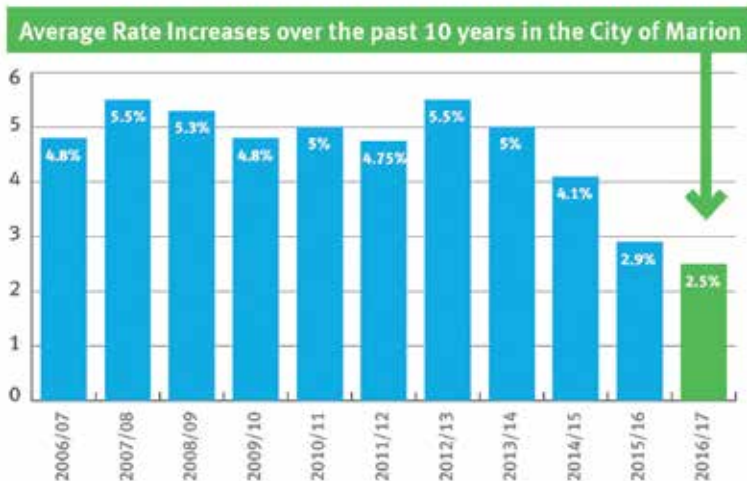


# ANNUAL REPORT 2015/16



## *Delivering value for ratepayers*



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## WELCOME

Welcome to the City of Marion Annual Report for 2015/16. 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 2015/16* and includes the City of Marion's audited Financial Statements for 2015/16.

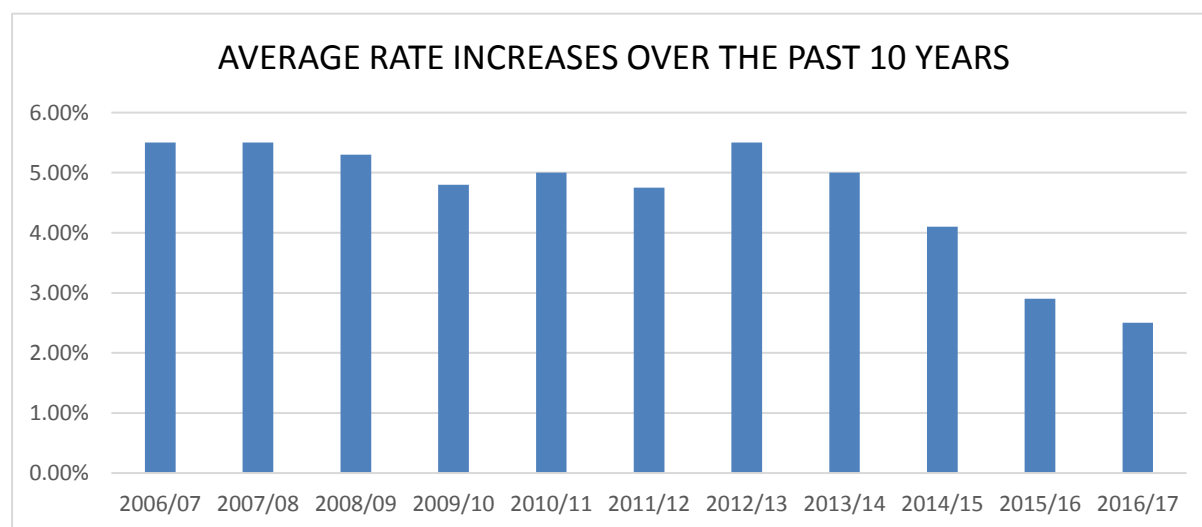
The main body of the report is divided into the six themes of the *Community Plan – Towards 2040* – Liveable, Innovative, Valuing Nature, Prosperous, Connected and Engaged.

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 2015/16 and where to find more details.

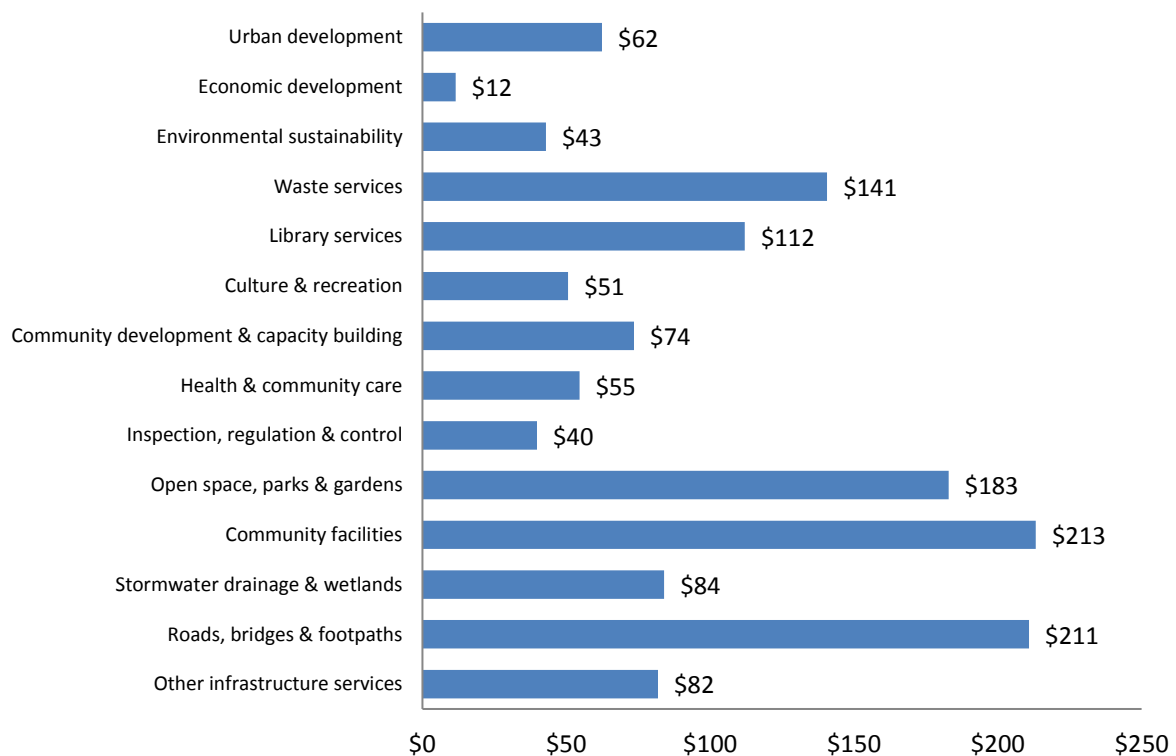
KEY ACHIEVEMENTS	Page
\$1 million recreation plaza opens	15
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\$8 million Edwardstown Oval redevelopment moves closer	27
Green light for new BMX facility	28
Marino's first community garden opens	30
Increasing community involvement in environment	31
Cove Enterprise Hub launched	35
Federal Government commits \$40m to help fix Oaklands Crossing	37
\$75,000 of Community Grants awarded	40
Youth Grants launched	41



## MARION FAST FACTS

Estimated resident population	88,983
Elected members including the Mayor	13
Wards	6
Electors	63,771
Operating expenditure	\$72.745 million
Rateable properties	42,289
Library items loaned	857,252
Website hits	459,391
Value of volunteer hours	\$1.1 million
Street trees planted	1400
Number of development applications granted	1795
Value of development applications granted	\$182.1 million
Distance of footpaths	786 kms
Distance of roads	461 kms
Distance of drains	267 kms

### How your rates are spent - a breakdown of the average residential rate of \$1,363

































## 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 seven Key Performance Indicators (KPIs) within the *Annual Business Plan and Budget 2015/16* demonstrate progress against our strategic directions.

The table below and following summaries gives an overview of our performance for the year:

KPI	Details	Target	Achievement			
			Qtr 1	Qtr 2	Qtr 3	Qtr 4
1	Actual operating surplus ratio for 2015/16	0 – 6%	 9.1%	 8.5%	 9.7%	 12%
2	Total employee costs (staff plus agency)	< by at least 1.4% in dollar terms, over the 14/15 budget	 -1.7%	 -1.5%	 -2.9%	 -3%
3	Lost employee time due to injury	Reduce by 1% compared to average of last 5 years	 0%	 9.1%	 22.2%	 27.3%
4	Major Capital Works (>\$4m each project)	Completed strictly on time and on budget (or better)	 Substantially on time and on budget	 Substantially on time and on budget	 Substantially on time and on budget	 Substantially on time and on budget
5	Specific Major Capital works projects ready for approval by Council	2	 0	 0	 1 - Acceptable	 2 – Exceptional
6	Achieving goals of (3 year) Business Plan	High level of achievement	 Moderate level of achievement	 Moderate level of achievement	 Moderate level of achievement	 Moderate level of achievement
7	Alignment throughout administration to the strategic plan – towards 2040 and business plan	High level of alignment	 Low level of alignment	 Low level of alignment	 Low level of alignment	 Low level of alignment

### KPI 1 –

This KPI was not met throughout the year as it exceeded the target range. The annual result shows a 12% operating surplus ratio.

### KPI 2 –

Employee costs decreased from the original adopted budget of \$32.777 million in 2014/15 to \$31.783 million in 2015/16. Savings included a reduction in senior management roles due to an organisational restructure undertaken in October 2015.

### KPI 3 –

A consistent result for the first half of the financial year could not be maintained for the last half of the financial year. The report now provides incident details into three categories of injuries including; manual handling, falls from the same or differing levels and repetitive movement (low muscle loading). The comprehensive review of hazard management and injury management continues to be a focus across the organisation to address this trend.

**KPI 4 –**

This KPI shows a consistent and acceptable result for the financial year. Both the Cove Civic Centre and the City Services Redevelopment were significant projects that were undertaken and reported during the financial year.

**KPI 5 -**

This KPI gained momentum as the year progressed, with Edwardstown Oval securing \$4m in Federal funding in July 2016. The State Government announced a \$2m contribution for the BMX Project in June 2016. The Mitchell Park Sports and Community Club building upgrade progressed to Council in June 2016 and is seeking \$10m in Federal Government funding.

**KPI 6 -**

This KPI achieved a consistent 'moderate level of achievement' throughout the year. The current Council began drafting a new three-year business plan aligned to the six themes of the Community Plan at a forum in January 2016, with further reports provided to the Strategy Committee meetings in February and April 2016 and another Elected Member forum in July 2016. After a period of community consultation from 29 July – 19 August 2016, the final Business Plan was endorsed by Council (GC270915R03).

**KPI 7 -**

This KPI achieved a consistent 'low level of achievement' throughout the year, however, there has been a focus for the organisation to transition from its 10-year Strategic Plan "Broad Horizons, Bright Future 2010-20" to a new strategic framework with KPI 6 commencing this transition.

## **A MESSAGE FROM THE MAYOR**

I am pleased to confirm that Council has had some tangible successes in the first full financial year since the 2014 Council election saw eight "new faces" among 13 Elected Members (including a new Mayor).

In April 2015 we prioritised four to five major sporting projects - it is pleasing to see that the 2015/16 year brought commitments to full funding of two of these projects.

Edwardstown Soldiers' Memorial Recreation Ground will be transformed with an \$8 million rebuild after we secured \$4 million of funding from the Federal Government – an amount Council is matching.

A new international-standard BMX track worth \$3.5 million will be built in O'Halloran Hill. This will be funded by \$2 million from the State Government and \$750,000 from Council's budget. We gratefully acknowledge that Onkaparinga Council is matching the latter amount.

In addition, projects initiated by the previous Council came to fruition; and I was pleased to open the skate park on Oaklands Road.

The achievements of 2015/16 have been delivered with an average household rate rise of 2.9 per cent. This was the lowest rate rise in more than 10 years, yet it was surpassed in June when Council adopted a rate rise of 2.5 per cent for 2016/17. We also achieved ongoing savings of \$3.2 million without affecting delivery of key services.

