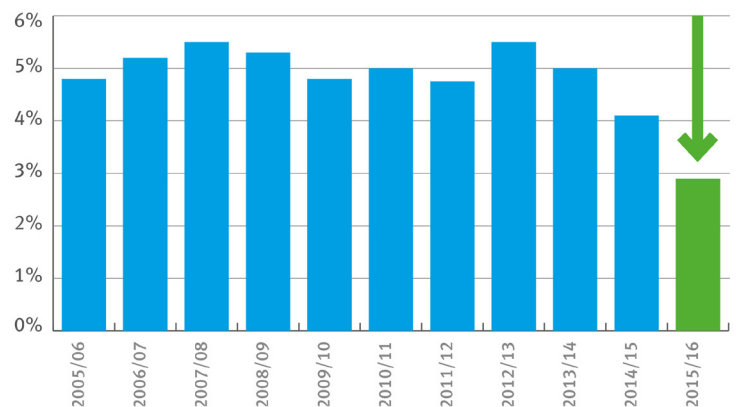




*Delivering value
for ratepayers*

Lowering the average rate rise in the City of Marion



ANNUAL REPORT
2014/15



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WELCOME

Welcome to the City of Marion Annual Report for 2014/15. This report charts our progress towards the *Community Plan – Towards 2040* which represents the shared values and aspirations of our community.

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

It measures our success against the objectives set out in the *Annual Business Plan and Budget 2014/15* and includes the City of Marion's audited Financial Statements for 2014/15.

The main body of the report is divided into the six themes of the *Community Plan – Towards 2040* – Liveable, Innovative, Biophilic, Prosperous, Connected and Engaged. Each of these themes contributes to our core purpose, which is Community Wellbeing.

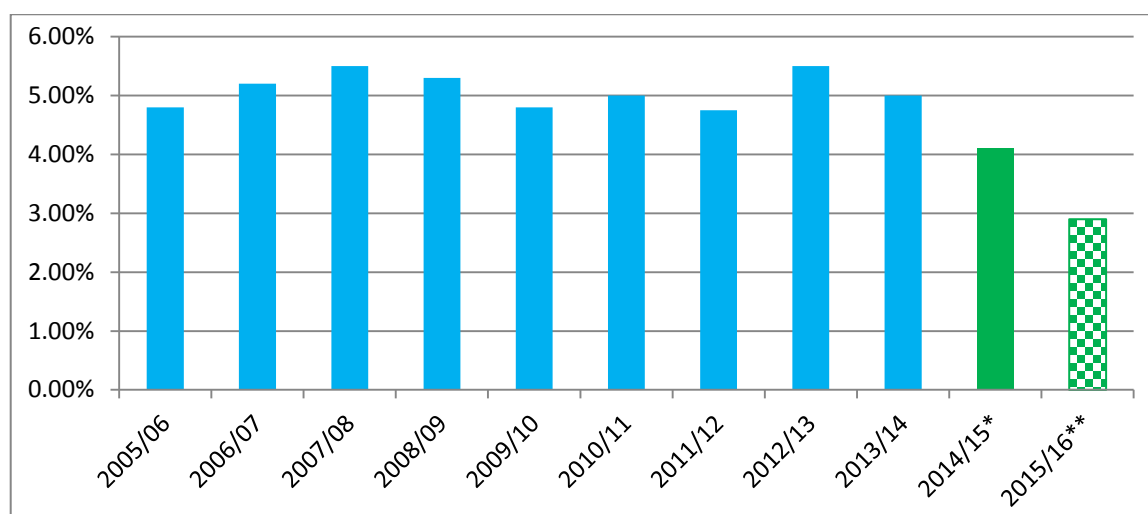
This report also shows how we are working towards excellence in governance and developing the capabilities of staff to provide better services to our community. We produce an annual report as a key accountability communication tool for our community and stakeholders.

10 KEY ACHIEVEMENTS

This table shows some key achievements from 2014/15 and how to find more details.

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AVERAGE RATE INCREASES OVER THE PAST 10 YEARS



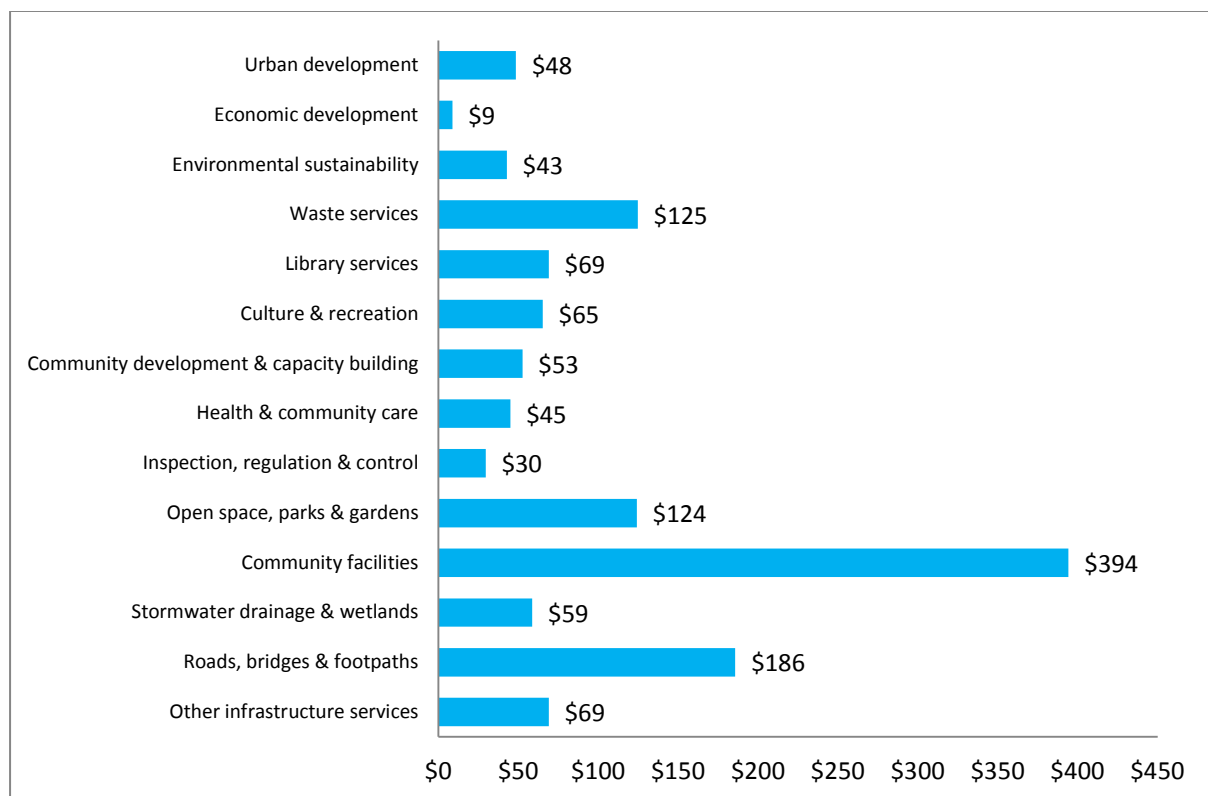
* Represents the rate increase for the year this report relates to (4.1%)

** Represents the rate increase for the next year (2.9%) which was achievable due to a strong focus throughout the year on achieving efficiency and effectiveness savings across the organisation in 2014/15 which have been carried through to the 2015/16 budget, without impacting on service delivery outcomes.

MARION FAST FACTS

Estimated resident population	88,292
Elected members including the Mayor	13
Wards	6
Electors	62,480
Operating expenditure	\$71.9 million
Rateable properties	41,376
Library items loaned	851,830
Website hits	425,868
Value of volunteer hours	\$1.2 million
Street trees planted	1500
Number of development applications granted	1751
Value of development applications granted	\$195.5 million
Distance of footpaths	783 kms
Distance of roads	460 kms
Distance of drains	267 kms

How your rates are spent - breakdown of the average residential rate of \$1319



HOW WE PERFORMED

Monitoring performance is fundamental to the Strategic Management Framework which ensures Council is contributing to the achievement of the *Community Plan – Towards 2040*.

These eight Key Performance Indicators (KPIs) within the *Annual Business Plan and Budget 2014/15* demonstrate progress against our strategic directions.

The table below summarises our performance:

Key Performance Indicator	Target	2014/15 Performance
Progress towards delivering Council's adopted plans	On track against plan	<p>96% on track against plan</p> <p>Council Plan finalisation delayed to December 2015 due to elections</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
Delivery against Council's adopted Capital Works program	<p>85% delivery of planned Capital Works Program</p> <p>Range > 83% and < 88%</p>	<p>94% of planned Capital Works Program delivered, exceeding full year target.</p> <p>The 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>
Progress towards delivering Council's key project commitments	On track against plan	<p>87% of actions on track against plan</p> <p>Cove Civic Centre completion extended by 4 months due to technically complicated design and building component supply issues</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
Performance against Council's adopted budget	<p>Delivery of an operating surplus adjusted for extraordinary items eg. Receipt of once-off untied grants not originally budgeted</p>	<p>Achieved a full year operating surplus of \$10.027m due to a strong focus throughout the year on achieving ongoing efficiency and effectiveness savings across the organisation, without impacting on service delivery outcomes. These savings have been passed on to ratepayers in the 2015/16 Annual Budget.</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 2014-15 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>
Delivering Council's resolutions	<p>95% on time within Council's control</p> <p>Range > 92% and < 99%</p>	<p>97% on time within Council's control</p> <p>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 Council resolutions is tracked throughout the year.</p>

Delivering quality customer services	<p>> 95% achieved</p> <p>Range > 87% and < 95%</p>	<p>95% composite score achieved</p> <p>This measure represents a combined score of the following customer services:</p> <ol style="list-style-type: none"> 1. Direct dial telephone calls during office hours 2. Customer service requests 3. Inbound correspondence
Employee retention	<p>> 93% retention</p> <p>Range > 87% and < 93%</p>	<p>92% of the workforce retained</p> <p>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.</p>
Think Safe Live Well staff health & wellbeing program	<p>Lost time injury frequency rate below 5-year average (22.5)</p>	<p>Lost time injury frequency rate of 26.8 achieved</p> <p>Comprehensive review of injury management undertaken</p> <p>The statistical figures on Lost Time Injury Frequency rates are provided by the Local Government Risk Services Worker's Compensation Scheme (LGRWCS) on a monthly basis. The data is subject to variation due to a considerable lag between processing of claims and publication of these figures.</p> <p>The City of Marion continues to respond immediately to any injury to staff or Community members. Each case is immediately assessed to ensure safety is quickly and adequately managed.</p>

A MESSAGE FROM THE MAYOR

This is the first message I have written for a City of Marion Annual Report having being elected Mayor in November 2014.

The local government elections saw me joined by seven new Councillors to bring a fresh approach and a new culture to the City of Marion.

We immediately began working on the budget to deliver better value for ratepayers and presided over millions of dollars in savings to announce an average household rate rise of 2.9 per cent for 2015/16, without cutting services.

This work, which we undertook in the second part of 2014/15, has laid the foundations for us to develop the city into the future.

The Annual Report 2014/15 tells of a wide range of achievements, including the unveiling of a new \$340,000 memorial at Hallett Cove which was the focus of ANZAC centenary commemorations, upgrades to Cove Sports and Community Club and the launch of a new service to grow small business.

It also outlines the progress of the \$13.4 million Cove Civic Centre and shows how we are working to transform an area of vacant land into a new \$940,000 park in South Plympton.

Our city has a lot to offer, as is shown by the \$195.5 million worth of building applications that were granted – an increase of more than \$27 million on the previous year. The two biggest approvals were for a \$25 million early learning and primary school building in Marion and the State Government's \$14 million drill core library at Tonsley.

I take this opportunity to welcome Adrian Skull who takes up the role of CEO in September 2015, replacing Mark Searle who left the City of Marion in March 2015.

I would also like to acknowledge the work of Dr Felicity-ann Lewis who served as the Mayor of Marion for 15 years.

Kris Hanna

Mayor, City of Marion

MARION – OUR UNIQUE CITY

The City of Marion is in Adelaide's south-western suburbs and covers an area of about 55 km sq. The estimated population of 88,292 is expected to rise to 100,000 by 2031.

