His Worship the Mayor
Councillors
CITY OF MARION

NOTICE OF
GENERAL COUNCIL MEETING

Notice is hereby given pursuant to the provisions under Section 83 of the Local Government Act 1999 that a General Council meeting will be held

Tuesday 26 July 2016

Commencing at 6.30 p.m.

In the Council Chamber

Council Administration Centre

245 Sturt Road, Sturt

A copy of the Agenda for this meeting is attached in accordance with Section 83 of the Act.

Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to the Council Chamber is via the main entrance to the Administration building on Sturt Road, Sturt.

Tony Lines
A/CHIEF EXECUTIVE OFFICER

21 July 2016

CITY OF MARION
GENERAL COUNCIL AGENDA
FOR MEETING TO BE HELD ON
TUESDAY 26 JULY 2016
COMMENCING AT 6.30PM

1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

We acknowledge the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3. DISCLOSURES

All persons in attendance are advised that the audio of this General Council meeting will be recorded and will be made available on the City of Marion website.

4. ELECTED MEMBER'S DECLARATION OF INTEREST (if any)

5. CONFIRMATION OF MINUTES

Confirmation of the Minutes for the Council Meeting held on 28 June 2016.....5

Confirmation of the Minutes for the Special Council Meeting held on 12 July 2016 24

6. COMMUNICATIONS

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Deputy Mayor Report.....30

Elected Member Report

CEO and Executive Report.....31

7. DEPUTATIONS

Deputation - Park Holme Community Hall
Ms Pauline Cleggett, Treasurer - Morphettville Weight Watchers Club
GC260716D01.....31D01

8. PETITIONS

Nil

9. WORKSHOP / PRESENTATION ITEMS / PUBLIC SUBMISSIONS

Nil

10. COMMITTEE RECOMMENDATIONS

Confirmation of the Minutes for the People and Culture Committee Meeting held on 5 July 2016
GC260716R01 32

Confirmation of the Minutes for the Infrastructure Committee Meeting held on 5 July 2016
GC260716R02 47

11. ADJOURNED ITEMS

Nil

12. CORPORATE REPORTS FOR INFORMATION/NOTING

2016-19 Business Plan
GC260716R03 57

WHS Monthly Report
GC260716R04 84

WiFi Access in Council Owned Community Buildings
GC260716R05 87

Line Marking
GC260716R06 90

13. CORPORATE REPORTS FOR DECISION

Amendment to the name of the Strategic Plan – towards 2040
GC260716R07 92

Park Holme Community Hall
GC260716R08 93

Community Engagement – Draft Policy
GC260716R09 117

Business Continuity Management
GC260716R10 121

Plympton Sports and Recreation Club Landlords approval for installation of Electronic Scoreboard
GC260716R11 151

Access to Legal Advice for Elected Members' Policy
GC260716R12 159

Council Annual Performance and Effectiveness Review
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CEO Performance Review – Consultant Recommendation
GC260716R14 170

CEO Key Performance Indicators for 2016/17
GC260716R15 176

MATTERS RAISED BY MEMBERS

14. Questions with Notice

Nil

15. Motions with Notice

Oaklands Crossing Community Forum
GC260716M01 180

North-South Corridor Project Works
GC260716M02 182

16. Questions without Notice

Nil

17. Motions without Notice

Nil

18. CONFIDENTIAL ITEMS

Signatures Café
GC260716F01

Local Government Association
GC260716F02

19. LATE ITEMS

20. OTHER BUSINESS

21. MEETING CLOSURE

Council shall conclude on or before 9.30pm unless there is a specific motion adopted at the meeting to continue beyond that time.

MINUTES OF THE GENERAL COUNCIL MEETING
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 28 JUNE 2016

PRESENT

His Worship the Mayor Kris Hanna

Councillors

Coastal Ward	**Mullawirra Ward**
Ian Crossland	Jerome Appleby
Tim Gard	Jason Veliskou
Southern Hills	**Warracowie Ward**
Janet Byram	Bruce Hull
Nick Westwood	Nathan Prior
Warriparinga Ward	**Woodlands Ward**
Raelene Telfer	Tim Pfeiffer

In Attendance

Mr Adrian Skull	CEO
Mr Vincent Mifsud	General Manager Corporate Services
Ms Abby Dickson	General Manager City Development
Mr Tony Lines	General Manager Operations
Ms Kate McKenzie	Manager Corporate Governance
Ms Jaimie Thwaites	Unit Manager Governance and Records

COMMENCEMENT

The meeting commenced at 6.30pm.

KAURNA ACKNOWLEDGEMENT

We acknowledge the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

DISCLOSURE

All persons in attendance are advised that the audio of this General Council meeting will be recorded and will be made available on the City of Marion website.

MEMBERS DECLARATION OF INTEREST

The Chair asked if any Member wished to disclose an interest in relation to any item being considered at the meeting. The following declarations were made:

- Councillor Pfeiffer declared a potential perceived conflict of interest in the item 'Mitchell Park Sports and Community Centre - Section 48 Prudential Report' (GC280616R07).

- Councillor Telfer declared a potential perceived conflict of interest in the item 'Mitchell Park Sports and Community Centre - Section 48 Prudential Report' (GC280616R07).

CONFIRMATION OF MINUTES

6.33pm Moved Councillor Pfeiffer, Seconded Councillor Telfer that the minutes of the General Council meeting held on 14 June 2016 be taken as read and confirmed.

Carried Unanimously

COMMUNICATION – HIS WORSHIP THE MAYOR

Report on Mayoral Activities for May to June 2016

Date	Event	Comment
22 May 2016	Rally for Oaklands Crossing	Attended and addressed Media
24 May 2016	Met with President Edwardstown Region Business Association	Meeting regarding Oaklands Crossing campaign
25 May 2016	Met with General Manager, SA Aquatic & Leisure Centre	Meeting regarding Oaklands Crossing campaign
26 May 2016	Coast FM – Radio Segment	Interviewed
30 May 2016	Met with CEO Local Government Association of SA	Meeting regarding Oaklands Crossing campaign
30 May 2016	Met with Presiding members and Independent Members of Section 41 Committees	Attended
30 May 2016	Met with State Manager Employers Mutual	Attended
1 June 2016	Met with Minister for Transport, Stephen Mulligan	Meeting regarding Oaklands Crossing campaign
1 June 2016	Cove Football Club committee meeting	Attended
2 June 2016	Met with Chief of Staff, Minister for Planning	Attended
3 June 2016	Sheidow Park School – Steiner Stream	Attended celebration

5 June 2016	National Volunteer Week – Volunteer recognition event	Attended, gave speech
6 June 2016	Met with Regional Manager Scentre Group (Westfield Marion)	Meeting regarding Oaklands Crossing campaign
7 June 2016	Met with Mayor Stephen Patterson, City of Holdfast	Meeting regarding Oaklands Crossing campaign
16 June 2016	Governor's Reception in Honour of Her Majesty the Queen, 90th Birthday celebrations	Mayor and Mayoress attended Government House
20 June 2016	Governor's Reception to Launch of Refugee Week	Attended Government House
20 June 2016	Community Grants Cheque Presentation Ceremony	Attended, gave speech.
21 June 2016	2016 Youth Poster Exhibition and Presentation of Awards – SA Refugee Week	Attended
22 June 2016	Minister for Sport, Leon Bignall re BMX	Attended
22 June 2016	Federal Minister for Innovation Christopher Pyne and members of Hindu Society, Hindu Temple	Attended
In addition, the Mayor has met with residents, MP's, Political candidates and also with the CEO and Council staff regarding various issues.		

Moved Councillor Byram, Seconded Councillor Prior that the report by the Mayor be received.

Carried Unanimously

COMMUNICATION – DEPUTY MAYOR

Report on Deputy Mayoral Activities for May to June 2016
File No: 9.33.3.17

Date	Event	Comment
20 May 2016	SASI Diving Pre-Olympic Trails Simulation – SA Aquatic and Leisure Centre.	Attended on behalf of the Mayor
24 May 2106	Meet with CEO discuss June 2016 Strategy Committee format and guest speaker.	Meeting with CEO.
25 May 2016	Meeting with Morphettville Park Tennis Club committee representatives.	Discuss future opportunities for the club.
29 May 2016	Morphettville Park Netball club sponsors day event.	Attended with Mayor Hanna, who presented a $500 cheque to the club. This $500 Donation was made from Mayor Hanna's own money as part of his 2015 Christmas event raffle; where

		each elected member chooses a sports or community group and one is chosen by raffle at Elected Member's Christmas event.
30 May 2016	Independent Committee members meeting.	Meeting to discuss the progress of Committee session with elected members that was held in early June 2016.
9 June 2016	Humans of Marion – Positive ageing exhibition launch – Council Chambers.	Launched the exhibition on behalf of the Mayor.
11 June 2016	SA Indoor Bias Bowls Association Regional Tournament. Held at Ascot Park Primary School.	Opened the event on behalf of the Mayor.
Ongoing	Park Holme Community Hall Consultation process.	Receiving on-going feedback from concerned residents and patrons against any moves to close the Park Holme Community Hall.
In addition, the Deputy Mayor has met with residents, various groups and Council staff regarding various issues.		

Moved Councillor Byram, Seconded Councillor Prior that the Deputy Mayoral report be received.

Carried Unanimously

COMMUNICATION – ELECTED MEMBERS

Councillor Raelene Telfer for May to June 2016
File No: 9.33.3.33

Date	Events Attended and Active Participation
25-5-16	Heritage Centre Meeting on Edwardstown Honour Board Gathering October 22nd 10.30 am
26-5-16	Marion Historic Village Project Liaison on Light Square, Birthplace of Marion upgrade
30-5-16	Site Meeting George and Dwyer Road potential paving
31-5-16	CEO Interim Appraisal
31-5-16	Finance and Audit Committee Member
31-5-16	Tonkin Report Oaklands/Marion LATM
31-5-16	Edwardstown Honour Board Gathering planning with Communications Department
7-6-16	Warriparinga Ward briefing
14-6-16	People and Culture Agenda Planning Meeting

14-6-16	Oaklands/Marion LATM with stakeholders
20-6-16	Special Audit Committee Mitchell Park Redevelopment S48 as Member
20-6-16	Community Grants Cheque Presentation
21-6-16	Marion Historic Village Tour Guide for Para Hills Primary
21-6-16	Annie Doolan's Cottage Friends Meeting
23-6-16	Coast FM Interview
23-6-16	Marion Historic Village Project Liaison on Light Square, Birthplace of Marion upgrade

Moved Councillor Byram, Seconded Councillor Prior that the Elected Members report be received.

Carried Unanimously

COMMUNICATION – CEO AND EXECUTIVE REPORTS

Report on CEO and Executive Activities for May to June 2016

Date	Activity	Attended by	Comments
19 May 2016	EDB of SA Workshop – Laboratory for Ageing Well	Adrian Skull	
20 May 2016	Linwood Quarry Site Visit	Tony Lines	
23 May 2016	Holdfast Model Aero Club Meeting, Majors Road, O'Halloran Hill	Adrian Skull	
23 May 2016	Council Solutions – Regional Forward Procurement Plan Steering Committee (RFPP) Workshop	Vincent Mifsud	
24 May 2016	Mitchell Park Sports & Community Centre (MPSCC) – Facility Management Model	Vincent Mifsud	
25 May 2016	Guest Storyteller, National Simultaneous Story time, Cove Civic Centre Library	Adrian Skull	
26 May 2016	SA Aquatic and Leisure Centre Governance Committee meeting	Adrian Skull	
27 May 2016	Council Solutions Directorate Meeting	Vincent Mifsud	

31 May 2016	Meeting with DEWNR, Majors Road, O'Halloran Hill	Adrian Skull, Abby Dickson, DEWNR	
1 June 2016	Phil Sutherland, CEO, Civil Contractors Federation re Oaklands Crossing	Vincent Mifsud	
2 June 2016	Visit to Jervois Street development	Adrian Skull	
2 June 2016	Met with Chris Daniels, Presiding Member of A&MRNRM Board.	Adrian Skull	
3 June 2016	Southern CEO's meeting	Adrian Skull	
6 June 2016	Meeting with Office of Recreation and Sport – Ilia Houridis	Adrian Skull	
8 June 2016	Meeting with Surf Life Saving SA re World Championships 2018	Abby Dickson	
9 June 2016	Council Solutions Board meeting	Adrian Skull	
15 June 2016	Resilient South Showcase	Adrian Skull Abby Dickson Tony Lines	
3 June 2016	Tonsley Development	Tony Lines	
10 June 2016	Tonsley, Reclaimed Water	Tony Lines	
20 June 2016	Community Grants Cheque Presentation	Tony Lines	
22 June 2016	"*Reporting to the Board*" course	Tony Lines	
22 June 2016	Council Solutions – Regional Forward Procurement Plan Steering Committee (RFPP) meeting	Vincent Mifsud	
24 June	Indigenous Land Corporation Lot 707 meeting	Abby Dickson Tony Lines	

Moved Councillor Byram, Seconded Councillor Prior that the CEO and Executive report be received.

Carried Unanimously

DEPUTATIONS

Nil

PETITIONS

Nil

WORKSHOP / PRESENTATION ITEMS / PUBLIC SUBMISSIONS

Nil

COMMITTEE RECOMMENDATIONS

6.41pm Confirmation of the Minutes for the Special Finance and Audit Committee Meeting held on 20 June 2016
Report Reference: GC280616R01

Moved Councillor Gard, Seconded Councillor Hull that Council:

1. Receive and note the minutes of the Special Finance and Audit Committee meeting of 20 June 2016 (Appendix 1).

2. Note that separate reports will be brought to Council for consideration of any recommendations from the Finance and Audit Committee.

Carried Unanimously

6.44pm the Chair sought and was granted leave of the meeting to vary the order of the agenda and bring forward the item '*Mitchell Park Sports and Community Centre - Section 48 Prudential Report*' (GC280616R07).

6.45pm Mitchell Park Sports and Community Centre - Section 48 Prudential Report
Report Reference: GC280616R07

Councillor Pfeiffer declared a perceived conflict of interest for the item 'Mitchell Park Sports & Community Centre – Section 48 Prudential Report' (GC280616R07) as his son had started playing basketball with a club that would be affected by the decision. Councillor Pfeiffer left the Chamber for the item.

6.45pm Councillor Pfeiffer left the meeting

Councillor Telfer declared a perceived conflict of interest for the item 'Mitchell Park Sports & Community Centre – Section 48 Prudential Report' (GC280616R07) in that as Patron of Dover Gardens Kennel and Obedience Club. Councillor Telfer remained in the Chamber for the item.

Moved Councillor Telfer, Seconded Councillor Hull that Council:

1. Consider the advice and feedback received from the Finance and Audit Committee on the draft Section 48 Prudential Report.

2. Consider and adopt the Section 48 Prudential Report as amended including the KPMG Report on the Proposed Governance and Management Model and Financial Forecast and the Studio 9 design concept.

3. Authorise Council staff to finalise and submit a bid to the National Stronger Regions Fund (NSRF) Round 4 seeking $9.875 million in Federal capital funding matching a $9.875 million capital funding commitment by the City of Marion.

4. Endorse the capital funding commitment of up to $9.875 million for the redevelopment of Mitchell Park Sports and Community Club, 4 indoor multi-purpose courts and neighbourhood centre facilities subject to the successful application for funding to the National Stronger Regions Fund.

5. Endorse the increased on-going operating, maintenance and renewal funding (i.e. Cash) requirement as identified in the Section 48 Prudential Report and note the impact to the City of Marion's adopted Long Term Financial Plan (LTFP) resulting from the additional funding requirement identified in the Section 48 report is forecast to be in the order of $13.11 million over the 10 year term of the LTFP.

6. Commit to undertaking the redevelopment of the Mitchell Park Sports and Community Club, 4 indoor multi-purpose courts and neighbourhood centre facilities if matching funding is received from the National Stronger Regions Fund.

Carried
Councillor Telfer voted in favour of the motion
The majority of the meeting voted in favour of the motion

6.59pm Councillor Pfeiffer re-entered the meeting

ADJOURNED ITEMS

Nil

CORPORATE REPORTS FOR INFORMATION/NOTING

6.59pm Finance Report – May 2016
Report Reference: GC280616R02

Moved Councillor Appleby, Seconded Councillor Veliskou that Council:

1. Receive the report "Finance Report – May 2016".

Carried Unanimously

7.03pm Glyphosate Based Herbicide
Report Reference: GC280616R03

Moved Councillor Hull, Seconded Councillor Gard that Council:

1. Note this report.

Carried Unanimously

CORPORATE REPORTS FOR DECISION

7.11pm Marion Learning Festival Service Review
Report Reference: GC280616R04

Moved Councillor Crossland, Seconded Councillor Telfer that Council:

1. Discontinue the Marion Learning Festival and return $32,150 back into the council budget.

Carried

7.15pm Living Kaurna Cultural Centre Post Consultation Preferred Model
Report Reference: GC280616R05

Moved Councillor Gard, Seconded Councillor Westwood that Council:

1. Notes that the consultation process regarding Option 2B Transition to Kaurna Community Governance Model has been completed.

2. Endorses Option 2B Transition to Kaurna Community Governance Model as the governance model for Living Kaurna Cultural Centre.

Carried

7.22pm Oaklands Crossing Campaign
Report Reference: GC280616R06

Moved Councillor Hull, Seconded Councillor Prior that Council:

1. Notes the outcomes of the Oaklands crossing campaign as at 28 June 2016.

2. Continues the campaign to support construction of the Oaklands crossing grade separation in the lead up to the March 2018 state election using advertisements, letters to the community, DL flyers and a petition.

3. Endorses funding of up to $15,400 in the 2016/17 Annual Budget, to fund additional strategies to run a Council-led campaign to build a grade separation at Oaklands crossing.

4. Reviews and reassess the campaign in June 2017.

Carried

Motion with Notice

7.32pm Oaklands Crossing
Report Reference: GC280616M01

Moved Councillor Hull, Seconded Councillor Prior that Council:

1. Urgently writes to the Premier urging the SA Government to nominate the grade separation of the Oaklands Crossing as a major project with Infrastructure Australia so as to allow this project to be eligible for consideration for Federal Funding.

Carried Unanimously

7.34pm Adoption of the Annual Business Plan & Budget 2016/17 & Long Term Financial Plan
Report Reference: GC280616R08

Moved Councillor Veliskou, Seconded Councillor Telfer that:

The following be adopted by Council in the following order:

1. Financial Policies (Appendix 1 –> appendices 8 to 14):
    a) Rating Policy
    b) Treasury Management Policy
    c) Asset Management Policy
    d) Fees and Charges Policy
    e) Reserve Funds Policy
    f) Asset Accounting Policy
    g) Budget Policy

2. Pursuant to Section 123(6) of the Local Government Act 1999 and regulation 6 of the Local Government (Financial Management) Regulations 2011, the Annual Business Plan 2016/17 (Appendix 1)

3. Pursuant to Section 123(7) of the Local Government Act 1999, and regulation 7 of the Local Government (Financial Management) Regulations 2011, the Annual Budget 2016/17 (Appendix 1)

4. Pursuant to Section 122(1a) of the Local Government Act 1999, and regulation 5 of the Local Government (Financial Management) Regulations 2011, the Long Term Financial Plan for 2016/17 to 2025/26 (Appendix 2).

Carried

7.35pm Valuation – Adoption for 2016/2017 Financial Year
Report Reference: GC280616R09

Moved Councillor Crossland, Seconded Councillor Telfer that:

1. Pursuant to Section 167(2)(a) of the Local Government Act 1999 Council adopts the capital valuations as supplied by the Office of the Valuer-General, (at Supplementary Week 52 dated 27 June 2016), as the Valuations that are to apply to land within its area for rating purposes for the 2016/2017 financial year.

2. Council notes that, at the time of adoption, the Valuation totalled $18,774,353,580 (including $18,014,329,009 Rateable and $760,024,571 Exempt).

Carried

7.38pm Rates Declaration 2016/17
Report Reference: GC280616R10

Moved Councillor Crossland, Seconded Councillor Byram that:

1.

i. pursuant to Section 153(1)(b) and 156(1)(a) of the Local Government Act, 1999 the Council declares differential general rates according to land use based on Capital Value within the area for the 2016/2017 financial year as follows:

(a) 0.358121 cents in the dollar on rateable land of Categories 1 - Residential, 7 - Primary Production, 9 – Other.

(b) 0.662524 cents in the dollar on rateable land of Categories 2 – Commercial Shop, 3 – Commercial Office, 4 - Commercial Other.

(c) 0.608805 cents in the dollar on rateable land of Categories 5 - Industry Light and 6 - Industry Other.

(d) 0.716242 cents in the dollar on rateable land of Category 8 - Vacant Land

ii. pursuant to Section 158 (1)(a) of the Local Government Act 1999, fixes a minimum amount payable by way of General Rates in respect of rateable land within the area for the 2016/2017 financial year of $1,000.00.

2. pursuant to Section 153(3) of the Local Government Act 1999 the Council has determined not to fix a maximum increase under this Section in the general rate to be charged on a principal place of residence of a principal ratepayer upon the basis that relief is otherwise provided under the 'Discretionary Rebate – Residential Land Use (Rate Capping)' provision of its Rating Policy.

3. as required by the Natural Resources Management Act 2004, and pursuant to Section 95 of that Act and Section 154 (1) of the Local Government Act, the Council declares a Separate Rate of 0.009493 cents in the dollar on all rateable land in the area covered by the Adelaide and Mount Lofty Ranges Natural Resources Management Board within this Council's area for the 2016/2017 financial year.

4. pursuant to Section 181 (1) of the Local Government Act rates are payable in four equal or approximately equal instalments, and Council resolves that pursuant to section 181(2) of the Act the due dates for those instalments shall be:
1 September 2016
1 December 2016

1 March 2017
1 June 2017

5. pursuant to Section 44 of the Local Government Act 1999 the Council delegates to the Chief Executive Officer the power at Section 181(4)(b) to alter the due date for payment of any rate or instalment payment of a ratepayer where circumstances warrant such action, and to make any arrangement for payment of an account (either including or excluding the imposition of fines thereon) over an extended period.

Moved Councillor Veliskou, Seconded Councillor Gard that formal meeting procedures be suspended to enable discussion on the item.

Lost

Point of Order

Councillor Pfeiffer called a point of order that the motion as item 'Adoption of the Annual Business Plan & Budget 2016/17 & Long Term Financial Plan' (GC280616R08) above had been passed on a basis of a 2.75% rate increase and this motion was suggesting a 2.5% increase. The order of the reports to be considered was also passed in the previous item.

The Mayor overruled the point of order. He ruled that a rescission motion on the previous item would not be required if this motion got up as the intention would be the same. The content of the report would just need to be brought back to Council to fix any anomaly.

Moved Councillor Pfeiffer, Seconded Councillor Westwood that the Mayor's ruling on the point of order is not agreed with.

The vote was **Tied**
The Mayor gave a casting vote and voted against of the motion
Lost

The Mayor's ruling on the point of order stood and debate resumed on the motion.

The motion was **Carried**

Rate Rebate 2016/17
Report Reference: GC280616R11

This item was not considered

8.11pm Councillors Pfeiffer and Veliskou left the meeting.

Meeting Adjournment

Moved Councillor Prior, Seconded Councillor Telfer that the meeting be adjourned for a period of 5 minutes.

Carried

8.11pm meeting adjourned

8.19pm meeting resumed

8.19pm Removal of Regulated and Significant Trees Darlington Upgrade
Report Reference: GC280616R12

Moved Councillor Telfer, Seconded Councillor Prior that Council:

1. Advises the Development Assessment Commission that if the Commission decides to approve the application, the Commission places a condition of approval requiring that Trees 455a, 455c, 455e, 658 are not to be removed until final design and construction details confirm that there are no practical alternatives to retain the trees in good health and structural stability.

2. Advises the Development Assessment Commission that Council supports the development of a detailed Landscape and Urban Design Plan as part of the project which proposes the on ground planting of semi-mature native tree species as an offset for the removal of Regulated or Significant trees during construction of the road upgrade (at a ratio of 2:1 for Regulated trees and 3:1 for Significant trees).

3. Requests that the Development Assessment Commission seeks an expansion of the tree removal offset to include a ratio of at least 2:1 for all other trees removed as part of the construction works.

Carried Unanimously

8.21pm Rezoning of ADC Land at Hallett Cove
Report Reference: GC280616R13

Moved Councillor Crossland, Seconded Councillor Prior that Council:

1. Decides on a preferred approach for undertaking the rezoning of the whole of the ADC land at Hallett Cove; being a joint Council DPA.

2. Writes a letter to the Mayor of the City of Onkaparinga seeking the City of Onkaparinga's opinion on a preferred DPA process for the ADC land.

Carried Unanimously

8.24pm Toc H Hall – Community Land Revocation
Report Reference: GC280616R14

Moved Councillor Pfeiffer, Seconded Councillor Hull that Council:

1. Declares that the retention of the land does not contribute to Council's strategic objectives and that the land is surplus to Council's requirements and subject to Ministerial approval, the net sale proceeds will be used for the development of existing or new community facilities currently under Council's consideration.

2. Endorses the Section 194(2)(a) report on the land known as Toc H Hall at Lot 151 in Filed Plan 10801 being the whole of the land comprised in Certificate of Title Volume 6022 Folio 144, prepared in accordance with the Local Government Act 1999.

3. Authorises the Section 194(2)(a) report on Toc H Hall at Lot 151 in Filed Plan 10801 being the whole of the land comprised in Certificate of Title Volume 6022 Folio 144 to be submitted for public consultation in accordance with Section 194(2)(b) of the Local Government Act 1999 and Council's Community Consultation Policy.

4. Requires Administration to bring a report to Council for consideration of the outcome of the public consultation and for authorisation for Ministerial consideration of the Community Land classification revocation.

Carried Unanimously

8.24pm Application to depart from Land Management Agreement (LMA) Registered over Myer Rd, Sturt
Report Reference: GC280616R15

Moved Councillor Telfer, Seconded Councillor Byram that:

1. Council waive compliance to the obligations of the Land Management Agreement at 45 Myer Road, Sturt (Certificate of Title Volume 6158/Folio 570) to allow for the omission of a 3.0 metre length of landscaping along the eastern boundary, as proposed in Development Application 100/1301/2015.

Carried Unanimously

MATTERS RAISED BY MEMBERS

Questions with Notice

Lorenzin Site
Report Reference: GC280616Q01

QUESTION: Mayor Hanna

Given the apparent lack of remedy disclosed by the answer given at the General Council meeting of 24 May 2016 to Cr Gard's Question on Notice about the unsightly and potentially unsafe nature of the Lorenzin site, has further consideration been given to how residents' concerns might be addressed?

COMMENTS:

Steve Hooper, Manager Development & Regulatory Services

Council officers have re-inspected the site and I confirm that whilst Section 254 of the Local Government Act might be used to improve the visual appearance of the site, its scope is likely to have limited effect in this instance.

It is my understanding that the concerns of Councillor Gard and other residents in the locality extend broader than the scope of Section 254 of the Local Government Act, in particular to matters such as

safety, undesirable persons attending the site, using the empty buildings for inappropriate activities, risks of fire, etc.

In this respect, a Section 69 Order is likely to be more effective in addressing the above-mentioned concerns as any such order will involve a declaration that the buildings are unsafe and a requirement that the owners of the land address the safety concerns, either through securing the buildings or the fencing on the land.

Currently, Section 254 of the Local Government Act, 1999, gives Council the power to make orders regarding an unsightly condition of land.

Council can take action against the owner or occupier of land, when the action is considered necessary to ameliorate an unsightly condition, in the circumstances where the land, or a structure or object on the land, is unsightly and detracts significantly from the amenity of the locality in which the land is situated.

Council could potentially issue a Section 254 and require the owners to remove the graffiti which is visible form the public realm, however, unfortunately, it is likely to return in a very short time-frame.

Likewise, the City of Holdfast Bay, might be in a position to issue a Section 254 Order with respect to the shade cloth on the fencing fronting Schofield Road being ripped, torn and in a state of disrepair.

We are currently negotiating with the City of Holdfast to determine a collaborative approach on tackling the concerns of Councillor Gard having regard to both Section 69 of the Development Act 1993 and Section 254 of the Local Government Act 1999 noting that neither approach is an absolute or long-term solution and ultimately facilitating the rezoning of the land will be the long term solution with respect to the subject land.

Further Motions with Notice

8.28pm Proposed AdeLINK Light Rail Network
Report Reference: GC280616M02

Moved Councillor Hull, Seconded Councillor Westwood that:

1. Council provide no support to the expansion of light rail at this time.

2. Council draws attention to the comprehensive $2 million study by the State Government for the grade separation of the Oaklands a Crossing.

3. Council participate in further discussions with the Federal Government, State Government and Community regarding funding and delivery options for a grade separation of the Oaklands Crossing.

4. The grade separation of the Oaklands a Crossing is by far a greater priority than any suggestion of extending the light rail network within the Marion Council area.

5. Minister Mulligan, the Member for Elder, the Member for Mitchell and the City of Adelaide Lord Mayor & Councillor's be advised of this decision by Council.

Amendment:

Moved Councillor Gard that:

1. Council provide support to the expansion of light rail at this time.

2. Council draws attention to the comprehensive $2 million study by the State Government for the grade separation of the Oaklands a Crossing.

3. Council participate in further discussions with the Federal Government, State Government and Community regarding funding and delivery options for a grade separation of the Oaklands Crossing.

4. The grade separation of the Oaklands a Crossing is by far a greater priority than any suggestion of extending the light rail network within the Marion Council area.

5. Minister Mulligan, the Member for Elder, the Member for Mitchell and the City of Adelaide Lord Mayor & Councillor's be advised of this decision by Council.

The motion lapsed for want of a seconder

Second Amendment:

Moved Councillor Telfer, Seconded Councillor Crossland that:

1. Council draws attention to the comprehensive $2 million study by the State Government for the grade separation of the Oaklands a Crossing.

2. Council participate in further discussions with the Federal Government, State Government and Community regarding funding and delivery options for a grade separation of the Oaklands Crossing.

3. The grade separation of the Oaklands a Crossing is by far a greater priority than any suggestion of extending the light rail network within the Marion Council area.

4. Minister Mulligan, the Member for Elder, the Member for Mitchell and the City of Adelaide Lord Mayor & Councillor's be advised of this decision by Council.

The seconded amendment was **Carried Unanimously**

The motion as amended was **Carried**

8.39pm Marion Outdoor Pool
Report Reference: GC280616M03

Moved Councillor Crossland, Seconded Councillor Veliskou that:

1. Council explore new management options at the Marion Outdoor Pool with the aim of:
    - Increasing attendances and revenue
    - Reducing ongoing costs.

2. A report is presented at the General Council meeting on the 11 October 2016.

Carried Unanimously

FURTHER CORPORATE REPORTS FOR DECISION

8.42pm Reconciliation Action Plan 2016-2019
Report Reference: GC280616R16

Moved Councillor Byram, Seconded Councillor Veliskou that Council:

1. Endorse the 2016-2019 Reconciliation Action Plan (Appendix 1) and the Plan's registration with Reconciliation Australia.

Carried

Moved Councillor Veliskou, Seconded Councillor Westwood that:

1. Councillors Hull and Byram be appointed to the Reconciliation Working Group.

Carried Unanimously

8.44pm Draft Climate Change Policy
Report Reference: GC280616R17

Moved Councillor Veliskou, Seconded Councillor Crossland that Council:

1. Endorses the draft Climate Change Policy as provided in Appendix 1;
2. Endorses community consultation on the draft Climate Change Policy;
3. Notes a final Climate Change Policy will be presented for consideration by Council in September 2016.

Carried

8.45pm Streetscape Project – Final Draft Streetscape Policy
Report Reference: GC280616R18

Moved Councillor Telfer, Seconded Councillor Gard that Council:

1. Endorse the final draft Streetscape Policy as provided in Appendix 1.

Carried Unanimously

8.47pm Community Consultation – Code of Practice, Access to Council Meetings & Documents
Report Reference: GC280616R19

Moved Councillor Telfer, Seconded Councillor Byram that:

1. Council adopt the Code of Practice, Access to Meetings and Documents attached as Appendix 1 to this report.

Carried Unanimously

8.48pm Councillor Pfeiffer left the meeting

8.48pm Elected Member Liaison for Annie Doolan's Cottage
Report Reference: GC280616R20

Moved Councillor Prior, Seconded Councillor Crossland that:

1. Council endorses the nomination of Councillor Telfer to act as Council liaison to the Management Committee of Annie Doolan's Cottage for a period of up to 7 months, to be reviewed by January 2017.