In terms of infrastructure, we recently achieved a breakthrough in the longstanding goal of fixing the Oaklands Crossing, where traffic congestion has been steadily worsening for more than 40 years. In April 2016 I launched Council's renewed appeal to State and Federal Governments. They listened. In June 2016 the Federal Government pledged \$40 million to the project and the State Government has subsequently put money on the table.

More important than our infrastructure are our people, including our hundreds of wonderful staff. Since September 2015 the fresh and energetic approach of our new CEO Adrian Skull has wrought many changes. Great progress has been made in clarifying our suite of strategic plans, introducing clearly defined values for the organisation, and introducing objective and fairer allocation of resources across the city.

The 2015/16 Annual Report shows Council is making progress toward realising the aspirations of our community, and improving organisational capacity to do even better.

I sincerely thank my fellow Elected Members, the community, and staff for their contributions over the past year.

**Yours faithfully**

**Kris Hanna**

A handwritten signature in black ink that reads "KRIS HANNA". The letters are in all caps and have a cursive, flowing style.

**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 88,983 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, the \$1 million Oaklands Recreation Plaza opened in October 2015. This multi-use facility includes a popular skate park, mini basketball court, parkour circuit, 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.

Plans for the site include an 11-hectare residential precinct and extending the Tonsley rail line to Flinders Medical Centre and Flinders University.

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. This is the largest regional shopping centre in South Australia and is undergoing further development.

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 was officially opened in August 2015. The modern library, community and enterprise facility 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 93,000 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**

### **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 LEADERSHIP TEAM**

**Mr Adrian Skull** - Chief Executive Officer

**Ms Abby Dickson** – General Manager, City Development

**Mr Tony Lines** - General Manager, Operations

**Mr Vincent Mifsud** – General Manager, Corporate Services

## **STAFF LEVELS (FULL TIME EQUIVALENT)**

<b>Total employees</b>	<b>342</b>
------------------------	------------

Permanent full-time	249
---------------------	-----

Permanent part-time	44
---------------------	----

Fixed term contract – full time and part time/casual	49
--	----

*Actual staff levels as of 30 June 2016.*

## OUR PURPOSE, VISION AND VALUES

<b>OUR PURPOSE</b> (Why we exist)	To improve our residents' quality of life; continuously, smartly and efficiently.
<b>OUR COMMUNITY VISION</b> (What we want to become)	A community that is Liveable, Valuing Nature, Engaged, Prosperous, Innovative and Connected
<b>OUR VALUES</b>	<p>With the community and safety at the forefront of everything we do, Marion values:</p> <p>Respect - Treating everyone as we want to be treated, where all contributions are valued</p> <p>Integrity - Fostering trust and honesty in all of our interactions</p> <p>Achievement - Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another</p> <p>Innovation - Encouraging new ideas, and learning from our experience to do things better</p>

Council adopted the *Community Vision – Towards 2040* in December 2013. It is an aspirational statement of outcomes that are important for the development of the city and the wellbeing of residents. It was developed following the biggest listening campaign in Council's history, *Making Marion*.



## COMMUNITY VISION TOWARDS 2040

### Six themes of our Community Vision

These six themes represent the shared values and aspirations that will guide how our city develops.



#### LIVEABLE

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

#### VALUING NATURE

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

#### ENGAGED

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

#### PROSPEROUS

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

#### INNOVATIVE

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

#### CONNECTED

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

## HOW OUR STRATEGIC PLANNING WORKS

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

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

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

We are continuing to develop elements of the new framework, including plans, key performance indicators and community partnerships which will provide a strong foundation for future years. The draft *Business Plan 2016-2019*, which articulates Council's role and focus over the next three years in progressing towards the community's aspirations, has recently been developed. Community feedback on this plan will be sought on during July and August 2016.

*Note: The Business Plan 2016-2019 was adopted by Council in September 2016.*



## **OVERVIEW OF FINANCIAL PERFORMANCE**

The 2015/16 Annual Financial Statements demonstrate Council's ongoing strong financial performance, providing a sound basis for Council's long-term objectives set out in its Strategic Plan. In adopting the 2015/16 Annual Budget in June 2015 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. This has been achieved throughout 2015/16 and is reflected in the statements.

In 2015/16 an Operating Surplus of \$9.883m was achieved, which was slightly above the original budgeted surplus of \$8.900m adopted by Council. The main factors in this increase were:

- Interest revenue was up \$0.426m
- Grants, subsidies and contributions were up \$0.158m
- Contribution from Southern Region Waste Resource Authority was up \$0.225m

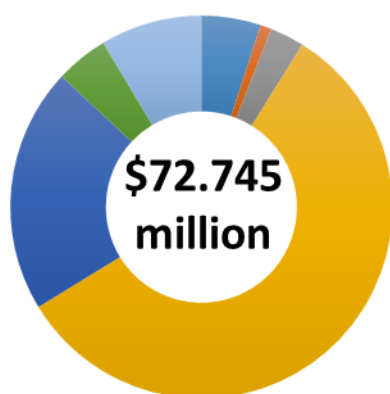
Sustaining an operating surplus is critical to renewing and maintaining the \$1.1 billion of community assets under council's control in accordance with its Asset Management Plans and to ensure its ability to fund major projects identified in the Long Term Financial Plan.

### **IN BRIEF**

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

- An operating surplus of \$9.883 million which provides funding for renewal, replacement and upgrade of community assets along with funding for the Community Facilities Partnership Program
- \$82.628 million revenue with 85 per cent coming from rates.
- \$72.745 million operating expenditure
- \$1.1 billion net assets, providing community facilities, infrastructure and open space.

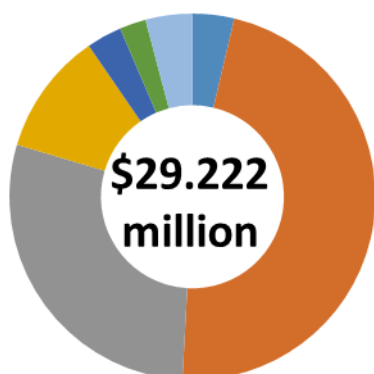
## Total Operating Expenditure – 2015/16



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

Development	
Urban Development	\$3.653m
Economic Development	\$0.691m
Environment	
Environmental Sustainability	\$2.103m
Infrastructure	
Public Infrastructure & Places	\$41.75m
Community	
Culture and Recreation	\$15.061m
Community Capacity Building	\$3.237m
Health and Community Care	\$6.25m
<b>TOTAL</b>	<b>\$72.745m</b>

## Total Asset Additions (including Contributed Assets) – 2015/16



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

Asset Additions	
Land	\$1.074m
Buildings & Other Structures	\$13.795m
Infrastructure (Roads, Drains, Footpaths, etc)	\$8.388m
Other Infrastructure (Traffic Devices, Signs, etc)	\$3.165m
Plant & Equipment	\$0.91m
Furniture & Fittings	\$0.682m
Other Assets	\$1.208m
<b>TOTAL ASSET ADDITIONS</b>	<b>\$29.222m</b>



## **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.*

---

## **OPEN SPACE AND RECREATION**

### **\$1 MILLION RECREATION PLAZA OPENS**

#### **Achievements**

We opened a new \$1 million plaza that includes a skate park, mini basketball court, seating, shelter, lights, grassed areas and parkour circuit in October 2015.

The Oaklands Recreation Plaza, which is at Oaklands Park, was funded by \$900,000 in grants from the State Government 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 interests to exercise.

The design was shaped by community consultation, and includes a new style of skate park that can be used for skateboarding, BMX and scooters.

#### **What next?**

We will begin community consultation on the playspace and reserve in late 2016.

### **WORK BEGINS ON NEW \$940,000 RESERVE**

#### **Achievements**

Work began to build a new \$940,000 park on vacant land at Jervois Street, South Plympton, in March 2016.

Local residents, schools, and community groups contributed to the design, which included a three-on-three basketball and netball courts, fitness equipment and a bike track.

The City of Marion bought the 6000 sq m block of land from Housing SA in 2013 to create more open space. The land cost \$2.94 million with Council providing \$1.56 million and the Department of Planning Transport and Infrastructure (DPTI) the balance.

Work was funded by \$590,000 from Council, \$300,000 from DPTI and a \$50,000 donation from Edwardstown Rotary Club.

#### **Challenges/opportunities**

The unique funding partnership between the City of Marion, DPTI and Edwardstown Rotary Club enabled the development of a park for the whole community.

#### **What next?**

Jervois Street Reserve will be officially opened at a community event in August 2016.

## **NEW EDWARDSTOWN OVAL PLAY SPACE OPENED**

### **Achievements**

We opened a new play space based on a snakes and ladders theme and sports courts at Edwardstown Soldiers' Memorial Recreation Ground in January 2016.

The play space includes a sculpture of a snake, balance beams, swings, a sandpit and slide. Multipurpose sports courts for netball, basketball and soccer were also installed.

The project cost \$343,000 and was funded by \$200,000 from the City of Marion, \$120,000 in grants from the State Government's Department of Planning Transport and Infrastructure Fund and \$23,000 in grants from the Office of Recreation and Sport.

### **Challenges/opportunities**

The play space and courts are part of a site wide upgrade identified in a sports masterplan.

### **What next?**

The next stage of development is the construction of a fitness node, which is due for completion by late 2016.

## **OTHER ACHIEVEMENTS:**

### **CONCEPT DEVELOPED FOR INCLUSIVE PLAY SPACE**

In consultation with the community, we developed a concept plan for an inclusive play space that will see children of all abilities play side by side at Hendrie Street Reserve, Park Holme.

The project is a partnership between the City of Marion, the Touched by Olivia Foundation and the Department of Planning, Transport and Infrastructure (DPTI). DPTI have 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.

Along with the Touched by Olivia Foundation, we promoted opportunities for people to contribute to funding the project, including by sponsoring play equipment. The design and funding arrangements are expected to be finalised by late 2016.

### **WORK BEGINS ON MARION'S FIRST DOG PARK**

Work to build the City of Marion's first dedicated dog park began at Reserve Street Reserve, Trott Park, in April 2016.

The park will see dogs run off leash inside a 10,000 sq m fenced area and include dog drinking bowls, seating and three air lock gates. The dog park will be opened at a community event in September 2016.

### **PLYMPTON OVAL UPGRADED**

A new \$140,000 play space that includes swings, a climbing structure, spinning equipment, pathways and shading was completed at Plympton Oval in August 2015

### **MITCHELL PARK OVAL UPGRADED**

The first stage of upgrades to the walking trail and fitness nodes at Mitchell Park oval were completed in early 2016. Upgrades were identified through a sports masterplan. Further work is subject to funding.

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

## **FACILITIES AND VENUES**

### **MARION OUTDOOR SWIMMING CENTRE**

#### **Achievements**

Attendances increased by more than 10,000 on the previous year to over 84,000.

The pool celebrated its 40<sup>th</sup> anniversary by holding an open day. This was one of two open days which drew a combined total of 2600 people.

We began a masterplan to develop options for developing the pool and to calculate required funding.

#### **Challenges/opportunities**

We marketed the pool's point of difference as an outdoor, family-friendly facility, and used social media to increase awareness.

#### **What next?**

A service review will be undertaken to explore opportunities for increasing efficiencies.

### **MARION CULTURAL CENTRE**

#### **What we achieved**

More than 270,000 people visited the Marion Cultural Centre, a decrease on the previous year's figures of 286,000.

The centre has a café, art gallery, library and theatre, which generated more than 5,800 ticket sales – a slight increase on the previous year. Shows attracted average attendances of 132 people per performance, resulting in the theatre operating at 61 per cent capacity.

Council events included the Unsung Heroes Awards, Community Grants presentations and 11 citizenships ceremonies. Four outdoor movie screenings were held in the plaza during summer.

