

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 27 September 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.

Adrian Skull

**CHIEF EXECUTIVE OFFICER** 

22 September 2016

CITY OF MARION
GENERAL COUNCIL AGENDA
FOR MEETING TO BE HELD ON
TUESDAY 27 SEPTEMBER 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. 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.

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

#### 5. CONFIRMATION OF MINUTES

#### 6. **DEPUTATIONS**

Nil

#### 7. PETITIONS

Nil

#### 8. COMMITTEE RECOMMENDATIONS

#### 9. WORKSHOP / PRESENTATION ITEMS

Nil

#### 10. ADJOURNED ITEMS

Nil

#### 11. CORPORATE REPORTS FOR DECISION

2016-19 Business Plan Report Reference: GC270916R03	39
Glenthorne Farm Report Reference: GC270916R04	66
Service Review Framework and Program 2016/17 Report Reference: GC270916R05	71
Recreation Plaza Oaklands Park Stage 2 Report Reference: GC270916R06	109
Review of Playspace Strategy Report Reference: GC270916R07	122
Streetscape Project - Application of Priority Scoring System to Identified Streets Report Reference: GC270916R08	138
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Gap Year for School Leavers Report Reference: GC270916R10	165
Innovative Solar Option for Administration Building & Cove Civic Centre Report Reference: GC270916R11	168
City of Marion Public Health Planning – Progress Report 1 July 2014 – 30 June 2016 Report Reference: GC270916R12	
Limited Club Licence Application – Vietnam Veterans' Federation Report Reference: GC270916R13	200
Procurement and Contract Management Policy Report Reference: GC270916R14	224
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Final Climate Change Policy Report Reference: GC270916R16	239
Cove Tigers Netball Club and Hallett Cove Netball Club (Amendment to previous resonance: GC270916R17	
Clovelly Park Netball Club Redevelopment (Amendment to previous resolution) Report Reference: GC270916R18	247
Review of Confidential Order – Signatures Café - GC260416F01 Report Reference: GC270916R19	250
Independent Member - Finance and Audit Committee Report Reference: GC270916R20	252

	Nominations for Local Government Association (LGA) Board Members & Deputy Boar Members representing Metropolitan Local Government Group Report Reference: GC270916R21	
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12.	CORPORATE REPORTS FOR INFORMATION/NOTING	
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15.	Motions with Notice	
	Sturt Police Station Report Reference: GC270916M01	. 305
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16.	Questions without Notice	

#### 17. Motions without Notice

#### 18. CONFIDENTIAL ITEM

Administration Building æ) å ÁÔãĉ ÁÙ^¦çã&^•ÁÛ\*¦] | \* •ÁŠæ) å

Report Reference: GC270916F01......309

#### 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 23 AUGUST 2016



#### **PRESENT**

His Worship the Mayor Kris Hanna

#### Councillors

Coastal Ward
Ian Crossland
Jerome Appleby
Jason Veliskou

Southern Hills Warracowie Ward
Janet Byram Bruce Hull

Janet Byram Nick Westwood

Warriparinga Ward Woodlands Ward

Luke Hutchinson Tim Pfeiffer Raelene Telfer Nick Kerry

In Attendance

Mr Adrian Skull CEC

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 & 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:

• Cr Byram declared a perceived conflict of interest in the item 'Youth Development Grants' (GC230816R07) as she is a Member of the Hallett Cove Baptist Church.

#### **CONFIRMATION OF MINUTES**

**6.31pm Moved Councillor Hutchinson, Seconded Councillor Telfer** that the minutes of the General Council Meeting held on 9 August 2016 taken as read and confirmed.

**Carried Unanimously** 

#### **COMMUNICATIONS – HIS WORSHIP THE MAYOR**

#### Report on Mayoral Activities for July to August 2016

Date	Event	Comment	
22 July 2016	Met with President & CEO, LGA	Attended with Acting CEO	
23 July 2016	Marion RSL Quiz Night	Attended	
25 July 2016	Warradale Neighbourhood Watch AGM	Guest Speaker	
26 July 2016	Met with Guardian Messenger Editor	Attended	
27 July 2016	Sturt Pistol & Shooting Club	Meeting	
28 July 2016	Cove Civic Centre & Hallett Cove Business – One Year Anniversary Celebrations	Guest Speaker	
28 July 2016	Unsung Heroes Awards Presentation	Presented awards	
30 July 2016	Citizenship Ceremonies	Conducted two Ceremonies	
30 July 2016	Musical Night, Marino Community Hall	Attended	
31 July 2016	Planet Art National Tree Day in the City of Marion	Attended	
31 July 2016	Park Holme Community Hall users meeting	Chaired community meeting	
2 August 2016	Southern Mayors Meeting	Attended	
3 August 2016	Westfield Food Mall opening	Attended	
3 August 2016	Hallett Cove Meals on Wheels AGM	Attended, and gave speech	
3 August 2016	Opening of VSS Art Exhibition	Attended	
3 August 2016	Farewell to the Belgian Consul	Attended	
4 August 2016	ERBA Business Breakfast	Attended	
5 August 2016	Gallery M Open Contemporary Prize launch	Launched exhibition	

5 August 2016	Cove Cricket Club AGM	Attended
7 August 2016	Little Marion 8 <sup>th</sup> Birthday celebrations	Attended
8 August 2016	Mayor's Multicultural Forum	Facilitated forum discussions
9 August 2016	Flinders Strategic Plan and future directions forum	Attended with CEO
9 August 2016	Clem Senior funeral	Attended
10 August 2016	Met with SA Retirement Village Residents Association	Attended
11 August 2016	Meeting with developers – Islamic College of SA	Attended with Senior Planner
14 August 2016	Marion Art Group Fundraiser	Guest Speaker
15 August 2016	Glenelg Rebels Softball Team committee meeting	Accepted offer to be Patron
17 August 2016	Warradale Meals on Wheels AGM	Attended, gave speech

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 Hutchinson, Seconded Councillor Pfeiffer** that the report by the Mayor be received.

**Carried Unanimously** 

#### **COMMUNICATION – DEPUTY MAYOR**

#### Report on Deputy Mayoral Activities for July to August 2016

Date	Event	Comment
28 July 2016	The Marion Cultural Centre - Unsung Heroes Awards	Attended
30 July 2016	Citizenship Ceremony - Marion Cultural Centre	Attended
8 August 2016	Mayor's Multicultural Forum - Council Chambers	Attended along other Councillors
15 Aug 2016	Meeting Regarding Joint Strategy & Infrastructure Committee meeting September.	Met with Chair of Infrastructure Committee, Relevant Committee Independent members, director and relevant managers. To discuss the required preliminary work for the meeting and discuss the agenda.

In addition, the Deputy Mayor has met with residents, various groups and Council staff regarding various issues.

**Moved Councillor Hutchinson, Seconded Councillor Pfeiffer** that the report by the Deputy Mayor be received.

**Carried Unanimously** 

### Councillor Raelene Telfer File No.9.33.3.33

Date	Events attended	Comment
25/07/16	Cosgrove Hall Management	Arranging gas heating reinstatement
30/07/16	Citizenship Ceremony	Attended
2/08/16	Streetscape meeting Ward Briefing	George St/Dwyer Rd options
30/8/16	Environmental Sustainability Just eat it – food saving discussion	Attended
5/08/16	Gallery M	Contemporary Art opening
7/08/16	Marion Historic Village	Almond Blossom birthday celebration
8/08/16	People and Culture Agenda planning	Attended
8/08/16	Mayor's Multicultural Forum	Each person introduction
11/08/16	Mitchell Park Sports & Community	Planning for funds
15/08/16	Cosgrove Hall Management	New committee members hunted
16/08/16	Finance and Audit	Service Review discussions

**Moved Councillor Hutchinson, Seconded Councillor Pfeiffer** that the Elected Member report be received.

**Carried Unanimously** 

#### **VERBAL COMMUNICATIONS FROM ELECTED MEMBERS**

6.36pm Councillor Byram left the meeting

Various Elected Members gave a verbal communication report.

#### **DEPUTATIONS**

Nil

6.37pm Councillor Byram re-entered the meeting

#### **PETITIONS**

### 6.37pm Petition – Heavy Vehicle Traffic using Harding Street, Glengowrie as a thoroughfare Report Reference: GC230816P01

#### Moved Councillor Appleby, Seconded Councillor Veliskou that:

- 1. Council notes the Report.
- 2. The Petition organisers be advised of Council decision.

**Carried Unanimously** 

#### **WORKSHOP / PRESENTATION ITEMS**

Nil

#### **COMMITTEE RECOMMENDATIONS**

#### 6.38pm Confirmation of the Minutes for the Finance & Audit Committee Meeting held on 16 August 2016 Report Reference: GC230816R01

#### Moved Councillor Telfer, Seconded Councillor Hull that Council:

- 1. Receives and notes the minutes of the Finance and Audit Committee meeting of 16 August 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** 

#### **ADJOURNED ITEMS**

#### 6.44pm Park Holme Community Hall Report Reference: GC230816R02

#### Moved Councillor Veliskou, Seconded Councillor Hull 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.
- 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.
- 3. Note further engagement will occur with community members on Council's recommendations for the future use and management of the Park Holme Community Hall.

#### Amendment:

#### Moved Councillor Crossland, Seconded Councillor Pfeiffer that Council:

- 1. Requests 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.
- 2. Notes 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.
- 3. Notes further engagement will occur with community members on Council's recommendations for the future use and management of the Park Holme Community Hall.
- 4. Request administration commence the development of a community facilities strategy to support Council in its future planning and optimisation of assets.

The amendment was **Carried**The motion as amended was **Carried Unanimously** 

#### CORPORATE REPORTS FOR DECISION

6.51pm BMX Funding Deed Report Reference: GC230816R03

6.52pm Councillor Veliskou left the meeting 6.54pm Councillor Veliskou re-entered the meeting

#### Moved Councillor Byram, Seconded Councillor Crossland that Council:

- 1. Resolves to accept the revised clause 5.1.4 and authorises the Mayor and Chief Executive Officer to sign and affix the Council seal to the BMX deed between the Minister for Recreation and Sport and the City of Marion.
- 2. Notes that in approving the BMX deed that a prudential management report will be brought to Council to consider the estimated capital cost of the project and whole of life costs prior to the calling of construction tenders.

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

- Resolves to accept the revised clause 5.1.4 and authorises the Mayor and Chief Executive
   Officer to sign and affix the Council seal to the BMX deed between the Minister for Recreation
   and Sport and the City of Marion.
  - (Note clause 5.1.4 states 'Council obtaining any necessary funds, with the Office for Recreation and Sport, City of Onkaparinga, City of Marion and the Department of Environment, Water and Natural Resources using their best endeavours to secure and develop a mutually agreeable funding solution if the cost of the project is over the \$3.5M project allocation necessary for completion of the regional level, UCI Standard BMX facility.')
- 2. Notes that in approving the BMX deed that a prudential management report will be brought to Council to consider the estimated capital cost of the project and whole of life costs prior to the calling of construction tenders.

3. Formally acknowledges and thanks the City of Onkaparinga for their co-contribution to the project.

#### Amendment:

#### Moved Councillor Telfer, Seconded Councillor Kerry that:

 Council resolves to accept the revised clause 5.1.4 and authorises the Mayor and Chief Executive Officer to sign and affix the Council seal to the BMX deed between the Minister for Recreation and Sport and the City of Marion.

(Note clause 5.1.4 states 'Council obtaining any necessary funds, with the Office for Recreation and Sport, City of Onkaparinga, City of Marion and the Department of Environment, Water and Natural Resources using their best endeavours to secure and develop a mutually agreeable funding solution if the cost of the project is over the \$3.5M project allocation necessary for completion of the regional level, UCI Standard BMX facility.')

- 2. If the estimated cost of the BMX project for the international track and club facilities exceeds \$3.5M, Council will at that stage work with the other project parties to generate a mutually agreeable funding solution.
- 3. Council notes that in approving the BMX deed that a prudential management report will be brought to Council to consider the estimated capital cost of the project and whole of life costs prior to the calling of construction tenders.
- 4. Council formally acknowledges and thanks the City of Onkaparinga for their co-contribution to the project.

The amendment was **Carried**The motion as amended was **Carried** 

#### Councillor Appleby called for a division:

Those for: Councillors Pfeiffer, Kerry, Telfer, Hutchinson, Westwood, Byram, Veliskou and

Crossland

Those Against: Councillors Hull and Appleby

Carried

### 7.36pm Streetscape Project – Priority Scoring System Report Reference: GC230816R04

#### Moved Councillor Crossland that Council:

1. Endorses the priority scoring system below to identify significant streetscape projects.

#### **Priority Scoring System:**

Criteria		•	Scoring / W	eight/	Comments	
1.	Community Impact				Score	

	How many people are likely to experience the increased level of amenity, including local residents and those travelling through the proposed streetscaped area?	0	<b>←</b>	10	A higher score is given to streets with higher volumes of vehicle and pedestrian traffic
2.	Neighbourhood Amenity &				
	Will the streetscaping greatly improve the current amenity of the street?	0	$\longleftrightarrow$	5	A higher score is given to streets with low amenity as they will have a greater potential for improvement
3.	Partnership Funding Potential				
	Will the proposal be eligible for external funding?	0		3	
4.	Potential Cost Implications for				
	Is there an opportunity for the proposed streetscaping to be carried out in conjunction with necessary, or otherwise budgeted, works?	0		3	Examples: traffic calming treatments, stormwater upgrade or replacement of infrastructure at the end of its useful life
5.	Accessibility				
	Will the proposal simultaneously solve a safety, traffic or accessibility issue?	0	<b>←</b>	2	Greater weighting for disability access but will also include pedestrians, vehicles and cycles.
6.	Economic / Cultural / Heritage				
	Does the proposal have economic, cultural or heritage significance?	0	<b></b>	2	
	TOTAL				/ 25

#### Note

- 1. All projects should deliver good value by achieving the maximum amount of increased amenity in accordance with the Streetscape Policy for the least cost.
- 2. All projects will use Water Sensitive Urban Design wherever possible.
- 3. Geographic consideration should be considered to ensure that future streetscape projects are evenly spread across the whole council area.

2. Notes the outcomes of the application of the Priority Scoring System will be presented to Council in September 2016.

**Moved Councillor Pfeiffer, Seconded Councillor Hutchinson** that the item be adjourned until copies of the revised Appendix 2 is provided in hard copy to all Members later in the meeting.

Carried

7.37pm Councillor Veliskou left the meeting

### 7.38pm Toc H Hall – Community Land Revocation Report Reference: GC230816R05

Moved Councillor Pfeiffer, Seconded Councillor Hutchinson that Council:

- 1. Acknowledges the outcome of the community consultation process undertaken.
- Authorises the lodgement of the proposal with a report on all submissions made as part of the
  public consultation process and a request to approve the revocation of the Community Land
  classification over the whole of Allotment 151 in Filed Plan 10801 being the whole of the land in
  Certificate of Title Volume 6022 Folio 144 to the Minister for Planning in accordance with Section
  194 of the Local Government Act 1999.
- 3. Notes a report will be presented to Council upon receipt of the determination from the Minister for Planning.

**Carried Unanimously** 

7.39pm Councillor Veliskou re-entered

#### 7.39pm Hard Waste Fee for Service Models Report Reference: GC230816R06

Moved Councillor Crossland, Seconded Councillor Telfer that Council:

- 1. Notes this Report.
- 2. Authorises formal community consultation to be undertaken to assess the potential impacts on residents of Option 2 (*Variation to the current service standard: One Free Service Only of 2 Cubic Meters (2m3)*) as outlined within this report.
- 3. Requests a final report be brought back to Council, following the conclusion of community engagement, for consideration by December 2016.

Councillor Crossland sought and was granted leave of the meeting to withdraw the motion.

**Motion withdrawn** 

**Moved Councillor Veliskou, Seconded Councillor Pfeiffer** that the matter be deferred until the 22 November 2016 General Council meeting to enable the matter to be discussed first at an Elected Member Forum.

Carried

### 7.59pm Streetscape Project – Priority Scoring System (Resumption of item above) Report Reference: GC230816R04

#### Moved Councillor Crossland, Seconded Councillor Hutchinson that Council:

1. Endorses the priority scoring system below to identify significant streetscape projects.

#### **Priority Scoring System:**

Criteria			Scoring / W	/eight	ing	Comments
1.	Community Impact				Score	
	How many people are likely to experience the increased level of amenity, including local residents and those travelling through the proposed streetscaped area?	0	<b>←</b>	10		A higher score is given to streets with higher volumes of vehicle and pedestrian traffic
2.	Neighbourhood Amenity &					
	Will the streetscaping greatly improve the current amenity of the street?	0	$\leftarrow$	5		A higher score is given to streets with low amenity as they will have a greater potential for improvement
3.	Partnership Funding Potential					
	Will the proposal be eligible for external funding?	0		3		
4.	Potential Cost Implications for					
	Is there an opportunity for the proposed streetscaping to be carried out in conjunction with necessary, or otherwise budgeted, works?	0	<b>←</b>	3		Examples: traffic calming treatments, stormwater upgrade or replacement of infrastructure at the end of its useful life
5.	Accessibility					
	Will the proposal simultaneously solve a safety, traffic or accessibility issue?	0	$\longleftrightarrow$	2		Greater weighting for disability access but will also include pedestrians, vehicles and cycles.
6.	Economic / Cultural / Heritage					

Does the proposal have economic, cultural or heritage significance?	0	$\longleftrightarrow$	2	
TOTAL				/ 25

#### Note

- 1. All projects should deliver good value by achieving the maximum amount of increased amenity in accordance with the Streetscape Policy for the least cost.
- 2. All projects will use Water Sensitive Urban Design wherever possible.
- 3. Geographic consideration should be considered to ensure that future streetscape projects are evenly spread across the whole council area.
- 2. Notes the outcomes of the application of the Priority Scoring System will be presented to Council in September 2016.

8.05pm Councillor Pfeiffer left the meeting8.07pm Councillor Pfeiffer re-entered the meeting

**Carried Unanimously** 

8.11pm Youth Development Grants
Report Reference: GC230816R07

**Councillor Byram declared a perceived conflict of interest** in this item as she is a member of the Hallett Cove Baptist Church. She remained in the Chamber and participated in the vote.

#### Moved Councillor Westwood, Seconded Councillor Crossland that Council:

- 1. Approves the Youth Grant applications, totalling \$41,000 as recommended in Appendix 2.
- 2. Notes that the Youth Grants program will generate youth projects/program/activities to the value of \$103,168 (consisting of Council's \$41,000 contribution plus \$62,168 of community organisations contribution).
- 3. Reviews both the criteria and guidelines of the Youth Development Grants in preparation for future grant funding rounds.
- 4. Notes that the remainder of the allocated grant budget of \$152,909 will be used in the partnership approach by working with internal teams and external organisations to deliver youth development programs, events and initiatives.
- 5. Considers the Youth Development partnership model approach at a future Elected Member Forum.

Carried Unanimously
Councillor Byram voted for the motion
The majority of Council voted for the motion

#### CORPORATE REPORTS FOR INFORMATION / NOTING

### 8.12pm Innovative Solar Options for Administration Building and Cove Civic Centre Report Reference: GC230816R08

#### Moved Councillor Veliskou, Seconded Councillor Westwood that Council:

- 1. Notes the report and the current status of the project;
- 2. Notes that a further report will be brought for Council's consideration once the investigation has been finalised.

**Carried Unanimously** 

8.14pm Finance Report – July 2016 Report Reference: GC230816R09

#### Moved Councillor Telfer, Seconded Councillor Hutchinson that Council:

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

**Carried Unanimously** 

8.20pm WHS Report – July 2016

Report Reference: GC230816R10

#### Moved Councillor Pfeiffer, Seconded Councillor Hull that Council:

1. Notes the report and statistical data contained therein.

**Carried Unanimously** 

#### MATTERS RAISED BY MEMBERS

**Questions with Notice** 

8.23pm Mitchell Park Upgrade Meeting with Clubs Report Reference: GC230816Q01

#### **QUESTIONS:**

- 1. Given the demonstrated interest among Elected Members in the proposed Mitchell Park upgrade, and the briefing given by the "Manager, Strategic Projects" specifically on this topic to Elected Members on 9th August 2016, why were the Ward Councillors and the Mayor only advised by email at 5.04pm on 11th August 2016 of the (planned) meeting which the "Manager, Strategic Projects" arranged with relevant Mitchell Park clubs for 6pm that evening?
- 2. Why was it considered necessary for 3 staff to attend this after hours meeting which was held essentially to update the clubs?

**COMMENTS: Adrian Skull, CEO** 

The meeting with the Mitchell Park Sports and Community Centre was arranged to provide the Clubs with an update on the current status of the project. An email was sent to Elected Members to advise them that the meeting was occurring and it is acknowledged that this did not provide sufficient time should Elected Members wish to attend the meeting. As advised by email on 12 August 2016 the Manager Strategic Projects will ensure that Members are invited to future meetings with the Mitchell Park Sports and Community Centre. I apologise for the extremely short notice and commit to ensuring timely notice is given in the future.

Three staff members attended the meeting due to their different roles with the project. One attended as they have carriage of the funding application, and given changes to the National Stronger Regions Fund, researching other potential funding sources and approaches. The second staff member attended as they have the lead role in developing the new management model and the transition and changes that will be required to move into and establish the new centre.

The Manager Strategic Projects attended the meeting to advise on changes to the National Stronger Regions Fund (NSRF), the establishment of the Building Better Regions Fund (BBRF) and the delays to the funding process that have resulted due to the changes. The Manager Strategic Projects led a discussion on how the clubs could keep the momentum of the project going, and position the project for future funding success, rather than wait until the new BBRF fund details are released in either late 2016 or early 2017.

The clubs enthusiastically endorsed beginning work on the new management model and exploring whether programs and activities being considered for the new facility could be considered in the existing facility.

The clubs have asked to meet monthly to progress these matters and Members will be invited to these monthly meetings.

#### 8.24pm The Use of Aliases

Report Reference: GC230816Q02

#### QUESTION:

1. The Electoral Commission of South Australia (ECSA) 2014 Nomination Form (known as the LG3 form) provided a nominee with the opportunity to state a "name to appear on the ballot paper".

Do the electoral provisions effectively allow a nominee to create a false identity? What constitutes an "ulterior purpose" when referred to under "name to appear on the ballot paper" which is indicated on the nomination form?

2. Does the Local Government Act or the SA Electoral Act or any other provision require successful candidates to assume the "name appearing on the ballot paper" once elected?

Is there any requirement for successful candidates to provide their legal name once elected?

Can you please provide commentary for the specific purposes of:

- taking the oath during swearing-in of elected members;
- receiving taxable payments from council;
- generally discharging duties.

#### **COMMENTS: Councillor Luke Hutchinson**

Nil

#### **COMMENTS: Jaimie Thwaites, Unit Manager Governance & Records**

#### Question 1

The Local Government (Elections) Act 1999 (LGEA) covers eligibility to nominate which include electors details on the roll. Section 19 (6) of the LGEA states that a nomination may be rejected if the returning officer believes that the name under which the candidate is nominated has been assumed for an ulterior purpose.

The nomination form is determined by the Electoral Commissioner (Local Government (Elections) Regulations 2010) and the intent of allowing a nominee to use the name by which they are generally known if it is different to their enrolled name on the ballot paper is to afford the nominee the opportunity to clarify their identity. This includes those with hyphenated names that are generally known by the last name, those who are generally known by a second given name rather than the first given name and those who are well known by a nickname. If the intent was merely to create a false identity then this would be considered an 'ulterior purpose'.

The nomination form requires a declaration by the nominee and it is an offence under section 64(1) of the LGEA to make a statement in a declaration under the Act that is, to the person's knowledge, false or misleading in a material respect (maximum penalty of \$5,000 or imprisonment for one year).

A copy of the Electoral Commission of South Australia (ECSA) 2014 Nomination Form (known as the LG3 form) is attached as Appendix 1 to report in the agenda.

#### **Question 2**

As advised above the intent of allowing a nominee to use the name by which they are generally known if it is different to their enrolled name on the ballot paper is to afford the nominee the opportunity to clarify their identity, not create a new one. The candidate's name as it appears on the electoral roll is required to be provided on the front page of the nomination form. Once the nomination is accepted this front page is required to be publicly displayed at the Council Office during the election period.

#### Taking the oath during swearing-in of elected members

The declaration to be made by members of Council at the swearing in ceremony is prescribed by the *Local Government (General) Regulations 2013* under the *Local Government Act 1999* and is as follows:

#### Form 2—Undertaking to be made by a member of a council before assuming office

I, [insert full name of member of the council], having been elected or appointed to the office of a member of [insert full name of council], undertake to faithfully and impartially fulfil the duties of office in the public interest, to the best of my judgment and abilities and in accordance with the Local Government Act 1999.

Signature: [insert signature of member]

This undertaking was made before me on: [insert date on which undertaking is made]

Signature: [insert signature of person before whom undertaking is made]

Note-

The undertaking must be made before a Justice of the Peace or other person authorised to take declarations under the *Oaths Act 1936* (being a Commissioner for Taking Affidavits, or a proclaimed manager of an office of a bank, building society or credit union, or a proclaimed member of the police force).

#### Receiving taxable payments from council

Taxable payments received by Elected Members from Council e.g. allowances and reimbursements, are paid into the nominated bank account of the Elected Member. There is no legislative guidance and therefore restriction on where the funds are directed, however Council policy has been to ensure the nominated bank account is held or jointly held in the name of the Elected Member.

#### Generally discharging duties

Under Section 62(1) of the Local Government Act 1999 'A member of a council must at all times act honestly in the performance and discharge of official functions and duties.' Council Members are also required to comply with the 'Code of Conduct for Council Members' made by regulation for the purposes of Section 63 (1) of the Local Government Act 1999.

#### **Motions with Notice**

### 8.25pm Access to Internet and Laptop in Libraries for Guests Report Reference: GC230816M01

8.25pm Councillor Pfeiffer left the meeting

This item was withdrawn.

8.27pm Councillor Pfeiffer re-entered the meeting 8.27pm Councillor Kerry left the meeting

#### 8.29pm Honouring Olympian Kyle Chalmers Report Reference: GC230816M02

#### Moved Councillor Hutchinson, Seconded Councillor Pfeiffer that Council:

- 1. Offer the 'Keys to the City' to Olympic gold medallist and Marion Swimming Club member Kyle Chalmers in recognition of his outstanding achievement at the 2016 Olympic Games in Rio.
- 8.30pm Councillor Kerry re-entered the meeting

Carried

#### **CONFIDENTIAL ITEMS**

### 8.33pm Finance and Audit Committee Confidential Minutes – 16 August 2016 Report Reference: GC230816F01

#### Moved Councillor Telfer, Seconded Councillor Hutchinson that:

1. Pursuant to Section 90(2) and (3)(e) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Adrian Skull Chief Executive Officer; Vincent Mifsud, General Manager Corporate Services; Abby Dickson, General Manager City Development; Tony Lines General Manager Operations: Kate McKenzie, Manager Corporate Governance; Jaimie Thwaites Unit Manager Governance and Records, be excluded from the meeting as the Council receives and considers the confidential minutes of the Finance and Audit Committee, upon the basis that the Council is satisfied that the requirement for the

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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 security of the Council.

Carried

8.33pm The meeting went into confidence.

Moved Councillor Telfer, Seconded Councillor Crossland that:

In accordance with Section 91(7) and (9) of the Local Government Act 1999 orders that this
report and Appendix 1 having been considered in confidence under Section 90(2) and (3)(e) of
the Act 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 Unanimously** 

8.34pm The meeting came out of confidence.CLOSURE - Meeting Declared Closed at 8.34pm.

CHAIRPERSON

**CONFIRMED THIS 23 AUGUST 2016** 

## CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Ray Barnwell, A/General Manager Corporate Services

Subject: People and Culture Committee - Confirmation of Draft

Minutes of Meeting held on 6 September 2016

Report Reference: GC270916R01

#### **DISCUSSION:**

The purpose of this report is to facilitate the receiving and noting of the minutes from the 6 September 2016 People and Culture Committee meeting. The followings items were considered.

- 7.1 Volunteer Management
- 7.2 Review of the How We Work Together Policy
- 7.3 Review the Elected Members Records Management Policy
- 7.4 Enterprise Agreement (EA) Negotiations Administrative Staff
- 7.5 Leadership Development
- 7.6 Workforce Plan Progress
- 7.7 Independent Member Finance and Audit Committee
- 7.8 People and Culture Monitoring Report
- 7.10 Aggregating the CEO Performance Rating 2015/16
- 7.9 Committee Review and feedback (Verbal Discussion)

#### **RECOMMENDATIONS (2)**

**DUE DATES** 

#### **That Council:**

1. Receives and notes the minutes of the People and Culture 27 Sept 2016 Committee meeting of 6 September 2016 (Appendix 1).

 Notes that separate reports will be brought to Council for consideration of any recommendations from the People and Culture Committee.

Report Reference: GC270916R01



#### **PRESENT**

#### **Elected Members**

Councillor Raelene Telfer (Presiding Member), Councillor Hull, Councillor Hutchinson His Worship the Mayor Kris Hanna (from 7.10 pm)

#### **Independent Member**

Nil

#### In Attendance

Adrian Skull Chief Executive Officer (from 7.22 pm)
Kate McKenzie Manager Corporate Governance
Steph Roberts Manager Human Resources

Vincent Mifsud General Manager Corporate Services

Liz Byrne Manager Community and Cultural Services (for item 7.1)

Tony Lines General Manager Operations

#### 1. OPEN MEETING

The meeting commenced at 6.34 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 Hutchinson, Seconded Hull** that the minutes of the People and Culture Committee meeting held on 5 July 2016 are confirmed as a true and correct record of proceedings, noting that Councillor Hutchinson's name was spelt incorrectly and should be amended.

**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 requested that all actions from the meeting be included on the action list, including the proposed themes and actions from the Workforce Plan that relate to the Committees operations.

The Committee noted that the Actions Arising also has the old logo which needs to be replaced.

The Committee also noted that the Work Program included a report for Executive Performance and Remuneration Review. The Committee agreed that this was beyond the role of the Committee as the Council's only employee is the CEO.

The Committee noted that the meeting for 1 November was also a full agenda.

#### 6. PRESENTATION

Nil

#### 7. REPORTS

### 6.38 pm Volunteer Management – Performance and Improvement Report Reference: PC060916R7.1.

The Committee noted the report and discussed the following points:

- No claims have been received from a volunteer for personal injury and if any were to occur, they would be included within the monthly WHS report.
- The organisational values should be incorporated as part of the volunteer induction.
- The volunteer program is currently at its capacity and hence no recruitment is currently occurring.
- Any performance issues of volunteers are managed in the first instance to seek
  resolution of the matter. If performance issues continue, there is a Code of Conduct for
  Volunteers and a procedure to manage this process. If the matter cannot be resolved,
  they will be existed from the organisation. This has occurred on very few occasions. A
  copy of the Code and the procedure will be provided to the Committee Members out of
  session.
- The Volunteer Induction Handbook is being revised to include the organisational values.
- The Heritage Centre volunteers are located under the Libraries hence they are not listed separately.
- Sports and community group volunteers are not included as part of the City of Marion registered program. The support and recognition that is provided to City of Marion volunteers maybe different to other groups. It is noted that the City of Marion did recognise all volunteers who undertake work within our community via an adverisement in the Messenger. The City of Marion will also nominate various community volunteers for awards where possible. It was noted that the state government provide a free volunteer concert in June each year.
- The Annual Volunteer Report includes further breakdown and analysis of the Volunteer Program and this report could be presented to the Committee in February 2017.

The Committee sought clarification on a previous resolution of Council (GC130514R01) and how this had been carried out? It was agreed that this item would be followed up and further information provided to the Committee through the business arising statement.

#### **ACTION:**

Provide Committee members with a copy of the Code of Conduct for Volunteers and the Performance Management Procedure.

Follow up on a previous resolution of Council (GC130514R01) and how this had been carried out. Can the outcome be included within the Business Arising Statement?

In February 2017, report to the Committee the Annual Volunteers Report.

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

- 1. Notes the report regarding Volunteer Management.
- 2. Request the information on retention of volunteers and performance management of volunteers be included in the next report to the committee in February 2017.

CARRIED

### 6.58 pm Review of the How We Work Together Policy Report Reference: PCC060916R7.2

The Committee noted the report and suggested that the new policy and procedure was a better approach.

The Committee discussed the opportunity to include a section on defining behaviours within the Policy. The Committee had mixed views and suggested that this be included as an option within the report to Council. If it was the desire of the Council, this could then be included at the time the Policy and Procedure is adopted. The Committee requested that the feedback provided by independent member, Dr Panter be taken on board when drafting this.

7.10pm Mayor Hanna entered the meeting.

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

1. Recommends that the 'How We Work Together Policy and Procedure' be presented to Council for adoption with the option of defining behaviours to be included within the body of the report to Council.

**CARRIED** 

7.22 pm Mr Adrian Skull (Chief Executive Officer) entered the meeting

### 7.22 pm Review of Elected Member Records Management Policy Report Reference: PCC060916R7.3

The Committee reviewed the Policy and requested clarity on the following:

If a document is captured on the server (i.e. an email), does this satisfy the requirements
of the State Records Act?

- Can the Policy can refer to words such as 'encourage' instead of must? Would this met the obligations of the State Records Act? The Committee suggested that legal advice be sought to clarify.
- Can the Policy include mechanisms regarding what an Elected Member should do with confidential records?

The Committee suggested that the definition of medium and public servant be removed. It was also suggested that the word 'especially' could be removed from the definition of document.

ACTION: Obtain legal advice to clarify the wording within the Policy.

### Moved Mayor Hanna, Seconded Councillor Hutchinson that the People and Culture Committee:

- 1. Notes the report and discussion on the 'Elected Member Records Management' Policy.
- 2. Notes the report and discussion on the 'Elected Member Records Management' Procedure diagram.
- 3. Recommends that the 'Elected Member Records Management' Policy be presented to Council for adoption with the legal advice requested by the Committee.

**CARRIED** 

### 7.39pm Enterprise Agreement (EA) Negotiations Administrative Staff Report Reference: PCC060916R7.4

The Committee noted the report and further verbal update provided by the Manager Human Resources. It was noted that further discussions were occurring with the Union and Staff Representatives. It is hopeful that another position will be put to the vote imminently.

The Committee thanked Management and looks forward to the matter progressing.

#### Moved Mayor Hanna, Seconded Councillor Hull that the People and Culture Committee:

1. Notes the update provided regarding the Enterprise Agreement negotiations with Administrative Staff.

**CARRIED** 

#### 7.44 pm Leadership Development

Report Reference: PCC060916R7.5

The Committee noted the report and provided positive feedback to staff regarding the approach. It was noted that it was a great step forward.

Moved Councillor Hutchinson, Seconded Mayor Hanna that the People and Culture Committee:

1. Notes the report and discussion regarding Leadership Development.

**CARRIED** 

#### 7.47pm Workforce Plan Progress

Report Reference: PCC060916R7.6

The Committee noted the report on the Workforce Plan and discussed the following:

- Customer Service should be a key focus of the workforce plan and should address planning now and into the future.
- Customer Service should be applied to all service staff, particularly those with a strong public interface including operational staff. The Committee commented that staff could be supported more in this area, given the level and quality of service provided by operational staff is inconsistent.
- Customer Service should be beyond the community and also include internal customers, other levels of government, contractors, etc.
- Investing in further technologies to improve efficiencies and customer service is supported by the Committee but is a decision for Council once the cost benefit and tangible outcomes are clearly defined. It was noted that the City of Charles Sturt are using some great initiatives and further information should be sourced from them.
- The aging workforce can be a challenge to manage. Management is interested investigating different options to bring younger people into the organisation. The idea of a gap year for year 12 graduates was discussed and supported. This would require a Council decision. The intention would be for Council to liaise with local schools to offer a gap year to two year 12 graduates. The program would require additional budget and would be an addition to the head count of staff. This was acknowledged by the Committee.
- The diversity of the community will be difficult to reflect in the workforce. It was noted that some high level principles may work but would be difficult to measure.

### **Moved Mayor Hanna, Seconded Councillor Hull** that the People and Culture Committee:

- 1. Notes the report and discussion regarding Workforce Planning.
- 2. Discussed the key Future Issues/Topics posed, for consideration of inclusion into the Workforce Plan.
- 3. Recommend to Council the introduction of a gap year program and a report be bought to the next Council meeting (27 September 2016).

**CARRIED** 

### 8.12 pm Independent Member – Finance and Audit Committee Report Reference: PCC060916R7.7

The Committee noted the report and that the expiry date for Elected Members on the Finance and Audit Committee should read 2016 not 2015.

The Committee agreed some discussion on the report would be useful in a confidential setting with only the CEO present.

**Moved Mayor Hanna, Seconded Councillor Hutchinson,** that pursuant to section 90(2) and 3 (a) of the *Local Government Act 1999*, the People and Culture Committee orders that all persons present, with the exception of Adrian Skull, Chief Executive Officer be excluded from the meeting as the Committee considers that the requirement for the meeting to be conducted in a place open to the public has been outweighed in circumstances where the Committee will consider the performance of the Finance and Audit Committee and the personal affairs of an independent member.

CARRIED

- 8.14 pm the Committee went into confidence and all staff (with the exception of the CEO) left the meeting
- 8.40 pm the Committee came out of confidence and all staff returned

**Moved Councillor Hull, Seconded Mayor Hanna** that the People and Culture Committee:

1. Recommend to Council that Mr Greg Connor be re-appointed for a period of 3 years until November 2019, encouraging his continued constructive interrogation of Councils' strategies and processes.

**CARRIED** 

### 8.41pm People and Culture Monitoring Report Report Reference: PCC060916R7.8

The Committee noted the report and clarity was sought on the following:

- The figures relating to the total people spend in 14/15 and 15/16 are similar even after the organisational restructure. It was advised that senior managers who were made redundant received separation packages and the existing EBA has an increase of 3.4%. It is expected that savings will be demonstrated in the 2016/17 financial year.
- It was noted that there is further opportunity for reviewing the organisational structure to ensure that the organisation is not top heavy.
- The opportunity to outsource carryover work noting that a portion of work is already
  outsourced. It was noted that the ratio of work to be outsourced is not quantified at this
  point but carryover can be outsourced if the organisation has the capacity of manage
  accordingly.
- The figures relating to negative sick leave and that management is dealing with this issue.

**Moved Councillor Hutchinson, Seconded Mayor Hanna** that the People and Culture Committee notes the metrics outlined in this report.

**CARRIED** 

- 8.52 pm leave of the meeting was sought and granted for a short adjournment
- 8.52 pm meeting adjourned
- 8.54 pm meeting resumed

### 8.54pm Aggregating the CEO Performance Rating 2015/16 Report Reference: PCC060916R7.10

The Committee discussed the report and stated that Council has spent considerable time of the 2015/16 Key Performance Indicators (KPI) and these would be used as the only source document for the assessment of the CEO Performance in 2015/16.

The Committee noted that although Council had agreed to undertake the 360 review, it was not a formal part of the CEO Performance Review and should be used for feedback and constructive conversation with the CEO. It was suggested that the 10% Elected Member Assessment could be completed by extracting the data that the Elected Members have provided within the 360 survey.

The Committee noted that Dr Panter had provided feedback that the 360 and KPI's could be considered on a 50/50 basis. It was suggested that this was not appropriate for this performance assessment as it was not considered at the time when the KPI's were set.

The Manager Human Resources advised the Committee that the CEO contract does allow for 'any other factors' to be considered as part of the Performance Review.

It was noted that the raw data for the assessment of the KPI's would be presented to the Committee in November.

The Committee noted that the process should be reviewed at the conclusion of this assessment to ensure that any learnings are include in the 16/17 assessment.

#### Moved Mayor Hanna, Seconded Councillor Hull that the People and Culture Committee:

- 1. Recommends to Council that the 360 review outcomes be used for conversation (with the CEO) about his performance in conjunction with the KPI results.
- 2. Confirms that the KPI's results are to be used to assess the CEO Performance for 2015/16.
- 3. Confirms that the Elected Member feedback be extracted from the 360 review to be used for assessing KPI 12 Elected Member Feedback.

**CARRIED** 

#### 9.28 pm Committee Review and Feedback - Verbal Discussion

The Committee discussed the following matters:

- The People and Culture Committee meeting schedule in connection with other Committee needs
- Budget implications
- The opportunity to strengthen recommendations

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Nil

#### 9. ANY OTHER BUSINESS

Nil

#### 10. MEETING CLOSURE

The meeting was declared closed at 9.37 pm

#### 11. NEXT MEETING

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

Time: 6:30 pm

Date: 1 November 2016

Venue: Committee Room 1 & 2

#### **CONFIRMED**

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**CHAIRPERSON** 

/ /

## CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 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 6 September 2016

Report Reference: GC270916R02

#### DISCUSSION

The purpose of this report is to facilitate the receiving and noting of the minutes from the 6 September 2016 Infrastructure Committee meeting. A summary of the items considered are noted below.

#### 6.1 Infrastructure Projects Progress Updates

The Committee was provided with a progress report on key infrastructure projects.

#### 7.1 Glenthorne Farm Aspirations Workshop

The Committee held a workshop on Glenthorne Farm Aspirations Workshop and future possibilities for the site.

### 8.1 Presentation by Fiona Harvey on Current and Emerging opportunities for City of Marion

A presentation was provided to the committee around current and emerging opportunities for City of Marion and initiated a discussion into item 8.2.

#### 8.2 Preparation of a 10 Year Strategic Plan Workshop

The Committee began a discussion around a process to review the 10 Year Strategic Plan. Future discussion will be held at the next Strategy Committee meeting on 4 October 2016.

#### **RECOMMENDATION (1)**

**DUE DATE** 

#### **That Council:**

1. Receives and notes the minutes of the Infrastructure 27 Sept 2016 Committee meeting of 6 September 2016 (Appendix 1).

Report Reference: GC270916R02

# MINUTES OF INFRASTRUCTURE COMMITTEE MEETING HELD AT ADMINISTRATION CENTRE 245 STURT ROAD, STURT ON TUESDAY 6 SEPTEMBER 2016



#### **PRESENT**

#### **Elected Members**

His Worship the Mayor Kris Hanna Councillors Byram (Chair) Pfeiffer, Veliskou and Westwood

#### **Independent Members**

Christian Reynolds and Damien Scanlon

#### In Attendance

Mr Ian Crossland Elected Member Mr Nathan Prior Elected Member

Mr Adrian Skull Chief Executive Officer

Ms Abby Dickson General Manager City Development

Ms Carol Hampton Manager City Property
Mr John Valentine Manager Strategic Projects

Mr Mathew Allen Manager Engineering and Field Services

Ms Carol Hampton Manager City Property

Ms Fiona Harvey Manager Innovation and Strategy
Miss Georgie Johnson Administration Assistant (minute taker)

#### 1. OPEN MEETING

The meeting commenced at 6.36pm.

Chair acknowledged the Strategy Committee are joining the meeting as invited guests tonight.

#### 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.

Damien Scanlon not present until after Glenthorne Farm agenda item.

#### 4. CONFIRMATION OF MINUTES

**Moved Councillor Pfeiffer, Seconded Christian Reynolds** that the minutes of the Infrastructure Committee meeting held on 5 July 2016 is confirmed as a true and correct record of proceedings.

**Carried unanimously** 

#### 5. BUSINESS ARISING

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

**Business Arising:** 

 Westfield and City of Marion meeting being pursued by CEOEA for General Manager City Development & CEO to meet with Malcolm Crestwell.

The Chair sought and was granted leave of the meeting to vary the order of the agenda.

#### 6. ASPIRATIONS WORKSHOP

### 6.41pm Glenthorne Farm Aspirations Report Reference: IC060916R7.1

Moved Councillor Pfeiffer, Seconded Christian Reynolds that the Infrastructure Committee:

1. Notes the background report for Glenthorne and discuss aspirations for the future of Glenthorne, recommending a Council report be brought to a Special Council meeting on 13 September 2016.

**Carried unanimously** 

Chair passed meeting over to Cr Veliskou to facilitate workshop and opened meeting up to forum.

The Committee raised and discussed the following points:

- Committee discussed objectives for the site consistent with Friends of Glenthorne Vision, Potential University plans for site, potential future options for site, future considerations, what are the most achievable outcomes?
- Need to review the strategic benefit if the zoning of the land isn't modified.
- Need to review the strategic benefit if the zoning of the land is modified
- Deed to align for Community position

#### Mayor left meeting at 7.09pm

Vision

- Community benefit
- Recreational walking/cycling, horse riding
- Revegetation more forecast
- Organised recreation e.g. soccer pitches
- Negotiating with University Timeliness CoM are in strong position to negotiate.
- Glenthorne provides as many opportunities as Shepherds Hill

- No cost or ownership cost to Council
  - Minimise / spread financial impacts
- Future cost of infrastructure in housing development
- Minimal housing or no housing
- Recommendation from Infrastructure Committee meeting to encourage State Government consideration of Council's position/vision.
- Least impact housing minimal.
- Solar Farm
- Vegetation corridors
- Destination playground.

#### **Differing Mechanisms**

#### Adelaide University Potential Plans

- Education focus
- Housing Blocks
- Want to work with others
- Learning and recreation
- Soccer north east of site
- Kaurna interpretation
- Recreation
- Horses
- Does it fit City of Marion's Vision?

#### Potential future options for site

- Funding Options explored by University, going up to State Government Economic Benefits
- High Schools, Flinders and Adelaide Universities.

#### Future considerations

- Precedence of development change Local Government or State Government
- Future partnerships
  - Nature Play 2
  - Islamic College
  - DEWNR
  - Solar
  - City of Onkaparinga
- What does the community want?
  - What is the University doing in community consultation?
  - Needs to be community mandate.
  - Liability issue for maintaining the property.

#### What are the most achievable outcomes?

- Stages within scope
- Stakeholders meeting to pursue options.

#### Action:

Staff to prepare a report for a Special Council meeting on 13 September 2016 to profile the
concerns to keep the land use aligned with the current deed for future generations,
understanding that negotiations are in progress and Council would like to be a part of the
discussions.

#### **Meeting Adjournment**

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

7.45pm meeting adjourned

7.50pm meeting resumed

#### 7. REPORTS

### 7.50pm Infrastructure Projects Progress Updates Report Reference: IC060916R6.1

Moved Councillor Pfeiffer, Seconded Christian Reynolds that the Infrastructure Committee:

1. Notes the progress report on key infrastructure projects.

Carried unanimously

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

- Edwardstown Oval Redevelopment Funding committed, Funding deed due October 2016.
- Mitchell Park National Stronger Regions Fund no longer in existence, being replaced by Building Better Regions Fund, criteria for fund being announced late 2016 early 2017.
  - Lessons learnt from Edwardstown to be applied to this project. Project staff noted Edwardstown Lessons Learnt and commented the design accommodates combined activities with partners eg. regional facility for Basketball SA, City of Marion Neighbourhood Centre. Junction Australia.
  - Awaiting details of the Building Better Regions Fund, Mayor and CEO to continue lobbying for project. Lobbying document has been produced by project staff to pursue State government funding.
- BMX State Government announcement of name for track Sam Willoughby International BMX Track .
  - Project Steering Group and Project Advisory Groups have been established and meeting regularly. Geotechnical investigations in progress of Majors Road DEWNR land
- Soccer Potential land options being investigated. Land next to Trott Park Neighbourhood centre to be considered, Glenthorne Farm potential option.
- Hallett Cove Foreshore partnership opportunities needed as some project stages are currently unfunded. Amphitheatre development stage to be completed by April 2018.
- Asset Optimisation A future workshop to be organised for next Infrastructure Committee with Ben Yates - Property Advisory, divestment opportunities.

#### 8.14pm Smart Cities

Report Reference: IC060916R6.2

Moved Christian Reynolds, Seconded Councillor Pfeiffer that the Infrastructure Committee:

1. Note the report.

Carried unanimously

The Committee raised and discussed the following points:

- Smart Cities and Suburbs Program Roundtable presentation Neil McNish Economic Development Manager will attend and brief committee at November meeting.
- Smart Cities and Suburbs Program \$50 Million funding opportunity Funding options Neil McNish Economic Development Manager to brief committee on options at November meeting.

#### Action:

- Smart Cities and Suburbs Program Roundtable presentation briefing to be an agenda item for next committee meeting.
- Smart Cities and Suburbs Program \$50 Million funding to be an agenda item for next committee meeting.

### 8.18pm Transition to LED lighting Report Reference: IC060916R7.3

#### Moved Councillor Pfeiffer, Seconded Christian Reynolds that the Infrastructure Committee:

1. Note the report.

#### **Carried unanimously**

The Committee raised and discussed the following points:

- LGA Public Lighting Information Forum attended by Mathew Allen Manager Engineering and Field Services and Councillor Byram on 25 May 2016, future presentation requested for Councillors
- City of Marion currently reviewing Wattage and Kelvin rating. Current standard is 14Watt, 4000 Kelvin rating (light colour)
- Business Case being prepared \$3M cost for replacement programme Proactive transition to supply and install the LED lights throughout city, LED lighting has 20-year lifespan
- Current lights (Mercury Vapour) programmed to be replaced every 4 years by SAPN
- Opportunities for collaboration with neighbouring council
- Clarify with SAPN terms of agreement on future LED lighting agreements.

#### Action:

• Governance to pursue future Public Lighting Information briefing for Councillors.

#### 8. WORKSHOP - 10 YEAR ASPIRATIONS

### 8.34pm Preparation of a 10 Year Strategic Plan Report Reference: IC060916R8.2

#### Moved Councillor Pfeiffer, Seconded Christian Reynolds that the Infrastructure Committee:

- 1. Notes the Council's Strategic Management Framework and Plans as provided in Appendix 1, 2 and 3.
- 2. Notes the presentation highlighting the current and emerging key influences that may impact on Council's pursuit of the Community Vision.

**Carried unanimously** 

Chair handed workshop to Damien Scanlon (Strategy Committee Independent Member) to Chair discussion.

The Committee raised and discussed the following points:

- Valuable to review background information from Public Health presentation in past
- Ensure whole of council is in agreement and understanding of the vision and goals
- Ideas that have evidence and substance behind them. Need an evidenced-based decision making framework
- Struggle with transitioning strategy when change at Council level happens
- Service orientated organisation, review data based on what is happening in community over next 10 years
- Social aspects of living, how social interactions for future generations might be developed. How will this change over next 10 years?
- Housing ordering/shopping online, working from home, impacts this has on the community
- Ways communities will work home based business, digital economy
- Elected Members to show leadership connecting higher strategic connections and how they relate to community enquiries they receive
- PESTLE Scan to be provided to all Elected Members
- Align with State targets but Council have the ability to exceed State targets if they are priorities
- Strategic Planning consider Community FAQ's and how small scale actions all contribute to larger scale strategic goals
- Step through short, medium, long term opportunities and review mega trends
- Focus Group to review future plans.

## Action:

- Information to be developed as part of Strategic Plan development agenda item PESTLE Scan, new focus on public health and wellbeing, Elected Members FAQ's, Vision document, Data from past Making Marion engagement
- Staff to inquire when the State Infrastructure Plan is due for completion
- Staff to inquire if there will be a State Smart Cities plan Australian one available.

# 9. CONFIDENTIAL ITEMS

Nil

## 10. ANY OTHER BUSINESS

The Committee raised and discussed the following points:

# 11. MEETING CLOSURE

The meeting was declared closed at 9.33pm

### 12. NEXT MEETING

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

Time: 6:30 pm

Date: 1 November 2016 Venue: Council Chamber

CONFIRMED
CHAIRPERSON

# CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Originating Officer: Fiona Harvey, Manager Innovation and Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: 2016-2019 Business Plan

Report Reference: GC270916R03

#### REPORT OBJECTIVES

To present the feedback for consideration and inclusion in the final 2016-2019 Business Plan (Appendix 1).

# **EXECUTIVE SUMMARY**

Community consultation occurred on the draft 2016-2019 Business Plan during the period 29 July – 19 August 2016. Seven specific comments from the community were received through the consultation process, with overall feedback being positive and 100% of respondents to the online poll indicating support for the Business Plan. A small number of proposed inclusions and revisions to goal wording were also proposed by Elected Members. Feedback on the draft 2016-2019 Business Plan was also sought from relevant SA Public Health stakeholders (as a requirement under the *SA Public Health Act 2011*). Feedback from these stakeholders was positive, with support for the approach taken to embed public health within Council's strategic plans and recognition of the alignment between Council Plan goals and the SA Public Health Plan priorities.

The draft 2016-2019 Business Plan can now be finalised, inclusive of any appropriate changes reflecting feedback received through the consultation process.

# **RECOMMENDATIONS (2)**

**DUE DATES** 

# **That Council:**

Revises and adopts the 2016-2019 Business Plan as provided in Appendix 1 inclusive of the following changes:

-

2. Notes the final 2016-2019 Business Plan will be published and communicated through a variety of forums including a small number of hard copy publications; the City of Marion's website, and social media forums.

27 Sept 2016

## **BACKGROUND**

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 (2016-17 to 2018-19) 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.

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

- 16 January 2016 and 19 July 2016 Elected Member Forums
- 02 February 2016 and 05 April 2016 Strategy Committee meetings
- 03-17 February 2016 circulated via email for Elected Member feedback
- February June 2016 staff input
- 29 July 19 August 2016 community consultation
- 22 August 16 September 2016 SA Health key stakeholder consultation.

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.

# **ANALYSIS**

Public consultation on the draft 2016-2019 Business Plan occurred over a three week period 29 July – 19 August 2016. Feedback on the draft Business Plan was sought via Council's website through *Making Marion*, social media posts and the Messenger's 'What's Happening' column.

Information promoting feedback opportunities were provided via email to the City of Marion business community including Edwardstown Region Business Association, Hallett Cove Business Association, Visitor Economy Working Group and the Tonsley Business Support Group. The Plan was also presented at the Business Engagement Forum (organised by Economic Development). An email was also distributed to the City of Marion volunteer database.

The engagement was published on the front page of the City of Marion website under current consultations inviting people to read the draft plan and provide feedback.

Hard copies were made available at our Administration centre, Neighbourhood Centres and Libraries with a flyer promoting the website, contact phone number and email.

The engagement asked people to respond to a poll question: 'Overall do you support what is in the Plan?', and/or to provide comments via an online comment form.