2. The Management Committee of Annie Doolan's Cottage be advised of the above resolution.

Carried Unanimously

Questions without Notice

Nil

Motions without Notice

8.49pm Local Government Association (LGA) Membership

8.50pm Councillor Pfeiffer re-entered the meeting

Moved Councillor Hull, Seconded Councillor Crossland that:

1. The City of Marion withdraws from membership with the Local Government Association (LGA) for the 2016/17 period.

2. A report be presented to Council in March 2017 as to any progress of negotiating a more acceptable membership fee.

The vote was **Tied**
The Mayor gave a casting vote and voted in favour of the motion
Carried

Councillor Veliskou called for a division:
Those for: Councillors Prior, Hull, Appleby, Gard and Crossland
Those Against: Councillors Pfeiffer, Telfer, Westwood, Byram and Veliskou

The vote was **Tied**
The Mayor gave a casting vote and voted in favour of the motion
Carried

CONFIDENTIAL ITEMS

9.23pm Glenthorne Farm
Report Reference: GC280616F01

Moved Councillor Byram, Seconded Councillor Prior that:

1. That pursuant to Section 90(2) and (3)(d) of the *Local Government Act 1999,* the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Vincent Mifsud, Abby Dickson, Tony Lines, Kate McKenzie, John Valentine, Jaimie Thwaites and Craig Clarke be excluded from the meeting as the Council receives and considers information relating to the Glenthorne Farm, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information of a commercial nature (not being a trade secret) the disclosure of which (i) could reasonably be expected to prejudice the commercial position of a 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.

Carried Unanimously

9.23pm The meeting went into confidence.

Meeting Extension

Moved Councillor Crossland, Seconded Councillor Prior that the meeting be extended until the conclusion of the item 'Glenthorne Farm'.

Carried

9.29pm meeting extended

Moved Councillor Byram, Seconded Councillor Crossland that Council:

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report 'Glenthorne Farm' together with the appendix and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(d) of the Act shall, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2016.

Carried

9.31pm The meeting came out of confidence.

CLOSURE - Meeting Declared Closed at 9.31pm.

CONFIRMED THIS 26 JULY 2016

.....
CHAIRPERSON

MINUTES OF THE SPECIAL GENERAL COUNCIL MEETING
HELD AT THE ADMINISTRATION CENTRE
COUNCIL CHAMBER
245 STURT ROAD, STURT
ON TUESDAY 12 JULY 2016

PRESENT

His Worship the Mayor Kris Hanna

Councillors

Coastal Ward
Ian Crossland
Tim Gard

Mullawirra Ward
Jerome Appleby
Jason Veliskou

Southern Hills
Nick Westwood

Warracowie Ward
Nathan Prior

Warriparinga Ward
Luke Hutchinson

Woodlands Ward
Nick Kerry
Tim Pfeiffer

In Attendance

Mr Tony Lines	Acting Chief Executive Officer
Mr Vincent Mifsud	General Manager Corporate Services
Ms Abby Dickson	General Manager City Development
Ms Kate McKenzie	Manager Corporate Governance
Ms Yvette Zaric	Governance Officer

OPEN MEETING

The meeting commenced at 6.15pm.

KAURNA ACKNOWLEDGEMENT

We would like to begin by acknowledging the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

Councillor Westwood entered the meeting at 6.17pm

DISCLOSURE

All persons in attendance are advised that the audio of this Special General Council meeting will be recorded and will be made available on the City of Marion website.

ELECTED MEMBER'S DECLARATION OF INTEREST

The Chair asked if any Member wished to disclose an interest in relation to any item being considered at the meeting.

No declarations were made.

CORPORATE REPORT FOR DECISION

6.16pm Rate Rebates 2016-17
Report Reference: SGC120716R01

Moved Councillor Veliskou, Seconded Councillor Gard that:

1. The Schedule of Mandatory Rate Rebates (refer Appendix 1) be noted.

2. Council resolves that a discretionary rate rebate of 25% be granted under Section 166(1)(j) of the Local Government Act, 1999 to Foodbank SA on the properties it occupies for the 2016-17 financial year.

3. Council resolves that a discretionary rebate of 25% be granted under Section 166(1)(d) of the Local Government Act, 1999 to Suneden School on the property it occupies and uses for educational purposes for the 2016-17 financial year.

4. Council resolves that a discretionary rate rebate of 25% be granted under Section 166(1)(g) of the Local Government Act, 1999 to Developing Alternative Solutions to Housing Inc (DASH) on the properties it occupies at 1/5 and 3/5 Finniss St Marion, 105 Nunya Ave, Morphettville, 348 & 348A Sturt Rd, Clovelly Park for the 2016-17 financial year.

5. Council resolves that a discretionary rate rebate of 100% be granted under Section 166(1)(j) of the Local Government Act, 1999 to the Scout and Guide Organisations on the properties currently occupied by them for the 2016-17 financial year.

6. Council resolves that a discretionary rate rebate of 50% be granted under Section 166(1)(j) of the Local Government Act, 1999 to The Abbeyfield Society (Marion) Inc on the property it occupies at 5 Lawrence Ave, Edwardstown for the 2016-17 financial year, subject to receipt by Council of a new rebate application request.

7. Council resolves that a discretionary rate rebate of 50% be granted under Section 166(1)(j) of the Local Government Act, 1999 to the Plympton Glenelg RSL Sub Branch on the property it occupies at 464 Marion Rd, Plympton Park for the 2016-17 financial year, subject to receipt by Council of a new rebate application request.

8. Council resolves that a discretionary rate rebate of 25% be granted under Section 166(1)(j) of the Local Government Act, 1999 to Prison Fellowship Australia (SA) on the property it occupies at 397C and 397E Diagonal Rd, Sturt for the 2016-17 financial year, subject to receipt by Council of a new rebate application request.

Carried

6.21pm Final Annual Business Plan (ABP) & Long Term Financial Plan (LTFP)
Report Reference: SGC120716R02

Moved Councillor Gard, Seconded Councillor Crossland that Council:

1. Authorise Administration to make the necessary changes to the 2016/17 Annual Budget and Long Term Financial Plan 2016/17 to 2025/26 figures and financial statements to reflect the decision as resolved (GC280616R10) to change the average rate increase in the Annual Budget and Long Term Financial Plan to 2.50%.

2. Adopt, as presented the revised 2016/17 Annual Business Plan Budgeted Income Statement in Appendix 1 and the revised Long Term Financial Plan 2016/17 to 2025/26 – Budgeted Funding Statement in Appendix 2.

Carried

6.35pm BMX – Deed for Funding
Report Reference: SGC120716R03

Moved Councillor Westwood, Seconded Councillor Gard that Council:

1. Note the contribution of $750,000 from the City of Onkaparinga towards the development of an international standard BMX facility at Majors Road, O'Halloran Hill.

2. Note the funding deed between the Minister for Recreation and Sport and the City of Marion and authorise the Mayor and Chief Executive Officer to sign the deed and to affix the Council seal.

3. Authorise the Chief Executive Officer to negotiate minor amendments to the deed where necessary to enable the progress of the project.

4. Authorise the Chief Executive Officer to appoint a staff member to the Project Steering Committee.

5. Note that a prudential management review for the project detailing the capital cost, whole of life costs and on-going management roles and responsibilities will be developed for Council's consideration.

Adjournment

6.47pm Moved by Councillor Crossland, Seconded Councillor Veliskou that the item be adjourned until the conclusion of the following report.

Carried Unanimously

6.49pm 2016 Federal Election Promises
Report Reference:SGC120716R04

Moved Councillor Gard, Seconded Councillor Crossland that Council:

1. Write to the Members for Boothby, Hindmarsh and Kingston to congratulate them on their election commitments and the timing of their delivery.

2. Write to the local Federal Members who will not be continuing to thank them for their service to the City of Marion.

Councillor Gard with the consent of Councillor Crossland sought and was granted leave of the meeting to vary the motion as follows:

1. Write to the Members for Boothby, Hindmarsh and Kingston to congratulate them on their election.

2. Write to the local Federal Members who will not be continuing to thank them for their service to the City of Marion.

Carried Unanimously

6.55 pm debate resumed on the adjourned item BMX – Deed for Funding (SGC120716R03)

Councillor Westwood with the consent of Councillor Gard sought and was granted leave of the meeting to vary the motion as follows:

1. Note the contribution of $750,000 from the City of Onkaparinga towards the development of an international standard BMX facility at Majors Road, O'Halloran Hill.

2. Note the funding deed between the Minister for Recreation and Sport and the City of Marion and authorise the Mayor and Chief Executive Officer to sign the deed and to affix the Council seal.

3. Authorise the Chief Executive Officer to negotiate minor amendments to the deed where necessary to enable the progress of the project.

4. Authorise the Chief Executive Officer to appoint a staff member to the Project Steering Committee.

5. Note that a prudential management review for the project detailing the capital cost, whole of life costs and on-going management roles and responsibilities will be developed for Council's consideration.

6. Staff have advised and Council have agreed that under Clause 5.1.4 of the schedule ***obtaining any necessary funds*** is interpreted that Council is not responsible for financing any funds above $3.5 million. Obtaining funds will be through the means of advocating additional partnership funding opportunities and not from any additional funding contribution from Council over and above Council's commitment of $750,000. Council seeks amendment of the draft Deed accordingly.

Carried

CLOSURE - Meeting Declared Closed at 7.05pm

CONFIRMED THIS 26 JULY 2016

.....
CHAIRPERSON
/ /

Mayoral Communication Report

Date of Council Meeting: 26 July 2016

Name of Elected Member: Mayor Kris Hanna

Date	Event	Comment
25 June 2016	Marion Swimming Club Presentations and Awards Night	Attended
27 June 2016	Lean Conference presentation to Executive Leadership Team	Presented
27 June 2016	Urgent Citizenship Ceremony	Conducted ceremony
29 June 2016	OzHarvest, Bowden	Visit
29 June 2016	Multifaith Association Dinner	Attended
30 June 2016	Linwood Quarry Community Meeting	Attended
30 June 2016	2016 SANFL Dinner, Adelaide Oval	Mayor and Mayoress attended
4 July 2016	Australian Business Week presentation, Hamilton Secondary School	Presented
4 July 2016	Marion Probus Club	Guest Speaker
5 July 2016	Marion Business Breakfast	Attended
8 July 2016	Contemporary Exhibition of Fine Art Photography, Gallery M, Marion Cultural Centre	Attended
10 July 2016	Eid al Fitr Festival	Guest Speaker
11 July 2016	Innovation at Work – The Tonsley Precinct & Launch of Flinders University digital health research initiative	Attended
13 July 2016	Active Elders – Christmas in July	Attended
13 July 2016	Multicultural Youth SA (MYSA) – Director, Tamara Stewart Jones	Meeting with Shaun Stevens, Team Leader Youth Services
13 July 2016	“Meet your Mayor” event – Marino Residents Group	Presentation
14 July 2016	Marion Sports and Community Club – sports clubs consultation	Introductory speaker
15 July 2016	Art of Respect Exhibition Launch	Poetically opened exhibition
15 July 2016	Sturt Pistol and Shooting Club dinner meeting	Attended
18 July 2016	Playgroup SA	Attended
In addition, the Mayor has met with residents, MP’s, Political candidates and also with the CEO and Council staff regarding various issues.		

Deputy Mayor Communication Report

Date of Council Meeting: 26 July 2016

Name of Elected Member: Deputy Mayor Jason Veliskou

Date	Event	Comment
30 June 2016	Friends of Marion Outdoor Pool Meeting	Attended group meeting in Park Holme. Discussed progress of master plan and other issues relevant to the outdoor pool. Group noted the excellent contribution and local knowledge Marion Council Staff and Managers offer in dealing with clients and running the pool.
1 July 2016	Mayor and Deputy Mayor Meeting to discuss Council issues	Attended with Mayor.
6 July 2016	Morphettville Neighbourhood Watch Meeting	Attended meeting.
18 July 2016	Tonsley Climate Change Event Location - Flinders University Tonsley Campus Guests Speaker -Professor Ross Garnaut – The Paris Climate Summit and the Emerging Role of Battery Storage Technology Presented by the Resilient South Councils in conjunction with ZEN Energy.	Presented on behalf of City of Marion. Presented information in regard to renewable energy and climate change and working with neighbouring councils regarding the work being done with Resilient South program.
In addition, the Deputy Mayor has met with residents, various groups and Council staff regarding various issues.		

CEO and Executive Communications Report

Date of Council Meeting: 26 July 2016

Date	Activity	Attended by	Comments
17 June 2016	RSL Marion	Adrian Skull	
27 June 2016	Met with members of Friends of Glenthorne Farm	Adrian Skull	
27 June 2016	Briefing - Boral – Linwood Quarry	Adrian Skull Tony Lines	
29 June 2016	Renewal SA meeting	Adrian Skull Tony Lines	
30 June 2016	LGA Chief Executive meeting	Adrian Skull Tony Lines Vincent Misfud	
30 June 2016	Boral Linwood Community Meeting	Tony Lines	
7 July 2016	NAIDOC Celebrations	Tony Lines	
13 July 2016	Tea Tree Gully Council Executives visit	Tony Lines	
15 July 2016	Art of Respect Exhibition Launch	Abby Dickson Tony Lines	
15 July 2016	Renewal SA Meeting	Tony Lines	
18 July 2016	Gateway South visit	Tony Lines	
22 July 2016	Recycled Water for Tonsley site	Tony Lines	

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Originating Officer:	**Yvette Zaric, Governance Officer**
Corporate Manager:	**Kate McKenzie, Manager Corporate Governance**
General Manager:	**Vincent Mifsud, General Manager Corporate Services**
Subject:	**Deputation – Park Holme Community Hall**
Ref No:	**GC260716D01**

SPEAKER:

Ms Pauline Cleggett, Treasurer

ORGANISATION:

Morphettville Weight Watchers Club

COMMENTS:

Ms Cleggett has requested to provide a deputation to Council on the worth of the Park Holme Community Hall for the current users and community members and for the future Marion community.

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Manager:	**Kate McKenzie, Manager Corporate Governance**
General Manager:	**Vincent Mifsud, General Manager Corporate Services**
Acting CEO:	**Tony Lines, Acting Chief Executive Officer**
Subject:	**People and Culture Committee - Confirmation of Draft Minutes of Meeting held on 5 July 2016**
Report Reference:	**GC260716R01**

DISCUSSION:

The purpose of this report is to facilitate the receiving and noting of the minutes from the 5 July 2016 People and Culture Committee meeting. A summary of the items considered are noted below.

7.1 Elected Member Professional Development Policy and Plan

The Committee noted and discussed the Elected Member Professional Development survey and plan and requested that the survey be distributed to Elected Members for completion with Elected Members highlighting their top 5 preferences for professional development.

7.2 Council Annual Performance and Effectiveness Review

The Committee provided various feedback on the report and recommends to Council the approach, timeline and survey subject to the inclusion of feedback. This will be a separate report to the General Council Meeting of 26 July 2016.

7.3 Review of Elected Member and Staff Protocols for Communication

The Committee suggested that the How We Work Together Policy be rewritten and re-presented to the Committee. The Committee also suggested some further work on the Elected Member Records Management Policy and this be re-presented to the Committee.

7.4 Enterprise Agreement (EA) Negotiations Administrative Staff

The Committee noted the report and current negotiations. A progress report to be presented to the People and Culture Committee on the 6 September 2016.

7.5 Approach to Succession Planning for Key Staff and Roles

The Committee noted the report.

7.6 People and Culture Monitoring Report

The Committee noted the report and the various metrics within the report.

7.7 CEO Key Performance Indicators for 2016/17

The Committee provided various feedback on the CEO KPI's and recommends to Council that they propose the CEO KPI's be adopted. This will be a separate report to Council at the 26 July 2016 Council Meeting.

7.8 CEO Performance Review: Consultant Expressions of Interest

The Committee recommends to Council that Ms Kathryn McEwen be appointed to develop and facilitate the CEO performance review and remuneration benchmarking (if required). This will be a separate report to Council at the 26 July 2016 Council Meeting.

RECOMMENDATIONS (2)	**DUE DATES**
That Council:	
1. Receives and notes the minutes of the People and Culture Committee meeting of 5 July 2016 (Appendix 1).	**26 July 2016**
2. Note that separate reports will be brought to Council for consideration of any recommendations from the People and Culture Committee.	**26 July 2016**

APPENDIX 1

MINUTES OF THE PEOPLE & CULTURE COMMITTEE MEETING
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 5 JULY 2016

CITY OF MARION

PRESENT

Elected Members

Councillor Hull, Councillor Hutcinson, Mayor Kris Hanna

Independent Member

Dr David Panter

In Attendance

Tony Lines	Acting Chief Executive Officer
Kate McKenzie	Manager Corporate Governance
Steph Roberts	Manager Human Resources
Vincent Mifsud	General Manager Corporate Services

1. OPEN MEETING

The Committee noted that the Presiding Member of the Committee was absent and in accordance with clause 4.5 of the Committee's Terms of Reference, the Committee agreed that the Mayor would chair the meeting.

The meeting commenced at 6.31 pm.

2. KAURNA ACKNOWLEDGEMENT

We acknowledge the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3. MEMBERS DECLARATION OF INTEREST

The Presiding Member asked if any Member wished to disclose an interest in relation to any item being considered at the meeting. No interests were disclosed.

4. CONFIRMATION OF MINUTES

Moved Councillor Hull, Seconded Dr Panter that the minutes of the People and Culture Committee meeting held on 3 May 2016 is confirmed as a true and correct record of proceedings.

Carried

5. BUSINESS ARISING

The statement identifying business arising from the previous meetings of the Committee was reviewed and progress achieved against identified actions noted.

The Committee noted that the any recommendation regarding the Chief Executive Officers Key Performance Indicators should be considered at this Committee first, prior to being considered by Council.

6. PRESENTATION

Nil

7. REPORTS

6.36pm Elected Member Professional Development Policy and Plan
Report Reference: PCC050716R7.1

The Committee discussed and noted the following points:

- That the mandatory requirements for Elected Member Training and Development were addressed in section 5 of the Policy. It was noted that all Elected Members fulfilled the requirements for their mandatory training within the first 12 months of this Council term.
- The Policy does not have the approval process included. The Committee requested that this information be provided to the Committee Members.
- The heading of section 4 in the Policy could include behaviours (Knowledge, Skills, Attributes and Behaviours).
- The Survey is large and Elected Member should use 5 preferences (5 being the greatest need). Areas/topics identified by multiple Councillors could be offered as group training.
- Financial management is critical and consideration should be given to have this provided to Elected Members every second year as a refresher. If agreed by Council, this could be added to the Policy.
- The conferences listed at the end of the survey relate more to solutions for training gaps and should be included as the preferred method of training.
- The reference to LGA courses should remain noting that these may be offered to City of Marion at a non member rate.
- This survey should be completed once per Council term.
- That any policy amendments are bought back to this Committee prior to being considered by Council.

Action – Provide the Committee Members with the approval process for training and development.

Moved Councillor Hutchinson, Seconded Dr Panter that the People and Culture Committee:

1. Notes the report, discussion and feedback regarding the Elected Member Professional Development Policy and survey.

2. That the survey be distributed to Elected Members for completion with Elected Members highlight their top 5 preferences (5 being the top preference and 1 being the lowest preference).

Carried

6.47 pm Council Annual Performance and Effectiveness Review
Report Reference: PCC050716R7.2

The Manager Corporate Governance advised the Committee that the methodology for the Council Performance and Effectiveness Review was developed using three models as highlighted within the report. Each of these were considered when developing the survey to ensure that the key areas are covered and will provide useful data for Council to consider.

The Committee noted the report and provided the followings comments:

- The survey would be provided to Elected Members via survey monkey and any technical issues previously experienced have been addressed.
- A preamble at the beginning of the survey may be useful to be clear regarding how to respond to questions (for example – at an individual level or your perception of the Council as a whole).
- Some of the wording in the statements needs to be changed to provide clarity (for example – the word 'Council Members' may be better reflected as 'I')
- It is important to emphasise to Elected Members that their comments are critical. The comments will help all Elected Members understand why certain ratings have been applied.
- Some additional questions were added to the CEO Performance Review. These could be removed in future reviews as the survey addresses these points.
- Council should consider completing the review twice during a Council term. One approximately 6 months into the term and the other approximately two years later.
- The report recommends to re-valuate in 2018. The Committee noted that there is some value in leaving this open to re-evaluate in 2017, depending on the results of the survey. It was also noted that 2018 is an election year and caretaker provisions would commence at the beginning of September 2018.

Moved Councillor Hutchinson, Seconded Dr Panter that the People and Culture Committee recommend to Council:

1. The proposed approach and timeline for the Council's performance and effectiveness review as outlined within the report.
2. The proposed survey in Appendix 1 subject to the changes identified by the Committee.

Carried

7.01pm Review of Elected Member and Staff Protocols for Communication
Report Reference: PCC050716R7.3

The Committee noted that the How We Work Together Policy needs to be re-written as it was adopted by Council prior to the commencement of the mandatory Code of Conduct for Council Members. The Committee suggested that two page policy be drafted that addresses core behaviours, the City of Marion values and the relevant Work Health Safety obligations.

The Committee also provided the following comments:

- The Policy and Procedure should be separate documents
- The Policy should reflect the importance of staff and elected member interactions.
- The Policy should note the importance of timely and accurate information/communication between staff and elected members (and vice versa).
- Elected Member and staff communications such as email, Elected Member extranet, etc. could be reflected in the procedure at a high level to provide guidance. The procedure should reflect that some staff discretion would be required in some circumstances. The Committee did suggest that the extranet is not as easy to access as emails, hence important information should be sent via email and/or phone call.
- The Committee did note that sometimes Elected Members require matters of significance or urgency to be bought to their attention via phone.

The Committee discussed the Elected Member One Point of Contact and would like to see the results of the effectiveness survey prior to making a recommendation regarding the progress of this.

The Committee also reviewed the Elected Member Records Management Policy and noted the following points:

- The Policy is too broad and should clearly state that it relates to records directly connected to Council Business that is of material interest to the organisation.
- The Policy states that all letters to Elected Members should be recorded in the records management system. The Committee suggested that these should be forwarded to a records management officer for lodgement in the system only. Staff should not interpret or make any determination regarding how the letter will be responded to.
- The confidentiality of the matter needs to be secured and should not be viewed by staff.
- Elected Members should be conducting their Council business via the council email address, noting that sometimes people will contact them via personal email addresses. If this is the case, Elected Members should respond via their Council email.
- Elected Member emails relating to Council business should be recorded where possible.
- The Committee disputed dot point 2 within the Policy Scope and Implementation – *Corporatee records to/from Electeed Members are encouraged to be provided to the Manager Governance in accordance with this Policy and will be (point 2) Accessible upon request to all Elected Members and Manager Governance unless otherwise specified.*
- The Policy should be supported by a simple procedure that is easily understood with clear guidance regarding when Elected Member records would be accessed by staff (i.e. formal investigation by a third party)

Moved Dr Panter, Seconded Councillor Hull that the People and Culture Committee:

1. Notes the feedback on the review of the How We Work Together Policy and a further report with a revised policy be brought to the September 2016 meeting for the Committee's consideration.
2. Notes the feedback on the Elected Member Records Management Policy and a further report with a revised policy be brought to the September 2016 meeting for the Committee's consideration.

Carried

7.44pm Enterprise Agreement (EA) Negotiations Administrative Staff
Report Reference: PCC050716R7.4

Moved Dr Panter, Seconded Councillor Hutchison that the People and Culture Committee notes**:**

1. The update provided regarding the Enterprise Agreement Negotiations with Administrative Staff.
2. That a further report will be presented to the People and Culture Committee at its meeting of 6 September 2016.

Carried

7.45pm Approach to Succession Planning for Key Staff and Roles
Report Reference: PCC050716R7.5

Moved Councillor Hutchinson, Seconded Dr Panter that the People and Culture Committee**:**

1. Notes the report and discussion regarding Succession Planning for key staff and key roles.

Carried

7.46pm People and Culture Monitoring Report
Report Reference: PCC050716R7.6

The Committee reviewed the report and observed that it was difficult to track the movements of full time equivalent (FTE) positions due to the restructure.

The Manager Human Resources tabled a report detailing Vacant Roles (Appendix 1) as at 30 June 2016.

The Committee noted that a number of vacant roles were being filled by temporary hire staff and actions were being taken to fill these roles permanently as required.

The Committee noted that work was progressing on the identification of key staff and this information would be retained at the Executive Management level but input and consultation would be required from senior managers in developing the list.

The Manager Human Resources also tabled a further document in relation to the total spend on labour costs (Appendix 2). These figures were based on Council audited accounts and indicated that the financial increase on the previous two years was 0.7 and 0.2% respectively and inclusive of the applicable EBA increases in these years. This demonstrates how the organisation has applied the Vacancy Management Policy over the past three years to achieve financial savings for the organisation. It was noted that consultancy fees are separate from labour costs.

The Committee noted that this reporting was useful and would like it to continue.

Moved Councillor Hutchinson, Seconded Dr Panter that the People and Culture Committee**:**

1. Notes the metrics outlined in this report.

Carried

8.02pm CEO Key Performance Indicators for 2016/17
Report Reference: PCC050716R7.7

The Committee noted that page 65 has been replaced and a new document was tabled at the meeting (Appendix 3).

Prior to the CEO going on leave, he had verbally agreed with the KPI's on page 64.

The Committee noted its advisory role to Council and agreed to recommend to Council the CEO KPI's subject to the following:

- Formal agreement on the CEO KPI's should be sought in writing from the CEO.
- It may be useful to include a preamble that notes the KPI's need to be achieved in accordance with the organisations adopted values.
- The range of 95 – 105% regarding the budget item be deleted as this is inconsistent with the performance rating.
- The retention of key staff with a target of 95% may be difficult as the key staff have yet to be identified.

Moved Councillor Hutchinson, Seconded Councillor Hull that the People and Culture Committee recommends to Council**:**

1. The adoption of the draft CEO Key Performance Indicators for 2016/17.

Carried

8.11 pm CEO Performance Review: Consultant Expressions of Interest
Report Reference: PCC050716R7.8

The Committee noted the report and discussed the two proposals. Both consultants have an excellent reputation and both would be good value.

Moved Councillor Hull, Seconded Councillor Hutchinson that the People and Culture Committee recommends to Council that Kathryn McEwen be appointed to develop and facilitate the CEO performance review and remuneration benchmarking (if required).

Carried

8. CONFIDENTIAL ITEMS

Nil

9. ANY OTHER BUSINESS

The Human Resources Manager suggested that the Committee could implement a theme/issue for each meeting. The Committee suggested that the Manager Human Resources progress this between now and the next meeting.

10. MEETING CLOSURE

The meeting was declared closed at 8.20pm

11. NEXT MEETING

The next meeting of the People and Culture Committee is scheduled to be held on:

Time: 6:30 pm
Date: 6 September 2016
Venue: Committee Room 1 & 2

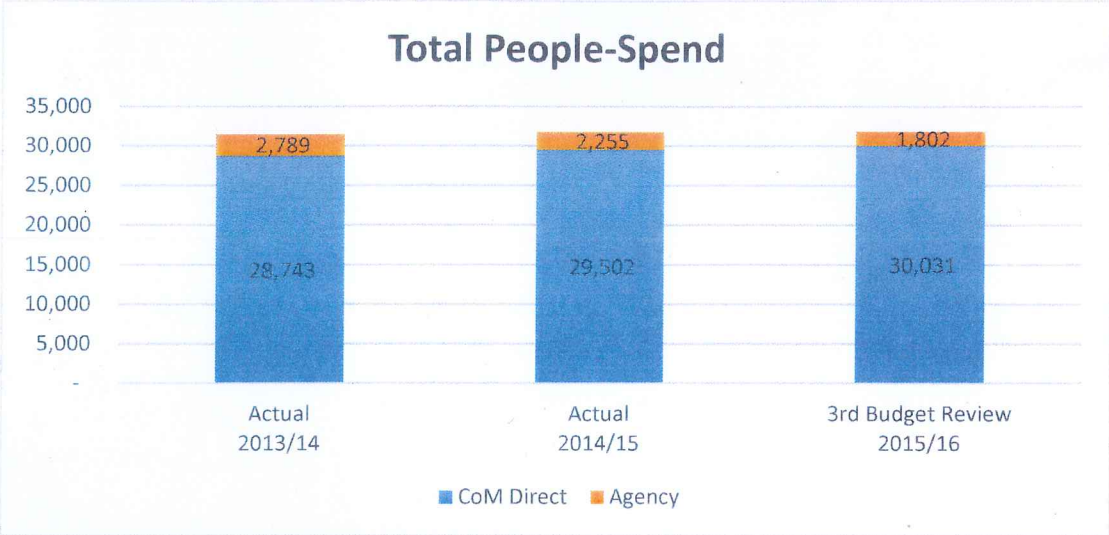
CONFIRMED

.....

CHAIRPERSON
/ /

Vacant Roles at 30 June 2016 (Filled with Contract or Agency Staff or Vacant)

Position Description	Comment	GM Comments
Manager City Property	Filled with contract CoM employee per Payroll system	Currently being recruited for as 5 year contract
Landscape Architect	Filled with contract CoM employee per Payroll system	Extended contract per Council resolution for Open Space Capital Works Program.
Open Space Planner/Landscape Architect	Filled with contract CoM employee per Payroll system	Extended contract per Council resolution for Open Space Capital Works Program.
Unit Manager Service Quality	Vacant position - currently backfilled by CoM staff	Held vacant due to pending Library Service Review
Customer Service Coordinator	Vacant position - currently backfilled by CoM staff	Held vacant due to pending Library Service Review
Library Customer Service Officer	Filled with contract CoM employee per Payroll system	Held vacant due to pending Library Service Review
Library Customer Service Officer	Filled with contract CoM employee per Payroll system	Held vacant due to pending Library Service Review
Library Customer Service Officer	Filled with contract CoM employee per Payroll system	Held vacant due to pending Library Service Review
Library Customer Service Officer	Filled with contract CoM employee per Payroll system	Held vacant due to pending Library Service Review
Unit Mgr Community Connection & Learning	Filled with contract CoM employee per Payroll system	Held vacant due to pending Library Service Review
Unit Manager LKCC	Vacant position - currently backfilled by CoM staff	Held vacant pending outcomes of Service Review
Traffic&Parking Investigation Officer	Filled by temporary labour hire	Pending Engineering Structural Review
Technical Officer Engineering Services	Vacant position	Pending Engineering Structural Review
Linemarking Signs Graffiti	Filled by temporary labour hire	Permanent role - currently being recruited for.
Irrigation Team Member	Filled by temporary labour hire	Permanent role - recruitment almost finalised.
Footpath Construction	Filled by temporary labour hire	Permanent role vacated due to retirement - currently being recruited for.
Co-ordinator Fleet	Filled by temporary labour hire	Permanent role - Position required to continue to be ongoing in the future
Property Leasing Officer	Filled by temporary labour hire	Permanent role - Position required to continue to be ongoing in the future
Development Engineer	Filled with contract CoM employee per Payroll system	Permanent role - Position required to continue to be ongoing in the future
Facilities & Venue Support Officer - CCC	Vacant position	Permanent role - Position required to continue to be ongoing in the future
Unit Manager Cultural Facilities	Vacant position	Position required to be ongoing in the future - Recruitment pending.
Public Art & Placemaking Officer	Filled with contract CoM employee per Payroll system	Structural review pending.
Mayor EA	Vacant position	Pending review of Mayor/CEO role requirements - trial currently in progress.
Unit Manager Community Development	Vacant position	Structural review pending.
Team Leader Asset Systems	Vacant position	Structural review has commenced.
Asset Data & Information Mgt Officer	Vacant position	Structural review has commenced.
Customer Service Consultant	Filled by temporary labour hire	Pending Service Review



	Actual 2013/14 $000s	Actual 2014/15 $000s	3rd Budget Review 2015/16 $000s
CoM Direct	28,743	29,502	30,031
Agency	2,789	2,255	1,802
Total	**31,532**	**31,757**	**31,833**
Percentage increase on prior year		**0.7%**	**0.2%**
EBA Increases			
Salary	3.50%	3.40%	3.40%
Wages	3.50%	4.23%	3.00%

Appendix 1 – CEO KPI's 2015-16

Schedule Two Performance Criteria, CEO employment contract

SCHEDULE TWO

PERFORMANCE CRITERIA

The following criteria have been established to form the basis of the performance review to be undertaken in accordance with Clause 9 of the Employment Agreement.