#### **Challenges/opportunities**

We began a review of signage to explore ways of improving promotion at the centre.

#### **What next?**

Seats, planter boxes and trees will be included in an upgrade of the plaza in late 2016. The centre will host our biggest community festival, *Marion Celebrates*, in March 2017.

### **MARION LEISURE AND FITNESS CENTRE**

Council has provided the YMCA South Australia with a lease from 1 September, 2016 to manage parts of the centre for five years.

The YMCA will continue to manage the stadiums and open a wellness centre in September 2016. The wellness centre will offer health and fitness programs with a focus on older adult fitness, disability, health, recreation and rehabilitation services.

Hiring of the popular sports stadiums will be expanded by encouraging greater use by schools and disability groups. The gym in its current format will shift to the new wellness model and the sauna and spa will be closed.

A positive financial return is guaranteed at the centre for the first time in four years.

## MARION LIBRARY SERVICE

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	2015/16
Footfalls/visitation	449,111	510,999
Items loaned	851,830	857,252
Programs/events	8716	9528

### What we achieved

The Cove Civic Centre, which incorporates a library, enterprise hub and community facilities, was officially opened on 1 August, 2015. This helped increase visits to libraries by about 60,000 on the previous year.

We opened a redesigned customer service area at the Marion Cultural Centre Library which is more user friendly and includes spaces for study, wi-fi and computers.

Popular events at libraries included a live stream of Adelaide Writers' Week, Code Club for kids and Baby Bounce.

### Challenges/opportunities

We ran tailored programs and events to attract local businesses and the community to the Cove Civic Centre and its library.

### What next?

A review of libraries will be undertaken to consider how best to develop them in the future.

Ongoing program development across the libraries will include:

- Tips and tricks using your mobile device
- Workshops on writing and publishing
- Education program on nutrition education
- Maker Space sessions
- 'Give the Gift of Reading' initiative

### OTHER ACHIEVEMENTS

- 743 people attended author talks
- 3076 people participated in adult programs
- 703 young people joined in school holiday activities
- 1685 babies attended baby bounce
- 2053 pre-schoolers attended story time

## NEIGHBOURHOOD CENTRES

Our four neighbourhood centres, Cooinda, Glandore, Mitchell Park and Trott Park, promote health, welfare, education and social inclusion with more than 6500 activities and classes that include arts and crafts, exercise, cooking and computing.

Visits numbered 48,000, a slight increase on the 47,000 of the previous year.

### Achievements

We secured of \$214,561 of new funding from the Department for Communities and Social Inclusion to run the Community Hub project at all four centres.

The project helps improve people's resilience by funding activities, including fitness programs, healthy eating, yoga, mosaic classes to name a few. The funding has enabled Cooinda and Glandore centres to operate on Saturday mornings.

Forming a partnership with Flinders University enabled us to help 15 students gain a Certificate in General Education through TAFE SA. The qualification will increase the students' chances of finding a place at a university.

For the first time, the Flinders University Legal Advice Clinic hosted free advisory sessions at the centres. The program is available for residents aged 18 and over.

The Commonwealth Home Support Program, which supports people who are aged 65 and over, Aboriginal and Torres Strait Islander people over 50 and people with a disability, delivered 12,500 hours of group activities and classes. About 7000 healthy meals were served to participants. This meets the target outcome requirements of our funding

Glandore:

- 200 children attended a Halloween event, bringing younger people to the centre as well as their families

Mitchell Park:

- We formed a partnership with Junction Australia which manages more than 600 local properties to offer life skills, family and wellbeing programs to its tenants

Trott Park:

- A four-week program promoting multiculturalism called *Foods from Around the World* saw 19 residents cook and share meals from Jamaica, Spain and Morocco

Cooinda:

- We launched a group to help temporary residents from China, including grandparents visiting families, to socialise and participate in activities

### Challenges/opportunities

Work began on a three-year marketing plan to attract new customers and strengthen the loyalty of existing users.

### What next?

The 2016-2019 *Neighbourhood Centres Marketing Plan* will be completed and considered by Council.

*Note: Council adopted the marketing plan in September 2016.*

## **MARION HERITAGE RESEARCH CENTRE**

### **Achievements**

The number of enquiries and visits we managed rose from 380 to 508. This included people researching local history who accessed the centre's documents and photographs.

Donations from the community brought the total number of items in the cultural heritage database to more than 5000.

Staff and volunteers delivered 15 presentations on local heritage to community groups and organisations.

We secured a grant of \$2,727 from the Department of Veteran's Affairs to produce the first stage of a documentary celebrating four local World War Two veterans.

### **Challenges/opportunities**

To improve community access to heritage items we began planning for more archival space.

### **What next?**

Funding of \$12,675 from Council and \$25,000 from the State Government Anzac Day Commemoration Fund will see us complete a documentary about four local World War Two veterans next year.

The documentary will be shown at a public event on Anzac Day 2017.

## **LIVING KAURNA CULTURAL CENTRE**

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

### **Achievements**

More than 600 people attended a Kurna family day in July as part of NAIDOC Week. Activities included music, dance, bush tucker and stalls from Aboriginal service providers.

A comprehensive Service Review was undertaken in early 2016 which explored different models for the future of the centre. This included consultations with the Kurna community, stakeholders and customer groups.

### **Challenges/opportunities**

A new management model was developed to enable increased capacity building for the Kurna community in business and governance skills.

The joint management model will be based on equal funding between the City of Marion and the Kurna community. The aim is to transition the service to the Kurna community over five years.

### **What next?**

Council will work with the Kurna community to establish a steering group and develop business plans and a management framework.



## **ARTS, HERITAGE AND CULTURE**

### **Achievements**

Along with Unley, Barossa, Holdfast Bay and Norwood, Payneham and St Peters councils and Arts South Australia we won a Local Government Professionals SA Excellence in Leadership Award for developing a Cultural Impact Framework and Guide.

### **Challenges/opportunities.**

The framework helps councils understand the effectiveness and impact of cultural investment on cultural activity. This includes projects, programs, festivals and infrastructure such as libraries, heritage and art collections. Additionally, it provides tools to measure the impact of Council decisions on culture.

### **What next?**

The framework will be rolled out to all South Australian councils to help measure service delivery in cultural development and be embedded in processes that measure their work.

## **OTHER ACHIEVEMENTS:**

### **Living in Harmony**

We celebrated diversity by helping to run craft workshops, including Bangladeshi Quilting and Sudanese Beading. About 140 people learnt about different cultures and crafts and their work formed an exhibition at Council Chambers during Harmony Week in March 2016.

### **Humans of Marion - Positive Ageing**

This project promoted greater understanding of older people by showcasing 20 members of the community aged between 66 and 105 with photographs and essays at an exhibition. The Humans of Marion project will continue by featuring different members of the community.

### **Reconciliation - Journey Through Art Exhibition and Workshops**

An exhibition featuring the work of 39 artists was held at Gallery M as part of National Reconciliation Week and the History SA Festival 2016. It explored stories behind Marion's public and community art, reflecting on traditional and contemporary Aboriginal culture.

The exhibition showcased the Kurna artwork by Alan Sumner which was commissioned for the Council Chambers.

### **Reconciliation Action Plan**

The *2016-2019 Reconciliation Action Plan* was endorsed by Council in June 2016. The plan aims to build better relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples with actions including cultural awareness training for staff and celebrating national days of importance. It also aims to ensure Aboriginal and Torres Strait Islander people are consulted on Council activities in a culturally appropriate manner.

### **Public Art and Placemaking**

We worked with artists to develop public artworks, including a stainless steel 'drawing' at Ascot Park Train Station and mosaic paving and entry statements at Jervois Street Reserve.

Additionally, we secured \$4,500 of seed funding from Arts South Australia towards commissioning artwork for the Hendrie Street Reserve inclusive play space.

## **BUILDING OUR CITY**

### **\$182.1 MILLION OF BUILDING APPLICATIONS GRANTED**

More than \$182 million of building applications were granted – about \$13 million less than the previous year.

The largest approval was for a \$3.8 million expansion of Westfield Marion Shopping Centre which included the installation of solar panels and associated structures and alterations to car parking.

A \$3.5 million building for warehousing and light manufacturing with offices, showroom, car parking and landscaping was approved for Selgar Avenue, Clovelly Park

The total number of applications granted was 1795. This included 748 new houses and 103 dwelling additions. There were 1577 combined approvals for class 10 structures, including sheds, pools and verandahs.

Four offices, 66 shops, 5 warehouses and 6 public buildings were also approved, while 294 demolitions were granted.

### **Building Consents and Values 2011/12 – 2015/16**

The average value of building applications granted over the past five years is \$171.46m, peaking at \$195.5m in 2014/15. This figure was largely due to approval being granted for a \$14 million development of the drill core library at Tonsley.

<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
1781	1689	1726	1751	1795
\$159.2m	\$152.2m	\$168.3m	\$195.5m	\$182.1

*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.*

**Note:** The 2014/15 Annual Report stated approvals included a '\$25 million early learning and primary school education building'. The figure should have been \$2.5 million. The total building consent values were correct.

### **Seacliff Park Residential and Centre Development Plan Amendment (DPA)**

This DPA aims to encourage the redevelopment of former industrial land by allowing a range of housing types, activity centre, shops, community and business facilities.

The DPA has been approved by the Minister for public consultation.

There are ongoing negotiations regarding the Cement Hill development and some of the details are still being finalised. Public consultation will start once these negotiations are complete.

### **Castle Plaza Activity Centre Development Plan Amendment (DPA)**

This DPA aims to facilitate the redevelopment of Castle Plaza Shopping Centre to include a mixed use activity centre and medium to high density residential accommodation.

The DPA was forwarded to the Minister for approval in January 2016.

### **Housing Diversity Development Plan Amendment (DPA)**

This DPA aims to broaden the diversity of housing types and densities throughout the Council area and promote mixed use development in key locations. The DPA will protect character areas and suburbs with high quality streetscapes.

Amending the plan could see:

- Older commercial properties adapted for mixed use
- Higher density residential developments in appropriate areas, including close to transport corridors
- Mixed use developments in activity centres
- Inner-suburbs character housing protected from ad-hoc development by a low density policy.

A Statement of Intent (SOI) was forwarded to the Minister on 20 June, 2016 seeking agreement to progress the DPA.

### **Recreation/Community Development Plan Amendment (DPA)**

The intention is to rezone a number of existing major recreation/community complexes to zones which better reflect existing use and supports the desired forms of development.

A Statement of Intent (SOI) was forwarded to the Minister on 23 March, 2016, seeking agreement to progress the DPA.

### **Morphettville Racecourse**

The South Australian Jockey Club (SAJC) finalised a concept for the development of surplus land at the Morphettville Racecourse and surrounding area. This proposes a mixed use development incorporating higher density residential accommodation, an activity centre, offices, and the renewal of core racing facilities around an upgraded tram station.

The proposed development is located in Marion and West Torrens Councils and includes the Department of Transport and Infrastructure (DPTI) controlled tram corridor.

The councils have sought the Minister's support for a developer funded Ministerial DPA to be undertaken.

## **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.

<b>DOG MANAGEMENT</b>	<b>2015/2016</b>	<b>VARIATION FROM 2014/15</b>
Number of dogs registered	12,913	2.9 % decrease
Number of wandering dogs collected	427	9.5% increase
Number of expiations issued for offences under the Dog and Cat Management Act	332	13.6% increase

Note: The number of wandering dogs reported as collected in the 2014/15 Annual Report was 167 – the figure should have been 390.

We continued to educate dog owners about responsible ownership through letters, conversation, flyers, advertisements, banners and Council's website. The 12 per cent increase in the number of expiations issued can be attributed to the increase in the number of wandering dogs collected.