The city has a broad cultural mix with about 25 per cent of residents born overseas, 14 per cent of which are from countries where English is not the first language, while more than 13,000 people speak a language other than English at home.

Marion's unique landmarks include Oaklands Wetland, which opened in the north of the city in late 2013. The wetland delivers treated stormwater to Council reserves while providing a haven for wildlife and a place for people to enjoy the natural environment.

Adjacent to the wetland, work on the \$1 million Oaklands Recreation Plaza is nearing completion. This multi-use facility will include a skate park, mini basketball court and grassed areas.

The State Government's \$253 million redevelopment of the 61-hectare Tonsley Park is expected to attract \$1 billion of private investment, boosting jobs growth and innovation.

The site continues to evolve into a high-value employment, education and residential precinct and Flinders University's \$120 million School of Computer Science, Engineering and Maths opened there in February 2015.

In the central region, elite and community swimmers are served by the international-standard SA Aquatic and Leisure Centre. Adjacent is Westfield Marion Shopping Centre, the largest regional shopping centre in South Australia with about 300 shops.

From October to April the Marion Outdoor Swimming Centre is a popular destination with families who relax on its shady lawns and enjoy its 70m water slide.

In the south, the \$13.4 million Cove Civic Centre will open in late July 2015 as a modern library, community and enterprise facility. Built next to the revamped Hallett Cove Shopping Centre, the Cove Civic Centre completes a 12-year, \$75 million redevelopment for the southern region.

The economy, measured by gross regional product, is worth more than \$3 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). Morphettville Racecourse, home to South Australia's thoroughbred racing industry, attracts about 91,000 visitors each year.

For a change of pace, the city's spectacular coastline 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.



ELECTED MEMBERS

The local government elections in November 2014 saw a new Mayor and seven new Councillors elected to Marion Council.

ELECTED MEMBERS JULY 2014 – NOVEMBER 2014

Mayor Felicity-ann Lewis

Coastal Ward

Councillor Cheryl Connor

Councillor David Speirs

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

ELECTED MEMBERS NOVEMBER 2014 – JUNE 2015

Mayor Kris Hanna

Coastal Ward

Councillor Ian Crossland

Councillor Tim Gard

Mullawirra Ward

Councillor Jerome Appleby

Councillor Jason Veliskou

Southern Hills Ward

Councillor Janet Byram

Councillor Nick Westwood

Warracowie Ward

Councillor Bruce Hull

Councillor Nathan Prior

Warriparinga Ward

Councillor Luke Hutchinson

Councillor Raelene Telfer

Woodlands Ward

Councillor Nick Kerry

Councillor Tim Pfeiffer

EXECUTIVE MANAGEMENT GROUP

Mr Mark Searle - Chief Executive Officer (departed March 2015)

Mr Geoff Whitbread – Acting Chief Executive Officer (March 2015 – June 2015)

Ms Heather Montgomerie – Director

Mr Vincent Mifsud – Director

Ms Kathy Jarrett – Director

STAFF LEVELS (FULL TIME EQUIVALENT)

Total employees	348
------------------------	------------

Permanent full-time	252
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Permanent part-time	39
---------------------	----

Fixed term contract – full time and part time/casual	57
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OVERVIEW OF FINANCIAL PERFORMANCE

The 2014/15 Annual Financial Statements demonstrate Council's continued improvement in its financial performance, providing a sound basis for Council's long-term objectives set out in its Strategic Plan.

In adopting the 2014/15 Annual Budget in June 2014 there was a commitment given to making a concerted effort and having a strong focus throughout the year on achieving efficiency and effectiveness savings across the organisation, without impacting on service delivery outcomes. A primary objective of this was to ease the financial burden on rate payers going forward.

In 2014/15 an Operating Surplus of \$10.027m was achieved, which was \$6.284m above the original 2014/15 budget adopted by Council. The key factors resulting in this better than expected operating surplus are:-

- Net savings of \$2.677m (4.3%) in Operating Expenditure (excluding Depreciation) – compared to the original adopted budget.
- This included Employee Costs Savings of \$1.020m (3.1%) achieved primarily through efficiency gains and vacancy management. This resulted in a net marginal increase in employee costs for the year of \$0.225m (0.7%) allowing for increases built into Council's wages and salaries EB agreements.
- Materials, Contracts and Other Expenses also contributed to the savings with a reduction in costs of \$0.563m in 2014/15.
- Operating Grants & Subsidies – an additional \$2.027m in grants were received, primarily as a result of an advance instalment \$1.4m of the 2015/16 Financial Assistance Grant revenue being received in the 2014/15 year.
- Other Income - \$0.401m higher, predominantly as a result of contributions being received from lessees for renewal works relating to the Major Sporting Hubs (\$0.460m).

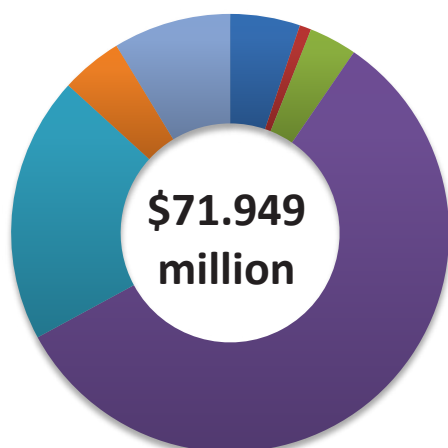
Sustaining an operating surplus is critical to renewing and maintaining the \$1.1 billion of community assets under council's control in accordance with its Asset Management Plans and to ensure its ability to fund major projects identified in the Long Term Financial Plan.

IN BRIEF

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

- An operating surplus of \$10.0 million which provides funding for renewal and replacement of community assets.
- \$82.0 million revenue with 82 per cent coming from rates.
- \$71.9 million operating expenditure with 44.1 per cent attributable to labour services and 36.7 per cent to materials and services – a significant net reduction of \$2.7m in operating expenses compared to the original budget of \$74.6m.
- \$1.1 billion net assets, providing community facilities and infrastructure.

Total Operating Expenditure – 2014/15



- Urban Development
- Economic Development
- Environmental Sustainability
- Public Infrastructure & Places
- Culture and Recreation
- Community Capacity Building
- Health and Community Care

Development

Urban Development	\$3.715m
Economic Development	\$0.619m

Environment

Environmental Sustainability	\$2.548m
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Infrastructure

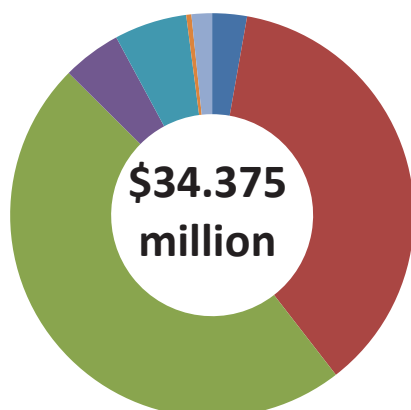
Public Infrastructure & Places	\$41.385m
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Community

Culture and Recreation	\$14.160m
Community Capacity Building	\$3.273m
Health and Community Care	\$6.249m

TOTAL	\$71.949m
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Total Asset Additions (including Contributed Assets) – 2014/15



- Land
- Buildings & Other Structures
- Infrastructure (Roads, Drains, Footpaths, etc)
- Other Infrastructure (Traffic Devices, Signs, etc)
- Plant & Equipment
- Furniture & Fittings
- Other Assets

Asset Additions

Land	\$0.955m
Buildings & Other Structures	\$12.624m
Infrastructure (Roads, Drains, Footpaths, etc)	\$16.475m
Other Infrastructure (Traffic Devices, Signs, etc)	\$1.615m
Plant & Equipment	\$2.000m
Furniture & Fittings	\$0.142m
Other Assets	\$0.564m

TOTAL ASSET ADDITIONS	\$34.375m
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OUR PURPOSE IS WELLBEING

Wellbeing is our purpose, central to our community, central to the services we deliver, and at the heart of our decision making. With Council and the community working together we can achieve amazing outcomes.



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

The plan expresses the community's vision for the future. It is an aspirational statement of outcomes important for the development of the city and the wellbeing of residents.

The background to the Community Plan – Towards 2040

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

The listening campaign found the most frequently expressed needs, aspirations and concerns of the community included achieving wellbeing through connectivity and transport, affordability, environmental protection and sustainability, open and shared spaces and places and community activities.

This feedback is reflected in the services, programs and projects Council delivered in 2014/15.

HOW OUR STRATEGIC PLANNING WORKS

To ensure Council's activities contribute to the *Community Plan – Towards 2040* we have a Strategic Management Framework. This comprises a suite of plans that provide strategic direction and operational focus to ensure outcomes are achieved effectively and efficiently.

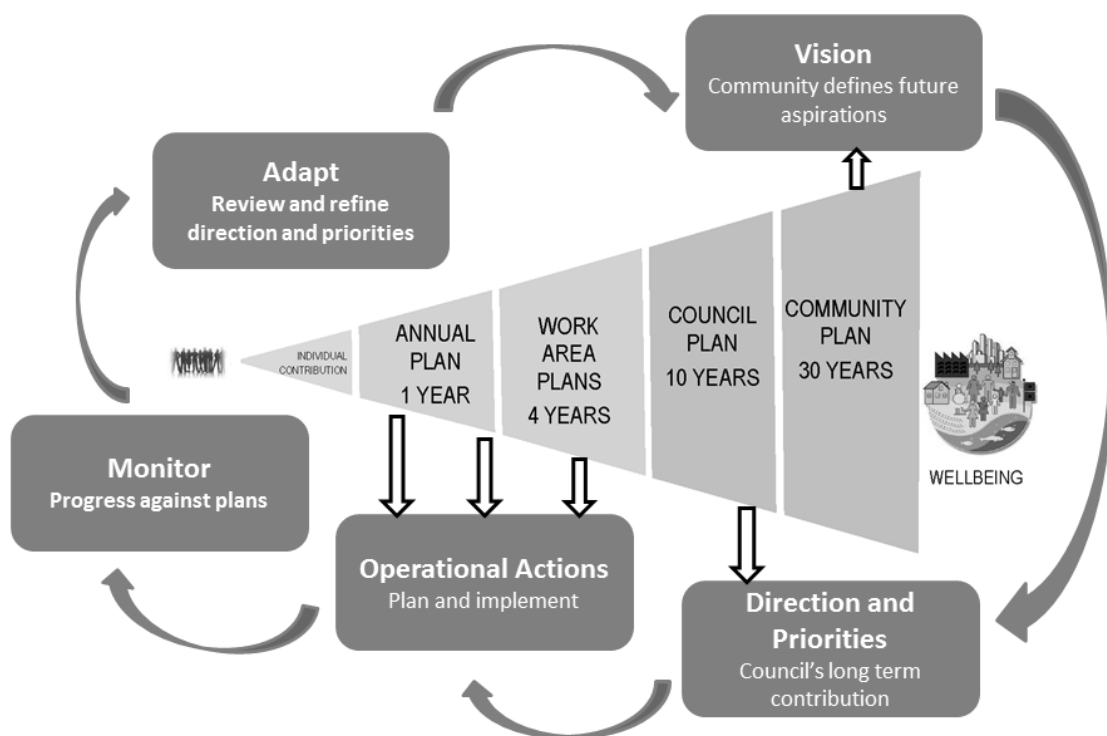
The Strategic Management Framework provides a mechanism for Council's long-term and short-term decision making. Long-term plans, including the Strategic Plan, the Long-Term Financial Plan and the Asset Management Plan, set the highest level goals. The Annual Business Plan and operational plans ensure these objectives are delivered.

The framework 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 focuses on further integration between our strategic plans to ensure we are well positioned to achieve the best outcomes for the community.

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

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

Strategic Management Process



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

- **NEW \$340,000 MEMORIAL UNVEILED AT HALLETT COVE**
 - **NEW 70M WATER SLIDE OPENS AT MARION OUTDOOR SWIMMING CENTRE**
 - **\$195.5 MILLION OF BUILDING APPLICATIONS GRANTED**
-

OPEN SPACE AND RECREATION

NEW \$340,000 MEMORIAL UNVEILED AT HALLETT COVE

Achievements

We completed construction of a new \$340,000 memorial at Hallett Cove in April 2015 in time for an ANZAC Day dawn service to commemorate 100 years since the landing at Gallipoli.

An estimated 8000 people attended the service, which was organised by the local Lions club with support from the City of Marion, local community groups, and businesses.