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

# Community feedback statistics

The feedback received from the community on the draft Business Plan was:

- A total of 154 people visited the Making Marion website and 17 people downloaded the document
- 4 written responses were received and 21 people completed the online Poll indicating their level of support for the Plan
- A social media post was published on 10 August 2016 reaching 1205 people with 8 shares, 12 likes and 1 comment received
- A second social media post was published on 16 August 2016 reaching **1599** people, with **9** shares, **11** likes and **1** comment.

# Quick Poll response

100% of the 21 people who participated in the Online Poll indicated they either strongly support or support what is in the Plan.

# **Specific Community feedback**

The feedback received from the Community through both the online submission forms and social media comments is summarised in the table below.

Feedba	ick received	Response
1.	Is there any face to face consultation planned?	No change to the draft Business Plan
		The following response was provided to the feedback:
		Thanks for your question. We have no face to face consultation sessions planned for the Business Plan, however there are a number of ways you can connect with us - including visiting our <a href="www.makingmarion.com.au">www.makingmarion.com.au</a> website to complete your own online submission. We are available over the phone by calling 8375 6600 or you can talk directly to our Community Engagement Coordinator by emailing <a href="communityengagement@marion.sa.gov.au">communityengagement@marion.sa.gov.au</a> and we can discuss your feedback. Alternatively, if you private message us your contact details we will contact you. Thanks for your interest in the Plan.
2.	A beach volleyball court southern end of Trott Park Neighbourhood Centre would be fantastic	No change to draft Business Plan  Noted – this idea could be considered as a longer term initiative.
3.	I am excited by the prospect to improve the sporting facilities at Mitchell Parkin particular the proposed new basketball courts and facilities for the South Adelaide Basketball Club. It is a proud club, with a	No change to the draft Business Plan  This has been provided to the project team currently working on this project.

Feedba	ck received	Response
recuba	huge player numbers but with extremely poor, run down facilities.  A new stadium will allow the Club to be positively professional. Draw exciting players and entice even better coaching. Let's keep our youth active and healthy. And respected.	response
4.	Extensions to the shared use path along the Adelaide to Marino Rocks Greenway.	No change to draft Business Plan  Noted that this project is included in the draft Business Plan under Connected and is subject to funding.
5.	Yes Mitchell Park Sports Complex (Basketball) No Glenthorne Farm- Leave as is	No change to draft Business Plan  Note support for the Mitchell Park Sport Complex Project, and opposition to the Glenthorne Farm project.
6.	Outdoor activities- Outdoor Marion Pool (thank you for keeping it open), We much prefer to be outdoors in Summer and it's a lovely place to spend the day.	No change to the draft Business Plan  Note feedback has been provided to the Manager City Property for their information.
7.	Edwardstown Soldiers Memorial Oval (love the new upgrade especially the basketball courts, BMX complex is a great idea or an indoor/all weather scooter/skatepark)  Train link to Flinders would be great for the elderly, I hear they currently park at Marion shopping precinct and catch a bus to save on parking fees.  Community feedback is always welcome.  Considering Woodlands Park railway station is a major link btw the Seaford and Tonsley line it could do with an upgrade.  Unfortunately, graffiti could remain a problem.  The northern exit from Castle Plaza onto Raglan Ave could do with a turning lane as traffic builds up quite considerably when waiting for cars to turn right across both lanes on Raglan Ave.  Keep up the sending of newsletters for the Community programs at Cooinda, Glandore, Mitchell Park- brilliant Thanks for the opportunity to comment.	No change to the draft Business Plan  Note general support for initiatives in the Business Plan, and the opportunity to engage community through the process.  Feedback on specific issues has been forwarded to the relevant groups for noting/consideration.

# **Elected Member Feedback**

The following feedback was received from Elected Members through the consultation process:

# Liveable

Revise the Marion Historic Village Transformation goal:

2016/17	2017/18	2018/19			
	Draft Plan Wording				
Better manage traffic on	Traffic controls on Diagonal	Commence delivery of			
George Street and Dwyer	Road and Crew Street	remaining elements of the			
Road		Streetscape Masterplan			
Proposed Wording					
Better manage traffic in	Commence delivery of	Continue delivery of priority			
Marion and Oaklands Park	priority elements of the	elements of the Streetscape			
	Streetscape Masterplan	Masterplan			

Revise the wording on the asset optimization program goal to read:

2016/17	2017/18 -18/19		
Draft Plan Wording			
Deliver an asset optimization program to ensure assets deliver services in a sustainable			
and valuable way to meet community needs			
Proposed Wording			
Review under-utilised	Continue implementation of priorities from the review of		
council reserves and	reserves and facilities		
facilities to ensure			
community use is optimised			

Revise the wording on the service review goal to read:

2016/17	2017/18	2018/19
	Draft Plan Wording	
	rvices to ensure they continue t	•
our	community, now and into the fu	iture
	Proposed Wording	
Undertake an evaluation	Undertake an evaluation	Undertake an evaluation
and review of at least 9	and review of at least a	and review of at least a
council services to ensure	further 12 council services to	further 12 council services to
they continue to provide	ensure they continue to	ensure they continue to
maximum value to our	provide maximum value to	provide maximum value to
community, now and into the	our community, now and	our community, now and
future	into the future	into the future

# Valuing Nature

Add the following initiative to 'A healthy and climate resilient urban environment'

• Advocate for residents across our city on toxic contamination mitigation measures

### Our council of Excellence

Add a statement regarding the review of the LGA membership

• E.g. after the sentence...To maximize community value we place strong emphasis on working with partners and collaborators across the city and region. ....We are

committed to ongoing improvement in this area and as such will continually review our involvement and membership with partner bodies such as the Local Government Association.

# **SA Public Health Act requirements**

Under the *South Australian Public Health Act* 2011 (S51, S52) councils are required to develop stand-alone Public Health Plans, or integrate the pursuit of public health outcomes through their suite of strategic management plans. The City of Marion is taking an integrated approach, embedding public health outcomes and actions within its strategic goals and priorities in its short, medium and long term plans.

Public health planning must drive the business of delivering community wellbeing and be consistent with the State Public Health Plan's four priority areas of:

- 1. Stronger and healthier communities and neighbourhoods for all generations
- 2. Increasing opportunities for healthy living, healthy eating and being active
- 3. Preparing for climate change
- 4. Sustaining and improving public and environmental health protection.

The SA Public Health Act 2011 requires councils to table their draft plans with relevant key public health stakeholders including the Chief Public Health Officer and local health networks. The 2016-2019 Business Plan was sent to the Chief Public Health Officer, the Southern Adelaide Local Health Network and the Women's and Children's Health Network for consultation. The feedback from these stakeholders was positive and is summarised below:

- Thoughtful and thorough process of full integration of public health planning into council's strategic management framework.
- Clear alignment of Plan goals with the priorities in the State Public Health Plan.
- Would like to explore the opportunities with Council to more formally partner to encourage integration and alignment of shared public health priorities, programs and services.
- Modifiable risk factors relating to obesity, communicable diseases, mental health and drug use continue to be over represented in hospital admissions. Marion's focus on sporting infrastructure, community facilities, walking and cycling networks etc. will be critical in addressing these factors.

# **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. 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 3-year Business Plan timeframe it is anticipated further Business Plans will cover a 4-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

an 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

Community consultation on the draft 2016-2019 Business Plan provided positive feedback and Council is now in a position to finalise its 2016-2019 Plan. The Plan demonstrates where Council will focus resources to pursue the six long term aspirations of City of Marion community.

# **APPENDIX**

Appendix 1 – Draft 2016-2019 Business Plan

City of Marion Business Plan 2016-2019





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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



# > TOWARDS 2040

# **COMMUNITY VISION** 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.

# **INNOVATIVE**

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

# **PROSPEROUS**

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

# CONNECTED

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



# **OUR PURPOSE, VISION AND VALUES**

# **OUR PURPOSE**

(Why we exist)

To improve our residents' quality of life; continuously, smartly and efficiently

# **OUR COMMUNITY VISION**

(What we want to become)

A community that is Liveable, Valuing Nature, **Engaged, Prosperous, Innovative and Connected** 

# **OUR VALUES**

With the community and safety at the forefront of everything we do, we value:

**Respect** - Treating everyone as we want to be treated, where all contributions are valued

**Integrity** - Fostering trust and honesty in all of our interactions

**Achievement** - Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another

Innovation - Encouraging new ideas, and learning from our experience to do things better



GOALS	2016/17	2017/18	2018/19
	Amend the zoning of key spo revitalised, modern sports fa		
Communities that are safe and	<ul> <li>Community club and indoor</li> <li>Sports and community compounds</li> <li>A new regional soccer facilit</li> <li>An International standard B</li> <li>Capella Reserve redevelopment pursue funding opportunities</li> </ul>	and netball facilities across the Ci	Memorial Oval Football SA BMX SA Football Club to
inclusive, embracing active living, and healthy lifestyles	Present the Marion Outdoor Pool Masterplan	Complete the detailed design Masterplan and seek grant/p	
healthy lifestyles	<ul> <li>Jervois Street South Plympto</li> <li>Hallett Cove Foreshore preci</li> <li>Reserve Street Reserve Trott dedicated dog park</li> <li>8 local/neighbourhood scal</li> <li>Priority open space develop of a growing and changing of</li> </ul>	sive Playspace at Hendrie Street Ro on Playspace Inct redevelopment Park dog park, plus location and e playspaces, plus plans for a furt ments based on our Open Space	design for a second her 4 playspaces
	Review housing zones to pre- in the north of our city and cr south		
	In partnership with State Gov Club and adjoining councils, development at Morphettvill	support the housing	
Access to housing choice and services	Develop and deliver an Age F	riendly Strategy in partnership	with neighbouring councils
for a growing and diverse population	Support our community to 'as Laboratory	ge well' through participation in	n the Adelaide Living
	Deliver an asset optimisation and valuable way to meet cor	n program to ensure assets delive nmunity needs	ver services in a sustainable
	Undertake reviews on all serv our community, now and into	vices to ensure they continue to the future	provide maximum value to
	Celebrate and recognise our the 2016-2019 Reconciliation	Kaurna heritage through deliver n Action Plan (RAP)	ry of
Neighbourhoods	Build strong relationships wi by the RAP Committee	th the Elders of the Kaurna com	munity, facilitated
that reflect local character, heritage	Marion Historic Village Trans	formation:	
and enable a sense of belonging	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
		ograms focused on providing div r youth leadership, engagemen	



GOALS	2016/17	2017/18	2018/19
	Significantly increase energy efficiency across our council facilities		
A boolthy and	Develop a business case and commence delivery of the transition to safe and sustainable street and public lighting	Deliver sustainable lighting p	program priorities
A healthy and climate resilient urban environment	Implement the Climate Chang	ge Policy and Plan (Resilient So	uth Program)
uiban environment	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 Wetlan irrigation of our parks and re	d water distribution network to serves	support sustainable
		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 Gl	ade Crescent Wetlands scheme	
	Develop and deliver a Region management	nal Coastal Management Plan to	support effective coastal
A City that reflects a deep value of the natural world	Plan and deliver a program fo our reserves	or the protection of remnant nati	ive vegetation in
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 par Glenthorne Farm community	



GOALS	2016/17	2017/18	2018/19
Communities that embrace	Strive to become renowned fo harnessing the skills and exp	or volunteers through targeted g erience of our volunteers	rowth and diversity, and
volunteering and social interaction	Launch a Marketing Plan to en services	nhance community engagement	t and partnering in council's
	Support our lease and licence	holders to develop their club ma	nagement capacity
		Edwardstown Region Business a grow membership and sustaina	
	Maximise community benefits	s through community led initiat	ives
Meaningful	Implement our reformed Com community capacity building	munity Grants programs with e	mphasis on diversity and
opportunities for community	Expand our network of comm	unity gardens in partnership wi	th community groups
engagement, partnerships and co-creation	Pilot a place activation project focused on the use of vacant commercial properties in partnership with local community groups	Subject to the outcomes of t place activation program	he pilot, expand the
		ss Engagement Plan in consulta le business information to supp	
	Grow the Community Leaders emerging leaders within our o	hip Program to support and har community	ness the ideas and skills of



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



GOALS	2016/17	2017/18	2018/19
	Work in partnership to progress the Tonsley Redevelopment as a state of the art advanced manufacturing and urban environment		
	Work with key partners on th to maximise business and en	e Darlington project and the Fli	nders Link rail project
An exciting urban environment that attracts business investment and		opments of the North-South Cor es community access and conne	
economic activity	Review the Edwardstown Indibusiness needs	ustry/Commerce Planning frame	ework to support future
		priority precincts that cater for a that are aligned with the 30 Ye	
	Develop, in close cooperation a business attraction plan th	n with other councils and State ( at support jobs growth	Government,
A City that promotes and supports business growth and offers	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 action Economic Development Board	
increased local employment and skills development opportunities	Deliver the Tonsley Small Business Advisory Service, providing free advice to start up and early stage businesses	Work with key partners in the Government to extend the To Advisory Services beyond Jun	nsley Small Business
	Reduce red-tape to support a	nd promote business growth an	d employment opportunities
	Deliver digital economy educ on the NBN roll-out	ation programs for businesses t	to capitalise
A welcoming City offering both residents and visitors a wide range of leisure and cultural experiences	In partnership with local bus through the delivery of a Visi	inesses, grow visitation and inc tor Economy Strategy	rease spending in the region



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

# **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

# CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Originating Officer: John Valentine, Manager Strategic Projects

General Manager: Abby Dickson, General Manager City Development

Subject: Glenthorne Farm

Report Reference: GC270916R04

#### REPORT OBJECTIVE

For Council to consider a report on the status of Glenthorne Farm and to consider reaffirming publicly Council's desired future direction for the property.

# **RECOMMENDATIONS (4)**

**DUE DATES** 

#### That Council:

1. Notes report SCM130916R01 and reaffirms its strong support for Glenthorne Farm to be preserved for future generations as a site for revegetation, open space, heritage interpretation, and related public uses consistent with the Friends of Glenthorne vision document.

27 Sept 2016

27 Sept 2016

2. Advises the State Government and the University of Adelaide Government that the City of Marion maintains its strong support for the future of Glenthorne Farm to be consistent with the Land Management Agreement and Deed of Agreement between the State Government and the University of Adelaide in relation to the site being preserved for revegetation, open space, heritage interpretation and related public uses.

27 Sept 2016

3. Notes that Mayor Hanna has sought a briefing for Elected Members from the University of Adelaide regarding its plans for the future of Glenthorne.

November 2016

4. Requires a community engagement strategy to be drafted, for Council's consideration, to ensure that the community's aspirations for the property are actively promoted.

## **BACKGROUND**

Glenthorne Farm is a unique 209-hectare site in O'Halloran Hill purchased by the University of Adelaide with government funding and currently operated as a small-scale commercial farm. Glenthorne Farm has outstanding environmental and heritage significance.

Glenthorne is located within the nationally listed Greybox Grassy Woodland (Environment Protection and Biodiversity Conservation Act). The majority of the site has been cleared for agriculture, however, there are remnant greybox trees and areas of grassland.

The site contains the remains of buildings from the 1850s and is listed on the South Australian Heritage Places Database.

In the late 1990s Council was closely involved with a collaborative design and consultation process lead by CSIRO and State Government on the future of Glenthorne. The consultation process attracted broad community and political interests.

A vision for the future of Glenthorne was identified during this late 1990's consultation. The major priorities of the vision were:

- Retention of open space character;
- Revegetation and protection of existing waterways and biodiversity;
- Restoration and interpretation of significant heritage;
- Open community access through trails and recreation;
- Research, innovation and economic development through viticulture, agriculture and horticulture.

As a result of community advocacy, Glenthorne Farm was transferred from the Commonwealth Government to the University of Adelaide with the State Government funding the \$7 million purchase.

The State Government registered three instruments on the property to ensure that its future would be consistent with the communities' vision and specifically to exclude urban development. The three instruments used were a Deed of Agreement between the State and the University regarding its future direction; a Land Management Agreement to ensure any future owner was bound by the vision for the property and thirdly, a caveat that requires the State to agree to any sale of Glenthorne.

The Friends of Glenthorne (FOG) have for many years worked voluntarily at Glenthorne and have consistently and strongly advocated for Glenthorne Farm's future. FOG developed a community vision for the property in 2015 which states:

'The Community has a rich vision for Glenthorne Farm.

The Community has a vision of it being a popular public space to connect, a place of pride for Adelaide that has a range of uses and benefits to the Community.

There is a vision of it being an environmental exemplar where endangered woodlands and birds thrive, supported by science, contributing to research and achieved by, amongst other things, carefully planned woodland plantings'.

A copy of the Glenthorne farm Community Vision is attached as Appendix 1.

In **2001**, the University of Adelaide purchased Glenthorne with a \$7 million government grant. A Deed of Agreement and a Land Management Agreement were executed between the State, University of Adelaide and Winemakers Federation of Australia to ensure the future management of the site was consistent with the late 1990's vision. The University was required to start immediate work on a Concept Plan to deliver the project vision.

The Deed of Agreement describes the agreed future uses at Glenthorne and excludes urban development. The Land Management Agreement is registered on the property title to ensure that future owners, (if the land is sold) are also bound by the exclusion of urban development. It should be noted that both the Deed of Agreement and the Land Management Agreement could be altered if the parties to the Agreements agree to amendments or agree to extinguish them.

In **2003** City of Marion consulted widely and established the Marion South Plan which included protection of Glenthorne in a greenbelt.

By **2004** there was no progress on the Concept Plan. The Adelaide University was granted a 6 month extension by the State Government under a Deed Variation.

In **2008** Adelaide University released the *Woodland Recovery Initiative* (WRI) – a proposal to revegetate most of the site bringing back rare woodland birds and connecting a green corridor to provide ecological resilience to climate change. The plan included selling a significant proportion of the land for housing to assist with funding revegetation works in the Mount Lofty Ranges.

Consultation by the University on the WRI revealed the community's vision for Glenthorne was still very much the same as that in 1997.

In early **2009** the State declined the University's request to sell land for housing since it did not meet the terms of the Deed. The State was supportive of the intent of the WRI however and offered to work with the University to find alternative funding sources.

Most recently in **2015** the Friends of Glenthorne conducted another visioning day which was well attended by the community and political representatives. This updated vision echoed the same priorities set back in 1997 along with a clear call for action.

Mayor Hanna has sought a briefing for Council from the Adelaide University (letter of 12 July appended) regarding its plans for Glenthorne. To date a briefing date has not been set.

# **DISCUSION**

Council has long supported the FOG and in September 2015 FOG presented their vision for Glenthorne Farm to Council.

After considering FOG's presentation, Council unanimously resolved the following on 8 September 2015:

"Liaise with key Glenthorne stakeholders including the University of Adelaide, the State Government, the local Natural Resources Management Board and the Friends of Glenthorne to promote uses of the land to achieve the best outcomes for the community.".

Council has further strengthened its commitment to Glenthorne within the City of Marion Business Plan 2016-2019, which states:

Council is committed to "Strive for the opening up of Glenthorne Farm for community benefit in partnership arrangements".

The Glenthorne Farm Community Vision 2015 and the other visioning documents promote a broad range of different opportunities that might be suitable for Glenthorne Farm such as:

- Large-scale restoration of greybox woodland and riparian zones;
- A community farm and education centre;
- Natural burial grounds;
- Sporting facilities i.e. soccer;
- Community events and function centre (through restoration of heritage buildings);
- Solar farm;
- Regional-level playspace including large scale nature play;
- Trails for walking and mountain biking (connected with surrounding State parks);
- · Heritage centre;
- Farmers' markets;
- Camping grounds;
- Wildlife recovery centre;
- Birdwatching; and
- Native turf grass production.

# CONCLUSION

Glenthorne Farm is a unique property of substantial environmental and heritage significance. Glenthorne has a high profile within the community and the Friends of Glenthorne have, over many years, voluntarily worked on environmental restoration and advocated a secure future for the property. Over the 15 year period that the property has been owned and managed by Adelaide University there has not been progress in accordance with the Deed of Agreement between the University and the State Government.

# APPENDIX 1



12 July 2016

Mr Bruce Lines Chief Operating Officer and Vice President, Services and Resources University of Adelaide Mitchell Building Adelaide 5005

PO Box 21, Oaklands Park South Australia 5046 245 Sturt Road, Sturt South Australia 5047

T (08) 8375 6600 £ (08) 8375 6699 E council@marion.sa.gov.au

Dear Mr Lines

# Glenthorne Farm

I write in relation to Glenthorne Farm and to express Council's on-going strong desire to see community and environmental outcomes achieved at the site.

The Council has a long-term interest in Glenthorne Farm and advocates on behalf of the community for accessible open space and improved environmental outcomes at the site.

We are aware of that the deed between the University and the Minister for Transport and Urban Planning which requires the University, amongst other matters, to develop 'Community Recreation Areas' for access and use by the public. The deed also requires the University to consult with the City of Marion on the development of a concept plan for the site to guide its future.

Council is aware that the University of Adelaide is currently developing a plan for the future of Glenthorne. With Council's strong desire to achieve community and environmental outcomes, and Council's potential role in the management of open space and trails, I invite the University to brief the Council on your plans for Glenthorne.

The future development and management of Glenthorne could accommodate a range of community and environmental outcomes, particularly in relation to riparian areas, trails, open space, heritage interpretation and revegetation.

Tania Baldock of the City of Marion will contact your office to organise a briefing date for the University to share its thoughts and plans for Glenthorne.

Yours faithfully

Kris Hanna Mayor

> The City of Marion acknowledges it is part of Kaurna land and recognises the Kaurna people as the traditional and continuing custodians of the land.





# CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Originating Officer: Deborah Horton, Unit Manager Performance & Improvement

Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Ray Barnwell, Acting General Manager Corporate Services

Subject: Service Review Framework and Program 2016/17

Report Reference: GC270916R05

### **REPORT OBJECTIVES**

The purpose of this report is to provide Council with the Service Review Framework (Appendix 1) and the Service Reviews (Stage 2) Program 2016/17 (Appendix 2) for adoption.

### **EXECUTIVE SUMMARY**

This report summarises the work undertaken to date in alignment with the Service Review Framework, with 130 service statements completed by 30 June 2016 by the Leadership Team as a Stage 1 service review self-assessment. Following the completion of Stage 1, the organisation is ready to embark upon the more rigorous Stage 2 of this service review program. Stage 1 has identified services that have the capacity for further efficiencies and it is now recommended that a three-year Stage 2 service review program be implemented across the organisation reviewing a total of 36 services (12 per financial year). This recommendation is based upon the proposition that the organisation could undertake a maximum of four Stage 2 service reviews per directorate per financial year.

This report is presented to Council to prioritise and schedule the first 12 service reviews for 2016/17.

RECO	DUE DATES	
That 0	Council:	
1.	Adopts the Service Review Framework and associated supporting documents provided in Appendix 1.	27 Sept 2016
2.	Adopts the Service Review Program 2016/17 provided in Appendix 2.	27 Sept 2016
3.	Notes that all identified services have been reviewed at a Stage 1 level in accordance with the Service Review Framework by 30 June 2016 as planned.	27 Sept 2016
4.	Notes a further report will be brought to Council in 2017 to adopt the Service Review Program for 2017/18 and 2018/19.	27 Sept 2016

### **BACKGROUND**

The organisational Service Review Program including the identification of services, their priority for review and the scope of each review has been a significant focus for Council.

Discussions commenced with Council in July 2015 where high level feedback was provided to define the purpose and key outcomes. Following this, further work occurred regarding elements of the service review program and top priorities for review. As a result, Waste Services (Hard Rubbish and Illegally Dumped Rubbish) and Community Facilities (Living Kaurna Cultural Centre) were identified as top priorities. These service reviews were scoped and commenced prior to establishing the systems and processes this report describes, to guide how a service review will be undertaken. Following this, the Library Service Review has been scoped and is in progress.

In May 2016, the Service Review Framework was presented to the Finance and Audit Committee (the Committee) for review and feedback. The Framework defines the approach for reviewing all services via a Service Statement (Stage 1) by 30 June 2016. The purpose of completing the Service Statements was to provide an assessment and recommendation of services to be recommended for a Stage 2 review and identify any actions to be included as part of the work area planning for 2016/17. The Finance and Audit Committee minutes were noted by Council on 14 June 2016 (GC140616R01) stating:

That the Service Review framework has been established after a significant amount of research including benchmarking with other Councils. The approach for service reviews includes a two stage process. Stage 1 is integrated within the work area planning process which requires the completion of a service statement. The service statement provides baseline data and assesses the service against three criteria being commercial viability, public value and innovation. At the conclusion of the service statements, the data will be used as an indicator to develop a plan for those services that are recommended to progress to a Stage 2 review. This will be developed in conjunction with the Committee and adopted by Council. It is anticipated that twelve Stage 2 reviews will be undertaken each financial year.

The Committee noted that all services across the Council will complete a Stage 1 review by the end of June 2016. The Committee congratulated the team on the progress and innovative approach but suggested that the process may need further refinement as it evolves.

Following this, the outcome of Stage 1 Service Reviews was presented to the Committee on the 16<sup>th</sup> August 2016 (FAC160816R7.7) and at a joint forum following the Finance and Audit Committee Meeting with the Committee and Elected Members. The minutes from the Committee meeting on 16 August 2016 were noted by Council on 23 August 2016 (GC230816R01). Key comments from the Committee included:

- The process undertaken to date demonstrates a very fulsome and comprehensive piece of work and assisted to create a priority list for the service review program.
- There is value in the methodology, including the utilisation of managers to undertake the reviews.
- Undertaking a service review on all 131 services is not achievable and over ambitious.
  The Council should focus on the reviews that will add the most value. Consider using
  the 80/20 rule. There is a need to ensure a focus on the highest priorities prioritisation
  is critical. This should include an annual refinement of the tool with a continuing focus
  on the highest priorities to ensure a realistic achievable program is in place.
- The right number of reviews per year is the challenge for the organisation as it will only be able to manage a certain number based on other priorities and demands. For example, if the projects relating to the section 48 prudential reports come to fruition, this will be a significant impact on organisational resources which Council needs to be cognisant of.

- It should be noted that when a review is finished, it is not the end but the beginning of the implementation process.
- The approach suggested by management is sound. The program is now at the stage of a decision point where Elected Members need to contribute and provide input to the prioritisation list.
- Service reviews will explore opportunities and efficiencies.
- The Stage 1 reviews have produced a new data set that has not been collected before.
   This will evolve over time and does require some fine tuning. The Stage 1 reviews provide one lens for prioritisation. Other considerations such as strategic alignment and budget considerations need to be taken into account when establishing final priorities.
- The report is comprehensive but is confusing in parts. It is not clear how the original 19 reviews that the Stage 1 reviews identified have then been translated to 12 prioritised reviews for the first 12 months of the program.

#### **ANALYSIS**

#### Service Review Framework (Appendix One)

Although a significant amount of work has progressed on the Service Review Program, the Framework has not yet been adopted by Council. The Framework provides a foundation for the service reviews by simply identifying and understanding a service and its intention (Stage 1), highlight those services that require further in-depth review that have the capacity for further efficiencies (Stage 2) and finally track the implementation of recommendations of a review.

The service reviews are supported and evaluated by three principles: commercial viability, public value and culture of Improvement/Innovation and are sought to be imbedded across the organisation in annual work area planning.

The framework and supporting information was provided to the Committee on 31 May 2016. Further refinement of the framework and supporting documentation has been identified since this date as a result of learning and developing processes whilst implementing the first stage of service reviews concurrently; for example:-

#### Framework:

- The description of 'service' is being refined.
- Explanations of how the service statement data would be used to indicate the likelihood of a Stage 2 review and its priority have been amended.

#### Service Statements:

- It was acknowledged that instructions on how to complete a service statement should be provided in future in an attempt to ensure consistent responses which will assist to create a 'point of truth' record for all services.
- Organisational responses to some questions provided in the service statement (i.e. 3b and 3e Public Value Principles) were considered to be ineffectual and were therefore excluded from analysis, with the remaining questions given increased values to compensate.

#### Weighting Criteria:

- The values given initially to score the answers received in the service statements were converted to percentages to assist with the translation of results.
- Refining the description and results of the scatter charts for further clarity (from 'Value Proposition' to 'Overall Likelihood of the service progressing to a Stage 2 review').

Any further refinements to prioritise the likelihood of a service review will be incorporated to produce a closer alliance with the projects considered by Elected Members if required.

#### Results of the Service Statements (Stage 1)

Key statistics of the results were presented on 16 August 2016 to the Committee however the following provides further context;

There were 130 service statements completed by 30 June 2016 by the Leadership Team. Of these 130 services, 19 were initially identified as services that should progress to a Stage 2 review as a priority one. 71 were priority two and 38 a priority three. (Libraries and LKCC were listed as services however their review identification and scheduling was undertaken outside of the organisational service review process).

#### Identification and Prioritisation of services for a Stage 2 review (Appendix Two)

The initial results above were further reviewed against other significant factors which can influence efficiencies to test the tools ability to identify services expected to be identified for a Stage 2 review such as;

- Strategic alignment including the newly adopted Business Plan 2016-2016 and work area planning,
- Industry reforms,
- Community expectation,
- Legislative provisions if applicable,
- Resources available to undertake a review at a particular time,
- Status of the service to benefit from a review at a particular time,
- Other review programs such as internal audit
- · Budgetary considerations.

From this further assessment, the proposed Service Review Program 2016/17 has been developed and is attached in **Appendix 2**. The program includes 12 services identified as a priority for a Stage 2 review. It is estimated that 12 reviews is the maximum number of services that the organisation could potentially undertake in the one financial year (a maximum of four services per directorate – with the CEO responsible for Human Resources as a direct report).

It was recommended to the Committee on 16 August 2016 that a three-year Stage 2 service review program be implemented across the organisation reviewing a total of 36 services (12 priority one and 24 priority two). This is again based upon the premise that the organisation could undertake a maximum of four services per directorate per year, which has not been tested.

Based upon the discussion points above, it is recommended that Council adopt the Service Review Program for 2016/17 (Appendix 2) and a further report be provided in 2017 regarding the remaining 24 reviews to be completed in 2017/18 and 2018/19.

#### **RESOURCES**

The organisational resource impact of an internal service review requires both the direct supervisor and manager to spend approximately 15% - 20% of their time during the review period to complete the review (based upon recent experience). Involvement from other areas is also needed, but the majority of the work rests in these positions.

In addition to this, the Performance and Improvement Team has been established within current FTE. This team has 2.8 FTE and is responsible for corporate reporting, service reviews, process improvement, internal audit and complaint and grievance reviews.

Based on this and other work commitments, it is recommended that the organisation can manage a maximum of 12 Stage 2 reviews per year.

If Council wished for further reviews to occur, consideration of the priorities within the Business Plan and Work Area Plans should take place and a reprioritisation of commitments should occur. For example, "Streetscapes" were omitted from the 2016/17 schedule due to the limited value of a service review given its relatively new status. Options to address this (or any other) service in 2016/17 may include;

- outsourcing at a cost of between \$20,000 per service (estimated 100hrs @ \$200 an hour consultancy fees). There is also a commitment required from management to ensure that the consultant receives the appropriate support and information from the relevant manager. Additionally, only the review can occur from consultant, the implementation of recommendation would still occur at the management level.
- Replacing these services with an existing service identified in the schedule, however this could create discussion regarding the value and effectiveness of the tool and the work undertaken to date.
- Increase staff resources to accommodate extra service reviews either on a project basis (casual staff) or on a permanent basis. This option would require additional FTE above the existing resources.

Alternatively, Council may wish to identify these services as a priority for 2017/18 Quarter 1.

#### FINANCAL IMPACT

The budget for 2016/17 contains \$70k for external consultancy for services reviews. Those reviews that have been identified for external support include:

- Library Service Review (up to 25k)
- Stores, Storage and Inventory Management & Management of Recycling Depot, Processing of Operational Waste (audit of current and financial analysis up to \$25k)

The remainder of the budget has not been allocated at this point as Managers have indicated that further assessment of required resources will occur at the time of scoping the review.

#### MONITORING AND REPORTING

In accordance with 2.2.5 of the Finance and Audit Committee Policy, the Council has constituted the Finance and Audit Committee to facilitate:

 The effectiveness of the service reviews function and maintaining a reliable system of internal control.

Section 3 of the Finance and Audit Committee Terms of Reference also states that the Committee will:

- Review and provide advice on service reviews, and in particular:
  - a) the scope of the review before it is commenced
  - b) input into the questions to be asked and the data to be collected and analysed
  - c) comment on all draft service review reports before the final report is presented to Council.

It is also noted that the duration and reporting schedule attached in Appendix 2 (page 11 of 16) does not accurately correlate due to some service reviews already commencing (i.e. Recruitment). Additionally, the 2017 meeting schedule for the Finance & Audit Committee has yet to be determined but traditionally these meetings occur in February, May, August, October and December.

#### CONCLUSION

The organisation has embarked upon a new approach to service reviews with a focus of undertaking the majority of reviews internally, delivered within a three-year period with the

intention to integrate reviews into annual work area planning. The attached lists and schedules to this report provide an extensive and ambitious service review program. Council's endorsement of the Service Review Framework and Service Review Program for 2016/17 is sought.

#### **APPENDICES**

Appendix 1: Framework

Appendix 2: Proposed list and schedule for 2015/16 Stage 2 service reviews.

APPENDIX 1





### Service Review Framework

Version Authorisation Date Review Date Author Approval process: 4 – 26 August 2016 (Version 3) 4 April 2016 ELT April 2017 Kate McKenzie/ Deborah Horton (Version 3) FAC310516R7.9 (Version 4) GCXXXXXXRX.

#### Service Reviews

## **Framework**



#### Introduction

Since the Local Government Elections in November 2014, the City of Marion has clearly expressed a commitment to lower rates for the community. The Council has developed a Service Review Framework and Program with a concerted effort focusing on achieving efficiency and effectiveness with the aim of achieving on-going savings that can be passed onto the rate payer.

The 2016-2018 three year Service Review Program will review Council services, programs and processes with the intent to:

- improve service quality
- seek efficiencies
- streamline processes
- determine what services Council wishes to alter/cease or introduce for better community outcomes.

The aim is to integrate the Service Review Framework into our planning processes across Council to provide a standard approach and establish continuous improvement practices. The Service Review Framework is therefore directly aligned to Council's strategic objective of 'Wellbeing' through its six (6) themes of:

- Liveable
- Valuing Nature
- Innovative
- Prosperous
- Connected
- Engaged

This framework aims to establish the process and tools used to undertake a service review including how to;

- o understand a service and its intention (stage one)
- o undertake an in-depth review (stage two)
- o track the implementation of recommendations of the review

This framework is supported by the following principles:

- Commercial viability: Services with high levels of commercial viability have lower costs
  that meet a high level of community need and have potential for high return. High return
  could mean reaching a wider audience without increasing costs exponentially or the
  ability for the service to be a fee for service, or changed in some way in order to provide
  either a more streamlined service or offered to complement another service.
- Public value: Services that meet or exceed a high level of community need with low to moderate levels of resources being used are services deemed as having a high public value.
- Culture of Improvement: Services are aligned with annual work area plans and are aligned strategically. At any point in time these services can be identified and are reviewed on a annual basis demonstrating improvement performance of the organisation in the long term and maximising positive outcomes for the community.

#### Service Reviews

#### What is a Service Review?

A service review is a review of an organisation's services designed to identify potential service delivery improvements. A Service Review can be used to improve an organisation's efficiency and effectiveness, and assists in addressing financial sustainability. Local government is one of the largest providers of services for the community. Councils have progressively taken on greater responsibilities for delivering services as community expectations have grown and other levels of government have devolved various functions. By systematically reviewing its services, council can redesign its mix of services, achieve efficiency gains and potentially generate additional income.

#### What is the purpose?

The purpose of a service review is to understand the current and likely future state of a service including:

- The needs of the community and/or organisation
- The cost of delivering the service
- External factors which may influence delivery or planning for a service such as legislation, funding, demand, trends, etc.
- Internal Policies and strategy which may influence delivery or planning

#### How can Services Reviews help our business?

The Service Review Program will help Council to:

- Define what services it will provide to its community
- Meet legislative compliance obligations
- Review service models and service levels
- Meet community expectations
- Identify efficiency and effectiveness opportunities in delivering services
- Address political and community pressures

#### The Service Review Program

The aim of the service review program is to review Council services over a three-year period to provide assurance to the Council and the Community that services are meeting community expectations and operating in a cost effective manner. The underlying principles of a service review are to ensure the service offered is commercially viable, meets or exceeds public value and to imbed service reviews across the organisation to facilitate a culture of innovation and continuous improvement.

Once each service has been identified, a Service Statement (stage one) will be completed which will also be undertaken as part of the Work Area Planning on an annual basis. The Service Statement will review and analyse baseline data to establish if a further in-depth review is warranted.

If the review progresses to the next stage, a formal review will be undertaken with the following steps to occur;

- Plan
- Do
- Check
- Implement
- Monitor

For the purpose of this framework, a service is identified as a service, facility and/or program provided, undertaken, coordinated or funded by the City of Marion.

#### **Roles and Responsibilities**

#### Council

- Approve proposed changes to services, service levels, introduction of new services or the ceasing of services.
- Note changes to service delivery models where outcomes remain the same.
- Note changes to operations for services that result in greater efficiency and effectiveness.
- Note recommendations from the Finance and Audit Committee regarding Service Review outcomes and the monitoring of the program.

#### Finance and Audit Committee (F&AC)

- Review and provide feedback in relation to all stage two service reviews.
- Ensure the effectiveness of the service reviews function and maintaining a reliable system of internal control.
- Provide an effective means of communication between the external auditor, service reviews provider, management and Council.
- Critically analyse and follow up any service review report that raises significant issues and review management's response to, and actions taken as a result of issues raised.
- Review the appropriateness of special assignments undertaken by service review providers at the request of the Chief Executive Officer.
- Review the level of resources allocated to a service review and the scope of its services and authority.
- Review and provide advice on service reviews, and in particular:
  - o the scope of the review before it is commenced
  - o input into the questions to be asked and data to be collected and analysed
  - comment on all draft service review reports before the final report is presented to Council.

#### Executive Leadership Team (ELT)

- Lead service reviews and support the process across the organisation
- Assess the outcomes of stage one service reviews in order to determine the stage two service review program and priorities
- Determine how the service review will be conducted, priorititsed, timelines, number of reviews
- Monitor progress and Key Performance Indicators

#### General Managers (GM's)

- Support and lead the service review process
- Ultimately responsible for the planning, resourcing and delivery of a service review including implementing any review recommendations.
- Discuss with their SLT any concerns or issues regarding the service review as they arise.

#### Senior Leadership Team (SLT)

- Responsible for the planning, resourcing and delivery of a service review including implementing any review recommendations.
- Discuss with their relevant GM and relevant unit managers any concerns or issues regarding the service review as they arise.

#### Manager, Corporate Governance (MCG)

 Management and guidance of the Performance and Improvement Team in delivery of the service review program and the processes underpinning service reviews.

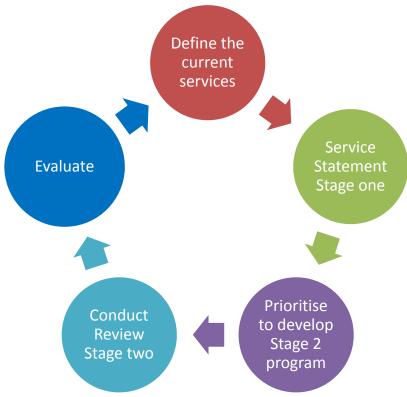
#### Performance and Improvement Team (PIT)

- Responsible for the creation of the framework and tools to support and facilitate service reviews so they are structured logically, efficiently and effectively.
- Support the SLT Manager via researching / benchmarking and data analysis.
- Ensure mechanisms are in place to imbed a regular and methodical service review for each business unit with a focus on the key principles.
- Assist with draft report writing and preparing data/reports for workshops and presentations.
- Work across the organisation cohesively regarding capturing, monitoring and reporting data including working closely with the Strategy Team.

#### **City of Marion Service Reviews – reporting matrix**

Recommendations	Broad explanation		Rol	es and Responsibili	ties		
the service review must address:		Corporate Performance & Improvement Team	Administration Senior Leadership Team (Department)	ELT	Elected Member Forum	Finance & Audit Committee	Council
Commercial viability	Recommendations that have a commercial approach that;  • make financial sense (i.e. in/decrease in cost)  • drive better value for money with existing resources  • Identify if the service is the right service  • Result in more effective and efficient services being delivered	<ul> <li>Support with tools / processes to analyses</li> <li>Report for benchmarking</li> </ul>	<ul> <li>Recommend &amp; Implement</li> <li>Allocate resources accordingly</li> </ul>	Challenge and lead	• Note	<ul> <li>Review</li> <li>Recommend</li> <li>Endorse scope for stage two</li> </ul>	<ul> <li>Approve any proposed changes to the cost of services</li> </ul>
Public value	<ul> <li>Recommendations that;</li> <li>Analyse if the service is meeting a community need</li> <li>How far reaching is the need?</li> <li>Answering the question if we are servicing a minority/majority?</li> </ul>	<ul> <li>Support with tools / processes to analyses</li> <li>Report for benchmarking</li> </ul>	<ul> <li>Recommend &amp; Implement</li> <li>Allocate resources accordingly</li> </ul>	Challenge and lead	• Note	<ul> <li>Review</li> <li>Recommend</li> <li>Endorse scope for stage two</li> </ul>	<ul> <li>Approve any proposed changes regarding the level of service including in/decrease of service</li> </ul>
Culture of innovation and continuous improvement – what will the community need in five years?	<ul> <li>Recommendations that;</li> <li>Enable monitoring and analysis to determine if the service continues to meet community need,</li> <li>Capture opportunities for improvement at a point in time</li> </ul>	<ul> <li>Support with tools / processes to analyses</li> <li>Report for benchmarking</li> </ul>	<ul> <li>Recommend &amp; Implement</li> <li>Allocate resources accordingly</li> </ul>	Challenge and lead	• Note	<ul><li>Review</li><li>Recommend</li><li>Endorse scope for stage two</li></ul>	<ul> <li>Approve any proposed changes regarding the level of service including in/decrease of service</li> </ul>

#### Service Review Framework - diagram



#### Define the current services

Defining the current service – initial comprehensive list of what we do.

- This service list is reviewed and updated as a result of reviewing Work Area Plans on an annual basis and updated as a result of a service review being undertaken.
- Assessment against the City of Marion's Strategic Plan to determine the services' strategic alignment including how well the service is strategically linked.

#### Service statement - Stage one

#### Attachment 1

This process will include a short systematic survey, designed to identify key elements of the service as it is currently budgeted, delivered and evaluated. It will also become a first level service review and will identify if a more rigorous (stage two) service review is required.

The "Service Statement" (attachment 1) survey will be undertaken by Manager or Unit Manager level, which will;

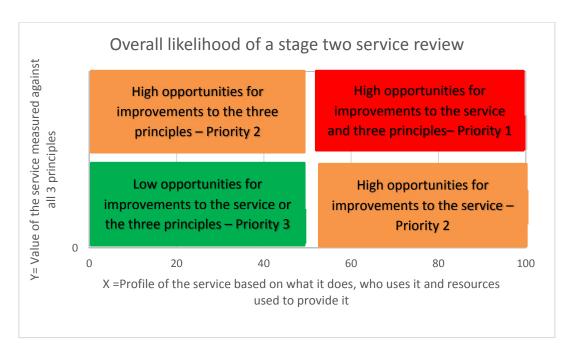
- Provide a succinct history of the service
- Determine the level of alignment of the service with strategic goals, core business and the needs of the community is Council providing the right service?
- Level of alignment with intended performance outcomes and whether the service is delivered in an efficient and effective manner is Council providing the right service well?
- The viability of external business opportunities in relation to the service what can we improve?

The data extracted is then analysed in terms of *organisational risk* and *capacity* in order to highlight the services that;

- have a high/low public value
- have a high/low cost
- are resourced and operating efficiently/inefficiently
- have undertaken a high/low level of review previously
- can be improved with minimal impost but maximum gain

The result of the survey will be provided to the relevant Manager and General Manager for their review and sign-off to ensure the integrity of the information.

The results of the survey will be plotted on a scatter graph effectively measuring the scores from questions 1-22 (page one of the service statement) against the collective scores given for each of the three principles to determine the service's likelihood of undergoing a more rigorous review. Essentially, the higher the scores given, the more opportunities for improvement and the more likelihood the service will be reviewed. See table below:



Any service that had a score of >50% for both the 'Profile of the service' and 'Value of the service based upon the three principles', were identified in a scatter-graph as a service that could benefit from a stage two review as a priority 1 (Red quadrant).

#### Complementing organisational planning

In order to ensure the service reviews are imbedded across the organisation, the "Service Statement" will complement the information contained within work area plans (WAPs) by linking them to each other. This will ensure information regarding the service is recorded succinctly and readily available in the one area. This will be achieved three fold;

- by direct questioning,
- any service that has been identified as having the capacity to improve with minimal impact to resources will be recorded directly in the business unit's WAPs (listed under "Improvement and Innovation") for immediate implementation. This data will be monitored by the responsible service providers and will be captured for reporting purposes in conjunction with the Strategy and Performance Improvement Teams;
- Completed "Service Statements" will be filed in V:\Reports\Business Tools\

#### Prioritise to develop program

The data extracted from the stage one service review process above will effectively provide base line data in the form of a prioritised list of services that are recommended for a more indepth review (stage two) based upon an initial analysis of organisational risk and capacity. Services that fall into a high priority category require the responsible SLT member to seek guidance from the relevant GM.

This data will inform the creation of an integrated service review program for the entire organisation which will be monitored and supported by PIT under the guidance of MCG. Reporting of the status of service reviews across the organisation can be provided at any point in time and will be managed by PIT.

It is expected that a reporting process will be provided to the ELT that will align with existing corporate reporting back to Council. In addition, a regular fortnightly meeting will be held with the CEO to provide them with a status update on the progress of the service review program.

#### Conduct Review - Stage two

The methodology of stage two simply follows the logical steps which are discussed further below. It is essentially another process within the service review framework that critiques the service with further rigor as extracted in stage one. This process is managed by SLT but will be supported by PIT offering skills that can assist with research, benchmarking, process mapping (as the service is currently offered) and any additional statistical analysis.



lan Plan

Define the scope of the review, its purpose, objectives and goals. This includes identification of the service's deliverables, opportunities, limitations, resources, budgets, timeframes and any other linkages with previous reviews or other planned reviews.

A service review scoping document will be required to be completed by SLT (attached), with sign-off from the relevant GM, PIT will analyse the data as a result of the completed scoping document and this analysis along with a covering report will be presented to the F&AC in order to undertake their responsibilities including;

- scoping the review before it is commenced
- input into the questions to be asked and data to be collected and analysed.

Attachment 2

Do

With the scope and purpose defined with input from the F&AC, this section is the 'doing' of the review. This section captures the appropriate information needed to critically analyse the service in order to achieve the reviews purpose, objectives and goals. It is predominately the responsibility of the SLT member to undertake this task however, the PIT can assist providing additional resources and probity advice.

This stage could include researching relevant industry standards and comparing them to the current service, benchmarking with other industries, undertaking further risk analysis of potential service changes, remodelling service standards or financial models based on variables such as future resource capacity, identification of future community need, etc. It is expected that a list of potential recommendations for the service will be prepared which should include at the very minimum;

- Maintain the service
- · Reduce the service
- Increase or change the quality and/or delivery of the entire or elements of the service
- Not provide the service

Engagement with key stakeholders will be included at this stage involving, but not limited to;

- Service users
- Contracted service providers
- Industry service providers
- Survey or interviews with staff
- Union

Public and Private Sector agencies

Check

#### Check

This stage requires checking of the data that has been collated thus far and compiling such into a report for the F&AC to review. A report template will provide a basis of the type of information required that will be presented to the F&AC which will also incorporate recommendations.

The F&AC at this stage may request further information and therefore additional elements to be included or it may recommend minor alterations to the recommendations before being submitted to Council for final endorsement.

Implement

#### **Implement**

At this stage, recommendations approved by Council will be required to be implemented by the relevant SLT manager. This process will follow usual practice under the progress reporting system currently in place.

The PIT and Strategy teams will work together in order to track and record service review recommendations separately as part of periodic organisational corporate reporting and to ensure that innovative improvements are recorded into WAPs, implemented and by natural progression through this process, realigns behaviours that challenge our every-day processes to incorporate better practices and innovative solutions.



#### **Monitor**

The PIT, under the guidance and direction of the MCG, will monitor and adjust this stage two process as it evolves. Any opportunities for improvement will be incorporated as they arise.

#### **Evaluate**

This step in the process of service reviews will be the responsibility of PIT. It will critique each step of the process in order to ensure service reviews are effectively achieving their intended outcomes. This framework forms the very basic structure of service reviews as the reviews and process will require flexibility in their approach as each service review may differ markedly from the next.

#### **Define the current services**

As a circular process, the services are again defined. Given each service identified by Council would have undertaken a stage one review, it is important to determine what the current services are and again, if they continue to meet their intended outcomes.

#### Attachment 1

## City of Marion Service Statement



Please complete each question, placing a cross \( \subseteq \) in the most relevant box available for each question where provided. It's appreciated that all answers to the questions will be based upon known information at the time the survey was undertaken.

	eciated that an answers to the questions will be bu	up						
Da	te:	Best	rian.			West to		
Co	Name nducted by:	Posi	tion			Work Are		
1.	About the service							
-	Name of the service?							
	What does the service do? (i.e. Provides Work, Health & St	ofety systems	, support and g	uidance to all st	toff)			
c)	Who uses the service?							
.11	Indiana in an about the first of the state o				12	۸	Vandatory	Discretionary
a)	Is the service mandatory (by legislation) or discret	tionary (w	e choose to	o provide it	:)?			
e)	Is there a service standard associated with the s	ervice?				Yes	No.	Don't Know
1000	If yes, please elaborate:					_	_	_
	W. Miles					Yes	No	Don't Know
g)	If yes, is the service standard being met?							
h)	Does the delivery of service involve other depart							
i)	If yes, please list other departments involved wi	th the se	rvice: (i.e. Fin	ance for accou	unts, Commu	nications for P	R, etc.)	
i)	Please provide the following service budget deta	ails:		2013/2014	20	014/2015	201	5/2016
.,	Budget allowance,		for service		\$	. ,	\$	
	Salar	y/wages t	for service	s	\$		\$	
	Expe	enditure f	for service	\$	5		\$	
							Yes	No
k)	Is the service budgeted for in the long term final	ncial plan	?					
			ntracted		Council		Other	
n	How does Council resource this service?	(Most	sic/Agency)	FTE	Employed	FTE	(Volunteers	) FTE
'/	TOTAL GOOD CONTINUE TESTANCE CHIS SELVICE:					Yes	No	Don't Know
m)	Do you consider this service to be resource inter	nsive?						
			Building	Plant & Equipment	Software & Tech	Vehicle	Other	N/A
n)	What assets and infrastructure are associated was rvice that are council owned?	ith the				U Verice		
0)	What assets and infrastructure are associated was rvice that are not council owned?	ith the						
-1		Livesble	Biccodic	Innovative	Prosperous	Connected	Engaged	Excellence
p)	Which council theme does this service most alig with? Please select one only	" 🗆						
				Very High 8156+	High 51-80%	Moderate 21-50%	0-20%	Don't Know
q)	How well does this service align with the selecte	d council	I theme ?					
		~				Yes	No	Don't Know
r)	Do you collect data that monitors performance	of the ser	vice?	Fa.es.	March		U	
s)	If yes, how often do you collect this data?			Fortnightly	Monthly	Quarterly	Yearty	Other
t)	Please elaborate upon any data collected: (i.e. sur	vey's, attend	lance numbers,	benchmarking	g, etc.)			
						Yes	No	Don't Know
u)	Has this service undergone a review? If yes, please p	orovide date	(if known)	/.	/			
v)	If yes, what is the status of the recommendation	ns from th	ne review?		Completed	Commenced	Not Started	Don't Know

# City of Marion Service Statement



_	Dissiple Open Communicate in hilling							
<u>Z.</u>	Principle One: Commercial viability				02777			
		Grant	% Rat	es %	User Charge	% 01	ther %	Don't Know %
a)	How is the service funded? Alease indicate percentage of funding					[		
	Police Control (Control (Cont						Yes No	Don't Know
b)	Could the service be offered for a fee or charge?							
c)	Are there any constraints that limit Council's ability to as	k for a fe	ee or ch	narge fo	or this se	rvice?		
1000	Is the service offered as a result of a decision of Council?					,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
	Are there any constraints that restrict the delivery of the		,					
f)	If yes, please elaborate: (transient or insufficient funding, requires ex			a lana tama	ne nen l			
"/	in yes, prease elaborate. (Hanselt of Insofficent Janoing, requires ex	pensive tec	anology to	unpienie	in vic.j			
3.	Principle Two: Public value							
				Very Hig	h High	Moderat	e Low	Don't
- 1				81%+	51-90%	21-50%	0-20%	Know
a)	What is the current level of usage of the service for the t audience? (those whom the service is intended to)	arget						
b)	What is the current level of usage of the service by other	eroups	,		П			
	What is the level of community need for this service?				П			
100		•h • •===						
aj	What is the current level of satisfaction of the service by audience?	the targ	et					
e)	What is the current level of satisfaction of the service by	other						
	groups?						ш	
43	Is the demand for the continuing increasing or descending?			Remain the	Same	ncrease	Decrease 0	Don't Know
f)	Is the demand for the service increasing or decreasing?	Social M	tarán.		Arte	ertising		
		(Facebook/		Website		Brochure)	Event No	ne Other
g)	How is the service promoted to the target audience?				1			
h)	If other, please elaborate:							
4.	Principle Three: Culture of innovation/continuous improv	ement						
						Processes	Procedure	es Policies
a)	Does the service have any of the following documents?							
		Actual Service	Deliver Servi		Internal Processes	Costs	Charge	Don't Know
b)	Can improvements be made immediately offering high	П		1				
	value, minimal/no cost to the following:	_	_		_	_		
c)	Have these improvements been incorporated in the Work	Area Pla	n for im	plemer	ntation?		Yes	No.
-,	,			,			Processes	/
		Budget	Appro		Software & Tech	Staff	Procedure /Policies	
d)	If no, why haven't these improvements been	П		1	П	П		
	incorporated in the Work Area Plan?	_	_	'		_		
اھ	Do you engage with the target audience for this service?						Yes	No.
=)	oo you engage with the target addience for this service?	Surveys	Face to F	ace Fo	cus Groups	Meeting	s Workshop	_
f)	If yes, how do you engage with the target audience?			1				
	, , , , , , , , , , , , , , , , , , , ,				_		Yes	No
g)	If no, should you engage with the target audience for this s	ervice?						
h)	If no, please elaborate:							
-13	Harris of the state of the stat		Fortnig	htly	Monthly	Quarteri	y Yearly	Other
1)	How often do you engage with the community?							