## **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.

<b>PARKING MANAGEMENT</b>	<b>2015/2016</b>	<b>VARIATION FROM 2014/15</b>
Expiations issued	5,528	1% increase

Parking restrictions are monitored and enforced throughout the city, including bike lanes, near schools and in shopping centres.

## **FIRE PREVENTION**

We contacted 763 owners of vacant land to explain the importance of clearing their land to reduce hazards. Each block of vacant land was inspected to ensure it was cleared for summer.

## **IMPLEMENTATION OF REVIEWED BY-LAWS**

By-laws covering dogs, cats, roads, moveable signs, permits and penalties which were reviewed during the 2014/2015 financial year were implemented during 2015/16.

Changes included permission 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:

- 291 food business were inspected as per the new risk classification scheme developed by SA Health
- 35 cooling towers were registered, audited and inspected
- 7 warm water systems were registered, audited and inspected
- 19 public swimming pools and spas
- 47 hairdressers
- 33 beauty parlours
- 6 skin penetration businesses

Facilities that provide food to "vulnerable populations" are required under the Food Act to develop a Food Safety Program which is audited. Fifteen facilities were audited, 3 by the City of Marion and 10 by other auditors.

We investigated 54 complaints regarding food. The types of complaints included alleged food poisoning, poor food handling or storage, unsafe or unsuitable food, cleanliness of premises.

## IMMUNISATION

Immunisation contributes to the health and wellbeing of the community by helping to prevent communicable diseases.

Our community immunisation service included:

- Immunising 2,581 students through the school-based immunisation program
- Immunising 469 babies and children up to the age of seven
- Immunising 302 people who are new arrivals to Australia and refugees through clinics at Mitchell Park Neighbourhood Centre. The immunisation clinics are conducted in a culturally sensitive way and interpreters are provided.

## GRAFFITI MANAGEMENT

The City of Marion uses the “5 E’s” approach to graffiti management:

- Enforcement
- Education
- Engagement
- Engineering
- Eradication

The *Art of Respect* program involved 20 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 property where the resident was not able to do so themselves, including where they were elderly, frail or living with disability.

The *Take Part* initiative was developed with funding from the State Government. This saw 14 young people in Trott Park mentored to develop a mural at the local neighbourhood centre.

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

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

GRAFFITI REMOVED	2015/16	2014/15	Variation from 2014/15
Removed by residents	2,664 sq m	4,275 sq m	37 % decrease
Removed by volunteers	1,321 sq m	1,534 sq m	13% decrease
<b>Total</b>	<b>3,985 sq m</b>	<b>5,809 sq m</b>	<b>31% reduction</b>

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

## COMMUNITY LAND MANAGEMENT PLANS

A review of the Community Land Management Plans commenced and will be completed in 2016/17.

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.

## **CARING FOR OUR COMMUNITY**

Community Care services helps frail older residents, people living with a disability aged under 65 and their carers live independently at home and remain active in the community.

Funding is provided by the Commonwealth Government through Commonwealth Home Support (\$1,150,909) from the State Government through Home and Community Care (\$151,300) and the Community Passenger Network (\$158,603), client co-payments. The City of Marion provides in kind support for these programs and \$158,830 towards the Community Bus.

This table shows the services provided:

<b>Service</b>	<b>Number of clients</b>	<b>Service provision</b>
Community bus – door to door	298 clients	14,356 one way trips
Domestic assistance – house cleaning	1253 clients	24,990 contractor hours
Social support – helping clients to medical appointments, shops, social inclusion	525 clients	9,540 Volunteer Hours
Home maintenance, minor repairs and gardening	2233 clients	7,012 Maintenance Hours
Home Modification	332 clients	\$118,354 dollars
Community Passenger Networks	139 clients	946 one way trips

Service hours and client numbers vary each year according to people's needs. A notable change from previous years was the increasing age of residents who access the Community Bus, which suggests people are driving longer. The average age has increased from about 75 to 85 over the past two years.

### **What we achieved**

Funding for Counselling, Support, Information and Advocacy for care recipients and carers has been extended until 30 June 2017. The Department of Health is contributing \$13,825 and the Department of Social Services \$14,080. The number of clients increased from 299 to 556 on the previous year.

We created Wellbeing Hubs in the Administration Centre and neighbourhood centres to help older residents access services through the My Aged Care system.

The Community Passenger Network Southern Region (CPN) began operating to connect residents over 65, younger people living with a disability, their carers and the transport disadvantaged to services and facilities. The CPN covers Marion, Mitcham and Holdfast Bay council areas and is funded by the Commonwealth and State Governments

### **Challenges/opportunities**

We began exploring opportunities to develop innovative service models and new initiatives in anticipation of further health reforms, including to the National Disability Insurance Scheme and the Carer Gateway, that will be introduced over the next two years.

### **What next?**

The two older community buses will be replaced with new vehicles. Community Care will work with neighbourhood centres to run workshops to increase the wellbeing and resilience of older clients. This will build on the success of last year's pilot program.

We will continue to support residents through health reforms, monitor changes, adapt programs and processes to ensure they receive a high quality, fair and equitable service.



## 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.*

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### **\$13.4 MILLION COVE CIVIC CENTRE OPENS**

#### **Achievements**

The Cove Civic Centre was officially opened by Mayor Kris Hanna on 1 August 2015 with 2600 people joining in celebrations.

The \$13.4 million library, community and enterprise centre provides access to about 35,000 books, e-books, magazines and DVDs. It also includes training facilities for businesses and a community hall for up to 200 people.

The first year of operations saw:

- 126,401 visits
- 390,446 items borrowed
- 9293 computer bookings
- 1626 new library members
- 14 business events

#### **Challenges/opportunities**

To establish the centre as a facility for local businesses and community it was used to host a range of events, including the launch of the Hallett Cove Business Association.

#### **What next?**

We will continue to promote the centre to the community and businesses as a place for learning and skills development.

### **\$8 MILLION EDWARDSTOWN OVAL REDEVELOPMENT MOVES CLOSER**

#### **Achievements**

In March 2016 we submitted a funding bid to the Federal Government to redevelop Edwardstown Soldiers' Memorial Recreation Ground.

The Federal Government announced in May 2016 it would commit \$4 million towards the project, adding to Council's commitment of \$4 million.

We developed a concept design for the site which will see the removal of existing buildings and the development of a new two-storey building.

The \$8 million rebuild will include new sports and community clubrooms, function rooms, a café, viewing areas, upgrades to the velodrome, a makeover of Memorial Park and facilities for skills training providers. A World War One Honour Board will be installed at the site.

#### **Challenges/opportunities**

To minimise disruption to clubs during construction we developed a plan to sequence construction works.

#### **What next?**

We will refine the design when the signed Federal funding deed is received, which is expected to be in late 2016.

## **GREEN LIGHT FOR NEW BMX FACILITY**

### **Achievements**

In late 2015 the City of Marion and the office of Recreation and Sport funded a feasibility study into the development of a world class BMX track in O'Halloran Hill.

In June 2016 The State Government announced it would provide \$2 million towards the project - adding to the \$750,000 from Marion and Onkaparinga councils. Onkaparinga Council's commitment of \$750 000 is a major investment into the Marion Council area.

The \$3.5 million Union Cycliste International standard track aims to improve facilities for local riders, host elite training, and attract international events.

### **Challenges/opportunities**

The project is being managed by the City of Marion with the State Government's Office of Recreation and Sport and the City of Onkaparinga and will draw on the knowledge of expert track designers, BMX Australia, BMX South Australia and The Cove and Happy Valley BMX Clubs.

### **What next?**

A geotechnical investigation will be undertaken to provide details of soil conditions and how the site can be developed.

The State Government will name the facility The Sam Willoughby International BMX Track after the local Olympic medalist.

## **MITCHELL PARK SPORTS AND COMMUNITY CENTRE**

### **Achievements**

We began preparing an application for Federal Government funding for a \$19.75 million redevelopment of Mitchell Park Sports and Community Centre.

Plans include a multipurpose four court indoor facility for sports including basketball and netball, a community centre, gym, function area, café, neighbourhood centre and new facilities for the existing football, cricket, rugby, tennis clubs and the Dover Gardens Dog Club.

Council committed to cover 50 per cent of the costs, subject to receiving a matching grant from the Federal Government.

### **Challenges/opportunities**

The facilities aim to foster community involvement and belonging, employment and business development, address social disadvantage and support university led high performance monitoring and care for elite athletes.

### **What next?**

We will continue to develop partnerships with peak sporting bodies, MPs and the Department of Recreation and Sport and expect to lodge an application for funding in late 2016.

## **UPGRADING SOCCER FACILITIES**

To meet community demand, we continued to investigate potential sites to build new soccer pitches. We will continue working with the Football Federation of South Australia to secure sites and pursue State Government funding for facilities.

## **DARLINGTON UPGRADE PROJECT**

Marion and Mitcham councils held a joint sitting in November 2015 calling on the State Government to improve the design for the \$620 million Darlington road upgrade.

The objectives included allowing for the future expansion at Flinders University, Flinders Medical Centre, and Tonsley, driving jobs growth, improving local traffic access and promoting cycling and public transport.

The Darlington Upgrade Project is the next step in the upgrade of Adelaide's North-South Corridor. The project will deliver an upgrade of approximately 4.3 kilometres of the existing Main South Road.

The \$620 million project is jointly funded by Australian and State governments (\$496 million federally funded and \$124 million state funded).

We are now working in partnership with major stakeholders to provide input into the design.

The Darlington Upgrade project is anticipated to be completed by December 2018.

## VALUING NATURE

*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.*

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### GROWING A GREENER CITY

#### Achievements

We planted more than 9000 indigenous native shrubs at Oaklands Estate Reserve at a Planet Ark Tree day in July 2015 with support from the Friends of Sturt River and the local community.

About 25,000 native plants were planted at sites including Trott Park creek, Linear Park Reserve, Glade Crescent Reserve Hallett Cove, and along the railway line between Edwardstown and Hallett Cove.

No mow zones were established to protect plants, including at Manunda Way Reserve.

To improve local amenity, attract native wildlife and reduce the impact of heat in urban areas, we planted 1400 street trees.

#### Challenges/opportunities

Despite an extreme dry season, we planted about 30,000 native plants, an increase of 20,000 on the previous year.

#### What next?

We aim to plant about 1400 street trees and more than 20,000 native shrubs and grasses over the coming year.

A management plan is being developed to guide the growth of native vegetation on Council reserves.

### CREATING A WATER SENSITIVE CITY

We are working towards becoming a water sensitive city by minimising flooding, harnessing the potential of stormwater and improving the health of our waterways and landscaped areas.

Work included:

- Increasing the number of reserves irrigated with water treated at Oaklands wetland from two to nine
- Beginning work on a new wetland system to improve the quality of stormwater at Glade Crescent Reserve, Hallett Cove
- Undertaking a review of Council's irrigation Policy and Decision Support tool to ensure a balance between the provision of amenity that is aesthetically pleasing, meets the needs of the community and is economically and environmentally sustainable.
- Completing drainage upgrade projects at Newland Avenue, Marion, Whiteleaf Crescent, Glengowrie, Radstock Street, Morphetville, First Street, Hallett Cove and Nannigai Drive, Hallett Cove

### MARINO'S FIRST COMMUNITY GARDEN OPENS

#### Achievements

We helped establish the first community garden in Marino to give residents the opportunity to grow their own food, come together, and form friendships.

The City of Marion leased a 1000 sq m plot of land to the Marino Community Garden Inc and contributed about \$23,000 to help it grow, including by providing a Community grant of \$2000 and connecting water, conducting soil tests and levelling the site.

This became the fifth community garden in the City of Marion.

#### **Challenges/opportunities**

We identified ways of simplifying the Community Garden Policy and Framework to make it easier for people to start up and maintain community gardens.

#### **What next?**

The Community Garden Policy and Framework, including processes and systems, will be reviewed in 2016/17.