The memorial includes a 13m long stone wall, 150 sq m garden, two flag poles, lighting, a barbecue and shelter. It was built by the City of Marion for \$340,000 and supported by \$23,000 of Commonwealth Government funding through the Anzac Centenary Local Grants Program.

Challenges/opportunities

The work is part of a masterplan for Hallett Cove foreshore which includes an amphitheatre, reserve, playspace upgrade, coastal dune protection and stormwater management.

What next?

Detailed designs will be developed for further stages of the masterplan plan in 2016/17.

\$1 MILLION RECREATION PLAZA NEARS COMPLETION

Achievements

A new \$1 million plaza that includes a skate park, mini basketball court and parkour circuit is nearing completion in Oaklands Park after construction began in October 2014.

Oaklands Recreation Plaza will also feature seating, shelter, lights and grassed areas.

Work is being funded by \$900,000 in grants from the Department of Planning, Transport and Infrastructure's Planning and Development and Local Government Stimulus funding programs and \$100,000 from the City of Marion.

Challenges/opportunities

The plaza complements the adjacent Oaklands wetland and provides facilities for families and people of all ages and diverse interests. The design was shaped by community consultation and includes a new style of skate park for skateboarding, BMX and scooters.

What next?

The plaza is set to be officially opened in October 2015.

PLANS FINALISED FOR NEW \$940,000 PARK

Achievements

Concept plans to build a new \$940,000 park on vacant land at Jervois Street, South Plympton, were finalised following community consultation.

Input from local residents, school students and community groups saw the plans include a three-on-three basketball court, picnic and barbecue area and a course for trikes.

The City of Marion bought the 6000 sq m block from Housing SA in 2013 to create more open space in the city's north.

Challenges/opportunities

Community consultation through workshops and an online survey resulted in 94 per cent support for the plan.

What next?

The plan is set to be endorsed by Council in July 2015, after which detailed designs will be developed before construction begins in early 2016.

OTHER ACHIEVEMENTS:

INCLUSIVE PLAY SPACE FOR OAKLANDS PRECINCT

We partnered the Touched by Olivia Foundation and the Department of Planning, Transport and Infrastructure (DPTI) to build an inclusive playspace for children of all abilities. It is expected a site will be finalised following consultation with the community and DPTI.

DPTI has committed \$250,000 in grant funding, matching City of Marion's \$250,000. The Touched by Olivia Foundation is looking to raise up to \$400,000 towards the project.

PLYMPTON OVAL UPGRADE

Work is on track to be completed on a \$140,000 playspace upgrade at Plympton Oval featuring equipment for a variety of ages, shade structure and picnic setting in August 2015.

NEW DOG PARK FOR TROTT PARK

We secured \$100,000 of State Government funding which will go towards the planning and construction of a dog park at Reserve Street Reserve, Trott Park. Building work is expected to begin in early 2016.

ROUNDBABOUTS

Seven roundabouts were upgraded at a cost of about \$37,000. Four roundabouts were in Hallett Cove, two in Ascot Park and one in Edwardstown.

MARION LEISURE AND FITNESS CENTRE

Council appointed the YMCA to manage the Marion Leisure and Fitness Centre in February 2015. Casa Leisure Pty Ltd had leased the Morphetville centre from the City of Marion since 2004. The lease expired in September 2014 and was not renewed.

Council began a review of the facility to determine how it can be used to maximise benefit to the community. The review is expected to be completed by late 2015.

NEW 70M WATER SLIDE OPENS AT MARION OUTDOOR SWIMMING CENTRE

What we achieved

Attendances increased by 3286 on the previous year to 73,606, largely due to the installation of a new 70m water slide in November 2014 at a cost about \$700,000.

Two open days saw about 5000 visitors enjoy an inflatable obstacle course, rock climbing, Aboriginal arts and crafts and entertainment.

Vacswim attracted 513 participants and the pool hosted lap swimming, birthday parties, school carnivals and swimming lessons.

Challenges/opportunities

We used a pool open day in February as an opportunity to begin community consultation on a masterplan to set the future direction for the site.

The centre's point of difference is as an outdoor, family-friendly facility, and we continued to explore promotional channels to raise awareness and visitor numbers.

What next?

The masterplan for the centre is due for completion in early 2016. This will help define the current and future needs of pool users and identify opportunities to improve facilities over the short, medium and long terms.

INCREASE IN VISITORS TO MARION CULTURAL CENTRE

What we achieved

The number of visitors to the Marion Cultural Centre increased by 4000 to more than 286,000.

The centre includes a café, art gallery, library and theatre which generated more than 5450 ticket sales with shows attracting an average attendance of 128 – 63 per cent of the theatre's capacity. This was a slight increase on last year.

Shows included cabaret, plays and performances for schools.

Council events included the annual Unsung Heroes Awards, author talks, community grants presentations, and seven citizenships ceremonies. Four outdoor movie screenings were held at the plaza in summer.

Challenges/opportunities

We developed more competitive and flexible packages for hirers following a review.

This is an opportunity to expand the performance and live entertainment programs for the community in an increasingly competitive market.

What next?

Whole-centre program alignment, including combining the launch of art exhibitions with entertainment and café opening times, has proved popular, and we will continue to build on this to create a diverse cultural experience for the community.

Options to develop the plaza with shade, seating and landscaping will be developed.

BUILDING OUR CITY

\$195.5 MILLION OF BUILDING APPLICATIONS GRANTED

More than \$195 million of building applications were granted – an increase of \$27 million on the previous year.

The two largest approvals were for a \$25 million early learning and primary school education building in Marion and a \$14 million drill core library at Tonsley which will be used by mineral and energy exploration companies to pinpoint deposits.

The total number of applications granted was 1751. This included 667 houses, along with 1435 combined approvals for class 10 structures, including sheds, pools and verandahs.

Five offices, 38 shops, 10 public buildings and one factory were also approved, while 267 demolitions were granted.

Building Consents and Values 2010/11 – 2014/15

2010/11	2011/12	2012/13	2013/14	2014/15
1881	1781	1689	1726	1751
\$167.4m	\$159.2m	\$152.2m	\$168.3m	\$195.5m

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 do not reflect applications refused by Council or granted approval by the Development Assessment Commission.

Seacliff Park Residential and Centre Development Plan Amendment (DPA)

The aim of the DPA is to encourage the redevelopment of former industrial land at the gateway to Marino. The DPA would allow a range of house types, an activity centre with shops, community and business facilities.

The DPA was endorsed by the City of Marion and the City of Holdfast Bay in May 2015. It has been forwarded to the Minister seeking approval to begin public consultation.

Following public consultation, the DPA will be further considered and amended, if required, and final approval sought from the Minister.

LIBRARIES

There are three libraries and a home delivery service in the City of Marion. The libraries run programs and events that celebrate reading, develop literacy and support lifelong learning.

Attendances and visitors

Key statistics	2014/15	2013/14	Variation
Footfalls/visitation	449,111	389,709	15 per cent increase
Items loaned	851,830	881,483	3 per cent reduction
Programs/events	8716	8292	5 per cent increase

What we achieved

We introduced a faster self-checkout service for customers after completing Radio Frequency Identification Tagging (RFID) of about 120,000 books, DVDs, CDs and magazines.

To ensure we continue to meet the needs of members we conducted a review of library operating hours. This will see libraries open an additional 7.5 hours per week overall by opening earlier on most days and closing earlier on selected evenings.

Planning for the daily operations of Cove Civic Centre was completed in time for its opening in late July 2015.

Challenges/opportunities

We developed processes to ensure the different facets of the Cove Civic Centre – a library, community and enterprise centre - operate seamlessly and are promoted to users.

What next?

The Cove Civic Centre will open in late July 2015 and developing programs and promotion will be essential to ensuring venue is well used by the community.

We will continue to grow the Cultural Heritage database – a collection of photographs, books and oral histories about the Marion area.

OTHER ACHIVEMENTS

- 1040 people attended author talks
- 789 people participated in adult programs
- 596 young people joined in school holiday activities
- 1609 babies attended baby bounce
- 1812 pre-schoolers attended story time

NEIGHBOURHOOD CENTRES

Our four neighbourhood centres, Cooinda, Glandore, Mitchell Park and Trott Park, attracted about 47,000 visitors, a slight increase on the 45,000 of the previous year.

The centres provide programs that promote health, welfare, education and social inclusion. A total of 6548 activities were delivered, including cooking, exercise, arts and computing.

Achievements

The number of Adult Community Education (ACE) students rose from 207 to 659 following an increase in funding from the State Government.

The Community and Cultural Connections program for over 65s expanded with new activities including exercise and guidance on using smartphones.

Commonwealth Government funding increased from \$214,528 to \$317,806, which saw the time people spent in social groups and activities rise from 9656 hours to 12,352 hours, while visitors bought 7651 meals, an increase of 3371 on the previous year.

The Passing Go project saw 80 people participate in classes to improve skills towards employment, volunteering and further study.

The South Australian Government provided \$150,000 for ACE courses and \$35,000 through the Skills for Jobs in Regions for Passing Go.

Cooinda highlights:

- Meals served from the kitchen increased from 10 to 50 per day
- New podiatry service and exercise classes launched via aged care provider ECH
- Support groups for people from diverse cultures attracted about 50 people per week

Glandore highlights:

- 500 people attended Carols in the Park Christmas celebration
- 150 children attended a family Halloween event
- New activities included Indian cooking, mosaics, community garden open days

Mitchell Park highlights:

- New Flexi Fitness classes launched
- One-to-one computer tuition sessions launched
- Men's cooking and social groups increased sessions from once to twice weekly

Trott Park highlights:

- Two men's weekly woodwork groups ran at capacity with 24 participants
- Café 34 opened to bring people together and help volunteers develop service skills
- Local families supported with a playgroup, crèche and children's activities

Challenges/opportunities

We secured new Family and Community Development funding of \$214,561 per annum which will help us respond to people's needs for activities and classes.

Ideas for future activities were developed at a community engagement event at Trott Park.

What next?

Community engagement sessions will be held at Cooinda, Glandore and Mitchell Park centres to ensure programs continue to meet people's needs.

MARION HERITAGE RESEARCH CENTRE

Achievements

We managed more than 380 enquiries, including visits from people researching local history who accessed the centre's documents, photographs and online services.

Staff and volunteers collected historical artefacts from the community for the *From Almond Groves to Poppy Fields: Marion's Unsung War Heroes* exhibition at the Marion Cultural Centre as part of our ANZAC centenary commemorations.

More than 1200 people attended the exhibition, which was launched to coincide with a Freedom of Entry parade.

Staff and volunteers delivered 15 presentations to about 360 people at the centre, aged care facilities and schools.

The centre was involved in the annual *About Time History Festival* and participated in community events, including *Marion Celebrates*.

Challenges/opportunities

Having a presence at community events helped to promote the centre's research services.

The online catalogue has been accessed by people throughout Australia and overseas, including England and France. As the catalogue expands it increases opportunities for people to learn about Marion's history.

What next?

Continuing to provide workshops on researching local and family history will help meet demand for what is an area of growing interest.

LIVING KAURNA CULTURAL CENTRE

This Aboriginal education venue hosts cultural tours and can be hired for functions. It is based at Warriparinga, a Kaurna cultural heritage site with buildings dating back to early European settlement which include Fairford House. The site also features wetlands.

Achievements

Nearly 22,000 people visited the Living Kaurna Cultural Centre and Warriparinga, an increase of about double on the previous year. This was largely due to the site hosting the biennial festival *Marion Celebrates* in March 2015 which drew about 5000 visitors.

Attendances at meetings and functions rose by 34 per cent to 8563. Kaurna Heritage Day in July 2014 saw about 500 visitors enjoy music, tours, arts and crafts.

The Tjilbruke Gateway sculpture was repaired by removing white ants and moisture damage in time for *Marion Celebrates*.

Challenges/opportunities

Hosting *Marion Celebrates* introduced the site to new visitors and enabled staff to promote Council services to the community at a display.

What next?

The centre will work closely with the Kaurna Nation Cultural Heritage Association as it moves into office space in Fairford House.

External funding will be sought to host youth and intergenerational programs.

ARTS, HERITAGE AND CULTURE

Achievements

To recognise the 100th anniversary of the ANZAC landing at Gallipoli we organised a Freedom of Entry parade and a series of arts projects. The parade saw more than 140 soldiers from the local Warradale Barracks march through our city in front of about 500 spectators on April 17, 2015.