Each performance criterion is based on no substantial cuts to existing services provided to community (unless by Council resolution) and applying level of rate increase as set by Council,

1. Financial

KPI	Measure/Range	Rating	Weighted Score
2015/16 end of year operating surplus ratio *less extraordinary items* *not using a 5 year average*	0-3 % based on current budget	Exceptional	5%
	>3 but < 6 %	Acceptable	
	<0 or > 6 %	Unacceptable	
Asset sustainability ratio # *5 year average*	>90%	Exceptional	5%
	>80-90%	Acceptable	
	<80%	Unacceptable	
Net Financial Liabilities Ratio ** Council definition*	20-40%	Exceptional	5%
	0 - 20% or 40-50%	Acceptable	
	>50%	Unacceptable	

2. Human Resources

KPI	Measure/Range	Rating	Weighted Scoring
Change in CMG or Unit Manager staff (FTE)	Reduce by 5-10 %	Exceptional	15%
	Reduce by 1- 5 %	Good	
	No reduction	Unacceptable	
Total expenditure on Staff Costs and Agency Costs *	At least 2% less than the 2014/15 total	Exceptional	10%
	Decrease from 2014/15 total by 1.4 – 2%	Acceptable	
	Decrease from 2014/15 total of less than 1.4%	Unacceptable	
Lost Employee Time due to staff absence *worker's compensation only* *using average of last 5 years*	Reduce by 1%	Exceptional	5%
	Equal to or Less than 1% reduction	Acceptable	
	Any increase when compared with average of last 5 years	Unacceptable	
Employee retention	88-92%	Exceptional	5%
	Greater than 92%	Acceptable	
	Less than 88%	Unacceptable	

* Note Definitions:

- **'Staff costs'** being wages & salaries (paid through our payroll) for our own employees e.g direct employment
- **'Agency costs'** being wages & salaries (paid through our payroll) for employees hired thorough a 3rd party employment agency e.g indirect employment

3. Capital Works

KPI	Measure/Range	Rating	Weighted Scoring
Major Capital works (>$4m)	Strictly on time and on budget (or better)	Exceptional	10%
	Substantially on time and on budget (within 4 months & 102% budget)	Acceptable	
	Any case of substantially over time/ over budget (>4 months or 102% budget)	Unacceptable	
Number of Major Capital Works approved by Council resolution #	2+	Exceptional	5%
	1	Acceptable	
	0	Unacceptable	
Council's cash contribution in respect of each Major Capital Work	< 35%	Exceptional	5%
	< 50%	Acceptable	
	> 50%	Unacceptable	
Completion of Priority List of Budgeted Projects (13)*	All 13 completed	Exceptional	15%
	11 or 12 completed	Acceptable	
	Less than 11 completed	Unacceptable	

* Each Member of Council will identify a Budgeted Project for completion (milestone or completion achievable within the 12 month assessment window).

4. Elected Members' Assessment

KPI	Measure/Range	Rating	Weighted Scoring
Rating by Elected Members	Exceeded expectations	Exceptional	10%
	Met expectations	Acceptable	
	Did not meet expectations	Unacceptable	
Alignment throughout administration to the Community and Council Plans (as developed by Elected Members)	High level of alignment	Exceptional	5%
	Moderate level of alignment	Acceptable	
	Low level of alignment	Unacceptable	

performance indicator to be revisited and mutually agreed by Council and the CEO within four (4) months of commencing employment.

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Originating Officer:	**Georgie Johnson, Administration Assistant**
Manager:	**John Valentine, Manager Strategic Projects**
General Manager:	**Abby Dickson, General Manager City Development**
Subject:	**Infrastructure Committee - Confirmation of Draft Minutes of Meeting held on 5 July 2016**
Report Reference:	**GC260716R02**

DISCUSSION:

The purpose of this report is to facilitate the receiving and noting of the minutes from the 5 July 2016 Infrastructure Committee meeting. A summary of the items considered are noted below.

6.1 Presentation by Fiona Harvey and Brenton Mitchell on Urban Thermal Mapping and Tree Canopy Coverage

The Committee was given a presentation on Urban Thermal Mapping and Tree Canopy Coverage and how this information can be used in future development planning.

6.2 Presentation by Peter Karidis from Palamir on Smart and Resilient Cities

The Committee was given a presentation around SMART Cities and what this could look like in the future.

7.1 Infrastructure Projects Progress Updates

The Committee was provided with a progress report on key infrastructure projects. The Key project table is included in the minutes.

RECOMMENDATION (1) **DUE DATE**

That Council:

1. **Receives and notes the minutes of the Infrastructure Committee meeting of 5 July 2016 (Appendix 1).** **26 July 2016**

APPENDIX 1

MINUTES OF INFRASTRUCTURE COMMITTEE MEETING
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 5 JULY 2016

PRESENT

Elected Members

Councillors Byram (Chair), Kerry, Pfeiffer

His Worship the Mayor Kris Hanna (From 8.56pm)

Independent Member

Mr Christian Reynolds

In Attendance

Ms Abby Dickson	General Manager City Development
Mr Nathan Prior	Elected Member
Mr Nick Westwood	Elected Member
Mr John Valentine	Manager Strategic Projects
Mr Neil McNish	Economic Development Manager
Mr Mathew Allen	Manager Engineering and Field Services
Mr Steve Hooper	Manager Development & Regulatory Services
Mrs Fiona Harvey	Manager Innovation & Strategy
Mrs Elaine Delgado	Strategic Planner
Mr Brenton Mitchell	Spatial and Graphics Systems Officer
Miss Georgie Johnson	Administration Assistant (minute taker)

1. OPEN MEETING

The meeting commenced at 6.32pm.

2. KAURNA ACKNOWLEDGEMENT

We acknowledge the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3. MEMBERS DECLARATION OF INTEREST

The Chair asked if any Member wished to disclose an interest in relation to any item being considered at the meeting.

4. CONFIRMATION OF MINUTES

Moved Councillor Kerry, Seconded Councillor Pfeiffer that the minutes of the Infrastructure Committee meeting held on 3 May 2016 is confirmed as a true and correct record of proceedings.

Carried unanimously

5. BUSINESS ARISING

The Business Arising and item 'Infrastructure Projects Progress Updates' (IC050716R7.1) report of agenda, formatting has been reviewed as per committees request, committee commented:

Infrastructure Report table:

- Greater level of detail for projects over $4M, challenges of projects, go live target date, identify project milestones then move through smaller programmes identified as a priority for the committee.
- More data in key next steps.

Action: Append infrastructure project table to the minutes for Council report.

Business Arising:

- Streetscape items reviewed in report 7.1 of agenda
- Westfield contact being pursued by General Manager City Development & CEO level.

The Chair sought and was granted leave of the meeting to consider item 'Infrastructure Projects Progress Updates' (IC050716R7.1) before the presentation items.

6. REPORTS

6.43pm Infrastructure Projects Progress Updates
Report Reference: IC050716R7.1

The Committee discussed key milestones for each project and highlighted the following points:

- Edwardstown Oval Redevelopment – funding still being sought
- Mitchell Park – funding still being sought
- BMX – funding deed report coming to Council on 12 July 2016 meeting
- Soccer – potential state funding available in future if land can be secured. Process being established to review land
- Tennis and Netball – Council and Tennis SA working through future engagement with Clubs, approach to be endorsed by Council prior to engagement
- Streetscape Project –
    - Long term programme of works being developed
    - Reviewing destinations and priorities areas
    - Review alignment with Capital works programme and funding opportunities
    - Identify in ward briefings upcoming Capital Works programme
    - Future development of how Water Sensitive Urban Design treatments stormwater/drainage matrix feeds into the Streetscape Project
    - Prioritisation criteria being reviewed by internal group and working party.

- Hallett Cove Foreshore –
    - Current grant funding applications in progress for next stage of project
    - Review future funding applications to match previously awarded applications in funding pool.

7.12pm Cr Kerry left the meeting

- Marion Outdoor Pool – Masterplan developed, currently unfunded.
- Other projects to be highlighted through workshop.

Moved Councillor Pfeiffer, Seconded Mr Reynolds that the Infrastructure Committee notes the progress report on key infrastructure projects.

Carried unanimously

7. PRESENTATION

7.14pm Cr Kerry returned

6.1 Presentation by Fiona Harvey and Brenton Mitchell on Urban Thermal Mapping and Tree Canopy Coverage.

The Committee raised and discussed the following points:

Thermal Mapping

- Heat and Cooling islands – what is the temperature measuring? Temperature of surfaces
- Heat islands will have significant impacts on resident's quality of life in future
- Mature trees, shrubs and irrigated turf and areas are very evident as cooling island
- How can this data can be imputed into future planning projects e.g. Streetscape Project
- Future opportunity - drone use for 3D mapping of different views of properties - Melrose Park company develops drome technology.

Vegetation Mapping

- Educate community on vegetation mapping
- Short term and long term strategy for implementing positive impacts for community in next 30 years
- How does this data inform policy in the future? How will this be deployed in the future? Committee to review how this data will be used and inform decision making in future
- Evaporation of water in vegetation
- Use data to identify stressed areas and where focus should be in future.

Action:

- A1 sized maps in Elected Members room for further discussion.
- Committee to review how the Vegetation Mapping data will be used and inform decision making in future.

Meeting Adjournment

The Chair sought and was granted leave of the meeting to have a 5 minute adjournment.

7.53pm meeting adjourned

8.03pm meeting resumed

6.2 Presentation by Peter Karidis from Palamir on Smart and Resilient Cities.

The Committee raised and discussed the following points:

- What does a SMART City mean?
  A smart city uses a number of technologies interconnected however not everything needs to be interconnected
- Committee to review current financial structure for asset management
- Current technologies available:
  - Bus shelter technology used for targeted marketing
  - Tracking in vehicles not just to map useful life of asset e.g. fleet, but monitoring how and where vechicles are being used and reviewing productivity gains
  - LED lighting – the ownership model will drive what infrastructure we install. Future proofing with multiple points of data collection. Build framework review framework and make decision of infrastructure in the future
  - What other options are there outside of light and sensors? – waste bins, solar – land purchase agreement, gym equipment in parks.

- Future proofing
  - Design a framework
  - Review what is currently available
  - Survey what residents want and what the needs are and relate that to technology.
  - How do we want to build a trial a data gathering system?
- Ownership Model - who should own the data?
  - Depending on whether we want to own data or have access to data.
  - Is there monetary value on data?
  - ICT Infrastructure to support ownership of data

8.56pm Mayor Hanna entered the meeting

- How have others started and found success? – smaller projects – build on data
- Data is a very valued asset that can drive business decisions, understanding residents and how their lives can be benefited through implantation of data
- How have cities who have implemented smart city features found community acceptance? – Initial resistant, seen value over time
- Social Media – big data – validation of data
- Barcelona and Singapore are world leaders - they have used trial and error through previous surveys and pilots to identify what will work for their cities.

8. WORKSHOP

8.03pm Infrastructure Planning
Report Reference: IC050716R8.1

This item was postponed until the next meeting.

Committee agreed to focus on the following points:

- What are the priorities?
- Best practice e.g. Barcelona and Singapore.
- What subject matter e.g. mobility is the priority?
- Short, mid and long-time view
- Review prior to meeting - LED lighting opportunities and challenges
- Budget, time and milestones
- One year deliverables, three year deliverables, 30-year planning.

Action:

- Month prior reminder focus on previously moved items e.g. LED and Solar.

9. CONFIDENTIAL ITEMS

Nil

10. ANY OTHER BUSINESS

Nil

11. MEETING CLOSURE

The meeting was declared closed at 9.29pm

12. NEXT MEETING

The next meeting of the Infrastructure Committee is scheduled to be held on:

Time: 6:30 pm
Date: 6 September 2016
Venue: Council Chamber

CONFIRMED

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CHAIRPERSON
/ /

Appendix 1

Item 7.1 - Infrastructure Project Progress Update 5 July 2016

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
Edwardstown Soldiers Memorial Oval Redevelopment	Funding Application lodged March 2016 Scope will now include female toilets	Council has committed $4M subject to matched funding. Cost Estimate $8M	• Funding Application lodged • Awaiting announcement of Federal Election or NSRF Round 3	• Conditions of funding agreement may impact on roll out of project.
Mitchell Park Sports and Community Centre Redevelopment	Currently progressing Funding Application documentation	Cost Estimate $19.75M Council has committed $9.875M subject to matched funding.	• S48 Report approved by Audit Committee and Council. • Funding application lodgement due approximately August/September 2016	• Community Engagement. • Management structure to be discussed in greater detail
BMX facility	Feasibility Study funded by Office Recreation & Sport complete.	Committed $3.5M State Government $2M City of Marion $750 000 City of Onkaparinga $750 000	• Minister Recreation & Sport Racing and Tourism committed $2M • Council report 12/07/16	• Funding Deed with Office of Recreation and Sport. • Delivery on schedule • Budget allocated

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
		Cost Estimate $6.872M		and funding gap.
Soccer facilities	Options still being investigated	Funding for project to be identified	• Investigating land options	• Land not identified • Budget not allocated
Tennis and Netball Review	Gathering background information to formulate an agreed project plan by July 31st 2016	Internal resources allocated Funding for project to be identified	• Audit of Courts due end of July 2016 • Strategy being developed with Tennis SA • Members to review strategy prior to consultation with Clubs.	• Time • Budget not allocated • Coordinated approach to communication and consultation
Streetscape Project	On schedule Delivery of program to commence by Nov 2016	On budget Development of 'design guide' $50,000 $500,000 p.a. 2016/17 & LTFP External funding will be sought on a project by project basis	• Policy endorsed – June 2016 • Prioritisation criteria to be presented to Working Party in July 2016 • 'Design guide' development August 2016 • Long term program	Nil

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
			of works October 2016	
Hallett Cove Foreshore redevelopment	Next major stages of redevelopment project to kick off in July 2016. -Civil stormwater works -Playspace and reserve -Amphitheatre	$1,681,930 budget for the next stage planning and delivery program Coast Protection Board grant application for dune management pending	• Project start up meeting with ward councillors 5 July • Stormwater civil works scheduled for October 2016	Awaiting outcomes of grant funding round from DPTI to part fund project
Marion Outdoor Pool	Master Plan and detailed business case analysis completed	Not funded at this stage until Council makes a decision on the Master Plan	Elected Member forum 12 July to consider financial implications	Significant cost to implement whole Master Plan
Solar Infrastructure	On schedule	$600,000 approved by Council $420,000 allocated for this stage of the delivery	Preparation of tender documents to progress procurement	Nil
Oaklands Crossing	Lobbying of Federal and State Government for approx. $120M	$40M committed by Liberal Federal Government Election promise $80M required from State Government	Awaiting outcome of Federal Election	$40M potentially secured 2/7/16 $80M to be secured from State Government.
Asset	Schedule of	nil	• Toc H Hall endorsed	

Project	**Schedule**	**Budget**	**Key Milestone**	**Problems/Risks Identified**
Optimisation	properties being investigated.		for disposal GC280616R14 • Park Holme Community Hall to be considered at General Council meeting 26 July 2016 • Asset optimisation to be considered at a future EM forum • Broader Asset Optimisation Plan to be developed by November 2016	
LED Lighting	On schedule	Yet to be determined	Business case to be developed by end July 2016 Trial on Shaftesbury Tce	Asset Ownership to be determined

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Originating Officer: **Fiona Harvey, Manager Innovation and Strategy**

General Manager: **Abby Dickson, General Manager City Development**

Subject: **2016-2019 Business Plan**

Report Reference: **GC260716R03**

REPORT OBJECTIVES

To present the updated Community Vision (Appendix 1), and the draft 2016-2019 Business Plan (Appendix 2) for Council consideration and adoption for public consultation.

RECOMMENDATIONS (3)	**DUE DATES**
That Council:	
1. Adopts the updated Community Vision, as provided in Appendix 1.	**26 July 2016**
2. Adopts the 2016-2019 Business Plan, with a Purpose, Community Vision and Values, as provided in Appendix 2A, for public consultation. **OR** **Adopts the 2016-2019 Business Plan, with a Mission, Community Vision and Values, as provided in Appendix 2B, for public consultation.**	**26 July 2016**
3. Notes that feedback from the public consultation process and the final 2016-2019 Business Plan will be presented to Council in September 2016.	**27 Sept 2016**

BACKGROUND

The Community Vision provides the long term aspirations of the community towards 2040. This long term vision provides the foundation for consideration of strategic goals and priorities over the short and medium term.

The 2016-2019 Business Plan describes the strategic priorities of the Council over the remainder of their term. This Plan is action-oriented, linking actions and goals over the 3 years to the six themes of the Community Vision. Delivery of programs and projects against these goals will be monitored as a corporate key performance indicator across each year of the plan's delivery.

ANALYSIS

Community Vision

The six themes of the Community Vision; Liveable, Connected, Engaged, Biophilic, Innovative and Prosperous were identified through a major community engagement program in 2012. The themes are embedded across the organization and feature in plans, policies, marketing materials and publications.

A recent internal review of the Community Vision identified opportunities for improvement on two elements:

- The inclusion of a central theme of 'wellbeing'. It is proposed to remove this theme to improve simplicity given that the whole Community Vision encompasses the notion of wellbeing.
- The 'Biophilic' theme. It is proposed to rename this theme 'Valuing Nature'. This name captures the intent of the theme and is likely to be more widely understood by the community.

The updated Community Vision is provided in Appendix 1.

2016-2019 Business Plan

The development of the 2016-2019 Business Plan has progressed through a range of discussions and committees including:

- 16 January 2016 and 19 July 2016 Elected Member Forums
- 2 February 2016 and 5 April 2016 Strategy Committee meetings
- 3-17 February 2016 circulated via email for Elected Member feedback
- Staff input during February – June 2016

A key input into all of council's strategic and business plans is the consideration of current and emerging issues and opportunities at a local, state, national and global level. This includes ongoing scanning of priorities and policies of federal and state governments, and trends at a local government sector level. This process has identified a number of critical areas where Council has focused priorities over the coming three years to address these critical areas:

- Community's health and wellbeing, coupled with the ageing nature of our sports infrastructure has led Council to prioritise major improvements, and new sports facilities
- The need to better manage our energy usage, with a focus on energy efficiency and renewable energy across council facilities
- The increasing community interest and use of walking and cycling as a form of transport and recreation has resulted in key priorities of expanding walking and cycling connections and improving streetscapes
- Significant focus and investment on ongoing improvements to open space and playspaces
- The need to review all council facilities to ensure they are fit for purpose and sustainably managed.

The draft 2016-2019 Business Plan is provided in Appendices 2A and 2B. The options presented in the appendices are:

- Appendix 2A provides the option containing a Purpose, Community Vision and Values.
- Appendix 2B provides the alternative option of a Mission, Community Vision and Values.

Consultation

Public consultation on the 2016-2019 Business Plan is proposed to occur over a three week period 29 July – 19 August 2016. The Business Plan will be published on the *Making Marion* website inviting feedback from the community on the Plan.

Significant consultation with Elected Members, the Strategy Committee and staff has occurred through the drafting of the Plan.

Legal/Legislative and Risk Management

Under the *Local Government Act 1999* councils must develop and adopt a suite of strategic management plans which identify Council's objectives (goals); assess a range of key influences and drivers including financial sustainability, service levels, current and emerging trends; and identify activities to achieve its objectives.

The 2016-2019 Business Plan forms part of Council's suite of strategic management plans as depicted in Appendix 3. The 3 year timeframe of the plan covers the remaining term of the Council and supports a transition to the next Council term. Beyond this inaugural three year Business Plan timeframe it is anticipated further Business Plans will cover a four year timeframe.

Financial Implications

The adoption of the 2016-2019 Business Plan includes a commitment to progress some projects that are yet to be funded. As part of project planning and management of each initiative a comprehensive analysis of resource needs (financial, asset, workforce) and potential funding opportunities will be undertaken for presentation to Council. Such considerations will include appropriate assessments of funding capacity and prudential management reviews.

Policy Implications

The development of the 2016-2019 Business Plan has considered a diverse range of current and emerging policy priorities of state and federal governments and also provides a key part of Council's overarching strategic framework to guide Council's policy development.

The draft 2016-2019 Business Plan provides clarity for work areas/teams on Council's medium term priorities, and has provided a key input into the drafting of the work area plans for 2016-2019. These plans will be updated once the Business Plan is finalised.

The 2016-2019 Business Plan provides clarity on Council's social and cultural, environmental and economic priorities over the next 3 years which will result in benefits to the community.

CONCLUSION

The development of the 2016-2019 Business Plan is a significant milestone, presenting Council's key priorities over the next three years. The Plan demonstrates where Council will focus resources to pursue the six long term aspirations of City of Marion community. Together with the update of the Community Vision, these plans continue to improved clarity and alignment in the Strategic Management Framework.

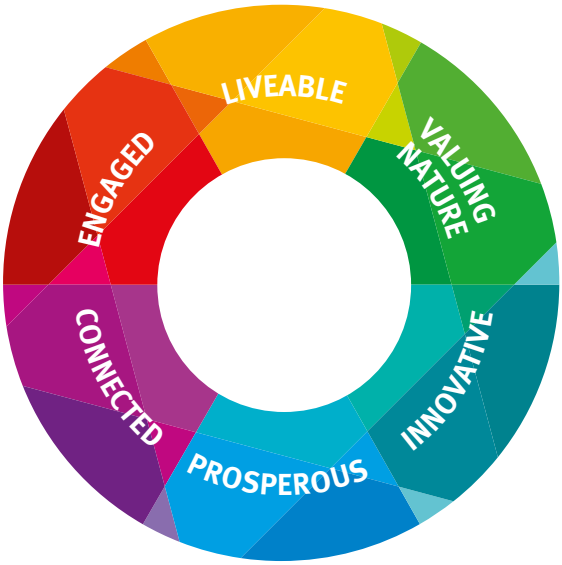
APPENDICES

Appendix 1 – Updated Community Vision
Appendix 2A and 2B – Draft 2016-2019 Business Plan options
Appendix 3 – Strategic Management Framework

APPENDIX 1

CITY OF 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.

City of Marion Business Plan 2016-2019

CITY OF MARION

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WELCOME

Welcome to the ***City of Marion Business Plan 2016-2019.***

Our city is undergoing exciting change, and there has never been a better time to present a clear plan for the future.

The development of Tonsley, Australia's first innovation district, is attracting investment to the region and creating new opportunities for businesses, training and education, while the Darlington Road upgrade will make our city more accessible.

This document explains the projects and programs Council will deliver to develop a city in line with our community's wishes.

You will learn about the modern sporting and community facilities we will build, our work to improve the transport network, including walking and cycling paths, create more open space, enhance the natural environment, and grow the economy.

We remain determined to develop our city in a smart and efficient way without placing an undue burden on ratepayers.

The ***City of Marion Business Plan 2016-2019*** is a significant step towards building a city that meets the aspirations of our community.

Kris Hanna

Kris Hanna
Mayor

COMMUNITY VISION › TOWARDS 2040

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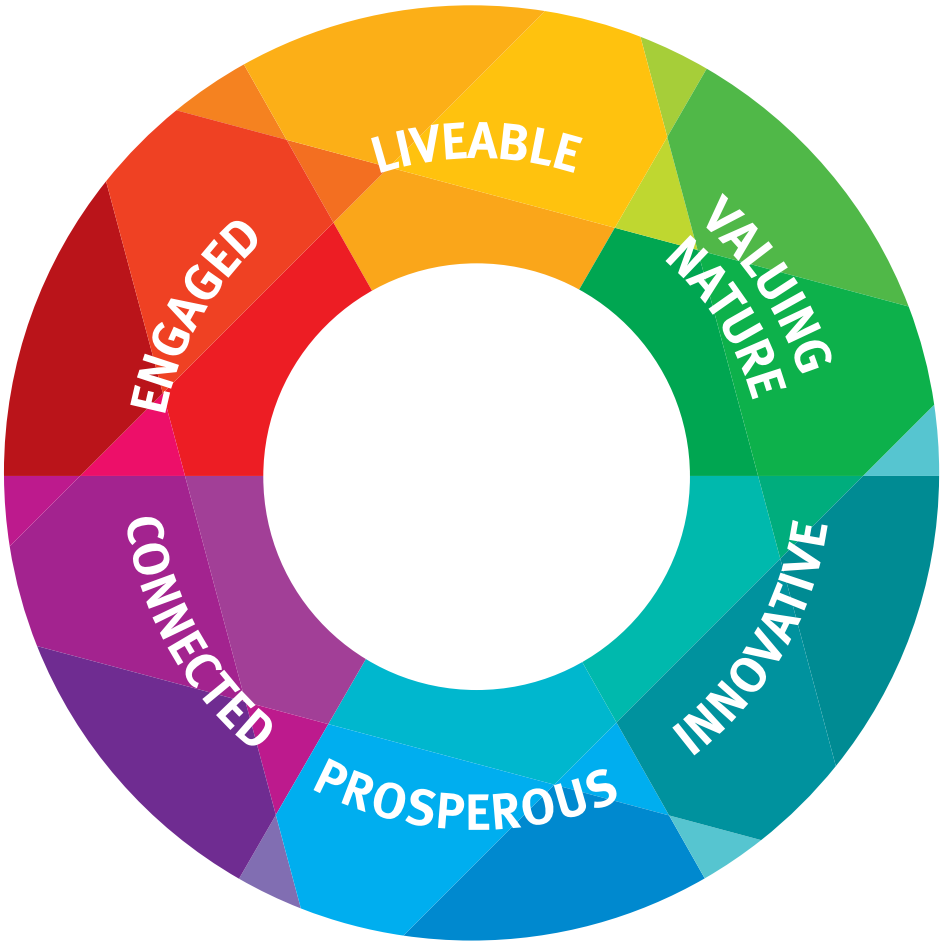
CONNECTED
By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially, and harnesses technology to enable them to access services and facilities.



OUR PURPOSE, VISION AND VALUES

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

LIVEABLE

GOALS	2016/17	2017/18	2018/19
Communities that are safe and inclusive, embracing active living, and healthy lifestyles	**Amend the zoning of key sporting areas/hubs to support revitalised, modern sports facilities**		
	Deliver excellent Sport and Recreation Facilities across the City: • Community club and indoor sports stadium at Mitchell Park • Sports and community complex at the Edwardstown Soldiers Memorial Oval • A new regional soccer facility in the South in partnership with Football SA • An International standard BMX complex in the South, led by BMX SA • Capella Reserve redevelopment in partnership with the Cove Football Club to pursue funding opportunities • Modern sustainable tennis and netball facilities across the City to meet the needs of the Community now and into the future		
	Present the Marion Outdoor Pool Masterplan	**Complete the detailed design of the Marion Outdoor Pool Masterplan and seek grant/partnership funding**	
	Deliver Open Spaces and Playspaces across the City: • South Australia's first Inclusive Playspace at Hendrie Street Reserve • Jervois Street South Plympton Playspace • Hallett Cove Foreshore precinct redevelopment • Reserve Street Reserve Trott Park dog park, plus location and design for a second dedicated dog park • 8 local/neighbourhood scale playspaces, plus plans for a further 4 playspaces • Priority open space developments based on our Open Space plan, to meet the needs of a growing and changing community into the future • High quality public toilets in our priority reserves and parks		
Access to housing choice and services for a growing and diverse population	**Review housing zones to preserve the character of areas in the north of our city and create housing choice in the south**		
	In partnership with State Government, the SA Jockey Club and adjoining councils, support the housing development at Morphettville Racecourse		
	Develop and deliver an Age Friendly Strategy in partnership with neighbouring councils		
	Support our community to 'age well' through participation in the Adelaide Living Laboratory		
	Deliver an asset optimisation program to ensure assets deliver services in a sustainable and valuable way to meet community needs		
	Undertake reviews on all services to ensure they continue to provide maximum value to our community, now and into the future		
Neighbourhoods that reflect local character, heritage and enable a sense of belonging	**Celebrate and recognise our Kaurna heritage through delivery of the 2016-2019 Reconciliation Action Plan (RAP)**		
	Build strong relationships with the Elders of the Kaurna community, facilitated by the RAP Committee		
	Marion Historic Village Transformation: Better manage traffic on George Street and Dwyer Road	Traffic controls on Diagonal Road and Crew Street	Commence delivery of remaining elements of the Streetscape Masterplan
	Deliver youth partnership programs focused on providing diverse and exciting opportunities for youth leadership, engagement and services		

VALUING NATURE

GOALS	2016/17	2017/18	2018/19
A healthy and climate resilient urban environment	Significantly increase energy efficiency across our council facilities		
	Develop a business case and commence delivery of the transition to safe and sustainable street and public lighting	Deliver sustainable lighting program priorities	
	Implement the Climate Change Policy and Plan (Resilient South Program)		
	Design the final stages of the Oaklands Reserve redevelopment	Ensure all elements of the redevelopment project are in place to support construction	Commence construction of redevelopment
	Expand the Oaklands Wetland water distribution network to support sustainable irrigation of our parks and reserves		
		Investigate the potential to establish a water supply business using the Oaklands Wetlands water distribution network	Subject to investigation outcomes, plan of a water supply business in conjunction with the ongoing local distribution of Oaklands Wetland water
	Manage stormwater in close partnership with our neighbours		
	Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes		
	Continue to transform the Glade Crescent Wetlands scheme		
	Develop and deliver a Regional Coastal Management Plan to support effective coastal management		
A City that reflects a deep value of the natural world	Plan and deliver a program for the protection of remnant native vegetation in our reserves		
Improved condition, diversity and connectivity of ecosystems	Strive for the opening up of Glenthorne Farm for community benefit in partnership arrangements	Working closely with key partners, maximise Glenthorne Farm community benefits	

ENGAGED

GOALS	2016/17	2017/18	2018/19
Communities that embrace volunteering and social interaction	Strive to become renowned for volunteers through targeted growth and diversity, and harnessing the skills and experience of our volunteers		
	Launch a Marketing Plan to enhance community engagement and partnering in council's services		
Meaningful opportunities for community engagement, partnerships and co-creation	Support our lease and licence holders to develop their club management capacity		
	Work in partnership with the Edwardstown Region Business Association and the Hallett Cove Business Association to grow membership and sustainability		
	Maximise community benefits through community led initiatives		
	Implement our reformed Community Grants programs with emphasis on diversity and community capacity building		
	Expand our network of community gardens in partnership with community groups		
	Pilot a place activation project focused on the use of vacant commercial properties in partnership with local community groups	Subject to the outcomes of the pilot, expand the place activation program	
	Develop and deliver a Business Engagement Plan in consultation with the local business community to provide valuable business information to support small business growth		
	Grow the Community Leadership Program to support and harness the ideas and skills of emerging leaders within our community		

INNOVATIVE

GOALS	2016/17	2017/18	2018/19
A community that harnesses creativity, research and collaboration to pursue innovative ideas	Establish partnerships with innovation mentors, including hosting university students to work on innovation projects		
	Launch a marketing plan for all neighbourhood centres that supports creative use, programming and participation within the centres		
	Maximise community feedback through a range of surveys, digital tools and campaigns to support our ongoing focus on innovation and improvement		
A City that provides infrastructure and support that enables innovation to flourish	Deliver a solar panel network at key council sites across the City	Expand the solar panel network to maximise the use of renewable energy at council facilities	
	Renew the Leasing and Licensing Policy to set up a strong support and collaboration model for clubs and organisations to continue to innovate their businesses		
	Continue to promote and provide valuable programs at the Cove Enterprise Hub to support start-ups and small businesses in the southern region		
	Investigate 'Smart City' technology and infrastructure opportunities		

PROSPEROUS

GOALS	2016/17	2017/18	2018/19
An exciting urban environment that attracts business investment and economic activity	Work in partnership to progress the Tonsley Redevelopment as a state of the art advanced manufacturing and urban environment		
	Work with key partners on the Darlington project and the Flinders Link rail project to maximise business and employment opportunities		
	Advocate for the future developments of the North-South Corridor to improve east-west connectivity, which maximises community access and connection with the valuable adjacent areas		
	Review the Edwardstown Industry/Commerce Planning framework to support future business needs		
	Support the development of priority precincts that cater for a range of residential and business needs, and services that are aligned with the 30 Year Plan for Greater Adelaide		
A City that promotes and supports business growth and offers increased local employment and skills development opportunities	Develop, in close cooperation with other councils and State Government, a business attraction plan that support jobs growth		
	Re-invigorate the Southern Adelaide Economic Development Board to establish an industry-led, independent advocacy and advisory group for the southern Adelaide region	Implement the priority actions of the Southern Adelaide Economic Development Board	
	Deliver the Tonsley Small Business Advisory Service, providing free advice to start up and early stage businesses	Work with key partners in the region and State Government to extend the Tonsley Small Business Advisory Services beyond June 2017	
	Reduce red-tape to support and promote business growth and employment opportunities		
	Deliver digital economy education programs for businesses to capitalise on the NBN roll-out		
A welcoming City offering both residents and visitors a wide range of leisure and cultural experiences	In partnership with local businesses, grow visitation and increase spending in the region through the delivery of a Visitor Economy Strategy		

CONNECTED

GOALS	2016/17	2017/18	2018/19
A road network that connects neighbourhoods and supports safe walking, cycling and vehicle travel	Expand the Walking and Cycling network linking key destinations across the City and beyond	Subject to funding, deliver key extensions to the shared use path along the Adelaide to Marino Rocks Greenway	
	Complete Glandore Laneways project to finalise council ownership of the laneways and improve safety and traffic flow		
	Deliver a Policy and Program to enhance streetscapes across the City		
A City that advocates improved public transport systems, linkages and networks that connect people to destinations	Advocate for key rail infrastructure including the grade separation at the Oaklands Rail crossing		
	Support the rail expansion from Tonsley to Flinders Medical and University precinct		
A City that supports equitable access to diverse information sources and reliable digital technologies	Expand our communication and engagement network through our website and social media platforms		
	Deliver valuable digital literacy programs in our libraries and neighbourhood centres		
	Develop a business case for a innovative 'Creative Space' that showcases leading edge technologies for the community's creative and learning opportunities	Subject to funding, deliver the 'Creative Space' and a range of programs to harness technologies and equipment	

OUR COUNCIL OF EXCELLENCE

To progress the community vision over the next 3 years, it is critical that we continue to improve our business through an ongoing focus on efficiency and effectiveness of our services, building workforce skills and capacity for the future, and having a strong focus on ensuring the safety of our community and staff.