#### Attachment 2

# City of Marion Service Review (Stage 2) Scope Name of Service



Service Review Name:	
Service Review Number:	
Service Review Manager:	
Service Review Sponsor:	
Date:	
4 8 45	
Description of Service	Review:
2. Service Review Object	tives:
3. Deliverables:	
4. Description of Constra	nints:
4. Description of Constra	nints:
4. Description of Constra	nints:
	ints:
5. Justification/Commen	its supporting the Service Review:
	its supporting the Service Review:
5. Justification/Comment	its supporting the Service Review:
5. Justification/Comments 6. Service Review Stake Internal Stakeholders	its supporting the Service Review:
5. Justification/Comment	its supporting the Service Review:
5. Justification/Comments 6. Service Review Stake Internal Stakeholders	its supporting the Service Review:
5. Justification/Comments 6. Service Review Stake Internal Stakeholders	holders:

# City of Marion Service Review (Stage 2) Scope Name of Service



9. Service Review Governance  10. Risk Management Approach  Service Review Scope Approval  Service Review Manager  Name:	8. Estimated Service Review Cost:		
10. Risk Management Approach  Service Review Scope Approval  Service Review Manager  Name:Position:			
10. Risk Management Approach  Service Review Scope Approval  Service Review Manager  Name:Position:			
Service Review Scope Approval Service Review Manager Name:Position:	9. Service Review Governance		
Service Review Scope Approval Service Review Manager Name:Position:			
Service Review Manager  Name:Position:	10. Risk Management Approach		
Service Review Manager  Name:Position:			
Service Review Manager  Name:Position:			
Name:Position:	Service Review Scope Approval		
	Service Review Manager		
Signature: Date:/	Name:Position:		
Signature: Date:/			
	Signature: Date:		_
Service Review Sponsor	Service Review Sponsor		
Name:Position:	Name:Position:		
Signature: Date:/	Signature: Date:	//_	_
Date Comments		Date	Comments
Service Review Scope to Finance & Audit Committee for review/feedback//	Service Review Scope to Finance & Audit Committee for review/feedback		



# Service Review Program (Stage 2) - 2016/17

Authorisation Date: 27 September 2016

Author: Unit Manager Performance and Improvement

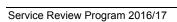
Approval: Council (GC270916R0X)

Review Date: 2017



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APPROACH
1.1 Process for organisational service reviews
Results
2.1 Service statements identification of service list (stage one)
2.2 Service statements results (stage one)
2.3 Service Review Program (stage two) 2016/171





#### **Executive Summary**

#### Introduction

Since the Local Government Elections in November 2014, the City of Marion has clearly expressed a commitment to lower rates for the community. A Service Review Framework and Program has been developed with a concerted effort focusing on achieving efficiency and effectiveness with the aim to achieve on-going savings that can be passed onto the rate payer.

The underlying principles of a service review are to ensure the service offered is commercially viable, meets or exceeds public value and to imbed to facilitate a culture of innovation and continuous improvement across the organisation.

In accordance with the Service Review Framework, the service reviews have been undertaken in two stages, the first is a preliminary self-assessment (Stage 1) by completing a service statement which informs the priorities for a second stage (Stage 2) of a more rigorous review.

The Stage 1 service statements provided a profile of a service at a point in time about what it is, what it does, who uses it and the resources required in order to provide it. This data was compared with the service's alignment with the three principles of commercial viability, public value and culture of improvement. Other factors such as the Internal Audit Program 2015-2017, budget considerations, resources available and industry informs were also some of the many further considerations in the context of determining the service's likelihood and prioritisation of a Stage 2 review.

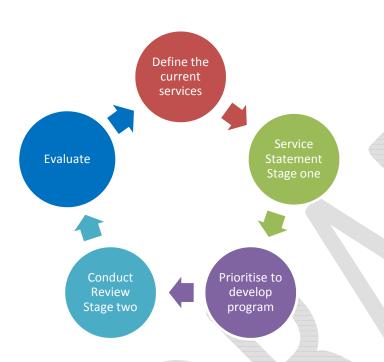
The purpose of the Service Review Program (Stage 2) 2016/17 is to define what Stage 2 reviews are to be undertaken in 2016/17.

The Service Review Program 2016/17 provides a schedule of reviews to be completed but should be flexible to include or substitute other relevant services as required.

#### **Time**

The Service Review Program is a three-year integrated program spanning the 2016/17, 2017/18 and 2018/19 financial years. This Program addresses the 2016/17 financial year. A further report will be presented in 2017 to consider the Stage 2 reviews to be completed in 2017/18 and 2018/19.





#### **APPROACH**

The approach for the development of the Service Review Program is based on the parameters of the Service Review Framework including:

- Integration of the service reviews across the organisation as part of the annual work area planning process;
- Understanding the current service and its likely future state;
- Undertaking a Stage 1 review of all services using the three principles of; commercial viability, public value and continuous improvement;
- Prioritising Service Reviews for the Service Review Program (Stage 2 reviews);
- Determining and implementing efficiencies to services where ever possible.

#### 1.1 Process for organisational service reviews

Stage one of the service review process commenced in March 2016 which aimed to firstly identify the services offered and to extract as much data as possible regarding that particular service. Following this, the results were measured against the three principles of commercial viability, public value and innovation/continuous improvement to assist in determining the services likelihood of progressing to a stage two review. Essentially the higher the score, the more opportunities for improvement were attributed to the service and therefore, the more likelihood the service would progress to a stage two review as a more rigorous approach. The higher the score for the individual principle, the more likelihood opportunities exist for improvements to be achieved and therefore, the focus of the stage two review.



#### Results

#### 2.1 Service statements identification of service list (stage one)

As a result of Stage 1, 131 services were identified and 130 service statements were completed (see Appendix A).

#### 2.2 Service statements results (stage one)

The data of the Stage 1 Service Statements has been analysed and the following provides a high level overview of the service statements, noting that this is a self-assessment and the results have not been audited (evidence based) at this point.<sup>1</sup>

#### Profile of the services

- 73% of services have service standards associated with the service, with 79% meeting service standards.
- 94% of services involve other departments across Council, 5% do not involve other areas of council and 1% did not provide a response.<sup>2</sup>
- 64% of services involve five or more departments in order to provide the service, 14% involve four, 11% involve three, 5% two and 7% one.3
- 79% of services are resourced by employees or a combination of employees and volunteers, 14% of services are resourced by employees and contract staff, 5% are resourced by a combination of employees and contract and volunteers, 1% are contract and 1% volunteers.
- 68% of services are resourced by 0.1-2.9 FTE's, 15% are resourced by 3-4.9FTE's, 9% are resourced by 10 or more FTE's, 4% are resourced by 7-9.9FTE's, 3% are resourced by 5-6.9FTE's, 2% no response.
- 82% of services collect data that monitors the performance of the service.
- 41% of services align with liveable, 10% valuing nature, 1% Innovative, 3% Prosperous, 6% Connected,8% Engaged, 31% Excellence and 1% no response.<sup>5</sup>

4 Ibid.

<sup>&</sup>lt;sup>1</sup> Please note: Anomalies exist in the calculations due to a number of factors including (but not limited to); contradictory responses, more than one response to a question, responses where they were not required.

<sup>&</sup>lt;sup>2</sup> % results provided are calculated upon the total responses NOT the total number of service statements as some questions could provide more than one answer. In addition, the LKCC was included as a 'no response' to each question.

<sup>&</sup>lt;sup>3</sup> Ibid.

<sup>&</sup>lt;sup>5</sup> Ibid.



#### Commercial viability

- 59% of services are funded completely by rates, 21% as a user charge or combination of rates and user charge, 10% as a grant or combination of user charge or 'other', 8% as a combination of rates, grants and user charge, 2% did not know and 1% didn't provide a response.<sup>6</sup>
- 35% of services have identified that a fee could be charged for the service, 61% identified they couldn't, 3% did not know and 1% did not respond.
- Of the 35% of services that identified a fee could be charged for the service, 65% identified there were constraints that effected the implementation. Explanations include: legislation (40%), customers' ability to pay (32%), internal service (12%) and the remaining (16%) were attributed to a range of other individual constraints.

#### Public value

- 53% of responses rated public value as 'very high' (81%+) in relation to those that use the service, 24% are rated as 'high' (51 –80%), 13% are rated as 'moderate' (21 -50%), 6% are rated as 'low' (0-20%), 3% did not know, and 1% did not respond.
- 61% rated the service as 'very high' (81%+) in relation to community need, 20% were rated as 'high' (51-80%), 5% were rated as 'moderate' (21-50%), 6% were rate as 'low' (0-20%), 8% did not know, and 1% did not respond.
- 67% of responses indicated that the demand for the service was increasing, 26% indicated future demand would remain the same, 2% would decrease, 4% did not know and 1% did not respond.

#### Innovation/Continuous Improvement

- 43% of responses had processes, 34% procedures, 23% policies.
- 82% of responses provided in the service statements indicated that improvements to some form of the service was identified in work area plans, 18% did not (of those 18% that did not include improvements to their work area plans, 19% indicated software was a barrier, 14% indicated they required resourcing, 17% indicated budget, 11% indicated approval and 31% indicated 'other' but did not provide an additional response to understand what the 'other' reasons were, 8% identified policies/procedures as barriers).
- The most common form of improvements identified as a result of the service review include internal processes 40%, improvements made to the delivery of the service (or a component of the service) 28%, improvements made direct to the customer 10%, 6% were costs, 5% were charge and 11% did not know.

-

<sup>&</sup>lt;sup>6</sup> % results provided are calculated upon the total responses NOT the total number of service statements as some questions could provide more than one answer. In addition, the LKCC was included as a 'no response' to each question.



#### Prioritisation of services for stage two review as indicated by the results of service statements

The results of stage one provided a significant amount of information that has been used to provide a depiction of that particular service at that point in time and will become data that can be further tested and evaluated each year in work area planning as the service review process matures and evolves.

The tool used to analyse the responses (see diagram 1 below) essentially identifies the higher the percentage score given, the more likelihood the service would benefit from a stage 2 detailed review.

Using the responses in the service statements, 19 services were initially identified as potential services that could progress to a stage two review as a priority one. After taking into consideration other factors (budget, strategic alignment, industry reforms etc.) not all of these services have been recommended to progress to a stage 2 review within the 2016/17 financial year. Table 1 below provides a high level overview of this assessment.

		Table 1: Top 19 services as a pr	iority 1	
Division and Service	Department	Explanation of tool assessment	Identified as Top 12 (with organisational input)	Explanation of in/exclusion to the Top 12
Chief Executive Office	cer			
Scores indicating more opportunities for improvement of service standards, interdependence upon other departments  1. Values and Human of Council to deliver the service, absence of budget information, absence of evidential data that identifies audience, community need, satisfaction levels, performance and future need of the service.			No	Launched across the organisation on 30 June 2016. Given its relatively new status, will not proceed to a stage two review, but will be assessed as a component of work area plans each year.
General Manager Ci	ty Developmer	nt		
2. Capacity Building	( ITV Property )		No	Over the last six months there has been an increased focus on capacity building and the sustainability of clubs, consequently it is recommended that it would be too soon to review this service. Over the last six month's resources have been developed and work has commenced with specific clubs.
3. Coastal Walkway	City Property	Scores indicating more opportunities for improvement of service standards, resourcing, budget information, absence of	No	This was not considered a 'service' but an asset that is better captured in the "Asset Management" service



Division and Service Department Explanation of tool assessment or		Identified as Top 12 (with organisational input)	Explanation of in/exclusion to the Top 12	
		evidential data that identifies audience, community need, satisfaction levels, performance and future need of the service, improvements to be included in work area planning.		review. In addition, work currently being undertaken by Manager Land & Property is addressing these elements.
4. Commercial Leases / Management	City Property	Scores indicating more opportunities for improvement of service standards, budget information, absence of evidential data that measures performance, Commercial viability (user charges), community need, satisfaction levels, performance and future need of the service.	No	The Manager City Property is addressing these elements. This work has included the review of the leasing and licensing policy, process mapping, development and implementation of new processes, improvement in management reports and monitoring of the services.
5. Events - External	City Property	Scores indicating more opportunities for improvement of service standards, budget information, resourcing, evidential data that identifies audience satisfaction levels.	No	The Manager City Property has reviewed this service and developed a process map, information pack developed for event organisers, development and implementation of a checklist, Event Management system is now being used to monitor and manage activities.
6. Gallery M	City Property	Scores indicating more opportunities for improvement of Service standards, budget information, absence of evidential data that identifies community need and satisfaction levels, improvement opportunities were 'unknown', commercial viability and level of use by targeted audience was indicated as low.	No	Council considered this service in June 2015 (GC230615M04) and entered into a new Management Agreement until June 2018. It would be prudent to review this service prior to the renewal of the agreement and may form part of the 2017/18 Service Review Program.
7. Marion Outdoor Swim Centre	City Property	Scores indicating more opportunities for improvement of ccommercial viability, budget, Interdependence across other areas of the organisation to deliver the service, resourcing, performance monitoring and evaluation of previous review recommendations.	Yes	The relatively high budget value and customer service opportunities were identified as a priority and were included in the top 12. Council requested at the June 2016 meeting (GC280616M03) to explore new management options at the Marion Outdoor Pool.
8. Immunisation	Development & Reg. Services	Scores indicating more opportunities for improvement of resourcing, Commercial viability (user charges), absence of evidential data that identifies audience satisfaction levels.	No	Review is not recommended at this stage as the service has recently undergone a review with a decision to outsource to a contractor.



		Table 1: Top 19 services as a pr	iority 1																							
Division and Service Department Explanation of tool assessment or		e Department Explanation of tool assessment		e Department Explanation of tool assessment		: Department Explanation of tool assessment		Department Explanation of tool assessment				Department Explanation of tool assessment		e Department Explanation of tool assessment		e Department Explanation of tool assessment		Department Explanation of tool assessment		epartment Explanation of tool assessment		Department Explanation of tool assessment		Department Explanation of tool assessment		Explanation of in/exclusion to the Top 12
9. Parking Management and Regulation	Development & Reg. Services	Scores indicating more opportunities for improvement of budget information, resourcing, commercial viability, absence of evidential data that identifies audience, community need, satisfaction levels, improvement opportunities were 'unknown', last reviewed in 2007.	Yes	Council has a legislative requirement to administer these pieces of legislation but <i>how</i> services are provided could be reviewed, including business and administrative support to provide the services.																						
10. Public Health: Non Mandatory	Development & Reg. Services	Scores indicating more opportunities for improvement of budget warranted exploration, level of satisfaction of the service by the target audience is unknown, only has documented processes, improvement opportunities have not been integrated into the Work Area Planning.	No	This service includes inspection of skin penetration businesses and auditing of high risk manufactured water systems (cooling towers and warm water systems). The benefits of a service review for the organisation at this time for these services are considered minimal and not urgent.																						
11. Innovation Pathway Oversight	Innovation & Strategy	Scores indicating more opportunities for improvement of service standards, budget information, Absence of evidential data that identifies audience, community need, satisfaction levels, performance and future need of the service, resourcing & future demand.	No	Given this services relatively new status, it will not proceed to a stage two review, but will be assessed as a component of work area plans each year.																						
12. NRM Education Program (hosted position/service)	Innovation & Strategy	Scores indicating more opportunities for improvement of interdependence upon other departments of Council to deliver the service, considered to be resource intensive, has not undergone a review, constraints restricting the delivery of service (hosted position guided by Funding Agreement with AMLR NRM Board until 30 June 2017).	No	Review will be conducted by NRM Board as owners of the service.																						
13. Open Space Planning, Policy and Open Space Asset Management	Innovation & Strategy	Scores indicating more opportunities for improvement of evidential data that identifies audience, community need, satisfaction levels, performance and future need of the service.	No	Asset Management Element of service is key consideration and will be incorporated into the Strategic Asset Management Review. Planning and policy elements are being progressed currently.																						
14. Systems Improvements	Innovation & Strategy	Scores indicating more opportunities for improvement regarding service standards, performance monitoring,	No	Priority systems review captured through targeted services reviews in other areas.																						



	Table 1: Top 19 services as a pr	iority 1	
Division and Service Department Explanation of tool assessment		Identified as Top 12 (with organisational input)	Explanation of in/exclusion to the Top 12
	absence of evidential data that identifies audience, community need, satisfaction levels, performance and future need of the service.		
rporate Servic	es		
Corporate Governance	Scores indicating more opportunities for improvement regarding service standards, has not undergone a review, considered to be resource intensive, has constraints restricting the delivery of service (receiving data in a timely manner impacts on deadlines and old systems are unreliable), improvement opportunities have not been incorporated into the Work Area Plan.	No	Whilst considered a priority for governance, this service is included in the Internal Audit Plan 2015/17 and scheduled to commence in November 2016. This audit will be completed by KPMG, which will identify potential service improvement opportunities.
Corporate Governance	Scores indicating more opportunities for improvement regarding service standards, resourcing, lack of consistency and hasn't had a review.	No	Recently audited by Auditor General and this service is included in the Internal Audit Plan 2015/17 and scheduled to commence in March 2017. This audit will be completed by KPMG.
Scores indicating more opportunities for improvement regarding service standards, resources, absence of budget information, has constraints restricting the delivery of service (staff restructure to resource the service and staff learning/development as the service is being delivered), level of satisfaction of the service by the target audience is		No	Given this services relatively new status, will not proceed to a stage two review, but will be assessed as a componen of work area plans each year. As the Service Review Program has been developed for 16/17, this will allow opportunity for review/assessment prior to adopting the program for 2017/18 and 2018/19.
	Corporate Governance  Corporate Governance  Corporate Corporate	Department  absence of evidential data that identifies audience, community need, satisfaction levels, performance and future need of the service.  Proporate Services  Scores indicating more opportunities for improvement regarding service standards, has not undergone a review, considered to be resource intensive, has constraints restricting the delivery of service (receiving data in a timely manner impacts on deadlines and old systems are unreliable), improvement opportunities have not been incorporated into the Work Area Plan.  Scores indicating more opportunities for improvement regarding service standards, resourcing, lack of consistency and hasn't had a review.  Scores indicating more opportunities for improvement regarding service standards, resources, absence of budget information, has constraints restricting the delivery of service (staff restructure to resource the service and staff learning/development as the service is being delivered), level	Department  Explanation of tool assessment  absence of evidential data that identifies audience, community need, satisfaction levels, performance and future need of the service.  Corporate Services  Corporate Governance  Corporate Governance



		Table 1: Top 19 services as a pi	iority 1	
Division and Service	Department	Explanation of tool assessment	Identified as Top 12 (with organisational input)	Explanation of in/exclusion to the Top 12
18. Roads <sup>7</sup> (Civil – construction work area)	Engineering & Field Services	Scores indicating more opportunities for improvement regarding resourcing, Interdependence upon other departments of Council to deliver the service, has not undergone a review (currently finalising tender), only has documented processes.	Yes	It is acknowledged that this service is a high priority due to Large Spend (\$5.4 million), changing technology, reviewing systems and processes, high risk activity, opportunity to improve financial management. This was not originally included in the top 12 services report provided to the Finance & Audit Committee Meeting on the 16 August (FAC160816R7.7) however it has been incorporated in the Road & Footpath service review to provide a holistic approach.
19. Streetscapes	work area)  Services  Scores indicating more opportunities for improvement regarding service standards, interdependence upon other		No	It is acknowledged that this service is a high priority due to significant cost (to be defined), define process, develop risk management and mitigation and coordinate work activities, however, this would benefit for review in future years after the above is implemented,

Service Review Program 2016/17

<sup>&</sup>lt;sup>7</sup> There are two work areas that relate to roads which provided separate service standards. "Roads" = the construction (Civil) and "Roads and Footpaths" = the planning, scoping and engineering component (Engineering).



#### 2.3 Service Review Program (stage two) 2016/17

Following the above assessment, Table 2 below provides the program for 2016/17;



Table 2: Top 12 (Identified with organisational input) + Libraries (as an existing service review)																
		2016/2017				2016/2017						2017/18				
Service	Department		Qtr 1			Qtr 2			Qtr 3		Qtr 4			Qtr 1		
		J	Α	S	0	N	D	J	F	М	Α	M	J	J	Α	S
1. Recruitment	Human Resources															
2. Maintenance of Council facilities	City Property															
3. Marion Outdoor Swim Centre	City Property															
4. Parking Management and Regulation	Dev & Reg. Svc															
5. Asset Information Management	Innovation & Strategy															
6. Governance Systems	Corporate Governance															
7. Records Management	Corporate Governance									$\rightarrow$						
8. Management of Recycling Depot - Processing of Operational Waste	Contracts & Op Support															
9. Stores – Storage and Inventory Mgmt.	Contracts & Op Support															
10. Commonwealth Home Support Programme (CHSP), SA Home and Community Care (HACC), Disability & Carer Support	Community & Cultural Services						$\longrightarrow$									
11. Roads (Civil) and Road & Footpath	Engineering & Field															
Works Program (Engineering)	Services															
12. Drainage	Engineering & Field Services															
13. Libraries	Community & Cultural Services															



Table 2: Top 12 (Identified with organisational input) + Libraries (as an existing service review)			
Service	Department	Explanation	
1. Recruitment	Human Resources	Opportunities exist for driving more efficient and effective practices in the provision of this service rather than 'culture/values'.	
2. Maintenance of Council facilities	City Property	The high budget value, potential organisational risk and need for contracts to be awarded reprioritised this service.	
3. Marion Outdoor Swim Centre	City Property	Agreed with the tool assessment.	
4. Parking Management and Regulation	Dev & Reg Svc	Agreed with the tool assessment.	
5. Asset Information Management	Innovation & Strategy	Timely to incorporate this service into Strategic Asset Management Review reprioritising this service.	
6. Governance Systems	Corporate Governance	Opportunities exist for driving more efficient and effective practices regarding Council reporting and compliance obligations as a stage 2 review (Priority 1).	
7. Records Management	Corporate Governance	Timely to link a review with the integration of new organisational information software systems (i.e. the Lotus Notes Replacement Program) as a stage 2 review (Priority 1).	
8. Management of Recycling Depot - Processing of Operational Waste	Contracts & Op Support	Opportunities exist for driving more efficient and effective practices regarding this service and will occur concurrently with the "Stores" service review. To ensure transparency, it i recommended that an external audit be undertaken for an independent financial analysis	
9. Stores – Storage and Inventory Management	Contracts & Op Support		
10. Commonwealth Home Support Programme (CHSP), SA Home and Community Care (HACC), Disability & Carer Support	Community & Cultural Services	The funding agreement for these projects ends on 30 June 2018. Given the significant value of the service, and its linkages with State/Fed Government funding, it is timely for this service to be reviewed as a stage 2 review (Priority 1). It is also noted that this service is scheduled for discussion with Elected Members at a forum in November.	
11. Roads (Civil) <i>and</i> Roads & Footpath Works Program (Engineering)	Engineering & Field Services	Potential opportunities exist for driving more efficient and effective practices in the provision of this service due to the large spend (\$2.2million) footpaths and (\$5.4million) on Roads (Engineering and Construction) for a holistic approach. Includes planning, design and delivery across Engineering and Civil Services. Consideration of external providers for an independent financial analysis will be undertaken.	
12. Drainage	Engineering & Field Services	Recent benchmarking with other Councils indicated the unit rates for drainage could be improved. Potential opportunities exist for driving more efficient and effective practices in the provision of this service due to the large spend (\$5.4million) and is therefore reprioritised as a stage 2 review (Priority 1).	
13. Libraries	Community & Cultural Services	In Progress.	

#### Appendix A

# Table 1: Services Division, Department and Service Chief Executive Officer Human Resources 5

Learning and Development

Recruitment

Staff Performance and Development Management

Values and Culture

Workforce Planning

#### **General Manager City Development**

City Property 11

Capacity Building

**Casual Hirers** 

Coastal Walkway

Commercial leases / Management

**Events - External** 

Gallery M

Land Management

Leases and Licences

Maintenance of Council facilities

Marion Cultural Centre

Marion Outdoor Swim Centre

Development & Regulatory Services 18

**Animal Management** 

Collection of discarded syringes and needle sharps

**Development Assessment Building** 

Development Assessment Planning (including DAP)

**Development Enforcement & Compliance** 

**Development Inspections** 

**Development Plan Amendments** 

Enforcement of Council's By-Laws

Fire Prevention

Food: Education, Inspections, Investigations & Auditing

Immunisation

Parking Management and Regulation

Preliminary Planning Advice

Public health: Enforcement of South Australia Public Health Act 2011

Public health: non mandatory

Section 7 Statement of the Land and Business (Sale and Conveyancing) Act 1994

**Supported Residential Facilities** 

Volunteer Graffiti Program

Table 1: Services			
Division, Department and Service	No. of Services		
Economic Development	3		
Business Support			
Investment and Tourism Promotion			
Regional Representation			
Innovation & Strategy	16		
Asset Condition Inspection			
Asset Information Management			
Asset Management Planning			
Community Engagement and Participation Oversight			
Environmental Engagement			
Environmental Projects			
Environmental Risk Management Coordination			
Environmental Strategic Planning			
Innovation Pathway Oversight			
NRM Education Program (hosted position/service)			
Open Space and Recreation Customer Service			
Open Space Planning, Policy and Open Space Asset Management			
Open Space Project Design, Consultation. Project Management and Delivery			
Public Policy Oversight			
Strategic and Operational Planning			
Systems Improvements			
Strategic Projects	1		
Creation, modification and disposal of Assets			
General Manager Corporate Services			
Contracts & Operational Support	11		
After Hours Emergency Management			
Contracts			
Education Waste & Recycling			
Fleet Maintenance & Repair			
Fleet Procurement and Disposal			
Kerbside Collection (3 Bin System)			
Management of Recycling Depot - Processing of Operational Waste			
Operational Support – Front Office Activities Including Purchasing Functions			
Public Place Litter			
Residential Hard Waste Collection and Management of Dumped Rubbish			
Stores – Storage and Inventory Management			
Corporate Governance	15		
Corporate Events			
Corporate Reporting			
Corporate website and social media			
Elected Member Support			

**Executive Support** 

#### **Table 1: Services** No. of Services **Division, Department and Service** Freedom of Information Applications Governance Internal Audit Media liaison and issues management Policy Maintenance & Development Public relations and publications **Records Management** Risk Management (including Insurance and Claims Administration) Service Review Program Work Health & Safety (WHS) Finance 5 **Accounts Payable** Accounts Receivable Financial Management Payroll Rates **ICT** 3 **GIS Mapping ICT Applications Support and Projects ICT Technical Support and Telecommunications General Manager Operations Community & Cultural Services** 22 **Adult Community Education Arts & Cultural Development** Arts and Cultural Development Officer- Cultural Heritage Bookings and Hall hire of Neighbourhood Centres Commonwealth Home Support Programme (CHSP), SA Home and Community Care (HACC), Disability & Carer Support **Community Arts Projects and Programs Community Bus Community Development Projects Community Hubs** Community Passenger Network (CPN) Cultural Diversity & Reconciliation External Customer Service and Information **Internal Customer Service and Information** Living Kaurna Cultural Centre Marion Celebrates Festival Marion Learning Festival Marion Library Service

Out & About Program

Neighbourhood Centres Programs and Services Council Funded

#### Table 1: Services

#### **Division, Department and Service**

No. of Services

Public Art & Placemaking

Volunteer Programs & Volunteer Development

Youth Development

#### **Engineering & Field Services**

21

**Annual Street Tree Planting** 

Bridges (Construction)

Bridges (Engineering)

Drainage

**Footpaths** 

#### **Engineering & Field Services - Continued**

Graffiti removal Council infrastructure

Infrastructure Audit Unit (IAU)

Irrigation Maintenance

Landscape Maintenance

Playground Maintenance

Reserve Maintenance

Road and Footpath Works Program

Roads

Sensitive Sites Maintenance

Streetscapes

Survey and Design (roads, drains, traffic control devices)

**Traffic and Parking Investigations** 

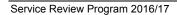
Tree Maintenance

**Underground Electrical Services Permits** 

Walking & Cycling

Water Management

Total 131



## CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Originating Officer: Brett Grimm, Landscape Architect

Manager: Fiona Harvey, Manager Innovation & Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: Recreation Plaza Oaklands Park Stage 2

Reference No: GC270916R06

#### REPORT OBJECTIVES

To provide Council with concept design options and costings for Stage 2 Oaklands Recreation Plaza, and to seek endorsement to proceed to community consultation, detailed design, development approvals and construction.

#### **EXECUTIVE SUMMARY**

The planning for a 'Recreation Plaza' at Oaklands Reserve, Oaklands Park, commenced in March 2013, as part of the implementation of the Master Plan for Oaklands Wetland which incorporates a wetland, open space and recreation components.

A concept plan for the Recreation Plaza was developed following extensive community consultation and was endorsed by Council on 10 December 2013 (GC101213R06).

Council endorsed the final plans and approval to construct Stage 1 of the Recreation Plaza at its 27 May 2015 meeting (GC270514R04).

Stage 1 of the Recreation Plaza was completed September 2015 and has been extremely popular, providing a diversity of recreational opportunities.

Council received \$900,000 from the State Government towards the design and construction of the Recreation Plaza through Open Space and Local Government Stimulus grants. As part of the tender and construction process Council was able to deliver Stage 1 works under budget providing a savings of \$64,000.

The purpose of this report is to confirm the scope, budget allocation and approval to proceed with Stage 2 works. Two options have been provided for consideration.

Subject to Council approval, the next steps for this project include informing the local community of the plans, completing detailed design documentation and tendering the construction works. Tendering works are intended to be early 2017 with construction commencing in early to middle of 2017.

#### **RECOMMENDATIONS (3)**

**DUE DATES** 

#### That Council:

1. Endorses Option XX concept design for Stage 2 Recreation Plaza 27 Sept 2016

2. If Option 1 is endorsed proceed to community consultation, detailed design and construction

27 Sept 2016

OR

If Option 2 is endorsed, when the priority of items on the Unfunded Initiatives list is next reviewed, Council considers the allocation of the required funds of \$306,000 to progress this option.

3. Notes the additional annual operating, maintenance and renewal costs of \$3,317 for option 1 or \$23,442 for option 2 to be incorporated into the Long Term Financial Plan from 2017/18.

27 Sept 2016

#### **BACKGROUND**

The Recreation Plaza site is bounded by Oaklands Road to the north, the wetland to the east and south, and the Sturt River corridor to the west. The objective of the Recreation Plaza is to create a high quality, landscaped, multi-use space providing recreation opportunities for youth and a diversity of uses for the general community, which will complement the wetland and provide a strong interface with Oaklands Road.

In March 2013 Council commenced the planning, design, and community consultation of the Recreation Plaza and in December 2013 Council endorsed the final Concept Plan (GC101213R06). Detailed design and construction of Stage 1 of the Recreation Plaza was endorsed 27 May 2015 (GC270514R04) to which council resolved;

- 1. Endorse the detailed design of the Recreation Plaza at Oaklands Park
- 2. Endorse the application for development approval and:
  Option B: Procurement and construction of Stage 1 and components of Stage 2 of the
  Recreation Plaza
- 3. Note the on-going annual cost of \$25,916 in operating and maintenance for the project will be applied from the existing budget for the entire Oaklands Wetland site.

#### **Recreation Plaza**

Stage 1 of the Recreation Plaza was completed September 2015 and includes elements that allow for skateboards, BMX, scooters and inline skaters and creates a strong interface with Oaklands Road.

Stage 1 of the Recreation Plaza has included:

- Skate / scooter / BMX facility including lighting
- · Landscaping, paths, paved interface with wetland
- Seating pods
- Shelter
- Drink fountain, bin enclosure

- Demolition of the 'Bali Hut'
- Exeloo toilet
- Parkour
- Lighting (timed to turn off at 10pm)
- 3 on 3 basketball area.

Stage 2 of the Recreation Plaza was conceptualised as part of the master plan to include a diversity of recreation opportunities for all ages extending to the west over the existing bitumen surface. The design intent for this space is to:

- Refurbish the bitumen surface
- Line marking/ painting for a trike track/ bike and beginner skaters (referencing the driver training school)
- Improve amenity with landscape treatments that provide shade and cooling
- Seating and opportunities for picnic tables
- Maintenance vehicle access to the pump shed and aquifer pumps
- Design to facilitate future proof opportunities for the Round House and associated landscape (to be resolved in a separate future project).

Since completion of Stage 1 Council have received a number of comments and requests for additional car parking to the west of the skate park due to the large number of people attending the site specifically after work hours between 5-10pm when the boom gate on The Parade West is closed.

Two concept options have been developed based on the design intent. The following table provides reference to the scope and budget. Please refer to Attachment 1 for concepts.

Option	Scope	Opinion of cost
Option 1 Interim solution  (Design based on remaining budget)	<ul> <li>Line marked trike track for bike riders, scooters and beginner skaters</li> <li>Skate mounds for beginners</li> <li>Retention of basketball court</li> <li>Landscaping low ground covers and trees (Water Sensitive Urban Design)</li> <li>5 x car parks and 2 x DDA car parks</li> <li>1 x bin</li> <li>Bollards to control entry for any future events on Bitumen area</li> </ul>	\$64,000
Option 2 Preferred solution	<ul> <li>Refurbished bitumen</li> <li>Painted bitumen and line marked trike track for bike riders, scooters and beginner skaters</li> <li>Skate mounds for beginners</li> <li>Retention of basketball court</li> <li>Landscaping low ground covers and trees (Water Sensitive Urban Design)</li> </ul>	\$370,000

- Bollards to control entry for any future events on Bitumen area
- 2 x table tennis tables
- 2 x chess board tables
- 2 x picnic table settings
- 1 x bin
- Approx. 13 x car parks and 2 x DDA car parks
- Post top lighting to car park
- Storm water works
- Formalise access driveway connection to pump shed and potential future connection to Round House.

#### **Round House**

The Roundhouse was transferred to Council when the land for the wetland was placed in Council's care and control for the development of the wetlands. At Council's meeting on 28 August 2012 (GC280812R07), Council resolved:

'That the Round House Building be secured and retained by Council until the establishment of the Oaklands Wetland project during 2014 (and the adjoining recreational facilities), with estimated annual security costs of \$9,900, when the potential of the building in its ultimate setting can be properly assessed.'

Council has been seeking to establish uses in the Round House, however, the ability to do this is limited by the land's status. Council has indicated that they are seeking uses compatible with the adjacent wetland and recreation park and may include a food related activity or environmental education. Council is now seeking to have the land transferred to Council ownership which will then allow Council to offer a long term lease in relation to the Round House.

The transfer of the land to Council requires the Minister for the Environment to initially agree to the transfer and then the matter needs to go through Treasury and Cabinet processes and approvals. The Minister is yet to agree to the transfer. To date there has been no defined timeline for the above process, however, the State Government has advised that time needed for the matter to go through Treasury and Cabinet is substantial. When correspondence has been received from the Minister a council report will be presented for consideration.

Consequently, the design for Stage 2 Recreation Plaza does not impact on future opportunities for reuse or alternative options for the Round House and associated adjacent landscape.

#### **ANALYSIS**

#### Consultation

Comprehensive consultation was undertaken throughout stage 1 of the Recreation Plaza design, planning, delivery and post construction.

Stage 2 Recreation Plaza concept options have been presented to ward members and internally within various departments.

The next steps would be to inform the community of the Stage 2 endorsed option. This is proposed to consist of a mail out to the local area and registered stakeholders of Stage 1 Recreation Plaza in addition to the provision of information on Councils web page for a 3 week period.

Once information has been presented to the community, subject to any major community concerns, detailed design will commence. Any minor community concerns will be addressed through this phase of the project. Once detailed design is complete a development application will be lodged and procurement process will commence. Given approvals, works are anticipated to commence onsite prior to June 2017.

#### **Risk Management**

Risk assessments have been undertaken for the project in collaboration with Council's Risk Unit, and the Mutual Liability Scheme has been consulted in relation to the skate / parkour facility.

The design of the Stage 2 Recreation Plaza has considered future proofing for opportunities related to the Round House and adjacent landscaping. The scope of works proposed does not impact on this area providing potential future accessible connections and development opportunities.

#### **Financial Implications**

Current cost estimates indicate that Option 1 could be developed within the remaining \$64k budget allocated but would not achieve the preferred recreation opportunities and asset renewal of bitumen surfacing that were planned for in 2013 and would possibly require future consideration for development and funding. It would not address the road treatment required to the pump shed or the number of carparks expected to be required.

Option 2 would require additional funding for capital works of \$306,000. If Option 2 is the preferred option, this initiative can be referred to the Unfunded Initiatives process for consideration and prioritisation for funding.

Of note approximately 50% of the capital cost for Option 2 is associated with the construction of an access road, additional car parking, lighting and storm water management infrastructure.

Opinion of costs have been prepared for both options in addition to ongoing operating and maintenance costs and renewal costs (refer to appendix 2).

Recreation Plaza Stage 2									
	Opinion Cost	Budget allocation	Operating maintenance and renewal P/A						
Option 1 Interim solution	\$64,000 (includes 10% contingency)	City of Marion \$64,000	\$3,317						

Option 2 Preferred solution	\$370,000 (includes 10% contingency)	City of Marion \$370,000	\$23,422
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#### Resource (capacity) Impact

Project management, detailed design and contract administration will be undertaken by Council's Landscape Architect and engineering design for the civil, storm water and car parking by internal staff. The proposed works program for Option 1 is:

Program	
Scope	Time
Community consultation	October 2016
Detailed Design	October-December 2016
Development approvals	December 16- February 2017
Procurement	March- April 2017
Construction	May 2017-TBC

If Option 2 was endorsed, and referred to the unfunded initiatives process for consideration, the project initiation will be likely to be in early 2017 and progress through until around October 2017.

#### Social / Cultural Impact

Stage 1 of the Recreation Plaza has been extremely successful in generating a space that accommodates a variety of uses. The precinct approach to provision of diverse recreational activities has been well received by the community.

Some key findings from recent surveys and events have illustrated the success of the project. The recent Skate Park league events hosted 100+ competitors and crowds of 200+. In addition, the site is consistently occupied with various ages, families and youth utilising the recreation activities. Some comments provided have been;

- A meeting place with a controlled, safe environment
- Opportunities for entertainment into the evening
- The skate park is well designed so you can pump around without having to stop
- It's exciting having the park close to home as I used to have to travel into the city.

The Oaklands Recreation Plaza has filled a gap in the provision and opportunities for youth recreation activities, however, remains unfinished with the western bitumen area adjacent detracting from the amenity. It is recommended Stage 2 of the Recreation Plaza be completed to enable the following objectives to be met:

- Aesthetically appealing from both Oaklands Road and within the reserve
- Injects life into the precinct through provision of quality youth recreation facilities and urban design elements
- Inviting to all ages and abilities and providing a diverse range of recreation and open space facilities
- A strong CPTED focus, providing for car parking and associated lighting that was planned for and has been requested on an ongoing basis at the western end of the Recreation Plaza site
- Attract users from all areas of the Council and greater metropolitan Adelaide
- Provide educational opportunities for school groups and the general community
- Enhance the cultural and biodiversity elements of the site
- Improve community health and wellbeing, through the provision of recreation opportunities encouraging physical activity and social interaction.

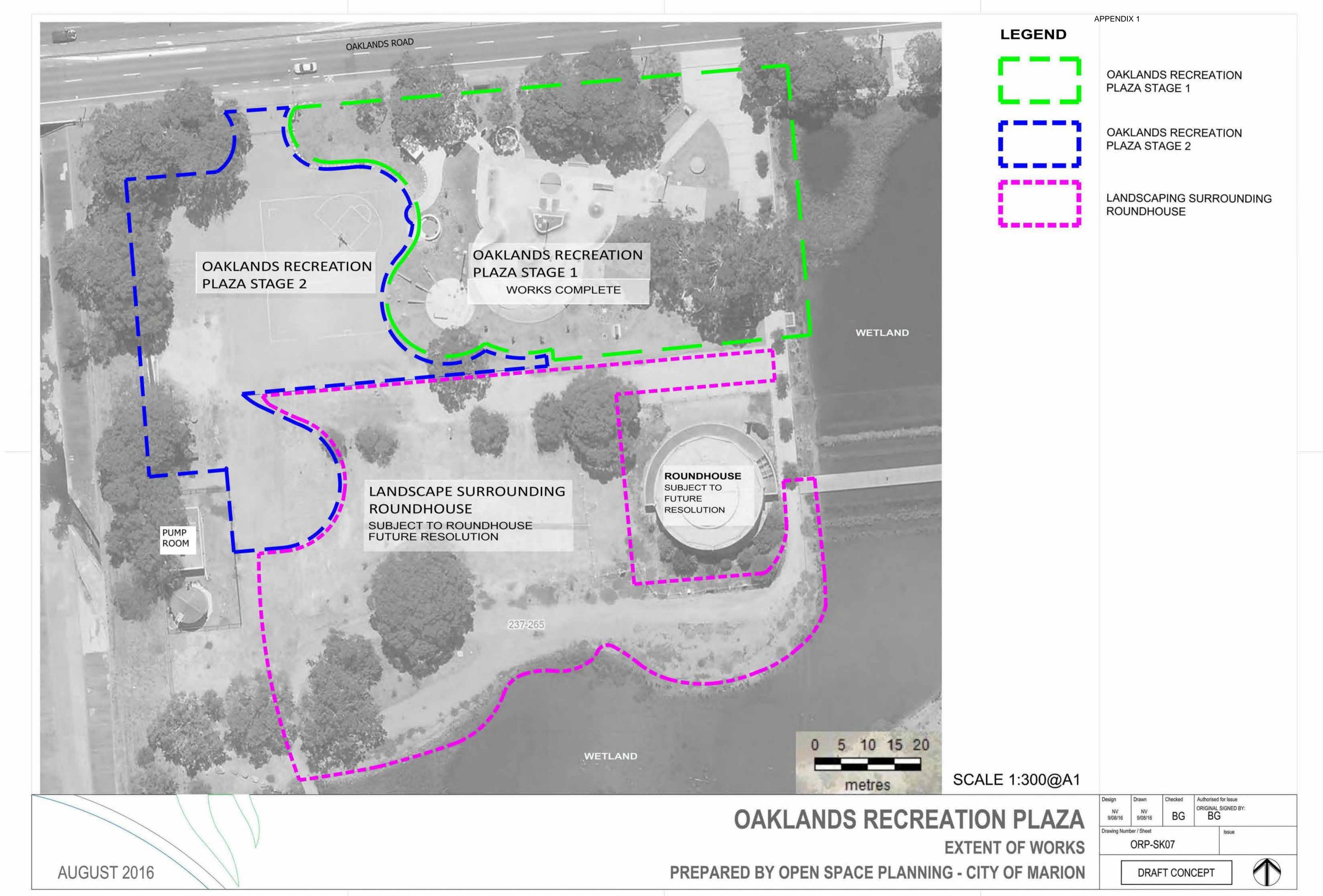
#### **CONCLUSION**

The development of Stage 2 Recreation Plaza is consistent with the overall Master Plan for Oaklands Reserve incorporating a wetland, open space and recreation opportunities. The scope of works will create a high quality, landscaped, multi-use space providing recreation opportunities, which will complement the wetland whilst future proofing development opportunities of the Round House and adjacent landscape.

It is recommended that Council provide endorsement of Option 1 or 2 of Stage 2 Recreation Plaza.

#### **APPENDICES**

Appendix 1 - Concept options Appendix 2 - Whole of life costs

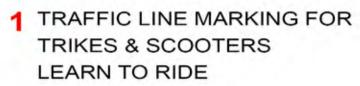




AUGUST 2016

# Oaklands Recreation Plaza Stage 2- Option 1

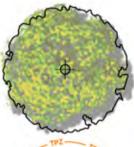






2 SKATE LEARNING RAMPS FOR BEGINNERS

# **LEGEND**



PROPOSED EVERGREEN TREE



EXISTING TREE TO BE RETAINED AND PROTECTED



PROPOSED GARDEN BED GROUNDCOVER AND GRASSES WITH ORGANIC MULCH AS PER DETAIL



PROPOSED GARDEN BED WITH ORGANIC MULCH AS PER DETAIL



PROPOSED BITUMEN PAVING



EXISTING BITUMEN TO BE RETAINED WITH NEW LINE MARKING



PROPOSED BITUMEN SKATE MOUNDS



PROPOSED RUBBISH BIN



PROPOSED RECYCLED REMOVABLE PLASTIC BOLLARD



PROPOSED RECYCLED PLASTIC BOLLARD WITH CHAINLINK

# OPTION 1

SCALE 1:100 @A1

# **OAKLANDS RECREATION PLAZA STAGE 2**

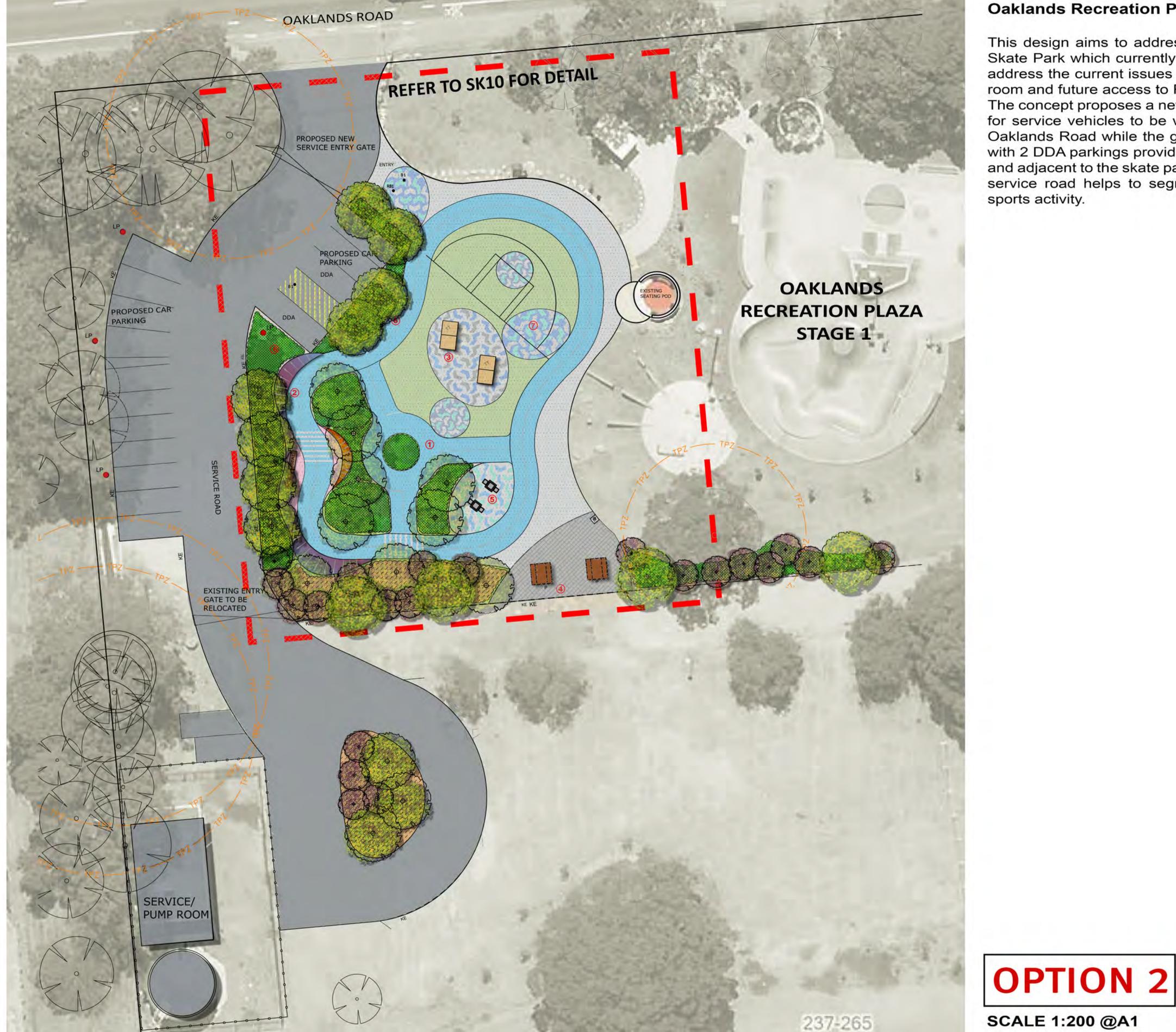
OAKLANDS PARK

PREPARED BY OPEN SPACE PLANNING - CITY OF MARION

NV 27/08/16	BG	Authorised for Issue ORIGINAL SIGNED BY: BG	
or/Sheet	K08	Issue	
	NV 27/08/16 per / Sheet	NV 27/08/16 BG	NV 27/08/16 BG ORIGINAL SIGNED BY: BG

DRAFT CONCEPT



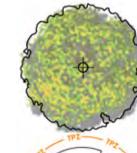


# Oaklands Recreation Plaza Stage 2 - Option 1

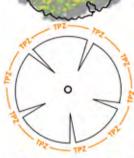
This design aims to address a area immediately adjoining the Stage 1 Skate Park which currently is bitumen paved area. It aims to holistically address the current issues of vistor car parking, service access to pump room and future access to Round House.

The concept proposes a new gate set back from existing location to allow for service vehicles to be within the site and not blocking the traffic on Oaklands Road while the gate is being opened. There are 13 car parks with 2 DDA parkings provided for visitors along the fence line to the west and adjacent to the skate park. A green buffer around the car park and the service road helps to segregate vehicular movement from recreation/ sports activity.

# LEGEND



PROPOSED **EVERGREEN TREE** 



EXISTING TREE TO BE RETAINED AND PROTECTED



PROPOSED GARDEN BED GROUNDCOVER AND **GRASSES WITH ORGANIC** MULCH AS PER DETAIL



PROPOSED GARDEN BED WITH ORGANIC MULCH AS PER DETAIL



PROPOSED BITUMEN PAVING



EXISTING BITUMEN TO BE RETAINED AND RESEALED WITH NEW LINE MARKING/ PAINT GRAPHICS



PROPOSED BITUMEN SKATE MOUNDS



PROPOSED SEAT AS PER



PROPOSED PICNIC SETTING AS PER

**SPECIFICATION** 

SPECIFICATION



PROPOSED TABLE TENNIS TABLE AS PER **SPECIFICATION** 



PROPOSED TABLE AND CUBE SEATING FOR BOARD GAMES AS PER **SPECIFICATION** 

PROPOSED RUBBISH BIN

PROPOSED RECYCLED

REMOVABLE PLASTIC

PROPOSED RECYCLED PLASTIC BOLLARD

BOLLARD PROPOSED LIGHT POST

Authorised for Issue

BG

Issue

9/08/16

ORP-SK09

NV 9/08/16

Drawing Number / Sheet

PROPOSED KERB EDGE

# **OAKLANDS RECREATION PLAZA STAGE 2**

**OAKLANDS PARK** 

DRAFT CONCEPT





# Oaklands Recreation Plaza Stage 2- Option 2

The theme for this site is a 'Traffic park' for little kids along with features for learning to skate. Existing bitumen area will be re-surfaced with plexi-pave material and coloutful line marking for multi-purpose recreational facilities. The space is intended to function simultaneously as a traffic park for trikes and scooters, a sports court- table tennis and basketball, learn to skate area and a market venue. There are also fixed table and stool seating for board games. There are picnic settings and bench seats provided so all the activity spaces can be easily viewed. Garden beds are integrated for shade and amenity and will include rain gardens to capture and treat stormwater runoff from adjoing bitumen area.