The march ended at the Marion Cultural Centre to coincide with the launch of an exhibition - *From Almond Groves to Poppy Fields: Marion's Unsung War Heroes* - which featured historical items and a display of poppies by 400 school children and community members.

Additionally, more than 350 people attended the ANZAC Day Eve Youth Vigil at Marion RSL.

The parade and arts projects were supported by a grant of \$3535 from the Commonwealth Government and a State Government grant of \$2727.

Challenges/opportunities

The poppy making project enabled people of all ages, including primary school students and residents in aged care facilities, to pay tribute to the ANZACs.

Despite bad weather forcing the youth vigil to be relocated from the memorial at Hallett Cove to Marion RSL, it featured a formal service, display of World War One memorabilia, all night honour guard by young people from service organisations, and was broadcast on community radio station Coast FM.

What next?

We will use funding from the State Government grant to produce a DVD about Marion's World War Two heroes for ANZAC Day 2016.

OTHER ACHIEVEMENTS:

5000 people attend Marion Celebrates

More than 5000 people attended the biennial festival *Marion Celebrates* at Warriparinga in March 2015 which included a show of multicultural song and dance and 52 community stalls.

Art of Respect celebrates 10 years

Thirteen people worked with a professional artist to create artworks for a 10th anniversary display at Gallery M. The aerosol art project aims to reduce graffiti by providing opportunities for artists to improve their skills by working on canvasses and community projects. A grant from the Attorney General's Department was used to buy paint for a mural that will be painted at Trott Park Neighbourhood Centre, an area targeted by graffiti.

Innovative art for Cove Civic Centre

We commissioned a major audio visual art work by Stephen Whittington for the interior of the new Cove Civic Centre with a \$100,000 grant provided by Arts SA.

Putting art into the community

As part of the South Australia Living Arts (SALA) festival, 15 giant photographic montages were displayed on buildings across the city in August 2014.

The neighbouring City of Holdfast Bay added \$15,000 to our \$5000 to create a series of bicycle sculptures along the Mike Turtur Bikeway between Maxwell Terrace and Morphet Road.

KEEPING OUR COMMUNITY SAFE

Work to keep the community safe included animal and parking management, administering our by-laws, health services, education and graffiti prevention projects.

ANIMAL MANAGEMENT

We promoted responsible dog and cat ownership through our Animal Management Plan, by administering the Dog and Cat Management Act and relevant by-laws.

DOG MANAGEMENT	2014/2015	VARIATION FROM 2013/14
Number of dogs registered	13,285	2% increase
Number of wandering dogs collected	167	50% reduction
Number of expiations issued for offences under the Dog and Cat Management Act	292	43% reduction

Ongoing community education with flyers, adverts and banners promoting responsible pet ownership and attendance by staff at public events can be linked to the decrease in the number of dogs collected and expiations.

There was an increase in the number of people re-registering their dogs by the due date, resulting in fewer expiations for having an unregistered dog.

PARKING MANAGEMENT

Parking was monitored under the Australian Road Rules and the Private Parking Areas Act to ensure the safety of pedestrians, cyclists and motorists.

We issued to 5466 expiations and continued to educate the community on safe parking by distributing information at events and monitoring schools and shopping centres.

FIRE PREVENTION

We contacted 669 owners of vacant land to explain the importance of clearing their blocks to reduce hazards and inspected every block to ensure it was cleared for summer.

BY-LAWS REVIEWED

We reviewed our by-laws covering dogs, cats, roads, moveable signs, permits and penalties in line with legislative requirements in July 2014.

Following community consultation, which drew 42 submissions, Council endorsed the by-laws in August 2014, after which were approved by State Parliament before coming into effect on January 1, 2015.

Changes include permission now being required to fish, use model boats or take flora, fauna or water from a wetland. Dogs must be on a leash around a wetland and within five metres of a playground.

To protect the community from offensive advertising material, people must now gain permission from Council before placing flyers on cars on public roads.

PUBLIC AND ENVIRONMENTAL HEALTH

We administered the *South Australian Public Health Act* to protect the community.

The act assists with the response to public health risks, including by allowing our Environmental Health Officers to act quickly on hazards that present a serious and immediate threat to people's health.

We inspected premises and businesses, investigated complaints and provided education and advice about maintaining high standards of public health, including safe food handling.

Additionally, we audited and licensed two supported residential facilities which provide accommodation and care for older people and people living with disability.

To ensure the health and safety of the community, inspections were undertaken at:

- 301 food business
- 33 cooling towers which were registered, audited and inspected
- 21 public swimming pools and spas
- 47 hairdressers
- 40 beauty parlours
- 6 skin penetration businesses

IMMUNISATION

Our community immunisation service included:

- Immunisation for 2922 students
- Babies and children up to the age of seven
- New arrivals and refugees through clinics at Mitchell Park Neighbourhood Centre

GRAFFITI MANAGEMENT

The *Art of Respect* program involved 13 young people learning about the importance of using aerosol paint to develop legitimate and constructive art at creative workshops.

Our 65 volunteers removed graffiti from privately owned properties where residents were not able to do so themselves, including where they were elderly, frail or living with disability.

Free graffiti removal products were provided to residents and local business.

The table below shows the amount of graffiti removed by residents and volunteers

GRAFFITI REMOVED	2014/15	2013/14	Variation from 2013/14
Removed by residents	4275 sq m	6340 sq m	33% reduction
Removed by volunteers	1534 sq m	5279 sq m	70% reduction
Total	5809 sq m	11,619 sq m	50% reduction

This reduction can be linked to continued rapid removal of graffiti by volunteers, staff and businesses which discourages repeated vandalism.

CARING FOR OUR COMMUNITY

Community Care services help frail older residents, people living with a disability aged under 65 and their carers live independently in their homes. Funding includes \$1.4 million from the Commonwealth Government, while the State Government contributed \$144,000 and the City of Marion \$136,000.

The table below shows the services provided.

SERVICE	Number of clients	Hours and trips
Community Bus – door to door	269 clients	14,420 trips
Domestic assistance – house cleaning	760 clients	14,273 hours
Social support – helping clients to medical appointments and shops	791 clients	4153 volunteer hours
Home maintenance - minor repairs and gardening	1290 clients	3638 volunteer hours
Home assessment and client coordination	1554 clients	2096 hours

Service hours and client numbers fluctuate slightly from year to year based on people's needs. The most notable changes on the previous year was an increase in the number of social support clients from 566 to 791 and volunteer hours from 2911 to 4153.

What we achieved

A client satisfaction survey showed that 87 per cent of 913 respondents rated our service from good to very good.

We led the development of a business plan for the Community Passenger Network Southern Region, which includes Marion, Mitcham and Holdfast Bay Councils.

The plan aims to improve access to transport for disadvantaged people in the region and was funded by Department of Communities and Social Inclusion.

Along with six other Councils we partnered the South Australian Health and Medical Research Unit on an Ageing and Wellbeing Research Project. This saw staff and volunteers undergo training in improving wellbeing and resilience among older residents.

Challenges/opportunities

Working with the Commonwealth Government helped us prepare for the introduction of major health reforms on July 1, 2015.

Community Care Services will continue, with in-home assessments now undertaken by the Commonwealth Government's Regional Assessment Service.

What next?

Local residents surveyed at the start of the Ageing and Wellbeing Research Project will again be surveyed in November 2015 to see how they have benefited from training provided to staff.

We will continue to develop a partnership with the Office for the Ageing (OFTA) to create an age friendly environment and community. This will involve developing an action plan to increase awareness of ageing to the broader community.

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

- **\$13.4 MILLION COVE CIVIC CENTRE SET TO OPEN**
 - **SPORTING INFRASTRUCTURE UPGRADED**
-

\$13.4 MILLION COVE CIVIC CENTRE SET TO OPEN

Achievements

The new \$13.4 million Cove Civic Centre will be open to the public from July 27, 2015.

Construction of the modern library, community and enterprise facility began in October 2013.

The centre will provide access to about 35,000 books, e-books, magazines and DVDs as well as training facilities, meeting rooms, high speed broadband and a community hall for up to 200 people.

Work to transform the neighbouring Ragamuffin Drive into a road that can be shared by pedestrians, cyclists and vehicles was completed in October 2014.

Challenges/opportunities

Construction was delayed by about six months after a major supplier went into liquidation and due to the complexities of building on a small site.

The facility will be capable of serving 130,000 visitors per year and its training suite and meeting rooms will support the more than 6300 businesses in the region.

What next?

The Cove Civic Centre will be officially opened on August 1 and promoted to the local community as a place for learning, business support and community activities.

SPORTING INFRASTRUCTURE UPGRADED

Achievements

Building work began in December 2014 on more than \$1 million of upgrades to Cove Sports and Community Club, including new lighting for soccer and BMX and new change rooms and umpire rooms.

Funding comprised a \$453,215 grant from the Office for Recreation and Sport, \$50,000 from Cove Sports and Community Club and \$551,219 from the City of Marion.

New lights were installed at Mitchell Park Sports and Community Club oval and further upgrades, including a new path, fitness stations and a track for the model car club will be made in 2015/16.

The upgrades will cost \$402,000, with \$200,000 of funding provided by the Office for Recreation and Sport and \$202,000 from the City of Marion.

Following the local government elections in November 2014, the new Council has further focused on developing sporting infrastructure.

To support this, Council analysed population, demographic and supply and demand data in early 2015 to plan for future developments.

Based on this analysis, Council has prioritised creating options to develop:

- BMX and soccer facilities in the south
- An indoor multipurpose stadium
- Upgrades to Mitchell Park Sports and Community Club
- Upgrades to Edwardstown Soldiers' Memorial Recreation Ground

Challenges/opportunities

Partnerships are essential to improving sporting infrastructure in a financially responsible manner so we will continue to liaise with peak sporting bodies, MPs, the Department of Recreation and Sport and sports clubs while pursuing funding from other tiers of government.

What next?

Plans will be developed for \$650,000 of upgrades to Edwardstown Soldiers' Memorial Recreation Ground, including improvements to lighting and the velodrome. This includes \$340,000 for a new play space and multi-purpose sports courts, which are scheduled to be completed in October 2015.

The Department of Planning Transport and Infrastructure provided \$250,000 of funding through the Planning and Development Fund for the play space and open space and \$110,000 was provided through the Office for Recreation and Sport for the courts, velodrome and lighting upgrades. Council provided \$290,000 of funding.

We will work to improve sporting infrastructure by developing details of facilities required by the community, as well as management and operational arrangements, and create concepts to support funding bids.

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

- **DEVELOPING OAKLANDS WETLAND**
 - **INCREASING COMMUNITY INVOLVEMENT IN THE ENVIRONMENT**
 - **GROWING A GREENER CITY**
-

DEVELOPING OAKLANDS WETLAND

Achievements

We continued to develop Oaklands wetland – which opened in December 2013 - into a site that is used to irrigate Council reserves and where people can walk, picnic, cycle and watch birds and other wildlife.

Work involved successfully testing the wetland's operations by pumping polluted stormwater from Sturt River through the wetland for filtering by reeds and rushes.

A total of 14.6 megalitres of treated water was stored in the aquifer and will be used to irrigate Council's parks and reserves in summer.

About 30,000 terrestrial plants were planted by staff and community groups, including the Friends of Sturt River.

We conducted about 20 guided tours for local schools, while Adelaide and Flinders universities used the site for field strips.

Challenges/opportunities

As the plants that filter the water were still being established, we only stored a small portion of treated stormwater in the aquifer and returned the rest to the Sturt River.

Testing has confirmed that the water quality is good enough for it to be stored in the aquifer and used to irrigate parks and reserves.

What next?

Next season we expect to inject a significant volume of water into the aquifer and connect an additional five sites to the two that are already being irrigated.

INCREASING COMMUNITY INVOLVEMENT IN THE ENVIRONMENT

Achievements

More than 450 people participated in a BioBlitz survey at Oaklands wetland in August 2014.

Community members and scientists worked together to record more than 130 different species of animals, birds and plants over two days. The information was used to build a profile of natural life at the wetland and was placed on a national online database.

We launched Cat Tracker in February 2015 to help cat owners understand the behaviour of their pets by recording their movements using a GPS.