The foundation of our business will continue to be strengthened through excellent financial management, strong and transparent decision making and an ongoing assessment of our changing local, regional and national issues and opportunities. We will continue to be accountable for our performance against our strategic and corporate priorities and are committed to seeking feedback from our community to strengthen this.

To maximise community value we place strong emphasis on working with partners and collaborators across the city and region, acknowledging the expertise, knowledge and creativity these diverse groups contribute to the shared pursuit of community aspirations.

CONNECT WITH US ONLINE

City of Marion

@CityofMarion

City of Marion

@CityofMarion

City of Marion
245 Sturt Rd
Sturt SA 5047

Tel (08) 8375 6600
Fax (08) 8375 6699
Email council@marion.sa.gov.au

marion.sa.gov.au

OUR MISSION, VISION AND VALUES

OUR MISSION (What we do)	**To improve our residents' quality of life; continuously, smartly and efficiently**
OUR COMMUNITY VISION (What we want to become)	**A Community that is Liveable, Values Nature, Engaged, Prosperous, Innovative and Connected**
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Strategic Management Framework

PERSONAL DEVELOPMENT PLAN

Individual delivery and development plans

ANNUAL BUSINESS PLAN

Identifies how Council's work is resourced & paid for each year

Legislative based

Performance based accountability

3 YEAR WORK AREA PLANS

Delivery of council's priorities and business services/programs

Service Review to inform planning

Business management and innovation

Performance based accountability

3 YEAR BUSINESS PLAN

July 2016 – June 2019

Council's delivery program over its term

Performance based accountability

10 YEAR STRATEGIC PLANS

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

- Strategic Plan
- Development Plan
- Long Term Financial Plan
--Asset Management Plan
--Workforce Plan

30 YEAR VISION

TOWARDS 2040

Liveable

Valuing Nature

Innovative

Prosperous

Connected

Engaged

A shared Community Vision

Innovating a future for the City and its residents

Long term trends

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Originating Officer:	**Sherie Walczak, Unit Manager Risk**
Corporate Manager:	**Kate McKenzie, Manager Corporate Governance**
General Manager:	**Vincent Mifsud, General Manager Corporate Services**
Subject:	**Monthly WHS Performance Report**
Report Reference:	**GC260716R04**

REPORT OBJECTIVES:

The objective of this report is to provide Council with assurance that the City of Marion has effective strategies in place to meet its legal obligations as outlined in the Work Health and Safety Act (SA) 2012.

EXECUTIVE SUMMARY:

The City of Marion has been on a continuous improvement journey to improve its Work Health & Safety Management System (WHSMS), with the aim to develop a holistic approach to safety and wellbeing. Primarily, the approach taken to date has focused on the development of the Think Safe Live Well (TSLW) program and vision as well as building a wellbeing and safety culture.

The Think Safe Live Well program's vision is **"Zero harm with enhanced wellbeing"** and focuses on further developing our existing leadership styles, organisation culture and WHS systems by:

- Embedding a culture of safety and wellbeing as a part of normal business practice
- Developing our people to lead the change across the City of Marion
- Reviewing our current WHS systems to identify best practice and opportunities for improvement

Targets and indicators have been established in order to measure the continual improvement of the program and performance against these measures are reported to the Executive Leadership Team via the WHS Committee at its bi-monthly meetings.

BACKGROUND

The Annual WHS Monitoring Report FAC310516R7.6 was submitted to the Finance and Audit Committee at its meeting held 31st May 2016 for their review and feedback, resulting in their recommendation that 'safety should be a focus for Council and Council should consider a WHS item as part of its agenda as an on-going item'. In response the Risk Unit will provide this WHS Performance Report to Council at its' second meeting each month.

RECOMMENDATION (1)	**DUE DATE**
That Council:	
1. Notes the report and statistical data contained therein.	**26 July 2016**

PERFORMANCE RESULTS

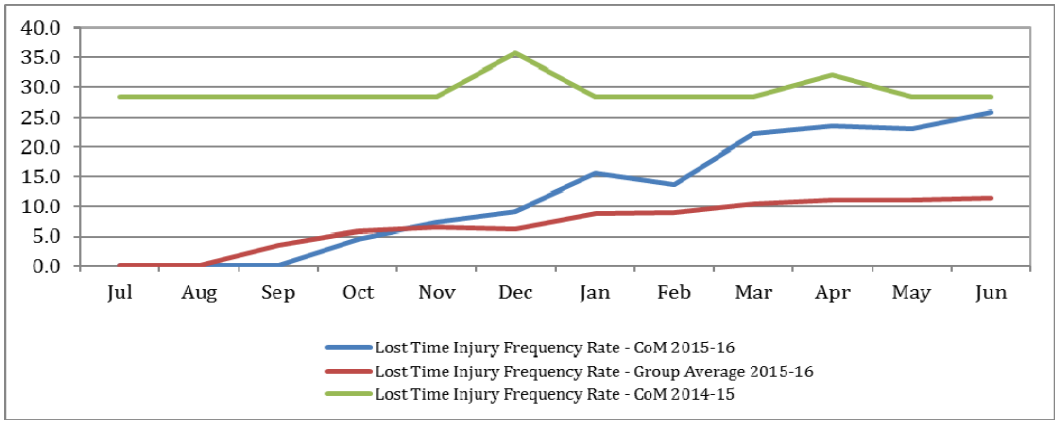
In order to measure improvement, safety indicators are measured and monitored against our industry counterparts being Group A Councils ([1]GaC). Two important safety indicators measured are Lost Time Injuries ([2]LTIs), outlined in Table 1 from internal incident reporting data, and Lost Time Injury Frequency Rate ([3]LTIFR) from the LGA's Claims Analysis Portal data, outlined in Figure 1 and Figure 2 below.

Table 1: Number of LTIs per month

Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Total
0	1	4	2	2	0	3	1	2	0	2	0	17

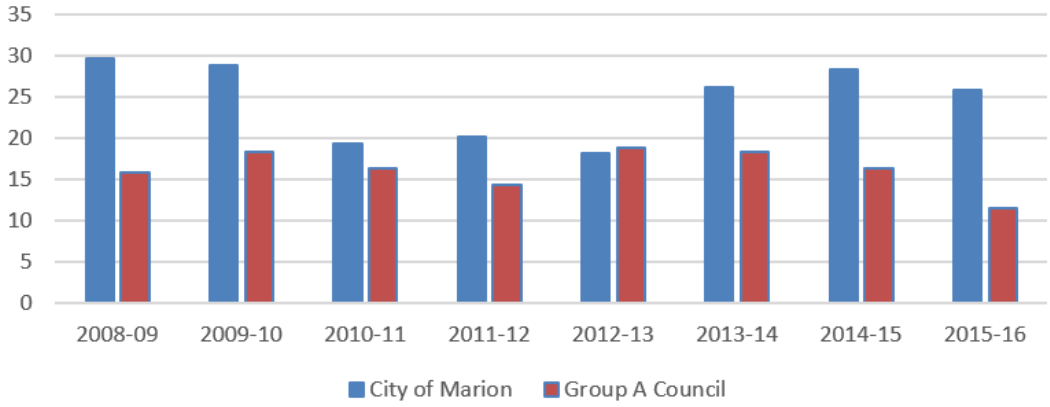
The target of less than 15 LTIs during 2015/16 was not met with September and January being the worst performance months with four and three LTI respectively, however, four months were injury free. There has been much work targeted at hazard prevention resulting in 43 LTI free days as at the end of June.

Figure 1: LTIFR per month – Financial Year comparison against Group A Councils



The LTIFR has not met the targeted reduction of 1% of the average LTIFR over the previous five years (22.2), however, there has been much work targeted at hazard prevention which achieved an LTI of 25.8 which represents a decrease of 3.7% on last year's result of 26.8.

Figure 2: LTIFR – 6 year comparison against Group A Councils



The City of Marion's LTIFR is historically higher that Group A Councils.

1 Group A Councils (GaC) are those metropolitan councils that have more than 300 workers ie Marion, Adelaide, Charles Sturt, Onkaparinga, Playford, Port Adelaide Enfield, Salisbury and Tee Tree Gully

2 Lost Time Injuries (LTI's) are those injuries where a whole work day or more has been lost due to a workplace injury

3 Lost Time Injury Frequency Rate (LTIFR) is a industry standard measurement tool for measuring LTI's within a given accounting period relative to the number of full-time equivalent workers and the total number of hours worked in the same accounting period which enables comparison to other organisations for the purpose of benchmarking.

Analysis of the incidents in 2015-16 shows the three primary mechanisms of injuries are:

- Manual handling (muscular stress while lifting or carrying)
- Falls from the same and differing levels (slips, trips and falls)
- Repetitive movement (low muscle loading)

LGAWCS AUDIT

Each year, the City of Marion is audited by the Local Government Association Workers Compensation Scheme (LGAWCS). The nature of this audit will vary each year depending on the current industry focus. The purpose of these Audits is to test conformance of Council's WHS Management System against Return to Work SA's Code of Conduct for Self Insured Employers and specifically nominated elements within the Performance Standards for Self Insurers. The LGAWCS will provide recommendations with regard to closing out identified non-conformances and assisting Council to continuously improve their WHS Management Systems.

DISCUSSION

In response to the LGAWCS recommendations, Council is required to set an action plan which outlines its commitments in order to address the non-conforming elements of the audit. Last year, Council was successful in closing out 98% of actions from the 2014 Audit and this year, we are currently on track to complete 100% of the actions with 70% progress made to the end of June. The timing of implementation of actions is January to September.

Some of these actions include Hazard Prevention and LTI Reduction Strategies that were implemented to improve performance against safety indicators as well as overall safety outcomes which include:

- The organisation's Hazard Register has been reviewed to ensure all hazards are identified, risk assessed and managed accordingly including hazard monitoring reports being submitted to the Executive Leadership Team via the WHS Committee.
- Working towards all hazardous tasks identified in the Hazard Register having a documented Safe Work Method Statement, Safe Work Procedure or Safe Operating Procedure.
- Incident Management Training was facilitated for all People Managers during April 2016.
- Manual Handling Training was facilitated for all staff in May 2016 to address manual handling injuries.

In addition to ongoing Hazard Management Strategies and the introduction of online WHS training, further Return to Work strategies are being explored and informal consultation with workers has commenced. The revised procedures that underpin these changes are currently being drafted for formal consultation with staff and unions and progress will be included in the next report.

CONCLUSION

The ongoing work and additional strategies will provide an increased focus on returning workers to work within their medically specified capacity, as well as providing suitable duties immediately following an injury. These strategies aim to reduce the number of LTIs to achieve Council's revised KPI of a 25% reduction in the LTIFR for the 2016-17 reporting period which also aligns with the The Think Safe Live Well program's vision of **"Zero harm with enhanced wellbeing".**

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Originating Officer:	**Phil Mattingly, ICT Infrastructure and Service Delivery Unit Manager**
Corporate Manager:	**John Deally, Manager ICT**
General Manager:	**Vincent Mifsud, General Manager Corporate Services**
Subject:	**Wi-Fi Access in Council Owned Community Buildings**
Reference No:	**GC260716R05**

REPORT OBJECTIVES:

The purpose of this report is to provide Council with a progress update on information previously requested by Council relating to current levels of Wi-Fi availability in Council owned community buildings.

DISCUSSION:

In its meeting on 22 September 2015 (GC220915R04) Council resolved to: -

1. Note this report.

2. Revisit the issue by 31 July 2016 reassessing any subsequent progress and opportunities that may arise.

Access to Wi-Fi in current Council owned community buildings

The City of Marion currently offers two “free to access” Wi-Fi services to our residents: -

1. The free Wi-Fi service is provided through Council’s own computer network infrastructure where high speed fibre optic cables connect a building to the main Administration site. In the past year this has been expanded to now include the Mitchell Park Neighbourhood Centre. A member of the public can use their own Wi-Fi capable device to access the “CoM-Free” network currently available from the following Council owned community buildings: -

   - Administration Building;
   - City Services Depot;
   - Cooinda and Mitchell Park Neighbourhood Centres; and
   - The 3 City of Marion libraries at Parkholme, Marion Cultural Centre and the Cove Civic Centre.

2. As part of the state wide Library Service a library member is able to connect their own Wi-Fi capable device at any of the State Libraries including our 3 library sites – the Marion Cultural Centre Library, Parkholme Library and the Cove Civic Centre. Bookable PC’s are also available at these locations for public use if people do not have their own equipment

There are no immediate plans to increase availability of “free to access” Wi-Fi services to other Council owned community buildings without further significant budget considerations for installation of Fibre Optic infrastructures.

Feedback from the City of Marion’s current ISP Internode (including IINET, ADAM, TPG) suggests potential commercial partnerships and sponsorship is not likely.

In summary, the City of Marion provides free WiFi access to the public through both the Public Library offering and a City of Marion service from 7 of our main premises (refer to diagram Appendix 1) where appropriate infrastructure and facilities enable a “good user experience” maximising our use of Council communications networks.

RECOMMENDATION (1)	**DUE DATE**
That Council:	
1. Notes this report.	**26 July 2016**

CONCLUSION

This report provides Council with an update to information relating to current levels of Wi-Fi availability in Council owned community buildings.

Appendix 1: City of Marion Network Infrastructure diagram

APPENDIX 1

City of Marion Network Infrastructure

Services delivered

Public WiFi, Business Pay WiFi,
Staff Corp WiFi, Staff BYOD WiFi,
Staff PCs, Public PCs,
Corp PABX Phone Extensions

VM View Remote Access,
Staff PCs, Limited Public PCs,
Non-corp PABX Phones,

Service speed

10 Gbs Fibre Optic
- CoM owned

300 Mbs Fibre Optic
City Services Internet
Connection - IINet

Internet WWW

10 Mbs Fibre Optic
Admin Internet
Connection - Internode

3 Mbs - 12 Mbs
ADSL - Internode

(Updated May 2016)

WEST TORRENS
UNLEY
MITCHAM
HOLDFAST BAY
ONKAPARINGA

Glandore Community Centre
Park Holme Library
Swimming Centre
Tonsley Park Redevelopment
Marion Cultural Centre
City Services
Mitchell Park NHC
Marion Admin + Heritage Centre & Cooinda
LKCC
Southern Depot
Trott Park NHC
Cove Civic Centre

CROSS ROAD
MARION ROAD
DAWS ROAD
DIAGONAL ROAD
STURT ROAD
MORPHETT RDE
SEACOMBE ROAD
OCEAN BOULEVARD
MAJORS ROAD
ANSDALE ROAD
LANDER ROAD
SOUTH ROAD

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Originating Officer: **Con Theodoroulakes, Development Engineer**

General Manager: **Tony Lines, General Manager Operations**

Subject: **Line Marking**

Report Reference: **GC260716R06**

REPORT OBJECTIVES:

To update Council on the progress of the Salisbury Council trial of the 3M Stamark line marking high performance tape.

EXECUTIVE SUMMARY:

At its meeting of 9 September 2014, Council called for a report to be prepared on the viability of adopting special tape for line marking, following an assessment of the Salisbury Council trial.

The Salisbury Council trial has exposed a significant underperformance of the 3M Stamark Series 380 IES high performance tape. Accordingly, it was deemed to be unsuitable for sustained use in areas subject to wheel turn forces, such as at intersections and opposite driveways.

A new and improved product is now in the later stages of development and almost ready for field trial and evaluation, expected to commence in Salisbury Council later in the year.

RECOMMENDATION (1) **DUE DATE**

That Council:

1. **Notes the report.** **26 July 2016**

BACKGROUND

At its meeting on 9 September 2014 Council resolved to adopt the Notice of Motion (GC090914M01), moved Councillor Bouwens, Seconded Councillor Hull that:

1. A report be prepared regarding the viability of adopting special tape for line marking as currently used by Salisbury Council once the results of their trial are known and
2. This report to come to the July 2015 Council meeting or as soon as practicable following the assessment of the trial.

The current 3M Stamark product available and stocked in Australia for permanent pavement marking is the Series 380IES tape. This tape promises to provide superior anti-skid, retained retroreflectivity and exceptional durability when compared to traditional painted line marking, at a competitive price.

The preparation of this report has been delayed since the anticipated July 2015 due to awaiting the completion of the Salisbury Council trial.

DISCUSSION:

The tape has been used on a number of arterial roads and local streets in the City of Salisbury over the past three years, with an overall success rate of 90%. However, failure has been experienced in areas subject to wheel shear from slow turning vehicles, such as at intersections and opposite driveways on local streets. Due to this limitation, it was deemed to be unsuitable for sustained use in areas subjected to wheel turn forces.

The problem has been identified in the pressure sensitive adhesion on the bottom of the tape which is designed to bond to asphalt and concrete surfaces in good condition.

Accordingly, the 3M Research and Development Team have been developing a new and improved pavement marking technology. This new technology is in the later stages of development and almost ready for field trial and evaluation.

3M have advised that in respect for the City of Salisbury's dedication to the previous trials, the new pavement line marking product will be exclusively trialled locally in the City of Salisbury, expected to commence later this year.

CONCLUSION:

The implementation of a safer and more cost effective pavement line marking treatment, continues to hold promise. Marion staff will monitor the progress of the Salisbury Council new line marking tape trial with a view to selectively installing on our local streets following successful trial outcomes.

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Originating Officer: **Tony Lines, Acting Chief Executive Officer**

Subject: **Amendment to the name of the Strategic Plan – towards 2040**

Report Reference: **GC260716R07**

REPORT OBJECTIVES

To propose an amendment to the name of the Strategic Plan – towards 2040, to be renamed the Community Vision

DISCUSSION

Pursuant to Regulation 21 of the Local Government (Procedures at Meetings) Regulations 2013, the Chief Executive Officer may submit a report recommending revocations or amendment of a decision of Council, therefore the following recommendation to amend the name of Strategic Plan – towards 2040 is proposed. This amendment is proposed to more accurately reflect the nature of the document, which is a statement of the City of Marion community's long term aspirations.

RECOMMENDATION (1)	**DUE DATE**
That Council:	
1. Amends the resolution of 9 February 2016 that states 'Council adopts the following changes to Council's plans; Rename the Community Plan – towards 2040 to the Strategic Plan – towards 2040' to 'Council adopts the following changes to Council's plans; Rename the Community Plan – towards 2040 to the Community Vision'.	**26 July 2016**

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Manager:	**Carol Hampton, Manager City Property**
General Manager:	**Abby Dickson, General Manager City Development**
Subject:	**Park Holme Community Hall**
Report Reference:	**GC260716R08**

REPORT OBJECTIVES

To provide Council with information on the site investigations undertaken on Park Holme Community Hall including consultation with stakeholders to determine the future directions for the Hall.

EXECUTIVE SUMMARY

At the General Council Meeting on 22 March 2016(GC220316R08) Council considered the processes to be followed for consideration of the future of the Park Holme Community Hall, it was resolved to:

1. *Endorse Administration to undertake site investigations in regard to the Park Holme Community Hall, Certificate of Title Volume 5841 Folio 743.*

2. *Require Administration to bring a report back at the conclusion of the site investigations regarding the future of the Park Holme Community Hall, Certificate of Title Volume 5841 Folio 743 by July 2016.*

Site investigations have been undertaken and details of this are provided in the report. A key component of the investigations involved community consultation with a range of stakeholders and local residents. There was strong feedback from community members that they value the hall and the activities that occur within it. The key themes from the consultation processes were;

- Social value of the activities within the Hall
- Suggestions on how utilisation of the Hall could be increased
- Ideas on how a committee could run the Hall

There is strong community support for the retention of the Hall and many suggestions on how to build on existing activities and adapt the facilities which would ensure a highly utilised and valued community facility.

It is recommended that Council support the establishment of a new management committee to take on the management of the Hall.

RECOMMENDATIONS (3)	DUE DATES
That Council:	
1. Request administration work with the current users and residents to establish a committee or tenancy arrangements to take over the management of the Park Holme Community Hall.	**August 2016**
2. Note that the funds ($19,000) which were transferred to Council when the Park Holme Community Hall wound up will be allocated to a new management committee once established.	**October 2016**
3. Note further consultation will occur with community members on Council's recommendations for the future use and management of the Park Holme Community Hall.	**August 2016**

BACKGROUND

Council owns a property commonly known as Park Holme Community Hall which is situated at 638 Marion Road Park Holme and is described as Lot 166 in Filed Plan 11320 being the whole of the land in Certificate of Title Volume 5841 Folio 743 (the Land). A plan of the area is attached (Appendix 1).

On 22 March 2016 Council considered a report (GC220316R08) seeking endorsement that Administration undertake site investigations into the future use of the Land. Council resolved:

3. *Endorse Administration to undertake site investigations in regard to the Park Holme Community Hall, Certificate of Title Volume 5841 Folio 743.*

4. *Require Administration to bring a report back at the conclusion of the site investigations regarding the future of the Park Holme Community Hall, Certificate of Title Volume 5841 Folio 743 by July 2016.*

The Park Holme Community Hall Committee resolved to wind up in October 2015. Council has managed the hall since that date, this had minimal impact on the existing users and has promoted and managed hall hire.

The Council decision to consider the future use of the Hall is in line with Council's objective to ensure community facilities are well utilised, meet the needs of the community, support organisations to be sustainable and facilities are 'fit for purpose'. There are a number of projects being undertaken to assist Council to make decisions on Council facilities as well as ensuring adequate funds are allocated for repairs, maintenance and renewal. Some of the projects include; a review of the Leasing Policy, review of netball and tennis facilities and the optimisation of council assets.

This report outlines the results of the site investigations and community consultation undertaken in regards to future use of the Hall and recommends that Council retain the Hall and that a new management committee be established. Staff will continue to work with the committee to further increase utilisation of the facility.

DISCUSSION

If the Land was to be re-leased under the current Leasing and Licencing of Council Owned Facilities Policy, Council would get an annual rent in the order of $1,312 or a lower amount in the order of $656 if the social discount applies.

Under the current policy a Social Discount "*will be granted if the club or organisation has the minimum of 20 registered members, or 25% of registered members are under the age 18*

years, or the club or organisations provides a discount on normal membership fees for the socially disadvantaged. The discount is dependent upon the club or organisations offering such groups/or individuals a reasonable discount to the normal membership fee. No discount will be allowed for clubs or organisations deemed by Council to be a 'non-community' nature."

The lessee would be responsible for payment of all outgoings rates, taxes and levies, cleaning and building insurance and minor maintenance and repairs that are not of a structural nature.

A building condition audit has been undertaken which identifies that:

- The building is brick veneer cladded built on a concrete foundation with tile roofing.
- The building has been extended twice; the extensions have a colour bond roof.
- The building has a main hall, kitchen, toilets, meeting room and games room.
- Solar panels have been fitted on the roof.
- The building is in average condition.
- The estimated expenditure for the repairs and for replacement/renewal of elements that are estimated to reach the end of their useful lives within the next 10 years is $34,257 per annum.
- The estimated useful remaining life for the building is 28 years.
- The total and depreciated replacement value is $352,254.

It has been identified that some components in the main building contain asbestos or asbestos containing materials. No asbestos or asbestos containing materials have been identified in the shed.

An estimate of anticipated annual income and expenditure for the building based on 2015/16 rates is as follows:

Details	2015/16 Expenditure ($)	2015/16 Income ($)
SA Water (excluding consumption)	946	
Emergency Services Levy (with remissions)	66*	
Building Insurance	1,439	
Defect repairs and replacement/renewal of elements (averaged over 10 years)	34,257	
Rent (excluding a social discount of $656)	108	1,312
Estimated income from hall hire	0	18,350
TOTAL	36,750pa	19,662 pa

*estimate

There are several other facilities in the locality that may be available for hire by the public including those that are privately owned refer to Appendix 2.

DEMOGRAPHICS

The population of Park Holme and neighbouring Ascot Park as determined by the Australian Bureau of Statistics, Census of Population and Housing in 2011 was as follows:

Park Holme and Ascot Park Total persons (Usual residence) 2011	
Age Groups	**Number**
0 to 24 years	1,569
25 to 49 years	2,074
50 to 69 years	1,173
70 years and over	778
Total population	5,594

The forecast of resident population from the Australian Bureau of Statistics from the 2011 base year for Park Holme and Ascot Park is as follows:

	Forecast year					Change between 2011 and 2036
Area	**2016**	**2021**	**2026**	**2031**	**2036**	**Total change**
Ascot Park	3,207	3,294	3,364	3,426	3,477	+376
Park Holme	2,849	2,990	3,061	3,111	3,162	+468
TOTAL	**8,072**	**8,305**	**8,451**	**8,568**	**8,675**	**+844**

Council's proposed Housing Diversity Development Plan Amendment (DPA) seeks the following directions for housing growth in the Park Holme and Ascot Park areas:

- Investigate the potential for mixed use development in the Commercial Zone on Marion Road
- Encourage higher density and greater housing diversity for properties adjacent Marion
- Encourage higher density development and increased housing diversity on properties adjacent to the Seaford Railway Line
- Explore opportunities to implement a higher density corridor for properties adjacent Daws Road in Ascot Park
- Explore opportunities for a low density policy area in portion of Ascot Park

Health data for the City of Marion indicates that a high percentage of the population's wellbeing has the potential to be improved with participation in physical activity and involvement in social, recreational and community activities. Some of these groups are:

- Persons who live alone
- Age pension recipients
- Housing SA tenants
- Female adults with psychological distress
- Males and children self-reporting health as fair/poor

Park Holme Community Hall and its associated community activities supports the wellbeing of the groups listed above.

UTILISATION AND COMMUNITY CONSULTATION

Community feedback has demonstrated that there is strong support for the Hall and that people are enthusiastic to build on the existing activities, increase utilisation of the Hall and establish a management committee.

Since 2010 Council has funded the Park Holme/Plympton Park Community Capacity Building (CCB) project. This evolved from a strong need in the community for connection with others and their localised area. The Hall has played a key role in fostering this community connection and recent consultation has demonstrated that this need still exists.

Through the work being undertaken in the CCB project there is a strong connection with the community which could support the establishment of a new management committee to take on the responsibility for management of the facility.

Existing Use

Currently there are 8 regular user groups, details of their member numbers, details of this information is provided in Appendix 3.
The hall has been hired out to once-off hirers on an average of twice a month.

At this stage there are no activities in the hall on Monday, Wednesday and Thursday mornings, Friday afternoon and evening and Saturday, which provides a considerable opportunity to expand activities in the facilities.

Consultation

Consultation was undertaken with a range of stakeholders, including user groups of the Park Holme Community Hall, the Migrant Women's Group, Park Holme/Plympton Park Residents Group, Park Holme Mosque and local residents.

The purpose of the engagement was to identify the level of community support for the future of the hall and level of interest in new/innovative ideas for its use and management.

The objectives of the engagement were to;

- Inform community of current assessment of the hall's use and opportunity to be involved in engagement process to determine its future.
- Involve key user groups and active residents in identifying level of interest in the hall's use and management.
- Inform broader community about engagement process and seek feedback on ideas via a survey tool.
- Collate and summarise outcomes and provide information to elected members to inform their assessment outcomes and decision making.

The engagement process ran from 13 May 2016 to 24 June 2016.During this period a number of activities were undertaken;

- Feedback wall was hosted at the Music in the Park event in Park Holme on Sunday 15 May 2016 where approximately 78 people were in attendance.
- Project specific website www.makingmarion.com.au/parkholme-community-hall was set up.
- Key user group workshop was held on Monday 30 May with 45 people in attendance.
- An information flyer was distributed to 390 surrounding households advising of the process and inviting people to write to us, call us or submit an online submission.
- User groups were contacted for information on their participants such as member numbers, activities, how participants travel to the hall etc.

A summary of this feedback is provided in Appendix 4

In addition, a letter was received from the State Member for Elder outlining her support for the ongoing community use of Park Holme Community Hall.

The key themes from feedback and the consultation processes were;

- Social value of the activities within the Hall
- Suggestions on how utilisation of the Hall could be increased
- Ideas on how a committee could run the Hall

It is evident from the feedback that there is strong community support for the retention of the Hall. Many suggestions were provided on how to build on existing activities and adapt the facilities which would ensure a highly utilised and valued community facility.

Further consultation will occur with existing regular users to inform them of Council's decision in relation to the future direction of the Hall.

Land Status

The Land is comprised in Community Land Management Plan 5 – Minor Community Facilities. Disposal of the property would require a revocation process to be undertaken. This requires community consultation, and the community feedback recently undertaken indicates there would not be support for the disposal of the property.

The land was previously owned by the Christian Revival Crusade Inc. who transferred the land to Council in January 1972 for the sum of $19,000. The cost of demolition and replacement of the toilets and the purchase of a piano, refrigerator, stove, ceiling and other equipment cost $11,000, totalling $40,000. Subsidies of $10,000 each were provided by the State and Commonwealth Governments.

Council's Finance Committee Minutes of 10th January 1972 and a letter tabled at that meeting from the Under Secretary, Chief Secretary's Department, indicates that no conditions were attached to the subsidies.

The land is not on the South Australian Government Heritage Places database and is not of any cultural or historical significance.

2015 Valuations

The estimated value of the Land is in the order of $310,000 and $360,000.

Land Use / Zoning

- The land use is Public Halls
- The zoning is C-Commercial/1-Marion Road/
- It is likely that Development Approval will be required for a change of land use

Potential liability for any site contamination

Council does not have any records that indicate that the land is contaminated.

Under the Environment Protection Act 1993, Council may be held liable for site contamination as the occupier or person in charge of the land, regardless of whether there has been a change of ownership. Should Council consider alternative uses of the site it is recommended that soil tests be undertaken to determine whether the Land is contaminated, what remediation works are required and to prepare a risk management plan if it is deemed necessary.

The estimated cost of soil tests is $6,660.

Financial Implications

The Park Holme Committee transferred $19k to Council when they wound up. It is proposed if a new committee is formed these funds be transferred to the new committee. The ex-Treasurer has advised the bank account is still to be closed and it is anticipated that an additional $1,700 will be handed over to Council.

Resources (Capacity) Impact

Community Development staff are currently working with the community and could support the community in forming a new management committee. Also the Recreation Development Officer would be able to work with community members and support them with establishing an incorporated body to undertake the management of the Hall.

CONCLUSION

The site investigations undertaken have indicated there is a high level of community support to retain the Hall. Some opportunities have already been identified by stakeholders on ways to increase utilisation and there is strong interest from community members to form a new management committee.

