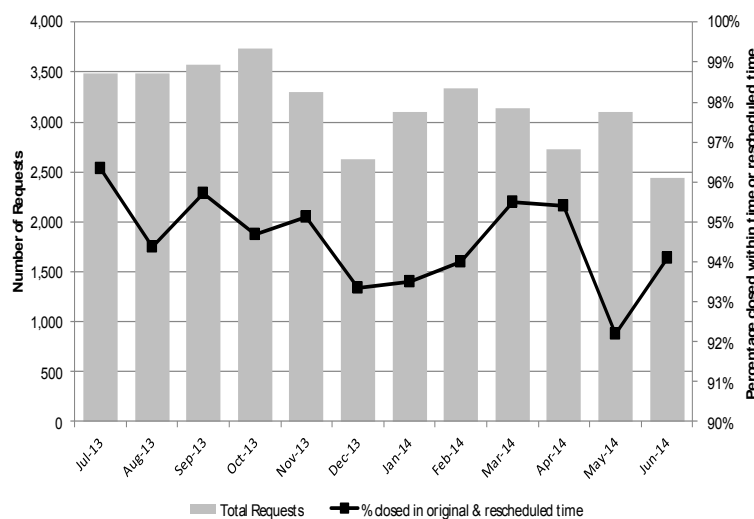
95 PER CENT OF CUSTOMER REQUESTS CLOSED ON TIME

Achievements

We closed 94.6 percent of customer requests within time or rescheduled time, exceeding our target of 90 percent.

The 38,071 requests we closed ranged from bookings for hard rubbish collections to questions about development services and graffiti removal.

There were 4.4 percent more requests than last year.



Challenges/opportunities

The council website has provided the community with valuable information and resources that helps general customer enquiries.

What next?

A Customer Service Strategy will be developed to improve the number and quality of our responses.

We will continue to promote the council website as a means of people requesting information and actions out of hours.

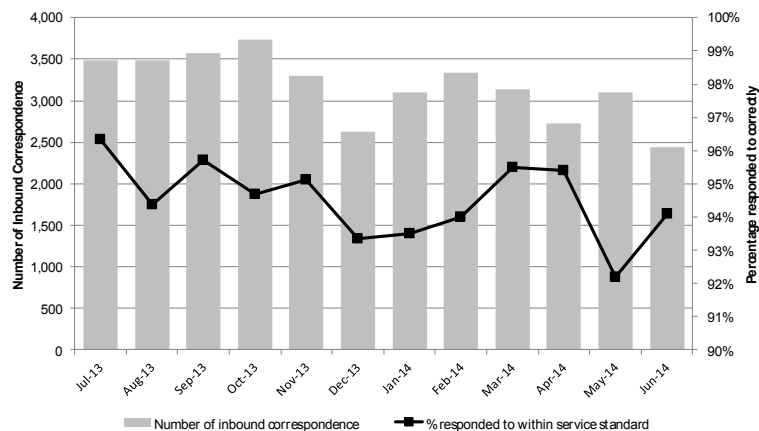
MORE THAN 95 PER CENT OF INBOUND CORRESPONDENCE RESPONDED TO WITHIN SERVICE STANDARD TIME

Achievements

We responded to 95.2 percent of inbound correspondence within our designated service standard, exceeding our target of 90 percent.

The 36,412 items of “top line” information predominantly included letters and emails.

There were 20.3 percent more inbound correspondence items than last year.



Challenges/opportunities

We monitored inbound correspondence by type over 12 months.

It is providing a means of improving our understanding of the way the community communicates with us and providing evidence and opportunities to improve those mechanisms.

What next?

We will develop a Customer Service Strategy in order to improve the response statistics, the manner in which we handle correspondence and customer service outcomes.

EMPLOYER OF CHOICE

Attracting and retaining the best employees by creating the right organisational culture helps us to deliver high-quality services for our community.

MILESTONES

- **89.1 PER CENT STAFF RETENTION**
 - **IMPROVING OUR CULTURE**
 - **LEADERSHIP AND SPECIALIST RECRUITMENT**
-

89.1 PER CENT STAFF RETENTION

Satisfaction with work has continued to be a hallmark of our employment proposition and is reflected with 89.1 per cent staff retention.

This continues the positive trend from the previous two years, which was 88.2 per cent in 2011/12 and 91.7 per cent in 2012/13.

The importance of minimising turnover is emphasised in a 2013 study by Manpower, one of the largest recruitment providers in the world, which said that 45 per cent of Australian employers reported difficulty in filling jobs as they could not find the right staff.

A further benefit of maximising retention is the principle that the cost to replace one employee is estimated to be 50 per cent to 200 per cent of their annual salary, depending on their role and responsibilities.

To assist in attracting and retaining the best possible candidates, particularly in leadership and specialist roles, council developed a partnership with recruitment specialists McArthur and Stillwell Management Consultants.

Having a stable, knowledgeable and customer focused workforce places council in the best possible position to deliver the *Community Plan – Towards 2040*.