TRAFFIC LINE MARKING FOR TRIKES & SCOOTERS LEARN TO RIDE



TABLE TENNIS TABLES WITH COLOURED LINE MARKING



**BOARD GAMES TABLE AND STOOL** 



GRAPHICS ON BITUMEN WITH HISTORIC REFERENCE TO PAST DRIVING SCHOOL





SKATE LEARNING RAMPS FOR LITTLE KIDS



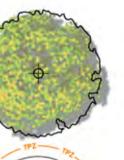
PICNIC TABLE SEATING



RAIN GARDEN



**LEGEND** 



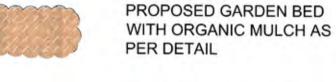
PROPOSED **EVERGREEN TREE** 



EXISTING TREE TO BE RETAINED AND PROTECTED



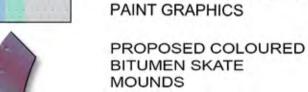
PROPOSED GARDEN BED **GROUNDCOVER AND GRASSES WITH ORGANIC** MULCH AS PER DETAIL

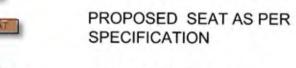


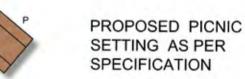
PROPOSED BITUMEN **PAVING** 



RETAINED AND RESEALED WITH NEW LINE MARKING/



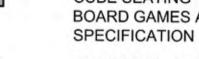




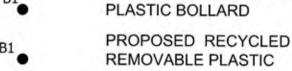
PROPOSED TABLE TENNIS TABLE AS PER



**SPECIFICATION** PROPOSED TABLE AND CUBE SEATING FOR BOARD GAMES AS PER



PROPOSED RUBBISH BIN PROPOSED RECYCLED



BOLLARD PROPOSED LIGHT POST



PROPOSED KERB EDGE

OAKLANDS RECREATION PLAZA STAGE 2 - INSET A

OAKLANDS PARK

PREPARED BY OPEN SPACE PLANNING - CITY OF MARION

DRIGINAL SIGNED BY: NV 29/07/16 Drawing Number / Sheet ORP-SK10

DRAFT CONCEPT



AUGUST 2016

Description	Lifecycle Yrs	,	Acquisition Cost	Op	ojected erating Costs pa	P	rojected Maint Costs pa		Total rojected O&M pa		Less Existing O&M pa		Net Increase O&M pa		Projected Depn/ Renewal pa		Existing Depn/ Ienewal pa	Net Increase Depn/ Renewal pa		Whole of Life Cost of Proposal		Whole of Life Increase Cost of Proposal
reliminaries	0	Ś	3,500	Ś	_	\$	0 -	Ś	_	Ś	_	Ś	_	Ś	_	Ś	_	\$	Ś	3,500	Ś	3,5
ite prep earthworks and lemo	0	\$	27,020	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -	\$	27,020		27,0
avements	50	\$	12,020	\$	-	\$	601	\$	601	\$	-	\$	601	\$	240	\$	-	\$ 240	\$	54,090	\$	54,09
andscaping planting, ultivation and soils	20	\$	6,747	\$	-	\$	337	\$	337	\$	-	\$	337	\$	337	\$	-	\$ 337	\$	20,241	\$	20,24
urniture	25	\$	8,900	\$	-	\$	445	\$	445	\$	-	\$	445	\$	356	\$	-	\$ 356	\$	28,925	\$	28,93
nsurance	25	\$	-	\$	1,000	\$	-	\$	1,000	\$	-	\$	1,000	\$	-	\$	-	\$ -	\$	25,000	\$	25,0
Contingency	0	\$	5,819	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -	\$	5,819	\$	5,8:

 $<sup>*</sup>Whole \ of \ life\ costs \ include\ acquisition, \ operating\ \&\ maintenance\ expenditure\ and\ depreciation/renewal\ using\ current\ values.$ 

Maintenance 5% pa equation

					Wh	ole	of Life	Cos	t Analy	/sis	- Recreat	ion	Plaza St	age	e 2- Optior	1 2					
Description	Lifecycle Yrs	I	Acquisition Cost	Op	ojected erating Costs pa	F	Projected Maint Costs pa	Pi	Total rojected O&M pa		Less Existing O&M pa		Net Increase O&M pa		Projected Depn/ Renewal pa		existing Depn/ enewal pa	Net Increase Depn/ Renewal pa		Whole of Life Cost of Proposal	Whole of Life Increase Cost of Proposal
Preliminaries	0	\$	10,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -	\$	10,000	\$ 10,000
Site prep earthworks and demo	0	\$	52,100	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -	\$	52,100	\$ 52,100
Pavements  Landscaping planting,	50	\$	177,467	\$	-	\$	8,873	\$	8,873	\$	-	\$	8,873	\$	3,549	\$	-	\$ 3,549	\$	798,601	\$ 798,601
cultivation and soils/ irrigation	20	\$	26,948	\$	-	\$	1,347	\$	1,347	\$	-	\$	1,347	\$	1,347	\$	-	\$ 1,347	\$	80,843	\$ 80,843
Furniture	25	\$	38,050	\$	-	\$	1,903	\$	1,903	\$	-	\$	1,903	\$	1,522	\$	-	\$ 1,522	\$	123,663	\$ 123,663
Stormwater	33	\$	2,500	\$	-	\$	125	\$	125	\$	-	\$	125	\$	76	\$	-	\$ 76	\$	9,125	\$ 9,125
Electrical/ Lighting	25	\$	30,000	\$	1,000	\$	1,500	\$	2,500	\$	-	\$	2,500	\$	1,200	\$	-	\$ 1,200	\$	122,500	\$ 122,500
Insurance	25	\$	-	\$	1,000	\$	-	\$	1,000	\$	-	\$	1,000	\$	-	\$	-	\$ -	\$	25,000	\$ 25,000
Contingency	0	\$	33,706	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -	\$	33,706	\$ 33,706
Total (whole of life cost based upon 20 years)		\$	370,771	\$	2 000	Ś	13,748	¢	15 748	Ś	_	Ś	15,748	¢	7,694	ς.	_	\$ 7,694	¢	1,542,905	\$ 1,542,905

<sup>\*</sup>Whole of life costs include acquisition, operating & maintenance expenditure and depreciation/renewal using current values.

Maintenance 5% pa equation

# CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Originating Officer: Alicia Clutterham, Team Leader Open Space & Recreation

Manager: Fiona Harvey, Manager Innovation & Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: Review of Playspace Strategy

Report Reference: GC270916R07

#### **REPORT OBJECTIVE**

This report presents the outcomes of the review of the Playspace Strategy and seeks Council endorsement on proceeding to consultation with a draft Playspace Policy including service levels.

#### **EXECUTIVE SUMMARY**

Background research, analysis and internal consultation has been undertaken to review and revise the existing Playspace Strategy.

The current Playspace Strategy was endorsed by Council in 2009 (GC271009R05). Implementation of the strategy commenced in 2010. To date, 41 playgrounds have been upgraded and 13 have been removed without replacement.

The development and implementation of the Playspace Strategy has guided significant change to the City of Marion landscape, improving social connections and community wellbeing across the City. The implementation of the strategy has involved extensive community consultation ensuring each site is developed with local input.

The implementation program has seen continuous improvement in the methods of playspace delivery and operational management.

There is generally a good level of play provision across the City and the findings of the review have highlighted that the existing strategy's vision and guiding principles provide an appropriate foundation for the delivery of quality playspaces across the City. The review highlighted the following opportunities:

- Review the hierarchy levels of each site
- Review the level of playspace provision including further consolidation in areas of oversupply and provision of new playspaces in gap areas
- Improve long term planning by establishing service levels and formalising the financial commitment to deliver the Works Program in accordance with the strategic principles, Asset Management Plan and Long Term Financial Plan
- Develop a flexible approach to delivery to enable responsiveness to funding opportunities and other arising needs.

The proposed strategic direction for the City's play space provision and management includes the following:

#### **Playspace Framework**

- 1. Policy (including hierarchy)
- 2. Service Levels
- 3. Prioritised Works List
- 4. Project Methodology (including Community Engagement Approach)

The revised Playspace Framework is aimed at providing a guiding framework that will enable delivery of quality and sustainable play spaces through a flexible and informed approach.

RECOMMENDATIONS (5)	DUE DATES
That Council:	
<ol> <li>Endorses the draft Playspace Policy and draft Playspace Service Levels as provided in Appendix 1 and Appendix 2.</li> </ol>	27 September 2016
<ol><li>Endorses community consultation on the draft Playspace Policy and draft Playspace Service Levels.</li></ol>	27 September 2016
<ol> <li>Notes the final Playspace Policy and Playspace Service Levels will be presented to Council for adoption in November 2016.</li> </ol>	22 November 2016
<ol> <li>Notes the Prioritised works list (Appendix 3) and Project Methodology (including community engagement approach) (Appendix 4).</li> </ol>	27 September 2016
5. Endorses the proposed changes to playspace provision, including two additional playspaces for removal, the two new proposed playspaces, the hierarchy review and specific reserve hierarchy changes outlined in the body of this report.	27 September 2016

#### **BACKGROUND**

In 2007 initial assessment of the City of Marion's play spaces identified a number of deficiencies in play provision including dilapidated equipment, poor site accessibility, poor play value, limited or no facilities for parents/carers or the broader community as well as areas of oversupply of playgrounds. The need for a Playground Strategy was highlighted as a Councilwide action from the Open Space & Recreation Strategy 2006-2016 as follows:

Goal 1: Best distribution, mix and use of open space Develop a Playground Strategy that provides innovative playspaces that meet the developmental needs of children, as well as their families and the wider community. Playspaces to offer degrees of complexity and challenge in line with the User Catchment Level Guide.

The development of the Playspace Strategy (2009) was aimed at addressing current and future community needs in play provision to contribute to community health and wellbeing, as well as ensuring long term sustainability of Council assets including effective management of the spaces.

The Playspace Strategy was endorsed in 2009 (GC271009R05) to improve the quality, access, safety and distribution of play spaces throughout the Council area. The strategy included a long term implementation plan to upgrade, remove and install new playgrounds across the Council over a 15 year period with a partially funded budget of \$7m.

The term 'playground' was discontinued in favour of the term 'playspace' as this encompasses a broader definition of 'play' that includes nature play and imaginative play that can occur beyond the provision of play equipment as well as providing facilities for parents and carers.

The Playspace Strategy (2009) is available on Councils website <a href="http://www.marion.sa.gov.au/play-space-strategy">http://www.marion.sa.gov.au/play-space-strategy</a>

The implementation of the Playspace Strategy (2009) has been monitored since its development and this is its first formal review.

#### DISCUSSION

The purpose of the Playspace Strategy review is to:

- Address the Council resolutions raised in relation to the Playspace Strategy from 2008

   2014.
- Review the Playspace Strategy context to ensure it provides a relevant framework that guides the provision and management of playspaces across the City in line with Council's Community Vision and Draft Business Plan 2016-2019.
- Review and make recommendations for Council's Long Term Financial Plan in line with current Asset Management Policy and practices.
- Consult with Elected Members to ensure the revised implementation plan and process meets current strategic directions and aligns to community needs.
- Identify opportunities to enhance the Playspace strategic objectives and implementation plan in line with industy trends.
- Review implementation practices and consider opportunities for process improvements.

An Elected Member Forum was held on 29 March 2016 to consider the review of the Playspace Strategy. This was then followed by discussions held with ward councillors to provide input into the review.

As part of the review of the Playspace Strategy, it is recommended Council transitions from a strategy to a Playspace Framework into the future. This Framework includes:

### 1. Playspace Policy (including hierarchy)

The 'Playspace Policy' sets out how and why the City of Marion provides for accessible play environments through the provision of a set of guiding principles for the planning, development and management of play spaces. It also provides a hierarchy in describing the level and types of facilities that may exist within these playspaces (Appendix 1).

#### 2. Service Levels

The proposed 'Service Levels' outline the indicative capital investment within the hierarchy (Local, Neighbourhood, Regional and Destination) as well as indicative annual maintenance and operating costs (Appendix 2). The Service Levels presented are in line with playspace works that have been delivered across the City of Marion in recent years.

#### 3. Prioritised Works List

The prioritised works list (Appendix 3) provides a list of playspaces that are yet to be upgraded and/or are in progress. Works that are in progress have been endorsed through the Council's Business Plan 2016-2019 and the Council endorsed open space works program. The criteria used to prioritise the remaining sites includes:

- condition data from an independent accredited playground inspector
- Council works endorsement
- · funding opportunities
- partnership opportunities
- geographic location and proximity to recent upgrades
- links with Councils Cycling and Walking Strategy

This works list will be reviewed annually in acknowledging changing circumstances, asset conditions and potential linkages with other projects and funding and partnership opportunities.

The works list also includes a list of playspaces proposed for removal. The removals have been proposed based on playspace provision across the City of Marion and accessibility to existing and / or proposed new playspaces within 500m.

The removals list will be reviewed annually to determine prioritisation with consideration to asset condition and safety of these sites and links with other projects that may be occurring nearby.

#### 4. Project Methodology (including Community Engagement Approach)

The Playspace Project Methodology (Appendix 4) outlines the approach to playspace planning and implementation and includes community engagement, project delivery, Elected Member engagement and long term planning methodologies.

#### **Proposed Playspace Framework Changes**

The analysis and review of the Playspace Strategy Implementation Plan has suggested that there is generally a good level of play provision across the City. However, there are some opportunities for improvement; in addressing areas of oversupply, revising reserve hierarchy levels and considering opportunities for new or additional play facilities into the future.

The proposed Playspace Prioritised Works List (Appendix 3) would result in the following play space provision across the City.

	Completed	Remaining & In Progress	Total
Playspace Upgrades	41	40	81
Playspace Removals	13	19	32

#### This would include:

#### 11 Additional Playspaces proposed for Removal (without replacement)

- Chestnut Court Reserve, Clovelly Park
- Cormorant Drive Reserve, Hallett Cove
- Marion Community House, Warradale
- Mitchell Street Reserve, Seaview Downs
- Nannigai Reserve, Hallett Cove
- Penrith Court Reserve (MP Neighbourhood Centre), Mitchell Park
- Resolute Reserve, Hallett Cove

- Sandy Glass Court, Sheidow Park
- Strutt Court Reserve, Trott Park
- Westall Way Reserve, Sheidow Park
- Matthew Street Reserve, O'Halloran Hill (formerly proposed to have a new Playspace)

#### 2 Additional NEW Playspaces

- Capella Reserve, Hallett Cove (Neighbourhood)
- Tonsley Development, Tonsley (Regional)

#### Reserve Hierarchy to Increase at 7 Reserves

- Dwyer Road Reserve, Oaklands Park (Local to Neighbourhood)
- Barton Drive Reserve, Trott Park (Local to Neighbourhood)
- Brolga Place Reserve, Sturt (Local to Neighbourhood)
- Cadell Street Reserve, Seaview Downs (Local to Neighbourhood)
- Maldon Avenue Reserve, Mitchell Park (Local to Neighbourhood)
- Rosslyn Street Reserve, Clovelly Park (Local to Neighbourhood)
- Heron Way Reserve, Hallett Cove (Neighbourhood to Regional)

#### Reserve Hierarchy to decrease at 4 Reserves;

- Ballara Park Reserve, Warradale (Neighbourhood to Local)
- Bandon Terrace Reserve, Marino (Regional to Neighbourhood)
- Cosgrove Hall Reserve, Clovelly Park (Neighbourhood to Local)
- Harbrow Grove Reserve, Seacombe Gardens (Regional to Neighbourhood)

#### General Reserve Hierarchy Review

It is proposed to alter the Playspace Hierarchy from 4 tiers being Local, Neighbourhood, Regional, Precinct to a revised 4 tier hierarchy being Local, Neighbourhood, Regional and Destination. Refer Appendix 1.

This will result in all sporting oval and neighbourhood centre sites being reclassified as 'Neighbourhood' level reserves rather than 'Regional' to reflect the use of the public open space and amenities rather than reflective of the sporting use.

Former Precinct level play spaces will be classified as 'Regional' unless otherwise reclassified.

It is also proposed to add a new hierarchy level of Destination Playspace. Currently, no sites have been formally identified as "Destination" Playspaces as an initial scoping/feasibility study would be required to be undertaken to identify potential locations for further Council consideration.

#### Future Opportunities

In addition to the abovementioned changes, there may be new and innovative partnership opportunities for playspace projects. Should these opportunities arise, it is recommended Council considers these partnership projects on a case by case basis with a report for Council with the necessary background information, project and partnership opportunity, timing, resource impact and financial detail required for consideration.

#### **ANALYSIS**

#### Consultation

It is recommended that the Draft Playspace Policy and Service Levels are endorsed for public consultation. A 3 week consultation period throughout October is proposed.

Consultation at a site and localised community level occurs as each playspace upgrade or removal occurs which assists to inform design development at the time the playspace works are occurring. Refer Appendix 4.

If any issues are raised by the community at the time of the playspace upgrade/removal are unable to be resolved using the proposed methodology, a report will be developed for further Council consideration of the site specific issue.

#### **Policy Implications**

The Playspace Policy has been developed in line with the development of a suite of recent Council policies such as the Streetscape Policy, Climate Change Policy and Community Engagement Policy.

### **Asset Management**

Council's Asset Management Policy adopted in August 2014 (GC120814R04), places priority on maintenance before renewal, and renewal of assets before acquisition of new or upgrade of existing assets where it is cost effective to do so. Upgrades need to be prioritised by Council having regard to whole of life costs.

The remaining 40 playspaces in progress or planned for future upgrade are at or approaching the end of their useful life. The service levels proposed for upgrade are higher than 'renewal' in meeting with community expectations and addressing issues including restricted access, limited parent or carer facilities, limited creative play opportunities. Therefore, additional 'new/upgrade' funds are required to deliver on the proposed service levels in order to deliver on community expectations.

#### **Financial Implications**

The estimated financial commitment for the above proposed works program (10 Years) based on the proposed service levels is:

	Business Plan 2016-19	Remainder of LTFP	Total
Required Council funding for proposed Playspace Strategy	4,313,014	6,717,772	11,030,786
Remaining playspace removals	215,000	0	215,000
Total funding required	4,528,014	6,717,772	11,245,786
Total available funding in LTFP	2,699,963	6,529,406	9,229,369
(Required)/excess funds for Playspace Strategy	(1,828,051)	(188,366)	(2,016,417)

This table shows that \$2.016m in funding would need to be allocated over the 10 years, with the significant majority of this (\$1.828m) required in the next three years to fund the projects identified in Council's Business Plan 2016-2019. This could be achieved over the 10 year

period by utilising funds available for Open Space Reserve developments (currently \$5.0m allocated in the LTFP over 10 years for items such as outdoor fitness equipment, skate parks, event spaces, landscaping improvements outside of playspaces). If funding allocated for Open Space Reserve Development is used this may impact service standards for other Open Space projects. Another option available is to reduce the future allocations in the LTFP for the Community Facility Partnership Program fund.

There is an assumption built into the financial commitments noted above that 50/50 matching funding will be received for regional playspaces such as Hendrie Street Reserve (Inclusive Playspace), Tonsley, Hugh Johnson Boulevard and Heron Way. If this is not achieved then either the service standard at these sites will need to be reduced, or Council will need to find approximately \$2.0m in extra funds.

Operational costs are estimated at 5% of the capital cost and are projected to incrementally increase up to \$368,500 per year over the next 10 years.

There will be some operational savings with the removal of a further 10 playspaces however there will also be additional whole of life costs associated with the proposed service levels which will be determined on a project by project basis into the future.

Council is yet to determine a Destination Playspace site and therefore the financial implications of a Destination Playspace are not detailed in this report. Should Council determine a site and proceed with a Destination Playspace, the financial implications would need to be considered separately for this specific and significant project.

#### **Resource implications**

The delivery of 8 local/neighbourhood playspaces as well as plans for a further 4 has been incorporated into the 2016-19 Business Plan and endorsed open space works program. It is proposed that the remaining playspaces (beyond 2019) are upgraded at a similar rate of approximately 4 per year which would provide a sustainable approach and methodology for Council's proposed playspace asset portfolio of 81 with each having a useful life of 20 years.

Regional and Destination Playspaces are significant projects and resources required in addition to the local and neighbourhood playspaces will need to considered on a project by project basis.

#### CONCLUSION

A comprehensive review of the Playspace Strategy (2009) has been undertaken to address Council resolutions and plan for future playspace provision throughout the City of Marion.

A revised Playspace Framework has been developed to guide the provision and service levels associated with Council's playspace asset portfolio. This will support delivery of quality and sustainable play spaces through a flexible and informed approach.

#### **APPENDICES**

Appendix 1 – Draft Playspace Policy (including hierarchy)

Appendix 2 – Draft Playspace Service Levels

Appendix 3 – Prioritised Works List

Appendix 4 – Playspace/Reserve Project Methodology (including engagement approach)

Appendix 5 – Map illustrating Current Status and Proposed Playspace Works

# **Draft Play Space Policy**



#### 1. POLICY STATEMENT

This policy sets out how the City of Marion provides for accessible and safe play environments that contribute to physical, mental, emotional and social development.

#### 2. CONTEXT

Play is a fundamental and vital part of physical, mental, emotional and social development and a primary element through which life skills are learned. As a provider of public places dedicated to play, the City of Marion has an integral role in ensuring accessible and safe environments are provided to support developmental needs and community wellbeing.

In this context the City of Marion owns and maintains approximately 100 play spaces that include elements for a range of play experiences (including play equipment, nature play, informal sporting facilities, fitness equipment) and associated amenities (including seating, shelters, barbecues, fencing, toilets, pathways).

This policy will be supported by operational systems and processes to ensure efficient delivery and long term sustainability of play space provision and management across the City.

#### 3. VISION

The City of Marion will be recognised for its equitable and sustainable provision and management of accessible, diverse, creative, innovative, safe, high quality and fun play spaces that contribute to developmental needs and are places that encourage community interaction, understanding and wellbeing.

#### 4. PRINCIPLES

The following principles will guide the City of Marion's planning, development and management of play spaces:

#### **Accessible & Diverse**

- Play spaces and associated facilities and amenities will cater for a range of abilities and needs
- Play space designs will be unique, stimulating and fun to enable varying play environments within each community
- Play spaces will be provided within walking distance (approximately 500m), where possible, of every residence
- The location and design complexity of play spaces that are located in the open space network will be guided by the Open Space Hierarchy for the City of Marion

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#### Creative, Innovative & Fun

- Play spaces will be designed to provide a high play value, incorporating:
  - Challenging and fun physical play
  - Stimulating cognitive play
  - Free and creative play
  - Opportunities for social and interactive play
  - Integrated associated facilities (such as seating, pathways, shelters)
- Play spaces will be designed to encourage child development through the four types of play, which are:
  - Individual or quiet play
  - Social play
  - Active play
  - Cognitive and creative play

#### Safe & Sustainable

- User safety will be a high priority in the location, design and management of play spaces which is undertaken in line with the Australian Standards
- Play spaces will be designed with a focus on eliminating hazards, rather than risks, through design and management that is based on the knowledge that taking calculated and graduated risks at play is essential for good physical and mental development\*

#### **Community Engagement**

 The community will have opportunities to contribute to the planning and design of play spaces to ensure their immediate and long-term needs are considered and met.

#### 5. POLICY SCOPE

The scope of this policy pertains to all publicly accessible playspaces on land owned and under the care, control and management of the City of Marion.

#### 6. IMPLEMENTATION

This Policy is a component of a Playspace Framework comprising:

- 1. Policy (including hierarchy)
- 2. Service Levels
- 3. Prioritised Works List
- 4. Project Methodology (including Community Engagement Approach)

The Playspace Framework program will be supported by operational systems and processes to ensure the efficient delivery for capital, renewal and maintenance works.

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### 7. HIERARCHY

The Playspace hierarchy describes the level of play space and types of facilities that may be exist within the playspace.

#### Local Level

Categories	Description
Purpose	Local Level play spaces primarily cater for people living and working within walking distance. These spaces are less developed with limited play equipment. They provide environmental value through urban heat mitigation, contributing to biodiversity, and improving air quality.
Types of facilities	May include: Minimal park furniture and amenities, Pathways for accessibility, Minimal formal play equipment and/or nature play design with limited irrigated grass, natural shade, water sensitive urban design landscaping.

Neighbourhood Level

Categories	Description
Purpose	Neighbourhood Level play spaces will be of a higher quality with a diversity of character in good locations that cater for one or more suburbs. Due to the broader scale of facilities people can use these play spaces for extended periods of time. They provide similar environmental value as Local Level play spaces.
Types of facilities	Sporting and recreation facilities for unstructured sport, park furniture and amenities, pathways for accessibility, diverse opportunities for play for a range of ages, shelter and natural shade, water sensitive urban design landscaping, limited irrigated grass.

## Regional Level

Categories	Description
Purpose	Regional Level play spaces are large, high quality destinations that have broad appeal and attract visitors and local community members alike. They offer unique play and recreation opportunities and offer environmental benefits through the enhancement of natural landscapes.
Types of facilities	Sporting and recreation facilities for unstructured sport, diverse opportunities for play for a range of ages, play spaces that are unique and complex for a range of ages and abilities, park furniture and amenities including public toilets, Shade and shelter, pathways for accessibility, water sensitive urban design landscaping, irrigated grass, public art, off-road car parking

## **Destination Level**

Categories	Description
Purpose	A space that attracts city wide visitors and tourists. The space will offer a unique play and recreation opportunity that celebrates the City of Marion sense of place in addition to offering environmental benefits through the enhancement of natural landscapes. A Destination Playspace will be aligned to a placemaking opportunity facilitating economic development, community capacity building and stewardship.
Types of facilities	A Destination Playspace is likely to include play equipment of various forms inclusive of custom iconic play pieces, nature play, experiential features, toilets, car parking, lighting and amenities such as picnic tables and shelters, shade structures, BBQ's and public art. A destination play space would cater for all ages and abilities, providing amenities to enable long stays.

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#### 8. **DEFINITIONS**

#### **Play Space**

'Play Space' refers to a space that can be utilised for the purposes of formal, informal, active and passive play as well as the provision of any associated facilities and amenities.

#### **Play Value**

'Play Value' is the extent to which a child's physical, mental, emotional and social developmental needs are met through the provision of a 'play space'.

#### **Nature Play**

'Nature Play' provides opportunities for unstructured, open ended and self-directed play, allowing for freedom to roam seeking adventure and exploration which inspires creativity and imagination inspired by nature.

#### **Open Space Hierarchy**

The hierarchy categorises open spaces from local to state levels to indicate user catchments, guide equitable distribution, and standards for the provision of facilities such as play spaces, picnic amenities, pathways, public toilets.

#### 9. RELATED DOCUMENTS

This policy links with the following current documents:

South Australian Government

- Local Government Act 1999
- Development Act 1993
- South Australian Planning Strategy
- Development Regulations (e.g. fencing)
- South Australian Public Health Act 2011
- Crime Prevention Through Environmental Design, Attorney-General's Department

#### City of Marion

- Community Vision Towards 2040
- Business Plan 2016-2019
- Open Space and Recreation Strategy
- Walking and Cycling Strategy
- Tree Management Policy & Framework
- Irrigation Management Plan
- Sports Facility Framework
- Asset Management Policy & Plan
- Risk Framework
- Community Engagement Policy

#### Other

- Australian Standard for Playground Equipment 4685:2014
- \*Play Australia's "Getting the Balance Right: Risk Management for Play" 2016

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Policy Name and version no.	City of Marion Playspace Policy - V1.0
Last update	
Last Council review (report reference)	
Next review due	
Responsibility	Team Leader, Open Space and Recreation



### **Proposed Service Levels for City of Marion Playspaces**

#### September 2016

Local (\$100k)*	Indicative costs	Neighbourhood (\$180-250k)*	Indicative costs	Regional (900k +)*	Indicative costs	Destination (\$3.75m)*	Indicative costs
Play equipment i.e. swing, slide combination system	\$40,000	Play equipment i.e. swing, slide combination system, natural play elements where possible	\$65,000	Play equipment i.e. swing, slide combination system, climbing structures, potential basketball/netball half court, natural play elements.	\$140,000	Extensive play equipment i.e. swings, slide combination system, climbing structures, nature play	\$500,000
Seats	\$15,000	Seats and picnic facilities, drink fountain	\$25,000	Opportunity for specific bespoke play	\$80,000	Opportunity for specific bespoke play	\$450,000
Vegetation amenity plantings	\$15,000	Vegetation amenity plantings	\$25,000	Rubber soft fall	\$80,000	Soft fall including rubber	\$200,000
Pathways including civil	\$30,000	Pathways including civil	\$50,000	Seats, multiple picnic facilities, BBQ, drink fountain	\$80,000	Seats, multiple picnic facilities, BBQ, drink fountains	\$250,000
		Basketball/ netball half court	\$15,000	Vegetation amenity plantings	\$45,000	Vegetation amenity plantings	\$300,000
		Rubber soft fall	\$30,000	Pathways including civil	\$100,000	Pathways including civil	\$450,000
		Shelter structure	\$25,000	Shade and shelter, Potential for shade over play equipment	\$100,000	Shade and shelter, Potential for shade over play equipment	\$300,000
		Other play features and amenities for a range of age groups	\$15,000	Amenity landscaping and large turf area for kickabout pending on site constraints.	\$50,000	Amenity landscaping/ irrigation and large turf area for kickabout pending on site constraints.	\$200,000
				Basketball/netball halfcourt	\$15,000	Multi purpose courts	\$300,000
				Car parking	\$50,000	Car parking/stormwater works	\$300,000
				Integrated public art Toilet	\$30,000 \$130,000	Integrated public art Lighting	\$50,000 \$100.000
						Toilets	\$350,000
Sub Total	\$100,000	Sub Total	\$250,000	Sub Total	\$900,000	Sub Total	\$3,750,000
Indicative Life cycle of	costing (per annu	ım per reserve) – costing l	pased on 5% of ca	apital cost			
	\$5,000		\$12,500		\$45,000		\$187,500

<sup>\*</sup> Indicative costings and elements included will vary depending on site conditions and scale of reserve \* Service levels exclude resurfacing of club courts which will require alternate funding.

## Prioritised Works List (to be reviewed annually)

Low Priority 8-12 years Moderate Priority- 4-8 years High Priority 1-4 years

				High Priority 1-4 years
Reserve	Suburb	Proposed Reserve Hierarchy	Ward	Priority
Hugh Johnson Reserve	Sheidow Park	Regional	Southern Hills	Н
Shamrock Road Reserve	Hallett Cove	Neighbourhood	Coastal	н
Mitchell Park Oval	Mitchell Park	Neighbourhood	Warriparinga	Н
First Avenue Reserve	Ascot Park	Local	Woodlands	Н
George Street Reserve	Marion	Neighbourhood	Warriparinga	Н
Alpine Road Reserve	Seacombe	Local	Warriparinga	Н
Dwyer Road Reserve	Oaklands Park	Neighbourhood	Warracowie	Н
Marion Oval Sports	Marion	Neighbourhood	Warriparinga	Н
The Crescent Reserve	Edwardstown	Local	Woodlands	Н
Ballara Park Reserve	Warradale	Local	Warracowie	Н
Christopher Gve Reserve	O'Halloran Hill	Local	Southern Hills	M
Cove Sport	Sheidow Park	Neighbourhood	Southern Hills	M
Tonsley Development (NEW)	Tonsley	Regional	Warraparinga	M
Hawkesbury Avenue Reserve	Sturt	Local	Warriparinga	M
Wistow Crescent Reserve	Trott Park	Local	Southern Hills	M
Glandore Community Centre	Glandore	Neighbourhood	Woodlands	М
Hessing Crescent Reserve	Trott Park	Neighbourhood	Southern Hills	M
Tartonendi / Trowbridge Reserve	Mitchell Park	Neighbourhood	Warriparinga	M
Oakvale Way Reserve	Hallett Cove	Local	Coastal	M
Stanley Street Reserve	Glengowrie	Neighbourhood	Mullawirra	M
Southbank Boulevard Reserve	Sheidow Park	Neighbourhood	Southern Hills	L
Woodforde Family Reserve	Park Holme	Neighbourhood	Mullawirra	L
Weaver Street Reserve	Edwardstown	Neighbourhood	Woodlands	L
Peterson Avenue Reserve	Mitchell Park	Local	Warriparinga	L
Yanyarrie Avenue Reserve	Edwardstown	Neighbourhood	Woodlands	L
Central Avenue Reserve	Hallett Cove	Local	Coastal	L
Manoora Drive Reserve	Hallett Cove	Local	Coastal	L
Hamilton Park Reserve	Warradale	Neighbourhood	Warracowie	L
Scarborough Terrace Reserve	Dover Gardens	Neighbourhood	Warracowie	L
Cosgrove Hall (Graham Watts Playground)	Clovelly Park	Local	Warriparinga	L

In Progress (Business Plan 2016-19 co			
2016/17			
Sixth Avenue Reserve	Ascot Park	Neighbourhood	Woodlands
Breakout Creek	Glengowrie	Local	Mullawirra
Gully Road Reserve - North	Seaview Downs	Neighbourhood	Southern Hills
Appleby Road Reserve	Morphettville	Neighbourhood	Mullawirra
Clare Avenue Reserve	Sheidow Park	Local	Southern Hills
Heron Way Reserve	Hallett Cove	Regional	Coastal
Oaklands Estate Reserve	Oaklands Park	Regional	Warracowie
Inclusive Playspace Hendrie Street	Park Holme	Regional	Mullawirra
2017/18			
Capella Reserve	Hallett Cove	Neighbourhood	Coastal
Bandon Terrace Reserve	Marino	Neighbourhood	Coastal
Playspace Development TBC		Neighbourhood	
Playspace Development TBC		Neighbourhood	
Playspace Development TBC		Local	
2018/2019			
Playspace Development TBC		Local	
Playspace Development TBC		Local	
Playspace Development TBC		Neighbourhood	
Playspace Development TBC		Neighbourhood	

<sup>\*</sup>Playspace Development TBC to be selected from the above works list

Appendix 3

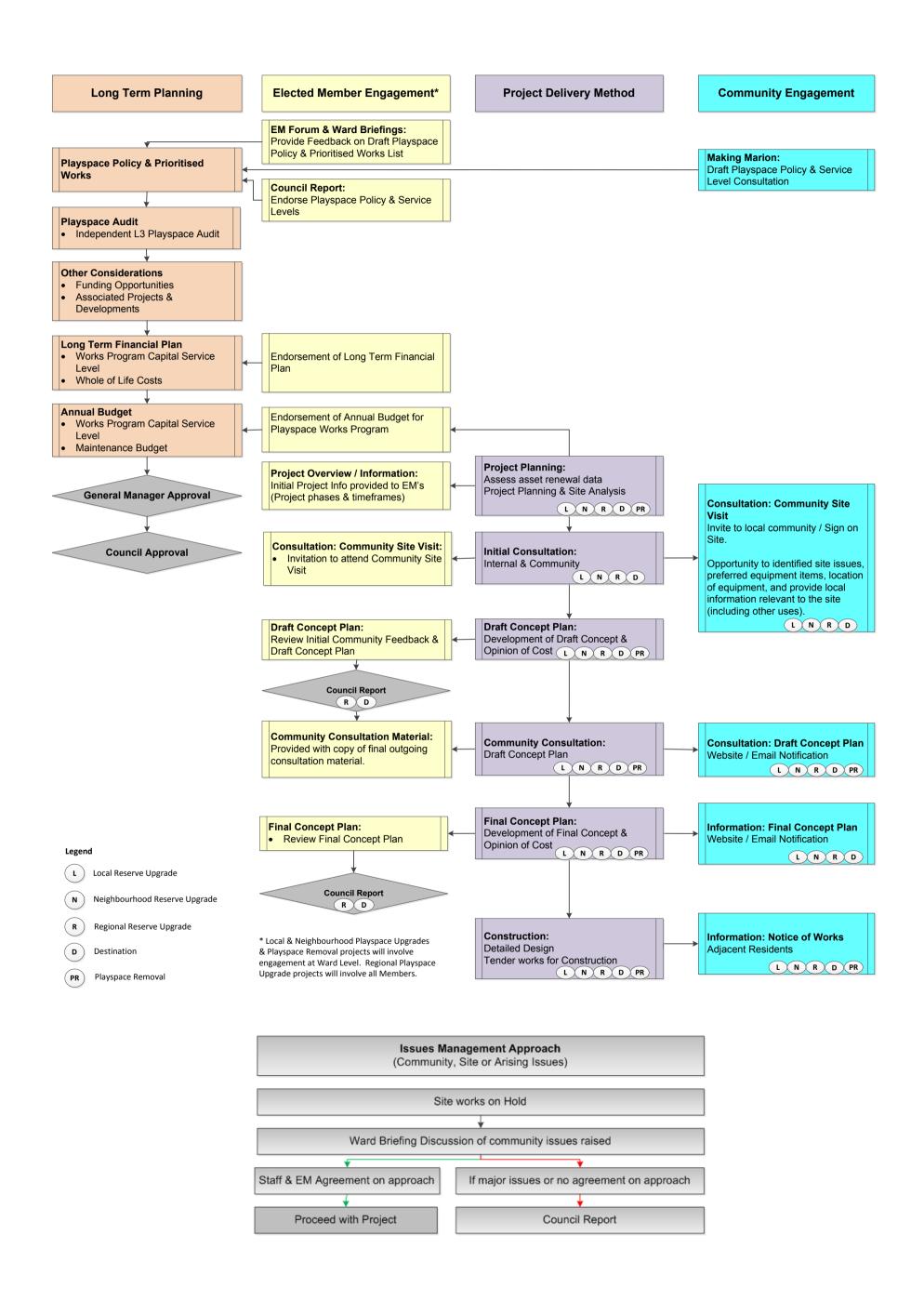
## **Proposed Removals**

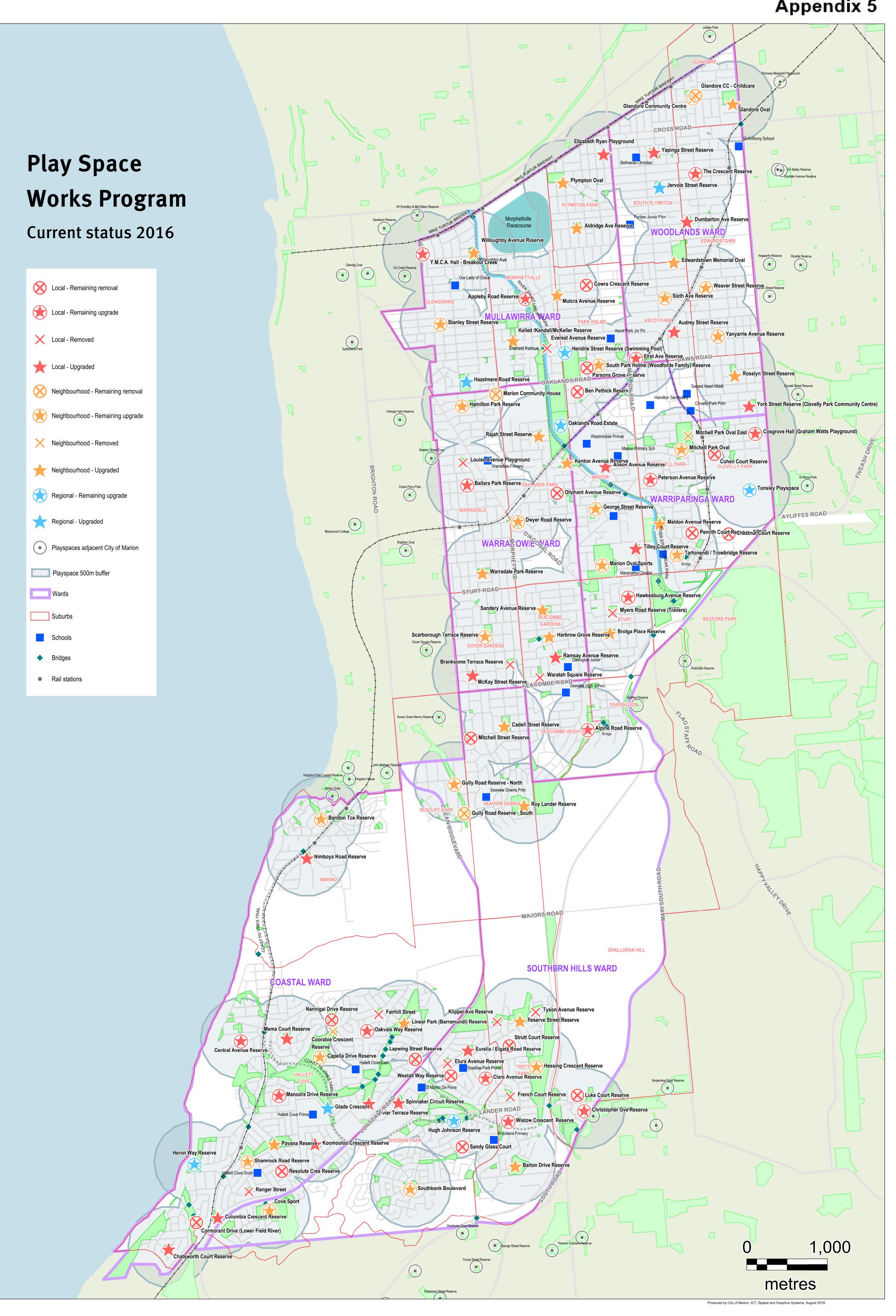
Reserve	Suburb	Proposed Reserve Heirarchy	Ward
Chestnut Court Reserve	Clavelly Dark	Local	Warranaringa
Chestriut Court Reserve	Clovelly Park	Local	Warraparinga
Cormorant Drive	Hallett Cove	Local	Coastal
Marion Community House	Warradale	Neighbourhood	Warracowie
Resolute Crescent Reserve	Hallett Cove	Local	Coastal
Strutt Court Reserve	Trott Park	Local	Southern Hills
Westall Way Reserve	Sheidow Park	Local	Southern Hills
*Gully Road Reserve - South	Seacliff Park	Neighbourhood	Southern Hills
Penrith Court Reserve	Mitchell Park	Local	Warraparinga
Nannigai Drive Reserve	Hallett Cove	Local	Coastal
Cohen Court Reserve	Clovelly Park	Local	Warraparinga
Mitchell Street Reserve	Seaview Downs	Local	Southern Hills
Sandy Glass Court	Sheidow Park	Local	Southern Hills
Cowra Crescent Reserve	Park Holme	Local	Mullawirra
Parsons Grove Reserve	Park Holme	Local	Warracowie
Ben Pethick Reserve	Marion	Local	Warracowie
*Glandore Community Centre - Fenced Playgroup	Glandore	Local	Woodlands

<sup>\*</sup>Proposal is to consolidate the 2 playspaces at the site to 1

In Progress Removals			
2016/17			
Luke Court Reserve	O'Halloran Hill	Local	Southern Hills
Lapwing Street Reserve	Hallett Cove	Local	Coastal
Oliphant Avenue Reserve	Oaklands Park	Local	Warracowie
Playspace Removal TBC			

<sup>\*</sup>Playspace Removal TBC to be selected from the above proposed removals list





# CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Originating Officers: Elaine Delgado, Senior Planner – Strategy

Mark Griffin, Unit Manager Engineering

Manager: Fiona Harvey, Manager Innovation and Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: Streetscape Project – Application of Priority Scoring

**System to Identified Streets** 

Report Reference: GC270916R08

#### **REPORT OBJECTIVES**

This report is to present the outcomes of application of the Priority Scoring System to identified streets across the City of Marion for Council's consideration.

#### **RECOMMENDATIONS (3)**

**DUE DATES** 

#### That Council:

 Notes the application of the scoring criteria to identified 27 September 2016 streets.

2. Notes a report will be presented to Council in December2016 detailing a proposed streetscape program of works.

3. Endorses the following streetscape demonstration projects to progress in 2016/17:

27 September 2016

- 1) Ramrod Avenue, Hallett Cove
- 2) Charles Street, Ascot Park.

#### **BACKGROUND**

The Streetscape Project is a priority for Council and is included in the Draft Business Plan 2016-2019: 'Deliver a Policy and Program to enhance streetscapes across the City'.

An initial step undertaken by Council to support the Streetscape Project was endorsement of the following (GC240516R17):

- Allocation of \$50,000 in the 2016/17 budget to develop a 'design guide' to ensure consistent standards for the achievement of high amenity streetscapes
- \$500,000 annual and long-term funding for the delivery of streetscape works
- A report be brought to Council detailing, 'potential sites, process, timelines and resource requirements for progressing a demonstration streetscape project(s) for further consideration.'

A Streetscape Policy was endorsed by Council on 28 June 2016 (GC280616R18) that included principles relating to amenity, safety, accessibility, environmental sustainability, neighbourhood identity, enhancement of business precincts, and maintenance.

Development of a Program of Works within the context of the Streetscape Policy includes the following key stages:

- 1. Identification of key destinations and streets with improvement potential (completed)
- 2. Development of prioritisation criteria (completed)
- 3. Identification of a prioritised list of roads/streets for improvement (this report)
- 4. Identification of timelines and resource requirements to be informed by a 'Design Guide' that will provide examples for streetscape elements, such as paving, furniture and landscaping, to enable a consistency of standards to be achieved across the whole of the City that result in high quality street amenity over time.

Based on an extensive knowledge of streetscapes across the City of Marion, Elected Members and staff have identified key streets (and associated destinations) that present opportunities for improvement.

To enable prioritisation of streets for a Program of Works, Council endorsed a Priority Scoring System containing six criteria (GC230816R04). The criteria and associated weightings included Community Impact (10), Neighbourhood Amenity and Identity Potential (5), Partnership Funding Potential (3), Potential Cost Implications for Council (3), Accessibility (2), and Economic/Cultural/Heritage Significance (2).

Council also endorsed that:

- 1. 'All projects should deliver good value by achieving the maximum amount of increased amenity in accordance with the Streetscape Policy for the least cost
- 2. All projects will use Water Sensitive Urban Design wherever possible
- 3. Geographic consideration should be considered to ensure that future streetscape projects are evenly spread across the whole Council.'

#### DISCUSSION

A total of 88 individual and grouped roads/streets with potential for improvement within the City of Marion road hierarchy have been identified by staff for potential inclusion in a draft Program of Works. The following tables indicate the number of possible project sites for each level of the road hierarchy and the number per Ward.

Number of	Road hierarchy
streets	level
10	Arterial
4	Sub-arterial
10	Distributor
15	Collector
49	Local

Number of streets	Ward
9	Mullawirra
18	Woodlands
16	Warracowie
18	Warriparinga
11	Southern Hills
16	Coastal

Results of the application of the criteria to the 88 roads and streets are at Appendix 1. An overview of the scores is provided in the table below:

Number of	Priority Score out of	Number of	Priority Score out of
streets	25	streets	25
4	21	12	12
1	20	11	11
1	19	8	10
3	18	7	9
2	16	11	8
5	15	6	7
9	14	4	6
2	13	2	5

#### Issues relating to identified potential streetscape projects

In examining the various components related to streetscaping the following points should be noted:

• Ten arterial roads, or sections of arterial roads, have been prioritised as follows:

No.	Priority	Road/Street	Priority
	No.		Score out
			of 25
1	8	Diagonal Road, Oaklands Park (adjacent to shopping centre)	18
2	11	Marion Road (Cross Road to Sturt Road)	16
3	15	Daws Road, Edwardstown/Ascot Park/Mitchell Park	15
4	16	Oaklands Road, Park Holme/Morphettville/Oaklands Park	15
5	22	Morphett Road (Oaklands Crossing to Sturt Road)	14
6	23	Seacombe Road, Darlington/Dover Gardens	14
7	24	South Road, Glandore/Edwardstown	14
8	25	Sturt Road, Clovelly Park/Warradale	14
9	38	Diagonal Road (Seacombe Road to Sturt Road)	12
10	54	Majors Road, O'Halloran Hill	10

These roads are owned and maintained by the Department of Planning, Transport and Infrastructure (DPTI) however, Council has maintenance responsibility for elements that relate to streetscaping including footpaths, trees and kerb/watertable. Any changes to, or adjacent to, Arterial roads would require the approval of DPTI.

- Three project sites, the Tonsley Greenway, Railway Terrace Greenway and Trott Grove in Oaklands Park, are to be implemented as part of Council's Walking and Cycling Strategy, and therefore will not be included in the streetscape program of works.
- The timing for the planning and implementation of the following project sites will be dependent on the progression of related projects. These are:
  - Alawoona Avenue, Mitchell Park the development of the Tonsley site, including its residential component, will determine the timing and design for this project
  - Warracowie Way, Oaklands Park this may be subject to further potential development of the Marion Cultural Centre Plaza
  - Birch Avenue, Clovelly Park this will complement/be determined by the Rail Overpass project
  - Heron Way, Hallett Cove this is related to the redevelopment of the Heron Way Reserve
  - Scholefield Road this is subject to the redevelopment of the adjacent site and to discussions with the City of Holdfast Bay as the majority of the road is located within this council area.

- Implementation of the following projects has already been identified:
  - The Esplanade, Marino identified as a Joint Project with the City of Holdfast Bay
  - Ramrod Avenue, Hallett Cove included in the 2016/17 budget
  - The group of streets Appleby/Barham/Carlisle/Nunyah, Morphettville these are within a Renewal SA housing project site and their upgrade will be included as a component of this renewal project

#### **Demonstration Projects**

Two streetscape projects, together with timelines and resource requirements, are recommended for consideration as 'demonstration' projects. The planning and delivery of these projects will be funded through existing approved budgets. Charles Street Ascot Park has been proposed as a demonstration project, however it is recognised it scored relatively low against the assessment criteria. Charles St provides a good opportunity to integrate broader streetscape improvements with the planned capital works required in the street (kerb and water table and road reseal) in 2016/17 and 17/18. This will also provide a good opportunity to test this integrated approach in preparation for ongoing streetscape program works.

Street	Timing for completion	Reasons for project
Ramrod Avenue, Hallett Cove	June 2017	Will provide:  a project example in the south  an example of a more complex project that includes a partnership with DPTI  WSUD  improved pedestrian safety
Charles Street, Ascot Park	Feb 2017	Will provide:     a project example in the north     a model for a local residential amenity project that can be replicated across the City     an opportunity to integrate with existing annual capital works program

#### **Next Steps**

A draft Program of Works identifying streetscape project locations, indicative costs, timelines, and resource requirements based on the 'Design Guide', is planned to be presented for Council's consideration in December 2016.

Streetscape projects will also be listed in the 2017/2018 Annual Business Plan and annually thereafter, as per other capital works programs/projects.

#### CONCLUSION

The City of Marion Streetscape Project has progressed to apply the adopted criteria in the Priority Scoring System to the identified list of potential streets across the City. Two of these projects (Ramrod Avenue, Hallett Cove and Charles Street, Ascot Park) have been selected for consideration as demonstration projects. A Program of Works will be prepared for Council's consideration in December 2016, integrating the 'design guide' that will provide examples of elements such as paving, furniture, and landscaping for streetscapes.