APPENDICES

Appendix 1 - Plan of the area
Appendix 2 - Facilities in the locality available for hire by the public
Appendix 3 - User groups
Appendix 4 - Community Feedback

APPENDIX 1

CITY OF MARION

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S

Park Holme Community Hall

638 Marion Road Park Holme

Map Width: 136.5 m

Created by rates Friday, 24 June 2016

About this Document	Disclaimer
This map has been created for the purpose of showing basic locality information and is a representation of the data currently held by The City of Marion. This information is provided for private use only.	While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Property boundary line network data is supplied by State Government.

Appendix 2

Park Holme / Plympton Park Potential Community Spaces

Name	Address	Capacity	Hire Cost	Notes
Spring Park Baptist Church	80 Hendrie Street Park Holme SA 5043	150 people	$10 p.h.	A larger hall that would hold approximately 100 people and a smaller hall that would hold approximately 50 people. Both halls are $10 per hour to hire with access to kitchen and toilets.
Forbes Children's Centre	80 Thomas Street South Plympton SA 5038	TBC	TBC	Information to be sent through.
Forbes Primary School	80 Thomas Street South Plympton SA 5038	Small groups	$25 p.h.	The only space available is the school hall on a Friday night. The school is only interested in regular users and not large functions (not available for 21st birthday parties etc). Groups must have $15,000,000 PLI.
Ascot Park Primary School	1-37 Pildappa Avenue Park Holme SA 5043	Min. 50 people	Min. $16.50 p.h.	Large hall - $36.30 p.h. Holds several hundred people. Small gym - $22 p.h. Holds 200 hundred people. Performing arts area - $22 p.h. Holds 50 people. Basketball courts - $16.50 p.h. (2 full basketball courts outdoors). School oval - $22 p.h. (price currently under review. Having lighting put up in July – price may increase).
Ascot Park Kindergarten	630 Marion Road, Park Holme SA 5043	-	-	No rooms for hire available at this stage. Only for kindy use 3-4 times per week.
Plympton Sports & Recreation Club	Milton Avenue Plympton Park SA 5038	TBC	TBC	Have extended their main hall by about 5 metres. Main hall for hire. Brand new kitchen and new bar. Finished renovations so able to hire it out. Evenings not available for hire (especially during winter) but the club is trying to expand its usage during the day.
Park Holme Mosque - Hall	658 Marion Road Park Holme SA 5043	**TBC**	**TBC**	There is a hall attached to the mosque. The Mosque have advised that they haven't been approached by the community to hire it however they are open to the idea of the wider community hiring and using their hall.
Active Elders Hall	27 Charles Street Ascot Park SA 5043	250 seated	$35 p.h (hall) $45 p.h (hall + kitchen)	Hire of the hall includes tables, chairs and the toilets etc. Hire of the hall plus the kitchen includes the use of the oven, x2 microwaves, fridge, mugs (everything the kitchen contains). $300 bond is required. New kitchen (2 years old) and toilets (5 months old) which includes disability access. Not a lot of hire space available. Tuesday afternoon, Thursday morning, a few nights available. Chilled filtered water on tap.

Appendix 3 Park Holme Community Hall User groups

Day	Time	Frequency	User
Mon			
am			
pm			
eve			
Tues			
am	9-45 - 10.30am	weekly	Tai Chi
pm	1.30 - 3.30pm	weekly	Life Gate Church
eve	7 - 10pm	weekly	Galleon Theatre
Wed			
am			
am	9am - 12noon	weekly	Weight watchers
pm	12-3pm	weekly	Migrant Womens' group
eve	7-8.30pm	weekly	Life Gate Church
Thurs			
am			
pm	1-4pm	fortnightly	AP Retirees and Friendship
eve	7 - 10pm	weekly	Galleon Theatre
Fri			
am	10-11am	weekly	Light pace exercise
pm			
eve			
Sat			
am			
pm			
eve	7-10pm	monthly	AP Retirees and friendship
Sun			
am	10-12:30pm	weekly	Life Gate Church
pm	1.30 - 5.30pm	weekly	Galleon Theatre
eve	7 - 9pm		Parkholme Spiritualists group

APPENDIX 4

CITY OF MARION

Park Holme Community Hall
Community Feedback Report

June 2016

Park Holme Community Hall

Community Engagement Summary

June 2016

The purpose of the engagement was to identify the level of community support for the hall and level of interest in new and innovative ideas for its use and management. We targeted a range of stakeholders including:

- User groups of the Park Holme Community Hall
- Migrant Women's Group
- Park Holme/Plympton Park Residents Group
- Park Holme Mosque
- Local residents
- Park Holme/Plympton Park Arts Group

Engagement objectives

1. To inform community of the current assessment of the hall's use and opportunity to be involved in engagement processes to determine its future.
2. To involve key user groups and active residents in identifying the level of interest in the hall's use and management.
3. To inform broader community about the engagement process and seek feedback on ideas via a survey tool.
4. To collate and summarise outcomes and provide information to Elected Members to inform their assessment of outcomes and decision making.

The engagement process ran from **15 May 2016** to **24 June 2016**

What we did

- Hosted a feedback wall at the Music in the Park event in Park Holme on Sunday 15 May 2016 where approximately 78 people were in attendance. *(Appendix A).*
- Held a key user group workshop on Monday 30 June where 45 people attended and provided their feedback. *(Appendix B).*
- Set up a project specific website www.makingmarion.com.au/parkholme-community-hall where we had 68 visitors to the site and 32 responses to the survey*(Appendix C)*
- Distributed an information flyer to 390 surrounding households advising of the process and inviting people to write to us, call us or submit an online submission.
- Spoke to the current users and obtained specific information about their activities and the people that participate in them.
- A summary of emails and letters received are provided in (*Appendix D)*

A summary of questions requiring responses is provided in *Appendix E*

Overall summary of key themes received

There was overall strong feedback that people really value the Hall and the activities that occur within it.

People talked passionately about the social cohesion and the value the Hall has had to them personally and as a community.

The main themes that came out of the consultation process were:

- Social value of the activities within the Hall;
- Ideas for how a committee could run.
- Advertising and promotion opportunities;
- General building and operations feedback;

There were some ideas about how to progress the Hall and advertising came out a strong focus. People are keen to highlight and promote the success of the activities that occur within the Hall and promote it to people as a showcase example of how a community hall can operate.

Community feedback has demonstrated that there is strong support for the Hall and that people are enthusiastic to build on the existing activities, increase utilisation of the Hall and establish a management committee.

Next Steps

We now have a large database of interested community members who would like to be kept informed of the process. We also have a database of people who may be interested in being a part of the management committee.

We have provided feedback notes to the participants in the key user workshop.

We will be providing the community with a summary of the feedback we received and the outcome of the Council decision post its meeting 26 July 2016.

Appendix A

Summary of feedback received at the Music in the Park Event 15 May 2016

What opportunities do you see for the Hall?

Social value of the Hall

- Migrant Women's Group want to stay there
- Great place with a kitchen, exercise activities and it is close by
- People learn to cook
- Entertainment – existing activities need to continue
- Important for social activities – hands off the hall
- Continue to meet there and build relationships
- Galleon Theatre could continue to use the hall and practice there – great
- Very interested in keeping hall as part of some of the community. Singing as a part of a group. Makes people very happy
- Aged community members would have somewhere to go. Drop in for tea or coffee and chat – without obligation
- Card making and craft good for local people to walk to – important for social cohesion
- It would be a travesty for the community if we didn't have it
- Exercise activities and computer courses "drop in" friendship groups
- More multicultural activities could be held
- Could have "Music in the Park" event hosted inside in winter

Advertising and promotion

- Art classes could resume at hall if advertised better. Need advertising for outside of hall – passing by would be seen
- Advertise to broader community that you can hire it for events
- Continue the great activities that already happen – advertise more
- Better promotion – messenger and e-mail updates
- Parents lived up in the 1940's wanting to see picture – would hate to see it go

General building and operations feedback

- There is space at back of hall which could be used more. The room houses cupboards which maybe could be better used – spilt use
- AC needs improving
- Parking is an issue – could be improved

Committee feedback

If a Management committee was formed, how might this look?

- Out of each group a person could be on the "Hall Committee". To keep it autonomous and make sure any maintenance is done and people enjoy it
- Active engaged committee is required for success

Appendix B

Summary of feedback received at the User Group Workshop 30 May 2016

What opportunities do you see for the Hall?

- Social value of the Hall
- Weight Watchers see lots of benefits
- On bus route
- Good location
- Lots of different facilities
- No complaints for 10 years
- Opportunity to use hall was convenient
- “Good vibes” – the hall has good ones
- Second home
- Rent, money to continue
- Bus stop for migrant women is very important because some of them don't drive
- If there is an opportunity to hire the hall for private purposes like birthday
- Well utilised and maintained – What is the problem? Why sell it?
- Big asset to the community
- Community is very attached to this hall (history etc.)
- Used by a diverse population in Marion – hundreds of ratepayers
- How are other halls in Marion run? Are there other models that can be followed?

Advertising and promotion

- More promotion of activities and hall hire is needed
- How do groups promote activities / events to each other?
- Advertise that the hall is available for casual bookings and permanent groups
- Notice board at Council re activities at Cooinda and Library

General Building and operations feedback

Air-conditioning on the wall does not work.

Committee feedback

- User groups should meet with consultative committee and when they went to the committee they could take written documentation with them to provide the name of the user group, compositions of user group e.g. females, status, age groups etc. Then you could graph this to understand demographics in the Park Holme group.
- You could have office bearers and names and contact details and they should have something written about the focus of the group is. This could then be used to put a case forward to see why they want to continue as part of the Park Holme community hall.
- This makes the whole consultative group more accurate and makes it more transparent and fair and thorough.

If a Management Committee was formed, how might this look?

- Future Management Committees should have representation from the community and consult with respect to decisions.
- The Management Committee was told that the hall was being taken over without consultation.

- The activities in the hall need to be collated and promoted to anyone who enquires at Council about what activities are available (i.e. facebook, brochures, notice on board, messenger, city limits).

Other

- We would like to be notified regarding the outcome.
- We would like the flag back.
- Please return the dart board stand.
- The “local” community all pay council rates.

Appendix C

Summary of Making Marion online submissions

What opportunities do you see for the Hall?

Social value of the Hall

- The Hall is utilised, is there time slots free for further activities for the hall?
- Basically the hall is in good condition and fully utilised
- This hall is very good, well maintained
- We think this hall is well used, but needs to have this more informed to the community
- Keep the hall as it is
- Good as it is. Between my late husband 15 years caretaker/secretary, myself 15 years secretary/caretaker retired in late 2015
- The hall has a ramp and toilets for the disabled. It has a kitchen and eating area. It has a main meeting area with a small adjunct meeting room. It has another area which can be used for conferences. It has been well maintained with heating and cooling. It has solar panels. The hall does not need major improvement. In years to come it may need cosmetic work, like painting.
- More people are in the area. A hot yoga class across the road uses a dedicated building there. This shows demand is here. Better more dynamic signage on the hall would give it more presence and clearer intention.
- Would not like the hall to close
- Maybe farmers market there on the weekends? Maybe craft fair / antiques fare? Maybe an opp shop day in the week? I live close by but have not been inside as nothing there has ever interested me. Maybe live music sometimes? Up and coming local bands. There isn't a pub close by (except Castle Plaza), so maybe something along those lines where the locals can walk to.
- Keep classes
- More music - more dancing - might help run the hall better
- Continue with the current activities with a range of different interests

Advertising and promotion

- Make it more easy to contact a person about booking the hall. Also more advertisement in the community and social media about its location and services
- More advertising - more people getting to get together
- More advertising
- Marion Hall has been used by the retirees and friendship Club (Pensioners Also) successfully since 24/02/1972. Invited by the then Mayor (keep hall as is)
- More promotion of the hall and its activities and opportunities for hall hire. Better utilisation of long back room not used at present
- More advertising for diverse clubs and activities
- More advertising of the different clubs and their activities, might help get the numbers up. Plus a few more caberito would be good getting the young ones together
- More advertising - to help bring in more users. Put a board or waterproof sign on the side of the building railing. More improvement would be to make large room at rear of hall into 2 areas.

- Presently it is not clear what it should or could be used for
- Better advertisement for each individual club as the retirees and friendship club get no recognition from the Council
- Advertise hall, most people do not know where the hall is. There is 10 tenants already there, that is a good start. Different avenues such as weddings, birthday's
- The hall is spotless, well kept. If more activity for the hall is needed, more advertising needed
- Advertise hall to community to bring new ideas. DO not allow one group of users to monopolise the facility – quiz night, childcare, adult education, retirees
- Maybe advertise for more organisations and groups to benefit from the use of the hall, thereby generating more money for the Council

General Building and operations feedback

- The doorstop that was installed recently, at the door to go to the toilets, it's a hazard. A few of us have tripped over it, it needs to be replaced with one attached to the bottom of the door
- Assurance that when we are here, that there won't be other groups coming into the hall - no double bookings
- An outdoor broom to sweep the front step
- Having remote controls to split systems at all times - sometimes they are not here
- A contact person for problems with locking the front door
- Install a hearing loop
- The council could utilise the middle room for small conferences. If some group is using the main hall, it would not interfere with the conference room
- Carpark at back unlocked. Backroom cleared to be able to be used for small group activities (more private /intimate settings) without lots of tables and chairs. Cost of hall hire make hall accessible to all community groups. Art exhibition, art groups. Private function hire. A frame at front with banner for group using the hall at time to educate the community. Saturday morning market - mthly market groups or individuals pay for stall and keep their profits. Stall fees go towards hall costs.
- Increased off street parking behind the hall if possible. If use of the hall increased, this is likely to cause further parking and traffic problems already generated by insufficient off street parking to service the Condada Avenue mosque and Peak Physique yoga studio (687 Marion Road).
- I was told that I could not bring my trainee Guide Dog to the fitness class I was attending so I left the class. Please if forming a new management committee, train the overseer of the Hall.

If a Management committee was formed, how might this look?

- I was the treasurer of the former Hall Management Committee for more than 10 years and consider that the Hall was well maintained by the committee in collaboration with Council. The former Committee had an improvement plan that it wanted to implement, including a replacement program of the air conditioners, resurfacing the floor in the storage room behind the stage and installing additional storage cupboards for use by hirer groups, replacing the carpet in the Wallala Room with a floating floor, removing the billiards tables in the rear room and converting it into an addition space that was more widely available to hirers, installing a new cupboard in the kitchen and stocking

it with crockery etc. for general use by hirers. Use of the shed could be included as a hireable space.

- Varied people from the community (different ages and backgrounds if possible).
- If a new management Committee was formed its membership should not privilege any particular user group, such as was the case when the former committee was wound up. A new committee should be open to all user groups and not be able to be dominated by any one group that might use its numbers to dominate management. A new committee should either be an incorporated body, operate its own bank account and be licensed by Council to manage the hall. Council should run a public forum every 6 months or so inviting representatives of all user groups and other interested parties to attend and review the operation of the Hall by the Management Committee.
- Using google calendar, so that all users can view bookings but also printing it out & have on the hall noticeboard showing bookings 3 months in advance - however this would have to be updated regularly.
- Hall over the years has been separate management since 21/9/1972 (recorded R&FC).
- Liaison with all groups re payment of fees. Coordination of promotion using social media & young people. Liaison with council re hall maintenance.
- It would be able work to run as before as long as the new hall management group were well versed in the legalities of same. A management group is how many people on bus route.
- Different groups be on the committee to work together.
- It may help to have one person of each group.
- There was a halls committee, but it's been disbanded, seemingly they ran the hall quite well.
- Not sure how to answer this, because I am not sure what's involved.
- It has always had a halls committee up till end 2015. Which was really getting well.
- Unfortunately, whilst I grasp the gist of your question it is not sufficiently clear for me to answer accurately.
- This was managed by the hall committee, but there was too much double booking and no receipt given, causing problems with refunds. It would be much better if the Muslims were kept out of the picture as they are trouble.
- Would be better in future. Help keep things a lot better.
- Joint council, local business and community representation on the management committee, including local residents of different ages and social/cultural circumstances.
- Research how other communities use halls.
- The previous management committee did a good job.

Comments relating to caretaker role

- The committee needs a caretaker - who would take bookings, be responsible for making sure each group cleans the hall after use, put out rubbish bins etc. (should be a paid position), Secretary, rep from council and reps from user groups.
- Caretaker - take bookings, give out keys to the hall. Check cleaning, receive rent payments (semi-paid position). Secretary, financial officer (treasurer) - keeps financial records, pays council, councillor from ward. People from user groups. Liaison officer from council.

- Needs a care taker - does need payment. Check cleaning.
- A Caretaker to do the bookings, organise cleaning, liaison with the user groups and the Marion Council, collect the rent, send the rent to the Marion Council. A Financial Officer to keep records of rent payment, bank money, do simple financial records and simple financial statements. A Marion Council councillor, members of the user groups, residents.
- A caretaker only

Appendix D – Summary of emails and written submissions received

At our recent meeting, I echoed those present who stated the need for "Retirees" (often living alone) to use this facility to gather with many others for entertainment, bingo and other activities. Community Cabaret has been self-funded by members and guests gathering and surrounding ourselves with band music and singing, as I once did, when I sang with the band and could sing of love. That once, I found myself singing to you and at the time (as a father) thought your father would be proud of you. *Simply stated, "No Hall, No songs of Love! Also, no self-funded place to be with friends for many of us retirees!*
I am writing to you as a user and hirer of Park Holme Community Hall. I teach the Light Pace Exercise Group there on a Friday morning. *This community group has been running (with various instructors) for the last 12 years, until August 2015 it came under the umbrella of the Retiree Group and was administered by them through the Hall Committee. I have been running it as an independent hirer since then, and the Hall Committee has been disbanded.* *I understand that the future of Park Holme Hall is in doubt. I attended the community meeting at the hall on Monday 30th May with representatives from the City of Marion, various user groups of the hall and concerned members of the local community.* *The strength of feeling regarding keeping this well utilised and well maintained hall was very evident. Everyone agreed that the hall is well positioned with regards to public transport and parking. It became apparent that the hall is used by a diverse population within the Marion council area – e.g. Migrant Womens' Group, Drama Group - covering a range of ages and ethnic groups.* *Some users of the hall are on fixed or low incomes, with limited access to transport. Many of the people who attend my group live alone and/or are contending with various health issues. I am very aware that my group is about so much more than just the exercise - I make a very small amount of money from running this class - what motivates me to keep going with it is that I see the physical, mental, social and community benefit to the people who attend - we have refreshments and a chat afterwards.* *My feeling is that the hall could actually be a thriving hub in this area of Park Holme, and that the Council have "given up" on it.* *The closure of the hall would mean sections of the Marion community being excluded from their activities and a possible increase in social isolation among vulnerable groups.* *Could you please look urgently into the Council's plan for Park Holme Community Hall?*

I have been attending an exercise class at the hall on Wallala St for the last 7 months. It has been terrific for my health and wellbeing so I was disturbed to hear that the council is thinking of closing the facility. I have always admired the Marion Council for its community involvement and progressive ideas and can't believe that you would close such a valuable asset for the groups who use it. I hope this is just a false rumour and would appreciate a reassurance from you.
I am writing to you regarding the enormous local benefit of the refurbished and much loved Park Holme Hall on Marion Rd. I know many locals who frequent clubs in this hall throughout the year including exercise classes, community choir, women's groups, a dance club and faith groups. Individuals can hire casually for meetings and celebrations too. Personally, I have enjoyed some resident's meetings, singing sessions and a community cabaret. It's a wonderful space! *The spirit of this hall is quite tangible and it's so accessible to young and old and those who have mobility/ health issues or feel isolated.* *As an educator, with great interest in health and wellbeing, I can assure Council the benefits of this hall include; social and cross-cultural connections, easy access on M44 bus route, good parking in Wallala Avenue, affordability to hire with great facilities for small or large groups.* *Please consider all comments carefully at a future council meeting. Comments from the well - attended community workshop in May and other correspondence from residents and users of this local gem.* *Please help us secure the hall for locals to enjoy for years ahead.*
A letter was received from Annabel Digance MP who expressed concern with council's proposal on the potential disposal of the Park Holme Community Hall. Ms Digance indicated her office has assisted and supported the various user groups in numerous ways over the last 20 years and is concerned for the welfare and concerns of the community in relation to the potential disposal of the hall.

Questions received requiring a response

Query raised	Our response
Why Park Holme Community Hall? Where is the closest community hall for me to go?	Council is currently undertaking a number of reviews in relation to community facilities e.g. tennis and netball facilities, review of the Leasing Policy, building condition audits, review of vacant land, as it wants to ensure facilities are well maintained, well utilised and clubs are supported. With the decision of the Park Holme Community Hall to wind up in October 2015 Council contacted all the groups who use the centre to advise that Council would manage bookings (under the same arrangements) and hiring of the facility until such time as Council was in a position to make a decision on the facility. Council is currently undertaking investigations which include community consultation; this will be considered at the Council meeting on Tuesday 26 July 2016. There are a number of community facilities in the area e.g. Spring Park Baptist Church, Active Elders, schools.
Are the hire arrangements to remain the same? How do consecutive events/activities manage?	The existing hire arrangements at the time of the management committee winding up were retained. Hall hire is managed by council staff. The aim is to provide one hour between bookings; at times this has not been able to be provided and staff work with the hirers to ensure minimal disruption.
How are other halls in Marion run? Are there other models that can be followed?	Council leases facilities to community and sporting groups that are incorporated. Council staff work with various groups to assist them to be viable and sustainable.
If a Management Group is formed how many people are required?	This would be determined when developing the Constitution, generally six to ten people would be sufficient.
Is the revenue from the rental covering the outgoings?	No
Is there capacity for more events / activities at this hall?	Yes
How does Council advertise the activities held at the hall?	Currently information on the hall for hiring is included on Council's website.
General query – There was some disparity about how the community understood the management committee came to an end - please provide clarity.	The management committee advised Council that they had decided to wind up.

As the City of Marion has been managing the hall since October 2015, why have they not been sending invoices to collect the rent for the past several months?	Unfortunately there were some delays in the transition of various paperwork, all invoices have now been raised.

We thank the community who took the time to provide their feedback, share their stories and participate in the engagement process.

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Originating Officer: **Patrice Pearson, Community Engagement Coordinator**

Manager: **Fiona Harvey, Manager Innovation & Strategy**

General Manager: **Abby Dickson, General Manager City Development**

Subject: **Community Engagement – Draft Policy**

Report Reference: **GC260716R09**

REPORT OBJECTIVES:

The purpose of this report is to seek endorsement for a revised draft Community Engagement Policy (Appendix 1) for public consultation. The revised Policy ensures Council meets its legislative obligations as per the *Local Government Act (1999).*

DISCUSSION:

The City of Marion's Community Engagement Policy (the Policy) has been reviewed to ensure it is aligned with current legislation and reflects the current Council's thinking on community engagement. This Policy is also consistent with other recently adopted 'public policies'.

The Schedule of Minimum Requirements for community engagement in the *Local Government Act (1999)* is a key input into the review of the Policy and is provided in Appendix 2.

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.

Input into a revised Policy was sought through an Elected Member Forum on 10 May 2016 and feedback is reflected in the draft Policy for endorsement to go to community consultation. Community feedback will be sought via the *Making Marion* community feedback portal.

A final Policy will be provided to Council for consideration in September 2016.

RECOMMENDATIONS (2)	**DUE DATES**
That Council:	
1. Endorses the draft Community Engagement Policy for public consultation as provided in Appendix 1.	**26 July 2016**
2. Notes a final Community Engagement Policy will be presented to Council for consideration in September 2016.	**27 September 2016**

Appendix 1 – Community Engagement Policy

Appendix 2 – Legislative/ Policy Considerations

APPENDIX 1

Community Engagement Policy

1. POLICY STATEMENT

This Policy sets out the City of Marion's commitment to effective community engagement regarding Council decisions which have an impact on the people who live, work, study, conduct business and use the facilities or public places in the City of Marion. We seek to communicate effectively with our community about: decision-making processes; the factors, resources and objectives relevant to the decisions we make; and the decisions themselves.

This policy will:

- Guide effective engagement between Council and the communities
- Promote positive relations and develop ongoing mutually beneficial relationships
- Provide ongoing opportunities for participatory decision making
- Support Council leadership where decision-making style is open, transparent, responsive, inclusive and accountable to the community

2. SCOPE

The policy applies to the way we engage our communities in decisions and communicate decision of the organization. The policy applies to council members, council employees, contractors and consultants acting on behalf of Council.

3. CONTEXT

The City of Marion acknowledges that people want to have a say about decisions that affect their lives. Better decisions are made when the decision-maker takes into account the knowledge, experience and opinions of those affected by the decision.

According to The City of Marion’s Strategic Plan Towards 2040 we will strive to make every decision with integrity and in the best interests of our community.

4. PRINCIPLES

4.1 Elected Members are acknowledged as the representatives of community and empowered to make decisions. The role of staff is to present to the Elected Members all facts (which may include community perspectives) relevant to Council decisions, and subsequently to implement the decisions of Council.

4.2 We communicate openly and honestly about the degree of influence communities are able to exercise in any engagement activity or key decision.

4.3 We value the diversity of our communities and will utilise inclusive, representative and accessible approaches.

4.4 We commit to evaluation and continuous improvement in our community engagement.

4.5 The City of Marion will commit to appropriate levels of community engagement before making significant decisions taking into account the number of people affected and the likely degree of

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impact of the decision.

4.6 The City of Marion shall consider the following methods of including the community:

- Inform – communicating balanced and objective information to help the community understand the decision.
- Consult - providing information, ideally presenting a number of options, to allow the community to express their preferences regarding the decision.
- Involve - working directly with the community throughout a project to ensure that concerns and aspirations are consistently understood and considered as the project evolves through to completion.
- Collaborate - working in partnership with the community, with a shared sense of responsibility for the work and the outcome.
- Empower – Places the decision-making about specific projects in the hands of the community. The community takes responsibility and is accountable for the outcomes of decisions made.

RELATED DOCUMENTS

- Local Government Act 1999 (SA)
- The City of Marion's Strategic Plan – Towards 2040

Policy Name and version no.	City of Marion Community Engagement Policy - V1.0
Last update	
Last Council review (report reference)	
Next review due	
Responsibility	Manager, Innovation and Strategy

Date: July 2016

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APPENDIX 2: LEGISLATIVE / POLICY CONSIDERATIONS

Schedule of Minimum Requirements

The Policy complies with the *Local Government Act 1999* and listed below are the particular topics that require legislative consultation with our community including:

- **Representation Reviews**
- **Status of a Council/ Change of Name**
- **Principal Office**
- **Commercial Activities**
- **Public Consultation Policies**
- **Code of Practice – Access to meetings and documents**
- **Strategic Management Plans**
- **Annual Business Plan**
- **Change to Basis of Rating Report**
- **Rating – Differential Rates**
- **Community Land Classification**
- **Revocation of classification of land as community land**
- **Management Plans - Public Consultation**
- **Amendment or revocation of management plans**
- **Alienation by lease or licence**
- **Authorisations /Permits**
- **Roads – Trees**
- **Passing by-laws**

The *Development Act 1999* (SA) defines the particular topics that require legislative consultation with our community including:

- **Development Plans – amendments from Council**
- **Development Plans – amendments from Minister**
- **Development Assessment – consultation with other authorities and agencies**
- **Development Assessment – public notice and consultation**
- **Notification of proposed road process**
- **Objection or application for easement**
- **Notice of road process order**
- **Additional right to object to prescribed private acquisition**

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Originating Officer:	**Sherie Walczak, Unit Manager Risk**
Corporate Manager:	**Kate McKenzie, Manager Corporate Governance**
General Manager:	**Vincent Mifsud, General Manager Corporate Services**
Subject:	**Business Continuity Management**
Report Reference:	**GC260716R10**

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with assurance that the City of Marion is managing its Business Continuity risk via its suite of documentation including the Business Continuity Management Policy, Framework and Plan in alignment with ISO22301 '*Societal security - Business Continuity Management Systems – Requirement and Guidelines*'.

The current versions of the Business Continuity Management Policy and Business Continuity Management Framework were last reviewed and endorsed by Council in 2013 and are therefore scheduled for review in 2016. The revised documents were presented to the Finance and Audit Committee for review and feedback at their meeting on the 31st of May 2016, where one minor revision was minuted and has been incorporated. The revised Business Continuity Management Policy (Appendix A) and Framework (Appendix B) are now attached for consideration and adoption.

RECOMMENDATIONS (2)	**DUE DATES**
That Council:	
1. Considers, approves and adopts the revised Business Continuity Management Policy (Appendix A).	**26 July 2016**
2. Considers and adopts the revised Business Continuity Management Framework (Appendix B).	**26 July 2016**

DISCUSSION

Business Continuity Management Policy

The purpose of the Business Continuity Management Policy (BCMP) is "to formalise the Council's commitment to business continuity management and to establish responsibilities for the application of business continuity management within Council operations".

The review of the BCMP has resulted in three primary areas of change:-

- updating the Policy to align with the Community Plan and the aspirational goal of 'wellbeing'
- updating the corporate style
- providing a more concise outline of the corporate objectives that underpin the City of Marion's approach to business continuity.

These corporate objectives include: providing effective management during a disruptive incident, gaining an accurate understanding of the business impacts, minimising the cost and disruption to community services, enhancing business continuity capabilities by regular testing and training and embedding an awareness for business continuity across all levels of Council business.

The BCMP has been reviewed (Appendix A) and has been amended by:

- updating the Policy Statement to align with the Community Plan and the aspirational goal of 'wellbeing'.
- revising the term 'Principles' to 'Objectives' to ensure clarity of our goals including updated Objectives as outlined:
    - changed 'Guidelines' to 'Framework' to align with the Risk Management framework structure
    - rationalised the guidance 'to the Incident Management Team' objective without losing context
    - standardised the frequency for undertaking the business impact analysis
    - rationalised the reference to documenting arrangements
    - clarified the context for annual exercises and testing
- The Roles and Responsibilities were amended slightly to reflect points highlighted above.

In summary, the proposed changes to the BCMP are mainly as a result of aligning it with the Risk Management Policy enabling a closer integration with other overarching strategic themes.

Business Continuity Framework

The purpose of the Business Continuity Framework (BCF) is to provide context for the integration of Business Continuity across all areas of the business and focuses on our capability to continue operations following a disruptive event.

There is a reference to business continuity training and testing requirements along with a full definition section attached as an appendix to the Framework.

The BCF has been reviewed (Appendix B) and has been amended by:

- re-ordering components of the Framework arranged for a systematic flow
- revising the introduction to align with the Community Plan and the aspirational goal of 'wellbeing'
- updating the terms and references to reflect the new corporate organisational structure
- updating the diagrams to reflect current organisational processes
- further defining roles and responsibilities
- adding additional definitions as required

- clarifying links to both the Workplace Emergency Management Plan and the Community Emergency Management Plan
- including a Business Impact Analysis Template as an Appendix.
- including a Recovery Strategy Template as an Appendix.

NEXT STEPS

The next stage in managing Business Continuity risk is the embedding of key objectives as outlined in the revised Policy and Framework.

Business Continuity Plan

The Business Continuity Plan (BCP) has been reviewed by the Risk Unit, in consultation with all key stakeholders / work areas, with the aim of providing a document that contains all the relevant and pertinent information for effective and efficient handling of any disruptive business event.

The BCP specifically outlines the concise instructions as to how to manage, control and communicate a disruptive business incident. It also analyses the impacts to critical business activities and services in preparation for a disruptive business incident to ensure expedited resumption of business as usual.

This plan has the potential to be activated equally as a result of a workplace or community related disruptive event and has references to manage both scenarios and therefore alignment with the Workplace Emergency Management Plan and the Community Emergency Management Plan. It is also critical that it works in conjunction with the ICT Service Recovery Plan.

CONCLUSION

The revised Business Continuity Management Policy and Framework, together with the suite of underpinning operational documentation and practices (including the Business Continuity Plan, Business Impact Analysis assessment and Recovery Strategies), will provide Council with assurance that the City of Marion is prudently managing its Business Continuity risk.

APPENDICES:

A. Revised Business Continuity Management Policy
B. Revised Business Continuity Framework

APPENDIX A

Business Continuity Management Policy

1. Policy Statement

The City of Marion ('the Council') is committed to excellence in governance. Business Continuity Management is an important component of the broader risk management program contributing to good governance and organisational resilience to achieve Council's Vision and strategic objectives, which focus on Community's wellbeing.

The purpose of this Policy is to formalise the Council's commitment to business continuity management and to establish responsibilities for the application of business continuity management within Council operations.