Challenges/opportunities

BioBlitz and Cat Tracker were partnerships with the University of South Australia's (UniSA) Discovery Circle citizen science program and involved people in practical projects while improving their understanding of the natural environment.

What next?

To highlight changes to the city we will install Flucker Posts at Oaklands wetland and Hallett Cove in late 2015. The posts are markers from which people can take photographs and then upload them to a website where they will show how the environment changes over time.

GROWING A GREENER CITY

Achievements

We planted more than 7000 native shrubs at Oaklands Estate Reserve at a Planet Ark Tree day in July 2014 with support from the Friends of Sturt River and the local community.

About 1500 street trees were planted across the city. Kenton Reserve, Oaklands Park, saw 1200 plantings and we set up a 'no mow zone' at the site to rejuvenate native grasslands.

We completed an audit which found there are about 32,000 street trees in the City of Marion, and this information will be used to help future planting programs.

Challenges/opportunities

Council made a decision to close the nursery to save costs, creating the opportunity to source plants from local nurseries and reallocate resources to maintaining our green assets.

What next?

We aim to plant about 1800 street trees and more than 25,000 native shrubs and grasses over the coming year.

Vegetation mapping, which helps us understand local biodiversity and plan for the future, is scheduled to be completed at 10 reserves.

GREEN EDUCATION

Achievements

In November 2014 we began hosting an education officer funded by the Adelaide and Mt Lofty Ranges Natural Resources Management Board to involve schools and pre-schools in sustainability projects.

Work has included running information stalls at community events, a composting workshop and macroinvertebrate testing to determine water quality at Oaklands wetland.

Challenges/opportunities

Hosting an education officer is a cost-effective way of educating young people in sustainable lifestyles.

What next?

Nature sites will be established at Oaklands and Warriparinga wetlands to involve local schools and communities in monitoring environmental conditions.

We will work to increase the involvement of schools with environmental friends groups and the indigenous education venue, the Living Kaurna Cultural Centre.

OTHER ACHIEVEMENTS:

CREATING A WATER SENSITIVE CITY

We worked towards becoming a *Water Sensitive City* by minimizing flooding, harnessing the potential of stormwater and improving the health of water ways and landscaped areas.

Work included:

- Irrigating two reserves with water treated at Oaklands wetland
- Installing eight erosion control structures and three retention basins and starting planting 20,000 plants and trees over three years to restore the character of Waterfall Creek, Hallett Cove as part of an \$8.3 million stormwater management plan
- Reducing the cost of water at Marion Golf Park, Seacliff Park, with a new stormwater recycling scheme that draws water from the adjacent quarry
- Implementing a joint \$23 million Stormwater Management Plan with the neighbouring City of Holdfast Bay by upgrading our stormwater systems in response to low level flood risks, including installing a new drain in Radcock St, Morphettville
- Producing a Water Sensitive Design Masterplan with the City of Holdfast Bay to identify opportunities for green infrastructure

ADAPTING TO A CHANGING CLIMATE

Along with the neighbouring cities of Mitcham, Holdfast Bay and Onkaparinga we adopted the Resilient South Climate Change Adaptation Plan which is seeing us collaborate to protect the region from natural hazards.

The Resilient South project won the Local Government Champions Award at the 2014 National Climate Change Adaptation conference.

GROWING COMMUNITY GARDENS

We worked with eight community gardens that are in various stages of development, ranging from concepts to being fully operational.

Four gardens are being used to grow food and help people learn at workshops while making new social connections.

The garden at Glandore Community Centre is well established and volunteers ran 12 workshops, one of which drew 96 participants.

Trott Park Community Garden opened February 2014 since when local residents have established 16 garden beds.

MarionLIFE is using produce from its garden at its café and donating food to local residents.

We are exploring options for developing a new garden at Cooina Neighbourhood Centre.

WASTE MANAGEMENT

EDUCATING OUR COMMUNITY

What we achieved

Our waste education campaign included 63 presentations and workshops for residents, community groups, primary schools and kindergartens covering the three-bin system, disposing of tricky waste, organics recycling and composting.

Of the 1349 attendees, 91 per cent reported increased confidence about recycling correctly.

We ran two tours of recycling facilities for 31 residents to improve understanding of waste disposal.

As part of our *Recycle Right* bin tagging program we visited more than 970 households to assess residents' use of kerbside bins. Educational information was provided on tags, which resulted in a 28 per cent reduction of recycling bin contamination, and a 30 per cent increase in the number of households correctly disposing of food waste in the organics bin.

Challenges/opportunities

Employing a variety of tactics helped explain sometimes complex information to people of all ages and is improving the way people recycle and dispose of waste.

What next?

The *Recycle Right* campaign will continue with visits to a further 1500 households.

Other community education activities will include information stalls at community events, tours of waste facilities, and promotion through the the City of Marion's communication channels.

REDUCING ILLEGAL DUMPING

What we achieved

Reports of illegal dumping fell by 13 per cent from 1291 to 1125, largely due to our ongoing *Don't Dump Your Junk* initiative.

Illegally dumped waste was highlighted with tape marked "Illegally Dumped Rubbish Under Investigation", households surrounding the site were letterbox dropped with educational flyers, and staff discussed the issue with local residents.

In 42 per cent of cases where illegally dumped rubbish was taped off for investigation it was retrieved and disposed of correctly.

Challenges/opportunities

The growth in electronic waste, including televisions and computers, is being addressed by the National Television and Computer Recycling Scheme which provides sites for residents and small businesses to dispose of televisions, computers and peripherals free of charge.

Mobile phones can be disposed of at the City of Marion Administration Centre and libraries.

What next?

Community education programs will continue with increased communications activities about recycling and waste disposal.

WASTE COLLECTION SERVICES

Services included scheduled collections of residential hard waste, servicing public bins along roadways, bus stops and reserves, and investigating and removing illegally dumped rubbish.

An estimated 25 per cent of recovered dumped rubbish and hard waste collections were recycled, and we recycled more than 2500 mattresses.

Type of waste collected	Service delivery for 2014/15	Tonnes	Comparison to 2013/14
Scheduled hard rubbish	11,235 requests	539	1% increase in collections
Illegally dumped rubbish	1125 incidents	62	13% reduction
Public place litter	22,000 collections	134	12% reduction in tonnage

KERBSIDE WASTE COLLECTION AND RECYCLING

We continued to provide the three-bin kerbside collection and recycling service in partnership with our delivery agent Solo Resource Recovery.

Waste collected	Tonnes collected 2014/15	Variation from 2013/14
Total residual waste	18,729	No change
Recycled	6351	3.6% reduction
Green organics	10,323	10% reduction

Residual waste includes (and recycled excludes) estimated recycled contamination of 1284 tonnes.

Solo Resource Recovery offset 855 tonnes of carbon associated with its operations within the City of Marion in 2014/15.

OTHER ACHIEVEMENTS:

HAZARDOUS WASTE DISPOSAL DAY

A hazardous waste disposal day in April 2015 saw 17,798kg of products brought in by the community for free disposal. Items included herbicides, motor oil and paint.

Held in conjunction with Zero Waste SA and the neighbouring cities of Holdfast Bay and West Torrens, the event drew 670 vehicles, with 38 per cent from the City of Marion.

RECYCLING FOR REUSE SAVES \$196,000

Processing and reuse of operational waste, including civil, demolition and green waste saved \$196,166 in alternative disposal costs and diverted 4951 tonnes of operational waste from landfill.

AFTER HOURS EMERGENCY RESPONSE

The after Hours Emergency Team responded to 179 calls to remove hazards resulting from storm damage, flooding, trees, dumping, offensive graffiti and vandalism.

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

- **NEW SERVICE LAUNCHED TO GROW SMALL BUSINESS**
 - **BOOSTING BUSINESS IN THE SOUTH**
 - **DEVELOPING TONSLEY**
-

NEW SERVICE LAUNCHED TO GROW SMALL BUSINESS

Achievements

We partnered the Department of State Development (DSD) to launch a new service to spark growth among the 18,000 small businesses in southern Adelaide.

The Tonsley Small Business Advisory Service opened in June 2015 to coach small companies and start-ups in business planning, importing, exporting, marketing and staffing. The DSD is providing \$120,000 of funding over two years and the City of Marion \$80,000.

This built on the success of the Marion Small Business Advisory Service which we delivered in partnership with the DSD and provided 323 advisory sessions over the past year. The service concluded in May 2015.

We continued to provide funding for ERBA (Edwardstown Region Business Association) and marketing assistance of its events. ERBA's membership grew by more than 20 to 110 and we continued to partner them and Edwardstown Rotary Club for breakfast events.

Challenges/opportunities

Operators of small businesses have told us that their availability to attend training or industry events is limited.

To address this, we worked with businesses to help them grow by providing carefully targeted and relevant support, particularly through advisory sessions and networks.

What next?

We will work with other business development agencies to offer easier access to support programs, particularly around digital enterprise and workforce development.

BOOSTING BUSINESS IN THE SOUTH

Achievements

We worked with a group of local companies to help form the Hallett Cove Business Association which aims to boost the economic profile of the southern region.

To prepare for the opening of the Cove Civic Centre in August 2015, we appointed an enterprise coordinator who liaised with local businesses to develop workshops and activities that will be held at the centre.

Challenges/opportunities

The Hallett Cove Business Association has the potential to bring companies together to share resources, knowledge, ideas and network – creating the opportunity to promote the association as a focal point for businesses in the region.

The association and about 6300 local businesses will have access to facilities at Cove Civic Centre, including meeting rooms and a fully-equipped training suite, which have been designed to support skills development, information sharing and jobs growth.

What next?

The Hallett Cove Business Association will be officially launched at the Cove Civic Centre in August 2015.

Our enterprise coordinator will be dedicated to working closely with local businesses to ensure services and programs held at the centre meet their needs.

We will continue to forge links between Tonsley Small Business Advisory Service and the Cove Civic Centre to expand the number of companies that benefit from support.

DEVELOPING TONSLEY**Achievements**

We continued to work with key stakeholders, notably the State Government, to help develop the integrated employment, education and residential precinct at Tonsley, which is expected to attract \$1 billion of private investment.

We are now represented on the project steering committee which is working on a strategy to further develop the precinct.

Progress over the past year included the opening of Flinders University's \$120 million School of Computer Science, Engineering and Maths and completion of a Siemens facility to maintain equipment for its Asia Pacific energy technology business.

The co-working space, Co-HAB, opened to provide business facilities and the first three tenants moved into Tonsley Town Square, offering food and a convenience store.

Challenges/opportunities

As more businesses move into the site we will continue to promote opportunities for collaboration between the private sector, university, government and the community.

What next?

Construction of the State Government's \$32 million drill core library is expected to be completed in early 2016. The facility will be used by mineral and energy exploration companies to pinpoint searches for mineral deposits.

The master plan for an 11-hectare residential development in the north-west corner of the site is due to be completed in 2016.

Tonsley Small Business Advisory Service will help position the site as a centre for business start-ups and innovation.

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

- **\$1.5M RAILWAY TERRACE REVAMP BEGINS**
 - **UPGRADING STURT LINEAR PARK**
 - **\$5 MILLION INVESTED IN ROADS AND FOOTPATHS**
-

\$1.5M RAILWAY TERRACE REVAMP BEGINS

Achievements

Work began in May 2015 to revitalise Railway Terrace in Ascot Park by installing a shared walking and cycling path next to the rail corridor.

Upgrades will include energy-efficient lighting, stormwater drains, landscaping, and paving at Ascot Park railway station.

The \$1.5 million project is being funded by the City of Marion with \$700,000 provided by the State Government through an Open Spaces grant.

Challenges/opportunities

The upgrade will improve the streetscape and encourage walking, cycling and the use of public transport.

We partnered with the training organisation Civil Train to improve the skills of local people seeking employment by involving them in constructing part of the footpath.

The revamp aims to complement the State Government's 30 Year Plan for Greater Adelaide to develop the suburbs along the rail line as a major transit corridor and Greenway.

What's next?

Work is scheduled to be completed by December 2015, after which we will monitor how the upgrade impacts on traffic conditions and driver behavior.

UPGRADING STURT LINEAR PARK

Achievements

Upgrades to this shared walking and cycling route, which runs alongside the Sturt River, included renewing the pathway between the train line and Finnis St, Marion and installing an entrance treatment of concrete and timber bollards at Crozier Terrace, Oaklands Park.