#### **APPENDICES**

**Appendix 1 – Streetscape Priority Scoring System Matrix** 

#### **APPENDIX 1**



STREETSCAPE PRIORITY MATRIX Economic/ Cultural/ **Community Impact Amenity & Identity Funding Potential Cost Implications Accessibility** Heritage 0 - No change 0 - No change 0 - Not at all 0 - Unlikely 0 - None 0 - Not at all 1 - Minor 1 - Minor 1 - Application 1 - In part 1 - Improve safety 1 - Either 1 or 2 elements 2 - Potential 3 - Yes 50/50 (or more) 3 - Some 2 - Some 2 - Yes 2 - Safety + disability access 2 - All elements 3 - Moderate 3 - Multiple budget opportunities 5 - Moderate 7 - High Impact 4 - High 9 - High Impact, vehs + peds 5 - Extensive 10 - Extensive + multipe outcomes

			outcomes						<b>T</b> (   <b>D</b>   (
			0 - 10	0 - 5	0 - 3	0 - 3	0 - 2	0 - 2	Total Points 25
			0 - 10	0-3	0-3	0-3	0 - 2	Economic/ Cultural/	25
			Community Impact	Amenity & Identity	Funding Potential	Cost Implications	Accessibility	Heritage	
					·		> Proceedianity	- Hornago	
			How many people are likely to experience increased level of amenity, including local residents and those travelling through the proposed streetscape area?	, of	Į.	Is there an opportunity for the proposed streetscape to be carried out in conjunction with necessary, or otherwise budgeted works?	sno	e D	
			elli vel	greatly amenity	elgi	be be	Ē	ritage	
			al le lik	ire.	Bilgi	y for the state of	or lita	have or hel	DDIODITY
Number	PROJECT		are Sed Joc Sed Sed	it a	9	ape unc srwi	iii iii	or or	PRIORITY
		Ward	ple eag ing nos	cap	al b	ortu ortu onji onji s?	e proposal simultar safety, traffic or ibility issue?	sal	SCORE
			ncr ludi d th pro	cui	dine	pp ree or o	ty, 'tal	l de de	
			y p inc an an he pe	tre.	و يم	In c I sti I sti I wc	rop afe ility	pro ce, c	
			nar end ty, ty, lh t	the s ove t	the proposal t	sec sec do do tec	ne p a s sibj	mic sar	
			w n veni eni iide iide oug	Will the improve street?	e #	her rriec ses dge	l ⇒ o ⊗	es s	
			Hoy am am am ress ress stra	Wii	Will t	ls t pro car nec	Will solv acce	Does the proposal Peconomic, cultural c	
	Alawoona Avenue, Mitchell Park	Warriparinga	J	5	2		2	1	21
	Finniss Street (Marion Village), Marion	Warriparinga	10	5	1	2	2	1	21
	Tonsley Greenway, Michell Park	Warriparinga	9	5	3	2	1	1	21
	Warracowie Way, Oaklands Park	Warracowie	10	5	2	1	2	1	21
	Ramrod Avenue, Hallett Cove	Coastal	10	5	0	2	2	1	20
	Heron Way, Hallett Cove Birch Street, Clovelly Park	Coastal Warriparinga	9 7	5 5	3 2	2	0	1 1	19
	Diagonal Road, adjacent to shopping centre, Oaklands Park	Warracowie	10	4	1	0	1	2	18
	Railway Terrace, Greenway (rail corridor), Edwardstown	Woodlands	9	4	2	1	1	1	18
	The Esplanade, Marino	Coastal	7	5	1	2	0	1	16
	Marion Road, Cross Rd to Sturt Rd, Plympton Park/South	Codotai	·	<u> </u>	·			·	10
	Plympton/Park Holme/Ascot Park/Marion/Mitchell Park	Warriparinga	10	4	1	0	0	1	16
	Winifred Avenue, South Plympton	Woodlands	9	3	0	1	1	1	15
13	Perry Barr Road, Lonsdale to Kanowna, Hallett Cove	Coastal	7	4	1	1	1	1	15
	Bray Street, Morphettville	Mullawirra	7	3	1	1	1	2	15
	Daws Road, Ascot Park	Woodlands	10	3	0	0	0	2	15
	Oaklands Road, Park Holme	Mullawirra	10	3	0	0	0	2	15
	Folkestone Road, Dover Gardens	Warracowie	7	3	1	1	1	1	14
	Lindsay Avenue, Edwardstown	Woodlands	7	4	1	1	0	1	14
	Newland Ave/Sherlock Rd, Marino	Coastal	7	3	1	1	1	1 1	14
	Raglan Avenue, Edwardstown Hendrie Street, Park Holme	Woodlands Mullawirra	7	3 3	0	2	1	1	14
	Morphett Road, Oaklands Crossing to Sturt Road, Dover	MullawiiTa	1	3	0	2	I I	'	14
	Gardens/Oaklands Park	Warracowie	10	3	0	0	0	1	14
	Seacombe Road, Darlington/Dover Gardens	Warriparinga	10	3	0	0	0	1	14
	South Road, Glandore/Edwardstown	Woodlands	10	3	0	0	0	1	14
	Sturt Road, Clovelly Pk / Warradale	Warriparinga	10	3	0	0	0	1	14
	Trott Grove, Oaklands Park	Warracowie	7	4	0	1	0	1	13
	Scholefield Road, Marino	Coastal	7	3	1	1	0	1	13
	Addison Road, Warradale	Warracowie	5	2	2	1	1	1	12
	Aldridge Avenue, Plympton Park	Mullawirra	5	3	1	1	1	1	12
	Chitral Terrace, South Plympton	Woodlands	7	2	0	1	1	1	12
	Duncan Avenue, Park Holme	Mullawirra	5	3	0	1	2	1	12
	Jervois Terrace, Marino	Coastal	7	3	0	1	0	1	12
	Morphett Road, south of Seacombe Rd, Seaview Downs/Sear	Coastal	7 9	<u>4</u> 3	0 0	0	0	0	12
	Ocean Boulevard, Seacliff Park Park Terrace, Plympton Park	Mullawirra	5	4	U 1	<u>U</u> 1	0	0	12
	Patpa Drive, Sheidow Park	Southern Hills	7	4	0	0	0	1	12
	. wys zwo, onedon i am	2000	'	т	·	<u> </u>		'	12

#### **APPENDIX 1**



STREETSCAPE PRIORITY MATRIX Economic/ Cultural/ **Community Impact Amenity & Identity Funding Potential Cost Implications** Accessibility Heritage 0 - No change 0 - No change 0 - Not at all 0 - Unlikely 0 - None 0 - Not at all 1 - Minor 1 - Minor 1 - Application 1 - In part 1 - Improve safety 1 - Either 1 or 2 elements 2 - Potential 3 - Yes 50/50 (or more) 3 - Some 2 - Some 2 - Yes 2 - Safety + disability access 2 - All elements 3 - Moderate 3 - Multiple budget opportunities 5 - Moderate 7 - High Impact 4 - High 9 - High Impact, vehs + peds 5 - Extensive 10 - Extensive + multipe outcomes

Number   PROJECT   Ward   Community impact   Amenity & Identity   Funding Potential   Cost Implications   Accessibility   Economic Cultural   Interface   Cost Implications   Economic Cultural   Economic Cultural									Total Points	
Number   PROJECT   Ward   Project   Project			0 - 10	0 - 5	0 - 3	0 - 3	0 - 2	0 - 2	25	
Number   PROJECT   Ward   PROJECT   Ward   PROJECT   P										
Robert Street   Edwardstorm				Community Impact	Amenity & Identity	Funding Potential	Cost Implications	Accessibility	Heritage	
				ly to	Will the streetscape greatly improve the current amenity of street?	Will the proposal be eligible for external funding?	opportunity for the reetscape to be n conjunction with or otherwise orks?	Will the proposal simultaneously solve a safety, traffic or accessibility issue?	Does the proposal have economic, cultural or heritage significance?	
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Durnoth Road, Warradole   Warracowe   5   3   0   1   1   1   1   1   1   1   1   1						0	0		·	
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Lorsdale Road, Hallelf Cove   Coastal   7   3   0   0   0   1   11				·	, , , , , , , , , , , , , , , , , , ,	0	1	1	'	
Miller Street, Seascombe Gardens   Mariparinga   7   2   0   1   0   1   11   11   14   14   1					· .	1	1		1	
Murray Road, Oaklands Park				ľ	·		-	<u> </u>	1	
A		,		•		0	1		·	
Township Road, Marion   Warriperinga   5   3   1   1   0   1   11   11   15   15   1					· ·	1	1		· ·	
Beadnall Terrace, Glengowine   Mullawirra   5   3   1   1   0   0   1   11   11   15   15				-	·	1	1		'	11
So   Oval Road, Hallett Cove   Southern Hills   7						1	1			11
Charles Street, Ascot Park   Woodlands   5   3   0   1   0   1   10				5		1	1			11
Calcton Avenue, Dover Gardens   Warriparinga   5   3   0   1   0   1   10   10   10   10				7	=	1	0		·	11
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Sea   Majors Road, O'Halloran Hill   Southern Hills   7   3   0   0   0   0   0   0   0   0   0				5	·	•	1		'	10
Waterhouse Road, South Plympton   Woodlands   5   3   0   1   0   1   10				7	=		1			10
Southern Hills   Sout				1	·	•	0			10
Celtic Avenue, Clovelly Park   Warriparinga   5				· ·	·		1	0	·	10
Heysen Drive, Trott Park   Southern Hills   7   2   0   0   0   0   0   0   0   0   0		·		·	=	•	1	1		10
61         Sixth Avenue, Ascot Park         Woodlands         5         2         0         1         0         1         9           62         Struan Avenue, Warradale         Warracowie         5         3         0         1         0         0         0         9           63         Travers Street, Sturt         Warriparinga         5         3         0         1         0         0         0         9           64         Quailo Avenue / Barramundi Drive, Hallett Cove         Coastal         5         2         0         1         0         0         1         9           65         Appleby Rd/Barham Ave/Carlislie Ave/Nunyah Ave         Mullawirra         5         3         1         0         0         0         0         0         0         9         9         9         4         Appleby Rd/Barham Ave/Carlislie Ave/Nunyah Ave         Mullawirra         5         3         1         0         1         1         1 <t< td=""><td></td><td></td><td></td><td></td><td>=</td><td></td><td>'</td><td></td><td>·</td><td>9</td></t<>					=		'		·	9
62         Struan Avenue, Warradale         Warracowie         5         3         0         1         0         0         9           63         Travers Street, Sturt         Warriparinga         5         3         0         1         0         0         0         9           64         Quailo Avenue / Barramundi Drive, Hallett Cove         Coastal         5         2         0         1         0         0         1         9           65         Appleby Rd/Barham Ave/Carlislie Ave/Nunyah Ave         Mullawirra         5         3         1         0         0         0         0         9           66         Bradley Grove, Mitchell Park         Warriparinga         3         2         0         1						<u> </u>	0		-	9
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64         Quailo Avenue / Barramundi Drive, Hallett Cove         Coastal         5         2         0         1         0         1         9           65         Appleby Rd/Barham Ave/Carlislie Ave/Nunyah Ave         Mullawirra         5         3         1         0         0         0         9           66         Bradley Grove, Mitchell Park         Warriparinga         3         2         0         1         1         1         1         8           67         Dunorlan Road, Edwardstown         Woodlands         3         2         0         1         1         1         1         8           68         Hessing Crescent, Trott Park         Southern Hills         5         3         0         0         0         0         8           69         Marine Parade, Marino         Coastal         5         3         0         0         0         0         8           70         Marine Avenue, Hallett Cove         Coastal         5         3         0         0         0         0         8           71         Minchinbury Terrace, Marion         Warracowie         3         2         1         1         0         0         8				5	3	0	1		·	9
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66         Bradley Grove, Mitchell Park         Warriparinga         3         2         0         1         1         1         8           67         Dunorlan Road, Edwardstown         Woodlands         3         2         0         1         1         1         8           68         Hessing Crescent, Trott Park         Southern Hills         5         3         0         0         0         0         0           69         Marine Parade, Marino         Coastal         5         3         0         0         0         0         0           70         Marine Avenue, Hallett Cove         Coastal         5         3         0         0         0         0         8           71         Minchinbury Terrace, Marion         Warracowie         3         2         1         1         1         0         1         8           Gorda Place/Harbrow Grove/Rider St/         Sutton Ave/Syme Ave , Seacombe Gardens         Warracowie         5         2         0         1         0         0         8						0	1		1	9
67       Dunorlan Road, Edwardstown       Woodlands       3       2       0       1       1       1       8         68       Hessing Crescent, Trott Park       Southern Hills       5       3       0       0       0       0       8         69       Marine Parade, Marino       Coastal       5       3       0       0       0       0       0       8         70       Marine Avenue, Hallett Cove       Coastal       5       3       0       0       0       0       8         71       Minchinbury Terrace, Marion       Warracowie       3       2       1       1       1       8         Gorda Place/Harbrow Grove/Rider St/       Gorda Place/Harbrow Grove/Rider St/       3       2       0       1       0       0       8         72       Sutton Ave/Syme Ave , Seacombe Gardens       Warracowie       5       2       0       1       0       0       8				·	·	1	0	0	-	9
68       Hessing Crescent, Trott Park       Southern Hills       5       3       0       0       0       0       8         69       Marine Parade, Marino       Coastal       5       3       0       0       0       0       0       8         70       Marine Avenue, Hallett Cove       Coastal       5       3       0       0       0       0       0       8         71       Minchinbury Terrace, Marion       Warracowie       3       2       1       1       0       1       8         Gorda Place/Harbrow Grove/Rider St/       Gorda Place/Harbrow Grove/Rider St/       0       1       0       0       8         72       Sutton Ave/Syme Ave , Seacombe Gardens       Warracowie       5       2       0       1       0       0       8							1	1	·	8
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73 The Cove Road, Marino / Hallett Cove		Sutton Ave/Syme Ave , Seacombe Gardens			_		1		•	8
	73	The Cove Road, Marino / Hallett Cove	Coastal	5	2	0	1	0	0	8

## **APPENDIX 1**



STREETSCAPE PRIORITY MATRIX									
Community Impact	Amenity & Identity	Funding Potential	Cost Implications	Accessibility	Economic/ Cultural/ Heritage				
0 - No change	0 - No change	0 - Not at all	0 - Not at all	0 - Unlikely	0 - None				
1 - Minor	1 - Minor	1 - Application	1 - In part	1 - Improve safety	1 - Either 1 or 2 elements				
3 - Some	2 - Some	2 - Potential	2 - Yes	2 - Safety + disability access	2 - All elements				
5 - Moderate	3 - Moderate	3 - Yes 50/50 (or more)	3 - Multiple budget opportunities	,					
7 - High Impact	4 - High	, ,							
9 - High Impact, vehs + peds	5 - Extensive								
10 - Extensive + multipe									
outcomes									

			0 - 10	0 - 5	0 - 3	0 - 3	0 - 2	0 - 2	25
								Economic/ Cultural/	
			Community Impact	Amenity & Identity	Funding Potential	Cost Implications	Accessibility	Heritage	
Number	PROJECT	Ward	How many people are likely to experience increased level of amenity, including local residents and those travelling through the proposed streetscape area?	Will the streetscape greatly improve the current amenity of street?	Will the proposal be eligible for external funding?	Is there an opportunity for the proposed streetscape to be carried out in conjunction with necessary, or otherwise budgeted works?	Will the proposal simultaneously solve a safety, traffic or accessibility issue?	Does the proposal have economic, cultural or heritage significance?	PRIORITY SCORE
	Weaver Street, Edwardstown	Woodlands	5	2	0	1	0	0	8
75	Wheaton Street, South Plympton	Woodlands	5	2	0	1	0	0	8
	Calum Grove, Seacombe Heights	Warriparinga	5	2	0	0	0	1	8
77	Adams Road, Sheidow Park	Southern Hills	3	2	0	1	1	0	7
	Angus Avenue, Edwardstown	Woodlands	3	2	0	1	0	1	7
79	Cliff Street, Glengowrie	Mullawirra	3	2	0	1	1	0	7
80	Cormorant Drive, Hallett Cove	Coastal	3	2	0	1	1	0	7
81	Dutchman Drive, Hallett Cove	Coastal	3	2	0	1	0	1	7
	Crown St/Vinall St/Laurence St/								
	Winchester St, Dover Gardens	Warracowie	3	3	0	1	0	0	7
	Crozier Terrace, Oaklands Park	Warracowie	3	1	0	1	0	1	6
84	Dalkeith Avenue, Dover Gardens	Warracowie	3	2	0	1	0	0	6
85	Thirza Ave/David Ave/						_		
	Richard Ave/Daisy Ave, Mitchell Park	Warriparinga	3	2	0	1	0	0	6
	Angas Crescent, Marino	Coastal	3	2	0	1	0	0	6
	Blacksmith Crescent, Sheidow Park	Southern Hills	1	2	0	1	0	1	5
88	Trowbridge Avenue, Mitchell Park	Warriparinga	3	2	0	0	0	0	5

## CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Originating Officer: Richard Watson, Communications Adviser

Corporate Manager: Kate McKenzie, Corporate Governance Manager

General Manager: Ray Barnwell, A/General Manager Corporate Services

Subject: 2016-2019 Neighbourhood Centres Marketing Plan

Report Reference: GC270916R09

#### **REPORT OBJECTIVES:**

The purpose of this report is to provide Council the draft *2016-2019 Neighbourhood Centres Marketing Plan* for consideration and adoption.

#### **EXECUTIVE SUMMARY:**

Launching a marketing plan for the City of Marion's neighbourhood centres is a key component of the *City of Marion Business Plan 2016-2019* and forms part of the *2016-2019 City of Marion Marketing Plan* which is yet to be adopted.

The draft 2016-2019 Neighbourhood Centres Marketing Plan provides a new approach to promoting neighbourhood centres by coordinating the use of Council's existing communications channels and adding new actions that have been developed to meet specific objectives.

The plan seeks to increase attendances, strengthen the loyalty of customers, build a brand that is embraced and valued by the community, and enhance capabilities to win funding.

#### **RECOMMENDATION (1)**

**DUE DATES** 

#### **That Council:**

1. Adopts the 2016-2019 Neighbourhood Centres Marketing 27 September 2016 Plan - (attached as *Appendix A*).

#### **BACKGROUND**

The City of Marion's four neighbourhood centres are Cooinda, Glandore, Mitchell Park, and Trott Park.

The centres provide programs and activities to support the community's health, welfare, educational and social needs, including arts and crafts, dance, health and fitness and education.

Funding from Council, Federal and State governments enables activities to be delivered at low cost.

Other providers include fitness centres, independent operators who run classes at other venues, specialist learning organisations and other learning facilities inside and outside the Council area. Online learning via You Tube and websites, is becoming increasingly popular.

#### **Attendances**

Attendance figures gathered by neighbourhood centre staff show growth from about 42,000 visits in 2012/13 to 47,000 in 2014/15.

Based on current opening times, staffing, volunteer levels and available space, it is estimated the centres operate at 90 per cent capacity in terms of the number of programs and activities they run.

While some classes run at capacity, others have room for more participants.

A snapshot of 500 customers shows that 82 per cent are female, 18 per cent are male, and 49 per cent are 64 and over. Data shows the most popular activities are exercise, arts and crafts and recreational/social.

It is estimated that by 2036 there will be an additional 6,000 residents aged 55 or over in the City of Marion. These people represent future customers that can be targeted.

#### Current marketing

The centres spend a total of about \$18,300 each year on marketing. This is augmented with grants from the State and Federal governments to promote specific programs.

The centres utilise a range of traditional marketing activities, including:

- Quarterly newsletters
- Flyers
- Advertising in the What's Happening column
- Articles in City Limits
- Announcements on social media
- Entries in the libraries' What's On booklet

The effectiveness of these actions is not formally measured. There is also limited up-to-date information about how existing customers view the centres or the level of awareness of the centres among the broader community.

The neighbourhood centre brand identity is applied to selected communications materials and is based on the corporate City of Marion brand developed in 2010. It does not include a consistent tagline or call to action, although "Fun Friendship Recreation Learning" has recently been developed for decals on a vehicle.

#### Strategic objective

Launching a marketing plan for the City of Marion's neighbourhood centres that supports creative use, programming and participation within the centres is a key component of the *City of Marion Business Plan 2016-2019*.

Developing a marketing plan for neighbourhood centres forms part of the Chief Executive Officer's Key Performance Indicators for 2015/16 (KPI 11).

#### **DISCUSSON**

#### Key objectives of the marketing plan

The draft 2016-2019 Neighbourhood Centres Marketing Plan has been developed to maximise the use of the neighbourhood centres by people of all ages so they can participate in activities that benefit their health, wellbeing, social, educational and recreational needs.

To support this, the plan includes the following objectives:

- 1. Attract new customers by raising the profile of centres
- 2. Strengthen loyalty among existing customers
- 3. Build a brand that is embraced and valued by the community
- 4. Enhance capabilities to win funding

The draft 2016-2019 Neighbourhood Centres Marketing Plan is a sub plan of the 2016-2019 City of Marion Marketing and Communications Plan.

#### Overview

The plan provides a new approach to promoting neighbourhood centres by coordinating the use of Council's existing communications channels and adding new actions to meet specific objectives.

The plan will also be linked to any potential outcomes from the upcoming service review of neighbourhood centres.

Marketing actions are detailed under each objective over the plan's three years.

The plan builds progressively by initially surveying customers and the broader community to shape programs and communications messages, introducing a targeted marketing campaign, training volunteers to be centre champions, to improving the visibility of the centres with new signage.

#### **Positioning statement**

The plan introduces a positioning statement to guide how the centres will be promoted. The statement emphasises the unique appeal of the centres, and will act as a reference for marketing collateral, both in appearance and content.

The statement also positions the neighbourhood centres in the market place:

"Neighbourhood centres are inclusive activity hubs where people of all ages and abilities can meet, socialise and learn."

#### The actions

Year one lays the foundations of the plan with actions including:

- Conducting a broad analysis of trends in target markets and other providers
- Shaping programs and communications messages by surveying customers and the broader community to understand their views of the centres
- Conducting an analysis of trends in target markets
- Attracting new customers by increasing use of Council's communications channels, including digital media, City Limits, showcasing the centres at *Marion Celebrates*

- Introducing a targeted marketing campaign, including trialling new opening times with schools
- Establish a system for measuring the effectiveness of the marketing plan
- Building a database of customers
- Investigating opportunities associated with changes to the National Insurance Disability Scheme which will be introduced in 2017

Year two expands the plan to include:

- Expanding direct and targeted marketing to find new ways of delivering information via Seniors Card and creating a local event for each centre
- A feasibility study into opening the centres to the broader community at new times
- Developing a strategy to increase participation of isolated groups
- Creating a consistent visual identity and brand
- Developing a signage plan
- Scoping an interactive online guide to courses

Year three continues all marketing actions and delivers:

- A consistent visual identity and strong brand applied to all communications materials
- New signage
- An online and hard copy report card to support funding bids
- Multi-lingual information packs

#### How the plan will be delivered

The Marketing and Communications Unit will lead the implementation of the plan which will be delivered by neighbourhood centre staff and volunteers with staff from other units providing specialist support.

The plan will be delivered within existing staff resources.

#### **FINANCE**

Marketing activities listed in 2016/17 can be delivered within the existing budget of \$18,300. This figure does not include existing resources or budgets from other areas which will support the delivery of the plan.

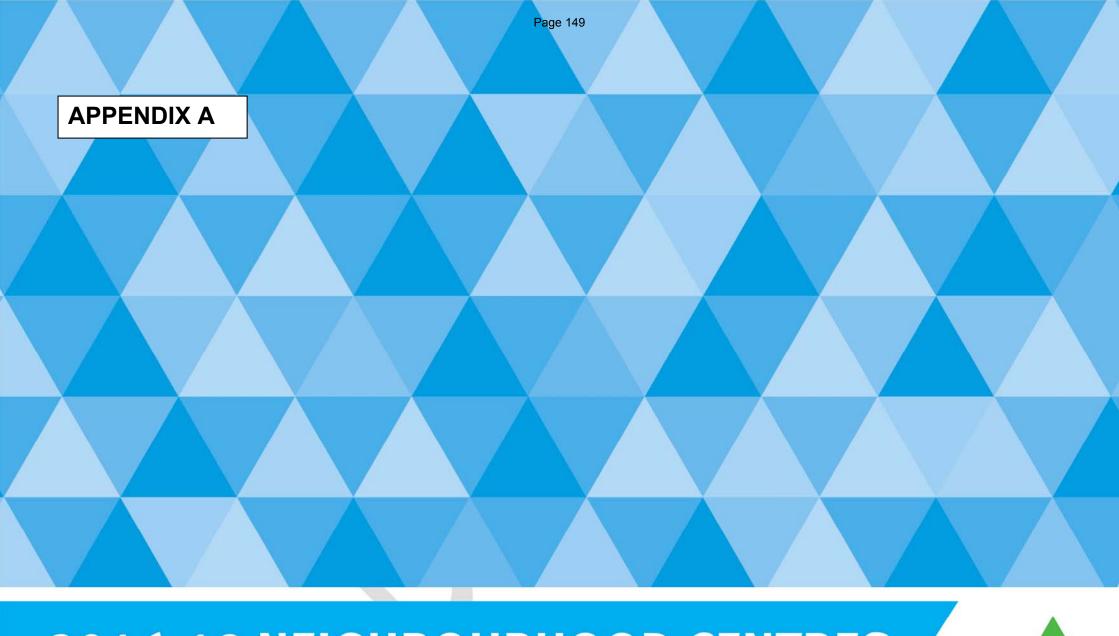
Budgets for new marketing activities in 2017/18 and 2018/19 will be subject to the normal budget prioritisation process.

#### CONCLUSION

The information provided in this report supports Council's consideration of the 2016-2019 Neighbourhood Centres Marketing Plan.

#### **APPENDICES**

#### **Appendix A – Neighbourhood Centre Marketing Plan**



## **2016-19 NEIGHBOURHOOD CENTRES**MARKETING PLAN



#### **CONTENTS**

- 1. Executive Summary
- 2. Introduction
- 3. Objectives
- 4. The Service and the Brand
- 5. Other Providers
- 6. Points of Difference
- 7. The Centres
- 8. Marion Demographics
- 9. Current Marketing Activities
- 10. Strengths Weaknesses Opportunities Threats
- 11. Marketing Activities
- 12. Budget

#### STRATEGIC ALIGNMENT

The 2016 – 2019 Neighbourhood Centres Marketing Plan is a subplan of the 2016 – 2019 City of Marion Marketing and Communications Plan.

Both plans are aligned with the City of Marion's strategic objectives.



#### 1. EXECUTIVE SUMMARY

The 2016 – 2019 Neighbourhood Centres Marketing Plan is the first plan to promote the centres in a strategic manner.

The plan shows that while the centres are popular, there is the potential to increase the number of customers by taking a more proactive approach to marketing.

The first year of the plan coordinates current and new promotional tactics with surveys of customers and the broader community to identify their needs.

Raising awareness, targeted marketing, and trialling different opening times to attract new customers are also key elements of the plan which will be introduced in the first year.

The results of the surveys will form the basis for progressing the plan to include signage, information packs for new arrivals who speak a language other than English, and training volunteers to champion the centres.

These tactics aim to increase participation and develop the neighbourhood centre brand so that it is embraced and valued by the community.

#### 2. INTRODUCTION

The City of Marion's four neighbourhood centres provide programs and activities to support the community's health, welfare, educational and social needs.

The centres are distinguished from many other learning venues by a relaxed, non-competitive environment, which encourages wellbeing and a sense of identity and community.

Each year, attendances number about 47,000 and more than 6,500 activities are delivered.

Customers participate in a wide range of programs, including arts and crafts, health, fitness, dance, classes for parents, children and seniors, social outings and meals.

The centres are Cooinda (Sturt), which is located centrally; Mitchell Park and Glandore serve the north east, and Trott Park is in the south.

The centres were established between the late 1970s and mid-1980s, at which time the population of the City of Marion was about 73,000. It has now grown to an estimated 88,900.

#### 3. OBJECTIVES

The overarching aim of the 2016-2019 Neighbourhood Centres Marketing Plan is to maximise the use of the neighbourhood centres by people of all ages so they can participate in activities that benefit their health, wellbeing, social, educational and recreational needs.

To support this, the following objectives have been developed:

- 1. Attract new customers by raising the profile of centres
- 2. Strengthen loyalty among existing customers
- 3. Build a brand that is embraced and valued by the community
- 4. Enhance capabilities to obtain external funding

#### 4. THE SERVICE AND THE BRAND

The centres provide lifelong learning opportunities and social support in a welcoming, inclusive, non-competitive, and non-threatening environment.

Customers participate in activities for a modest cost, making them accessible to everyone, including low income earners, people living with a disability and the unemployed.

The neighbourhood centre brand identity is applied to certain communication materials and is based on the corporate City of Marion brand developed in 2010. The brand identity does not include a consistent tagline or call to action, although "Fun Friendship Recreation Learning" is being added to selected marketing materials.

#### 5. OTHER PROVIDERS

No private companies provide a 'like for like' service, however, other providers include:

- Fitness centres
- Independent operators and groups who provide classes at other venues, eg. art, computer, language groups
- Specialist learning providers such as WEA
- Other community learning facilities, inside and outside the Council area

The neighbourhood centres collaborate with some community service providers.

#### 6. POINTS OF DIFFERENCE

The centres combine formal and informal learning and socialising in a relaxed environment.

Emphasising "personal development at your own pace", the majority of classes see people learn new skills outside a formal curriculum.

Other programs, including Adult Community Education classes covering job search and computing can lead to TAFE accredited qualifications.

Class sizes are small compared to other service providers, and customers benefit from personal support.

Customers are not required to make long-term commitments to courses and only rarely have to provide their own equipment.

The centres aim to be "the third place" – a social space that is separate from home (the first place) and work (the second place).

#### 7. THE CENTRES

#### **Cooinda Neighbourhood Centre (Sturt)**

Built in 1979, facilities include:

- Main hall and six rooms for activities
- Dance floor
- Stage
- Café and kitchen
- Outdoor tables and chairs
- Public wi-fi

Anecdotally, Cooinda attracts an older demographic, possibly due to it originally being a seniors' club. It also draws new arrivals supported by a New Neighbourhood Settlement Program delivered by Lutheran Community Care. Signage was fitted to the exterior of the building this year. Cooinda offers activities for children during school holidays.

#### **Glandore Community Centre**

Built in 1880, the centre is heritage listed.

#### Facilities include:

- Six buildings, including a woodwork shop
- Wi-fi for class participants
- Café
- Community garden
- Wood fired oven

The grounds are occasionally used for community events and the community garden hosts workshops. Coast FM, Community Centres SA, Positive Life and car clubs are based in the grounds. Council took over management of the centre in 2009 and it retained 'community' in its name.

#### **Mitchell Park Neighbourhood Centre**

Built in the early 1980s, facilities include:

- Three rooms for activities
- Kitchen
- Public wi-fi

The centre is limited by space to add new activities or draw customers from the adjacent kindergarten. It has had success with programs for new arrivals, people with a disability and children.

A supplementary marketing plan will be prepared if the centre is relocated as part of a new sporting and community hub development at Mitchell Park Sports Club.

#### **Trott Park Neighbourhood Centre**

Built in the mid-1980s, facilities include:

- Three rooms for activities including a woodwork shop
- Café
- Community garden run by an incorporated body
- Wood fired oven available for community use
- Enclosed playground

The centre is close to a kindergarten from where it attracts young families to participate in activities. Activities have a focus on health and fitness. The centre is adjacent to Council-owned vacant land.

#### Locations

None of the centres are visible from main roads, however all but Trott Park are within realtively easy walking distance of public transport.

#### **HOW THE CENTRES OPERATE**

The neighbourhood centres operate within a state-wide group of which the peak body is Community Centres SA.

The national body is the Australian Neighbourhood Houses and Centres Association.

The centres host activities that are funded by State and Federal Governments, the City of Marion, partner organisations and external hirers.

Government funding permits activities to be delivered at modest costs, with an average fee being about \$5 per session, while some are free. Programs are delivered by City of Marion staff, volunteers, staff from partner organisations and external hirers.

Partnerships with groups, including Lutheran Community Care which provide staff, means some activities can be delivered at no cost to the City of Marion and participants.

Opening times are:

- Cooinda Monday to Friday, 9am to 4pm and Saturday 9am to 12pm
- Glandore Monday to Friday, 9am to 4pm and Saturday 9am to 12pm
- Mitchell Park Monday to Friday, 9am to 4pm
- Trott Park Monday to Thursday, 9am to 4pm and Friday 9am to 12.30pm

#### Staff and volunteers

The centres have 18 staff - 10 are employed by the City of Marion, four are funded by State Government, and four are funded by Federal Government. Roles range from part-time to full-time. There are about 150 volunteers.

#### **UTILISATION**

Based on current opening times, staffing, volunteer levels and available space, the centres are estimated to be running at about 90 per cent capacity in terms of the number of programs they run.

The centres are generally close to capacity from 9am to 4pm when they are staffed - after which private hirers can access the centres. Utilisation is relatively low from 4pm to 6pm, but increases after that unitl 10pm.

Opportunities exist to attract new customers and add activities outside of traditional opening hours.

#### **Program delivery**

The majority of programs are delivered weekdays.

Cooinda and Glandore have run Saturday morning programs from late 2015. These are funded by the State Government.

School holiday programs have been met with varied success, possibly due to reliance on broad promotions and competing activities.

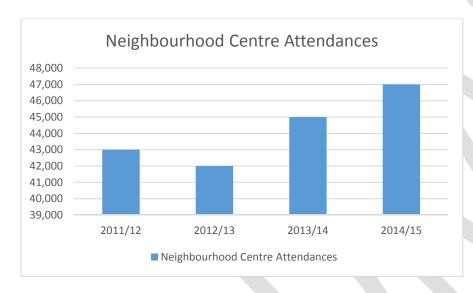
There is the opportunity to expand targeted partnerships for new arrivals and work with schools to provide school holiday activities for children who are disengaged. These programs could be facilitated through our partnership with Lutheran Community Care.

#### **CUSTOMERS**

Attendances numbered about 47,000 in 2014/15, which represents a steady increase on the previous two years.

Attendances are calculated by the number of registered participants in classes and estimates of 'drop in' visitors. People who participate in multiple classes are recorded multiple times.

This graph shows attendances from 2011/12 – the first year numbers were recorded.



#### Who are the customers?

The customers are:

- People who participate in classes
- Hirers
- Stakeholders
- Partner organisations
- Casual 'drop in' visitors

#### **Customer data**

In July 2015, the centres began collecting information about customers, including names, age ranges, addresses, country of birth, languages spoken and emails. Data is based on the Department of Communities and Social Inclusion requirements. Future data gathered by the City of Marion will refine the age ranges.

A snapshot of 500 customers from all centres shows:

#### Gender:

- Female 82%
- Male 18%

#### Top two age ranges:

- 24 to 64 43%
- 64 and over 49%

### Returning or new (first visit within 12 months of data being collected):

- New 36%
- Ongoing or returning 64%

#### Top four program areas:

- Exercise 48%
- Arts and crafts 26%
- Recreation/social 18%
- Short courses 4%

#### **Background**

- Low income (receiving Government allowances) - 45%
- Culturally and linguistically diverse -24%
- Aboriginal and Torrens Strait Islander - 1%
- Living with a disability –
   15%
- Living with a mental health issue - 8%
- Feeling isolated 7%

Community Home Support and Adult Community Education funded programs collect information as part of their funding requirements, however the primary indicators are 'participant hours' and number of 'meals served'.

#### 8. MARION DEMOGRAPHICS

The population of the City of Marion is estimated at 88,900 and is expected to grow to 100,000 by 2036.

The average age is currently 39.

A breakdown of age groups is:

- 0 to 11 years 13%
- 12 to 17 years 7%
- 18 to 34 years 24%
- 35 to 59 years 34%
- 60 years and over 22%

It is anticipated that by 2036 there will be an additional 6,000 residents aged 55 or more in the City of Marion.

Over the coming years, the ageing population is expected to have many implications, including health, the size of the workforce and increased free time.

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

#### 9.CURRENT MARKETING ACTIVITIES

The neighbourhood centres currently employ a range of marketing activities, including:

- Quarterly newsletters 2,000 copies distributed via email and hard copy to customers and Council venues
- Information pack providing overview, activity listing, and locations of centres
- Advertising in the fortnightly What's Happening Guardian Messenger column
- Distributing flyers
- Digital media, including Facebook and the City of Marion website
- Articles in City Limits
- Coast FM broadcasts featuring Glandore Community Centre
- Signage
- A calendar jointly produced with Community Care
- Entries in Marion Libraries' What's On booklet
- Working with partner organisations

#### 10. STRENGTHS WEAKNESSES OPPORTUNITIES THREATS

This SWOT analysis has helped shape the tactics that will deliver the marketing and communications plan.

Strengths	Opportunities
<ul> <li>Affordability of classes</li> <li>Knowledgeable staff and volunteers</li> <li>Wide choice of activities</li> <li>Monitors to display information</li> <li>Many word of mouth referrals</li> <li>Cafes encourage people to stay</li> <li>Unique environment</li> <li>Weaknesses</li> <li>Centres not visible from main roads</li> <li>Inconsistent signage</li> <li>'Cooinda' name does not reflect location</li> <li>Glandore and Trott Park do not have public wi-fi or high-speed email and web access for staff or classes</li> <li>Transport – Community Bus does not visit all centres on all days</li> <li>Trott Park is isolated</li> <li>No up-to-date formally gathered information on views of customers and community awareness of centres</li> </ul>	Changes to National Disability Insurance Scheme in 2017 will allow people to nominate a service provider Forge links between Trott Park and the Cove Civic Centre Untapped market sectors Develop a brand that appeals to broad community  Threats Reliance on grants Competition from other providers, including WEA and fitness centres Some buildings are old and may not appeal to young families

#### 11.MARKETING ACTIVITIES

The 2016 – 2019 Neighbourhood Centres Marketing Plan proactively promotes neighbourhood centres to the broad community and target groups.

Specific tactics are listed by financial year under each objective:

- 1. Attract new customers by raising the profile of the centres
- 2. Strengthen loyalty among existing customers.
- 3. Build a brand that is embraced and valued by the community
- 4. Enhance capability to win funding

#### Positioning statement

This statement represents how the neighbourhood centres want to be known by the community:

"Neighbourhood centres are inclusive activity hubs where people of all ages and abilities can meet, socialise and learn."

#### How the plan will be delivered

The Marketing and Communications Unit will lead the implementation of the plan which will be delivered by neighbourhood centre staff and volunteers.

#### 12. BUDGET

All marketing activites included in 2016/17 can be delivered within existing budgets.

New marketing activities for 2017/18 and 2018/19 will be subject to the normal budget prioritisation process.

#### 1. ATTRACT NEW CUSTOMERS BY RAISING THE PROFILE OF THE CENTRES

ACTIC	ON	DETAIL	BUDGET	2016/17	2017/18	2018/19
1.	City Limits	Articles in City Limits three times a year targeting 43,000 residents and businesses and visitors to the City of Marion website	Delivered through City Limits budget	X	Х	X
2.	Digital displays	Promote activities on screens outside the Administration Building and in the foyer	Nil	Х	Х	Х
3.	Coast FM	Glandore Community Centre to feature in two Coast FM broadcasts per month.	Nil	Х	Х	Х
4.	Expand Coast FM programs	Investigate increasing Coast FM programming to include centres other than Glandore.	Nil		X	
5.	Digital media	Increase content for the City of Marion website and social media platforms.	Nil	х		
6.	Facebook page	Investigate establishing a dedicated Facebook page depending on levels of engagement using the City of Marion's corporate digital media platforms.	Nil		х	
7.	Media relations	Identify and develop potential media stories.	Nil	Х	Х	Х
8.	Promotional materials	Produce a suite of newly branded promotional materials for distribution at events, including fridge magnets, drink bottles, bookmarks, stickers.	To be determined		х	
9.	Community displays	Speak to the community and distribute flyers at local shopping centres, including Westfield Marion, Hallett Cove and Castle Plaza a total of four times a year.	Nil	X	X	х

ACTION	DETAIL	BUDGET	2016/17	2017/18	2018/19
10. Link Trott Park to Cove Civic Centre	Raise the profile of Trott Park by linking with the Cove Civic Centre which welcomes about 9,300 people per month.	Nil	Х	x	х
11. Centre champions	Investigate training volunteers to make presentations to community groups and organisations.	Nil		х	х
12. Banners	Produce a suite of indoor and outdoor banners for use at events.	\$4000		X	
Advertising					
13. What's Happening column - Guardian Messenger	Listings of activities and selected articles in fortnightly column.	\$11,600	X	X	X
14. Trial offers	Trial introductory offers for selected classes as part of the What's Happening column.	Nil	Х		
15. Adult Community Education classes - Guardian Messenger	Advertise ACE courses as – subject to receiving external funding.	Budget provided by State Governmet	x	x	x
16. Trial Facebook advertising	Promote specific events and courses	Covered within existing budgets	х		
Direct marketing 17. Newsletters	Produce joint quarterly newsletter covering each centre. Distribute 2,000 via email and hard copy.	Nil	х	х	x
18. Electronic newsletter	Produce an electronic newsletter for customers.	To be determined		Х	Х
19. Rates notice	Insert a four page newletter promoting selected activities into 36,000 rates notices once a year.	\$2,700	х	х	x

ACTION	DETAIL	BUDGET	2016/17	2017/18	2018/19
20. Introductory offers	Bring in new customers by distributing a limited number of 'come and try for free' vouchers.	Nil		x	
21. Citizenship Ceremonies	Provide newsletters and information packs to about 900 new citizens each year.	Nil	Х	Х	Х
22. Seniors Card	Work with Seniors Card to provide promotional material for local residents along with their new card.	To be determined		Х	
Target new sectors 23. Establish targeted marketing program	Make direct presentations to identified potential user groups and organisations that can refer visitors, including schools, service clubs, allied health care providers and churches.	Nil	x	x	х
24. Engaging the disengaged	Develop a strategy to increase participation of isolated groups, including people living with a disability or mental health issues and Aboriginal and Torres Strait Islanders.	Supported by State Government funding		х	
25. Increase male customers	Increase the profile of activities and volunteering opportunities for men.	Nil	Х		
26. National Disability Insurance Scheme	Investigate opportunities associated with changes to the scheme which will see people nominate their own service provider from July 1, 2017.	To be determined	Х		
27. Trial new opening times with selected schools	Work with selected local schools to trial programs for disengaged students who aren't involved in mainstream activities.	Nil	x		
<ul><li>28. Trial new opening times for the broader community.</li><li>29.</li></ul>	Conduct feasibility study into opening the centres to the broader community at new times, including evenings and weekends.	Nil		x	

ACTION	DETAIL	BUDGET	2016/17	2017/18	2018/19
<b>Events</b> 30. Bring a friend day	Invite customers to bring a friend who can join in an activity for free.	Nil	Х	X	X
31. Neighbourhood and Community Centre Week	Run and promote activities in line with national Neighbourhood and Community Centre Week.	Nil	Х	Х	Х
32. Marion Celebrates	Showcase centres with stage performances and a promotional stall.	\$1,000 for tutors	Х		Х
33. Drop in days	Trial drop in days with special offers for residents surrounding each centre.	Nil		Х	
34. Trott Park event	Explore opportunities for hosting events on Council-owned vacant land next to Trott Park Neighbourhood Centre.	Nil	x		
35. Carols at Glandore	Host Christmas event, including performances and community stalls.	\$3,000	Х	Х	Х
36. Halloween at Glandore	Host children's Halloween activities.	Funded through operational budget	Х	Х	
37. Create new events	Work with customers and local residents to develop one new event per centre.	To be determined		Х	Х
Attract hirers  1. Facilities guide	Investigate producing a hard copy and online guide and booking system with photographs profiling facilities for hire.	Nil		х	
2. Target new sectors	Investigate new markets, including hosting weddings in the grounds of Glandore.	Nil		Х	

#### 2. STRENGTHEN LOYALTY AMONG EXISTING CUSTOMERS

ACTIO	ON	DETAIL	BUDGET	2016/17	2017/18	2018/19
1.	On screen promotion	Promote classes, events and activities on monitors in centres.	Nil	X	Х	X
2.	Free trials	Distribute vouchers to existing customers for a free trial of a selected class.	Nil		Х	X
3.	Customer profiles	Profile customers with photos and information on monitors and posters.	Nil	X	Х	X
4.	ACE Learner and Trainer of the Year	Enter a customer and trainer for the state awards.	Nil	X	Х	X
5.	Apparel	Produce 50 branded polo shirts for staff and volunteers and 300 with an alternative design that can be purchased by customers.	\$5400 (potential to recoup portion of costs)		х	
6.	Loyalty/booking card	Investigate introducing a loyalty and booking card system linked to a mobile app.	Nil			X

#### 3. BUILD A BRAND THAT IS EMBRACED AND VALUED BY THE COMMUNITY

ACTIO	ON	DETAIL	BUDGET	2016/17	2017/18	2018/19
1.	Community needs and awareness	The results of the survey will be used to shape the programs offered and how the	Nil	x		
	survey	centres are marketed.		^		
2.	Customer needs and perception survey	Survey customers, user groups and hirers to guide the development of programs, branding and messaging.	Nil	x		
3.	Trend analysis	Conduct a broad analysis of trends in target markets and among competitors	Nil	X		
4.	Customer database	Collect data on visitors, including age, address and contact details to build a user profile to improve communications.	Nil	x	х	х

ACTION	DETAIL	BUDGET	2016/17	2017/18	2018/19
<ol><li>Marketing effectiveness</li></ol>	Establish a system for measuring the effectiveness of the marketing plan, including responses to advertising, newsletters and social media.	Nil	x		
6. Facility improvements	Investigate opportunities to improve facilities, including monitors and tuition aids, so they meet people's needs based on the results of the community and customer surveys.	To be determined		х	
7. Communications audi	Collate and assess marketing materials to ensure consistency of appearance and messaging.	Nil	x		
8. Multi-language information	Use the results of the 2016 Census to develop welcome packs for new arrivals in the most commonly spoken languages other than English.	To be determined			x
9. Branding	Create a consistent visual identity based on the results of customer and community surveys, the communications audit and a signage plan.	To be determined		х	
10. Signage plan	Audit signage at and around centres and develop a costed plan to improve its effectiveness.	Nil		x	
11. Install signage	Roll out new signage at centres.	To be determined			X
12. Apply branding	Complete roll out of new visual identity.	To be determined			Х
13. Interactive activity guide	Investigate producing an interactive online guide to courses and activities that includes photographs, locations and a booking system.	Nil		x	
14. Course guide advert	Highlight quarterly classes with front page page strip in the Guardian Messenger	\$1,500		Х	Х

#### 4. ENHANCE CAPABILTIIES TO WIN FUNDING

ACTION		DETAIL		2016/17	2017/18	2018/19
1.	Report card	Produce an annual online and hard copy summary of successes, new developments and future plans to support funding bids	Nil			х
2.	Partnerships	Acknowledge funding partners on monitors in the centres	Nil	х	Х	Х
3.	New opportunities	Actively seek new funding opportunities for activities and events	Nil	х	Х	х



## CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Corporate Manager: Steph Roberts, Manager Human Resources

CEO: Adrian Skull

Subject: Gap Year for School Leavers

Report Reference: GC270916R10

#### **REPORT OBJECTIVE:**

To provide Council with details of the People and Culture Committee's recommendation for the employment of two 'Gap Year' school leavers for the 2017 calendar year.

#### **EXECUTIVE SUMMARY:**

The City of Marion is developing a workforce plan with the intent to create a capable and high performing workforce to deliver effective and efficient services to our community now and into the future. The workforce of the future needs to be strongly resident and community focused, flexible, professional and assiduous.

The workforce plan incorporates key talent programs. The proposed Gap Year for school leavers, within a Work Placement Program, is intended to build succession and support with our programs of assisting staff who volunteer to transition to retirement and bringing into Council young school leavers who may elect to pursue a career in the local government sector.

**DUE DATE** 

#### **RECOMMENDATION (1)**

#### **That Council:**

1. Endorses the funding of two 'Gap Year' students for the 2017 27 Sept 2016 calendar year, at a cost of \$78,174 (\$39,087 for the 16/17 and 17/18 financial years), sourced from local high schools.

#### **BACKGROUND**

The Council strategy of 'A city that offers opportunity for work placement and local employment' is the driver behind the proposed Work Placements Program. The proposed Work Placements Program would incorporate Traineeships, a Gap Year for school leavers and University placements.

The Gap Year for school leavers was identified as an opportunity for Council to provide support for students in local senior schools in the Marion community. Council has ten senior schools in the area of which three are schools that provide support for general disabilities. Two gap year placements offered by Council would provide an additional opportunity for school leavers to understand and explore other employment opportunities before they decide on their future career path.

#### **DISCUSSION**

The Work Placements Program in intended to be strategically linked to Council's workforce plan with participants being provided experience across a number of disciplines with the organisation.

This program would support the Community Vision theme 'Prosperous' by providing access to education and skills development for the community. This program would also support Council initiatives and programs such as Transition to Retirement, Succession planning, the Reconciliation Action Plan and mentoring and coaching. The Strategic Alignment is shown in Table 1.

Based on the number of requests for employment from school leavers who are unsure of their career path, the Gap Year would provide the opportunity to gain experience within Council, add to their resume and develop their skills for their future. Council is in a unique position to offer a broad scope of roles to 'trial' and support youth within the community to explore career options.

Council would engage with senior schools in the Marion community to form a partnership, offer support to youth after completing their schooling and who are exploring opportunities.

Table 1: Strategic Alignment

Community Aspirations and Goals	Program Alignment
Engaged – Communities that embrace volunteering and social interaction.  Meaningful opportunities for community engagement, partnerships and co-creation.	This program will provide meaningful opportunities for partnerships with Schools.
Innovative – A community that harnesses creativity, research and collaboration to pursue innovative ideas.	This program has been identified as an innovative/improvement opportunity for Council.
A city that provides infrastructure and support that enables innovation to flourish.	
<b>Prosperous</b> – An exciting urban environment that attracts business investment and economic activity.	This program will support and develop a city that offers opportunities for work placement and local employment. This may be used as a 'stepping
A city that promotes and supports business growth and offers increased local employment and skills development opportunities.	stone' to further study or the participants may elect to remain as Marion staff (dependent on available opportunities).
A welcoming city offering both residents and visitors a wide range of leisure and cultural experiences.	

#### Public Value

Implementing a Gap Year program for the 2017 calendar year, would increase the budgeted FTE by two at a financial cost of \$78,174 (spread evenly over the 16/17 and 17/18 financial years).

The salary would be based on the ASU Enterprise Agreement with the application of the South Australian Municipal Officers Award, Schedule 2 Junior Rates, plus on costs at 12.75%. The figures in the financial estimates are based on the individuals being 18 years old. The salary payment based on an 18-year-old would be \$34,667 per annum (for 1 Gap Year placement), with the cost to Council \$39,087 per annum. Refer to table 2 for overview of the public value the Gap Year will provide. Traineeship funds will be sought to offset the cost and a link to vocational education for the participants is anticipated.

Table 2: Public Value

Inputs	Outputs
Financial costs	Intended outcome
Budget: 2x salaries/on costs	To provide increased opportunities within the Community for individuals. This will be
Cost to Council \$78,174 (based on 18-year- old Junior Rate, plus 12.75% on costs, Superannuation/WorkCover).	measured by evaluating and reporting on the success of the program.
The cost would be spread evenly across the 16/17 and 17/18 financial years.	
Staff resources: mentoring, training, induction from current staff	
Technology: for software and hardware setup for placements that require this resource	
Potential additional costs of proposal	Overall Community Satisfaction Outcomes
The establishment of the program may have costs associated, specifically Human Resources time, however, thereafter the costs to maintain the program would be cost neutral.	The value being additional opportunities for youth within the Marion community.

#### **CONCLUSION**

By implementing the Gap Year (within the Work placements program) for the 2017 calendar year, Council will be providing employment opportunities for Marion youth, which supports the Council Community Vision.

## CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Originating Officer: Ann Gibbons, Environmental Sustainability Manager

Manager: Fiona Harvey, Manager Innovation and Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: Innovative Solar Options for Administration Building and

**Cove Civic Centre** 

Report Reference: GC270916R11

#### REPORT OBJECTIVES

This report provides further analysis for Councils consideration of installation of innovative solar infrastructure on the Administration Building and Cove Civic Centre to increase the solar generation capacity of the systems at the two sites.

#### **EXECUTIVE SUMMARY**

Further investigation into innovative solar options for the Administration Building and Cove Civic Centre has now been completed.

This analysis proposes 3 options for <u>additional</u> solar infrastructure at the 2 sites:

- 1. Increase system capacity by 50kW of solar on the Cove Civic Centre rooftop costing \$62,000.
- Increase system capacity by 18.5kW of solar on the Administration Building rooftop costing \$32,000; higher installation costs due to difficult access and necessary safety infrastructure; difficult ongoing access for operation and maintenance of the system will need to be planned for.
- 3. 55kW solar carport constructed at the front of the Administration Building at an estimated installed cost of \$115,500; further investigation required to determine the impact of the hydrapave carpark on the cost and viability of the carport foundations.

Should any of these options be approved, it is proposed that funding is to be allocated from the project budget approved at the 23 February 2016 Council meeting (\$181,000 remaining). An additional budget allocation of \$28,500 will be required if all 3 options are approved.

Should all three options be implemented, the annual electricity cost savings are estimated to be \$34,450.

# RECOMMENDATIONS (2) That Council: 1. Notes the 'Marion City Council Solar Innovation Options' report prepared by The Energy Project (Appendix 1); 2. Approves the inclusion of option(s) \_\_\_\_\_ in the procurement process approved at the 14 June 2016 Council meeting.

IF Council approves option 3 the following resolution will be required:

3. Requires Administration to undertake further investigations into Nov 2016 the impact of the hydrapave carpark on the costs and viability of option 3.

#### **BACKGROUND**

At the 14 June 2016 General Council meeting (GC140616R07) it was resolved that Council:

- 1. Notes the detailed business case analysis to install around 300kW of solar infrastructure on eight Council buildings before June 2017 (Appendix 1).
- 2. Approves a procurement process to install approximately 300kW of solar on the eight high electricity consuming Council facilities as detailed in Appendix 1.
- 3. Allocates up to \$15,000 for specialist technical advice to support this procurement process to be sourced from the 2016/17 project budget approved at the 23 February 2016 meeting.
- 4. Notes that the project is forecast to have a whole of life saving of \$277,900 over 20 years (Appendix 2) and an average estimated payback for the Long Term Financial Plan (LTFP) updated accounting of 6 years.
- 5. Receives a further report on innovative solar options for the Administration Building and the Cove Civic Centre to meet the electricity demand at this site by August 2016 with up to \$4,000 allocated from the project budget approved at the 23 February 2016 meeting.

A progress update on the investigations into innovative solar options was provided to Council at the 23 August 2016 General council meeting (GC230816R08).

#### **ANALYSIS**

The detailed business case presented to Council on 14 June 2016 proposed 14kW of solar on the Administration Building and 50kW on the Cove Civic Centre which was approved for installation during 2016/17. At this meeting Council also requested that further investigations be undertaken into options to increase the solar power generated at these two sites. This investigation proposes the following 3 options:

- 1. An additional 50kW of solar on the Cove Civic Centre taking total system size to 100kW.
- An <u>additional 18.5kW of solar on the Administration Building</u> taking total system size to 32.5kW. There are higher installation costs due to difficult access and necessary safety infrastructure. Planning for more difficult ongoing access for operation and maintenance of the additional 17.5kW of panels will be required.
- 3. A <u>55kW solar carport installed at the front of the Administration Building</u>; The location of the proposed solar carport at the front of the Administration Building would provide a highly visible demonstration of Council's commitment to renewable energy while also providing shade for visitors to the site. The 'hydrapave' permeable paving system used in the carpark will add to the complexity and cost of construction of the shade structure and will require further investigations. The addition of a Level 2 electric vehicle charger (at a cost of approximately \$3,500) could be included with this option.

All three options increase the simple payback period for the systems due to the increased complexity of the systems being proposed.

These installations, if approved, could be added to the procurement process underway for the solar installations at eight sites approved on 14 June 2016.

#### Consultation

Input on the innovative options was sought from the City Property, Engineering, and Strategic Projects teams.

#### **Financial Implications**

\$600,000 has been allocated in the 2016/17 Annual Business Plan and Budget to install solar infrastructure on Council buildings before June 2017 (GC230216R05).

At the 14 June 2016 Council meeting (GC140616R07) \$419,000 of this budget was allocated to install around 300kW of solar panels on eight Council buildings, specialist technical advice to support procurement, and an investigation into innovative solar options for the Administration Building and Cove Civic Centre.

\$181,000 remains in the budget for further solar infrastructure projects.

Costs associated with installation of the 3 options are as follows:

- 1. \$62,000 for the additional 50kW of solar at the Cove Civic Centre, estimated annual electricity cost savings will be \$17,500 for the expanded 100kW system and simple payback increases from 6.3 to 7.1 years.
- 2. \$32,000 for the additional 18.5kW of solar at the Administration Building, estimated annual electricity cost savings will be \$6,200 for the expanded 32.5kW system and simple payback increases from 6.3 to 8.2 years.
- 3. \$115,500 for the 55kW solar carport proposed for the front of the Administration Building, with an estimated annual electricity cost saving of \$10,750 and a simple payback of 10.7 years.

Should all 3 options be approved, the total cost will be \$209,500, with an additional budget allocation of \$28,500 required. This does not take into account any additional investigations into the cost and viability of the carport footings due to the hydrapave carpark. Funds for this investigation could be allocated from the approved budget.

#### **Resources (Capacity) Impact**

Resources to manage delivery of this project will be through existing resources in the City Property department.

#### **CONCLUSION**

Further investigation into innovative solar options for the Administration Building and Cove Civic Centre has now been completed, and 3 options are presented for consideration.

Additional solar installations approved at this meeting could be funded via the project budget approved at the 23 February 2016 General Council meeting and included in the procurement process for solar infrastructure across the eight sites approved at the 14 June 2016 General Council meeting.

These innovative solar options provide Council with an opportunity to progress its strategic priority of delivering a solar panel network at key council sites across the City.

#### **APPENDIX**

Appendix 1 - 'Marion City Council Solar Innovation Options' prepared by The Energy Project

**APPENDIX 1** 



#### Marion City Council Solar Innovation Options

30th August, 2016

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#### **Executive Summary**

The Energy Project has reviewed a range of opportunities to expand on the proposed solar power generation options identified in our report of 7 July, 2016 at the Cove Civic Centre and Administration Building. Our key recommendations are outlined below.

#### **Cove Civic Centre**

 An opportunity exists to install up to 100kW of Solar PV at the Cove Civic Centre by utilising roofs subject to partial morning shade and sub-optimal orientations.

Despite lower specific yields than a smaller optimally oriented system, the project would deliver a simple payback of 7.1 years.

#### **Administration Building**

- Two opportunities were investigated to expand on the proposed 14kW of Solar PV at the Administration building.
  - Expansion of rooftop Solar PV to 32.5kW by utilising sub-optimal South sloping roofs at the rear of the building
  - ii) Construction of a solar carport structure to support up to 55kW of Solar PV and provide a permanent shade structure for Council visitors

The expanded rooftop option provides a simple payback of 8.2 years and the solar carport offers a simple payback of approximately 10.7 years.

Whilst the solar carport option incurs a 35% price premium over the expanded rooftop project, it offers the added benefit of greater capacity and output, higher visibility, and provides an innovative alternative to rooftop solar that could be used to promote Council's broader solar initiative.

Finally, the potential for incorporating Electric Vehicle (EV) charging stations into the carport was investigated. We found that Level 2 EV charging stations can be incorporated into a solar carport structure (or in the existing carpark) for approximately \$3,500 per unit.

If desired, these could be used by Council to highlight the broader renewables rollout across Council buildings.

#### 1 Scope of Works: Solar Innovation Project

The Energy Project's recent report to Council identified solar power systems with the shortest payback for a range of Council owned and operated buildings.

As part of this study, the Administration building and Cove Civic Centre were identified as large energy users. Due to various roof constraints we recommended a 14kW system for the Admin building, and 50kW for the Civic Centre. Both sites have adequate load for significantly larger PV systems but these were not pursued initially due to the objective provided to minimise solar payback times.

Council has engaged The Energy Project to provide a follow-up report on the Cove Civic Centre and the Administration building to advise on the costs, benefits and innovative merit of a range of alternative solutions to achieve a goal of larger solar PV systems at both sites.

This report include provides a review of options at both sites with this objective in mind.