2. Policy Scope

This business continuity management policy applies to all operations and functions of the Council including operational, project and strategic. The scope of business continuity management will be to focus on time critical activities and supporting resources to enable delivery of the key services of the Council.

3. Definitions

Business Continuity – capability of the organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident.

Business Continuity Management – holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of key stakeholders, reputation, brand and value-creating activities.

Incident – situation that might be, or could lead to, a disruption, loss, emergency or crisis.

4. Objectives

To achieve Council's business continuity management objectives, the Council Business Continuity Management Framework (the 'Framework') has been established in accordance with the International Standards ISO 22301:2012 Societal Security Business Continuity Management Systems – Requirements and Guidance. The aim of the Framework is to provide guidance for a program to effectively manage disruptive events or situations that may impact on the key services of the Council.

The following objectives underpin the Council's approach to business continuity:

- To satisfy all internal and external obligations with regards to continuity of key services.
- To guide an Incident Management Team to effectively manage a disruptive incident.
- To regularly undertake a business impact analysis across all Council work areas to gain an understanding of their activities and supporting resources.
- To document cost effective business continuity arrangements for time critical activities to minimise disruption to critical community services.
- To enhance the capability of an Incident Management Team structure by undertaking annual exercises and testing business continuity arrangements and documentation.
- To embed business continuity management in the Council culture and values by undertaking awareness raising activities on an ongoing basis.
- To continually align with the risk management program.

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5. Roles and Responsibilities

Council has the overall responsibility for risk, setting the organisation's risk appetite, oversight of the organisation's systems for managing risk including approving and reviewing the Council's Business Continuity Management Policy and Framework

To assist Council in discharging its responsibility in relation to business continuity management, the Council will seek the views of its Finance & Audit Committee. The responsibilities of the Committee are contained in the Committee's Policy and Terms of Reference.

Council has also delegated various powers and functions to the Chief Executive Officer to enable the setting of the policy and procedures to assist with the management of the Council risk profile.

The Chief Executive Officer has overall accountability for an effective risk management program and, therefore, the business continuity management program.

Note: The Framework provides further information on the business continuity management roles and responsibilities, with additional practical information held within the Business Continuity Plan.

6. References

City of Marion Risk Management Policy and Framework

City of Marion Business Continuity Framework

City of Marion Finance & Audit Committee Policy and Terms of Reference

ISO 22301:2012 Societal Security – Business Continuity Management Systems – Requirements and Guidance

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APPENDIX B

Business Continuity

Framework

Version 2.0
JUNE 2016

Business Continuity
Framework

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Introduction

The City of Marion is committed to excellence in governance. Business Continuity Management is an important component of the broader risk management program, contributing to good governance and organisational resilience to achieve Council's Vision and strategic objectives, which focus on Community Wellbeing.

Business Continuity Management (BCM) has a focus on our capability to continue operations following a disruptive incident and preparing Council in how to deal with disruptive incidents in advance.

The Business Continuity Framework ('the Framework') should be read in conjunction with the Business Continuity Policy ('the Policy'), which outlines Council's commitment to business continuity and the objectives for the business continuity program. With additional reference to the Risk Management Policy and Risk Management Framework.

This Business Continuity Framework is aligned to the International Standards ISO 22301:2012 (Requirements) and ISO 22313:2012 (Guidance) for business continuity systems.

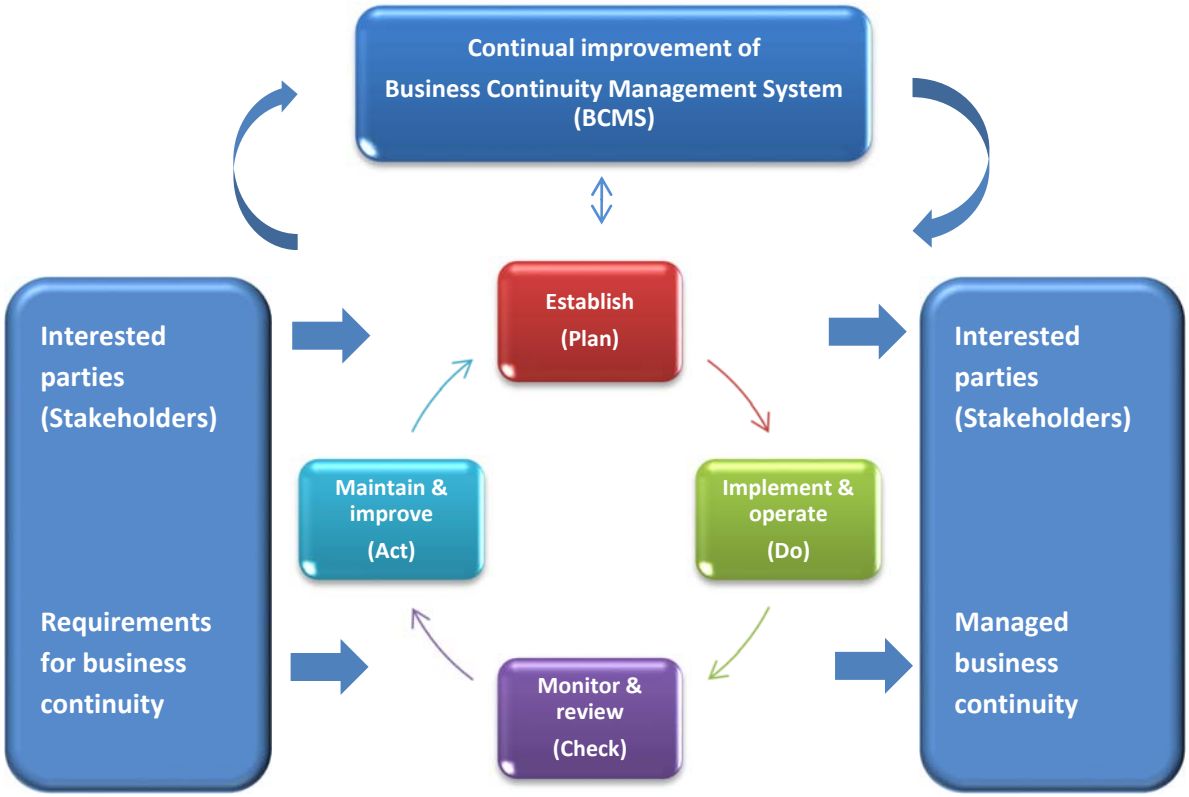
An explanation of formal business continuity terms and definitions sourced from ISO22301:2012 appears in Appendix 1.

The Framework is intended to be a plain language, easy to read overview business continuity, it is not intended to be a document referenced at the time of a disruptive incident.

Business Continuity Process

ISO 22301:2012 applies a 'Plan-Do-Check-Act' (PDCA) cycle to planning, establishing, implementing, operating, monitoring, reviewing, maintaining and continually improving the effectiveness of the organisation's business continuity (BCM) program. The process applying the PDCA cycle is shown in Diagram 1.

Diagram 1: 'Plan-Do-Check-Act' (PDCA) cycle - ISO 22301:2012



Explanation of the 'Plan-Do-Check-Act' (PDCA) model in ISO 22301:2012

Plan (Establish)	Establish business continuity policy, objectives, targets, controls, processes and procedures relevant to improving business continuity in order to deliver results that align with the organisation's policies and procedures. Eg: Business Impact Analysis & Recovery Strategies
Do (Implement & operate)	Implement and operate the business continuity policy, controls, processes and procedures. Eg: Business Continuity Plan
Check (Monitor & review)	Monitor and review performance against business continuity policy and objectives, report the results to management for review, and determine and authorise actions for remediation and improvement. Eg: Post Incident Review
Act (Maintain & improve)	Maintain and improve the business continuity (BCM) program by taking corrective action, based on the results of management review and reappraising the scope of the BCM program and business continuity policy and objectives. Eg: Incident Management &Recovery

Business continuity involves:

- identifying key activities and the services they deliver
- knowing the priorities for resuming activities following a significant disruption
- identifying the resources required
- understanding the threats to these activities, their dependencies and the impacts of not resuming them;
- having tried and trusted arrangements in place to resume these activities making sure that these arrangements are routinely reviewed and updated

Activities are disrupted by a wide variety of incidents, many of which are difficult to predict. By using the impact of the disruption as the focus, rather than the cause, business continuity determines priorities and processes for continued service delivery, in order to meet Council's obligations. The aim is to recognise in advance what needs to be done across all work areas, for the supply chain, our stakeholders and reputation. It will then be possible to take a realistic view on responses needed so that we can be confident of managing consequences and avoiding unacceptable impacts.

Business continuity can be effective in dealing with both sudden disruptive incidents (eg fire) and gradual ones (eg influenza pandemics), where business continuity works collaboratively with both Workplace and Community Emergency Management Plans

The following diagrams (adapted from ISO 22313:2012) are intended to illustrate conceptually how business continuity can be effective in mitigating impacts in certain situations. No particular timescales are implied by the relevant distance between the stages shown in either diagram.

Diagram 2: Mitigating impacts through effective business continuity – sudden disruption

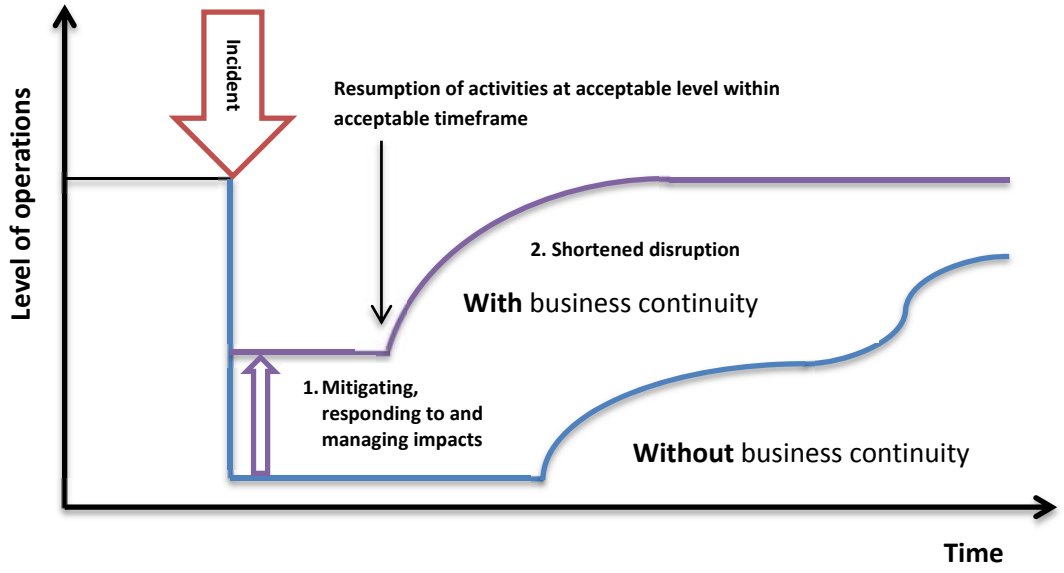
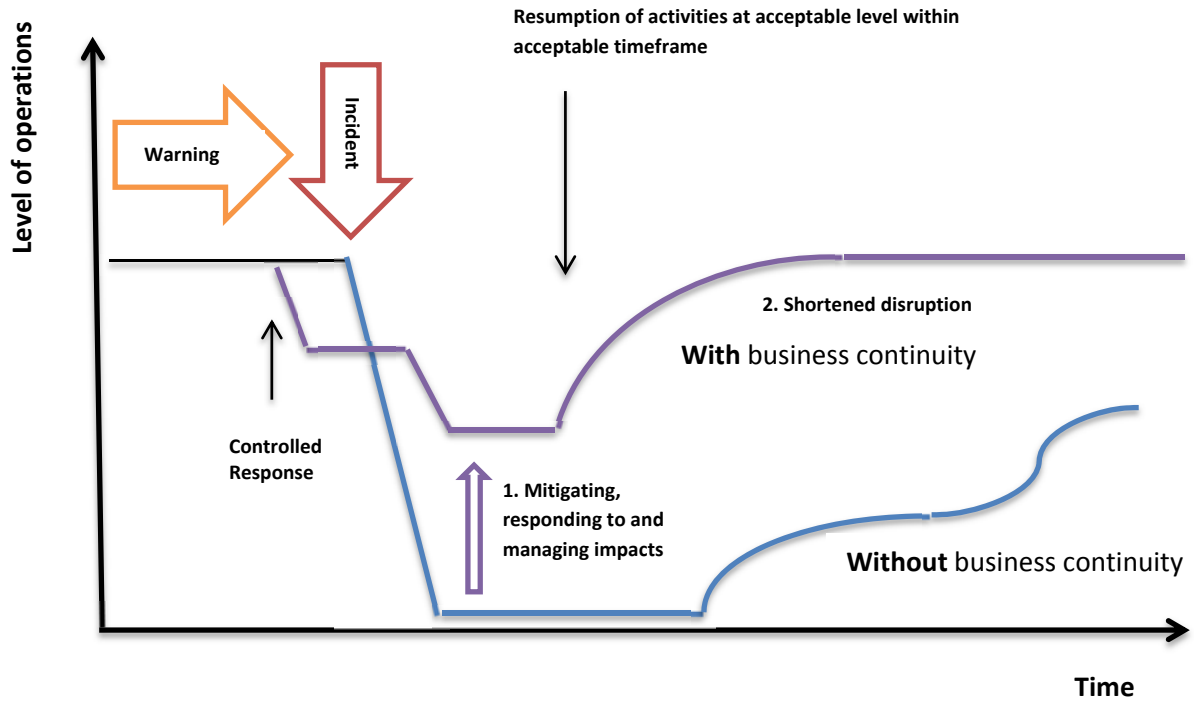


Diagram 3: Mitigating impacts through effective business continuity – gradual disruption



Understanding Our Context

The internal and external factors that are relevant to our purpose and operations need to be understood so this information can be taken into account when establishing, implementing, maintaining and improving our business continuity program and assigning priorities.

Internal Factors

The key services provided by Council will be directed by the Business Plan and confirmed by the Executive Leadership Team.

External Factors

The political, legal and regulatory requirements placed on the City of Marion in relation to the continuity of operations and services, as well as the interest of relevant stakeholders will be documented and kept up to date. For example, Section 7 of the South Australian Local Government Act 1999 sets out the functions of a council.

These requirements will be taken into account in establishing, implementing and maintaining our business continuity program.

Understanding the Needs and Expectations of our Stakeholders

Individuals, groups of people or other organisations that can affect, be affected by, or perceive themselves to be affected by the decisions of the City of Marion, whether under normal operations or during a disruptive incident will be identified.

By understanding the stakeholders' interests in, or perceptions of, Council under both normal and disruptive situations it is possible to develop appropriate continuity arrangements that meet their needs and expectations. It is particularly important to develop appropriate strategies and plans to facilitate communications with these stakeholders at the time of disruption.

The Strategy and Innovation Department will work with the Corporate Governance Department to provide a high level stakeholder 'map' or 'chart' to initiate the stakeholder analysis.

Our Approach to Business Continuity

We have adopted the latest available literature on business continuity to ensure the program is based on current leading practice. In addition to the International Standards (ISO 22301 and 22313), the Risk Management Unit, as facilitators of the program, will also reference the Business Continuity Institute's Good Practice Guidelines 2013 Global Edition (A guide to global good practice in business continuity) and other credible resources developed to guide organisation's implementing the International Standards.

Scope of the Business Continuity Program

We have determined the scope of the business continuity program appropriate to our size, resource capacity and reasonable expectations of our stakeholders.

The business continuity program applies to all operations and functions within Council including operational, strategic and project.

The scope of the program is focused on time critical activities and the supporting resources that enable delivery of our key services.

The program is intended to satisfy all internal and external obligations with regards to continuity of key services.

The program will be positioned to apply to any incident or situation that sits between:

- Council's capacity for an effective 'business as usual' operational response; and
- a wide scale or catastrophic event which may be declared as a State or National Emergency, where Council's role may be to support the State response and/or Council could not reasonably be expected to resume 'business as usual' operations within days or weeks.

The program is aligned to the Council's risk management framework and the relevant risk management tools will be used.

Roles and Responsibilities

The Business Continuity Policy provides a high level explanation of business continuity responsibilities. The information below provides an overview of the business continuity roles and responsibilities. Further information can be obtained from the Business Continuity Plan

Overview of Roles & Responsibilities

Diagram 4: Overview of Roles & Responsibilities

Council

Council is responsible for setting the organisation's risk appetite, oversight of the organisation's systems for managing risk including approving and reviewing the City of Marion's Business Continuity Policy and Framework. The effectiveness of our business continuity is monitored and reported to the Chief Executive Officer and Executive Leadership Team via the Risk Working Group and through the review of reports from the Finance & Audit Committee.

Finance & Audit Committee

As part of its advisory and assurance role to Council, the Finance & Audit Committee reviews the risk profile annually, monitors the risk exposure to Council, determines the adequacy of risk management processes including business continuity. The Committee reviews reports from management as well as external auditors regarding Council's assurance program, making recommendations to Council regarding business continuity arrangements, BCP reviews and testing outcomes. .

Chief Executive Officer

Council has delegated various powers and functions to the Chief Executive Officer to enable the implementation of policy and procedures, to assist with the management of the City of Marion's risk profile and to ensure alignment with strategic plans. With overall accountability for business continuity, the Chief Executive Officer provides leadership and ensures appropriate resourcing and delegations are in place for an effective business continuity program at an appropriate level.

Risk Working Group

With membership including the Executive Leadership Team, the Risk Working Group oversees business continuity on an on-going basis and confirms reports to be provided to the Finance & Audit Committee.

General Managers

General Managers ensure participation of units within their portfolio in business continuity activities. General Managers and the Chief Executive Officer will ensure business continuity is embedded in the culture, have positions within the incident management team and participate in training and exercises.

Leadership Team

All leaders and managers actively participate in business continuity by:

- monitoring activities supporting key services to ascertain if any changes may affect business continuity arrangements;
- maintaining awareness of business continuity activation processes and escalate issues as they arise
- participating in the business impact analysis process;
- implementing and updating business continuity recovery strategies and communicating this information to staff;
- maintaining readily accessible up-to-date contact details for their staff and key stakeholders
- liaising with the Risk Management Unit to ensure all related information is kept accurate.

Managers may be selected to join the incident management team and participate in training and exercises.

Unit Manager Risk

Accountable for the overarching Business Continuity program including responsibility for:

- establishing, overseeing, reviewing and maintaining Business Continuity Policy, Framework and Plan
- ensuring business continuity meets the strategic needs of the organisation and is aligned to Business Continuity Management ISO22301:2012
- annually reviewing business continuity management and presenting findings to the Executive Leadership Team and the Finance & Audit Committee
- facilitating appropriate training and testing of the Business Continuity Plan in collaboration with the ICT Service Recovery Plan
- engaging annually with all work areas to ensure that their needs are being met in the event of a business disruption

Project Managers/Coordinators

Once business continuity arrangements are in place, project managers and coordinators will consider how the project may impact on the business continuity arrangements, either during the life of the project or on handover to operations.

All Staff

All staff contribute to the business continuity process by:

- recognising, reporting and responding to situations or incidents that may impact continuity of operations
- maintaining awareness that changes to activities supporting key services may impact on business continuity arrangements;
- ensuring manual processes and recovery strategies are kept current and reporting any gaps to their manager.

Business Continuity Resources

Business continuity competency will be included in the Training Need Analysis requirements. The Risk Management Unit facilitate business continuity management within its wider risk management framework and act as document and system owners.

Management will ensure there are a sufficient number of staff formally trained in business continuity, having due regard to the size of the organisation and ensuring coverage.

The Risk Management Unit develops and continually improves guiding information and tailored resource tools for risk management activities, including business continuity, and for recording and reporting purposes. The accuracy of document content is crucial and a regular review is required, in consultation with managers of time critical activities or their supporting resources.

Integration

Business continuity considerations will be integrated into the relevant organisational programs and operations, as listed:

- Strategic Management Framework
- Workplace Emergency Management Plan
- Community Emergency Management Plan
- Risk Management Framework
- ICT Service Recovery Plan

An overview of each follows:

Strategic Management Framework

The Strategic Management Framework elements include:

- Community Plan (30 years)
- Business Plan (3 years)
- Work Area Plans (3 years)
- Annual Plan (1 year)
- Personal Development Plans

The Business Plan informs the strategic directions of Council and from that the key services can be confirmed. The Work Area Plan conveys the service levels and this information can be used as a reference when considering the minimum acceptable service levels to be provided following a disruptive incident.

Workplace Emergency Management Plan

Workplace emergency arrangements ensure a building or facility is evacuated in a safe and timely manner. Our emergency response arrangements are facilitated by the Risk Management Unit. In the event of a disruptive incident requiring building evacuation, the emergency control officer teams would hand over operations to an activated incident management team, as outlined in the Business Continuity Plan, in order for them to manage post emergency response events and oversee activation of appropriate business continuity arrangements.

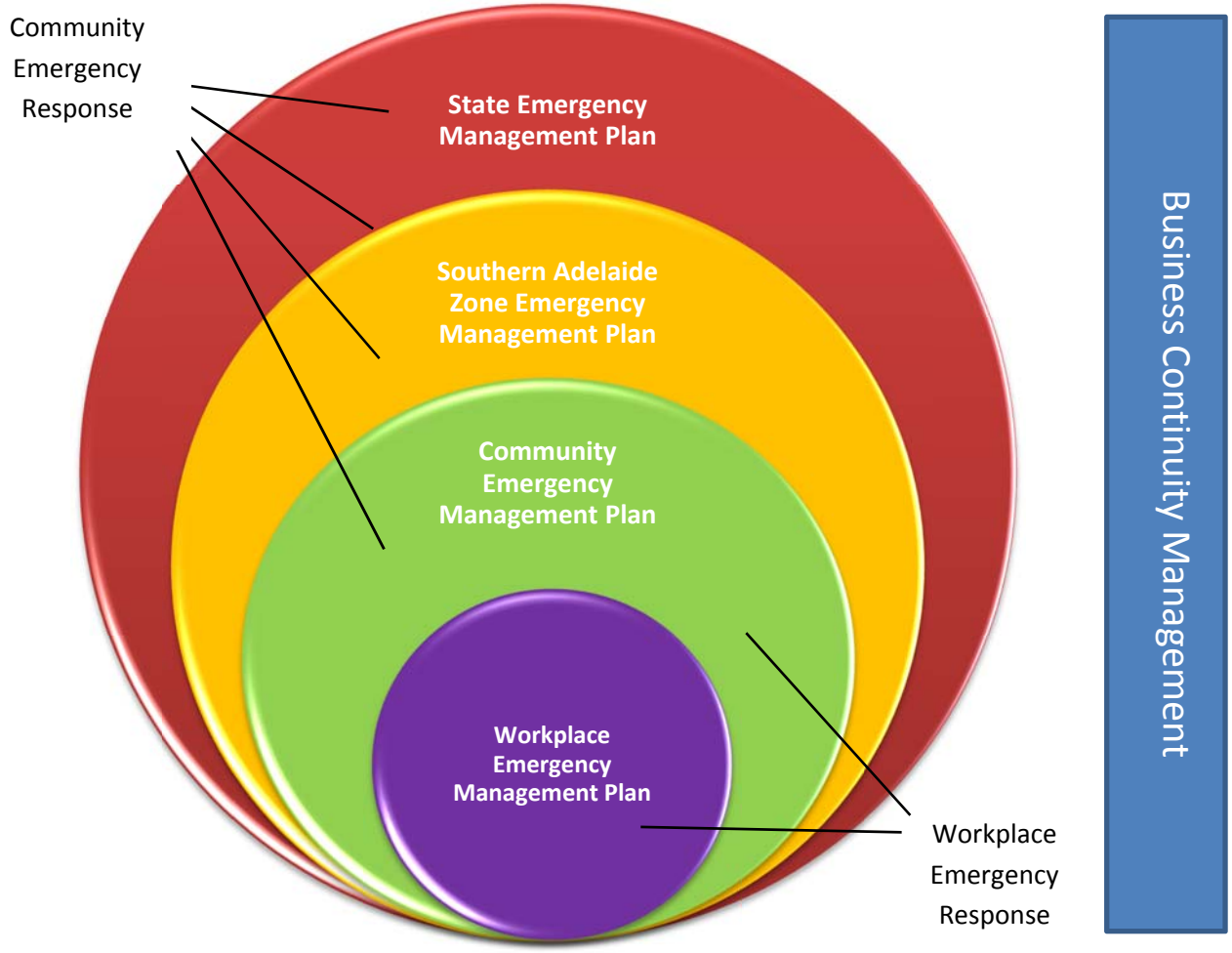
Community Emergency Management Plan

We undertake emergency management planning and participate in exercises so we are prepared to respond effectively to requests from State Government, Control Agencies or Hazard Leaders during community level emergencies. We are active participants on the Southern Adelaide Zone Emergency Management Committee. The Risk Management Unit facilitates the Community emergency management plan in close consultation with the operational teams at City Services. The incident management team may be activated during emergencies to coordinate our response and to oversee business continuity arrangements as required.

The Southern Adelaide Zone Emergency Management Plan arrangements are taken into account in responding to community level emergencies and therefore there is an interface between that plan and the Business Continuity Plan.

Diagram 5: Overview of Community and Workplace Emergency Response

The diagram below shows the relationship between the various documents and indicates their intended use for community emergency response and response to City of Marion incidents.



Risk Management Framework

We undertake business continuity so we are prepared to respond quickly and effectively to an incident or situation that may disrupt or has disrupted our operations. The assessment of disruption risks is aligned to the Risk Management Framework.

ICT Service Recovery Plan (ICT SRP)

It is vital that the ICT Service Recovery Plan specifies the restoration of ICT services that support key services in the order of priority established by business continuity and endorsed by Executive Leadership Team The ICT Service Recovery Plan needs to work in conjunction with the Business Continuity Plan as both are often impacted at the time of a business disruption and, hence, involve the same key personnel and have common aim of a prompt and efficient resumption of business.

Evaluating the Performance of the BCM Program

Business Continuity Management will be monitored, via the following activities:

- regular review and updating of the documentation;
- distribution of updated documentation to all relevant recipients;
- evidence that outcomes from reviews and exercises have been implemented and where appropriate incorporated into business continuity processes

Business continuity is included in the scope of our assurance program. The annual risk management review includes business continuity and is undertaken by the Local Government Association Mutual Liability Scheme

Business Continuity Elements

The business continuity elements described in ISO 22313:2012 *Societal security – Business continuity systems – Guidance* comprises five key elements:

- Operational Planning & Control
- Business Impact Analysis & Risk Assessment
- Business Continuity Recovery Strategies
- Business Continuity Plan
- Exercises & Testing

Diagram 6: Business Continuity Elements

A description of the elements for business continuity follows.

Operational Planning & Control

Having established the business continuity objectives (as outlined in the Objectives of the Business Continuity Management Policy), the first step is to create a program to ensure business continuity is managed appropriately and its effectiveness is maintained.

The program will involve:

- agreeing on a suitable methodology (ISO 22301 and 22313) for implementing business continuity
- implementing a planned approach, such as utilising project management methodology to set project milestones and required deliverables (which will be documented in a project plan and linked to the risk management implementation plan)
- maintaining documentation to track action taken and monitor changes
- reporting to executive management (via the Risk Working Group) for monitoring that planned changes are controlled, unintended changes are reviewed and appropriate action is taken

- ensuring the accuracy of information and effectiveness of the process

Business Impact Analysis & Risk Assessment

Gaining agreement and understanding of priorities and requirements for business continuity is achieved through business impact analysis (BIA) and risk assessment.

A business impact analysis will:

- identify activities that support the provision of Council's key services;
- assess maximum acceptable outage times to prioritise time lines for resuming these activities at an endorsed minimum acceptable level, taking into consideration the time within which the impacts of not resuming them would become unacceptable; identify dependencies and supporting resources including suppliers, outsource partners and other relevant stakeholders.
- assess 'maximum tolerable period of disruption' or the impacts over time of not performing these activities;

The Risk Management Unit will liaise with the Innovation & Strategy Unit to foster a coordinated approach to continuous improvement activities and process mapping.

The business impact analysis enables us to prioritise for the resumption of activities that support our key services. This understanding will enable us to select appropriate business continuity recovery strategies.

These prioritised activities are usually referred to as 'critical activities' within business continuity. **The 'critical' term relates to time or impact criticality, rather than a perception of some activities being more important than others.**

The workarounds currently in place for the critical activities will be documented during the business impact analysis process, as this information will be used when considering business continuity recovery strategies.
Risk assessment promotes understanding of the risks relating to critical activities and their dependencies and the potential consequences of a disruptive incident.

The risk assessment will focus on identifying vulnerabilities within our operations and infrastructure linked to the underlying value they support as well as understanding the impact of their non-availability and its stakeholders. Business continuity is not about identifying, assessing and reporting every conceivable risk or allocating probabilities (likelihood) to event occurrences.

A report will be provided to the Risk Working Group for endorsement and agreement on the critical activities and supporting resources that will require business continuity recovery strategies. The report will also outline the situations that will trigger and justify activation of the business continuity plan including an incident management team response.

Business Continuity Recovery Strategies

Having undertaken the business impact analysis and modified risk assessment, the next step is to consider how continuity will be achieved for the time critical activities and supporting resources that enable delivery of key services.

In setting the recovery strategies, we will consider how we will utilise resources such as people, buildings, work environment and associated utilities, facilities, equipment and consumables, ICT

systems, transportation, finance, partners and suppliers, and information and data. If ICT systems fail, being able to gain manual access to required information may enable critical activities to continue.

A robust business continuity approach will usually consider as a minimum, developing business continuity recovery strategies for these four scenarios:

- inability to access buildings and/or equipment (eg trucks);
- inability to access staff;
- inability to access technology
- inability to access key suppliers or partners.

There are three levels at which strategies can be set:

1. Full availability – cannot fail;
2. Continuity within timeframe requirements at an agreed minimum service level; and
3. Do nothing.

    1) Full availability is provided where any disruption to the activity cannot be tolerated. This expensive strategy option is unlikely to be cost effective in many instances, when we take into account the nature of the services we provide to the community. Examples where this strategy may be necessary are activities affecting community safety, such as our response to fallen trees.

    2) Where continuity of the activity can be phased over a period of time, the levels of operational capability at fixed points in time will be agreed and the type and amount of resources needed will be identified. This strategy is the option most frequently adopted by organisations, as it allows for a gradual and managed increase in capability with defined resource requirements.

    3) 'Do nothing' is an acceptable option for some activities. However, there are impacts that, if not managed, will subsequently have serious implications. These may be financial or, more likely, affect the local community.

There may be cost implications for each recovery strategy chosen. These costs should be compared against the cost of disruption, although in some cases the impact of financial cost cannot be applied to the activity. It may be that the greatest impact could be community safety.

The business continuity recovery strategies will be endorsed by the Executive Leadership Team
With the supporting resources and cost implications being considered in the decision making process.

Business Continuity Plan

This step involves establishing, documenting and implementing procedures (key tasks) for the selected business continuity strategies based on the agreed timeframe requirements identified in the business impact analysis.

The Business Continuity Plan sets out the key actions to be implemented in response to a disruptive incident and / has a time/impact focus for those critical activities identified as supporting Council services.

The development of the Business Continuity Plan will be done in consultation across the organisation in order to minimise incorrect assumptions. As these documents are used under challenging and stressful circumstances, they need to be concise, simple and easy to follow.

The Business Continuity Plan documentation will form part of a suite of interconnected documentation covering workplace emergency response (building evacuation), incident management, business continuity and recovery management appropriate to Council and its obligations.