A swale was built to manage stormwater runoff from adjacent properties.

Challenges/opportunities

Upgrades to other sections of the path, including areas between Maxwell Terrace and Morphet Road, Oaklands Road and Morphet Road, Marion Road and Sturt Road and South Road and Sturt Road (through Warriparinga) will be dependent on available funding.

What's next?

Landscaping along Finnis Street, including planting low-lying vegetation, is expected to be completed by the end of 2015.

OTHER ACHIVEMENTS:

\$5 MILLION INVESTED IN ROADS AND FOOTPATHS

More than \$5 million was invested in renewing footpaths and resealing roads.

We resealed 138,000 sq m of roads at a cost of \$4.8 million. This included replacing speed cushions in Heysen Drive, Sheidow Park.

Additionally, we installed more than 2300 sq m of new footpaths worth \$245,000. Our proactive footpath renewal program will continue with work in Glengowrie and Marion.

Following consultation with local residents, speed cushions that had been removed for resurfacing in Cungen Avenue, Park Holme were not replaced.

CITY SERVICES REDEVELOPMENT BEGINS

South Australian company, Badge Constructions, began redeveloping the City Services site on Marion Rd to include a new \$14.3 million City Services building in September 2014.

The facility will be a modern operational hub to provide services to the community, including building and maintaining parks, playgrounds, footpaths, roads and stormwater drainage for the next 40 years.

Staff will move into the facility in September 2015 and work to complete the fleet vehicle area will be completed by the end of the year.

Council will then consider opportunities for about 7000 sq m of surplus land where the old building stood.

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

- **INCREASING EXERCISE FOR CHILDREN**
 - **BUILDING STRONGER NEIGHBOURHOODS**
 - **MORE TRAINING FOR VOLUNTEERS**
-

INCREASING EXERCISE FOR CHILDREN

Achievements

More than 1000 children have benefited from sports coaching and participated in school holiday activities at Rajah Street Reserve in Oaklands Park since its \$300,000 makeover.

Activities are coordinated by a group of local volunteers, the Rajah Rec Squad, and included professional coaching in tennis, basketball and netball as well as soccer clinics.

The reserve was revamped in April 2014 through our partnership with the Roger Rasheed Sports Foundation. We have since worked with the foundation and local residents to promote health and fitness by involving young people in sport.

Challenges/opportunities

Building partnerships with sports organisations and clubs has been essential in removing barriers to participation in physical activity and creating opportunities for young people.

What next?

Coaching clinics and recreational activities will continue with a renewed focus on connecting children with sports groups so they have the opportunity to pursue their interests at a club.

BUILDING STRONGER NEIGHBOURHOODS

Achievements

Attendances at community capacity building activities at Park Holme and Plympton Park increased from about 2000 in the previous year to 2500.

Projects are community-led, and empower residents to build strong neighbourhoods by learning skills and making social connections.

Activities run by residents included four Music in the Park events, eight Community Cabaret nights, weekly Migrant Women's Groups, a Christmas celebration and six art exhibitions.

Challenges/opportunities

We are supporting residents by helping them expand their skills and implement their own programs to make projects sustainable.

What next?

We will continue to work with existing and new groups to help them run activities that build community connections.

MORE TRAINING FOR VOLUNTEERS

Achievements

We provided training for volunteers in child safe environments and cultural awareness with support from a grant from the Office for Volunteers.

The number of registered volunteers rose from 412 to 424 and the financial value of their contribution was more than \$1.2 million, a slight increase on last year.

Volunteers contributed 44,810 hours, including for the community bus, libraries, social support and home maintenance, graffiti removal and Justice of the Peace.

Challenges/opportunities

The ageing population is creating an older pool of volunteers. We are encouraging new volunteers by providing free training and an Introduction to Volunteering course.

What next?

We will deliver cultural awareness training and more child safe sessions with funding from the Office for Volunteers.

National volunteer standards were updated in May 2015 and we will review our programs to ensure we meet best practice.

Volunteer positions will be reviewed to ensure work health and safety requirements are met.

\$65,000 OF COMMUNITY GRANTS AWARDED

Achievements

We helped 28 clubs and organisations develop projects for community benefit by providing \$65,000 of Community Grants.

The grants generated community projects to the value of \$203,416 when taking into account the 1931 of volunteer hours generated, donations and in-kind support.

Grants were provided to support work in arts and culture, recreation, the environment and community development.

Challenges/opportunities

To increase awareness of the grants and to continue building relationships with local groups, we promoted the program via local media and our online communication platforms.

What next?

Timelines will be reviewed with the aim of speeding up the application process.

MARION LEARNING FESTIVAL

Achievements

The *Marion Learning Festival* promotes lifelong learning to the community with workshops and come and try sessions covering science, arts, business, health and careers.

The festival ran from August 23 to September 1, 2014 and involved about 1700 people in 80 activities.

For the first time, the new Tonsley TAFE was the focus of activities, including a science show, robotics demonstration and an arts workshops. Two citizenship ceremonies for 190 new Australians were held at the TAFE.

City of Marion's neighbourhood centres, libraries and cultural centres also hosted activities.

Challenges/opportunities

To ensure sufficient staffing for the festival, we successfully involved event management students from TAFE and local universities in running the event.

While numbers were slightly down from the previous year's event which drew 2500 people, this can be attributed to moving to a different venue that was still developing.

What next?

We aim to review the format of the *Marion Learning Festival* to ensure it remains relevant to encouraging lifelong learning in the local community.

OTHER ACHIEVEMENTS:

Migrant Women's Group recognised

Our Migrant Women's Group was presented with a 'high commendation' in the Governor's Multicultural Awards for promoting community harmony, understanding between Muslims and non-Muslims, and helping newly arrived women connect with their community.

The group was formed in 2013 and brings migrant women together to share experiences with support from the City of Marion.

Participants come from countries as diverse as Saudi Arabia, Pakistan, Iraq, Iran, West Africa and Indonesia.

New support group for men

Local men visiting Trott Park Neighbourhood Centre for an International Men's Day event on November 19, 2014 banded together to form a new group to share skills, make friends and help their community.

Dubbed the 'Escape Committee', the support group has 25 members, has held barbecues using the centre's wood oven and is planning day trips, a program of guest speakers and to promote itself further to the community.

Awarding youth

Twenty-four young people were presented with a Youth Recognition Award in April 2015 as part of National Youth Week celebrations.

The awards acknowledged young people who have displayed outstanding personal character by contributing to their community, overcoming barriers and inspiring others.

GOVERNANCE

MILESTONES

- **INDUCTION OF A NEWLY ELECTED COUNCIL**
 - **AN INCREASE OF A 'REVIEW OF COUNCIL DECISIONS' FROM THE OMBUDSMANS OFFICE OF SOUTH AUSTRALIA**
 - **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, 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 to ensure that 'on the ground' governance is practical, value adding and transparent.

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 in accordance with legislative responsibilities.

REPRESENTATION

The City of Marion is represented by 13 Elected Members, comprising of a Mayor and 12 Councillors representing six wards. The Mayor is elected from the whole community, while Councillors are elected by voters in their wards.

Council Elections are held every four years with the last election convened in November 2014 with Mayor Hanna appointed unopposed. Seven new councillors were elected and five sitting members were re-elected for the 2014-2018 term.

Council appoints a Deputy Mayor for a period of 12 months from November to November each year. Councillor Luke Hutchinson was elected Deputy Mayor in November 2014.

The 13 Elected Members represent a total of 61,097 electors across the City of Marion. The quota for the City of Marion is one member to 4,699 electors. Councils of a similar size have the following quotas:

Representation Quotas

Council	No. of Elected Members including the Mayor	Electors	Quota
Adelaide	12	24183	2015
Port Adelaide Enfield	18	76671	4259
Charles Sturt	17	78195	4599
Marion	13	61097	4699
Salisbury	17	87720	5160
Onkaparinga	21	115399	5495
Tea Tree Gully	13	71274	5482

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 City of Marion undertook a Representation Review in 2013 and is not required to undertake another review until 2021.

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.
- **CEO Review Committee** which meets on an as needs basis.

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 19 General Council Meetings and 8 Special Council Meeting, totaling 27 meetings for 2014/15. Attendances at meetings were:

Former Council**July 14 – Oct 14**

8 General Council meetings and 4 Special General Council meetings

Member	Meetings held	Attended
Mayor Lewis	12	12
Councillor Cheryl Connor	12	11
Councillor Frank Verrall	12	10
Councillor Kathleen Allen	12	5
Councillor Carol Bouwens	12	11
Councillor Luke Hutchinson	12	9
Councillor Jerome Appleby	12	12
Councillor Jason Veliskou	12	10
Councillor Carolyn Habib	12	6
Councillor Bruce Hull	12	12
Councillor Tim Pfeiffer	12	11
Councillor Alice Campbell	12	7

Council Elect**Nov 14 – June 2015**

11 General Council Meetings and 4 Special General Council meetings between November 2014 and June 2015

Member	Meetings held	Attended
Mayor Kris Hanna	15	12
Councillor Ian Crossland	15	15
Councillor Tim Gard	15	12
Councillor Janet Byram	15	14
Councillor Nick Westwood	15	15
Councillor Luke Hutchinson	15	15
Councillor Raelene Telfer	15	15
Councillor Jerome Appleby	15	14
Councillor Jason Veliskou	15	14
Councillor Bruce Hull	15	15
Councillor Nathan Prior	15	14
Councillor Nick Kerry	15	13
Councillor Tim Pfeiffer	15	15

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 Jason Veliskou was elected in November 2014 as the presiding member.

The Strategic Directions Committee meet bi-monthly, convening six meetings during 2014/15. The attendances to meetings are as follows:

**Former Council
July 14 – Oct 14**

Member	Meetings held	Attended
Mayor Lewis	2	2
Councillor Cheryl Connor	2	2
Councillor Frank Verrall	2	2
Councillor Kathleen Allen	2	1
Councillor Carol Bouwens	2	2
Councillor Luke Hutchinson	2	2
Councillor Jerome Appleby	2	1
Councillor Jason Veliskou	2	2
Councillor Carolyn Habib	2	2
Councillor Bruce Hull	2	1
Councillor Tim Pfeiffer	2	2
Councillor Alice Campbell	2	0
Marty Gauvin	2	2
Chris Daniels	2	2
Darren Bilsborough	2	2
John Bastian	2	2

**Council Elect
Nov 14 – June 2015**

Member	Meetings held	Attended
Mayor Kris Hanna	4	3
Councillor Ian Crossland	4	4
Councillor Tim Gard	4	4
Councillor Janet Byram	4	4
Councillor Nick Westwood	4	4
Councillor Luke Hutchinson	4	3
Councillor Raelene Telfer	4	3
Councillor Jerome Appleby	4	2
Councillor Jason Veliskou	4	4
Councillor Bruce Hull	4	4
Councillor Nathan Prior	4	4
Councillor Nick Kerry	4	3
Councillor Tim Pfeiffer	4	4
Marty Gauvin	4	4
Chris Daniels	4	4
Darren Bilsborough	4	4

The meetings of the committee focused on the following:

- Residential General Development Plan Amendment
- South Australian Governments 10 Economic Priorities
- Submission for the Senate Select Committee on Health
- Tonsley Redevelopment
- Workshops to determine the future of the Strategic Directions Committee and how it could be most effective in 2015 and beyond

Challenges/opportunities

The challenge for the committee is to provide sound advice in order for the Council to

achieve its strategic goals that address community need. The committee identified a number challenges to focus upon in the future including;

- Innovation districts
- High amenity environment for living,
- Improving the quality of life for residents
- Innovation districts
- Business in the digital domain
- Community Energy

AUDIT COMMITTEE

The City of Marion's Audit Committee has been in operation since 2006. 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. During the 2014/15 year, Council thanked Ms Cathy Cooper for her 8 years of service on the Audit Committee and welcomed Ms Kathryn Presser as Independent Member to the Audit Committee.