### **INCREASING COMMUNITY INVOLVEMENT IN THE ENVIRONMENT**

#### **Achievements**

In October 2015, about 450 people participated in a coastal BioBlitz survey at Hallett Cove.

Community members and scientists worked together to record more than 90 different species of animals, birds and plants over two days. The information was used to build a profile of natural life along the coast and placed on a national online database.

Nine sustainability events (part of the Common Thread series) were held at the Marion Cultural Centre attracting more than 400 people. The events aim to help people learn about sustainability.

To highlight changes to the city we installed two Fluker Posts at Oaklands wetland in September 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.

We continued to participate in the Cat Tracker project. This helps cat owners understand the behaviour of their pets by recording their movements using a GPS.

#### **Challenges/opportunities**

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

#### **What next?**

More Fluker Posts will be installed at Warriparinga and Hallett Cove beach.

### **GREEN EDUCATION**

#### **Achievements**

We continued to host an Education Officer, funded by the Adelaide and Mt Lofty Ranges Natural Resources Management Board, to involve schools and pre-schools in sustainability projects.

The officer supported 159 teachers and 170 students through professional development sessions, mentoring of youth groups, and hands-on activities such as water testing and bird surveys.

#### **Challenges/opportunities**

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

## **What next?**

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

Additionally, we will work with Oaklands Estate Kindergarten to complete their Preschool Outdoor Learning Area project – a flagship initiative to serve as an example of outdoor learning and embedded sustainability at a preschool.

## **OTHER ACHIEVEMENTS:**

### **ADAPTING TO A CHANGING CLIMATE**

Along with the neighbouring cities of Mitcham, Holdfast Bay and Onkaparinga we adopted the Southern Region Local Government Implementation Plan to take action on responding to climate change.

A City of Marion Climate Change Policy was drafted and community consultation is set to begin in July 2016.

### **ENERGY EFFICIENCY AND RENEWABLES**

Council approved 300 kilowatts of solar panels to be installed on Council owned and operated buildings.

Council allocated \$160,000 to implement energy efficiency actions at the Administration Centre, Park Home Library and Marion Cultural Centre. Once implemented an estimated \$60,000 each year will be saved on electricity bills.

### **ENVIRONMENTAL MANAGEMENT SYSTEM RECERTIFIED**

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

## **WASTE MANAGEMENT**

### **EDUCATING OUR COMMUNITY**

#### **What we achieved**

We partnered Green Industries SA and SOLO Resource Recovery to deliver the *Recycle Right* bin tagging campaign to reduce contamination in kerbside recycling bins. The campaign encouraged people to place food scraps in the organics bin and to reduce the amount of recyclables sent to landfill.

Information tags were placed on the bins of 1810 households. This contributed to an 81 per cent increase in recycling bins that were not contaminated. There was a 200 per cent increase in households correctly recycling food scraps in their green organics bin.

We provided 381 free kitchen caddies to new residents to encourage people to place food scraps in the kerbside green compost bin. More than 4200 kitchen caddies have been provided since the program began in December 2012.

We delivered 41 waste education presentations, workshops and tours for residents, community groups, primary schools and kindergartens. About 90 per cent of the 2022 participants reported greater confidence in recycling correctly.

#### **Challenges/opportunities**

Educational activities, which are geared towards residents taking responsibility for recycling and disposing of waste correctly, are helping to create a more sustainable community.

## **What next?**



The *Recycle Right* Bin Tagging Campaign will continue with visits to a further 1800 households in 2016/17 and kitchen caddies will also be provided on request.

Community groups, schools and kindergartens will be able to book educational workshops and tours of recycling facilities.

## REDUCING ILLEGAL DUMPING

### What we achieved

The *Don't Dump Your Junk and Keep Marion Beautiful* initiatives continued and saw illegally dumped rubbish taped off, educational flyers letterbox dropped to neighbouring households, and staff discuss the issue with local residents.

This process was applied to 630 incidents resulting in 39 per cent of the illegally dumped rubbish being removed and disposed of correctly.

Reports of illegal dumping totalled 1,105. This is a 2 per cent reduction on last year and continues a downward trend, which shows a 30 per cent reduction since 2010/11.

### Challenges/opportunities

Illegal dumping affects community safety and the amenity of the city. To reduce its impact we continued to explore new options, including partnering with the Environmental Protections Authority to install surveillance cameras at dumping hot spots.

### What next?

We will continue to work with key organisations, Environmental Protection Authority, Housing SA, Junction Australia, Correctional Services to reduce illegal dumping.

## WASTE COLLECTION SERVICES

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

An estimated 25 per cent of recovered dumped rubbish and hard waste collections were recycled, while we achieved 100 per cent recycling of 2,538 mattresses.

Our Public Place Litter Service serviced 501 bins located at a range of sites, including council reserves, bus stops, and walking tracks.

Type of waste collected	Service delivery for 2015/16	Tonnes	Comparison to 2014/15
*Scheduled Hard Waste Services	11,255 total Requests	581/t	No change
**Illegally Dumped Rubbish	1,105 incidents	60/t	2% decrease in reported incidents
Public Place Litter	26,052 collections	158/t	18% increase in collections

\* Scheduled Hard Waste includes provision of 2,236 Tip Tickets and 34 Bulk Collections for multi-unit-dwellings.

\*\* City of Marion "Don't Dump your Junk and Keep Marion Beautiful" campaign has shown a 30% decrease of reported incidents since 2010/11.

## **KERBSIDE WASTE COLLECTION AND RECYLING**

A three-bin kerbside collection and recycling service continued to be provided to residents in partnership with our delivery agent Solo Resource Recovery

<b>Waste collected</b>	<b>Tonnage collected in 2015/16</b>	<b>Comparison to 2014/15</b>
Total residual waste	17,799/t	4.9% decrease
Recycled*	7,799/t	22% increase
Green organics	11,360/t	10% increase

\*This includes estimated recycled bin contamination rate of 15%.

## **OTHER ACHIEVEMENTS:**

### **RECYCLING FOR REUSE SAVES \$295,800**

Processing and reuse of operational waste, including civil, demolition and green waste saved \$295,800 in alternative disposal costs and diverted 10,400 tonnes of operational waste from landfill.

### **AFTER HOURS EMERGENCY RESPONSE**

The after Hours Emergency Team responded to 190 calls to remove of hazards resulting from storm damage, flooding, trees, dumping, footpath and road access, 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.*

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### **GROWING SMALL BUSINESS**

#### **Achievements**

The Tonsley Small Business Advisory Service provided support to 324 companies in its first year of operation.

Launched in June 2015 as a partnership between the City of Marion and the Department of State Development (DSD), the advisory service delivered almost 600 hours of face-to-face support to aspiring entrepreneurs and established operators.

The most popular subjects businesses sought advice on were planning, finance and marketing.

#### **Challenges/opportunities**

Small businesses make up about 97 per cent of the local business base and their success is essential to the economic development of the region.

As operators of small businesses are time poor, we work with them to ensure advisory sessions and networking events were carefully targeted to their needs.

#### **What next?**

We will partner with the DSD to support businesses impacted by the closure of the automotive manufacturing industry.

Additionally, we will target businesses in the tourism and visitor sectors to help them grow.

### **COVE ENTERPRISE HUB LAUNCHED**

#### **Achievements**

We launched the Cove Enterprise Hub in August 2015 as a place for businesses to network and learn. Hallett Cove Business Association was launched at the same event.

Based at the Cove Civic Centre, the hub has hosted 12 business events for more than 300 people. Additionally, 20 local business have used the hub 44 times

Tonsley Small Business Advisory Service runs free sessions at the hub.

#### **Challenges/opportunities**

The hub, which is in its early stages, has created opportunities for us to work with local businesses to deliver services to help them grow.

To increase promotion of businesses events at the hub and other venues in the City of Marion we produced an online events calendar.

#### **What next?**

An extensive events program is planned for the coming year which will include information sessions by the Australian Taxation Office and the National Broadband Network.

## **HELPING BUSINESSES HELP EACH OTHER**

### **Achievements**

We continued to support the Edwardstown Region Business Association (ERBA) and the Hallett Cove Business Association (HCBA) to help them increase membership and deliver services to local companies.

Over the past year, ERBA grew its membership from 110 to 125 and held 11 events which attracted 692 people. It also engaged with a further 560 businesses.

Launched in August 2015, the HCBA has 43 members and has run 10 events, attracting 360 people.

### **Challenges/opportunities**

We will continue to work with ERBA and HCBA to increase membership to help them become more sustainable.

### **What next?**

HCBA will launch a 'buy local' campaign in August 2016 to encourage residents to use local companies. ERBA will celebrate its 10<sup>th</sup> anniversary in November 2016.

## **DEVELOPING TONSLEY**

### **Achievements**

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

Progress over the past year included the launch of the State Government's \$32 million Drill Core Reference Library which is used by mineral exploration companies to pinpoint deposits.

The co-working space, Co-HAB, has extended its offices and increased the number of its tenants to 64.

### **Challenges/opportunities**

The State Government plans to develop an 11-hectare residential precinct and extend the Tonsley rail line to Flinders Medical Centre and Flinders University, increasing connectivity between the sites.

### **What next?**

More companies are moving to Tonsley, including Radical Torque Solutions and Micro-X and Hydrix. By late 2016, construction is expected to begin on the residential precinct and a 3000 sq m facility for SAGE Automation.

## **CONNECTED**

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

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### **CAMPAIGN TO FIX OAKLANDS CROSSING BEGINS**

#### **Achievements**

We launched a multi-media campaign to end more than 40 years of traffic congestion at Oaklands crossing in April 2016. More than 2800 joined the campaign, which included a survey, online video, a giant billboard, flyers, posters, social media, lobbying, and a public rally.

The campaign highlighted that in 2012 the State Government released a planning study which assessed four options to solve the traffic congestion.

It recommended the construction of an overpass to carry trains over Morphet Rd which at the time was estimated to cost about \$110 million. However, no timeframe or budget commitment was made at the time.

In June 2016, the Federal Government made an election commitment of \$40 million to the project.

#### **Opportunities/challenges**

The campaign was timed to coincide with the run up to the Federal Election. This helped to maximise publicity and the campaign was covered by Channels 7, 9, 10 and ABC as well as local newspapers and radio.

#### **What next?**

Council has committed to continuing the campaign.

### **\$1.5 MILLION RAILWAY TERRACE REVAMP SET FOR COMPLETION**

#### **What we achieved**

Work began to transform a 900m stretch of road in Ascot Park with a new shared walking and cycling path, street trees, paving and solar powered lighting.

The new \$1.5 million Railway Terrace streetscape runs from Daws Road to Sixth Avenue and will include indented parking bays and solar powered lighting.

Parking for 36 cars, including two disability parks, will be installed along Hazel Terrace.

The City of Marion has provided \$800,000 of funding and the State Government \$700,000 through an open space grant.

#### **Challenges/opportunities**

Building a shared path for pedestrians and cyclists promotes alternative forms of transport and aims to make it easier for people to exercise.

Water Sensitive Urban Design was used to capture stormwater from the path to irrigate trees and landscaped areas.

The project is part of the State Government's Greenways initiative to improve the cycling and walking route from Adelaide to Marino.

**What next?**

The majority of work is scheduled for completion in August 2016 after which an artist will create two metal sculptures on Charles St and at Ascot Park Railway Station.

**CITY SERVICES REDEVELOPED**

We opened a new \$14 million facility to deliver core services to the community, including stormwater management, building and maintaining parks, roads, footpaths and engineering.

Builders of the City Services site, Badge Constructions, won a commendation award in 2016 for their work at the Master Builders Association SA awards.

**\$5 MILLION INVESTED IN ROADS AND FOOTPATHS**

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

More than 400,000 sq m of road treatments were undertaken, including reconstruction, resurfacing and programmed crack sealing. We repaired more than 700m of kerb and water table and over 3500m of footpaths.