IMPROVING OUR CULTURE

Achievements

We continued to use the Human Synergistics cultural change tools to develop a constructive workplace culture which helps us deliver better services and projects for our community.

An Employer of Choice Review was conducted in an attempt to measure how our culture was linked to outcomes for the community. The report established a close alignment between the focus of employer of choice initiatives and our ongoing improvements in areas such as financial sustainability, customer service and staff retention.

The review observed that it appeared the City of Marion was achieving more with less.

Challenges/opportunities

Staff turnover is about 10 per cent below the national average leading to considerable savings in the cost of recruitment.

A continued focus on our cultural alignment through the recruitment process will attempt to maintain or improve this position. Candidates are selected not only on their skills, knowledge and experience but also their values. Research indicates that “values based recruitment” is fast becoming the norm for high-performing organisations worldwide.

What next?

We are continuing to focus on strengthening the link between culture and community outcomes through a range of Business Excellence initiatives.

The City of Marion is involved in a project with the Local Government Business Excellence Network and the Australian Centre of Excellence for Local Government to define and measure ‘public value’. This research will plug a much-needed gap in this area and support our employment proposition.

STAFF WELLBEING

Achievements

An information pack detailing maternity leave entitlements was produced and a page created on our intranet directing staff who would like support from specialist health agencies.

Challenges/opportunities

These resources were promoted to staff through internal communication channels and during inductions for new employees.

What next?

We will continue to explore other health initiatives to support staff in the workplace.

LEARNING AND DEVELOPMENT

Training Needs Analysis

Achievements

A Training Needs Analysis (TNA) was conducted throughout the organisation to identify training gaps for staff.

Challenges/opportunities

The results of the TNA enabled us to create a database of staff training needs and develop an efficient and cost effective training program.

What's next?

We will continue to monitor and manage targeted staff training.

Training Delivered

Achievements

A wide range of training to address compliance gaps and develop skills and knowledge was delivered, including:

- **Aboriginal Cultural Awareness**

Sixty key staff and Elected Members took part in training as part of our Reconciliation Action Plan (RAP). It aimed to help participants work towards inclusivity through better understanding of Aboriginal people. Mutual understanding, respect,

collaboration and partnership between non-indigenous and Aboriginal and Torres Strait Islander organisations and communities are the keys to developing cultural competency.

- **ICAC**

Independent Commission Against Crime (ICAC) training was delivered by a law firm to all staff to ensure understanding of the obligations and responsibilities of public officers. It addressed corruption, misconduct and maladministration in public administration.

Challenges/Opportunities

Feedback indicated staff were engaged in the training and gained considerable knowledge.

The training also provided an opportunity to highlight areas of potential risk which will be addressed.

What's next?

Regular workshops for ICAC and cultural awareness training will be held for new staff and refresher classes run as required.

Leadership Development

Achievements

Building leadership capability has been the cornerstone of our work towards cultural and business excellence.

Our leaders are provided with technical and skills training for their roles as well as behavioral and style development training, which is key to effective leadership.

Quarterly, half day forums, have been provided for leaders while executive and department managers continued to gain feedback on their leadership by participating in surveys using Human Synergistics Lifestyle Inventory and Leadership Impact tools.

Challenges/opportunities

We are now focusing on developing the achievement areas of our leaders' skills.

What's next?

Continuing to identify gaps in leadership development and looking into a leadership program for women will be the focus of the coming year.

Vocational Training

Achievements

Enabling people to take part in vocational training develops skills and expertise and supports their career development with a nationally recognised qualification.

Thirteen staff undertook horticultural training (Certificate III through to diploma), 13 took Certificate III in Civil Construction, 16 Certificate IV in Frontline Management and five began a Diploma of Management.

Challenges/opportunities

This training has increased the knowledge and expertise of staff and the capacity of the organisation.

What's next?

We will continue to support staff who wish to take a vocational qualification that aligns with their role.

OTHER ACHIEVEMENTS**TRAINEESHIPS AND WORK EXPERIENCE**

We supported six trainees in Open Space, Civil and Information Communication Technology teams, including one living with a disability and one that is indigenous.

One trainee that is living with a disability has secured permanent employment at a team member in the plant nursery.

We are working with other councils on the Kaurua Workforce Participation Strategy to support local Aboriginal job seekers.

Our work experience program provides placements for more than 50 students annually.

CODE OF CONDUCT

A prescribed Code of Conduct for council employees was gazette in February 2014.

Information sessions were held with staff to remind them of their responsibilities as a council employee and new staff will be made aware of the code during their induction.

LGMA MANAGEMENT CHALLENGE

In March 2014 we entered a team in the Local Government Managers' Association challenge for the tenth consecutive year.

This is a development opportunity which saw staff work together on a series of tasks over a day which focused on leadership, interpersonal and communication skills, project management ethics and values.

Teams prepare for the event over several months and our team's pre-challenge task of preparing a report and video on productive communities was showcased at the LGMA National Conference.

City of Marion

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Email council@marion.sa.gov.au



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marion.sa.gov.au