The Audit Committee has reviewed and provided advice on:

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

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

Former Council

July 14 – Oct 14

Member	Meetings held	Attended
Greg Connor (Chair)	2	2
Cathy Cooper	2	2
Lew Owens	2	2
Councillor Alice Campbell	2	2

Council Elect

Nov 14 – June 2015

Member	Meetings held	Attended
Greg Connor (Chair)	3	3
Lew Owens	3	2
Kathryn Presser – From June 15	1	1
Councillor Tim Pfeiffer	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 15 times. Attendances at meetings were:

Former Council

July 14 – Oct 14

Member	Meetings held	Attended
Councillor Cheryl Connor	6	4
Councillor Frank Verrall	6	5
Councillor Luke Hutchinson	6	5
Rebecca Thomas – presiding member	6	6
Jenny Newman	6	6
Phil Smith	6	6
Wendy Bell	6	6

Council Elect

Nov 14 – June 2015

Member	Meetings held	Attended
Councillor Nick Westwood	9	9
Councillor Jerome Appleby	9	8
Councillor Nick Kerry	9	8
Rebecca Thomas – presiding member up to 27/5/15	8	6
Jenny Newman up to 27/5/15	8	7
Phil Smith	9	9
Wendy Bell	9	8
Gavin Lloyd-Jones – presiding member from 28/5/15	1	1
Graham Goss from 28/5/15	1	1

DELIVERING COUNCIL RESOLUTIONS

At meetings of Council, its decisions are called 'resolutions' and these decisions are then actioned by the Council staff. In 2014/15, the City of Marion had made 225 resolutions, of which 22 were confidential with a chart provided below to show comparative decisions made for previous financial years.

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 2014/15, elected

members received the following allowance:

Mayor	\$76,000
Deputy Mayor	\$23,750
Elected members	\$19,000

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	\$400 per meeting
Elected member representative	\$200 per meeting

ELECTED MEMBER TRAINING AND DEVELOPMENT

Throughout 2014/15 Elected Members have attended on-going training and development based on current council business and their own professional development requirements. With the Council Election held in November 2014, an induction program was held for all Elected Members which covered the topics required by *Local Government (General) Regulations 2013* and the LGA Training Standards. The induction program included training on the follow:

- Council Structure and Composition
- Roles, Responsibilities, Duties and Functions
- Council Meetings
- Elected Member Expense and Facilities
- Oversight of Strategy, Planning and Performance
- Financial Management and Performance
- CEO Performance Review
- Due Diligence – Code of Conduct, Independent Commission Against Corruption Act and Office of Public Integrity
- Aboriginal Cultural Awareness Training
- Media Training

In February 2015, Council Members also participated in a bus tour around the City of Marion to key sporting infrastructure sights to gain a better understanding of the issues and priorities across the City.

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

- Energy Efficiency in Local Government
- The Local Government Association Annual Conference
- Dynamic Cities – Vibrant, livable and innovative. 14 International Cities Town Centre & Community Conference
- New Council Members Residential Seminar

SENIOR EXECUTIVE SALARY PACKAGES

Council had 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 \$197,500 to \$308,828.

CONFIDENTIAL ITEMS

The City of Marion is committed to the principle 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 2014/15, 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 preceding table:

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).	10
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;	8
3 (e) matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person;	0
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;	0
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;	1
3 (h) legal advice	0
3 (k) tenders for the supply of goods, the provision of services or the carrying out of works	5
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;	0
37 (b) a contract may be entered into by an officer, employee or agent authorised by the council to enter into the contract on its behalf.	1

Four confidential reports were identified for release this financial year including;

- Review of Confidential items 2003 (item 1)
- Acquisition of land for Drainage Reserve - 40a Jervis Terrace Marino (item 2)
- Internal Audit, Enterprise bargaining Calculations (item 3)
- External Audit Tender (item 4)

A further 39 confidential orders were reviewed and remain in force, with a further 26 reports identified for further investigation in order to release this financial year.

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, with the last review occurring in September 2015.

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.

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 a Staff 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 Elected Members' gifts and benefits
- 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 five reviews of a council decision, completing all five of these reviews within the financial year, Council also completed a review received in the previous financial year. The complaints related to traffic management issues, dog complaints, noise controls and unsightly property.

The original decisions were maintained; however opportunities for improvement to council processes and customer service were identified and implemented.

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 Meeting Procedures
- Audit Committee Policy and Terms of Reference
- Audit Committee Terms of Reference
- Audit Committee Meeting Agenda, Reports and Minutes
- Audited Financial Statements
- Borrowings Policy
- Building and Swimming Pool Inspection Policy
- Caretaker 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
- 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 Member Code of Conduct
- Elected Member Code of Conduct – Procedure for investigating complaints
- 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
- Petition Form
- Petitions Policy
- Planning Application Register
- Planning applications by consent
- Privately funded development plan amendments policy
- Procurement Policy
- 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
- 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
- Staff Code of Conduct
- 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 27 Freedom of Information applications for the 2014/15 financial year.

In summary:

Number of applications	27
Determined	24
Transferred in Full	0
Withdrawn	0
Full release	7
Unfinished	4
Partial release	10
Refused access	7

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

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.

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.

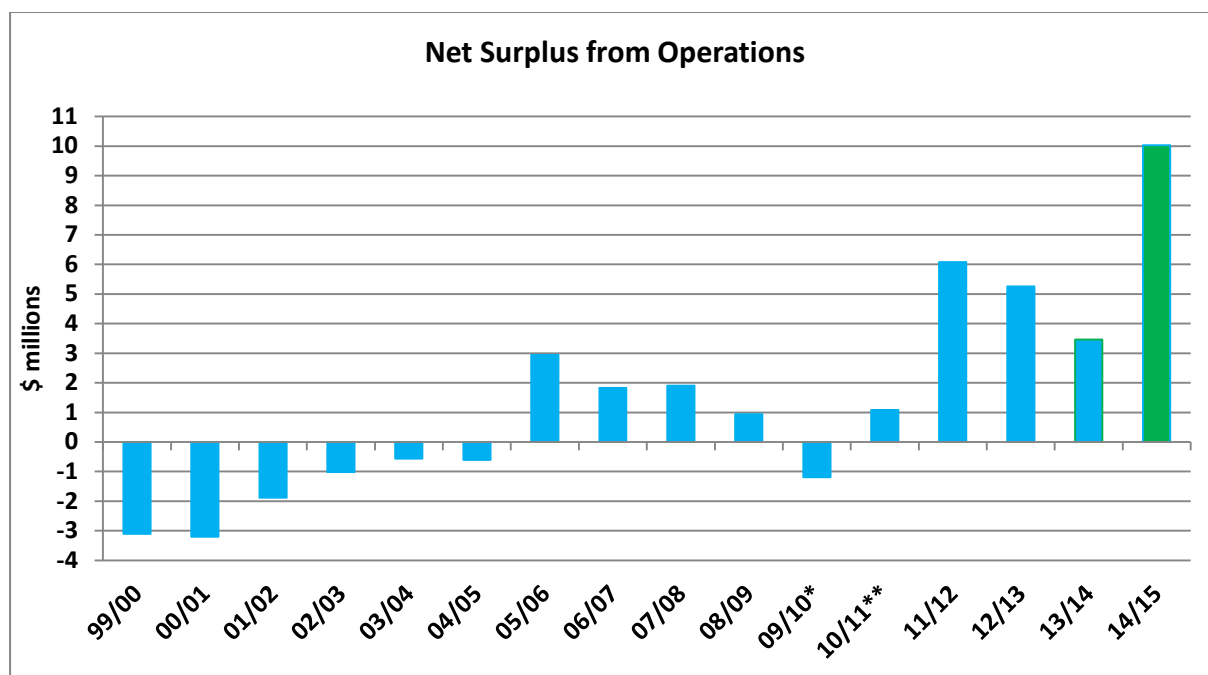
Under section 96 of the Local Government Act 1999, council is required to prepare and adopt a Community Land Management Plan for its community land if the land has been or is to be specifically modified or adapted for the benefit or enjoyment of the community.

FINANCIAL MANAGEMENT

Statement of Comprehensive Income

The Statement of Comprehensive Income details Council's revenues and expenses for the reporting period and reveals an operating surplus (before capital revenues and contributed assets) of \$10.027m for 2014/15 compared to an operating surplus of \$3.467m for 2013/14.

The increase in Operating Surplus is primarily due to an increase in operating income of \$7.082m whilst maintaining operating expenses to a minimal increase of \$0.522m for the 2014/15 year.



* 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

Operating Income

Total Operating income for 2014/15 was \$81.976m compared to \$74.894m in 2013/14. The increase of \$7.082m (9.4%) is mainly attributed to the adopted increase in Rates of \$3.7m (4.1% + growth of 1.0%) and a substantial increase in Grants, Subsidies and Contributions of \$2.3m (42.7%).

This substantial increase in Grants, Subsidies and Contributions of \$2.3m predominantly relates to timing of the payment of the Grants Commission's Financial Assistance Grants (FAG) which is normally paid in quarterly instalments. On 30 June 2015 the Grants Commission paid in advance the first two instalments of the 2015/16 FAG, resulting in a total of six quarterly instalments being paid in 2014/15 compared to only two in 2013/14.

Operating Expenses

Total Operating expenses for 2014/15 were \$71.949m compared to \$71.427m in 2013/14. The minimal increase of \$0.522m (0.73%) is mainly attributed to a concerted effort and strong focus on achieving efficiency and effectiveness savings across the organisation.

Employee costs increased marginally \$0.225m (0.7%) in 2014/15 from 2013/14. This is primarily due to efficiency gains and savings achieved through vacancy management (\$1.020m) which have to a large degree offset increased costs incurred through Councils wages and salaries EB agreements.

Finance costs rose by \$0.442m in 2014/15 as a result of borrowings (\$9m) taken out in June 2014 for one of Councils major projects, the construction of the recently opened Cove Civic Centre.

Achieving a reduction in Materials, Contracts and Other expenses of \$0.563m in 2014/15 helped to offset the increases outlined above.

Capital Revenues and Contributed Assets

Other key variances reported on the Statement of Comprehensive Income are *Amounts Received Specifically for New or Upgraded Assets* (up \$1.4m) relating to an increased number of projects attracting external funding, and *Contributed Assets* (up \$6.8m) with the majority of this relating to infrastructure in a new residential development at Hallett Cove, including a retaining wall with a value of \$4.45m.

Key Operating Ratios

OPERATING SURPLUS RATIO	2015	2014	2013	2012	2011
<u>Operating Surplus (before capital revenues)</u>	15%	6%	9%	11%	2%
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. The target for this ratio is 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 between 0 and 5% over any five financial years" however this was exceeded in the 5 years to 2014/15, with an average ratio of 8.6%. As per the 2015/16 Annual Business Plan and Budget, the target for next year is between 0 and 6% (adjusted for extraordinary items). This year's ratio has been impacted by significant savings achieved as a result of an organisation wide focus on efficiency and effectiveness savings together with the receipt of operating revenues over and above original budget. As a result the total operational costs have only marginally increased \$0.522m (0.7%). In addition, the impact on this ratio caused by the receipt of two of the 2015/16 FAG payments of \$1.4m being received in advance in the 2014/15 year as discussed earlier is 2%.

RATE REVENUE RATIO	2015	2014	2013
<u>Rate Revenue</u>	82%	85%	81%
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 Co-Design Group focused on internal training and development of Council officers to maximise grant opportunities.
- Annual review of Fees and Charges Schedule.

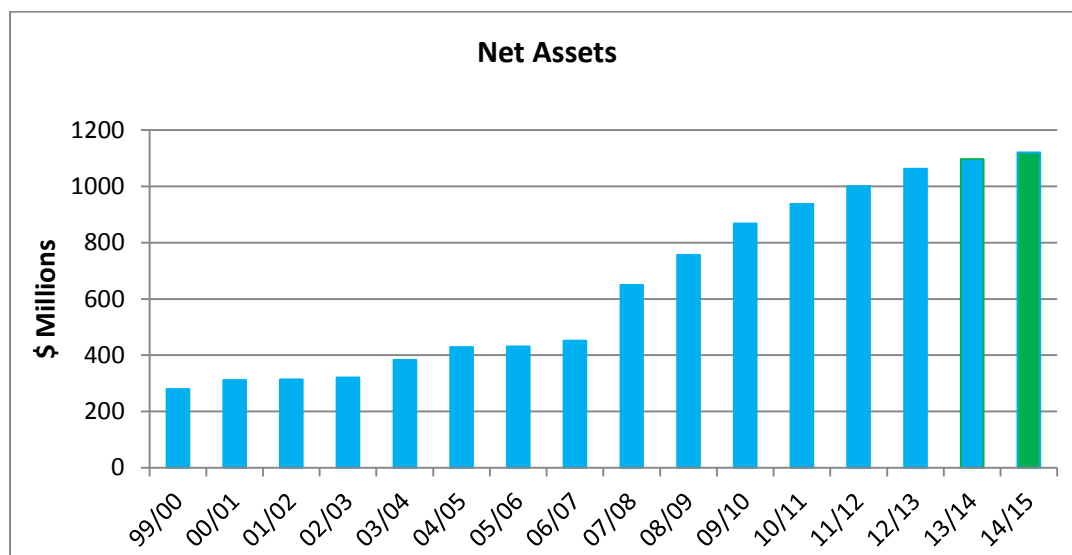
Statement of Financial Position

The Statement of Financial Position provides details of Council's assets, liabilities and equity as at 30 June 2015.