The Business Continuity Plan will provide guiding information including:

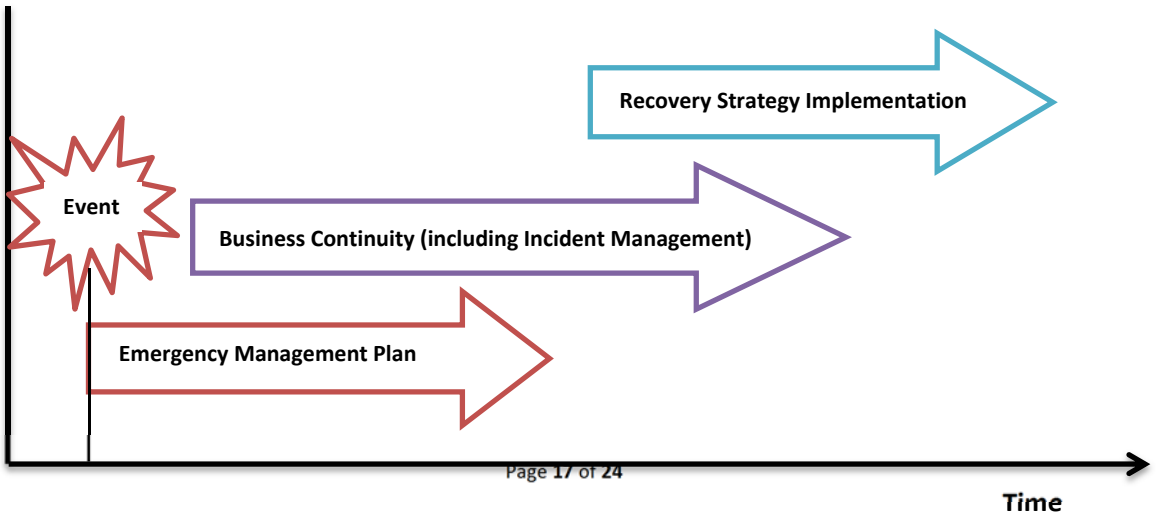
- initial activation triggers;
- activation and stand down processes;
- Incident Management Team structure, nominees and team role descriptions;
- an agenda for the initial meeting of the Incident Management Team covering tasks such as situation assessment, communication and decision making;
- requirements and location/s for an incident management base from which to operate; and
- checklists to act as prompts for team members.

Incident management including an agreed incident management team will be put in place when a situation arises that cannot be managed effectively as part of 'business as usual' operations or may justify activation of the Business Continuity Management Plan

The Risk Management Unit will work with the Communications Unit to prepare a IMT communications strategy containing internal and external communications protocols that will be:

- specific – with regard to the immediate steps that should be taken during a disruption;
- flexible – so that they may be used to respond to unanticipated scenarios and changing internal and external conditions;
- focused – they should clearly relate to the impact of events that could potentially disrupt operations and be developed based on stated assumptions; and
- effective – in terms of minimising the consequences of incidents through implementation of appropriate business continuity strategies.

Diagram 7: Overlapping Relation of Business Continuity with Emergency Management, Incident Management and Recovery Strategies



The above chart shows the overlapping nature of the activities. A major disruptive incident requiring a building evacuation (the emergency management response) will involve handover from the Emergency Control Officers to an activated Incident Management Team for commencement of business continuity activities. Prior to stand down of the Incident Management Team it will activate Recovery Strategies and appoint a manager to phase out the continuity procedures and progressively resume normal operations.

Awareness Raising, Training and Testing

Those who hold positions that are named in Business Continuity Plan will be made aware of their role and have the appropriate training to enable them to fulfill their responsibilities.

An ongoing awareness program will be implemented by the Risk Unit to ensure all staff are familiar with incident management activation procedures and initial steps that will be taken in the event of a disruptive incident affecting their work place.

Risk and business continuity will be a standard team meeting agenda item to enable issues to be raised and reported up through line management. Other in-house staff communication opportunities will also be used to raise awareness.

The Business Continuity Plan can only be relied upon when regular exercises have been held to build confidence in incident team members and check the content of the plans are accurate, realistic and appropriate.

There are various forms of exercise but it is important to:

- test the systems;
- exercise the plans;
- allow people to rehearse the scenarios.

Exercising and testing is intended as a training opportunity for those who are named in the documents and to ensure the plan is both practical and accurate

Aims and objectives that include:

- everyone understanding their role and that there is an overall appreciation of the plan;
- a check that activation procedures/call-out communications work;
- ensuring that office accommodation, equipment, systems and services provided are appropriate and operational verifying the critical activities can be recovered within their required time frames and to the level of service required.

Exercises & testing will be undertaken without 'risking' the organisation by causing disruptions. They will be cost-effective designed to build confidence and appropriate to Council.

There are various forms of exercises ranging from desktop review, where the participants review and challenge the content of the plans, a 'walk through' where the interaction between players is assessed, to a full plan test where the site or building is shut and a move undertaken to an alternative location. All exercises will involve formal planning and an exercise plan.

Although full plan testing is the only way to assure all concerned parties that the incident and continuity management arrangements will work when required, such an extensive exercise is only considered appropriate when the exercise program is mature, incident management team members are well rehearsed, extensive exercise planning has been undertaken and the potential impact on service delivery has been managed.

Rehearsing the team players is vital, as people demonstrate different characteristics when put under pressure. A real activation will be a stressful situation and it is important to understand the strengths and weaknesses of the individuals concerned. Normal management culture surrounding decision making is based on consensus with the maximum information available to all parties. At times of plan activation, the management style may have to be more directive (depending on circumstances), working with less than perfect information.

At the conclusion of each exercise, a debrief session will be held to capture lessons learnt and required document changes. An exercise report will be prepared including recommendations for action and presented to the Risk Working Group. Implementation of exercise report recommendations will be monitored and reported to the Risk Working Group.

Ongoing BCM Program Activities

Business continuity management is an ongoing cycle of activities to ensure accuracy of all information and to enable an effective response in the event of a disruptive incident.

Changes to service delivery, including continuous improvement activity outcomes and organisational or structural changes will be monitored by the leadership team to alert the Risk Management Unit of any potential impact on the effectiveness of business continuity.

Appendix 1 – Definitions

Term	Meaning (*as per ISO 22301:2012 Business Continuity Systems - Requirements)
Activity	Process or set of processes undertaken by an organisation (or on its behalf) that produces or supports one or more products and services Example – Such processes include accounts, call centre, IT, manufacture, distribution.
Business continuity	Capability of the organisation to continue delivery of products or services at acceptable predefined levels following disruptive incident
Business continuity management	Holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities
Business continuity management system (BCMS)	Part of the overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity
Business continuity plan	Documented procedures that guide organisations to respond, recover, resume, and restore to a pre-defined level of operation following disruption Note: The management system includes organisational structure, policies, planning activities, responsibilities, procedures, processes and resources
Business continuity program	Ongoing management and governance processes supported by top management and appropriately resourced to implement and maintain business continuity management
Business impact analysis	Process of analysing activities and the effect that a business disruption might have upon them
Document	Information and its supporting medium
Documented information	Information required to be controlled and maintained by an organisation and the medium on which it is contained Note 1: Documented information can be in any format and on any media from any source. Note 2: Documented information can refer to The management system, including related processes; Information created in order for the organisation to operate (documentation); Evidence of results achieved (recorded)
Effectiveness	Extent to which planned activities are realised and planned results achieved
Event	Occurrence or change of a particular set of circumstances Note 1: An event can be one or more occurrences, and can have several causes. Note 2: An event can consist of something not happening. Note 3: An event can sometimes be referred to an 'incident' or 'accident'. Note 4: An event without consequences may also be referred to as a 'near miss', 'incident', 'near hit', 'close call'.
Exercise	Process to train for, assess, practice, and improve performance in an organisation Note 1: Exercises can be used for: validating policies, plans, procedures, training, equipment, and inter-organisational agreements; clarifying and training personnel in roles and responsibilities; improving inter-organisational coordination and communications; identifying gaps in resources; improving individual performance;

	and identifying opportunities for improvement, and controlled opportunity to practice improvisation. Note 2: A test is a unique and particular type of exercise, which incorporates an expectation of a pass or fail element within the goal or objectives of the exercise being planned.
Incident	Situation that might be, or could lead to, a disruption, loss, emergency or crisis
Infrastructure	System of facilities, equipment and services needed for the operation of an organisation
Management system	Set of interrelated or interacting elements of an organisation to establish policies and objectives, and processes to achieve those objectives Note 1: A management system can address a single discipline or several disciplines. Note 2: The system elements include the organisation's structure, roles and responsibilities, planning, operation, etc. Note 3: The scope of a management system can include the whole organisation, specific and identified functions of the organisation, specific and identified sections of the organisation, or one or more functions across a group of organisations.
Maximum acceptable outage (MAO)	Time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become unacceptable Note: See also maximum tolerable period of disruption.
Maximum tolerable period of disruption (MTPD)	Time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become unacceptable Note: See also maximum acceptable outage.
Resources	All assets, people, skills, information, technology (including plan and equipment), premises, and supplies and information (whether electronic or not) that an organisation has to have available to use, when needed, in order to operate and meet its objective
Risk	Damage, injury, loss or other unintended occurrence, resulting from an unplanned event, impacting on achieving Community outcomes and Council objectives Note: Outcomes and Objectives can have different aspects (such as relating to people, WHS, social, cultural, financial, environmental, business continuity, organisational, reputation or public administration and can apply at different levels (such as strategic, organisational services and/or projects)
Risk appetite	Amount and type of risk that an organisation is willing to pursue or retain
Risk assessment	The overall process of risk identification, risk analysis and risk evaluation
Risk management	Coordinated activities to direct and control an organisation with regards to risk
Stakeholder	Those people and organisations who may affect, be affected by, or perceive themselves to be affected by a decision, activity or risk Note: A decision maker can be a stakeholder
Testing	Procedure for evaluation; a means of determining the presence, quality or veracity of something Note 1: Testing may be referred to as a 'trial' Note 2: Testing is often applied to supporting plans

Appendix 2 – Business Impact Analysis template

The aim of this document is to analyse the operational and financial impacts resulting from the loss of individual services/activities and the point in time* at which this impact would occur

Organisational	SLT	Work Area/Team	Services/Activities		Location	Critical Roles	Maximum Acceptable Outage Time*	Maximum Tolerable Period of Disruption	Site/ Access Required	ICT Required	Plant/ Fleet Required	Comments (eg: do you have the resources identified? Any gaps? Proposed solutions)
			Mandatory	Discretionary								
CEO	HR	HR Partnering										
General Manager Operations	Engineering & Field Services	Civil										
		Engineering										
		Open Space Services										
	Community & Cultural Services	Libraries										
		Arts & Cultural Development										
		LKCC										
		Community Development										
		Community Wellbeing										
		Customer Service										
General Manager City Development	City Property	Land & Property										
		MSC										
		MCC										
	Innovation & Strategy	Strategy										
		Environmental Sustainability										
		Open Space & Recreation										
		Asset Systems										
	Economic Development	Economic Development										
	Development & Regulatory Services	Development Services										
		Community Health & Safety										
	Strategic Projects	Strategic Projects										
General Manager Corporate Services	Finance	Finance										
	ICT	ICT										
	Contracts	Contracts										
		Operational Support Unit										
	Corporate Governance	Governance										
		Communications										
		Risk Management										

Appendix 3 – Work Area Recovery Strategy template

Work Site Location		Last Review Date:		Next Review Date	

PART 1: Site Recovery	**Action Owner/ (Delegate)**
1. Ensure safety of building and occupants ***Depending on the nature of the incident:*** - Ensure that everyone on site is accounted for and is safe in accordance with Workplace Emergency Plan for the site. - If necessary, emergency services have been contacted	Site Chief Warden (Deputy Warden/ECO team)
2. Report incident to People Manager and Unit Manager Risk	Staff Member (People Manager)

PART 2: Work Area Recovery

Ref.No.	Service Function: (prioritise with most critical first)	Maximum Acceptable Outage Time (Hrs/Days/Wks)	Action Owner/ (Delegate)
1.			
2.			
3.			

DRAFT

PART 3: Team Profile

Staff Name	Role	Work Pattern (FTE/Days/Location)	Service Function Ref.No.	Contact Number	Address	Additional contact details (eg: spouse/partner etc)	General Comments

PART 4: Critical Contacts List

Contact Name/Company	Contact No.	Contact Email	Service Function Ref.No.	Address	General Comments

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Originating Officer:	**Deb Clunie, Property Leasing Officer**
Manager:	**Carol Hampton, Manager City Property**
General Manager:	**Abby Dickson, General Manager City Development**
Subject:	**Plympton Sports and Recreation Club Landlords approval for installation of Electronic Scoreboard**
Report Reference:	**GC260716R11**

REPORT OBJECTIVES

The purpose of this report is to seek Council's approval, as Landlord, for the installation of a new electronic scoreboard at the premises contained in Certificate of Title Volume 5542 Folio 610 known as the Plympton Sports and Recreation Club at Park Terrace, Plympton Park, SA.

RECOMMENDATIONS (3)	**DUE DATES**
That Council:	
1. Grant landlord's consent to the installation of a new Electronic Scoreboard at Plympton Sports and Recreation Club, Park Terrace, Plympton Park, Certificate of Title Volume 5542 Folio 610.	**26 July 2016**
2. Delegate to the Team Leader, Land and Property approval to authorise any relevant documents necessary to facilitate the installation of the new electronic scoreboard.	**26 July 2016**
3. Advises the Plympton Sports and Recreation Club that they will be responsible for any project related cost overruns and will be responsible for all future maintenance and repairs to the electronic scoreboard.	**26 July 2016**

DISCUSSION

The Plympton Sports and Recreation Club Inc. has a licence over the premises for a term of five years which expires on 31 October 2018. The Club has approached Council seeking permission to install a new electronic scoreboard on the north eastern corner of the oval due to the removal of the old scoreboard to make way for the upgrade of the existing playground.

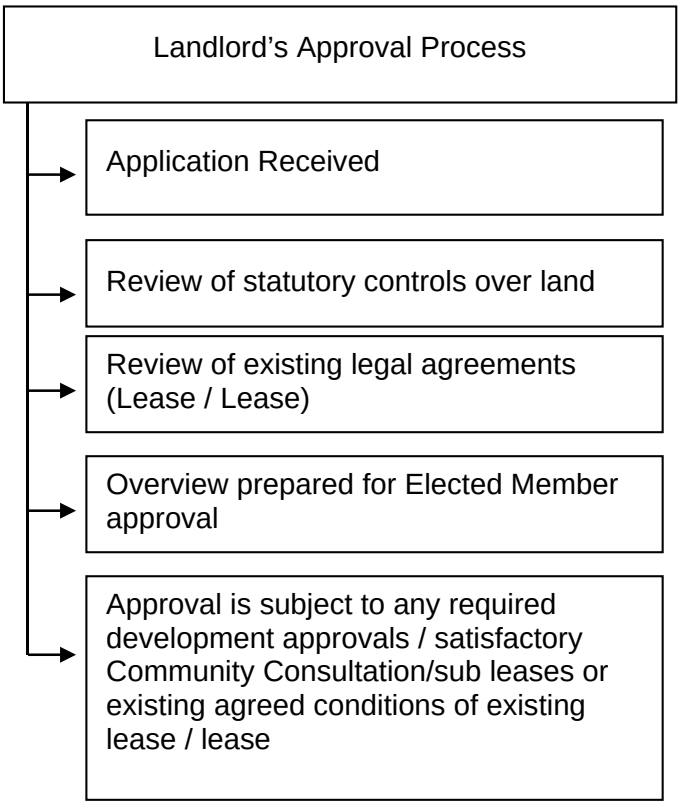
The cost of the project is estimated at $23,500

Club funding	$10,500
Holden Home Ground Advantage (approved)	$8,000
Pro-bono installation costs via Club tradesman	$5,000
	$23,500

In accordance with the terms of the licence the Club is seeking Council's approval, as landlord, for the installation of a new electronic scoreboard at the premises as delineated on Appendix 1.

As the works are greater than $20,000, landlord consent cannot be signed under delegation.

Landlord's Approval Process



Prior to any alteration to any Council property that is leased or licensed to a third party, approval is required to be granted by Council as landlord. This approval is required for the following activities:

- Addition or alteration to the built structure of the leased or licensed premises.

The requirement for this approval does not prevent a lessee / licensee from applying for or receiving a development approval for an activity on the premises. It does act, however, to prevent the lessee or licensee from physically undertaking any works approved under the Development Act.

The consent will be granted subject to:

- All works to be undertaken in a professional manner and to the satisfaction of the City of Marion;
- The City of Marion to be indemnified against all claims, suites, losses etc. that may result from carrying out this work;
- The City of Marion to have the right to reinstatement upon termination of the lease;
- The work is to be substantially commenced prior to 23 July 2017, after this date landlords consent will expire;
- The City of Marion is to be informed once work has been concluded.

ANALYSIS

Consultation

Community consultation was not considered necessary for this project for the following reasons:

- There will be no change to the use of the premises;
- The Electronic Scoreboard is not anticipated to have a detrimental effect on the amenity of the area.

Legal / Legislative and Risk Management

The licensee ensures that the Plympton Sports and Recreation Club remains insured in relation to Public Liability Insurance and indemnifies the City of Marion against all damages costs and expenses.

Financial Implications

All costs associated with the installation and maintenance of the Electronic Scoreboard will be borne by the Plympton Sports and Recreation Club.

There is no effect on the 2016/2017 budget.

CONCLUSION

The installation of the new Electronic Scoreboard will allow the Club to continue its normal operations within the scope of permitted usage at the site.

Appendix 1 – Plympton Sports and Recreation Club supporting documentation.

APPENDIX 1

CITY OF MARION

APPENDIX 1

Scale 1:1,073
Map Width 262.6 m
Created by rates
Tuesday, 5 July 2016

N E S W

About this Document	Disclaimer
This map has been created for the purpose of showing basic locality information and is a representation of the data currently held by The City of Marion. This information is provided for private use only.	While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Property boundary line network data is supplied by State Government.

HOLDEN
LET'S GO THERE

22nd October, 2015
Brandt Piercy
Complet Management Committee Member
Plympton Sports & Recreation Club Inc.
PO Box 2180
South Plympton, SA
5038

Dear Brandt,

Re: Your Holden Home Ground Advantage Grant

Congratulations! I am pleased to officially inform you that your application in the 2015 winter round of the Holden Home Ground Advantage grants program has been successful.

Club: Plympton Sports & Recreation Club Inc.
Project: What's the score?
Grant Amount: $8,000

GM Holden and Hamilton Holden understand the importance of grassroots sporting clubs to local Australian communities, which is why in 2014 we committed $5 million over 10 years to helping clubs just like yours!

Whilst you have already accepted the terms and conditions of the program in your application, it is important you view the abridged version attached. This document specifically outlines the process by which Holden will monitor the use of the grant money by your club. Please ensure you read, sign and return this form to **alexandra.ohalloran@gm.com** by **30th November 2015**.

We would also ask that you embargo any PR announcement of your grant until you have been contacted by your local Holden dealer who will work with you to initiate an official cheque presentation and associated publicity.

I would like to congratulate you on the quality of your application and wish you the very best with your project.

We look forward to receiving updates from you and seeing the end results.

Yours faithfully,

Geraldine Davys
Executive Director Marketing and Customer Experience

Residential
Commercial
Industrial
Consulting Engineers

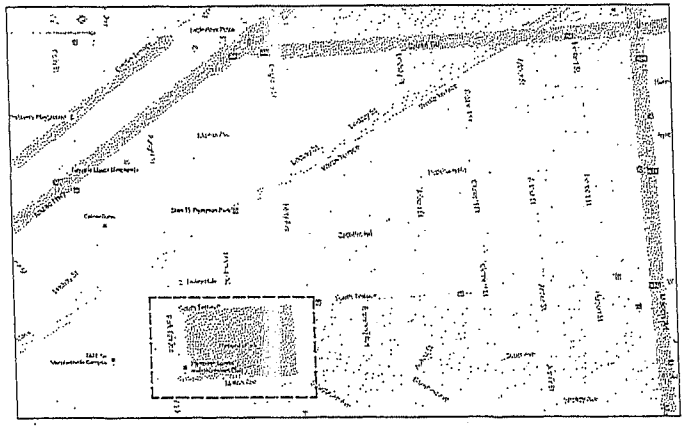
STRUCTURAL CALCULATIONS

Job No:	21545		
Date:	17/05/2016	Designer:	TM/GH
Client:	Goostrey Smith Design		
Site Address:	Plympton Football Club, Plympton Park		

Page No.	Index
SK1	Scoreboard Frame Elevations
	General Notes
	Steelwork Notes
S1	Wind Speed Assessment
S2-S3	Scoreboard Frame Design
S4	Bored Pier Footing Design

Adelaide 1 Hawke Street, Albert Park SA 5014
Mypolonga Mathews Circuit, Mypolonga SA 5254
Website www.rciconsulting.com.au

T 08 8241 2326
F 08 8241 2409
E admin@rciconsulting.com.au



LOCATION PLAN
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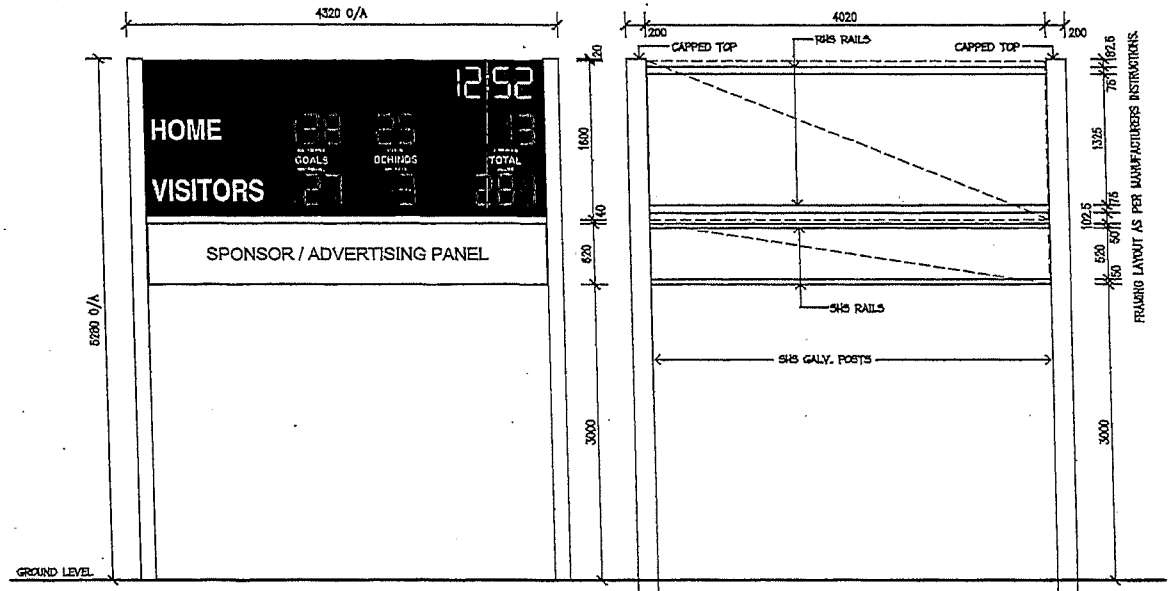
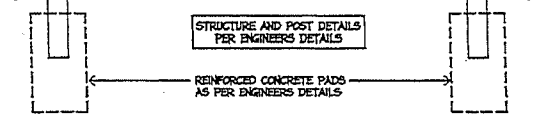
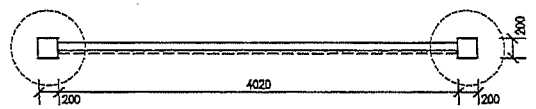


ELEVATION
SCALE 1:50
NOTE: SIGNAGE INSTALLED AS PER MANUFACTURERS INSTRUCTIONS.



FRAMING
SCALE 1:50



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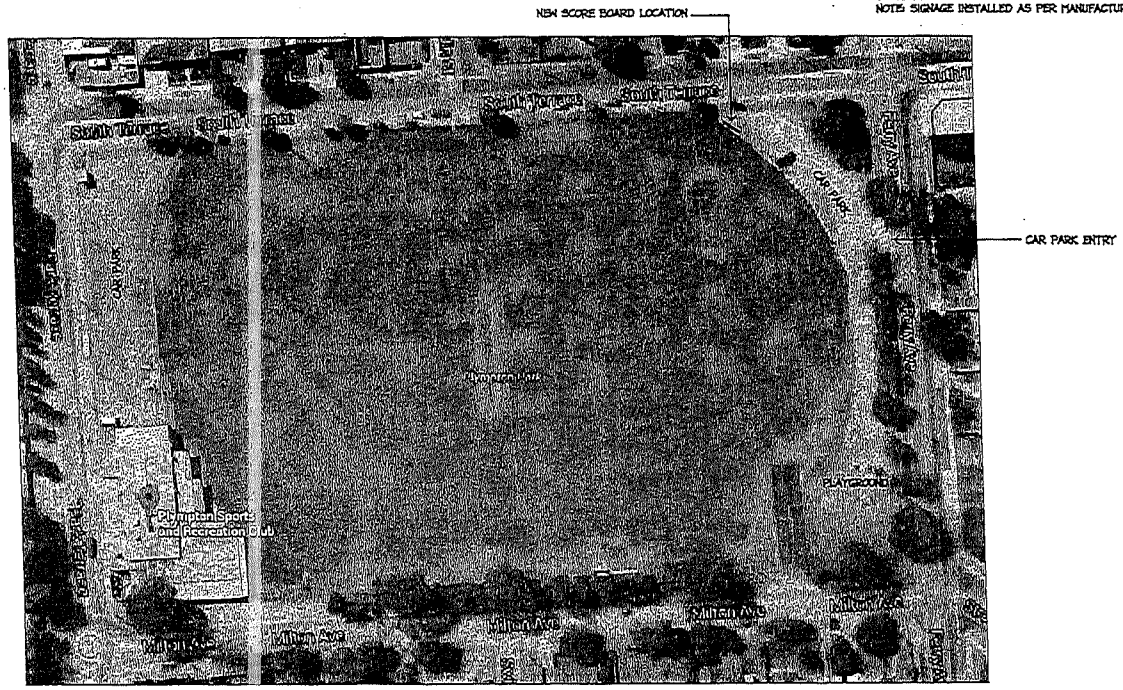

SITE PLAN
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AMENDMENT:	DATE:	DRAWN:

WORKING DRAWINGS

CLIENT:
PLYMPTON SPORTS AND RECREATION CLUB

AT:
CRN MILTON AVE & PARK TCE,
PLYMPTON PARK

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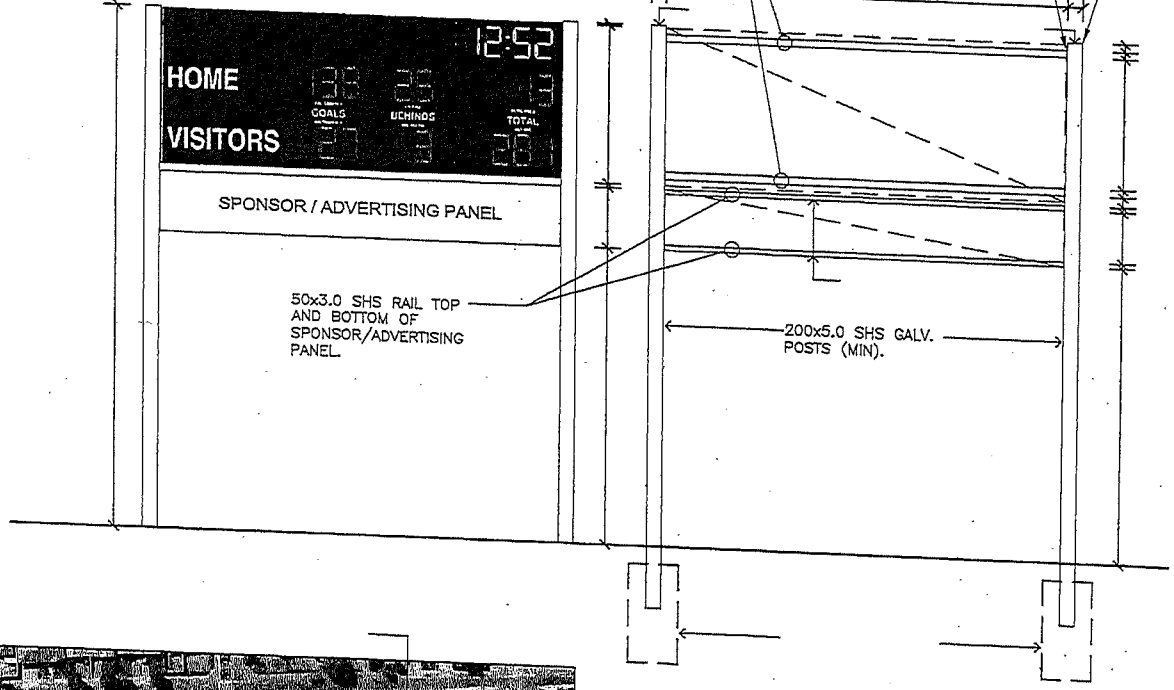
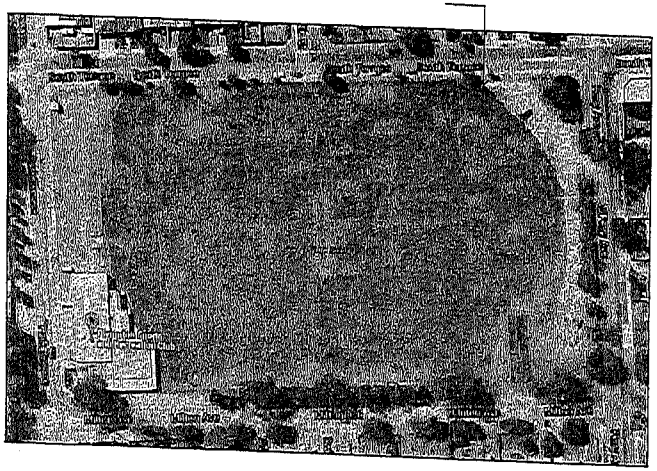
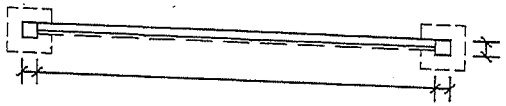


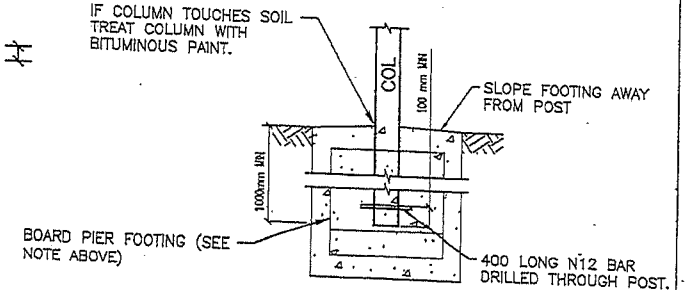




BORED PIER FOOTING UNDER COLUMN
600 DIAMETER x MIN 1500 DEEP MASS CONCRETE BORED PIER FOOTING WITH N20 CONCRETE, 80mm SLUMP, FOUNDED MIN 1300mm MIN INTO FIRM NATURAL SOIL (INCREASE DEPTH TO SUIT ABOVE FOUNDING REQUIREMENT AS REQUIRED). REINFORCE WITH 6/N12 VERTICAL BARS WITH W6 LIGATURES AT MAXIMUM 300 CRS.

MAX ALLOWABLE WEIGHT OF SCOREBOARD/STEELWORK IS 195kg.

MAX ALLOWABLE WEIGHT OF SPONSOR/ADVERTISING PANEL/STEELWORK IS 50kg.



FOOTING TO COLUMN DETAIL

TITLE: LAYOUT PLAN

ADDRESS: PLYMPTON FOOTBALL CLUB
PLYMPTON PARK

CLIENT: GOOSTREY SMITH DESIGN

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JOB No.	SHEET No.	ISSUE No.
S21545	SK1 of 1	—

DRAWN :	DESIGN:	DATE:
T.M./L.A.	T.M./G.H.	16-May-16

SCALE : AT A3: N/A AT A1: N/A

No.	REVISION	BY	DATE

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Corporate Manager: **Kate McKenzie, Manager Corporate Governance**

General Manager: **Vincent Mifsud, General Manager Corporate Services**

Subject: **Access to Legal Advice For Elected Members' Policy**

Reference No: **GC260716R12**

REPORT OBJECTIVE AND EXECUTIVE SUMMARY:

At its meeting of 12 April 2016 (GC120416R07), Council resolved:

1. A draft Policy be prepared for Council consideration, under section 78A of the Local Government Act 1999, that establishes a scheme by which a member of a council may directly obtain legal advice at the expense of the council to assist the member in performing or discharging official functions and duties.
2. That the draft Policy be based on the following provision:
    - Limit of $2,000 + GST per elected member per financial year.

A draft Policy has now been prepared in accordance with the resolution and is included as **Appendix 1** to this report.

The Policy addresses the scope, objectives, applications, limitations and process to be applied.