Our proactive footpath renewal program will continue with work in Oaklands Park and Edwardstown.

## **ENGAGED**

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

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### **COMMUNITY CAPACITY BUILDING IN TROTT PARK**

#### **Achievements**

More than 40 men attended a lunch at Trott Park Neighbourhood Centre as part of International Men's Day in November 2015. The event was part of a series of educational programs that promoted resilience in adults.

The men's events group, Trott Park Escapees, provided mutual support by encouraging socialising at monthly meals around the centre's wood oven and going on excursions.

A mosaic group began building three outdoor tables which they will donate to Trott Park Neighbourhood Centre.

#### **Challenges/opportunities**

The community capacity building programs were shaped by residents to ensure activities were relevant and help to build stronger neighbourhoods.

#### **What next?**

Evaluation, success, and future directions will be determined with community members. We will continue to explore innovative ways of empowering the community.

### **BUILDING A STRONGER NEIGHBOURHOOD IN OAKLANDS PARK**

#### **Achievements**

We worked with Housing SA, non-government organisations, and community to renovate and re-activate a local meeting space for residents of the Drew Court public housing complex in Oaklands Park. The complex was opened in November 2015 and now hosts weekly activities for residents, including a playgroup.

#### **Challenges/opportunities**

Working alongside residents and involving key agencies helped develop initiatives that supported the local community.

#### **What next?**

We will explore more options for partnerships and look for innovative ways to engage and empower the community.

### **MORE TRAINING FOR VOLUNTEERS**

#### **Achievements**

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

Registered volunteers numbered 373, a decrease on the 424 of the previous year. The financial value of their contribution was more than \$1.1 million.

Volunteers contributed 40,941 hours, supporting community services such as the Community Bus, libraries, Community Care services, graffiti removal, neighbourhood centres, youth services, 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, promoting the benefits of volunteering, and highlighting opportunities.

### **What next?**

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

Volunteer Management Frameworks and volunteer roles will be reviewed to ensure work health and safety requirements are met.

## **\$75,000 OF COMMUNITY GRANTS AWARDED**

### **Achievements**

We helped 29 clubs and organisations develop projects for community benefit by providing \$75,000 of Community Grants.

The grants generated community projects to the value of \$214,364 when taking into account the 3,743 of volunteer hours generated, donations and in-kind support.

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

Council introduced a grant of \$10,000 to help groups fund larger projects.

### **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?**

Community Grants will be increased to \$100,000 for 2016/17.

## **INCREASING EXERCISE FOR CHILDREN AT RAJAH STREET RESERVE**

### **Achievements**

We continued to build on our relationship with the Roger Rasheed Sports Foundation, who we partnered to revamp the reserve in 2014, to promote health and fitness by involving young people in sport.

Participation rates for sports coaching sessions and school holiday activities at Rajah Street Reserve increased by about 140 to involve more than 1,140 children.

Activities are coordinated by local volunteers and include professional coaching in tennis, basketball as well as netball and soccer clinics.

### **Challenges/opportunities**

Building partnerships with sports organisations and local clubs is 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.



## **YOUTH GRANTS LAUNCHED**

### **Achievements**

We launched \$194,000 of new grants to empower local youth and transform the way Council delivers services.

Applications were sought from young people, not-for-profits, and community groups and could involve anything from the environment, sports, health, science and events to music.

### **Challenges/opportunities**

The grants were launched following the closure of the Cove Youth Service, which was based at Hallett Cove. The grants were developed to deliver youth services in a new way and improve access to services for young people across the city.

### **What next?**

Council will consider the applications for Youth Grants in 2016/17.

## **OTHER ACHIEVEMENTS:**

### **PARK HOLME/PLYMPTON PARK COMMUNITY CAPACITY BUILDING**

We continued to empower people to strengthen their neighbourhood by supporting this project which is steered by the Park Holme/Plympton Park Residents Group.

Activities included four Music in the Park events, three Community Cabaret nights, one 'Winter Warmer' community meal event, weekly Migrant Women's Group, a fortnightly community singing group and six art exhibitions.

## **OUR COUNCIL OF EXCELLENCE**

### **PROMOTING VALUES**

#### **Achievements**

We launched a set of values in June 2016 to guide how people are expected to behave.

Our Values were developed in consultation with staff and Elected Members and are a collective view of what is important in our working environment.

*Our Values:*

*With the community and safety at the forefront of everything we do, Marion values:*

<i>Respect</i>	<i>Treating everyone as we want to be treated, where all contributions are valued</i>
<i>Integrity</i>	<i>Fostering trust and honesty in all of our interactions</i>
<i>Achievement</i>	<i>Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another</i>
<i>Innovation</i>	<i>Encouraging new ideas, and learning from our experience to do things better</i>

#### **Challenges/opportunities**

Managers set the tone for what is expected of people by living the values.

#### **What next?**

The values will be embedded into our way of working, including Performance Development Planning, staff recognition, recruitment, induction, policies and how we relate to residents.

### **CORPORATE INDUCTION**

#### **Achievements**

We reviewed and improved the induction program to include comprehensive online training that is completed during an employee's probation.

#### **Challenges/opportunities**

Research indicates that decisions to stay can be made based on the experience of the first few months of employment.

We aim to present the City of Marion in a positive light to potential employees from the first phone call to find out about an advertised job right through to the induction.

#### **What next?**

We will continue to embed a comprehensive induction program to support new employees and enable a quick transition into productive, long-term employment.

### **EMPLOYEE RETENTION**

Our work to retain employees included running programs ranging from Reward and Recognition, Performance, Development and Career Planning, Succession Planning and Development in managing performance.

We are developing an Emerging Leaders Program as a key retention and succession planning strategy.

## **LGMA MANAGEMENT CHALLENGE**

We entered a team in the Local Government Manager's Association challenge in March 2016 for the 12<sup>th</sup> consecutive year. The team built skills in communications, project management and leadership before taking part in a challenge day with other local government teams.

## **LEADERSHIP TEAM FORUMS**

We continued to build leadership capability through forums which focussed on the *Think Safe, Live Well* safety and wellbeing program and organisational values.

## **TEMPORARY LABOUR HIRE**

The City of Marion, along with five other Councils, entered into a contract with a new temporary labour provider to streamline processes and maximise savings.

## **DRUG AND ALCOHOL POLICY**

In September 2015, we launched the new Alcohol and Other Drugs Policy which includes random drug and alcohol testing and education to promote a safe and healthy workplace.

## GOVERNANCE

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### 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.

Good Governance occurs when council's actions are 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 good 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 Jason Veliskou was elected Deputy Mayor in November 2015.

The 13 Elected Members represent a total of 62,759 electors across the City of Marion. The quota for the City of Marion is one member to 4,827 electors. Councils of a similar size have the following quotas:

## Representation Quotas

Council	No. of Elected Members including the Mayor	Electors	Quota
Adelaide	12	24856	2071
Port Adelaide Enfield	18	79895	4738
Charles Sturt	17	80628	4742
Marion	13	62759	4827
Salisbury	17	91305	5370
Onkaparinga	21	118774	5655
Tea Tree Gully	13	72561	5581

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 reviewed its committee structure in September 2015 and enacted a new structure at the beginning of 2016.

At the conclusion of 2015, Council's formal decision making structure comprised of:

- **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.

As at January 2016, Council's formal decision making structure comprised of:

- **General Council** which meets either once or twice a month on the second and/or fourth Tuesday.
- **Strategy Committee** (section 41 Committee) which meets on the first Tuesday of the month, bi-monthly.
- **Infrastructure Committee** (section 41 Committee) which meets on the first Tuesday of the month, bi-monthly.
- **Urban Planning Committee** (section 41 Committee) which meets on the first Tuesday of the month, bi-monthly.

- **People and Culture Committee** (section 41 Committee) which meets on the first Tuesday of the month, bi-monthly.
- **Finance and Audit Committee** which meets five times per year.
- **Development Assessment Panel** which meets on the first and third Wednesdays of each month.

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

## GENERAL COUNCIL MEETINGS

Council held 19 General Council Meetings and 3 Special Council Meeting, totaling 22 meetings for 2015/16. Attendances at meetings were:

### June 2015 – June 2016

Member	Meetings held	Attended
Mayor Kris Hanna	22	22
Councillor Ian Crossland	22	22
Councillor Tim Gard	22	19
Councillor Janet Byram	22	17
Councillor Nick Westwood	22	20
Councillor Luke Hutchinson	22	15
Councillor Raelene Telfer	22	20
Councillor Jerome Appleby	22	20
Councillor Jason Veliskou	22	21
Councillor Bruce Hull	22	21
Councillor Nathan Prior	22	21
Councillor Nick Kerry	22	17
Councillor Tim Pfeiffer	22	21

## STRATEGY COMMITTEE

### Achievements

The Strategy Committee was established in late 2015 and commenced operation February 2016. The Committee is established for the purposes of:

- Providing advice to Council regarding matters of strategic importance
- The development and monitoring of Council's strategic management plans as defined under section 122 of the Act
- Providing advice to Council on the changing and emerging nature of the community, region and area in which it operates, and specifically the public policy objectives of other councils, State and Commonwealth governments
- Providing advice to council on the extent or levels of service required to be provided by the Council to achieve its long-term objectives

The Committee comprises the Mayor, three elected members and independent member with expertise in strategic and business management. Councillor Jason Veliskou was elected in October 2015 as the presiding member of this Committee

The Strategy Committee meet bi-monthly, convening three times in the period of January to June 2016: Attendances at meetings were:

<b>Member</b>	<b>Meetings held</b>	<b>Attended</b>
Councillor Jason Veliskou	3	3
Mayor Kris Hanna	3	3
Councillor Tim Gard	3	2
Councillor Nick Westwood	3	3
Mr Damian Scanlon	3	3

The meetings of the committee focused on the following:

- Council's Business Plan 2016-2019
- Streetscape Policy and Program
- Environmental Scan and Global Trends
- Energy Efficiency

## **INFRASTRUCTURE COMMITTEE**

### **Achievements**

The Infrastructure Committee was established in late 2015 and commenced operation March 2016. The Committee is established for the purposes of:

- Providing advice and recommendations to Council regarding the strategic management council assets.
- Monitoring of major Council Projects that are in excess of \$4 million and / or are of a nature which pose significant risk or high community impact.
- Aligning Council's management of assets and infrastructure to its long term strategic objectives.

The Committee comprises the Mayor, three elected members and independent member with expertise in asset/facilities management, project panagement and/or civil/structural engineering. Councillor Janet Byram was elected in October 2015 as the presiding member of this Committee

The Infrastructure Committee meet bi-monthly, convening twice in the period of January to June 2016: Attendances at meetings were:

<b>Member</b>	<b>Meetings held</b>	<b>Attended</b>
Councillor Janet Byram	2	2
Mayor Kris Hanna	2	1
Councillor Nick Kerry	2	2
Councillor Tim Pfeiffer	2	2
Mr Christian Reynolds	2	1

The meetings of the committee focused on the following:

- Major Projects (including sports infrastructure)
- Streetscape implementation
- Community and renewable energy
- Asset consolidation

## URBAN PLANNING COMMITTEE

### Achievements

The Urban Planning Committee was established in late 2015 and commenced operation February 2016. The Committee is established for the purposes of:

- Reviewing the Development Plan for the City of Marion,
- Addressing aggregated planning matters or concerns raised by the community,
- Fulfilling Council's responsibilities pursuant to section 101A of the Development Act 1993 regarding strategic planning and development policy for the City of Marion.