#### 2 Earlier recommendations

The Energy Project's report of July 7<sup>th</sup>, 2016 to Council reviewed the suitability of a number of buildings for their suitability for solar PV. Our approach in sizing these systems was to identify the best value solutions that required little or no building augmentation or structural works. These initial recommendations for the Cove Civic Centre and Administration building are reproduced below for completeness.

#### 2.1 Administration Building

Despite a significant load, this roof poses a number of access challenges for solar installations. The Sturt Rd Administration building is Council's largest electricity consuming site but has only limited roof area suitable for cost effective solar. Energy consumption at the site would support more than 150kW of solar but only 14kW is proposed. However, the strategic nature of the facility suggests that more innovative and visible solar options could be considered.

The most suitable location is the NE roof facing Sturt Rd which can accommodate approximately 14kW without obstruction or shading. An additional array flush mounted on the curved central corridor roof is possible but has bird netting over it and is showing signs of wear. Access for installation is also difficult given the existing plant and equipment on the lower roof.

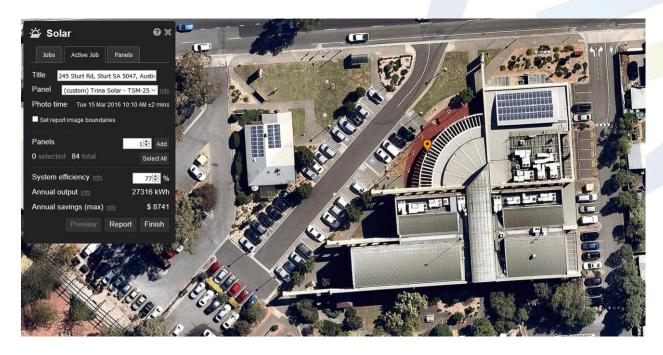


Figure 1

Our recommendation is to avoid installing panels on the semi-circular roof at the building entrance. Multiple flagpoles contribute some shading hazards and the circular nature of the roof means purlin spacing is highly variable which will make installation difficult and contribute to poor aesthetics.

In terms of electrical services, ground floor Distribution Board 'DB-G1' will be suitable for the proposed 15kW array. An additional rooftop Distribution Board (MSSB-2) could be used for other roof mounted arrays to the South if needed. No obvious issues were identified that would contribute to higher than average installation costs.

We note a previous proposal was considered by Council to add panels to the South facing roofs with a reverse tilt to incline panels back to the North. We recommend against this for a number of reasons:

- Typically, the AS1170.2 certification provided by mounting manufactures becomes invalid when they are used as 'reverse tilts' (that is, tilting the panel in the opposite direction from the roof slope)
- ii) Adding reverse tilts will significantly increase wind loading
- iii) Reverse tilt panels will cast significant nearfield shading onto the rows of panels behind them and therefore aren't particularly space efficient.

If there is a strong desire by Council to add capacity to the admin building, two rows of flush mounted panels on these Southern sloping barrel shaped roofs to the rear may be considered,

being mindful of the efficiency loss from sub-optimal orientation. If this option was pursued, care would need to be taken to provide adequate safety infrastructure to allow access to the panels for cleaning and maintenance.

This site poses a number of access challenges for install and would likely result in above average costs for all but the recommended location (North). If the single Northern array proceeds, installers should be harnessed during install due to the slope of the roof. Appropriate pedestrian exclusion zones should be established during install. We don't believe it is necessary to add any permeant walkway for this array, however a static line may be necessary.

There are significant safety considerations for the optional installs on the central and Southern curved roofs. Given the nature of these curved roofs we would recommend the use of a scaffolding or temporary edge protection combined with installers being harnessed at all times. There does not appear to be adequate anchor points or static lines for this to occur so this would need to be considered as part of the project.

#### 2.2 Cove Civic Centre

The Cove Civic Centre is a relatively new development. and a full year of electricity consumption was not available at the time of this report. Suitable roof area is available for 50kW of solar although consumption at this site could accommodate greater capacity without significant exports to the grid. Consumption profile is well suited to solar and with exports of only around 7%, the average value of electricity from solar is higher than that of other 'large market' sites, at 16c/kWh.

The Centre has a Cliplok roof in good condition with good access and is well suited to solar. The main obstruction at this site is a static line that runs along the roof in an awkward position for the proposed solar array. We recommend relocating this static line to maximise the size and access to the solar array. It is also recommended not to use the North-East facing roof immediately adjacent to the road as this is shaded by a very tall eucalypt.

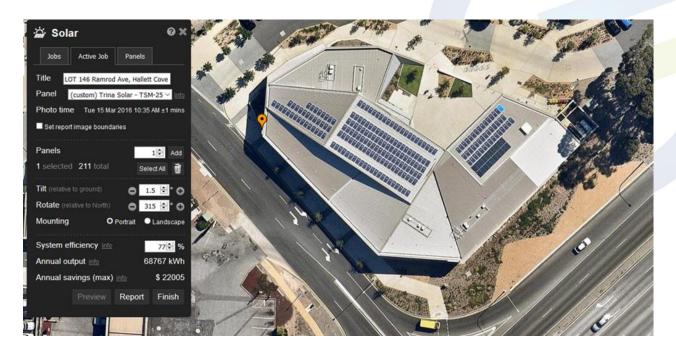


Figure 2

In terms of electrical services, the solar system would connect via the Main Switchboard (MSB) located adjacent to the main entrance behind a dedicated roller door. No obvious issues were identified that would contribute to a higher than average installation costs.

This site has static lines in place already. Installation of the proposed array will require relocation of some of these static lines and consideration would be given to whether or not a permanent walkway is feasible and/or necessary. We recommend temporary edge protection be erected on the Northern roofs over the entrance area during construction and that appropriate precautions be taken to set up pedestrian exclusion zones where necessary.

#### 3 Opportunities for solar PV expansion

#### 3.1 Cove Civic Centre

The Cove Civic Centre is an architecturally designed building with a complex eight faceted roof. Sub-optimal roofs (those facing South-West) or affected by shade, were excluded from consideration during our initial analysis, but a further review shows that the costs of adding these roofs is likely to be outweighed by the benefits of additional generation capacity – albeit at a lower specific yield compared to a smaller system.

Given the objective to maximise generation from this site, our review has identified the potential for up to 100kW of solar PV to be mounted across 7 roofs at the Cove Civic Centre (the maximum size allowable under the STC scheme). To achieve this larger system size we have made the following assumptions:

- Sub-optimal roofs including those with South-West orientation and partial shading have been utilised.
- It is assumed that static lines can be relocated in order to maximise space for solar panels
- Arrays with up to 4 rows of adjacent panels have been allowed.
   (N.B. while this is normal for large scale commercial projects, it does have the potential to slightly increase the time required for O+M as accessing panels in the middle of the array can be more time consuming).
- Setbacks from the roof edge have been reduced which will restrict access in some cases and require additional clamping of the mounting structure to meet AS1170.2 requirements for wind loading.



Figure 3: Potential layout of 100kW of Solar PV array

#### 3.1.1 Impacts of increased system size

- We expect little or no impact to the cost target of \$1.25/watt (\$125,000) fully installed assuming standard string inverters with non-optimised panels are used.
- Using non-optimal roofs and those affected by shading is likely to reduce yield from the system by approximately 10-15%
- Whilst shading affects approximately 11kW on the North-Eastern roof early in the morning, our assessment is that this isn't severe enough to warrant micro-inverters or DC optimisers which would add approximately 15-25% to the overall system cost.
- While there are technical alternatives for this section such as DC optimisers and Microinverters, the most cost-effective approach is likely a system that uses a single technology and accepts the efficiency loss incurred by the shading



Figure 4: Shade affected North-East facing array (11kW)

#### 3.1.2 Proposed 100kWp Solar PV System key metrics

Table 1 below provides a summary of the key metrics for each option; the original 50kW option and the expanded 100kW option.

	Original Option	Expanded Option
System size (kWp)	50	100
Output (kWh p.a.)	70,000	131,000
Installed cost (ex GST)	\$63,000	\$125,000
Solar export to the grid	7%	13%
Reduction in grid consumption	20%	35%
Annual savings (Year 1)	\$9,950	\$17,500
Simple Payback	6.3 years	7.1 years

**Table 1: Option Comparison** 

#### 3.1.3 Recommendations

- We recommend increasing the size from the originally proposed 50kW to 100kW if Council is prepared to accept the slightly lower yield and slightly longer simple payback of the larger system.
- We recommend against removal of the tree that creates shading to the Eastern edge of the array as this isn't necessary for the marginal improvement in output that it would yield.
- We recommend a structural survey be completed of the final proposed design to ensure compliance with the standard in particular, to ensure that adequate setbacks from ridges and edges have been maintained.
- The proposed installation will require modification of the existing safe access equipment (static lines and anchor points) on the roof.
  - We note this has been raised as a concern by Council staff.
  - We recommend including the need for appropriate safe access equipment in the solar contractors' scope of works and require that any proposed changes be

signed off by a suitably qualified safe access provider, with review by Council staff prior to construction being approved.

## 3.2 Administration building

In our initial report a 14kW solar PV system was recommended for the Administration building. This was due primarily to a lack of suitably oriented roof space. Figure 5 shows a side-on view of the Admin centre demonstrating the barrel pitch (oriented to the South) on the 4 roofs of the office area of the complex.

Whilst panels can be installed on these barrel shaped roofs, the loss in output will be in the order of 15-20% compared to a North facing panel. Furthermore, installation and maintenance will be more challenging due to the rounded steep pitch of the roofs. This can be overcome with scaffolding and specially made access walkways that correct for the pitch, but as these add cost to an already sub-optimal system, we chose not to pursue it initially.



Figure 5: West facing view of the Admin building showing pitch of roof sloping to the South

## 3.2.1 Potential Solar Expansion

## Option 1

Given the objective of maximising solar production from the site, Figure 6 shows a potential layout for a slightly increased 15kW array on the Northern roof of the Administration building, and an additional 17. 5kW on the Southern barrel shaped roofs, bringing the total capacity of the admin centre roof to 32.5kW.



Figure 6: option for 32.5kW of solar PV on the admin building

The 17.5kW array on the Southern roofs could be installed in two rows of panels near to the ridge in order to minimise the impact of the reverse angle.

Because of the sub-optimal angle, this array will generate approximately 20% less than an equivalent array facing North at 15 degrees.

The 17.5kW array facing South at 15 degrees is expected to generate approximately 20MWh per annum.

We recommend inverter sizing for these arrays be limited to 30kW to avoid the additional protection relays and connection costs required by SAPN for systems over 30kW AC.

## 3.2.2 Impacts of expanded 32.5kW solar PV system

The additional 17.5kW on the South facing barrel roofs are likely to have a higher installation cost due to difficult access and necessary safety infrastructure. Installers will either need to use scaffolding or harnesses and temporary edge protection in order to work safely on the solar installation. In addition, modified walkways and steps may need to be constructed for safe ongoing maintenance and O+M provisions. Our estimate of these additional costs increases the installed cost from an initial estimate of \$1.35/watt for the 14kW on the north roof of the building, to \$1.55/watt (a 15% increase in price).

As well as higher installation costs, Council will need to plan for more difficult ongoing access for O+M of the system.

## 3.2.3 Proposed 32.5kWp Solar PV System key metrics

Table 2 provides a comparison of key metrics for the two solar options outlined for the Administration building rooftop array.

	Original Option	Expanded Option
System size	14kW	32.5kW
Output	19,600	40,600
Installed cost	\$19,000	\$51,000
Solar export to the grid	0%	0%
Reduction in Grid consumption	4%	8%
Annual savings (year1)	\$3,000	\$6,200
Simple Payback	6.3	8.2 years

Table 2: Rooftop options for Administration building

## Option 2

## 3.2.4 Solar Carports

Given the difficulty of the roof pitch at this site, one innovative alternative worthy of consideration is a solar carport structure. Solar carports provide both solar generation and shade for cars visiting the Administration centre. Because of the orientation of the site, solar

carports would slope down towards the road, providing a striking visual example of Council's wider solar project to visitors and passers-by.

Figure 7 provides an indicative design of a solar carport.



Figure 7: Solar Carport structure

Solar carports consist of a steel super-structure, engineered to withstand wind loads and to accommodate solar panels. Most structures also incorporate cable reticulation systems to ensure that all cabling is shielded from the elements and cannot be easily vandalised from below. Inverters can either be mounted underneath the shade structure, or in a custom built pod at one end.

In order to reticulate the solar power to the building, trenching would be required to bring cables back to the Administration building and connect them into the Main Switchboard.

The Energy Project has received indicative prices from solar carport manufacturers. These range between \$2.00 and \$2.30/watt, fully installed.

Whilst this is significantly higher than a normal rooftop installation, it does provide Council with two additional benefits:

- i) Shade and protection for visitors to the Centre
- ii) High visibility and an opportunity to engage the wider community with Council's broader solar project plans.



Figure 8: Proposed 55kW Carport Solar array

Figure 8 shows the potential layout of a 55kW Carport Solar array, consisting of two carpark structures which would provide shade to three-quarters of the carparks outside the Admin building. This layout would require the removal of two small trees behind the bus stop on Sturt Rd.

Based on staff feedback to an earlier draft of this report we understand that a permeable 'hydrapave' paving system is in use in the front carpark. This may pose challenges to the installation of a solar carport. If Council wants to pursue a carport in this location, further investigations would need to be done on the viability of creating foundations for the carpark adjacent to the paved area. This is likely to add cost and complexity to the project.

An alternative approach would be to investigate other locations. The carpark to the South of the admin buildings doesn't have the same visibility benefits, and would require removal of a number of trees, but does avoid the complexities of building over the hydrapave system.

## 3.2.5 Proposed 55kWp Solar PV Carport key metrics

Table 3 provides an overview of key metrics for the proposed 55kWp solar carport option

System size	55kWp
Output	73,734kWh
Installed cost (incl structure)	\$115,500 ex GST
Solar export to the grid	4%
Reduction in Grid consumption	14%
Annual savings (year1)	\$10,750
Simple Payback	10.7 years

**Table 3: Solar Carport metrics** 

## 3.2.6 Recommendations

If Council values the visibility and community engagement benefits of the carport option we recommend that further investigations be carried out to determine the impact of the hydrapave carpark on the costs and viability of carport foundations. If these are found to be within budget, the carport is our preferred option.

We note that while an expanded rooftop solution is possible, it is a sub-optimal outcome and will pose ongoing access challenges.

## 3.3 EV charging Station

A relatively easy and low-cost addition to the solar carport would be a Level 2 electric vehicle charger, available for approximately \$3,500 fully installed. This could be mounted underneath the solar carport and be used to charge up electric vehicles that visit site.

Level 2 chargers are capable of providing charge to a wide range of electric and PHEV vehicles and can provide a full charge between 2-4 hours.

A logical extension to this would be to incorporate additional EV's into the Council fleet.

## 3.4 Other considerations

#### 3.4.1 Vandalism

Vandalism is a potential issue for the solar carport and charge station.

We believe there are three key mitigants to vandalism, all of which can be incorporated at the design stage of the project:

- Light the area at night if it isn't already (a strip of LED lighting under the carport structure would be particularly effective and a relatively low consumer of energy.
- ii) Ensure the structure is high enough to deter people easily climbing on it
- iii) Ensure a design is chosen the reticulates cabling and inverters in a secure way.

In terms of protecting the EV charger, we have had experience of these being stolen overnight, so recommend that a lockable enclosure be included in the design to minimise the chance of the unit being unbolted from the wall.

#### 3.4.2 Wind Generation

The potential for wind generation at these sites has also been considered. The wind resource at most urban sites is poor and extremely turbulent due to the surrounding built environment. In our experience small scale wind turbines that would be suitable for installation at a Council premises are not yet viable when compared to the sorts of return on investment that can be achieved with solar PV, even when compared to relatively complex projects such as a solar carport structure.

As an example, Randwick Council in Sydney installed a small 2.4kW wind turbine at a Community Centre in 2010. Some key statistics from this project are provided below.



Randwick Council Wind	Turbine
Rated capacity (kW)	2.4
Expected yield (kWh p.a.)	3,200
Savings* (p.a.)	\$485
Total Cost	~\$35,000
Simply Payback	72 years

<sup>\*</sup>Savings are based on Marion City Council's average energy cost at the Administration building.

Even allowing for reductions in turbine costs since 2010, the benefits of small wind projects beyond simply their demonstration value, are limited.

We do not recommend further consideration of small wind turbines at these sites.

# CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Originating Officer: Elaine Delgado, Senior Planner – Strategy

Manager: Fiona Harvey, Manager Innovation and Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: City of Marion Public Health Planning – Progress Report

1 July 2014 - 30 June 2016

Report Reference: GC270916R12

#### **REPORT OBJECTIVES**

This report is to seek Council endorsement for a report to the Chief Public Health Officer for forwarding to the Minister of Health on the extent to which the City of Marion has met the requirements of the South Australian Public Health Act 2011 in relation to public health planning.

## **RECOMMENDATION (1)**

**DUE DATES** 

#### **That Council:**

1. Endorses the City of Marion Progress Report on Public Health Planning for submission to the Chief Public Health Officer and forwarding to the Minister for Health (Appendix 2).

27 September 2016

#### **BACKGROUND**

The South Australian Public Health Act 2011, (S51, S52) requires councils develop Regional Public Health Plans and report on their implementation on a 2 yearly basis. These Plans can be prepared by a group of Councils or an individual Council, or alternatively, as stated in the State Public Health Plan (p. 7), Councils can work towards 'greater integration of public health planning with Council's strategic management plans after the 2014 Local Government elections'. The City of Marion has taken this latter approach with the support of SA Health.

Reports are due to the Chief Public Health Officer by 30 September 2016 for the reporting period 1 July 2014 to 30 June 2016.

Public health planning must be consistent with the State Public Health Plan's four priority areas:

- 1. Stronger and healthier communities and neighbourhoods for all generations
- 2. Increasing opportunities for healthy living, health eating and being active
- 3. Preparing for climate change
- 4. Sustaining and improving public and environmental health protection.

The aim of reporting as stated in a Guideline for Reporting on Regional Public Health Plans issued by the Chief Public Health Officer, is to build a shared understanding of:

- Councils' achievements in implementing Public Health Plans with a focus on local priorities, key strategies and actions
- The alignment of local action with state priorities
- Key partnerships in delivering council achievements
- Key issues in Public Health Plan implementation
- Key issues for future iterations of the State Public Health Plan and Chief Public Health Officer's report

The previous City of Marion public health report was endorsed by Council in September 2014 (GC230914R02). Due to the early developmental stage of the public health planning and reporting system at that time, a progress report only was required on how Council was planning to achieve public health outcomes through its work.

#### **ANALYSIS**

## City of Marion's Approach to Public Health Planning

Council's Strategic Management Framework articulates an integrated approach to planning that encompasses public health (Appendix 1).

The City of Marion's current strategic plans that relate to public health reporting include a Community Vision – Towards 2040 that outlines the community's aspirations based on extensive community engagement and, a draft Business Plan 2016-2019 that identifies strategies and initiatives within the context of the Community Vision. Consideration is also being given to Council's 10-year Strategic Plan that is currently being reviewed and will consider strategies that are underpinned by public health.

The draft 3-Year Business Plan 2016-2019, being presented to Council for endorsement on 27 September 2016 (GC270916R03), was developed in response to an environmental scan that identified a range of issues, many of which relate to public health. It should be noted that a significant number of initiatives in the 3-Year and Annual Business Plans (SGC120716R02) commenced during the public health planning reporting period and are therefore included in the report to the Chief Public Health Officer.

In addition to strategies and initiatives outlined in the Business Plan, Council also provides a range of services for its community that deliver public health outcomes that are also informed by an environmental scan. These include services such as; community programs; footpath provision; walking and cycling infrastructure; open spaces; food education, auditing and inspection; immunisation education; and volunteer programs.

A progress report to the Chief Public Health Officer for the period 2014-2016 is attached (Appendix 2) for endorsement by Council.

As the City of Marion is using an integrated approach to public health planning and reporting, links are made between the Community Vision themes, and the State Public Health Plan priorities. It should be noted that the report includes information relating to 'Housing' and 'Economic Development' which are outside the scope of the State Public Health Plan priorities. These are areas that have significant impacts on people's health and have been included in

the report as they are state and local government priorities, and their inclusion will effectively provide feedback to assist in development of the next iteration of the State Public Health Plan.

## CONCLUSION

Council is required to submit a report on its progress towards achieving public health outcomes to the Chief Public Health Officer for forwarding to the Minister for Health in accordance with the South Australian Public Health Act 2011 (S51, S52). A report is presented to Council for endorsement.

## **APPENDICES**

Appendix 1: Strategic Management Framework

Appendix 2: Progress Report on Public Health Planning to the Chief Public Health Officer –

1 July 2014 – 30 June 2016

## **Strategic Management Framework**

## APPENDIX 1 GC270916R12



PERSONAL
DEVELOPMENT
PLAN

Individual delivery and

development plans

ANNUAL BUSINESS PLAN 3 YEAR WORK AREA PLANS 3 YEAR
BUSINESS
PLAN
July 2016
– June 2019

10 YEAR STRATEGIC PLANS 30 YEAR
COMMUNITY
VISION
TOWARDS 2040

Liveable

**Valuing Nature** 

Innovative

**Prosperous** 

Connected

**Engaged** 



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

Legislative based

Performance based accountability

Delivery of council's priorities and business services/programs

Services & service reviews to inform planning

Business management and innovation

Performance based accountability

Council's delivery program over its term

Performance based accountability

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

A shared Community Vision

Innovating a future for the City and its residents

Long term trends



MARION COMMUNITY VISION THEME	PRIORITY/STRATEGY/ACTION RELATING TO	HEA STR	TE PUBLIC LTH PLAN ATEGIC DRITY(S)  STATUS 1. in progress 2. completed 3. ongoing		1. in progress 2. completed ACHIEVEMENTS		COMMENTS	
		1	2	3	4	3. ongoing		
Liveable	Open Space  Development of an Open Space Policy that embeds public health commenced	<b>✓</b>				In progress	Draft Open Space Policy developed, including a revised framework of hierarchy and classifications, based on review of Open Space & Recreation Strategy 2006-	
	Development of recreation facilities	<b> </b>				Completed	2016 2014/15 Hallett Cove Beach Commemorative Space development as first stage in	Partnership: Australian government
						Completed	redevelopment of the Hallett Cove Foreshore Master Plan that includes an open space 2015/16	Partnership: Department of Planning, Transport and
		✓				completed	Oaklands Recreation Plaza development that includes BMX, play space, picnic facilities	Infrastructure
		✓				Completed	Marion Swimming Centre Master Plan developed	Consideration of master plan by Council to determine viability of proceeding
		✓	$\vdash$	_	_	Completed	Mitchell Park Oval fitness track and equipment	Partnership: Office for Recreation and Sport
		✓				Completed	Jervois Street Reserve development	Partnership: Department of Planning, Transport and Infrastructure
		✓				Completed	Trott Park Dog Park	Partnership: Department of Planning, Transport and Infrastructure
		✓				In progress	Provision of high quality public toilets in priority reserves and parks: 5-year program of works endorsed by Council	
	Review of City of Marion Playspace Strategy	✓				In progress	Draft Playspace Policy developed for approximately 100 playspaces that states a playspace be provided within 500 metres of every residence	
	Plympton Oval playspace		✓			Completed		
	Edwardstown Oval playspace		<b>✓</b>			Completed		Partnership: Department of Planning, Transport and Infrastructure
	Hendrie Street Inclusive Playspace		<b>✓</b>			In progress		Partnerships: Department of Planning, Transport and Infrastructure and Touched by Olivia
	Sport							
	Develop a community club and indoor sports stadium at Mitchell Park Sport & Community Centre	✓				In progress	Funding application lodged	Partnership: Australian Government, National Stronger Regions Fund
	Develop a sports and community complex at the Edwardstown Soldiers' Memorial Oval	<b>✓</b>				In progress	Funding application lodged	Partnership: Australian Government, National Stronger Regions Fund
	A new regional soccer facility in the south	✓				In progress	In concept phase and investigating land options	Partnership: Football SA
	International standard BMX complex in the south	✓				In progress	Advisory groups established	Partnership: BMX SA, Office for Recreation and Sport, City of Onkaparinga
	Capella Reserve redevelopment	✓				In progress		
	Provide modern sustainable tennis and netball facilities across the City	✓				In progress	In concept phase	
	Community Centre Programs							
	Exercise		✓	$\neg$		Ongoing	2015/16 participation - 10,739	Community Centre programs provide opportunities for physical
	Education/short courses		✓	$\neg$		Ongoing	2015/16 participation - 6,545	activity, education and social interaction that align with
	Children and youth		✓			Ongoing	2015/16 participation - 5,089	socioeconomic determinants of health as stated in the State
	Recreation and social		<b>✓</b>			Ongoing	2015/16 participation - 8,303	Public Health Plan (p. 12) and is supported by the Public Health Act 2011 Sustainability Principle.

MARION COMMUNITY VISION THEME	PRIORITY/STRATEGY/ACTION RELATING TO PUBLIC HEALTH	HEA STR	TE PUB LTH PLA ATEGIC DRITY(S	AN		STATUS 1. in progress 2. completed 3. ongoing	ACHIEVEMENTS	COMMENTS
Liveable	Library Programs							
	Adult/Children/Youth Programs - recreation, education, events		✓			Ongoing	2014/15 - 4,327 attendees for adults programs 2015/16 - 3,819 attendees for adult programs 2014/15 - 6,887 attendees for children and youth programs 2015/16 - 5,709 attendees for children and youth programs Drop in numbers from 2014/15 to 2015/16 due to a transition period with the	The City of Marion has 3 library services at Oaklands Park, Park Holme and Hallett Cove. Community programs offered by libraries are an important and valued community service of councils. They provide opportunities for education and social interaction that align with socioeconomic determinants of health as stated in the State Public Health Plan (p. 12) and is supported by the Public Health Act 2011 Sustainability Principle.
	Digital literacy programs for adults, children and families		<b>✓</b>			Ongoing	closure of the Cove Library service and opening of the Cove Civic Centre Library 2014/15 - 30 attendees 2015/16 - 463 attendees	Partnerships: South Australian Public Library Networks; Public Library Services; South Australian Library Children and Youth Services; Raising Literacy; Digital Futures Group; publishing houses; schools/kindergarterns/child care centres within the City of Marion
	Community Development Services							
	Youth Programs - physical activity, recreation		<b>✓</b>		(	Ongoing	2014 - total of 271 activities and 2,074 attendance 2015 - total of 216 activities and total attendance of 1,238	2014 - total of 46 partnerships 2015 - total of 42 partnerships Partnerships include agencies such as regional councils, NGOs, schools Families SA. Flinders University TAFE SAPOL
	Youth Grants Program with broad categories of: . Youth Development . Youth Events . Projects led by Young People . Youth Engagement and Leadership . Youth Sector and Partnerships . Youth Achievement		<b>✓</b>			Ongoing	First Youth Grants Program provided five grants totalling \$41,000, with a community benefit totalling \$104,668 that consists of donations, in-kind support and volunteer hours	
	Community Gardens		✓			Ongoing	Council has 3 community gardens with more than a total of 50 members	It is planned to expand the network of community gardens.
	Recreation Programs		<b>✓</b>		-	Ongoing	2014/15 . Club Development workshops - 48 attendees . Over 50s Forums - 86 attendees (approx.) . Clubs registered in Star Club program - 66 . Sport coaching programs for children from low income households or CALD backgrounds - 1,000+ attendances 2015/16 . Over 50s Forums - 93 attendees . Club development workshops - 69 attendees . Clubs registered in Star Club program - 75 . Sport coaching programs for children from low income households or CALD backgrounds - 1,140+ attendances	Partnerships: Office for Recreation and Sport; Roger Rasheed Sports Foundation; Rajah Street Community Group and Rec Squad; Warradale Primary School; Souls4Soles; Neighbourhood Centres; Kingdom Life Church; Football Federation SA; Netball SA; local sports clubs
	Ageing					0 1		
	Age Friendly Strategy		<b>√</b>			Completed		Partnership: City of Holdfast Bay
	Community support services  Community bus service		✓ <b></b>			Ongoing	2014/15 - 269 clients 2015/16 - 298 clients	
	Domestic assistance		<b>√</b>			Ongoing	2014/15 - 760 clients 2015/16 - 1,253 clients	Partnerships: Commonwealth Home Support Program; SA Home and Community Care Program
	Social support - helping clients to appointments and visiting		<b>✓</b>			Ongoing	2014/15 - 791 clients 2015/16 - 525 clients	Partnerships: Australian Government; SA Home and Community Care Program

	Home maintenance		<b>✓</b>		Ongoing	2014/15 - 1,290 clients	Partnerships: Australian Government; SA Home and Community
						2015/16 - 2,233 clients	Care Program
MARION COMMUNITY VISION THEME	PRIORITY/STRATEGY/ACTION RELATING TO PUBLIC HEALTH	HEA STRA PRIC	TE PUI LTH P ATEGI DRITY(	LAN C (S)	STATUS 1. in progress 2. completed 3. ongoing	ACHIEVEMENTS	COMMENTS
Liveable	Home modification	1	2	3	Ongoing	2015/16 - 332 clients	Partnerships: Australian Government; SA Home and Community
	Community Passenger Networks (for transport disadvantaged people in the southern region)		✓		Ongoing	2015/16 - 139 clients	Care Program Partnership: Community Passenger Network
	Castle Plaza Activity Centre Development Plan Amendment- The DPA proposes to create a Mixed Use Zone facilitating the redevelopment and expansion of the existing shopping centre into a more intensely developed, compact and vibrant "mixed use activity centre" with a focus on integration with public transport together with the provision for higher density housing.	<b>✓</b>			In progress	Endorsed by Council at its meeting on 19 January 2016 as being suitable for Ministerial Authorisation subject to the endorsement of a report written by an accredited site contamination auditor, which confirms the suitability of the subject site for the intended uses outlined in the DPA. This DPA is with DPTI.	Councils have a key role in the provision of housing by ensuring their Development Plans contain zones and policy areas to enable affordable housing that is located within reach of transport, services and community facilities. Housing represents both environmental and socioeconomic determinants of health as stated in the State Public Health Plan (p. 12) and is supported by the Public Health Act 2011 Sustainability Principle. As 'health encompasses multiple legislative and policy areas for state and local governments it is an important element in an integrated approach to public health.
	Seacliff Park Residential & Activity Centre Development Plan Amendment - The DPA proposes to create a Suburban Neighbourhood zone to facilitate the appropriate development of an approximately 8.34 hectare site including a neighbourhood activity centre and medium density residential development.	<b>✓</b>			In progress	Approved by Minister for public consultation August 2015.	
	Housing Diversity DPA - The proposed DPA reviews the residential densities envisaged in the existing Policy Areas of the Residential Zone to assess opportunities for increased housing diversity/density, and to identify areas that warrant preservation, including Character areas.	~			In progress	The DPA has combined a number of DPAs identified in the Strategic Directions Report including: Residential (Character); Residential (General); Stormwater Management Plan; Residential (Higher Density); Residential/Mixed Use; Residential (Southern Suburbs); Residential (Character Policy Area 17); Residential (Character and Density Preservation); Centres DPA The DPA SOI was forwarded to the Minister in June 2016 for consideration.	
	Morphettville Racecourse	<b>✓</b>			In progress	Site identified for higher density housing that is located along tramline. May require a Ministerial DPA to proceed.	
	Immunisation						
	NARI (New Arrival and Refugee Immunisation) Clinics were introduced for people who are new arrivals and who were refugees. Interpreters are arranged and are present at the immunisation clinics. The clinics are conducted in a culturally sensitive way.			,	Ongoing	During the reporting period 302 were immunised.	
	Babies and children up to the age of 7 years are offered immunisation as per the State Government's Immunisation Schedule			,	Ongoing	During the reporting period 469 babies and children up to the age of 7 years old were immunised.	
	Immunisation is offered to all school-aged children as per the State Government's Immunisation Schedule			1	Ongoing	During the reporting period 5,763 were immunised.	

MARION COMMUNITY VISION THEME	PRIORITY/STRATEGY/ACTION RELATING TO PUBLIC HEALTH	HEA STR	TE PU LTH F ATEG DRITY	PLAN IC	STATUS		ACHIEVEMENTS	COMMENTS
		1	2	3	4	3. Oligoliig		
Liveable	Public Health							
	Food premises were inspected under the Food Act				<b>✓</b>	Ongoing	Food business were inspected as per the risk classification scheme developed by SA Health	
	High risk manufactured water systems (cooling towers) were registered, audited and inspected under the Public Health Act to prevent the spread of Legionnella				<b>√</b>	Ongoing	35 cooling towers and 7 warm water systems were registered, audited and inspected	
	Public swimming pools and spas were inspected under the Public Health Act				~	Ongoing	19 public swimming pools and spas inspected each year	
	Hairdressers were self audited under the Public Health Act				<b>*</b>	Ongoing	47 hairdressers undertook self audits during the first year of the reporting period. After consideration of the health benefits of hairdressers being inspected or undertaking self audits, a change of approach was developed, where information is provided to the businesses and then due to the low health risk associated with these businesses, businesses are no longer required to undertake the self audits and matters are now dealt with upon complaint.	
	Beauty parlours were inspected under the Public Health Act	1			<b>✓</b>	Ongoing	33 beauty parlours were inspected	
	Skin penetration businesses including tattoo parlours were inspected				<b>~</b>	Ongoing	7 skin penetration businesses were inspected each year.	
	Facilities that provide food to "vulnerable populations" are required under the Food Act to develop a Food Safety Program which is audited				<b>✓</b>	Ongoing	7 facilities had their Food Safety Program audited, 3 by the City of Marion and 4 by other auditors, each year of the reporting period.	
	Investigation of complaints of food poisoning				<b>√</b>	Ongoing	42 complaints regarding food were investigated. The types of complaints included such things as alleged food poisoning, poor food handling or storage, unsafe or unsuitable food, cleanliness of food premises.	
	Fire prevention to ensure the health and safety of the community				~	Ongoing	Owners of 763 blocks of vacant land were contacted to explain the importance of clearing their land to reduce hazards and each block of vacant land was inspected to ensure it was cleared for summer.	
	Management of graffiti. The presence of graffiti in the community impacts on people's sense of safety, which in turn impacts on people's health and wellbeing					Ongoing	Volunteers were recruited and trained to remove graffiti from privately owned properties where the resident was not able to do so themselves, including where the resident was elderly, frail or living with disability. Free graffiti removal products were provided to residents and local business. A crime prevention/community engagement program called "Art of Respect" was conducted each year of the reporting period and in total involved 23 young people learning about the impact of illegal graffiti and the importance of using aerosol paint to develop legitimate and constructive art at creative workshops.	

MARION COMMUNITY VISION THEME	PRIORITY/STRATEGY/ACTION RELATING TO	HEA STRA PRIC	ATE PUBLIC ALTH PLAN RATEGIC IORITY(S)		STATUS 1. in progres 2. complete 3. ongoing	Δ(HIEVENIENIX	COMMENTS	
		1	2	3	4			
Valuing Nature	Preparing for Climate Change							
	Significantly increase energy efficiency across our council facilities			✓	In progress	Energy efficiency projects with a simple payback of 5 years or less have been approved for 3 high energy using sites;	Reviews to identify energy saving opportunities at all other Council facilities underway	
	Develop a business case and commence delivery of the transition to safe and sustainable street and public lighting			✓	In progress	Business case being developed	Ironbark Sustainability (consultants); SA Power Networks; other Councils including the Cities of Charles Sturt, Onkaparinga, Salisbury	
	Development of a Climate Change Policy	<b>✓</b>			Completed	Draft Climate Change Policy developed		
	Implement the Climate Change Policy and Plan (Resilient South Program)			✓	In progress	Resilient South Regional Climate Change Adaptation Plan endorsed by all 4 partner Councils in August 2014.  Regional Resilient South Local Government Implementation Plan endorsed in April 2016; Climate Change Policy drafted and endorsed for community consultation in June 2016	of Onkaparinga; SA Government	
	Develop and deliver a Regional Coastal Management Plan to support effective coastal management			<b>✓</b>	Ongoing	Plan currently being scoped	Coast Protection Board; other metropolitan Adelaide Councils; Metropolitan Seaside Councils Committee	
	Plan and deliver a program for the protection of remnant native vegetation in our reserves			<b>✓</b>	Ongoing	Plan currently being scoped	AMLR NRM Board; Friends Groups	
	Strive for the opening up of Glenthorne Farm for community benefit in partnership arrangements			✓	Ongoing	Stakeholder discussions underway	Friends of Glenthorne; Adelaide University; SA Government	
	Deliver a solar panel network at key council sites across the City			✓	In progress	300kW solar panels approved for 8 Council buildings; opportunities for other Council operated and leased sites to be identified during 2016/17	Solar panel providers (tender process)	
	Street tree audit to inform tree planting program	✓			Completed	Street tree audit of 32,000 trees completed		
Engaged	Volunteering							
	Volunteer program	<b>✓</b>			Ongoing	Total number of volunteers 2014/15 - 424  Total number of volunteer hours 2014/15 - 44,810  Total number of volunteers 2015/16 - 373  Total number of volunteer hours 2015/16 - 40,941		
	Community Engagement Policy	Ш	✓		In progress	Draft Community Engagement Policy developed for consultation		
	Reconciliation with the Kaurna community				In progress	Kaurna Community (through 50:50 funding) with a transition of the services provided through the Living Kaurna Cultural Centre to the Kaurna Community over a 5-year period. The model will provide increased capacity building for the Kaurna		
		<b>✓</b>				community in business and governance skills.  Annual visitor levels to the Living Kaurna Cultural Centre doubled to 20,300  Cultural awareness training for Elected Members and staff conducted  Developing Kaurna names for reserves  Encouring participation by Aboriginal and Torres Strait Islander community in local sport clubs  Organisation of healthy lifestyle programs initiated	Partnerships: Kaurna community; Office for Recreation and Sport; Kaurna Nation Cultural Heritage Association (KNCHA); Kaurna Yerta; Kaurna Warra Pintyanthi; Indigenous Land Corporation; Aboriginal Learning Centre; DEFEEST	
	Grants program to support community capacity building	<b>✓</b>			Ongoing	2013/14 - a total of 30 community groups received community grant funding 2015/16 - a total of 46 community groups received community grant funding		

MARION COMMUNITY VISION THEME	PRIORITY/STRATEGY/ACTION RELATING TO PUBLIC HEALTH	HEA STRA	TE PUB LTH PL ATEGIC DRITY(S	AN		STATUS  1. in progress 2. completed 3. ongoing	ACHIEVEMENTS	COMMENTS
Prosperous	Economic Development and Jobs							
	Business support, investment and tourism promotion,						Activities 2014/15	Jobs are central to people's health and relate particularly to the
				$\dashv$	(	Ongoing	Partnering state government in the development of the integrated employment,	socioeconomic characteristics of education, employment, and
							education and residential precinct at Tonsley	income and wealth. The City of
					(	Ongoing	Established Tonsley Business Advisory Service	Marion plays a key role in supporting businesses and promoting
					(	Ongoing	The Marion Small Business Advisory Service delivered a total of 323 free one-one	Marion as a location for business investment, and assists in the
							advisory sessions with 226 individual clients of whom 147 were people looking to start in business	delivery of projects that support growth of the local economy.  More information on Council's role in economic development is provided in Council's Economic Development Policy
					(	Ongoing	Support of Edwardstown Region Business Association (110 members) with	provided in Council's Economic Development Policy
							monthly networking seminars and a business breakfast series	http://www.marion.sa.gov.au/webdata/resources/files/Economic-Development-Policy.pdf
					(	Ongoing	Cove Enterprise Hub established at the Cove Civic Centre, Hallett Cove as a place for local businesses to meet, network, share ideas and acquire new skills	
							Activities 2015/16	
					(	Ongoing	The Tonsley Small Business Advisory Service achieved almost 600 hours of face-to-	
							face sessions with 324 individual clients. The number of established businesses	
							using the service now represents 37% of the total. The most common issues	
					addressed were strategy/business planning, finance and marketing.			
			(	Ongoing	The Cove Enterprise Hub has conducted 12 business events with almost 300			
							attendees in total. The Hub also delivers free sessions for the Tonsley Small	
							Business Advisory Service. The local business community is also using the Hub for	
							its own activities with some 20 companies hosting 44 meetings throughout the year.	
		+		$\dashv$		Ongoing	The Edwardstown Region Business Association has grown to 125 members making	-
							it the largest business association of its type in Southern Adelaide. It held 11	
							events over the past year attracting a total 692 attendees. In addition to its	
							membership it engages regularly with a further 560 businesses across a wide area.	
		+		$\dashv$		Ongoing	Continuing to work with key stakeholders including the State Government and	-
						Oligoliig	Flinders University to help develop the integrated employment, education and	
							residential precinct at Tonsley, which is expected to attract \$1 billion of private	
							investment	
Connected	Walking and Cycling			_				
	Develop a Streetscape Policy and Program of Works					In progress	Streetscape Policy developed that includes principles to enable walking and	The implementation of Streetscape Program of Works will need
		\ \ \					cycling; connectivity to destinations; sustainable landscaping; design that delivers	to integrate with the system for ongoing works such as tree
							high quality amenity; and enhancement of business and education precincts.  Identification and prioritisation of streets has commenced to develop a Program	planting, footpath renewal, drainage
							of Works.	
							http://www.marion.sa.gov.au/webdata/resources/files/Streetscape-%20Policy-June-	
							<u>2016.pdf</u>	
	A shared path constructed along Railway Tce, Ascot Park	<b>✓</b>				Completed	A shared path of 0.9km constructed	
	Provision of a 786,035km footpath network	<b>✓</b>				Completed	2014/15 - Total length of new footpaths completed - 5,586 metres 2015/16 - Total length of new footpaths completed - 1,795 metres	Partnership: Department of Planning, Transport and
	Sturt River Linear Park upgrade – Section Oaklands	<b>√</b>			(	Completed	Upgrade of approximately 2km of linear park	
	Road to Finniss St, Marion			_		0 1		Infrastructure
	Develop Mike Turtur Bikeway	✓				Completed	Public lighting installed along 2.8km of bikeway	

	Street tree program	<b>✓</b>				Ongoing	2014/15 - 1,930 street trees planted 2015/16 - 1,803 street trees planted	
MARION COMMUNITY VISION THEME	PRIORITY/STRATEGY/ACTION RELATING TO PUBLIC HEALTH	HEA STR PRIC	ALTH ATE	PUBLIC I PLAN GIC TY(S)	N	STATUS 1. in progress 2. completed 3. ongoing	ACHIEVEMENTS	COMMENTS
Innovative	Infrastructure							
	Development of Cove Civic Centre - library, community facility, enterprise hub to support small business	✓				Completed	The construction of the Cove Civic Centre completed	

#### EMERGING PUBLIC HEALTH ISSUES AND OPPORTUNITIES IN THE CITY OF MARION

#### **Physical and Mental Health Issues**

Higher than metropolitan average proportion of people with physically chronic conditions, mental health problems and psychological distress particularly in central and northern Marion

High % of adults overweight/obese, high cholesterol, high blood pressure, asthma, arthritis

High proprotion of premature mortality due to circulatory system, heart disease, cancers and self-inflicted injury

High proportion of females with osteoporosis

High % of adults with psychological distress

High % of people with multiple chronic health conditions

High proportion of hospital admissions due to mental health conditions

High % of older people not participating in sufficient physical activity

High proportion than metropolitan average of children not achieving recommended amount of physical activity

#### Demographic

Increase in 85+ year olds and pensioners

Low % of young people involved in arts/ cultural activities, student leadership, and youth groups

National and international trends on people remaining independent as they age - opportunity to focus more on individual wellbeing

## **Built and Natural Environments**

Limited housing choices

Impacts of climate change

Dominance of cars causing congestion on roads and increased on-street parking demands

#### Pandemics

If a pandemic was to occur, this would have potentially catastrophic consequences for the health of the community

The City of Marion has established an internal Emergency Management Working Group which is considering pandemics as part of emergency management planning

## Cryptosporidium

There has been an increase in the incidents of Cryptosporidium in public swimming pools during the 2014/2015 and 2015/2016 summer seasons

SA Health notifies the City of Marion of people affected by Cryptosporidium and what public swimming pool or spa the person has swum or been in

Environmental Health Officers contact the relevant swimming pool or spa operator and provide educational advice and information in line with information and advice available from SA Health

## Increase in the number of temporary Food Premises and Home Businesses

There has been an increase in the number of people establishing temporary food premises and the number of home businesses

This has posed a challenge within the current resources to inspect home businesses and provide information and advice regarding safe food handling, preparation and storage, to prevent food poisoning

## CITY OF MARION **GENERAL COUNCIL MEETING 27 SEPTEMBER 2016**

**Originating Officer: Rhiannon Hardy - Policy Planner** 

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

Limited Club Licence Application - Vietnam Veterans' Subject:

**Federation** 

Report Reference: GC270916R13

#### REPORT OBJECTIVES AND EXECUTIVE SUMMARY

This report outlines an application made by the Vietnam Veterans Federation for a Limited Club Licence for the premises located at 71A Addison Road, Warradale.

The application has been referred to Council to enable Council to make comments to the Office of Liquor and Gambling.

## **RECOMMENDATIONS (2):**

**DUE DATES** 

#### **That Council:**

- 1. Provides the Liquor and Gambling Commissioner with a 27 September 2016 summary of the concerns residents have raised during the council public notification process.
- 2. Endorses the submission contained in Appendix 4 which 27 September 2016 recommends that Council advise the Liquor and Gambling Commissioner and the applicant that Council has concerns regarding the impact of the proposed Limited Club Licence on the amenity of nearby residential properties, but supports the licence in principle, subject to the recommended conditions.

#### BACKGROUND

An application has been made by the Vietnam Veterans' Federation SA Branch Inc. (the Federation) for a Limited Club Licence at 71A Addison Road, Warradale for the sale and consumption of alcohol to the Club's members and guests of members.

The hearing for the proposed licence has been adjourned by the Liquor and Gambling Commissioner for six (6) months to allow Council to undertake public consultation and formalise its comments. It is likely that the licence will be reassigned a hearing date within 10 business days after the Council's comments are received.

#### **ANALYSIS**

## **Proposal**

The subject land is located at 71A Addison Road, Warradale. The site is bordered by 3 vacant parcels of land to the east, which are owned by the Department of Planning, Transport and Infrastructure (DPTI). The Seaford Railway Line runs along the north-western side of the land. Residential properties are located south of the land on Addison Avenue. An aerial photo of the subject land is contained in *Appendix 1*.

A Limited Club Licence is proposed. The licenced area encompasses the building/hall, verandah, lawn area and sheds on the subject land, and also a portion of land to the North which accommodates a carport and garden area. The proposed licensed area is illustrated on the accompanying 'Site Plan' in *Appendix 2*.

Under the Liquor Licencing Act 1997, a Limited Club Licence includes the following conditions:

- (a) the club will not, during the currency of the licence, hold a gaming machine licence;
- (b) the club will not sell or supply liquor under the licence except for consumption on the club premises by—
  - (i) a member of the club; or
  - (ii) a guest of a member who is also present on the club premises;
- (c) a member of the club will not be permitted by the club to have more than 5 guests on the club premises at any one time (or a lesser number determined by the licensing authority);

The Limited Club Licence being sought proposes the following operating hours:

2 <sup>nd</sup> and 4 <sup>th</sup> Friday of every month	10 am to 5 pm
2 <sup>nd</sup> and 4 <sup>th</sup> Saturday of every month	4 pm to midnight
Anzac Day (25 <sup>th</sup> April)	11 am to 6 pm
LongTan Day (18th August)	11 am to 8 pm
AGM (2 <sup>nd</sup> Sunday in September)	11 am to 4 pm
Melbourne Cup Day (1st Tuesday in November)	10 am to 6 pm

A copy of the request and supporting documentation is contained within *Appendix* 2.

The Federation have confirmed that only their members and guests are permitted to attend their facility and functions on the subject land; they are not open to the general public.

The Federation have also advised that the aforementioned operating hours of the proposed licence are the maximum hours; they will not be open every one of those days, but can if the need arises. They have further advised that there will be no increase in opening times as a result of the proposed liquor licence.

#### Consultation

The Liquor and Gambling Commissioner undertakes the notification of any Limited Club Licence. Such notification requests that the applicant places a notice in a paper circulated in the immediate area, a notice on the front of the property and correspondence to adjacent property owners.

In accordance with the Council's Liquor Licence Applications Policy, Council undertook its own informal public consultation to all residential properties within 100 metres radius of the subject land.

Council's public notification period ended at 5:00 pm on 1 September 2016. Seven (7) letters were received by Council in relation to the proposed licence: one (1) in favour of the proposal,

four (4) against the proposal, and another two (2) which did not raise concern with the proposed licence, but with on-street parking in the locality. The comments received are summarised below:

- Having lived across the road from the said premises for the last 15 years, have come
  to know the veterans as very good neighbours. Hence we have no objection to the
  Limited Club Licence being granted.
- 2. No objections to the licence nor with the time of trade proposed, but parking should be addressed if there are more cars due to more people frequenting the venue. Suggest that off-street car parking is provided.
- 3. Strongly oppose the granting of a Limited Club Licence. Problems previously experienced with noise, alcohol, parking, security and lack of privacy. The licence would allow operating hours where the consumption and sale of alcohol could take place across the whole outdoor and indoor area up to 52 times per year until 12 midnight on a Saturday night, compared to the 12 functions that currently occur once a month on a Friday 10 am to 5 pm. The events could have up to 200 patrons, therefore there could be up to 200 cars parked in the immediate area, causing noise and traffic congestion. Concerns regarding security. There is no need for a Club Licence in a residential area, which will have an impact on the surrounding residents.
- 4. In recent years the activities of the Federation appear to have become more frequent, which cause heavy traffic in our usually quiet street along with major parking congestion and noise (including the use of a PA system on some occasions). We strongly object to the issuing of a liquor license to the Federation because the sale and consumption of alcohol exacerbates noise, traffic and parking problems for neighbours. It also creates potential for antisocial behaviour especially late at night, which has not been a problem to date. The Federation has written that '... these are maximum hours and we will not be open every one of these days, but can if the need arises'. Even if residents accept the assurances of the current committee, we have no guarantee that future committees will apply the same approach. Furthermore, recent changes to the Act appear to provide automatic 'live entertainment' consent for all licensed premises until midnight without applying for consent from the licensing authority. The convenience of Federation members should not outweigh the right of local residents (including shift workers, young children and elderly family members) to peace and guiet during the evenings and weekends or impinge on the ability of family. friends or tradesmen to park in front of our property in our residential street within a residential zone.
- 5. This licence will enable 4 social gatherings a month. There is already limited parking in the area. I am concerned with noise associated with leaving the area, entertainment noise and people affected by alcohol. Increased traffic past my house poses noise, privacy and security issues.
- Addison Road is heavily parked on weekdays by train commuters. The propose licence will add to parking congestion; the additional parked cars will need to be actively managed.
- 7. The Federation's clubroom is located in a residential street within a residential zone. Concerned about the impact that the sale and consumption of liquor will have on noise, parking, security, privacy, health and wellbeing. Residents should have the right to quiet at night and weekends and the ability for visitors to park outside their property.

Refer to *Appendix 3* for further details of representations received by Council.

Council has sought advice from the South Australian Police (SAPOL) regarding the proposed licence. SAPOL have confirmed that they have advised the Liquor and Gambling Commissioner that they authorise the proposed licence, and that there have been no relevant incidents observed by SAPOL in the past related to 71A Addison Road, Warradale.

#### **Assessment**

## Car parking

The Federation have advised that the adjoining vacant land to the east (owned by the Department of Planning, Transport and Infrastructure) is leased by the Federation for car parking, and that very few of their members' park on the road (moreover, there are parking restrictions in front of the Federation building, houses opposite, and the turnaround at the end of Addison Road).

It is noted that the Federation currently holds events on the days and times specified in the proposed Licence, but they wish to obtain a permanent Limited Club Licence to enable the specified events to be held without applying to the licensing authority for each event separately. As such, the Federation have asserted that the proposed licence will not result in an increase in the number of events held, nor an increase in patronage or operating hours. If these assertions are true, the licence should not produce an increase in car parking demand.

If these assertions are not correct, it is noted that the subject land has existing land use rights as a non-residential club. These existing use rights do not include a limit on the number of patrons/members or hours of operation. This means that, if the Federation chose to increase its hours of operation or number of patrons (notwithstanding the proposed liquor licence), such activities would not require development authorisation under the Development Act 1993. Consequently, issues with car parking could arise that are outside the authority of the Council, irrespective of whether the liquor licence is granted approval or not. However, as detailed below, the proposed hours of operation for the liquor licence should not substantially increase the current operations of the Federation.

## Hours of operation

The proposed licence incorporates the following operating days/hours:

- 4 annual events, with hours ranging from 10am to 8pm;
- 2<sup>nd</sup> and 4<sup>th</sup> Friday of every month from 10am to 5pm; and
- 2<sup>nd</sup> and 4<sup>th</sup> Saturday of every month from 4pm to midnight.

The operating hours of the first two points are considered appropriate, as they are unlikely to cause unreasonable noise impacts to nearby residential properties during normal sleeping hours.

The third point relating to bi-monthly events on Saturday evenings proposes operating hours until midnight. Council's Liquor Licence Applications Policy recommends that premises which incorporate outdoor areas that are in close proximity to residential properties cease operation at 11pm on Saturdays. The Federation have agreed for a condition to be imposed on the licence which requires that liquor must not be consumed or sold in outdoor areas after 11 pm. A condition to this effect is detailed in *Appendix 4*.

#### **Noise**

The premises does not incorporate specific noise attenuation measures, apart from the buffer of Addison Road between the premises and nearby residential properties to the south. However, it is acknowledged that the proposed licensed events occur infrequently and with limited operating hours compared with other licensed venues. In order to ensure that potential

noise and amenity issues are further minimised, the following conditions are recommended to be attached to the licence:

- There shall be no consumption or sale of alcohol on any external verandah or in any outdoor area after 11 pm.
- All entertainment shall cease one hour prior to closing time.
- There shall be no noise-creating entertainment on any external verandah or in any outdoor area.
- The Licensee shall at all times ensure that noise levels are in accord with EPA Guidelines and the Liquor Licensing Regulations.
- All external doors and windows are to be closed when the "in-house" sound system is
  in use (other than for playing low level background music), live entertainment is being
  undertaken or a jukebox is available for use.
- No garbage or refuse, including empty bottles and cans, is to be moved from inside the premises to outside storage bins/areas between the hours of 11pm and 7am the following morning.
- Garbage or refuse, including empty bottles and cans, is not to be available for collection by waste disposal or similar operators (other than operators employed or organised by the City of Marion) between the hours of 11pm and 7am the following morning.
- The Licensee shall have displayed at all exits from the premises clearly visible signs with wording that reflects that patrons should leave the premises as quietly and quickly as possible to reduce disturbance to nearby residents.