It should be noted that there has been a reclassification to the 2013/14 year of \$8.9m from Cash to "Other Financial Assets" as the maturity dates of some fixed term deposits were greater than 90 days from the end of the Financial Year. This compares with a figure of \$2.7m for 2014/15, with the reduction being predominantly due to funding for the construction of the Cove Civic Centre which utilised loan funding taken out in 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 \$1,120.5m in 2014/15.



This 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.

	2014 \$'000	2015 \$'000	Increase \$'000
Infrastructure	633,645	651,612	17,967
Buildings	85,096	92,075	6,979

Infrastructure, Property, Plant & Equipment (IPP&E):

Council's IPP&E increased by \$24.032m (2.2%) compared to 2013/14. The majority of the increase relates to a revaluation of \$6.8m in infrastructure assets, the construction of the Cove Civic Centre (\$10.4m to date) and the contribution of \$8.2m in assets, predominantly encompassing infrastructure from Developers.

Key Financial Position Ratios

WORKING CAPITAL RATIO	2015	2014
	1.0	0.8

Current Assets – Restricted Assets

Current Liabilities – Liabilities Associated with Restricted Assets

This ratio focuses on the liquidity position of Council, adjusting for restricted assets (e.g. unspent specific tied grants that would need to be excluded from Council's current assets as Council would be restricted from using this cash to meet short term liabilities).

Council's target for this ratio is between 1.0 and 1.1.

Comment:

Council's cash flow is in a good position to undertake day to day operations.

ASSET SUSTAINABILITY RATIO	2015	2014	2013
<u>Net Asset Renewals</u>	76%	57%	80%
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 Council's City Services Depot. Going forward this ratio will be calculated using the average required renewal as per Council's Asset Management Plans.

ASSET CONSUMPTION RATIO	2015	2014	2013
<u>Carrying value of depreciable assets</u>	80%	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 strategic long-term assets for the orderly development of the City. Council's total borrowings as at the 30 June 2015 were \$11.9m a net decrease of \$1.6m over the level of borrowings in June 2014.

The following indicators are used to monitor Council's performance in relation to its current level of debt.

Key Debt Ratios

NET FINANCIAL LIABILITIES	2015	2014	2013
	\$'000	\$'000	\$'000
	(1,284)	(6,271)	(12,815)

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

Comment:

The negative result as shown above indicates that Council's non-equity financial assets are greater than its total liabilities. This result is due to a substantial holding of cash and other financial assets totalling \$22.4m, of which \$15.2m is allocated for unexpended grants and uncompleted capital projects carried over to 2015/16 which, when taken into account would give Council a Net Financial Liability position of \$13.9m.

NET FINANCIAL LIABILITIES RATIO	2015	2014	2013
<u>Net Financial Liabilities</u>	(2%)	(9%)	(18%)
Total Operating Revenue			

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 cash holding and other financial assets mentioned above this ratio would actually be 17%, which sits at the lower end of Council's target range of 0 - 50%. Council's capacity to meet its financial obligations from operating revenues is strong and it has capacity to meet future requirements identified in its Long Term Financial Plan.

INTEREST COVER RATIO	2015	2014	2013
<u>Net Interest Expense</u>	(0.1%)	(0.5%)	(1.0%)
Total Operating Revenue			

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:

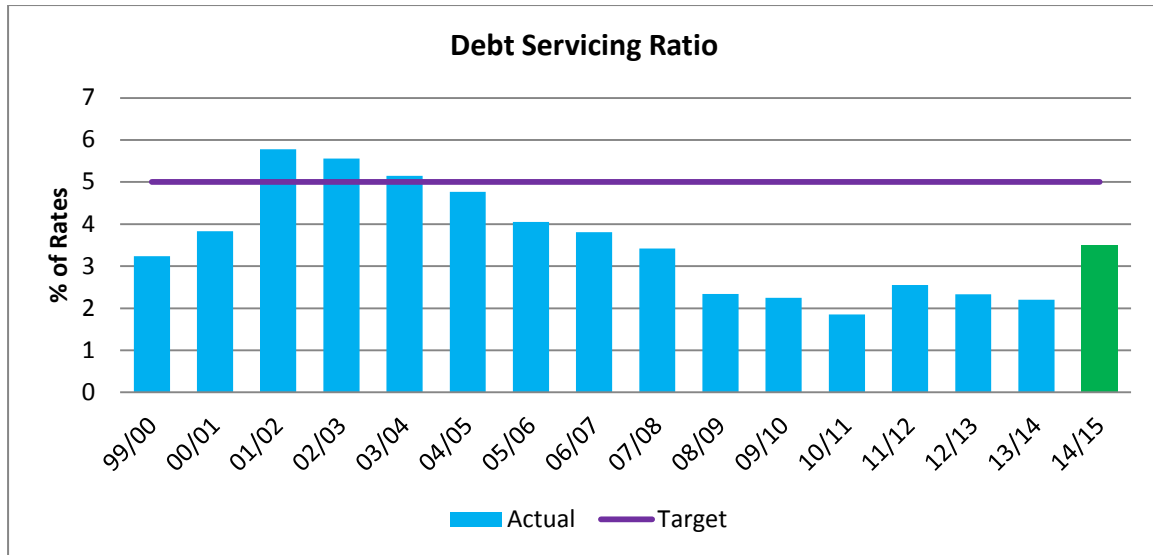
Negative ratios have been recorded for the past 3 years reflecting interest revenues being greater than interest expenses.

DEBT SERVICING RATIO	2015	2014	2013
<u>Principal + Interest</u>	3.5%	2.2%	2.3%
Total Rate Revenue			

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 well positioned for the borrowing program as outlined in its Long Term Financial Plan. The 3.5% result is 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 \$1,120.5m as reflected in the Statement of Financial Position.

Cash Flow Statement

The Cash Flow Statement details the cash movements for the year ended and reconciles with Note 11 of the Annual Financial Statements. In line with the Statement of Financial Position, the Cash Flow Statement has seen a restatement of the 2013/14 year with \$8.9m now being classified as "Other Financial Assets" and therefore is no longer included in the Cash Flow Statement.

The Statement indicates a cash surplus of \$19.7m compared with \$19.2m in 2013/14. As previously mentioned a significant portion of the cash position is committed to carryovers, unexpended grants and retimed works (\$15.2m).

Key Cash Ratios

OPERATING CASH FLOW COVERAGE

2015	2014
133.8%	100.8%

Cash Flows from Operations – (Loan Principal Repayments)

Average Annual Optimal Level of Expenditure per Council's Asset Management Plans

This ratio identifies Council's abilities to fund its operating and capital expenditure requirements without the need for significant sudden rate increases or service reductions, and whilst continuing to maintain intergenerational equity and the sustainable and responsible use of borrowings.

Council's target for this ratio is between 100% and 105%.

Comment:

Whilst the 2014/15 result is above the targeted range, this is predominantly due to the strong focus this year on achieving efficiency and effectiveness savings across the organisation (\$2.677m against original budget), together with higher than budgeted operating revenue (\$3.052m against original budget). If these were excluded (net \$5.729m) then this ratio would be 98.5%.

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:

\$15.211m

This is predominantly made up of capital works totalling \$6.943m and grant funded carryover projects totalling \$6.385m including Grants Commission Financial Assistance grant funding received in advance for the 2015/16 year (\$1.437m).

Open Space Reserve:

\$0.857m

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

Asset Sustainability Reserve

\$3.136m

It is considered by management that the balance of this fund at 30 June 2015 is adequate to meet its intended purpose which now includes the Community Facility Partnership Program (CFPP) funding. The balance of \$3.135m at 30 June 2015 represents funding set aside for the sustainable maintenance and renewal of existing assets, including sufficient funds (minimum of \$2m) to enable Council to respond to a major infrastructure failure.

Note: As at the 30 June 2015, taking into consideration all carried over and retimed works, current payables and receivables these reserve funds are 100% cash-backed.

LONG TERM FINANCIAL PLAN

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

- Support the achievement of the City of Marion's Strategic Directions
- Address issues arising from internal audit reviews and business excellence assessments

- 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
- Continue to improve the maintenance of assets in accordance with Council's Asset Management Plans, with a priority on maintenance before renewal, and renewal before new where it is cost effective to do so
- Review existing services and assets to ensure they meet prioritised community needs
- Council only considers new Major Projects where it has the identified funding capacity to do so
- Maintain council's position for an average residential rate which remains among the lower rating metropolitan councils
- Implement responses for progressing liveable cities strategies and funding opportunities within Marion.

DEVELOPING AN ORGANISATION OF EXCELLENCE

ELECTRONIC LEARNING LAUNCHED

Achievements

To streamline staff inductions we launched *E-learning* (electronic learning) in April 2015.

This online training package has made it easier and quicker for new staff to learn about health and safety in our workplace and simpler for other staff to undergo refresher training.

Areas covered include Work Health and Safety Fundamentals, Bullying and Harassment, Alcohol, Drugs in the Workplace and Risk Management.

Challenges/opportunities

Online training has been well received, including by staff who rarely use computers, and is enabling us to deliver training more efficiently.

What next?

E-learning will be expanded in 2016 to include a corporate induction and other modules.

NEW LEARNING PROGRAM SET FOR ROLL OUT

Achievements

We developed a new learning and development program called THREE E's which recognises learning as:

- Experiential (learning through daily tasks and challenges)
- Exposure to others (informal coaching, mentoring, discussion)
- Education (formal activities, including attending courses)

Challenges/opportunities

THREE E's will provide an opportunity for staff to develop skills in a cost-efficient, new and engaging manner.

What next?

THREE E's will be rolled out from July 1, 2015.

GROWING LEADERSHIP

Achievements

We built leadership capability through quarterly People Management Group forums and training.

Challenges/opportunities

To ensure People Management Group sessions had maximum benefit we provided content that would develop leaders based on an analysis of the organisation's needs.

What's next?

Future sessions will focus on corporate content to ensure our leaders have the skills to deliver the *Community Plan*, which is the community's vision for the future of the city.

OTHER ACHIEVEMENTS:

STAFF RETENTION INCREASES

Our staff retention rate was 91.9 per cent. This continues a positive trend from the previous two years, which was 89.1 per cent in 2013/14 and 91.7 per cent in 2012/13.

Minimising staff turnover benefits organisations due to the cost and time of replacing staff, while creating a good working environment encourages people to stay. This helps attract and retain the best people in the employment marketplace.

LGMA MANAGEMENT CHALLENGE

In March 2015 we entered a team in the Local Government Managers' Association challenge for the eleventh consecutive year. The team built skills in leadership, project management and communications before taking part in a day long challenge with other local government teams.

SUPPORTING STAFF WELLBEING

Partnering with Mates in Construction – a charity that promotes wellbeing – we made mental health awareness sessions available to all staff to help create a positive workplace.

CREATING A SAFE ENVIRONMENT

As part of our commitment to promoting the safety and wellbeing of children and vulnerable people we adopted a best practice approach following a review of policies and procedures. We identified 121 positions across the organisation which will be subject to employment suitability screening, including the National Police Certificate.

EMPLOYEE VALUE PROPOSITION

We aligned the Employment Lifecycle Framework so that feedback provided at three different stages of employment can be used to measure the Employee Value Proposition (a balance of the rewards and benefits received by employees in return for performance).

This will help us understand how employees are experiencing working at the City of Marion and help plan for the future.

PUTTING STAFF IN THE DRIVER'S SEAT

We continued In the Driver's Seat sessions for staff aged over 45 to provide them with practical information and advice for preparing a retirement plan.