The Committee comprises the Mayor, three elected members and independent member with expertise in planning and development. Councillor Nathan Prior was elected in October 2015 as the presiding member of this Committee

The Urban Planning Committee meet bi-monthly, convening three times in the period of January to June 2016: Attendances at meetings were:

Member	Meetings held	Attended
Councillor Nathan Prior	3	3
Mayor Kris Hanna	3	3
Councillor Jerome Appleby	3	3
Councillor Ian Crossland	3	3
Mr Bryan Moulds	3	3

The meetings of the committee focused on the following:

- Various DPA's including the Housing Diversity.
- Various development sites (i.e. Morphetville Racecourse)
- Various development policy related matters

## PEOPLE AND CULTURE COMMITTEE

### Achievements

The People and Culture Committee was established in late 2015 and commenced operation March 2016. The Committee is established for the purposes of:

- Reviewing, monitoring and recommending to Council relevant strategies regarding the organisation's culture and performance associated with the conduct of Elected Members, employees and volunteers.
- Sourcing and recommending to Council the appointment of expert members to Committees.
- Reviewing the performance of the Chief Executive Officer.
- Recommending a process to Council for the recruitment of the Chief Executive Officer (as required).

The Committee comprises the Mayor, three elected members and independent member with expertise in senior business, organisational culture, development and human resource management experience. Councillor Raelene Telfer was elected in October 2015 as the presiding member of this Committee.



The People and Culture Committee meet bi-monthly, convening twice in the period of January to June 2016: Attendances at meetings were:

<b>Member</b>	<b>Meetings held</b>	<b>Attended</b>
Councillor Raelene Telfer	2	2
Mayor Kris Hanna	2	2
Councillor Luke Hutchinson	2	1
Councillor Bruce Hull	2	2
Dr David Panter	2	2

The meetings of the committee focused on the following:

- Recruitment of expert members to Committees
- Development and implementation of Organisational Values
- Key Performance Indicators
- Work Health and Safety and Injury Management.
- CEO Performance Review

### **Review of Committees**

Each of the Committees Terms of Reference will be reviewed in late 2016 to reflect any improvement opportunities identified through the year.

### **FINANCE AND AUDIT COMMITTEE**

The City of Marion's Finance and 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 is scheduled to meet five times per year and at least once per year with full council.

The Committee comprises three independent members and two elected members. The elected member representatives are appointed for 12 months.

The Finance and Audit Committee has reviewed and provided advice on:

- Council's Long Term Financial Plan
- Annual Financial Statements
- Strategic and Operational Risks
- Claims and Insurance activities
- Various reviews completed by Council's Internal Auditors
- Ombudsman Annual Report

The Finance and Audit Committee met seven times during this financial year with 5 ordinary meetings and two special meetings. Attendances at meetings were:

<b>Member</b>	<b>Meetings held</b>	<b>Attended</b>
Greg Connor (Chair)	7	7
Kathryn Presser	7	6
Lew Owens	7	6
Councillor Tim Pfeiffer	2	2
Councillor Raelene Telfer	5	4
Councillor Tim Gard	5	5

## DEVELOPMENT ASSESSMENT PANEL

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

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

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

Member	Meetings held	Attended
Councillor Nick Kerry	17	13
Councillor Nick Westwood (until November 2015)	7	7
Councillor Jerome Appleby (until November 2015)	7	7
Councillor Ian Crossland (from December 2015)	10	8
Councillor Luke Hutchinson (from December 2015)	10	8
Gavin Lloyd-Jones – presiding member	17	16
Phil Smith	17	16
Wendy Bell	17	13
Graham Goss	17	16

## COUNCIL REPORTING

At meetings of Council, reports are presented to facilitate decision making. The decisions of Council are called 'resolutions' and these decisions are then actioned by the Council staff. In 2015/16, the City of Marion had considered 323 items including reports, questions and motions. Of these items, a confidential order has been placed on 31 items.

## 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 2015/16, council either directly or via one of its committees considered 31 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).	3
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;	15

3 (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which— (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest;	18
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;	6
3 (h) legal advice	2
3 (i) information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council;	1
3 (j) information the disclosure of which— (i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and (ii) would, on balance, be contrary to the public interest;	1
3 (k) tenders for the supply of goods, the provision of services or the carrying out of works	2

Council undertook a major review of its confidential orders in December 2015 and released 68 confidential reports.

At the conclusion of the financial year, Council currently has 98 confidential orders in place.

## **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 2014 provides for a CPI increase each financial year and hence, throughout 2015/16, elected members received the following allowance:

Mayor	\$76,648
Deputy Mayor	\$23,952
Elected Members	\$19,162

Fees for the Finance and Audit Committee members were set by council resolution:

Committee chairperson	\$1,200 per meeting
Committee members	\$1,000 per meeting
Elected Member representative	nil

Fees for the Strategy, Infrastructure, Urban Planning and People and Culture Committees were set by council resolution:

Committee Presiding Member:	1.25 times the Elected Member allowance
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 2015/16 Elected Members have attended on-going training and development based on current council business and their own professional development requirements.

All Elected Members completed the mandatory training required post-election by November 2015.

In January 2016, Council Members participated in a full day planning session to consider priorities for 2016.

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

- New conflict of interests provisions
- Sustainability and Environment
- Process Improvement.

## **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 \$203,426 to \$272,610.

## **INFORMAL GATHERINGS**

The amendments to the *Local Government Act 1999* made by the *Local Government (Accountability and Governance) Amendment Act 2015* were enacted on 31 March 2016. The changes required councils to adopt a policy before holding any 'informal gatherings'. Council adopted its Policy on 22nd March 2016 that follows the measures requested by the minister which included:

- Informal gatherings are open to the public whenever possible.
- Decisions to hold informal gatherings in confidence are made on a case-by-case basis.
- Council publish notification details of informal gatherings on the websites, to ensure that interested members of the public can attend.
- If a Council decides to hold an informal gathering in confidence, the reason for this decision is briefly stated on the website.

## **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**

The Council commenced a review of its Community Engagement Policy in May 2016 to ensure it is aligned with current legislation and reflects the current Council's thinking on community engagement. The Policy was created on the foundation that better decisions are made when the decision maker takes into account the knowledge, experience and opinions of those affected by the decision. The Policy ensures that community engagement opportunities are promoted in a way that values the diversity of our communities and utilises inclusive, representative and accessible approaches.

The Community Engagement Policy will proceed to public consultation prior to be considered by Council in September 2016.

## **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 November 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.

In 2015/16, Council commenced and completed 10 internal review of decisions. The complaints related the following:

- Noise and vibrations from wetlands (July 15)
- Unsightly premises and illegally parking (July 15)
- Closure of spa at community centre (Oct 15)
- Non-compliance with development requirements for a retaining wall (Oct 15)
- Removal of crash barrier (Oct 15)
- Backyard Burning (Nov 15)
- Installation of a phone tower (Jan 16)
- Construction of a dog park (Jan 16)
- Planning issue (Feb 16)
- Barking dog (March 16)

Some decisions were altered as a result of the reviews. Most reviews identified opportunities for improvement to either council processes and/or customer service.

## **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](http://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.

- Access to legal advice for Elected Members Policy
- Asset Accounting Policy
- Asset Management Policy
- Acquisition and Disposal of Land Assets Policy
- Annual Business Plan and Budget
- Annual Report
- Assessment Record
- Audited Financial Statements
- Borrowings Policy
- Building and Swimming Pool Inspection Policy
- Business Continuity Policy
- Caretaker Policy
- Climate Change Policy
- City Limits Publications Policy
- Charters of Council Subsidiaries
- Code of Conduct for Council Members
- Code of Practice – Access to Meetings and Documents
- Code of Practice – Procedures at Meetings
- Community Awards and Recognition Policy
- Community 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 – Procedure for investigating complaints
- Elected Members Expenses, Benefits, Support and Facilities Policy
- Elected Members Publications Policy
- Election Campaign Donation Returns
- Equal Opportunity Discrimination Harassment and Workplace Bullying Policy
- Fees and Charges Policy
- Finance and Audit Committee Policy and Terms of Reference
- Finance and Audit Committee Meeting Agenda, Reports and Minutes
- Fraud and Corruption 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)
- Infrastructure Committee Meeting Agenda, Reports and Minutes
- Infrastructure Committee Terms of Reference
- 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
- People and Culture Committee Agenda, Reports and Minutes
- People and Culture Committee Terms of Reference
- Petition Policy
- Planning Application Register
- Planning applications by consent
- Privately funded development plan amendments policy
- Procurement and Contract Management 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
- 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
- Streetscape Policy
- Strategic Management Plans
- Supplementary Development previously on exhibition
- Strategy Committee Agenda, Reports and Minutes
- Strategy Committee Terms of Reference
- Temporary Signs and Banners Application Policy
- Treasury Management Policy
- Tree Management Framework
- Tree Management Policy
- Urban Planning Committee Meeting Agenda, Reports and Minutes
- Urban Planning Committee Terms of Reference
- 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 21 Freedom of Information applications for the 2015/16 financial year.

### **In summary:**

<b>Number of applications</b>	<b>21</b>
Determined	19
Transferred in Full	0
Withdrawn	4
Full release	1
Unfinished	2
Partial release	8
Refused access	6

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.

## **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.

## **ACCOUNTABILITY**

### **Competitive tendering**

The City of Marion will seek to provide open and effective competition by providing contractors with fair and reasonable access to opportunities to do business with Council, in line with relevant procurement procedures. 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 was generally required for contracts valued more than \$50,000 in 2015/16. This figure will be updated to \$100,000 for 2016/17 to ensure costs incurred in promoting competition are commensurate with the benefits received.

The City of Marion is also part regional subsidiary for co-operative purchasing being Council Solutions. This regional subsidiary 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.

## **SOUTHERN REGION WASTE RESOURCE AUTHORITY**

The Southern Region Waste Resource Authority (SRWRA) is a section 43 Regional Subsidiary 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 Regional Subsidiary 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.

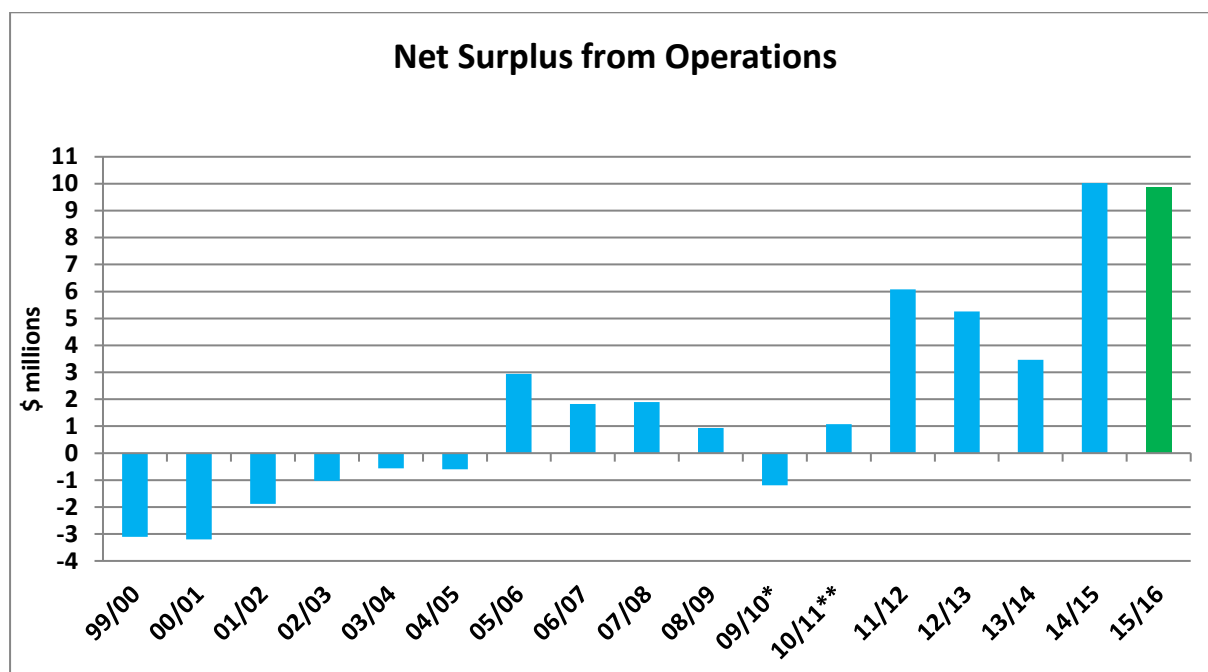
Council Solutions is managed by a board of seven. Each council provides one representative, its chief executive officer, with the seventh being an independent person with has expertise relevant to the activities of the authority. The board is chaired by the independent member. The chairperson has a deliberate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

## 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 \$9.883m for 2015/16 compared to an operating surplus of \$10.027m for 2014/15.