It is noted that the Liquor Licensing Act 1997 was amended in December 2015 to allow all licensed premises to provide live entertainment between 11am and midnight without applying for consent from the licensing authority. Due to the proximity of the subject premises to residential properties, it is recommended that Council further advise the Liquor and Gambling Commissioner that it does not consent to the proposed licence if it is implicated that live music can be provided until 12 midnight, and only consents to the proposed licence if the abovementioned operating hours and conditions of consent can be enforced.

## **CONCLUSION**

For the reasons outlined in the report, it is recommended that the Liquor and Gambling Commissioner and the applicant be advised that Council has concerns regarding the impact of the proposed Limited Club Licence on the amenity of nearby residential properties, but supports the licence in principle, subject to the recommended conditions. A letter to this effect is contained within *Appendix 4*.

## **APPENDICES**

Appendix 1: Locality Map

Appendix 2: Copy of the request and supporting documentation

Appendix 3: Copy of Representations

Appendix 4: Letter to the Liquor and Gambling Commissioner

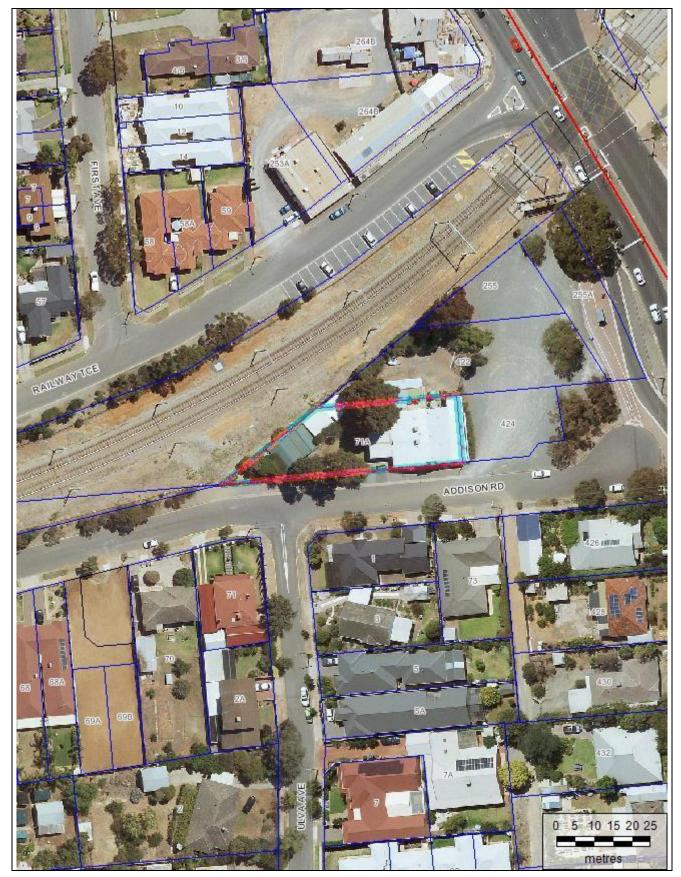




## **71A Addison Road, Warradale** Locality Plan

Map Width: 172 m

Created by dev Monday, 5 September 2016



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

## FORM 1

## LIQUOR LICENSING ACT 1997 NOTICE OF APPLICATION

VIETNAM VETERANS' FEDERATION SA BRANCH INC. HAS APPLIED TO THE LICENSING AUTHORITY FOR A LIMITED CLUB LICENCE IN RESPECT OF THE PREMISES SITUATED AT 71A ADDISON ROAD WARRADALE 5046 AND TO BE KNOWN AS VIETNAM VETERANS FEDERATION SA BRANCH INC.

THE APPLICATION HAS BEEN SET DOWN FOR HEARING ON 02/09/2016. ANY PERSON MAY OBJECT TO THE APPLICATION BY LODGING A NOTICE OF OBJECTION IN THE PRESCRIBED FORM WITH THE LIQUOR AND GAMBLING COMMISSIONER (AND SERVING A COPY OF THE NOTICE ON THE APPLICANT) AT LEAST 7 DAYS BEFORE THE HEARING DATE (VIZ 26/08/2016).

THE APPLICANT'S ADDRESS FOR SERVICE IS: C/-ROBIN CARBINS 71A ADDISON ROAD, WARRADALE 5046

THE APPLICATION AND CERTAIN DOCUMENTS AND MATERIAL (INCLUDING PLANS) RELEVANT TO THE APPLICATION MAY BE INSPECTED WITHOUT FEE AT THE CUSTOMER SERVICE CENTRE, 91 GRENFELL STREET, ADELAIDE SA 5000, DURING A PERIOD SPECIFIED BY THE LIQUOR AND GAMBLING COMMISSIONER. PH: 8226 8655 FAX: 8226 8512 EMAIL: APPLICATIONS@AGD.SA.GOV.AU

DATED: 29/07/2016

APPLICANT: VIETNAM VETERANS' FEDERATION SA BRANCH

INC.

## FORM 2

# LIQUOR LICENSING ACT 1997 NOTICE OF APPLICATION

VIETNAM VETERANS' FEDERATION SA BRANCH INC. HAS APPLIED TO THE LICENSING AUTHORITY FOR A LIMITED CLUB LICENCE IN RESPECT OF THE PREMISES SITUATED AT 71A ADDISON ROAD WARRADALE 5046 AND TO BE KNOWN AS VIETNAM VETERANS FEDERATION SA BRANCH INC.

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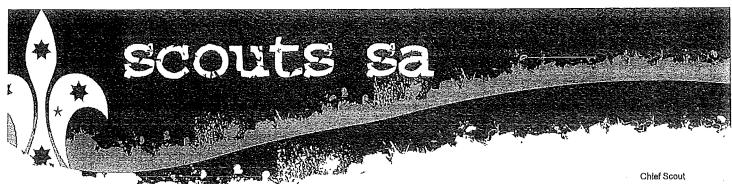
THE APPLICATION AND CERTAIN DOCUMENTS AND MATERIAL (INCLUDING PLANS) RELEVANT TO THE APPLICATION MAY BE INSPECTED WITHOUT FEE AT THE CUSTOMER SERVICE CENTRE, 91 GRENFELL STREET, ADELAIDE SA 5000, DURING A PERIOD SPECIFIED BY THE LIQUOR AND GAMBLING COMMISSIONER.

PH: 8226 8655 FAX: 8226 8512

EMAIL: APPLICATIONS@AGD.SA.GOV.AU

DATED: 29/07/2016

APPLICANT: VIETNAM VETERANS' FEDERATION SA BRANCH INC.



6 July 2016

His Excellency Rear Admiral Kevin Scarce AC, CSC, RANR Governor of South Australia

Scouts Australia (SA) is Honoured by the Special Patronage of the following Prominent South Australians:

Sir Eric Neal AC, CVO. Mr Robert Champion de Crespigny AC Mr David Hunt AO, QPM Major General Neil Wilson AM, RFD

Mal Thiele Vietnam Veterans Federation 71a Addison Road WARRADALE SA 5046

Dear Mal

## LIQUOR LICENCE

I refer to the Federations request for a club liquor licence.

Scouts SA has no objection to the application.

Please forward a copy of the licence when received for our records.

I can be contacted on 8130 6000 if you wish to discuss this further.

Yours Sincerely

yesterday's values today's adventure tomorrow's leaders

be active.

**SCOUTS SA** 211 Glen Osmond Road Frewville SA 5063

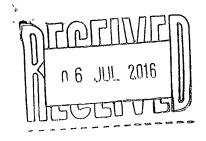
PO Box 25 Fullarton SA 5063

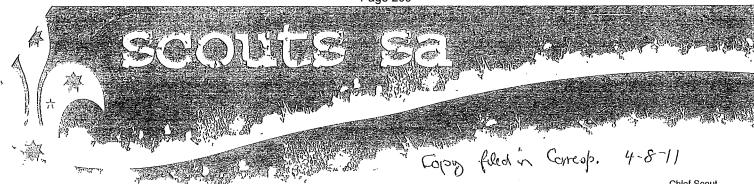
08 B130 6000 08 B130 6010 fax hg@sa.scouts.com.au www.sa.scouts.com.au

The Scout Association of Australia Incorporated by Royal Charter G. F.

Grant Fergusson
PROPERTY MANAGER

grant@sahq.scouts.com.au





His Excellency Rear Admiral Kevin Scarce AC, CSC, RANR Governor of South Australia

Scouts Australia (SA) is Honoured by the Special Patronage of the following Prominent South Australians

> Sir Fric Neal AC, CVO Mr Robert Champion de Crespigny AC Mr David Hunt AO, QPM Major General Neil Wilson AM, RFD



28 July 2011

John Gillman President Vietnam Veterans Federation 71a Addison Road WARRADALE SA 5046

Dear John

## SCOUT HALL - ADDISON ROAD, WARRADALE

I refer to our recent telephone discussion and my letter dated 24 June 2010 an extension of the current lease until 2024.

The new extension will be as per the following:

Lease term: 10 years commencing on 1 October 2014

**Rent:** Reviewed every two year as per current agreement.

Outgoings: All outgoings including SA Water, Council rates, Emergency Services Levy, white ant treatment etc to be paid by the lessee.

All other terms and conditions will be as per the current agreement which expires on 30 September 2014.

Please note that the current rent of \$25.00 per week has not been increased since October 2006.

Please contact me on 8130 6000 if you wish to discuss this further.

Yours Sincerely

Adelaide SA 5000 28 8359 2399 08 8359 2012 fax accounts@sahq.scouts.com.au

yesterday's values

today's adventure tomorrow's leaders

scours sa 211 Glen Osmond Road

PO Box 25

Frewyille SA 5063

Fullarton SA 5063

accounts section 210 Rundle st

08 8130 6000 08 8130 6010 fax hg@sa,scouts.com.au www.sa.scouts.com.au

The Scout Association of Australia ricorporated by Royal Charter

Grant Fergusson PROPERTY MANAGER



## Page 210



## VIETNAM VETERANS' FEDERATION SOUTH AUSTRALIAN BRANCH INC.

71a Addison Road, Warradale, SA 5046

Telephone: (08) 8296 2411 - Fax: (08) 8296 2500

Email: vvisa@tpg.com.au

ABN 42789785573

12th August 2016

To the Resident,

With reference to a recent notice delivered to you regarding the application for a Limited Club Licence for the Vietnam Veterans Federation, we felt a more detailed notice was required.

The Federation has been here for the past sixteen years, and has applied to the Licensing Court for every occasion that a Liquor Licence was (is) required. The Licensing Court has now advised that our "One Off Licences" have become so regular, that they are now not "One Off's" and we must apply for a Limited Club Licence. We have applied in the past for a Limited Club Licence but the process was so complicated that the idea was abandoned, even though the cost is much greater using single event licences. The Licensing Court advised us that the process now is much simpler, (we haven't found that).

The Federation now has no choice, but to apply for a Limited Club Licence, (emphasizing the LIMITED) saving the club about \$1000.00 per year, money better spent on Veteran's needs.

The federation at all times only allows members and their guests to attend our facilities and functions; they are not open to the general public.

The Licence will be limited to the following opening hours, however these are the maximum hours and we will not be open every one of these days, but can if the need arises. All our fundraising events will revolve around these days, as has happened in the past; therefore there will be no increase in opening times.

2<sup>nd</sup> and 4<sup>th</sup> Friday of every month, 10.00am to 5pm.

2<sup>nd</sup> and 4<sup>th</sup> Saturday of every month, 4pm to Midnight (maximum use 3 times per year last 4 years)

25th April. ANZAC Day, 11.00am to 6.00pm.

18<sup>th</sup> August, Long Tan Day, 11am to 6.00pm.

2<sup>nd</sup> Sunday in September, our AGM, 11.00am to 4pm.

1st Tuesday in November, Melbourne Cup Day, 10.00am to 6.00pm.

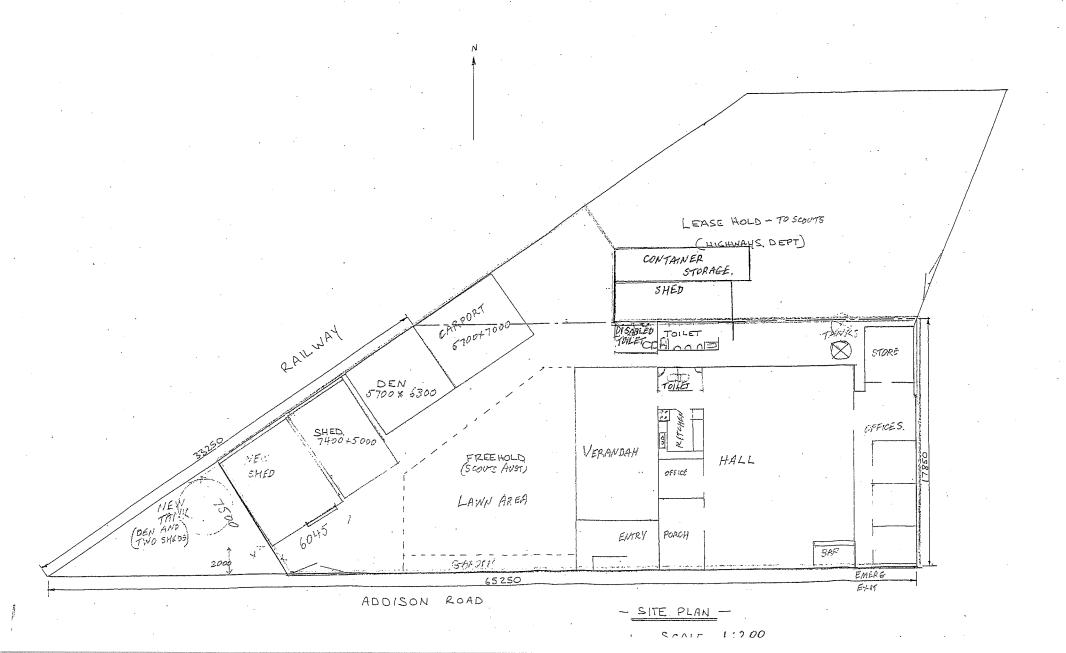
The second Friday of every month has always been our monthly BBQ lunch day and this is the only regular open day with a liquor licence. The club is also open Monday to Thursday 10.00am to 3.00pm, but no alcohol served.

Hoping the above information helps to clarify our application for a Limited Club Licence.

Yours Sincerely

**Robin Carbins** 

Licence Applicant for the VVF Committee.



Ann E Shearing

31 August 2016



Senior Policy Manager Planning Department City Of Marion

Dear Sir

Notice of Application for a Limited Club Licence Vietnam Veterans Federation – 71A Addison Road, Warradale

I refer to your letter dated 10 August 2016

The Council should be aware that Addison Road is heavily parked on weekdays as a defacto car park for train commuters from Oaklands Railway Station.

This proposal will add to the parking congestion as the hall operation times and commuter times overlap in many cases; the additional parked cars will need to be actively managed for the sake of local residents .

Yours sincerely

Ann Shearing

Owner

## SENIOR PLANNING OFFICER

City of Marion
PO Box 21
OAKLANDS PARK 5046

Liam and Mary McKeough	
AMORIVEO	
CITY OF MARION	
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File No:	
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7. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1.	

RE; Application for a Limited Club Licence at Vietnam Veterans Federation Clubrooms at 71a Addison Road, Warradale.

Thank you for the notification of the above application.

Having lived across the road from the said premises for the last 15 years, we have come to know the veterans as very good neighbours.

They provide an excellent venue for their members, offering friendship, craft activities and general support to each other.

Hence we have no objection to the Limited Club Licence being granted.

Yours sincerely

Seamy No Keough.

CITY OF MARION DEVELOPMENT SERVICES

RECEIVED



## Application for Limited Club Licence at Vietnam Veterans Federation clubrooms at 71A Addison Road, Warradale

to: david.melhuish

16/08/2016 02:08 PM

1 attachment

pastedGraphic.pdf

#### Hello David

Further to our telephone conversation today, my husband, Dean and I have no objections whatsoever with the Limited Club Licence nor with the times of trade indicated.

Today we received a letter from The Vietnam Veterans' Federation detailing more information regarding the need to apply for this licence. It is indicated that The Licensing Court has advised the Federation that the One Off licence they normally use will no longer suffice and they have to apply for this limited licence so that they can continue to operate as they have in the past.

So, based on that information, as far as any impact on the neighbourhood is concerned, we would assume that nothing will change. Of course, **IF** it turns out that there are more cars due to more people frequenting the venue, the issue of parking would then need to be addressed.

The reason we bring this parking query to your attention is:

We reside in Ulva Avenue and there are already parking issues with the extra cars parking in our street due to the many amenities in the area and of course all the extra houses that have been built and being built in our street. The extra houses and therefore extra residents and therefore extra vehicles have resulted in more cars parking overnight on the road. Not only is Ulva Avenue a destination for parking for the train, swimming centre etc., it is also used as a traffic thoroughfare for both local traffic and those travelling between Brighton and Morphett Roads. Ulva Avenue is narrow with two 'dog legs' in it, so there are many safety issues. If there is an increase in patronage to the club and there isn't offstreet parking for this venue, then we are of the opinion it will lead to congestion and perhaps damage to vehicles, let alone the regularity of car doors slamming and cars revving up late at night on Saturdays in this residential street. Perhaps the vacant site next to the clubrooms could be utilised for patron parking if need be.

Should you wish to discuss this with us, you can phone us on:

Dean: Jane:

Best regards

Jane Dempster



## **Rhiannon Hardy**

From:

Kirstin Wache

Sent:

Thursday, 25 August 2016 3:32 PM

To:

David Melhuish

Subject:

Objection to liquor license application by the Vietnam Veterans Federation

Hi David,

We would like to advise Marion Council of our strong objection to the application by the Vietnam Veterans Federation (VVF) for a limited club licence at their clubroom on Addison Rd, Warradale. The reasons for our objection are set out below.

We live diagonally across from the VVF clubroom and have owned our property for 17 years. We value our home as a peaceful retreat from a hectic working week and it plays an important role for our wellbeing.

The VVF has operated from the Addison Road clubroom for many years and until recently they have caused minimal disruption to our rest time at home. We have accepted this inconvenience because we support the mission of the VVF to 'actively pursue the welfare and health of ... veterans'. However in recent years the activities of the VVF appear to have become more frequent. This fact is acknowledged by the VVF in a recent letter to residents which stated that 'The Licensing Court has now advised that our "One Off Licences" have become so regular, that they are now not "One Off's" and we must apply for Limited Club Licence'. These now regular events cause heavy traffic in our usually quiet street along with major parking congestion and noise (including the use of a PA system on some occasions). We only recently became aware that the VVF has been operating a bar in their clubroom and we believe that this is contributing to increased activity and associated problems for neighbours.

We strongly object to the issuing of a liquor license to the VVF because the sale and consumption of alcohol at the VVF exacerbates noise, traffic and parking problems for neighbours. It also creates potential for antisocial behaviour especially late at night, which has not been a problem to date.

The VVF has applied for a Limited Club License, which could potentially allow members and their guests to buy and consume alcohol late into the evening on almost every day of the year. The VVF has placed some limitations on these hours but the specified times still reflect approximately 4 times the frequency of past activities and include trading until midnight on 24 occasions each year. The VVF has written that 'The Licence will be limited to the following opening hours, however these are maximum hours and we will not be open every one of these days, but can if the need arises. All our fundraising events will revolve around these days, as has happened in the past; therefore there will be no increase in opening times'. This statement is not at all reassuring to residents because it leaves the option open to trade during all approved hours 'if the need arises'. Even if residents accept the assurances of the current VVF committee, we have no guarantee that future committees will apply the same approach.

Furthermore, recent changes to the Act appear to provide automatic 'live entertainment' consent for all licensed premises...

"From 20 December 2015 licensed premises will be able to provide live entertainment between 11am and midnight without applying for consent from the Liquor and Gambling Commissioner or Licensing Court (the licensing authority)."

Source: <a href="http://www.cbs.sa.gov.au/licensing-and-registration/liquor/">http://www.cbs.sa.gov.au/licensing-and-registration/liquor/</a>

This could result in additional noise and nuisance to neighbours late into the night on a regular basis. Once again, even if the current VVF committee does not intend to provide entertainment future committees may adopt different approaches.

We urge the Council to consider the negative impact that a liquor license will have on local residents and to oppose the application. The Warradale pub is only a short walk away for VVF members who need to buy a drink. The convenience of VVF members should not outweigh the right of local residents (including shift workers, young children and elderly family members) to peace and quiet during the evenings and weekends or impinge on the ability of family, friends or tradesmen to park in front of our property in our residential street within a residential zone.

We also contend that the regular sale of liquor to members and guests at the clubroom constitutes a 'change in use' of the land which has historical use only as a scout hall. We believe that this constitutes a non-complying development in a residential zone and as such the VVF should have sought council approval and residents should have been given an opportunity to object. We would appreciate it if Council could investigate whether the VVF has breached planning rules and take appropriate action.

Dale & Kirstin Wache

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#### **Rhiannon Hardy**

From:

Cindy Flower

Sent:

Wednesday, 31 August 2016 4:41 PM

To:

David Melhuish

Subject:

Vietnam Veterans liquor licence

#### Hi David

I would like to object to the application for a liquor licence at the Vietnam Veterans federation club rooms. I live at the end of Ulva Ave closest to the club rooms.

#### My reasons for objecting are:

Whilst they say they don't plan to, this licence will enable 4 social gatherings a month There is already limited parking in the area I have a young daughter whose room is at the front of the house - I am concerned with noise associated with leaving the area, entertainment noise and people affected by alcohol. Increased traffic past my house poses noise, privacy and security issues.

Thank you for the opportunity to provide my comments.

#### Regards

Cindy

Sent from my iPhone

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CITY OF WARION DEVELOPMENT SERVICES

Objection to Application for a Limited Club License Premises: 71A Addison Rd, Warradale SA 5046

Applicant: Vietnam Veterans Federation SA Branch Inc.

We would like to submit our strong objection to the above application. We live directly opposite the VVF on Addison Road and have lived and owned our property for 24 years. The premises are owned by Scouts SA, and were occupied as a Scout Hall when we purchased our residence in 1992. When the scout group finished in 1997, the hall was "hired out" regularly, and it created an enormous amount of problems which we have experienced first-hand in the past, such as noise, alcohol, parking, security problems, along with lack of privacy. Scouts SA did not take residents into consideration in their decision to hire out.

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The VVF became the next tenant, and a limited club license was applied for in 2002,(Scouts SA the landlord, did not consider residents then or now when giving the VVF permission to apply) the application was opposed by residents, and was not passed by The Licensing Court, hence the requirement for a single event licence for the consumption & sale of alcohol, to cover the once a month Friday BBQ which has often been an inconvenience to us, however we have "just put up with it" and we have tolerated it for many years.

There are many reasons why we strongly object to a liquor licence for the sale & consumption of alcohol on the VVF premises, and we would like these reasons to be taken into serious consideration, as it will cause disturbance, inconvenience, impacting negatively on our privacy & quality of life in our residential area.

- The licence would allow, operating hours where the consumption and sale of alcohol
  can take place across the whole outdoor and indoor area up to 52 times per year,
  compared to the 12 functions that currently occur once a month, on a Friday
  10.00am-5.00pm. With the possible 52 events per year, 24 of them can have the
  sale of alcohol until midnight on a Saturday night.
- The events could have up to 200 patrons; therefore there could be up to 200 cars parked in the immediate area, causing noise and traffic congestion, with lack of parking for residents and their visitors. This could also equate to noise and traffic up to and after midnight 24 times per year. We have no guarantees these events would be limited to 3 times a year, as the licence applied for can allow 24 functions per year until midnight on a Saturday night.
- With the possibility of 200 patrons attending at any one function, we have concerns regarding security, and whether the police be advised when these functions take place.
- The distance from our front boundary to the VVF fence is a mere 14m. Currently when there is a BBQ event on a Friday, many patrons stand at the fence socializing, which impacts our privacy. One of us often work from home, so when there is a function, it impacts the way business can be conducted, as we cannot leave the front door open, due to noise from people socializing, as well as noise from applause along with a PA system that can be in operation during these events. As there is such a large amount of cooking at the BBQ, the odour also permeates through our house; hence we are unable to have windows or the front door open.

- One of us is a shift worker, and value the little time of peace and privacy at our residence out of working hours. The sale & consumption of alcohol at functions on the VVF premises up to 52 times a year, will cause disturbance and inconvenience, which would then have a negative impact on our health & privacy, when we should be able to live in our home with peace, privacy and quietness, able to recharge for the working week, not to be disrupted in our leisure time.
- The VVFs "What We Do" page states that The VVF exist to actively pursue the Welfare & Health of Veterans & their Families. We question how the selling & supplying of liquor will achieve this outcome.
- We strongly feel there is no need for a club licence to sell & consume alcohol in a residential area, which will have an impact on the surrounding residents. If there is such a need for alcohol, the Warradale Hotel has rooms where clubs currently hold their meetings, whilst able to consume alcohol.

We strongly oppose the granting of a Limited Club Licence at 71A Addison Rd. Being a residential area, we urge the commissioner to reject the granting of this licence, as we do not see how the licensing authority can be satisfied that the sale & consumption of alcohol of up to 200 people at any one time, will not have an adverse impact on the objectors and residents.

Heather Montgomery & James Demetriou

James Demetriou

**Heather Montgomery** 

CITY OF MARION DEVELOPMENT SERVICES

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Objection to Application for a Limited Club Licence Premises: 71A Addison Rd, Warradale SA 5046 Applicant: Vietnam Veterans Federation SA Branch Inc.

I would like to register my objection to the application for a Limited Club License by the Vietnam Veterans Federation SA.

The Vietnam Veterans Federation clubroom is situated in a residential street within a residential zone.

I have been a resident of since 1969, and I am now over 90 years of age. This year I have spent a considerable amount of time in 3 hospitals. I have had ongoing physio, I have to use a number of walking aids, and I cannot walk far, as well as having ongoing health problems.

I live alone, and as mentioned I am over 90. I fear and feel very insecure about the impact that the noise, parking, security and privacy, will have on my health and wellbeing with the granting of a license to the VVF, for the sale and consumption of liquor.

Residents should have the right to quiet at night and weekends and the ability for visitors to park outside their property.

Yours sincerely,

Q. S. Hastwell

Pearl Hastwell

26/8/2018

CITY OF MARION DEVELOPMENT SERVICES

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#### **APPENDIX 4**

28 September 2016

Consumer & Business Services GPO Box 1719 Adelaide SA 5001

Dear Sir/Madam

#### Re: Proposed Limited Club Licence at 71A Addison Road, Warradale

I write in relation to the abovementioned licence application by the Vietnam Veterans' Federation.

Upon receipt of the application, Council undertook undertook its own informal public consultation to all residential properties within 100 metres radius of the subject land.

Seven (7) letters were received by Council in relation to the proposed licence: one (1) in favour of the proposal, four (4) against the proposal, and another two (2) which did not raise concern with the proposed licence, but with on-street parking in the locality. The comments received are summarised below:

- 1. Having lived across the road from the said premises for the last 15 years, have come to know the veterans as very good neighbours. Hence we have no objection to the Limited Club Licence being granted.
- 2. No objections to the licence nor with the time of trade proposed, but parking should be addressed if there are more cars due to more people frequenting the venue. Suggest that off-street car parking is provided.
- 3. Strongly oppose the granting of a Limited Club Licence. Problems previously experienced with noise, alcohol, parking, security and lack of privacy. The licence would allow operating hours where the consumption and sale of alcohol could take place across the whole outdoor and indoor area up to 52 times per year until 12 midnight on a Saturday night, compared to the 12 functions that currently occur once a month on a Friday 10 am to 5 pm. The events could have up to 200 patrons, therefore there could be up to 200 cars parked in the immediate area, causing noise and traffic congestion. Concerns regarding security. There is no need for a Club Licence in a residential area, which will have an impact on the surrounding residents.
- 4. In recent years the activities of the Federation appear to have become more frequent, which cause heavy traffic in our usually quiet street along with major parking congestion and noise (including the use of a PA system on some occasions). We strongly object to the issuing of a liquor license to the Federation because the sale and consumption of alcohol exacerbates noise, traffic and parking problems for neighbours. It also creates potential for antisocial behaviour especially late at night, which has not been a problem to date. The Federation has written that '... these are maximum hours and we will not be open every one of these days, but can if the need arises'. Even if residents accept the assurances of the current committee, we have no guarantee that future committees will apply the same approach. Furthermore, recent changes to the Act appear to provide automatic 'live entertainment' consent for all licensed premises until midnight without applying for consent from the licensing authority. The convenience of Federation members should not outweigh the right of local residents (including)

shift workers, young children and elderly family members) to peace and quiet during the evenings and weekends or impinge on the ability of family, friends or tradesmen to park in front of our property in our residential street within a residential zone.

- 5. This licence will enable 4 social gatherings a month. There is already limited parking in the area. I am concerned with noise associated with leaving the area, entertainment noise and people affected by alcohol. Increased traffic past my house poses noise, privacy and security issues.
- 6. Addison Road is heavily parked on weekdays by train commuters. The propose licence will add to parking congestion; the additional parked cars will need to be actively managed.
- 7. The Federation's clubroom is located in a residential street within a residential zone. Concerned about the impact that the sale and consumption of liquor will have on noise, parking, security, privacy, health and wellbeing. Residents should have the right to quiet at night and weekends and the ability for visitors to park outside their property.

Council acknowledges that the subject premises is located in close proximity to residential properties and has the potential to cause unreasonable impact to neighbourhood amenity if the Federations' operations are not appropriately managed.

For these reasons, Council is only supportive of the proposed Limited Club Licence if the following conditions are imposed on the licence:

1. The liquor licence shall operate within the following times only:

2 <sup>nd</sup> and 4 <sup>th</sup> Friday of every month	10 am to 5 pm
2 <sup>nd</sup> and 4 <sup>th</sup> Saturday of every month	4 pm to midnight
Anzac Day (25 <sup>th</sup> April)	11 am to 6 pm
LongTan Day (18th August)	11 am to 8 pm
AGM (2 <sup>nd</sup> Sunday in September)	11 am to 4 pm
Melbourne Cup Day (1st Tuesday in November)	10 am to 6 pm

- 2. There shall be no consumption or sale of alcohol on any external verandah or in any outdoor area after 11 pm.
- 3. All entertainment shall cease one hour prior to closing time.
- 4. There shall be no noise-creating entertainment on any external verandah or in any outdoor area.
- 5. The Licensee shall at all times ensure that noise levels are in accord with EPA Guidelines and the Liquor Licensing Regulations.
- 6. All external doors and windows are to be closed when the "in-house" sound system is in use (other than for playing low level background music), live entertainment is being undertaken or a jukebox is available for use.
- 7. No garbage or refuse, including empty bottles and cans, is to be moved from inside the premises to outside storage bins/areas between the hours of 11pm and 7am the following morning.
- 8. Garbage or refuse, including empty bottles and cans, is not to be available for collection by waste disposal or similar operators (other than operators employed or organised by the City of Marion) between the hours of 11pm and 7:00 the following morning.

9. The Licensee shall have displayed at all exits from the premises clearly visible signs with wording that reflects that patrons should leave the premises as quietly and quickly as possible to reduce disturbance to nearby residents.

It is noted that the Liquor Licensing Act 1997 was amended in December 2015 to allow all licensed premises to provide live entertainment between 11am and midnight without applying for consent from the licensing authority. Due to the proximity of the subject premises to residential properties, Council does not consent to the proposed licence if it is implicated that live music can be provided until 12 midnight. Council only consents to the proposed licence if the abovementioned operating hours and conditions of consent can be enforced.

Should you have any questions regarding the above, please don't hesitate to contact me on the details below.

Kind regards,

### Rhiannon Hardy Policy Planner

Phone: 8375 6600

Email: council@marion.sa.gov.au

Cc: olgc@agd.sa.gov.au

vvf@tpg.com.au

Originating Officer: Colin Heath, Manager Contracts & Operations Support

Manager: Colin Heath, Manager Contracts & Operations Support

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Procurement and Contractor Management Policy

Report Reference: GC270916R14

#### **REPORT OBJECTIVE**

To seek Council approval of the revised Procurement and Contractor Management Policy.

#### **EXECUTIVE SUMMARY**

Section 49 of the *Local Government Act 1999 (SA)* requires council to develop and maintain procurement policies, practices and procedures directed towards

- obtaining value in the expenditure of public money; and
- · providing for ethical and fair treatment of participants; and
- ensuring probity, accountability and transparency in procurement operations.

The City of Marion's Procurement and Contractor Management Policy has been revised to support and enhance the City of Marion's procurement processes. The purpose of this report is to seek Council endorsement of the policy.

#### **RECOMMENDATION (1)**

**DUE DATES** 

#### **That Council:**

1. Endorses the Procurement and Contractor Management Policy 27 Sept 2016 (Appendix 1).

#### **BACKGROUND**

During 2015 two reviews were undertaken in relation to contractor management processes within the City of Marion:

- April 2015 BDO undertook an efficiency and effectiveness review of current practices for contractor management to identify any gaps and/or opportunities for improvement, and identified a range of recommendations
- September 2015 the LGA Workers Compensation Scheme (LGAWCS) undertook a WHS Audit of the City of Marion's procurement and contractor management documentation and processes against the LGAWCS Contractor Management/legislative requirements, and identified a range of proposed changes to existing documentation (some similar to the BDO recommendations)

The City of Marion's Procurement Policy has not undergone formal review since being endorsed by Council in November 2007 and it is therefore timely that the policy be reviewed and updated.

An internal review has also been undertaken to refine council's procurement policy and procedures to take into consideration:

- integration of Environmental Management System documentation
- a sample of similar sized metropolitan council's procurement policies
- current procurement practices

The revised Procurement and Contractor Management Policy (Appendix 1) is underpinned by detailed procedures. In addition to revisions to the Procurement and Contractor Management Policy (formerly Procurement Policy), major changes have been made to the following internally approved procedures as a consequence of the BDO/LGAWCS recommendations and the internal review process:

- Procurement Procedure
- Tender Evaluation Procedure
- Use of Purchase Order Procedure
- Contract Management Procedure

#### Finance and Audit Committee Feedback

At their 16 August 2016 meeting (FAC160816R7.4) the revised policy was reviewed by the Finance and Audit Committee, who provided their feedback with the following matters being discussed and recommended revisions incorporated into the updated policy attached (Appendix 1) with changes tracked:-

- Section 4.1 was confusing as it wasn't clear if the market would be tested before or after approval of budget. It was noted that the appropriate budget would need to be approved by Council prior to going to tender on any contract. This process is usually done through the Annual Business Plan and Budget process. A further Council decision would be required if the contract could not be let under the approved budget. The Committee suggested that this could be clearer within the Policy.
- Further refinement of the policy statement was required as the role of the Elected Member should be at a strategy and policy level, rather than operations of procurement.
- The Policy should be clear on the delegated authority within the organisation and that decision making should sit within these parameters.

- Probity, Accountability and Transparency should form a separate heading as 4.6 within the Policy.
- 4.9 within the Policy is a good paragraph and is being encouraged within Local Government but should be used where appropriate and not as a matter of course.
- The inclusion of the Work Health Safety for contractors is an excellent inclusion. This is not only about the selection of the contractor but should be measured through their ongoing performance. It must be connected to Council's WHS systems.

#### Summary of Changes to Policy

Major changes to the Procurement and Contractor Management Policy are summarised in the table below:

<b>Document Section</b>	Major Changes	
1- Policy Purpose	<ul> <li>added reference to section 49 of the Local Government Act 1999</li> </ul>	
2- Policy Scope	<ul> <li>expanded scope to include reference to both procurement and contractor management activities</li> <li>added policy exclusions</li> </ul>	
3 - Definitions	added definitions for Contract Administrator, Contractor and Procurement	
4 - Policy Statement	<ul> <li>removal of procedural related references which are incorporated into procedures underpinning the policy</li> <li>added clearer policy statements associated with procurement and contractor management activities</li> <li>added additional procurement principles to provide clarity regarding Open and Effective Competition</li> <li>strengthened procurement principles related to Use of Local Contractors and Sustainable Procurement (recognising the desire to incorporate economic development, sustainability or social inclusion elements specific to the procurement within our market documents)</li> <li>addition of elements to strengthen our policy position related to work health safety and contract management responsibilities</li> </ul>	
5 - Contract Management	<ul> <li>strengthened responsibilities of contract administrators</li> </ul>	
6 - Delegations	<ul> <li>changed reference to a delegation framework to the Schedule of Delegations and Sub-delegations</li> </ul>	

#### **CONCLUSION**

The revised Procurement and Contractor Management Policy incorporates enhancements recommended by recent external and internal reviews, together with feedback from the Finance and Audit Committee following their meeting on 16 August 2016.

#### **APPENDIX**

Appendix 1 – Revised Procurement and Contractor Management Policy

Page 227 APPENDIX 1

#### 1. Policy Purpose

The purpose of this policy is to provide City of Marion officers, potential suppliers, contractors and the community with a framework detailing how procurement activities and contractor management will be undertaken in the City of Marion.

This policy has been developed to address the requirements of section 49 of the Local Government Act 1999 (SA) which requires council to develop and maintain procurement policies, practices and procedures directed towards

- obtaining value in the expenditure of public money; and
- providing for ethical and fair treatment of participants; and
- ensuring probity, accountability and transparency in procurement operations.

In addition, this policy supports the requirements of section 37 and 137 of the Local Government Act 1999 (SA).

#### 2. Policy Scope

This policy covers all procurement and contractor management activities associated with the acquisition of goods, services, consultants and construction works by the City of Marion.

This policy does not cover:

- non-procurement expenditure such as sponsorships, grants, funding arrangements, donations and employment contracts; or
- the disposal of land and other assets owned by the City of Marion; or
- the purchase of land by the City of Marion

#### 3. Definitions

- "Contract Administrator" means the Council officer responsible for the management and administration of a contract.
- "Contractor" means an organisation engaged by the City of Marion to undertake defined services, Construction Work, or supply of goods.
- "Market Document" means the document used to invite offers from contractors and includes a specification or brief, conditions of contract and any other information required by contractors to provide sufficient detail for the City of Marion to make an informed decision.
- "**Procurement**" means the acquisition of any goods, services or construction works by any means, including purchasing or leasing.
- "Value for money" means the best outcome achievable when all costs and benefits (both qualitative and quantitative) over the procurement lifecycle (acquisition, use, maintenance and disposal) are considered on

a case by case basis.

#### 4. Policy Statement

With respect to procurement activities within Council:

- all procurement activities are to be undertaken by Council staff in accordance with this Policy and supporting procurement procedures and delegations. Elected Members involvement in procurement activities is to <u>approve policy and consider tender</u> recommendations put forward by staff through Council.
- the procurement method for the acquisition of goods, services, consultants and construction works
  will be determined in accordance with Council's Procurement Procedure, which incorporates under
  clause 6.1 that the City of Marion will utilise various agreements/contract types to formally engage
  contractors, including collaborative purchasing contracts (e.g. Council Solutions, LGA Procurement,
  Procurement Australia, State Government). This enables best value to be achieved.
- contract variations or extensions are to be authorised <u>strictly</u> in accordance with the relevant delegated authority process.
- the authority to provide an exemption from relevant procurement procedures will be delegated to appropriate senior officers of Council (as defined within the City of Marion Procurement Procedure).
- Procurement and Contractor Management within the City of Marion shall be consistent with and support Council's current Strategic Plan.
- procurement activities will be based on the imbedded accountability of honesty, fairness and prudent decision making, underpinned by the application of the following ten key principles:

#### 4.1. Intent to Contract

The City of Marion will only approach the market <u>through a formal tender process</u> after gaining budget approval, <u>which is typically imbedded through the annual business plan and budget process</u>, and any other internal approval required for the proposed expenditure and with the intent to engage a contractor, subject to achieving acceptable outcomes in terms of value for money, work health safety, environmental outcomes, and risk.

This does not preclude the City of Marion approaching the market at any time to seek Where prices are sought from the market for budgeting purposes only, provided (where, that the intent shall is be made clear to the contractors).

#### 4.2. Value for Money

The City of Marion will strive to achieve the best value for money outcome in its procurement activities, with consideration to all relevant costs and benefits over the whole product life cycle from the sourcing of raw materials to disposal of goods or services being procured.

#### 4.3. Open and Effective Competition

The City of Marion will seek to provide open and effective competition by providing contractors with fair and reasonable access to opportunities to do business with Council, in line with relevant procurement procedures. Contractors will be offered feedback on unsuccessful tenders to demonstrate transparency of the procurement process.

#### 4.4. Risk Management

The City of Marion will adopt sound risk management principles in its procurement activities consistent with the corporate risk management approach. All relevant risks will be taken into consideration.

#### 4.5. Confidentiality

The City of Marion will maintain the confidentiality of information provided by contractors in any procurement process both during the process and for the period after until documents are destroyed in accordance with statutory requirements.

#### 4.6. Probity, Accountability and Transparency

The City of Marion will deal with all contractors and potential contractors on the basis of mutual trust and respect. To facilitate this, the City of Marion will act in an open and transparent manner in its procurement activities. Contractors will be treated fairly and equitably in any procurement process. The City of Marion will comply with all legislation relevant to the procurement process.

#### 4.7. Efficient Procurement Practices

Standard tender and contract documentation will be used wherever possible to ensure consistency. Panel arrangements and pre-qualification of contractors will be utilised where appropriate, to improve the efficiency of the procurement process and reduce the impact of repetitive bidding on potential contractors.

#### 4.8. Work Health and Safety

The City of Marion is committed to achieving a high level of pro-active Work Health and Safety (WHS) management during its procurement processes and <u>on-going</u> management of contracts. The City of Marion seeks to engage contractors who can demonstrate an appropriate WHS Management System (WHSMS) capability that, at a minimum, meets the City of Marion's WHS standards which will optimise safety management for workers contracted by the City of Marion. As a minimum, this will be:

 compliance to the Work Health, Safety Act, 2012 (and all associated Regulations, Codes of Practice and Standards),

- cooperating with any safety policies, procedures and information provided by the City of Marion, and
- identifying hazards associated with work being undertaken and ensuring all identified hazards are managed in accordance with the WHS legislation.

Additional work health and safety requirements specific to the procurement and contractor management will be advised in the Market Document.

The City of Marion's contractor management system will provide for the

- selection of contractors with appropriate safety controls,
- the exchange of information between the City of Marion and its contractors to facilitate the identification of hazards and appropriate risk management, and
- the appropriate monitoring of the <u>on-going performance of the</u> contractors engaged.

#### 4.9. Environmental Management

The City of Marion recognises it has an important role in environmental management, through its procurement activities and contractor management.

When engaging contractors, the City of Marion requires a minimum standard of environmental management which includes:

- compliance with all applicable environmental laws, protection policies, guidelines, codes of practice, and/or the condition of any licence or approval obtained from the Environment Protection Authority (EPA); and
- requirements to conduct their operations in an environmentally sensitive manner.

Additional environmental requirements specific to the procurement will be advised in the Market Document.

#### 4.10. Use of Local Contractors and Sustainable Procurement

Where appropriate, economic development, sustainability, or social inclusion elements specific to the procurement may be advised in the Market Document to reflect the City of Marion's desire to:

- promote economic development within the Southern Region of Adelaide; or
- engage contractors that seek to minimise the impact of their operations on the environment; or
- support state and national efforts to increase workforce participation, skill development and social inclusion through employment of Aboriginal people, trainees and apprentices, or local people with barriers to employment

To the extent permitted by law, the City of Marion may give preference to the engagement of local contractors (that is those operating within the City of Marion Council area boundaries) when all other commercial factors are considered equal. The definition of 'local' may vary, depending on the identified geographic market for the relevant procurement activity.

#### 5. Contract Management

#### 5.1. Competence of Contract Administrators

Officers required to manage contracts will be adequately trained to carry out those duties and understand the rights and obligations conferred by the contract.

#### 5.2. Responsibilities of Contract Administrators

City of Marion officers responsible for the management of contracts shall ensure that:

- the administration of contracts complies with the City of Marion's Policies and Procedures
- foreseeable WHS risks relevant to contract work, including any specific WHS requirements of the contract, are identified and communicated to the Contractor
- any technical aspects of the work including risk assessments/ job safety environmental analysis/ safe work method statements are reviewed and confirmed
- key environmental aspects are identified prior to construction activities and communicated to the Contractor
- any training or induction required to be undertaken by the Contractor prior to commencing work is completed
- appropriate monitoring is undertaken of WHS and environmental management systems and work practices undertaken by Contractors
- the Contractor and the City of Marion comply with their respective obligations under the contract
- approval is gained for variations to the contract which are outside of the original scope, have the
  effect of varying the contract sum or alter the terms and conditions of the contract
- any claims for payment are in accordance with the contract
- approved budget funds are available to authorise payment of invoices

#### 6. Supporting Documentation

#### 6.1. Delegations

This Policy will be supported by a delegation framework that clearly identifies the responsibilities of every efficer involved in the procurement process and their The levels of authority of officers involved in the procurement process are outlined within the City of Marion Schedule of Delegations and Sub-delegations. Delegated officers will be required to sign off the procurement process at various stages. Any commitment will be confirmed in writing by either a purchase order or contract document.

#### 6.2. Procedures

The Policy will be underpinned by documented procedures that set out how City of Marion officers will undertake any procurement and contractor management activities.

#### 7. Conduct of Officers

City of Marion officers involved in the procurement process will at all times undertake their duties in an ethical and impartial manner with the highest level of integrity.

Officers will not engage in any activity that would create a conflict between personal interests and the interests of the Council. City of Marion employees are bound by a Code of Conduct which addresses issues such as conflict of interest, gifts and hospitality and improper influence.

#### 8. Complaints

Any complaint about the way in which a procurement process was undertaken can be made in accordance with Council's Complaints and Grievance Policy.

#### 9. References

#### 9.1. Procedure References

City of Marion Procurement Procedure

City of Marion Tender Evaluation Procedure

City of Marion Contract Management Procedure

City of Marion Use of Purchase Orders Procedure

#### 9.2. Other Related References

City of Marion Risk Management Policy

City of Marion Complaints and Grievance Policy

WHS Act 2012

**Environment Protection Act 1993** 

Local Government Act 1999 (SA)

#### **AUTHOR**

Manager Contracts & Operational Support

Originating Officer: Patrice Pearson, Community Engagement Coordinator

Manager: Fiona Harvey, Manager Innovation & Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: Final Community Engagement Policy

Report Reference: GC270916R15

#### REPORT OBJECTIVE AND EXECUTIVE SUMMARY

A draft Community Engagement Policy was reviewed at the Elected Member Forum on 10 May 2016, presented to Council (260716R09) for endorsement to go to consultation and placed on Council's Making Marion feedback portal for community consultation between 2 August 2016 and 26 August 2016.

A final draft Community Engagement Policy is now presented to Council for endorsement.

#### **RECOMMENDATION (1)**

**DUE DATES** 

#### **That Council:**

1. Endorses the final Community Engagement Policy as 27 Sep 2016 provided in Appendix 1.

#### **BACKGROUND**

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.

At the 26 July 2016 General Council meeting (GC260716R09) it was resolved that Council:

- 1. Endorses the draft Community Engagement Policy for public consultation as provided in Appendix 1.
- 2. Notes a final Community Engagement Policy will be presented to Council for consideration in September 2016.

The final Community Engagement Policy for Council's consideration and adoption is provided in Appendix 1.

#### **ANALYSIS**

Community consultation was undertaken from 2-26 August 2016. Feedback on the draft Community Engagement Policy was sought via Council's website through Making Marion, social media posts and Messenger's What's Happening column.

Information promoting engagement opportunities was provided via email to the following stakeholders

Edwardstown Region Business Association	Marion Historical Village Project Group
Hallett Cove Business Association	Marion Village Museum
Visitor Economy Working Group	Arts & Cultural Development data base
Tonsley Business Support Ecosystem	Marion volunteer database

The engagement was published on our front page of the City of Marion website under current consultations inviting people to read the Policy and provide feedback.

Hard copies were made available at our Administration centre, Neighbourhood Centres and Libraries with a DL flyer promoting the website, contact phone number and email.

The engagement asked people to respond to a poll question: 'Do you support the draft Community Engagement Policy?', and/or to provide comments via an online comment form.

#### Community feedback statistics

The following feedback was received from the community on the draft Community Engagement Policy:

- Making Marion online engagement saw a total of 66 people visit the website, 5 people download the document and 4 people provide a quick poll response
- 100% of people who completed the quick poll indicated they strongly support the draft Policy
- 2 written responses were received
- Social media update on Facebook on August 26: The post reached 731 people with 6
  'likes'

#### Specific feedback

The specific feedback received and our proposed response is summarised in the table below. No changes have been suggested to the draft Policy based on the submissions received.

Submission	Response
I congratulate the council for committing to openness around how much the community can influence any one decision. I think we can all accept that we can't influence everything all the time (that is why we elect representatives) as long as there is transparency around what the state of play is.	Noted.
I think the levels of communication (inform, consult, involve etc.) are also very useful definitions to work to.	
It all sounds very inclusive, but only the aware	No change to the Policy proposed
and articulate in the community are probably conscious of these opportunities to participate in decision making.	The community engagement Policy states: We value the diversity of our communities and will utilise inclusive, representative and accessible approaches.
How are all members of the wider community being kept in the loop?	Each consultation uses a variety of techniques to ensure a broad cross section of the community are invited to participate.

At a minimum, communication methods for city-wide engagements include:

- Article in our 'What's Happening' Column of the Messenger newspaper delivered to each resident in the City of Marion
- Website information including Making Marion online engagement portal
- Social media post.

Depending on the purpose of engagement we may also distribute information to the neighbourhood centres and libraries.

Project specific engagements may seek input from communities via surveys, face to face workshops, mail box drops and is determined by the scope of the project.

We always invite comments/feedback via our <a href="mailto:communityengagement@marion.sa.gov.au">communityengagement@marion.sa.gov.au</a> specific email address, all social media channels and customer service portals as well as written mail and telephone enquiries.

#### CONCLUSION

A final Community Engagement Policy is presented to Council for endorsement. It provides principles that guides the way we engage our communities and communicate decisions of the organisation.

#### **APPENDICES**

Appendix 1 – Community Engagement Policy Appendix 2 - Legislative / Policy Considerations

### **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



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	27 September 2016
Last Council review (report reference)	GC270916R
Next review due	27 September 2018
Responsibility	Manager, Innovation and Strategy

Date: 27 September 2016

#### **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

Originating Officer: Ann Gibbons, Environmental Sustainability Manager

Manager: Fiona Harvey, Manager Innovation & Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: Final Climate Change Policy

Report Reference: GC270916R16

#### REPORT OBJECTIVE AND EXECUTIVE SUMMARY

A draft Climate Change Policy was presented to Council (GC280616R17), reviewed by Council's Strategy Committee in June 2016, and placed on Council's website for a 4-week community consultation period during July 2016.

A final Climate Change Policy is now presented to Council for endorsement. This Policy will provide the context for the City of Marion's approach to responding to climate change.

#### **RECOMMENDATION (1)**

**DUE DATES** 

#### **That Council:**

1. Endorses the final Climate Change Policy as provided in 27 Sep 2016 Appendix 1.

#### **BACKGROUND**

In response to the Resilient South Regional Implementation Plan a Climate Change Policy has been drafted that will support the integration of climate change adaptation into all of Council's services and activities.

At the 28 June 2016 General Council meeting (GC280616R17) it was resolved 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.

The Policy provides overarching principles for consideration of climate change and its potential impacts on Council's operations, as well as the integration of appropriate abatement (e.g. energy efficiency) and adaptation actions into all strategic and operational activities.

Examples of this integration include the consideration of climate change impacts and opportunities in the review of the Play Space Strategy; the provision of sports infrastructure; and delivery of support services to vulnerable members of the community. This approach will enable Council to make decisions on a case-by-case basis and provide flexibility to ensure the best possible community outcomes are achieved.

The final Climate Change Policy for Council's consideration and adoption is provided in Appendix 1.

#### **ANALYSIS**

**Consultation:** Community consultation was undertaken from 1 July until 29 July 2016 in accordance with Council's Community Consultation Policy. Feedback on the draft Climate Change Policy was sought via Council's community consultation portal *Making Marion* and via the *Green Thymes* environmental e-newsletter.

The engagement was also published on our front page of the City of Marion website inviting people to read the Policy and provide feedback.

Opportunities were provided to respond to a poll question: 'Overall, what is your level of support for the Draft Climate Change Policy?', and to provide comments via an online comment form.

#### Community feedback statistics

The feedback received from the community on the draft Climate Change Policy was:

- Making Marion online engagement: A total of **125** people visited the website, **19** people downloaded the document and **14** people provided a quick poll response with **2** people supporting the Policy and **12** people strongly supporting the Policy.
- 8 written responses were received via email.

#### Specific feedback

The specific feedback received and our proposed response is summarised in the table below. The draft Policy (Appendix 1) has been revised taking into consideration the comments and responses. Changes to wording of the Policy are highlighted in yellow.