RECOMMENDATIONS (2): **DUE DATES:**

That:

1. Council adopts the Access to Legal Advice for Elected Members' Policy contained in Appendix 1 of this report subject to the following amendments: **26 July 2016**
- **X**
- **X**
- **X**

2. A copy of the Policy is placed on Council's website. **26 July 2016**

APPENDIX 1

Access to legal advice for Elected Members

Policy

1. Policy Statement

1.1. The role of an Elected Member is defined by various legislation and regulations. The environment is largely regulated and from time to time, it can be complex. Elected Members should not incur legal expenses as a result of performing and discharging their official functions and duties. Generally, seeking legal advice would be facilitated by the Chief Executive Officer or their delegate/s in the course of their administrative role. However, there may be occasion when individual Elected Members required legal advice independent of the collective council body.

1.2. Section 78A of the Local Government Act 1999 (the Act), provides that Councils may *'establish a scheme under which a member of a council may directly obtain legal advice at the expense of the council to assist the member in performing or discharging official functions and duties.'*

2. Policy Scope

This Policy applies to Elected Members of the City of Marion and provides the parameters in which an Elected Member can seek legal advice in accordance with section 78A of the Act.

3. Objectives

The objectives of the policy are:

3.1 To ensure the availability of the appropriate legal advice to Elected Members within the framework of the legislation

3.2 To identify the situations where Council, as a matter of policy, will and will not fund the costs of provided legal advice for individual Elected Members.

4. Application

Elected Members will, in accordance with this Policy be provided access to legal advice for the following matters:

4.1 Performance and or discharge of official functions and duties prescribed within the Act.

4.2 Individual conflict of interest.

4.3 Legal proceedings related to a civil liability where section 39 of the Act has been invoked.

Council will not provide access to legal advice or reimburse the legal costs of individual Elected Members in relation to:

4.4 Personal matters outside the scope of their role as an Elected Member.

4.5 Criminal matters.

4.6 Alleged breaches of the Code of Conduct including behavioural matters, misconduct, maladministration and corruption (Council may consider re-

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Policy No.
Version: 1
Authorisation Date: 14/06/2016
Review Date: 2019
Author: Manager Corporate Governance
Authorised By: Council

imbursement of costs via separate resolution if the allegations are determined to be unsubstantiated).

4.7 The initiation of defamation proceedings by an Elected Member.

4.8 Legal action where the Elected Member has not been indemnified under section 39 of the Act by the Local Government Association Mutual Liability Scheme, as it has been determined that the member was not acting in good faith and in accordance with their duties.

5. Limitations

In accordance with this Policy, an Elected Member can seek legal advice to a maximum of $2,000 plus GST per financial year.

6. Process

Where an individual Elected Member believes legal advice is required to properly determine a legal position on a matter, a written request should be made to either the Mayor or the Chief Executive Officer.

If the request complies with the parameters of this Policy and section 137 of the Act, written approval will be provided to the Elected Member by the Mayor or Chief Executive Officer.

If the Mayor has provided the approval, they will notify the Chief Executive Officer (or their delegate) who will notify the agreed legal provider with the parameters of the approval.

If appropriate, the Elected Member will provide a copy of the legal advice obtained to the Chief Executive Officer to be recorded in Councils record management system.

The total cost of the advice will be recorded in the Elected Member Benefits and Expenses Register.

Where the request for legal advice is not approved, an Elected Member may seek the support of Council through a Motion on Notice for legal advice to be obtained.

7. Local Government Act 1999

39—Protection of members

(1) No civil liability attaches to a member of a council for an honest act or omission in the exercise, performance or discharge, or purported exercise, performance or discharge, of the member's or council's powers, functions or duties under this or other Acts.

(2) A liability that would, but for this section, attach to a member of a council attaches instead to the council.

78A—Obtaining of legal advice

(1) The regulations may establish a scheme under which a member of a council may directly obtain legal advice at the expense of the council to assist the member in performing or discharging official functions and duties.

(2) The scheme may require the preparation and adoption of a policy by a council and include provisions for the variation of the policy and its availability to the public.

(3) The scheme or a policy adopted under the scheme may—

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(a) impose limitations on the obtaining of legal advice; and

(b) provide for a process for approval of requests to obtain legal advice; and

(c) allow for conditions to be imposed on an approval, including a condition limiting the expenditure that may be incurred; and

(d) provide for a council to set an overall budget for the purpose; and

(e) include other relevant provisions.

137—Expenditure of funds

Subject to this or another Act, a council may expend its funds as the council thinks fit in the exercise, performance or discharge of its powers, functions or duties under this or other Acts.

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Author: Manager Corporate Governance
Authorised By: Council

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Originating Officer:	**Kate McKenzie, Manager Corporate Governance**
General Manager:	**Vincent Mifsud, General Manager Corporate Services**
Subject:	**Council Annual Performance and Effectiveness Review**
Report Reference:	**GC260716R13**

REPORT OBJECTIVES:

For Council to consider and adopt an approach for Council's Annual Performance and Effectiveness Review.

EXECUTIVE SUMMARY:

At its meeting of 5 July 2016, the People and Culture Committee considered a report regarding the Council's Annual Performance and Effectiveness Review.

The Committee noted that regular review of a governing body's performance provides the time to reflect on how effective the group is operating. Understanding performance directly relates to improving the operations and outcomes of the Council that will translate into benefit for the community.

Clause 5.8 of the People and Culture Committee's Terms of Reference states that the Committee will "*Develop and recommend to Council a process to assess Council's effectiveness and performance with a view to improve outcomes for the community."*

The Committee considered the approach and recommends to Council the methodology within this report be adopted.

RECOMMENDATIONS (2)	**DUE DATES**
That Council:	
1. Adopt the approach and timeline for the Council's Performance and Effectiveness Review.	**July 2016**
2. Adopt the survey in Appendix 1 subject to the following changes: **-** **-** **-**	**July 2016**

BACKGROUND:

Good systems of governance and prudential management will provide community confidence in Council's decision making and the operations of the Council. The evaluation of a governing body's performance is recognised as a valuable contribution to the governance of an organisation.

ASX Corporate Governance Council has published its 3rd addition of the Corporate Governance Principles and Recommendations. Although this document recommends corporate governance requirements for entities listed on the ASX, it can easily be applied to most organisations in striving for best practice. There are eight (8) principles and 29 recommendations. The principles are:

1. Lay a solid foundation for management and oversight
2. Structure the board to add value
3. Act ethically and responsibly
4. Safeguard integrity in corporate reporting
5. Make timely and balanced disclosure
6. Respect the rights of security holders
7. Recognise and manage risks
8. Remunerate fairly and responsibility.

Recommendation 1.6 states that a listed entity should have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors. It should also report during that period whether a performance evaluation was undertaken or not.

The Council has previously undertaken performance and effectiveness reviews in 2012 and 2013. It was determined not to completed a review in 2014 due to the Local Government Elections and a review has not been undertaken post-election.

Insync Surveys have previously been used to conduct the Council's performance review via an effectiveness survey. The survey used by Insync Survey is based on the Richard Leblanc board effectiveness model with the benefit of the survey being that the data and results can be benchmarked against comparable organisations. The Survey is based on a framework of eight categories with a total of 68 questions. The categories are:

- Council Composition and resourcing
- Council Structure and purpose
- Council Leadership, Teamwork and Management Relationships
- Council Agenda, Meeting Arrangements and Minutes
- Conduct of Council Meetings
- Reporting and Information Flow
- Oversight of Strategy, Planning and Performance
- Oversight of other matters.

The survey results from 2012 and 2013 provided Council with focus areas to improve the overall performance of the Council.

DISCUSSION:

There are a number of different options that can be considered to assess performance of Council but generally a tool is developed to provide guidance on the review process and outcomes. Various options were considered by the People and Culture Committee at its meeting of 5 July 2016, being three outsourced models (Insync Survey, Australia Institute of

Company Directors and the LGA model) and one internal model. The Committee noted that the point of difference between outsourced and internal models is the outsourced model allows benchmarking against other comparable organisations which the internal model does not permit.

RECOMMENDED TOOL:

In considering the report, the People and Culture Committee recommended the internal approach and noted the following:

- The survey would be provided to Elected Members via survey monkey and any technical issues previously experienced have been addressed.
- A preamble at the beginning of the survey may be useful to provide clarity on how to respond to questions (for example – at an individual level or your perception of the Council as a whole).
- Some of the wording in the statements need to be changed to provide clarity (for example – the word 'Council Members' may be better reflected as 'I')
- It is important to emphasise to Elected Members that their comments are critical. The comments will help all Elected Members understand why certain ratings have been applied.
- Some additional questions were added to the CEO Performance Review. These could be removed in future reviews as the survey addresses these points.
- Council should consider completing the review twice during a Council term. One approximately 6 months into the term and the other approximately two years later.
- The report recommends to re-evaluate in 2018. The Committee noted that there is some value in leaving this open to re-evaluate in 2017, depending on the results of the survey. It was also noted that 2018 is an election year and caretaker provisions would commence at the beginning of September 2018.

These comments have been reflected in the proposed survey in **Appendix 1**.

PROCESS AND TIMELINE:

The following timeline for the completion of Councils Effectiveness and Performance Review is recommended to by the People and Culture Committee:

Step	By When	Action/notes
Committee endorse draft evaluation survey.	5 July 2016	PCC Report - completed
Report to Council	26 July 2016	In progress
Circulate survey to EM's for completion	August 2016	The evaluation period is for the 2015/16 financial years operations
Survey close	August 2016	
Manager Corporate Governance to prepare a report on the survey outomes for the 6 September PCC	August 2016	
Committee to review results of assessment	6 September PCC meeting	PCC to meet and discuss outcomes of evaluation, identify opportunities for improvement, and develop an action plan for recommendation to Council
Report and action plan to council for consideration	20 September	Elected Member Forum

Report to Council	27 September	Council Meeting
Implement action plan	September →	Monitored through action arising statement at each meeting of PCC
Re-evaluate	TBA	

CONCLUSION:

Understanding the performance of a governing body is critical for the governance framework of an organisation. This process allows members to provide honest feedback to identify what is working well, opportunities for improvement and address any issues that may emerge. This work can also compliment the work being completed in the Elected Member Professional Development Policy and Plan.

APPENDIX 1 – Proposed survey

Performance Evaluation Survey
Council

Understanding the performance of a governing body is critical for the governance framework of an organisation. This process allows members to provide honest feedback to identify what is working well, opportunities for improvement and address any issues that may emerge. The survey should be completed based on your experience as an Elected Member. Please qualify your rating with comments to assist Council under any context.

	Survey Statement	1 Strongly disagree	2	3 Agree	4	5 Strongly agree	Comments
	1. Roles and Responsibility of Council Members						
1.1	I received an appropriate induction after the election.						
1.2	I am aware and understand the legislative functions and duties defined within the Local Government Act.						
1.3	I am aware and understand my fiduciary duties.						
1.4	I understand the conflict of interest provisions and the duty of disclosure.						
1.5	I have appropriate resources and support to fulfil my role and responsibilities.						
1.6	I am kept informed of key information that impact on my role and responsibilities.						
1.7	I have access and receive appropriate training and development.						
	2. Council meetings, agenda, reports and minutes						
2.1	The Council has an appropriate meeting schedule to deal with matters in a timely manner.						
2.2	Agendas and minutes are distributed in a timely manner.						
2.3	The Council agendas are well planned with important issues prioritised.						
2.4	The size of the agenda is manageable within the meeting.						
2.5	The reports are well written and can be easily understood.						
2.6	The minutes provide an accurate record of meetings.						
2.7	Meeting procedures are adhered to during Council meetings.						
2.8	Council members have respectful, robust and rigorous debate during Council meetings.						

2.9	The debate during Council meetings is maximised (including reports being taken as read, matters kept on topic and no one dominating).						
2.10	Management responses during council meetings assist decision making.						
2.11	Council uses its confidential provisions appropriately.						
2.12	Resolutions of council are followed up and implemented on time.						
2.13	Management have a sound understanding of matters that should be referred to council or committee for advice or decision making.						
3. Committees							
3.1	The Council has an effective and productive committee structure.						
3.2	The Council delegates matters to the Committee's within the scope of their Terms of Reference.						
3.3	The Committees have well defined terms of reference that do not overlap.						
3.4	The Committees have good systems to review their terms of reference and their performance.						
3.5	The Presiding Members of the Committees ensure that the Committee meetings are productive and a good use of time.						
3.6	The Presiding Members of the Committees have an effective leadership style that compliments the organisations values.						
3.7	The independent members on the Committees demonstrate independent judgement.						
3.8	The Committees are supporting good decision making for the Council.						
4. Council Dynamics, relationships and leadership							
4.1	Council members contribute equally to the work of council.						
4.2	Council members are working together effectively as a team.						
4.3	Poor elected member performance is managed in an appropriate manner .						
4.4	The Mayor has an effective leadership style that compliments the organisations values.						

4.5	The Mayor ensures that council meetings and elected member forums are productive.						
4.6	The Mayor manages issues in a fair and reasonable manner.						
4.7	The Council and the CEO have an effective working relationship.						
4.8	The Council has an effective CEO Performance Review Process.						
4.9	Council Members and Management have a clear understanding of their respective roles and how they differ.						
4.10	Council has a constructive relationship with the executive and senior managers.						
4.11	The Council has appropriate access to executive and senior managers.						
4.12	The Council has a culture of no surprises (i.e. where management and Council concerns are communicated openly and on a timely basis).						
4.13	Council is leading and overseeing the development and implementation of the organisations values.						
5. Other							
5.1	I receive appropriate information regarding matters of interest or concern.						
5.2	Council has good Key Performance Indicators to monitor organisational performance and strategic outcomes.						
5.3	Council Members receive relevant information on the performance of the Council.						
5.4	Council Members have a good understanding of the challenges and risks that the organisation faces.						
5.5	Council is confident that the organisation has good systems of internal control.						
5.6	Information requested by Council Members is provided accurately and timely.						

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Originating Officer and Corporate Manager:	**Steph Roberts, Manager Human Resources**
Acting CEO:	**Tony Lines, Acting Chief Executive Officer**
Subject:	**CEO Performance Review - Consultant Recommendation**
Report Reference:	**GC260716R14**

REPORT OBJECTIVES:

To provide Council with the People and Culture Committee's recommendation of which external consultant be appointed to develop and facilitate the Chief Executive Officer (CEO) 360-degree performance review for the 2015/16 financial year.

EXECUTIVE SUMMARY:

The employment of a CEO is a critical function of the Council and establishing a best practice CEO Performance and Remuneration Review will bring further accountability and benefits to the Council and its community.

The People and Culture Committee were requested to review the proposed expressions of interest and make a recommendation to Council regarding which consultant is engaged.

DUE DATE

RECOMMENDATION (1)

That Council:

1. Endorses the recommendation to appoint external consultant Kathryn McEwen to develop and facilitate the CEO performance review and remuneration benchmarking (if required). **26 July 2016**

BACKGROUND

The Council has the ultimate responsibility for setting strategy and the performance of the organisation and it exercises this responsibility through its only employee (the CEO). The CEO is entrusted with the organisation's day to day management with direction set from the Council. As such, there is a unique relationship between the CEO and the Council and the evaluation of the CEO's performance can impact this relationship in either a positive or negative manner. Therefore, when setting a CEO performance and remuneration review, consideration should be given to a number of leading practice principles:

- Alignment of CEO performance with the objectives of the organisation
- Be based on clear expectations developed and agreed in advance with the CEO
- Have a clear, transparent and agreed link between performance and remuneration
- Be conducted in a manner conducive to ongoing good governance
- Be tailored to the specific needs of the organisation
- Comply with relevant standards for accountability and communication.

As referenced in the CEO's employment contract, Council may engage the services of an external consultant to assist in the assessment of the performance of the CEO. This is considered to be best practice approach for managing a CEO's Performance and Remuneration review as it ensures independence and mitigates potential conflicts of interest. The engagement of a consultant will include:

- Defining how the performance rating in schedule 4 of the contract would be applied
- The development, implementation (including interviews if required) and evaluation of a 360 tool
- A written report as required within section 9.6 of the contract.

At the 24 May 2016 General Council Meeting, Council endorsed a proposal be sought from the external consultants listed in GC240516R22 - Appendix 3 of the CEO Annual Performance Review - Approach and Timeline Report Reference, to develop and facilitate the 360-degree performance feedback.

DISCUSSION

Section 9 of the CEO Employment Agreement defines the requirements for the performance review. The current contract refers to the Chief Executive Review Committee to undertake the review. This Committee was disbanded in December 2015 with the responsibilities of the review now delegated to the People and Culture Committee.

The proposed approach has been developed with the contract requirements in mind including:

- The performance criteria agreed by the Council and the CEO as outlined in Schedule 2 of the CEO Employment Agreement (KPI's);
- The position description;
- The discharge of the duties, and
- Any other factors considered relevant.

All three consultants approached responded to the request for an expression of interest; however one subsequently withdrew, due to competing work commitments. The remaining two expression of interest responses were assessed at the People and Culture Committee meeting 5 July 2016, with the recommendation being made to Council to appoint Kathryn McEwen.

Kathryn McEwen's expression of interest and biography is included as Appendix 1.

Once the recommended consultant has been endorsed by Council, they will be engaged to begin the process of developing and facilitating the Chief Executive Officer (CEO) 360-degree performance review, in line with the endorsed timeline for conducting the CEO's 2015/2016 performance review.

CONCLUSION

Through the review process of all candidates the People and Culture Committee have recommended to Council their preferred candidate Kathryn McEwen.

Appendix 1: Expression of Interest and Biography - Kathryn McEwen

APPENDIX 1

Kathryn McEwen Psychology at Work

Marion City Council
Expression of Interest for CEO 360-degree Feedback Process

Background

The City of Marion is seeking a performance assessment of the CEO based on a 360-degree feedback process. This will supplement feedback already collected from Council's Elected Members.

Approach

The following steps are proposed:

Step 1: Review of existing survey feedback from Elected Members.

Step 2: Conduct of 360-degree process. The attached report is recommended as it focuses on performance competencies at the Executive level and also provides for detailed comments. A minimum of three respondents is required in up to four categories to ensure anonymity. A larger number of respondents is recommended as it adds no additional cost and allows for identification of key performance themes, as opposed to personal opinions. It is recommended that all direct reports be included, together with a selection of significant external stakeholders. There is also capacity to include a selection, or all, Elected Members as well as peers from other agencies who are able to comment on performance. The process allows for CEO self-report. Note the report itself will be held confidential to the CEO, with information within it summarised in the final report. Confidentiality of the report is important given detailed respondent comments will be provided.

Step 3: Feedback of the report to CEO with subsequent identification of personnel for interviews (based on areas needing in-depth focus). A meeting with the CEO ensures that the work context is fully considered by the consultant in the interpretation of feedback.

Step 4: Confidential interviews with six identified personnel. These will be conducted face-to-face or by telephone, dependent on interviewee preferences.

Step 5: Preparation of a report for the Mayor and CEO that integrates all information sourced in an anonymous and themed format. Identified strengths and development areas within the Council operating environment will be summarised.

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Organisational Psychology
Organisation Development Strategy
Performance Coaching
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Facilitation and Mediation

The Coach

Kathryn is an experienced organisational psychologist, executive coach, company director and mediator. She has been a coach and mentor for more than 27 years - working to Board level across all industry sectors, including local government. Her qualifications and profile can be viewed at her personal website www.kathrynmcewen.com, and a sample of her work activity at www.workingwithresilience.com.au. The latter site is a consortium she leads in the area of workplace resilience and sustainability. A CV has already been provided.

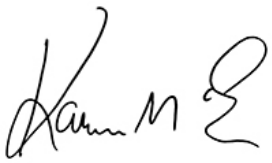
Consultancy Fees

Fees are $3,000 plus GST for the assignment (discounted from $3,850 as detailed below to work within budget).

Review of existing survey feedback from Elected Members
Meeting with CEO to provide initial 360-degree feedback
Interviews x 6 (face to face or by telephone)
Preparation of final report
Project management (setting up meetings and 360-degree process etc.)

Estimated 13 hours @ $250 per hour (including travel)	$3,250
Set up and administration of 360-degree process and report	$600 (at cost)
Total fees	$3,850 plus GST.

Yours sincerely,



Kathryn McEwen
Organisational Psychologist

6th June 2016

KATHRYN McEWEN

- Resilience and sustainable work performance
- Leader development and mentoring/coaching to executive level
- Development of high performing teams
- Strategy for complex staffing issues such as team dysfunction or difficult employee/leader behaviours
- Group facilitation for specific purposes (e.g. business planning, stakeholder engagement, mediated discussions)
- Conflict mediation for teams and individuals (nationally accredited mediator)
- Organisational interventions to build workplace cultural change
- Custom designed staff development programs focused on behavioral change

Kathryn McEwen is an organisational psychologist, company director, author, speaker and executive coach. Her work history includes working as a management consultant, state manager of an industrial rehabilitation company, military psychologist and academic. For the past 25 years she has worked as a consulting organisational psychologist across all industry sectors and as owner/director of a motor parts company. She is also a partner of the coaching consortium CoachPartners. In 2011 she established Working With Resilience - a consortium of professionals interested in advancing understanding in the area of building workplace resilience (www.workingwithresiliece.com.au).

Kathryn's work has a strong evidence-base through conducting applied research and her involvement with the University of South Australia where she is an invited lecturer and member of two industry advisory committees. She is an active supporter of the organisational psychology profession via student mentoring and work placements and has held numerous executive positions within the Australian Psychological Society – including Chair of the SA College of Organisational Psychologists and founding member of the Interest Group in Coaching Psychology. Kathryn is also a long-term member of Australian Human Resources Institute and is frequently an invited speaker at industry conferences. She takes a highly pragmatic approach to her work with a systems perspective; ensuring that strategies are considered within the full context of the environment. Her intention is to create outcomes that are sustainable beyond her involvement through up-skilling managers.

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Corporate Manager: **Kate McKenzie, Manager Corporate Governance**
Steph Roberts, Manager Human Resources

Subject: **CEO Key Performance Indicators for 2016/17**

Report Reference: **GC260716R15**

REPORT OBJECTIVES:

To seek adoption from Council for the Chief Executive Officers (CEO) Key Performance Indicators (KPI's) for 2016/17 subject to written agreement from the CEO.

EXECUTIVE SUMMARY:

At its meeting of 14 June 2016, the Council set new organisational KPI's for 2016/17.

Following this, the People and Culture Committee considered a report at its meeting of 5 July 2016 regarding draft CEO Key Performance Indicators for 2016/17.

The CEO KPI's for 2016/17 are based on the organisations KPI's with some minor amendments.

The purpose of this report is for the Council to adopt the CEO KPI's for the 2016/17 financial year. Once adopted by Council and agreed to by the CEO in writing, the new KPI's will replace the currently KPI's listed in Schedule 2 of the CEO's contract.

RECOMMENDATION (1) **DUE DATE**

That Council:

1. Adopts the CEO Key Performance Indicators for 2016/17, subject to written agreement being sought from the CEO. **July 2016**

BACKGROUND

The setting of a Chief Executive's Key Performance Indicators is a critical function of the Council. The KPI's will determine what is managed and measured as part of the CEO performance criteria as defined within schedule 2 of the CEO Employment agreement.

The schedule 2 of the CEO contract was originally negotiated and agreed to as part of the CEO contract negotiations in August 2015. The current CEO KPI's are outlined within **Appendix 1** of this report. It is now timely that new KPI's are set for the 2016/17 financial year.

DISCUSSION

The following CEO KPI's for 2016/17 are recommended by the People and Culture Committee for adoption by Council.

The Committee also recommended that a preamble be included as follows:

With the community and safety at the forefront of everything we do, the CEO KPI's should be achieved in accordance with the organisational values of:

- *Respect – treating everyone as we want to be treated where all contributions are valued*
- *Integrity – fostering trust and honesty in all of our interactions*
- *Achievement – enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another*
- *Innovation – Encouraging new ideas, and learning from our experiences to do things better.*

	KPI	Measure/Range 2016/17 Target =T Great than > Less than <	Weighting %
	FINANCIAL		
A. ORG	Delivery within 5% parameters of agreed annual budget costs	Exceptional 95%≥T<98% Acceptable 98%≥T≤100% Unacceptable T> 100%	10%
	KEY COUNCIL PROJECTS		
B. ORG	Delivery of agreed projects identified in the Annual Business Plan and 1st year targets in the 3 yr plan	Exceptional 97%≥ T≤100% Acceptable 95%≥T< 97% Unacceptable <95%	10%
	SAFETY		
C. ORG	Lost Time Injury Frequency Rate compared with previous year	Exceptional T ≥ 25% reduction Acceptable 5%≥T<25%reduction Unacceptable T < 5% reduction	10%
	PEOPLE (internal)		
D. ORG & CEO draft	Staff net numbers (full time equivalent, employee and agency)	Exceptional >1% reduction Acceptable 0% ≥T≤1% Unacceptable any increase	10%
	PEOPLE (internal)		
E. ORG	Retention of key staff	Exceptional 100% retention Acceptable 95%≥T<100% Unacceptable T<95%	10%
	PEOPLE (external)		
F. ORG CEO draft	Community Satisfaction. Overall satisfaction with each of (1)community facilities/ (2)sports facilities/ (3) events.	Exceptional >85% satisfaction Acceptable 75%≥T≤85% Unacceptable <75%	10%
G. CEO draft different	Rating by elected members	Exceptional Exceeded expectations Acceptable Met expectations Unacceptable Did not meet expectations	10%

	CAPITAL WORKS AND WORKS		
H. CEO draft different	Number of prioritised Major Capital Works (BMX, Soccer, Mitchell Pk stadium &centre) reaching approval stage at Council	Exceptional 2+ Acceptable 1 Unacceptable 0	10%
I. CEO draft Different	Council's Cash Contribution in respect of each Major Capital Work	Exceptional T<40% Acceptable 40%≥T≤60% Unacceptable T>60%	10%
J. CEO draft Different	Completion of Council Member's Priority List of Budgeted Projects (13) 1/11/15 to 31/10/16	Exceptional All 13 completed Acceptable 11 or 12 completed Unacceptable less than 11 completed	10%
			100%

CONCLUSION

With the adoption of the organisation KPI's cascading to the CEO KPI's, it provides clarity and ensures that everyone at every level is marching together in the right direction to deliver the most value to the organisation as a whole.

Appendix 1 – CEO KPI's 2015-16

Measure		Target	Weighted Score
Financial			
1	Actual operating surplus ratio for 2015-16 (adjusted for extraordinary items)	0 – 6%	5%
2	Asset sustainability ratio (5 year average)	> 80%	5%
3	Net financial liabilities ratio	0 – 50%	5%
Human Resources			
4	Change in the Senior Leadership Team or Unit Manager staff (FTE)	Reduce by 1 – 10%	15%
5	Total employee costs (staff plus agency)	Decrease by 1 - 10%, in dollar terms, over the previous year's	10%
6	Lost employee time due to injury	Reduction of 1% or equal to average of	5%
7	Employee retention	88 – 100%	5%
Capital Works			
8	Major Capital Works (>$4m each project)	Completed substantially or strictly on time and on budget (or better)	10%
9	Number of specific Major Capital Works proposals ready for approval by Council	1 - 2	5%
10	Council's cash contribution in respect of each Major Capital Work	< 50%	5%
11	Completion of priority list of budgeted projects (13)	11 or more projects completed	15%
Elected Member Assessment			
12	Rating by Elected Members	Met or exceeded expectations	10%
13	Alignment throughout administration to Strategic and Business Plans (as developed by Elected Members)	Moderate to high level of alignment	5%
TOTAL			100%

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Notice Received from: **Councillor Gard**

Subject: **Oaklands Crossing Community Forum**

Ref No: **GC260716M01**

MOTION:

1. **That the City of Marion bring forward a planned community forum on Oakland crossing from September 2017 to March 2017. Invitations to include relevant politicians, DPTI, RAA, Emergency Services, Westfield Marion and Flinders University representatives.**

2. **That $3500 be allocated from identified savings to run the forum and a further $3500 be allocated to producing flyers to notify the community about the forum outcomes.**

3. **That the Mayor request of DPTI the immediate implementation of interim measures, including SA Police intervention, to better manage the ever-worsening complexity of traffic jams involving the intersections of Morphett Road, Diagonal Road, Dunrobin Road and Prunus Street at Warradale.**

COMMENTS: Councillor Tim Gard

There seems little doubt that the marketing campaign seeking allocation for funding for the Oaklands Crossing has had positive effect, as well as it's clear public demonstration of concern for this dismal and certainly costly absence of infrastructure.

Whilst it beggars belief that notwithstanding the Federal Government's $40m promise to partly fund this vital initiative, the State Government continues to place it below other seemingly 'nice to have' infrastructural initiatives, despite the clear need for a solution as far back as 45 years ago; we can only do our utmost to ensure that the Crossing is given the priority it truly deserves in next year's State Budget.

There are many aspects surrounding the case for the Crossing solution, the latest and quite profound one being the fact that the progression for the next 8-10 years of the north-south corridor development to its conclusion will see an ever-rising trend for traffic to seek alternate north-south routes in the meantime. This and the expansion of Westfield Marion will see the consequences of delay deteriorate from their current extremely disruptive nature to having a thoroughly unbearable impact on the City of Marion. Those consequences will be bad enough if work were to commence within 18 months.

In the interim there are measures that can be taken to reduce the regular traffic snarls and accident rates (averaging at least one report per fortnight). These measures include:

- appropriate road markings at the worst intersections
- police manned traffic controls
- Electronic signage at Sturt and Oaklands Roads to notify and divert traffic when delays are extensive

- creation of 'fouling points for southbound trains, enabling them to trigger right of way when needed, and not at the point when they pull in to the Oaklands Station, when extended traffic delays then occur
- regular studies of traffic patterns to attend to more proficiently to necessary traffic management needs
- further tuning of the traffic light cycles as traffic build-ups occur.

COMMENTS: Craig Clarke – Unit Manager Communications

The Council report (GC280616R06) discussed holding a community forum in September 2017 as part of the campaign to build support for a grade separation at Oaklands crossing.

An opportunity now exists to bring forward the forum to March 2017 to coincide with the State budget planning process following comments reportedly made by Treasurer Tom Koutsantonis in the Guardian Messenger 13 July 2016. Mr Koutsantonis was quoted as saying there was a “chance” the grade separation could be in next year’s budget depending on whether the federal Liberals formed government.

The Coalition Government has been re-elected and they promised $40 million towards fixing Oaklands crossing.

The forum would shine the spotlight on the issue and would include invitations to key representative bodies. The cost of the forum is estimated at about $7,000 which would include a flyer to the community to advise them of the results.

In regards to existing traffic problems at Oaklands crossing, a letter to DPTI can be prepared asking them to take immediate action to alleviate the congestion.

CITY OF MARION
GENERAL COUNCIL MEETING
26 JULY 2016

Notice Received from: **Councillor Gard**

Subject: **North-South Corridor Project Works**

Ref No: **GC260716M02**

MOTION:

1. **That the Mayor write to the Minister for Transport and Infrastructure seeking a summary of the estimated impacts now and in coming years of the building phases for the north-south corridor in and nearby to the City of Marion.**

2. **That the Mayor seek from the Minister details of DPTI contingency planning for the south-west region of Adelaide's metropolis, relating to infrastructure, road and rail engineering, traffic management and public education, to address the anticipated high impact of the north-south corridor project works over the next decade.**

COMMENTS: Councillor Tim Gard

At a forum in 2015 the City of Marion has already notified DPTI of its concerns for its various alternate traffic corridors, as the main north-south corridor goes through its major stages of development along the eastern boundary of the City during the next decade.

Prudent and carefully considered contingency planning is now needed, to ensure that, where traffic and railways management, road engineering and infrastructure and public education can be improved, indeed they are improved, to avoid huge logistical and financial impacts on the City and its neighbours.

COMMENTS: Mark Griffin – Unit Manager, Engineering.

Whilst the Darlington Upgrade Project only deals with a small part of the bigger North-South Corridor, staff are working very closely with the Department of Planning, Transport and Infrastructure and Head Contractor, Gateway South, on the Project.

Gateway south have ensured Council that they will manage traffic during the construction phase to provide the same number of lanes and turning movements as currently exist to minimise the impacts on travel times and access. To this end, Gateway South have indicated that they will:

- Undertake the construction of the Flinders Drive extension within the first works package to enable continued access for emergency services via this route.
- Provide temporary pavement on both northbound and southbound carriageways to carry traffic during construction.

As part of the 'early works package' the Department has upgraded the intersection of Marion Road and Sturt Road to enable additional traffic flow throughout the life of the project.