The decrease in Operating Surplus is primarily due to an increase in depreciation expenditure resulting from a combination of the new Cove Civic Centre and City Services buildings, in conjunction with the change in treatment of residual values required by the revised Accounting Standards.



\* 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 2015/16 was \$82.628m compared to \$81.997m in 2014/15. The increase of \$0.631m (0.8%) is mainly attributed to the adopted increase in Rates of \$2.5m (2.9% + growth of 1.18%) which is offset by a decrease in Grants, Subsidies and Contributions of \$1.2m (15.8%).

This decrease in operating Grants, Subsidies and Contributions of \$1.2m predominantly relates to timing of the payment of the Grants Commission's Financial Assistance Grants (FAG) which is normally paid in quarterly instalments. The first two of four payments for 2015/16 were received and accounted for in the prior financial year resulting in only 50% of the overall payment being received in the 2015/16 financial year.

### Operating Expenses

Total Operating expenses for 2015/16 were \$72.745m compared to \$71.970m in 2014/15. The marginal increase of \$0.775m (1.1%) predominantly relates to an increase in Depreciation (\$0.660m) resulting from a combination of the new Cove Civic Centre and City Services

buildings, in conjunction with the change in treatment of residual values required by the revised Accounting Standards.

Employee costs increased marginally \$26k (0.08%) in 2015/16 from 2014/15 with increases from Enterprise Agreements being offset by savings achieved from organisational restructuring resulting in a reduction in management levels.

#### Capital Revenues and Contributed Assets

Other key variances reported on the Statement of Comprehensive Income are *Amounts Received Specifically for New or Upgraded Assets* (down \$1.3m) relating to an decreased number of projects receiving external funding, and *Contributed Assets* (down \$7.6m) with the majority of this relating to infrastructure from 2014/15 in a new residential development at Hallett Cove.

### Key Operating Ratios

<b>OPERATING SURPLUS RATIO</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<u>Operating Surplus (before capital revenues)</u>	<b>12%</b>	12%	5%
Total Operating Revenue			

This ratio expresses the operating surplus/ (deficit) as a percentage of total operating revenue. Council has set a target for this ratio of between 0 and 5% on a 5 year rolling average.

#### *Comment:*

- The target set in Council's Long Term Financial Plan is to "maintain a financial position at an average of between 0 and 5% over any five financial years" however this was exceeded in the 5 years to 2015/16, with an average ratio of 9.0%. This year's ratio has been impacted by significant savings of \$3.2m incorporated during the Annual Budget process within the result from an organisation wide focus on efficiency and effectiveness savings over the past two years.

<b>RATE REVENUE RATIO</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<u>Rate Revenue</u>	<b>85%</b>	82%	85%
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:

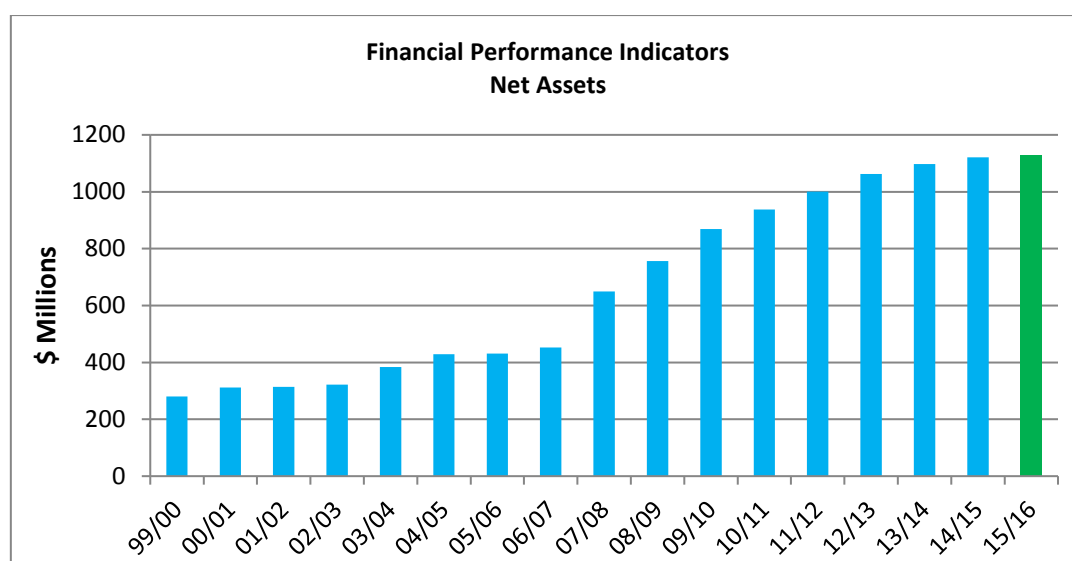
- to focus on internal training and development of Council officers to maximise grant opportunities.
- Annual review of Fees and Charges Schedule.

### Statement of Financial Position

The Statement of Financial Position provides details of Council's assets, liabilities and equity as at 30 June 2016.

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 \$1,126.8m in 2015/16.



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.

	2015	2016	Increase
	\$'000	\$'000	\$'000
Infrastructure	651,612	663,385	11,773

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

Council's IPP&E increased by \$10.255m (0.93%) compared to 2014/15 with the majority of the increase relating to a net upward revaluation of \$7.3m in infrastructure assets.

#### Key Financial Position Ratios

WORKING CAPITAL RATIO	2016	2015	2014
	1.5	1.0	0.8

Current Assets – (Less Restricted Assets)

Current Liabilities – (Liabilities Associated with Restricted Assets)

This ratio focuses on the liquidity position of Council, adjusting for restricted assets (eg. 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, along with having sufficient cash to cover the balances in its Asset Sustainability Reserve.

ASSET SUSTAINABILITY RATIO	2016	2015	2014
<u>Net Asset Renewals</u>	84%	76%	57%
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) is set to achieve a target of 95-100% in future years by providing increased funding for renewal of assets.

<b>ASSET CONSUMPTION RATIO</b>	<b>2016</b>	2015	2014
<u>Carrying value of depreciable assets</u>	<b>78%</b>	80%	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 ratio 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. A result of between 40% and 80% is considered acceptable.

## **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 2016 were \$10.2m a net decrease of \$1.7m over the level of borrowings in June 2015.

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

## **Key Debt Ratios**

<b>NET FINANCIAL LIABILITIES RATIO</b>	<b>2016</b>	2015	2014
<u>Net Financial Liabilities</u>	<b>(8%)</b>	(2%)	(8%)
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:*

This result is due to a substantial holding of cash and other financial assets allocated for unexpended grants and funding for capital projects carried over or retimed to 2016/17 and beyond totalling \$10.506m. Without these holdings this ratio would be 4%. 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.

<b>INTEREST COVER RATIO</b>	<b>2016</b>	2015	2014
<u>Net Interest Expense</u>	<b>0.0%</b>	(0.1%)	(0.5%)
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:*

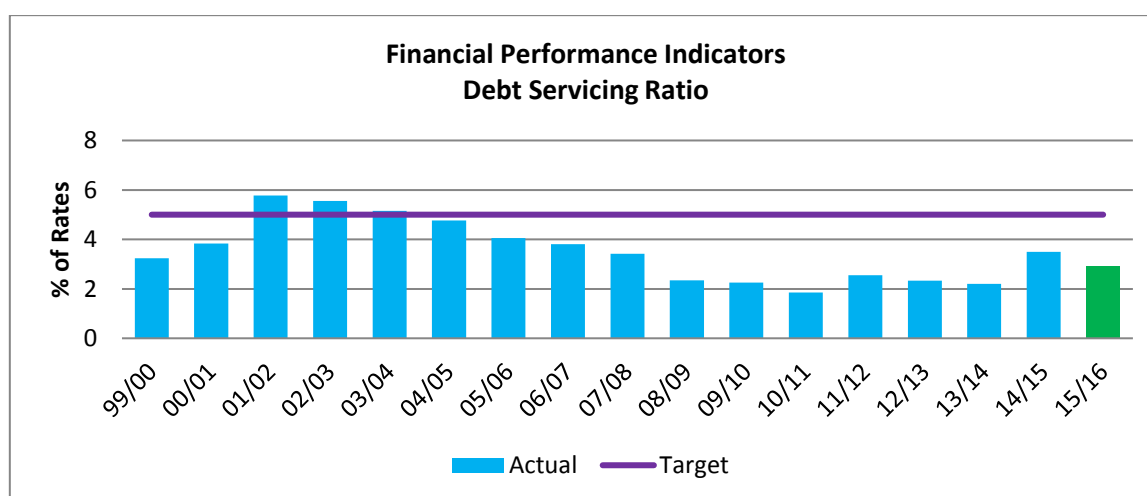
Negative ratios have been recorded for the past 3 years reflecting interest revenues being greater than interest expenses.

<b>DEBT SERVICING RATIO</b>	<b>2016</b>	2015	2014
<u>Principal + Interest</u>	<b>2.9%</b>	3.5%	2.2%
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 2.9% 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 \$1,126.8m 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.

The Statement indicates a cash surplus of \$16.3m compared with \$19.7m in 2014/15. As previously mentioned a significant portion of the cash position is committed to unexpended grants, carryovers and retimed works (\$10.5m).



## Key Cash Ratios

OPERATING CASH FLOW COVERAGE	2016	2015	2014
	108%	134%	101%

### 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:*

Council's operating cash flow coverage is sufficient to meet its asset renewal requirements.

## 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 3. Council's current Reserve funds are made up of the following:

### **Grants and Carryovers Reserve: \$10.506m**

This is made up of and grant funded carryover projects and capital works carried over to 2016/17 or to be retimed as required.

### **Open Space Reserve: \$1.014m**

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

### **Asset Sustainability Reserve – General \$3.127m**

The current balance in this fund is considered by management to be adequate to provide Council with the funding capacity to not only respond to a major infrastructure failure (\$2m is retained in this reserve for this specific purpose) but to also assist Council in managing its long term asset management objectives.

### **Asset Sustainability Reserve – Community Facility Partnership Fund (CFPP) \$7.120m**

Funding has also been specifically set aside in the Asset Sustainability Reserve for the renewal, upgrade and purchase of Council assets as specifically resolved by Council. It includes a balance set aside to encourage organisations leasing council facilities to seek partnership funding for the required renewal and upgrade of those facilities in addition to funding quarantined by Council for its contribution to major new projects.

## LONG TERM FINANCIAL PLAN

Council has a Long Term Financial Plan framework that has been prepared under the following framework:

- Support the achievement of the City of Marion's Strategic Directions
- Addresses issues arising and opportunities identified from internal audit reviews, service reviews and business excellence assessments
- Maintain an Operating Surplus ratio of between 0 – 5% 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 when it is cost effective to do so
- Reviews existing services and assets to ensure they meet prioritised community needs
- Council only approve 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
- Implements responses for progressing liveable cities strategies and funding opportunities within Marion.

## **City of Marion**

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245 Sturt Road  
Sturt SA 5047*

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