No.	Feedback received	Response
1.	value assets and rising sea levels/storm surge and should we protect or managed retreat?  Council's apparent and sea level addressed in Plan and in contract the protect of	Noted – no recommended change to the draft Policy.
		Council's approach to managing assets and sea level rise/storm surge will be addressed in the Coastal Management Plan and in ongoing review and delivery of Asset Management Plans
2.	Context: "Australia's climate is changing" Has	Noted – Also raised in no. 6 below.
	always been true and will always be true irrespective of human activity.	Update wording to "Changes to Australia's climate are being accelerated
	If we are putting this policy in place due to recognition of scientific evidence supporting accelerated changes in not only Australia's climate but the global climate, then we suggest that we state that.	by human activity"
	Perhaps "Current scientific evidence recognises that global climate change is being accelerated by human activity" or something similar.	
3.	I think it reads well.	Noted – no recommended change to the draft Policy.
4.	Context: There should be more of a delineation between building resilience to the impacts (adaptation) and reducing the magnitude of the impacts (mitigation). Mitigation = less adaptation.	Context: Noted
	<b>4.1:</b> You've introduced the term 'low carbon economy' here, so I think you need to	<b>4.1:</b> Definition for 'low carbon economy' added to section 5 of Policy

No.	Feedback received	Response
	contextualize the term above. Are we mitigating to slow down changes in the climate/ reap the economic benefits of transitioning to a low carbon economy/ saving the council money on energy bills? The answer is all of the above.	
	I think the real aim of this policy is to promote evidence based decision/ policy making. Should facilitating a change to a low carbon economy' dilute the message?	
	<b>4.2:</b> Do you want to add business/ financial planning?	<b>4.2:</b> Noted – no recommended change to the draft Policy as is already covered in 'statutory responsibilities'
	4.3: Will education and behaviour change increase community resilience (to me, building resilience = adaptation)? Or will it make communities more aware of the risks and more receptive to council activities designed to increase resilience in communities?	<b>4.3:</b> Updated wording to " increase community <u>mitigation and adaptation</u> <u>efforts and build</u> resilience"
	Isn't the purpose of educating communities to garner greater support for adaptation activities?	
	However, education and behaviour change will assist mitigation efforts, in terms of recycling/ technological choices/ reducing carbon footprints/ lifestyle changes.	
	If this policy is about getting members of the community to be more sustainable in their lifestyle choices (mitigation), this delineation needs to be made more clearly.	
	Is it a) support for council adaptation activities or b) making members of the community act in a more sustainability responsible manner?	
	<b>4.4:</b> Do you want to add something about better (evidence based) risk assessment and decision making?	<b>4.4:</b> Noted – no recommended change to the draft Policy as is addressed in principle 4.1
	<b>4.5:</b> Just regionally? Don't you currently work in partnership with the other 11 planning regions across the state? I think Resilient South has provided a great deal of support to other regions across the state.	<b>4.5:</b> Noted – no recommended change to the draft Policy as is covered/implied in reference to state-level collaboration
5.	I think it's really concise and applicable to the operations and community aspects of council. Refreshingly free of jargon or scientific/political flavour.	Noted
	The Principles are excellent and I hope it has grab when applied to activities etc., particularly 4.2.	Noted
	Scope: Suggest change to "Council's communication and collaboration with the community and regional partners to mitigate against climate change and to help our residents, businesses and local ecosystems to build resilience/adapt to the impacts of a changing climate."	Scope: Change wording to "Council's communication and collaboration with the community and regional partners to mitigate against climate change and to help our residents, businesses and local ecosystems to build resilience and adapt to the impacts of a changing climate."
	Context: Suggest change to "South Australia's climate is changing: average temperatures"	Context: Noted – refer to no. 2 above.

No.	Feedback received	Response
6.	The policy looks good, the only very minor suggestion is under the principles item 4.1 suggest to change "actions" to "decisions".	The words "support informed decision-making" have been added to principle 4.1
7.	I think the principles in the policy cover off on all the aspects of climate change that we need to consider.  Principles: Making sure people can easily remember the principles will be important so they can become part of our everyday language and activities. To assist with this, I thought it would be useful for each of the principles to have a short summary statement. Another option could be making some of the key words could be made bold.  Something along the lines of:  Use best available data Integrate through all Council activities Support our community Build a low carbon economy	Principles: Noted – key words made bold in each of the Principles.
8.	• Work regionally  Context: it may be appropriate to provide a source/s of the points made so that it sits not as a statement of fact but opinion (of many scientists). Also worth considering saying that we have already seen higher world temperatures (if that is clearly sourced back to climate change).  4.3: Should 4.3 include any community effort in relation to mitigation?  The policy doesn't say anything about money! It may be worth adding something along the lines of "working with existing budgets as the main focus with additional \$ being a separate consideration as/if and when required".	Context: Noted – no recommended change to the draft Policy  4.3: Noted – refer to no. 4 above  Noted – no recommended change to draft Policy as finances/budgets are to be considered at planning stage for individual projects
	The Council can have an important leadership role by doing (showcasing initiatives).	Noted

**Financial Implications:** Funding for projects to support climate change outcomes, including consideration of whole of life costs, will be built in to specific projects and strategies (e.g. Play Space Strategy, Stormwater Management Plan, etc.) at the planning stage, and will be considered in line with established business planning and budgeting processes.

#### CONCLUSION

A final Climate Change Policy is presented to Council for endorsement. It provides a vision and principles that will inform an agreed approach to responding to the impacts of a changing climate. Comments and feedback received during community consultation have been considered in the final Policy where appropriate.

#### **APPENDIX**

Appendix 1 – Climate Change Policy

### **Climate Change Policy**



#### 1. POLICY STATEMENT

This Policy sets out how we acknowledge and respond to the impact of climate change.

#### 2. SCOPE

This policy applies to the following:

- All of Council's activities and services.
- Council's communication and collaboration with the community and regional partners to mitigate
  against climate change and to help our residents, businesses and local ecosystems to build resilience
  and adapt to the impacts of a changing climate.

#### 3. CONTEXT

Changes to Australia's climate are being accelerated by human activity: average temperatures will continue to increase and we will experience more heat extremes and fewer cold extremes; annual rainfall will decrease while extreme rainfall events that lead to flooding are likely to become more intense; our region is projected to experience harsher fire weather; sea levels will continue to rise throughout the 21st century and beyond; and oceans will warm and become more acidic.

In this context the City of Marion recognises the importance of climate change, the impact of human activity on the composition of the global atmosphere and the urgent need to mitigate the production of greenhouse gas emissions and adapt to climate change that cannot be avoided.

#### 4. PRINCIPLES

The following key principles will define Council's response:

- 4.1 An evidence based approach founded on the best available science, whilst recognising the need for flexibility to adapt as scientific knowledge improves, will be applied to Council policies, strategies and actions to address climate change, support informed decision-making, and facilitate a change to a low carbon economy.
- 4.2 **Mitigation and adaptation** to climate change impacts will be undertaken, particularly through statutory responsibilities and regulatory powers relating to land use planning, asset and infrastructure management, environmental planning, environmental protection and natural resource management, and provision of support services to vulnerable members of our community.
- 4.3 Council will **support its community** through education and encouraging behaviour change that will increase community mitigation and adaptation efforts and build resilience to changes in our climate.
- 4.4 Consideration of climate change and its potential impacts will be incorporated into **Council's operations**, whilst appropriate mitigation and adaptation actions will be integrated into all relevant strategic and operational activities.
- 4.5 Council will **work regionally** and at a State and Federal level with our partners to increase the resilience of our communities to climate change through supporting appropriate policies and strategies that support a low carbon economy.

#### 5. DEFINITIONS

**Adaptation:** Taking action to avoid, withstand or benefit from current and projected climate changes and impacts.

**Climate Change:** Refers to any change in climate over time, whether due to natural variability or as a result of human activity.

**Greenhouse Gas:** A gas in an atmosphere that absorbs and emits radiation within the thermal infrared range. This process is the fundamental cause of the greenhouse effect. The primary greenhouse gases in Earth's atmosphere are water vapor, carbon dioxide, methane, nitrous oxide, and ozone. Greenhouse gases (GHGs) can be emitted through transport, land clearance, and the production and consumption of food, fuels, manufactured goods, materials, wood, roads, buildings, and services. For simplicity of reporting, GHG emissions are often expressed in terms of the equivalent amount of carbon dioxide or carbon emissions.

**Low Carbon Economy:** An economy based on low carbon power sources that therefore has a minimal output of greenhouse gas emissions into the environment. Can also be referred to as 'low-fossil-fuel economy' or 'decarbonised economy'.

**Mitigation:** Taking action to reduce or prevent emission of greenhouse gases. Can also be referred to as 'Abatement'.

**Resilience:** The ability of a social or ecological system to absorb disturbances while retaining the same basic structure and ways of functioning, the capacity for self-organisation, and the capacity to adapt to stress and change.

#### **RELATED DOCUMENTS**

- City of Marion Community Vision: Towards 2040 (adopted 26 July 2016)
- City of Marion Business Plan, 2016 2019 (adopted 26 July 2016)
- City of Marion Environmental Policy
- Resilient South Regional Climate Change Adaptation Plan (2014)
- Resilient South Southern Region Local Government Implementation Plan (2016)

Policy Name and version no.	City of Marion Climate Change Policy - V1.0
Last update	
Last Council review (report reference)	
Next review due	
Responsibility	Manager, Environmental Sustainability

Manager: Carol Hampton, Manger City Property

General Manager: Steve Hooper, Acting General Manager City Development

Subject: Cove Tigers Netball Club and Hallett Cove Netball Club

Report Reference: GC270916R17

#### REPORT OBJECTIVE

For Council to consider amending part 3 of a previous resolution (GC240516R23), which dealt with the allocation of funds (up to \$65,000) from the Asset Sustainability Reserve – Community Facilities Partnership Program (CFPP) to the Cove Tigers Netball Club and Hallett Cove Netball Club, for resurfacing the netball courts located within the Cove Sports and Community Complex.

#### **BACKGROUND**

At the General Council meeting on the 24 May 2016 (GC240516R23), Council considered a proposal submitted by the Cove Tigers Netball Club to contribute to the cost of resurfacing the 4 netball courts located within the Cove Sports and Community complex to address the current poor condition of the courts.

The Club submitted an application to the Office for Recreation and Sport grant funding program for \$25,000, however their application was unsuccessful. The recommendation endorsed by Council was subject to the success of this submission. In light of the outcome of the grant application, the Club has now sourced an additional \$25,000 in funds.

#### **REPORT**

Pursuant to regulation 21 of the Local Government (Procedures at Meetings) Regulations 2013, the CEO may submit a report to the Council recommending the revocation or amendment of a resolution of Council passed since the last general election of the Council.

On the 24 May at the General Council meeting (GC240516R23), Council passed the following resolution:

- 1. Notes the Cove Tigers Netball Club and Hallett Cove Netball Club will contribute \$25,000 to the resurfacing of the netball courts.
- 2. Notes that an application has been submitted to the Office for Recreation and Sport for \$25,000 grant funding towards the court resurfacing.
- 3. Endorses the allocation of up to \$65,000 from the Asset Sustainability Reserve Community Facilities Partnership Program (CFPP) towards the resurfacing of the netball courts at the Cove Sports and Community Club subject to the Club securing \$25,000 from the Office for Recreation and Sport grant funding program.

- 4. Provides Landlord's consent to allow the club to resurface the netball courts at the Cove Sports & Community Club subject to the club being successful in their application to the Office of Recreation and Sport.
- 5. Advises the Cove Tigers Netball Club and the Hallett Cove Netball Club that they will be responsible for any project related cost overruns and will be responsible for all future maintenance, repairs and renewal of the courts.

Council has been advised by the Club that the funding submission to the Office for Recreation and Sport grant funding program was unsuccessful. The Club has been able to secure \$25,000 through other means and is now able to proceed with the work.

To provide the Club with the funding as originally endorsed (up to \$65,000), Council will need to amend its resolution of 24 May 2016 (GC240516R23) as follows:

Amends the resolution of 24 May 2016 that states:

Endorses the allocation of up to \$65,000 from the Asset Sustainability Reserve - Community Facilities Partnership Program (CFPP) towards the resurfacing of the netball courts at the Cove Sports and Community Club subject to the Club securing \$25,000 from the Office for Recreation and Sport grant funding program.

to the following new resolution.

Endorses the allocation of up to \$65,000 from the Asset Sustainability Reserve - Community Facilities Partnership Program (CFPP) towards the resurfacing of the netball courts at the Cove Sports and Community Club subject to the Club securing \$25,000 additional funding.

#### **RECOMMENDATION (1)**

**DUE DATES** 

#### **That Council:**

1. Endorses the allocation of up to \$65,000 from the Asset Sustainability Reserve - Community Facilities Partnership Program (CFPP) towards the resurfacing of the netball courts at the Cove Sports and Community Club subject to the Club securing \$25,000 additional funding.

27 September 2016

Manager: Carol Hampton, Manger City Property

General Manager: Steve Hooper, Acting General Manager City Development

Subject: Clovelly Park Netball Court Redevelopment

Report Reference: GC270916R18

#### REPORT OBJECTIVE

For Council to consider amending part 4 of a previous resolution (GC140616R08), which dealt with the allocation of funds (up to \$94,486) from Council's Asset Sustainability Reserve – Community Facilities Partnership Program (CFPP) to the Adelaide Wildcats Netball Club, to realign the courts with line markings to provide 5 multipurpose tennis and netball courts and 1 netball only court, as well as the installation of 6 light towers lights for the Clovelly Park Netball courts.

#### **BACKGROUND**

At the General Council meeting on the 14 June (GC140616R08) Council considered the proposal submitted by the Adelaide Wildcats Netball Club to realign the courts with line markings to provide 5 multipurpose tennis and netball courts and 1 netball only court, as well as the installation of 6 light towers lights for the courts.

The Club submitted an application to the Office for Recreation and Sport grant funding program for \$32,500, however their application was unsuccessful. The recommendation endorsed by Council was subject to the success of this submission. In light of the outcome of the grant application, the Club has decided to provide the \$32,500 from their funds. Refer Appendix 1.

#### **REPORT**

Pursuant to regulation 21 of the Local Government (Procedures at Meetings) Regulations 2013, the CEO may submit a report to the Council recommending the revocation or amendment of a resolution of Council passed since the last general election of the Council.

On the 14 June at the General Council meeting (GC140616R08), Council passed the following resolution:

- 1. Notes the Wildcats and Clovelly Park Committee are committing \$27,500, as well as \$20,000 from a grant from the Federal Government Infrastructure and Regional Development Grant.
- 2. Provides landlord's consent for the upgrade of the courts on the southern side of the Clovelly Park Community Centre to realign the courts with line markings resulting in 5 multipurpose tennis and netball courts and 1 netball only court, as well as the installation of 6 light towers lights for the courts (subject to Development Approval).

- 3. Notes the application for \$32,500 submitted to the Office for Recreation and Sports 2016 Community Recreation and Sport Facilities Program by the Adelaide Wildcats Netball Club.
- 4. Endorses an allocation of up to \$94,486 towards court resurfacing and installation of LED floodlights being made from Council's Asset Sustainability Reserve Community Facilities Partnering Program fund, subject to a successful funding application to the Office for Recreation and Sport Community Recreation and Sport Facilities Program by the Adelaide Wildcats Netball Club and Development Approval.
- 5. Advises that the Clovelly Park Memorial Community Centre and Adelaide Wildcats Netball Club will be responsible for any project related cost overruns and will be responsible for all future maintenance, repairs and renewal of the courts and lights.

Council has been advised by the Club that the funding submission to the Office for Recreation and Sport facilities program was unsuccessful. The Club has decided to provide the \$32,500 for this work from its existing funds.

To provide the Club with the funding as originally endorsed (up to \$65,000), Council will need to amend its resolution of 14 June 2016 (GC140616R08) as follows:

Amends the resolution of 14 June 2016 that states:

Endorses an allocation of up to \$94,486 towards court resurfacing and installation of LED floodlights being made from Council's Asset Sustainability Reserve – Community Facilities Partnering Program fund, subject to a successful funding application to the Office for Recreation and Sport Community Recreation and Sport Facilities Program by the Adelaide Wildcats Netball Club and Development Approval.

To the following new resolution:

Endorses an allocation of up to \$94,486 towards court resurfacing and installation of LED floodlights being made from Council's Asset Sustainability Reserve – Community Facilities Partnering Program fund, subject to the Adelaide Wildcats Netball club contributing an additional \$32,500 and Development Approval.

#### **RECOMMENDATION (1)**

**DUE DATES** 

#### That Council:

1. Endorses an allocation of up to \$94,486 towards court resurfacing and installation of LED floodlights being made from Council's Asset Sustainability Reserve – Community Facilities Partnering Program fund, subject to Adelaide Wildcats Netball Club contributing an additional \$32,500 and Development Approval.

27 September 2016

**Appendix 1** – Letter from Adelaide Wildcats Netball Club



# Adelaide Wildcats Netball Club

P.O. Box 64, Edwardstown 5039

13 September 2016

Mr Sean O'Brien Communities Facilities Planner - City of Marion PO Box 21 Mitchell Park SA 5046

Re: GC140616R08

Dear Sean

Please be advised that in regards to the above report reference (GC140616R08), the Adelaide Wildcats Netball Club has agreed that in the best interest of moving this project forward, is prepared to cover the funding requirements shortfall left by the unsuccessful funding from the office of Rec and Sport grant of \$32,500.

Our Netball club is in an exciting growth face, especially with our age grade teams and without the expansion of the facilities at the Clovelly Park Community site we will be significantly disadvantaged, potentially having to turn away players, which we do not want to do.

We understand that the City of Marion's strategic plan supports the growth of Netball throughout its council area and the Adelaide Wildcats Netball Club encourages the council to assist us to ensure the successful completion of this redevelopment.

Please do not hesitate to contact either Alice McDonald (President) on 0418 830 458 or Scott Young (Treasurer) on 0438318148.

Yours Faithfully

Scott Young Treasurer

Email: (Scott) sby37@bigpond.com

(Club) netball@adelaidewildcats.com.au
Website: www.adelaidewildcats.com.au

**Health Partners** 

Originating Officer: Yvette Zaric, Governance Officer

Corporate Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Ray Barnwell, A/General Manager Corporate Services

Subject: Review of Confidential Order for the Item: Signatures Café.

GC260416F01

Ref No: GC270916R19 – (1)

#### **REPORT OBJECTIVE:**

To review the confidential item relating to the matter *Signatures Café*, *GC260416F01* in accordance with Section 91(9) of the *Local Government Act 1999* (the Act).

#### **RECOMMENDATIONS (2)**

**DUE DATES** 

27 Sept 16

#### **That Council:**

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 orders that the report Signatures Café, GC260416F01, the minutes arising from this report and any other information distributed at the meeting having been considered in confidence under Section 90(2) and (3)(d) of the Act be kept confidential and not available for public inspection on the basis that it relates to proposed commercial arrangements which could reasonably be expected to prejudice the commercial position of the person who supplies the information, or to confer a commercial advantage to a third party, and the release would, on balance, be contrary to the public interest.

This order is to remain in force until such time as it is reviewed, at which time a further order of confidentiality may be made.

2. Reviews the confidentiality order at the General Council meeting in December 2016.

13 Dec 16

#### **BACKGROUND:**

Section 91(9) of the Local Government Act 1999 (the Act) requires that any confidential order made by Council under Section 91(7) and (9) of the Act must be reviewed at least once in every year.

On 26 April 2016, Council ordered that the report relating to the *Signatures Café*, *GC260416F01* and minutes be kept confidential and not available for public inspection to be reviewed at the General Council meeting in September 2016. The order was made on the basis that the report contained information relating to proposed commercial arrangements which could reasonably be

Report Reference: GC270916R19 – (1) Signature Café, GC260416F01

expected to prejudice the commercial position of the person who supplies the information, or to confer a commercial advantage to a third party - Section 90(2) and (3)(d) of the Act.

As required by the Act, this confidentiality order has been reviewed. At the General Council meeting on 24 April 2016 it was resolved that:

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report, "Signatures Café, GC260416F01" and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(d) of the Act 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 September 2016.

#### **ANALYSIS**

Given the report contains commercial information of a confidential nature that could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage to a third party, it is recommended that the confidentiality order associated with this report remain in place.

#### **Legal / Legislative and Risk Management:**

Note that if Council wishes to discuss the details of the Report during the meeting prior to resolving the release or otherwise of the Report, Council will need to order that the public be excluded (with the exception of Council officers present) from the meeting pursuant to Section 90(2) and (3)(a) of the Act given the current confidentiality order is still in force.

#### CONCLUSION

Excellence in Governance occurs when Council's operations are underpinned by accountability, integrity, openness and transparency. Retaining the confidentiality of the Report *Signatures Café, GC240416F01* is necessary to ensure that Council does not prematurely disclose commercial information.

Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Ray Barnwell, A/General Manager Corporate Services

Subject: Independent Member – Finance and Audit Committee

Report Reference: GC270916R20

#### **REPORT OBJECTIVES**

For Council to consider the recommendation of the People and Cultural Committee (PCC) to re-appoint the Independent Member to the Finance and Audit Committee (FAC).

#### **EXECUTIVE SUMMARY**

The FAC has three expert members that form part of the membership of the Committee. The term of the expert members has historically been for a three-year period and is structured to ensure that the expiration of the term falls at different times to allow continuity of membership despite changes to Council's elected representatives.

This report highlights that Mr Greg Connor's (Presiding Member of the FAC) first term on the FAC expires in November 2016. Greg Connor was appointed to the FAC in 2013.

The PCC considered a report (PCC060916R7.7) to either re-appoint Mr Connor or commence a recruitment of a new member. The PCC resolved:

That the People and Culture Committee recommend to Council that Mr Greg Connor be reappointed for a period of 3 years until November 2019, encouraging his continued constructive interrogation of Councils' strategies and processes.

#### **RECOMMENDATION (1)**

**DUE DATE** 

#### **That Council:**

1. Offers Mr Greg Connor a further 3 year appointment to the Finance and Audit Committee until November 2019.

27 September 2016

#### **BACKGROUND**

The Finance and Audit Committee (FAC) (renamed in 2015) was established in 2006 pursuant to section 126 of the *Local Government Act 1999*. Under the FAC's Policy and Terms of Reference, the FAC will comprise of five (5) members – two (2) elected members and three (3) expert members.

Section 3.6 to 3.10 of the FAC Policy states the following:

#### External Expert Members

- 3.6 External expert members will have senior business, legal, audit knowledge and experience, and be conversant with the local government environment.
- 3.7 At least one external expert member will have expertise and knowledge in financial management/reporting.
- 3.8 In accordance with sections 5.20 and 5.22 of the People and Culture Committee Terms of Reference, the People and Culture Committee will source and recommend to Council the appointment of the expert members on a Council committee.
- 3.9 Appointment of external representatives will be made by Council for a term to be determined by Council. To ensure succession planning for the Committee, the terms of appointment should be arranged on a rotational basis and continuity of membership despite changes to Council's elected representatives. Council may resolve to re-appoint an external expert member for consecutive terms.
- 3.9 If Council proposes to remove an expert member from the Committee, it must give written notice to the expert member of its intention to do so and provide that expert member with the opportunity to be heard at a Council meeting which is open to the public, if that expert member so requests.
- 3.10 Remuneration will be paid to each expert member of the Committee to be set by Council from time to time. At a minimum, the remuneration paid to expert member will be reviewed within 12 months from the date of a Council (periodic) election. The basis will be a set fee per meeting, with an additional amount paid to the Chairperson.

#### **DISCUSSION:**

The PCC considered a report at its meeting of 6 September 2016 regarding the appointment of an expert member to the FAC. The following table was presented that provides the details of the current FAC membership, when they were appointed and when their terms expires.

Member	Appointed	Expiry of Term
Mr. Greg Connor	November 2013	28 November 2016
Ms Kathryn Presser	May 2015	30 November 2017
Mr. Lew Owens	February 2010 (re-appointed in	30 November 2018
	August 2013 & November 2015)	
Councillor Raelene Telfer	October 2015	25 November 2016
Councillor Tim Gard	October 2015	25 November 2016

Based on this, Mr Greg Connor's appointment is due to expire on the 28 November 2016. Mr Connor is the current Presiding Member of the Committee and has been a member for three years.

The views of Mr Connor had been sought and he had expressed he would like to continue on the FAC if Council so determined. The Committee moved into confidence to discuss the matter and then resolved:

That the People and Culture Committee recommend to Council that Mr Greg Connor be reappointed for a period of 3 years until November 2019, encouraging his continued constructive interrogation of Councils' strategies and processes.

Based on the recommendation of the PCC, it is recommended that Mr Connor be offered a further term. The Council does have the option to recruit a new expert member to the FAC if it so determines. The recruitment process would be undertaken by the PCC.

#### **CONCLUSION**

The People and Culture committee are required to make a recommendation to Council regarding the approach to the reappointment or appointment of an expert member to the FAC.

## CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Originating Officer: Tania Baldock, CEO/Mayor Executive Assistant

Corporate Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Ray Barnwell, A/General Manager Corporate Services

Subject: Nominations for LGA Board Members and Deputy Board

**Members representing Metropolitan Local Government** 

Group

Report Reference: GC270916R21

#### **REPORT OBJECTIVES:**

The purpose of this report is to determine if Council wish to submit any nominations in response to the Local Government Association (LGA) call for nominations to fill the positions of the LGA President, Board Members and Deputy Board Members representing the Metropolitan Local Government Group (MLGG).

In accordance with clause 55 of the LGA Constitutions the returning officer is required to call for nominations no later than 1 September, 2016 before officers are to retire. In every second year, the LGA must send to all Ordinary Members notices calling for nominations for the office of President, Board Members, and Deputy Board Members.

#### **EXECUTIVE SUMMARY:**

The LGA has written to Council inviting nominations for the available positions. Pursuant to Clause 55 of the Constitution the number of positions available to represent the MLGG are up to 8 Board Members and 4 Deputy Board Members. If the number of nominations exceeds the number of vacancies, the representative will be elected from those persons who are nominated.

#### **RECOMMENDATIONS (3)**

**DUE DATES** 

#### That Council:

1. Notes the Report Nominations for LGA President and Board Members and Deputy Board Members representing the Metropolitan Local Government Group.

27 Sept 2016

27 Sept 2016

2. Nominates ......to the LGA for the Positions of Board Members and Deputy Board Members representing the Metropolitan Local Government Group.

6 Oct 2016

3. Notes that Administration forwards the above nominations to the LGA by 5.00pm Thursday 6 October 2016.

#### **BACKGROUND / ANALYSIS**

If Council wish to submit a nomination to the LGA, the appropriate Nomination form provided in **Appendix 1** and the LGA Board Member Candidate Information provided in **Appendix 2** will be forwarded to the LGA by 5.00pm on 6 October 2016. Attached as **Appendix 3** are the Specifications for the Provision of Candidate Information.

**Appendix 4** contains a list of persons eligible for nomination as President and **Appendix 5** provides the LGA Board Member Roles and Responsibilities.

Pursuant to Clause 46 of the LGA Constitution, the City of Marion will not be eligible to put forward a nomination for election as President due to the follow factors:

- In order to be eligible for nomination to the Office of President a person must be a Councillor or Mayor who has served as a Board Member of the LGA Board for at least 12 continuous months from the conclusion of the previous general election, to the date of the call for nominations as president.
- 2. The office of President must be occupied on a rotational basis by a member of a "country" council (being any council that is not a member of the Metropolitan Local Government Group) and then, a member of a constituent council of the Metropolitan Local Government Group. Commencing at the end of the next election of the office of the President will be occupied by a member of a "metropolitan" council for a two year term.

Pursuant to Clause 57 of the LGA Constitution, a nomination for Board Member or Deputy Board Member requires that:

- 1. In order to be eligible for nomination as a Board Member or Deputy Board Member representing the Metropolitan Local Government Group, a person must be a member of a constituent Council of the Metropolitan Local Government Group. That is, a member of one of the following Councils:
  - Adelaide City Council
  - Adelaide Hills Council
  - City of Burnside
  - Campbelltown City Council
  - City of Charles Sturt
  - Town of Gawler
  - City of Holdfast Bay
  - City of Marion
  - City of Mitcham
  - City of Norwood, Payneham & St Peters
  - City of Onkaparinga
  - City of Playford
  - City of Port Adelaide Enfield
  - City of Prospect
  - City of Salisbury
  - City of Tea Tree Gully
  - City of Unley
  - Town of Walkerville`
  - City of West Torrens;

- 2. A Council may nominate one eligible person to act as a Board Member or Deputy Board Member from their own Council. However, <u>only one</u> member of any Council may be nominated for office;
- For the avoidance of doubt, a nomination may only be made by resolution of the Council and using the enclosed form. The form must be signed by both the candidate nominated by the Council to indicate his/her willingness to stand for election, and by the Chief Executive Officer of the nominating Council;
- 4. Unless stated otherwise, a nomination to act as a Board Member includes a nomination to act as a Deputy Board Member.

If the number of nominations for the above positions exceed the required number of candidates, a postal ballot is required. If a ballot is required, the distribution of ballot papers to Councils will include any information provided by the candidates. Pursuant to the LGA Constitution if an election is required, a preferential voting system will be used.

#### CONCLUSION:

If Council wish to submit a nomination to the LGA for the positions of Board Members and Deputy Board Members representing the Metropolitan Local Government Group, the appropriate information will be forwarded to the LGA by 5.00pm on 6 October 2016

#### **APPENDICES**

Appendix 1 – Nomination Forms

Appendix 2 – LGA Board Member Candidate Information

Appendix 3 – Specifications for the Provision of Candidate Information

Appendix 4 - A list of persons eligible for nomination as President

Appendix 5 – LGA Board Member Roles & Responsibilities





### 2016 Nomination Form

# Representative of Metropolitan Local Government Group

The		
(Name of council making the nomination)		
hereby nominates		
(Full Name)		
of		
(Name of council of which the nominee is a member)		
being a Member of such council to the position of <b>Board Member or Deputy Board Member</b> representing the Metropolitan Local Government Group		
Dated this day of		
(Signature of Chief Executive Officer)		
and I, the person nominated, hereby accept such nomination and consent to act as a Board Member or Deputy Board Member if so elected		
(Signature of Candidate)		

Close of Nominations: 5:00pm 6 October 2016

#### **APPENDIX 2**

The voice of local government.



**LGA Board Member** 

### **Candidate Information**

Position Sought (tick whichever position applicable):			
<ul><li>□ LGA President or</li><li>□ Board Member Representative of Metropolitan Local Government Group</li></ul>			
Word limit is strictly 1,000 words (pursuant to clause 64.2 of the Constitution)			
Name: Council: Current council position(s) Local Government Experience / Knowledge			
Local Government Policy Views & Interests			
Other Information			

This information is to accompany a nomination form and must be received by the Returning Officer of the Region by 5.00pm on 6 October 2016



#### **Attachment 4**

## Specifications for the Provision of Candidate Information

## LGA President / Board Member Representative of Metropolitan Local Government Group

#### The information must:

- be typed in the attached format (and must not exceed one side of an A4 sheet of paper).
- be provided under the following headings:
  - Name of Candidate
  - Name of council
  - Current council Position(s)
  - Local Government Experience/Knowledge
  - Local Government Policy Views and Interests
  - Other Information
- not contain any references, direct or otherwise, to any other candidates
- not include a photograph
- be supplied in a manner that is suitable and ready for photocopying
- not contain any statement purporting to be a fact that is inaccurate or misleading.

#### Please note:

- 1. The information does not need to be authorised by anyone.
- 2. The Returning Officer reserves the right to determine whether or not the information provided fits within the above requirements. In the event that the Returning Officer determines that it does not, the Returning Officer will endeavour to contact the candidate to discuss the matter.
- 3. The information needs to be received by the Returning Officer by 5.00pm on 6 October 2016.

Matt Pinnegar Returning Officer



#### **Attachment 1**

Mayor David O'Loughlin

Mayor Lachlan Clyne

### Persons Eligible for Nomination as President

(in alphabetical order by council name)

Name	council
Cr Sue Clearihan	Adelaide
Mayor David Parkin	Burnside
Cr Jill Whittaker	Campbelltown
Mayor Angela Evans	Charles Sturt
Mayor Glenn Spear	Mitcham
Mayor Robert Bria	Norwood, Payneham & St Peters
Mayor Lorraine Rosenberg	Onkaparinga

**Prospect** 

Unley



#### Attachment 5

# LGA Board Member Roles & Responsibilities Extract From LGA Constitution

#### The President

- 46.4 The President has these functions:
  - 46.4.1 to be a member of, to chair and to provide leadership to the Board;
  - 46.4.2 to be a member of, to chair and to provide leadership to the Management Group;
  - 46.4.3 to chair general meetings;
  - 46.4.4 to represent the LGA to the wider community and the media, consistent with adopted policy positions of the LGA; and
  - 46.4.5 those of a Board Member, as if a Board Member.

#### **Board Members**

- 50.4 A Board Member has these functions:
  - 50.4.1 to be on the Board and make reasonable endeavours to attend and participate in each meeting of the Board;
  - 50.4.2 contribute to the LGA by providing leadership for local government and pursuing the objects of the LGA;
  - 50.4.3 represent the LGA in a positive manner to the wider community in South Australia and, if the opportunity arises, nationally and internationally;
  - 50.4.4 present to the Board the interests and views of the Ordinary Members of the Region they represent or of the Unincorporated Areas as the case may be; and
  - 50.4.5 (subject to any overriding duty of confidentiality) convey decisions of the Board and other information back to the Ordinary Members of the Region they represent or Unincorporated Areas as the case may be.

## CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Originating Officer: Tania Baldock Executive Assistant to CEO & Mayor

Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Ray Barnwell, A/General Manager Corporate Services

Subject: Election for Representative Members of the LGFA Board of

**Trustees** 

Report Reference: GC270916R22

#### **REPORT OBJECTIVES & EXECUTIVE SUMMARY:**

The purpose of this report is to notify Council that a ballot has been called by the Local Government Association (LGA) for the election of two representative board members of the Local Government Finance Authority (LGFA).

Nominations have been received from:

- ◆ Cr Houssan Abaid (Adelaide City Council)
- Colin Davies (Chief Executive Officer, The Flinders Ranges Council)
- ◆ Cr John Frogley (City of Norwood Payneham & St Peters)
- ◆ Annette Martin (Manager Financial Services, City of Charles Sturt)
- ◆ Cr Michael Rabbitt (City of Unley)
- ◆ Cr John Sanderson (City of Mitcham)
- ◆ Cr John Woodward (City of West Torrens)

Accordingly, an election is necessary to determine the appointment of two candidates. The election will be conducted by postal vote and strict guidelines must be adhered to when completing and returning the ballot paper.

Council needs to determine which two candidates it wishes to elect.

RECOMMENDATION (1)	DUE DATES
That Council votes for the appointment of;	
1	14 Oct 2016
2	
to the Local Government Finance Authority Representative Board.	

#### **BACKGROUND**

The LGFA Annual General Meeting will be held on Friday 21 October 2016, at the Adelaide Entertainment Centre, Port Road, Hindmarsh.

In their correspondence dated 4 July 2016 the LGFA invited Councils to submit nominations for two Representative Board member positions. The current members are Cr John L Sanderson and Cr John W Frogley.

The LGFA has received seven candidate nominations for two positions and as such an election will be conducted in accordance with the provisions of the Local Government Finance Authority Act 1983.

Ballot papers have now been received along with information on the seven candidates (refer **Appendix 1**). Correspondence has also been received from Cr John Frogley seeking support for his nominations (refer **Appendix 2**) and Mayor Glen Spear (City of Mitcham) seeking support for Cr John Sanderson's nomination (refer **Appendix 3**).

#### **ANALYSIS:**

Each Council is entitled to vote. Council needs to determine which two candidates it wishes to elect.

Council's delegate to the LGFA Annual General Meeting (Mayor Hanna) will then be required to complete the ballot paper in accordance with Council's resolution and submit Council's vote to the LGFA by 5pm on Friday 14 October 2016.

The successful candidates will be announced at the LGFA Annual General Meeting.

#### **CONCLUSION:**

The LGFA is a statutory authority established for the benefit of councils and other prescribed local government bodies within South Australia. Every South Australian council is a member of the Authority.

Participating in the governance of the Authority is an important role of member Councils. Accordingly voting on the election of Board members is highly recommended.

Appendix 1: copy of ballot papers & Candidate details

Appendix 2: Correspondence from Cr John Frogley (City of Norwood Payneham & St Peters)

Appendix 3: Correspondence from Mayor Glenn Spear(City of Mitcham)

#### LOCAL GOVERNMENT FINANCE AUTHORITY OF SOUTH AUSTRALIA

### **BALLOT PAPER**

### REPRESENTATIVE BOARD MEMBER

Two (2) Required:-		
Place "X" next to two names you wis	sh to vote for.	
ABIAD, H.		
DAVIES, C.		
FROGLEY, J.W.		
MARTIN, A.		
RABBITT, M.J.		
SANDERSON, J.L.		
WOODWARD, J.		

CLOSING DATE: 5.00 PM at the office of the LGFA, Friday 14 October 2016

**HOUSSAM ABIAD** 

OCCUPATION:

Self Employed, Boards, etc.

**QUALIFICATIONS & AWARDS:** 

BSc Health Science

B Engr Biomedical Engineering (Hons)

Member, AICD

Fellow, Governors leadership foundation

CURRENT POSITION IN LOCAL GOVERNMENT:

Councillor, Adelaide City Council

PERIOD IN LOCAL GOVERNMENT

6 Years

#### OTHER COMMITTEES/ BODIES OF LOCAL GOVERNMENT INVOLVEMENT:

Past:

City of Adelaide
Deputy Lord Mayor

Rundle Mall Management Authority
Board Member

SA Motor Sports Board Board Member

Present:

City of Adelaide, Finance & Business services Chairperson

Australia Day Council of South Australia Chairperson

Department of Foreign Affairs and Trade Board Member

Development Assessment Panel Panel Member

**COLIN DAVIES** 

**OCCUPATION:** 

Chief Executive Officer/ Chief Finance Officer

**QUALIFICATIONS & AWARDS:** 

Justice of Peace in SA 25540

Fellow Institute of Public Accountants

Fellow Institute of Financial Accountants (UK)

Fellow Local Government Professionals

CURRENT POSITION IN LOCAL GOVERNMENT:

CEO, The Flinders Ranges Council

PERIOD IN LOCAL GOVERNMENT

15 years

#### OTHER COMMITTEES/ BODIES OF LOCAL GOVERNMENT INVOLVEMENT:

Past:

Many and various usually as Treasurer

Present:

Regional Development Australia Far North
Board Member

Pichi Richi Railway Preservation Society
Treasurer

Rotary International District 9500 Inc Treasurer

Rotary E-club of Greater South Oz Treasurer

Local Government Systems Inc Vice Chair

SA Local Government Financial Managers Group Local Government Professionals Institute of Public Administration Australia Local Government Information Technology SA Revenue Professionals SA Emergency Management Committee Far North Bushfire Management Committee

JOHN WREFORD FROGLEY

**OCCUPATION:** 

Semi-retired Company Director/

**Chartered Accountant** 

Semi-retired

**QUALIFICATIONS & AWARDS:** 

Bachelor of Economics (Adelaide University)

**Chartered Accountant** 

Recently retired Fellow AICD

CURRENT POSITION IN LOCAL GOVERNMENT:

Councillor, City of Norwood Payneham & St Peters

PERIOD IN LOCAL GOVERNMENT

10 years

#### OTHER COMMITTEES/ BODIES OF LOCAL GOVERNMENT INVOLVEMENT:

#### Past:

City of Norwood Payneham & St Peters
Development Assessment Panel

Business & Economic Development Committee

CEO Performance Review Committee Payneham Rd Precinct Committee

Board Member, Eastside Business Enterprise Centre Inc

Deputy Board Member - Waste Care SA

#### South Australian Government

Trustee, SA Superannuation Investment Trust

Director, Enterprise Investments Limited

Director, various Government commercial entities

Secretary, Industries Development Committee (SA Parliament)

Executive Director, Department of State Development

#### Present:

Local Government Finance Authority of SA
Deputy Chairman, Board of Trustees
Chairman, Audit Committee

City of Norwood Payneham & St Peters

Strategic Planning & Development Policy Committee

Chairman, Audit Committee

ANNETTE MARTIN

**OCCUPATION:** 

Manager Financial Services

**QUALIFICATIONS & AWARDS:** 

B.A. Accountancy

Certified Practising Accountant (CPA)

CURRENT POSITION IN LOCAL GOVERNMENT:

Manager, City of Charles Sturt

PERIOD IN LOCAL GOVERNMENT

16 years

#### OTHER COMMITTEES/ BODIES OF LOCAL GOVERNMENT INVOLVEMENT:

#### Past:

Executive of SALGFMG for 16 years including President from 2010 to 2014 Chair and/or active member of numerous SALGFMG working parties on projects such as development of internal financial controls framework, asset management and financial management addressing updates of information papers, development of model financial statements and harmonisation of reporting, development of long term financial plans, industry ratios for financial sustainability.

SALGFMG representative on work groups for grants commission methodology review and asset management with update of CPA guide.

Local government excellence awards for leadership in financial management for development of an industry wide internal controls framework and financial modelling for Bowden Urban Village Local Government IT Professionals Award for Digital transformation initiative in development of a budget bid solution.

#### Present:

Executive of SALGFMG

Chair of SALGFMG internal controls working party and review of internal controls framework

Member of current working parties on fees and charges, financial management and asset management for SALGFMG

Life member SALGFMG for services to industry

MICHAEL RABBITT

**OCCUPATION:** 

Retired

**QUALIFICATIONS & AWARDS:** 

Bachelor of Business (Banking and Finance)

Diploma of Financial Planning

CURRENT POSITION IN

LOCAL GOVERNMENT:

Councillor, City of Unley

PERIOD IN LOCAL GOVERNMENT

Elected November 2014

#### OTHER COMMITTEES/ BODIES OF LOCAL GOVERNMENT INVOLVEMENT:

Past:

Reserve Bank of Australia

Senior Management and member of Economic Liaison Committees with State and Federal Government departments (1965 – 1987)

Financial Planning Industry (1988 – 2010)

University of SA (1994 – 1997)
Lecturer in Accounting/Personal Finance

Parliamentary Joint Committee on Corporations and Financial Services (2003)

Present:

City of Unley

Audit and Governance Committee Community and Culture Committee CEO Performance Review Panel Deputy Mayor

JOHN LIDDELL SANDERSON

**OCCUPATION:** 

Retired Finance Consultant

(after 47 years in the Banking & Finance Sector)

**QUALIFICATIONS & AWARDS:** 

Land Managers Certificate

**CURRENT POSITION IN** 

LOCAL GOVERNMENT:

Councillor, City of Mitcham

PERIOD IN LOCAL GOVERNMENT

27 Years

#### OTHER COMMITTEES/ BODIES OF LOCAL GOVERNMENT INVOLVEMENT:

#### Past:

Local Government Finance Authority of South Australia
Deputy Trustee

City of Mitcham

Alderman

Chairman, Planning Committee; Corporate & Community Services

Ashford Community Hospital Inc

Deputy Treasurer, Board Member

Local Government Purchasing Co-operative

**Board Member** 

#### Present:

Local Government Finance Authority of South Australia

Member, Board of Trustees

Member, Audit Committee

#### City of Mitcham

Member, CEO Performance Review Committee

Member, Strategic Planning and Development Policy Committee

Member. Audit Committee

Member, Community Development Grants Committee

JOHN WOODWARD

OCCUPATION:

Director

**QUALIFICATIONS & AWARDS:** 

MBA, GAICD

CURRENT POSITION IN LOCAL GOVERNMENT:

Councillor, City of West Torrens

PERIOD IN LOCAL GOVERNMENT

20 months

OTHER COMMITTEES/ BODIES OF LOCAL GOVERNMENT INVOLVEMENT:

Present:

Statewide Super

18 Second Avenue ST PETERS SA 5069 26<sup>th</sup> August 2016

Mayor Hanna and Councillors City of Marion

Dear Mayor and Councillors,

#### Elections to the Local Government Finance Authority of South Australia Board

At the last three elections to the LGFA Board I appreciated the support of Councils in electing me as a Trustee. As a Chartered Accountant with a degree in Economics and a recently retired Fellow of the Australian Institute of Company Directors with a solid background in finance, investment and Local and State Government I believe I have made a significant contribution to the success of the LGFA during difficult trading conditions. That contribution has been recognised by my fellow Trustees in my election as Deputy Chairman and appointment as Chairman of the Audit Committee.

Throughout the GFC and its aftermath the LGFA has maintained its track record of solid and prudent financial performance while providing ready access to finance for Councils on relevant and attractive terms. The LGFA also provided competitive rates on secure Council deposits and returned \$4m to Councils by way of bonus payments over the last two financial years. Also over the past 2 years some \$3.6m has been made available to local government through the LGA by way of income tax equivalent payments to the State Government.

The LGFA is also in a critical stage of adjusting its business model in response to a widening gap between Council deposits and borrowing requirements. The stability and sound performance of LGFA brings major benefits to all Councils in SA.

The City of Norwood, Payneham and St Peters has nominated me again and I would be delighted to continue to serve Local Government in this capacity. I have taken the liberty of attaching my Resume and would appreciate your Council giving serious consideration to supporting my re-election.

Yours sincerely

John Frogley

#### RÉSUMÉ FORM

NAME: John Wreford Frogley

AGE: 68

OCCUPATION: Semi-retired Company Director / Chartered Accountant

**CURRENT EMPLOYER: Semi-retired** 

QUALIFICIATIONS:

Bachelor of Economics (Adelaide University)
Chartered Accountant

Recently retired Fellow - Australian Institute of Company Directors

**CURRENT POSITION IN LOCAL GOVERNMENT: Councillor** 

NAME OF COUNCIL: City of Norwood Payneham & St Peters

PERIOD IN LOCAL GOVERNMENT: 10 years

OTHER COMMITTEES, BODIES OF LOCAL GOVERNMENT INVOLVEMENT:

PAST: • City of Norwood Payneham & St Peters:

Development Assessment Panel
Business and Economic Development Committee
CEO Performance Review Committee
Payneham Rd Precinct Committee
Board member -Eastside Business Enterprise Centre Inc
Deputy Board Member –Waste Care SA

• South Australian Government:

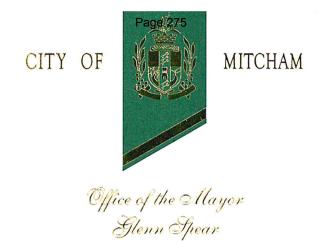
Trustee, SA Superannuation Fund Investment Trust
Director, Enterprise Investments Limited
Director, various government commercial entities
Secretary, Industries Development Committee (SA Parliament)
Executive Director, Department of State Development

PRESENT: • Local Government Finance Authority of SA:

Deputy Chairman, Board of Trustees Chairman, Audit Committee

• City of Norwood Payneham & St Peters:

Strategic Planning and Development Policy Committee Chairman - Audit Committee •



7<sup>th</sup> September 2016

Dear Mayor and Councillors

The City of Mitcham is once again pleased to nominate Cr. John Sanderson for a position on the Local Government Finance Authority (LGFA) Board.

Cr. Sanderson has been active in local government for twenty seven years and has a solid background in the skills and expertise required within the finance industry to represent and contribute to the LGFA Board.

Cr Sanderson has served on the LGFA Board for the past twenty-four years originally as a Deputy Trustee and elected by the local government community for the past twenty-one years. During this time the LGFA has achieved some outstanding results for the benefit of Councils across South Australia.

Cr Sanderson's Curriculum Vitae (CV) is attached to the voting papers for your information and he is willing and able to represent local government on the Board of the LGFA.

We would appreciate your Council's support for John's re-election.

Yours sincerely

fitteen

Glenn Spear MAYOR

gspear@mitchamcouncil.sa.gov.au www.mitchamcouncil.sa.gov.au

## CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Corporate Manager: Kate McKenzie, Manager Corporate Governance

Steph Roberts, Manager Human Resources

Subject: Assessing CEO Overall Performance 2015-2016

Report Reference: GC270916R23

#### **REPORT OBJECTIVE:**

To provide Council with the People and Culture Committee's recommendation of how the 2015/16 overall performance of the Chief Executive Officer (CEO) will be assessed.

#### **EXECUTIVE SUMMARY:**

The employment and performance monitoring of a CEO is a critical function of Council.

At its meeting on 24 May, Council endorsed the approach and timeline for managing the CEO Performance and Remuneration Review for 2015/16 (GC240516R22). The timeline includes the requirement to recommend an approach on how the performance rating is to be applied across agreed performance indicators, in consultation with the CEO.

At its meeting on 6 September, the People and Culture Committee was requested to review the approach to assessing the CEO's 2015/16 overall performance with respect to the 13 agreed Key Performance Indicator's (KPI's) and the 360-degree feedback (which is being conducted by external consultant Kathryn McEwen, endorsed by Council 26 July GC260716R14) and make a recommendation to Council.

#### RECOMMENDATIONS (3) DUE DATE

#### **That Council:**

1. Endorses the 360-degree outcomes be used for conversation (with the CEO) about his performance in conjunction with the KPI results.

2. Confirms that the KPI's results are to be used to assess the CEO 27 Sept 2016 performance for 2015/16.

3. Confirms that the Elected Member feedback from the 360-degree outcomes be used for assessing KPI 12 (as shown in Appendix 1), Elected Member Feedback.

#### **BACKGROUND**

Section 9 of the CEO Employment Agreement defines the requirements for the performance review. The agreement specifically notes that Council may engage the services of an external consultant to assist in the assessment of the performance of the CEO by reference to matters that include:

- 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.

The 360-degree feedback is currently being collated, and results will be presented to the People and Culture Committee 1 November 2016, along with the audited KPI results (in line with the endorsed timeline).

#### **DISCUSSION**

The agreed 2015/16 KPI's relate to *what* is achieved over the review period and the 360-degree feedback relates to *how* things are achieved (incorporating behaviours against the organisational values, and the CEO's demonstrated leadership). The performance results for the 13 KPI's will be provided to the People and Culture Committee at its meeting on 1 November.

KPI 12 (as shown in Appendix 1) 'Rating by Elected Members' includes a weighting of 10%. It is recommended the Elected Member feedback be isolated within the Independent 360-degree feedback process (currently being conducted), to provide the outcome for this KPI.

It is further recommended that for the 2015/16 performance year the feedback received in the 360-degree process is used to hold a constructive conversation with the CEO in conjunction with his final 2015/16 KPI performance outcome. The People and Culture Committee at its meeting on 1 November will reassess the percentage value recommended to be assigned to the 360-degree feedback component for the 2016/17 performance year, which if endorsed and in consultation with the CEO, would be amended in the CEO's employment contract.

#### CONCLUSION

With the adoption of the recommendations, the People and Culture Committee will be able to assess the CEO's overall performance at its meeting on 1 November and make a recommendation to Council on the overall performance outcome for the CEO and remuneration review (if applicable), at its meeting of 22 November.

#### Appendix 1 – CEO Key Performance Indicators for the CEO 2015-16

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 (2.9%).

#### **1. Financial** (Council of Marion Measures)

	<u>KPI</u>	Measure/Range	Rating	Weighted Scoring
1.	2015/16 end of year operating surplus ratio (less extraordinary items)	0-3 % based on current budget (not using a 5 year average)	Exceptional	5%
	·	>3 but < 6 %	Acceptable	
		<0 or > 6 %	Unacceptable	
2.	Asset sustainability ratio (5 year average)	>90%	Exceptional	5%
		>80-90%	Acceptable	
		<80%	Unacceptable	
3.	Net Financial Liabilities Ratio (* Council definition)	20-40%	Exceptional	
		0 - 20% or 40-50%	Acceptable	5%
		>50%	Unacceptable	

<sup>\*</sup> Net Financial Liabilities (Total liabilities – Non equity financial assets)
Council Own Source Revenue

Target Range – Between 0% and 50% over a rolling five year period.

This is a variation of the LGA's ratio which uses total operating income as the denominator. Total income will include for instance tied grant income for specific projects or programs which will not be available for repayment of debt. It is therefore not appropriate to use total income as the denominator in this instance.

When considering non-equity financial assets we also exclude any cash holding allocated to carryover projects, unexpected grants or retimed works as this is committed and again unavailable to reduce debt.

#### 2. Human Resources

	<u>KPI</u>	Measure/Range	<u>Rating</u>	<u>Weighted</u> <u>Scoring</u>
4.	Change in CMG / Unit Manager staff (FTE)	Reduce by 5-10 %	Exceptional	15%
		Reduce by 1-5 %	Good	
		No reduction	Unacceptable	
5.	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	
6.	Lost Employee Time due to staff absence (i.e. worker's compensation) (not sick leave)	Reduce by 1% (using average of last 5 years)	Exceptional	5%
		Equal to or Less than 1% reduction (using average of last 5 years)	Acceptable	
		Any increase when compared with average of last 5 years	Unacceptable	
7.	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

	<u>KPI</u>	Measure/Range	<u>Rating</u>	Weighted Scoring
8.	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	
9.	Number of Major Capital Works approved by Council resolution	2+	Exceptional	5%
		1	Acceptable	
		0	Unacceptable	
10.	Council's cash contribution in respect of each Major Capital Work	< 35%	Exceptional	5%
		< 50%	Acceptable	
		> 50%	Unacceptable	<u> </u>
11.	Completion of Priority List of Budgeted Projects (13)* <b>2016</b>	All 13 completed	Exceptional	15%

- 1. Glandore Laneways in public ownership
- 2. Commencement of **LED** lighting in streets
- 3. All facility **leases** up to date by end of May 2016 including Club Marion post-2016 lease (subject to negotiation with Club Marion and The Cove)
- 4. A study to come to council on rationalisation of the libraries to reduce costs
- **5.** Commence implementation of an approved **streetscaping plan** for the whole of the city (budget to be approved)
- 6. Commence implementation of an approved **marketing** plan for all neighbourhood centres
- 7. Result of Stakeholder Survey re Land and Property interaction at least 80% Satisfactory
- 8. Development of a plan for protection of **remnant** (pre-colonial) **vegetation** in our reserves
- **9.** Strenuous effort to obtain commitment from University of Adelaide or State Government that **Glenthorne** will be opened up for community benefit
- **10. Disposal of assets**: Community Land Council's application for disposal will be sent to the Minister within 6 months. In the case of **other assets**, Disposal of assets to occur within 6 months of a Council resolution to dispose of an asset.
- 11. Replacement of Lotus Notes within 12 months
- 12. Traffic treatment of George and Finniss street completed
- **13.** Reduction in legal fees by at least 10% compared to the previous 12 months

11 or 12 completed	Acceptable	
Less than 11 completed	Unacceptable	

<sup>\*</sup> Anticipating that each Member of Council will identify a Budgeted Project for completion (milestone or completion achievable within 12 months).

#### 4. Elected Members' Assessment

<u>KPI</u>	Measure/Range	Rating	Weighted Scoring
12. Rating by Elected Members	Exceeded expectations	Exceptional	10%
	Met expectations	Acceptable	
	Did not meet expectations	Unacceptable	
13. 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	

#### Assessment and Result

Average rating (to nearest whole number)	Outcome Description
5	Exceptional
4	Commendable
3	Acceptable
2	Requires Improvement
1	Unacceptable

## CITY OF MARION GENERAL COUNCIL MEETING 27 SEPTEMBER 2016

Originating Officer: David Harman, Acting Manager Finance

Corporate Manager: David Harman, Acting Manager Finance

General Manager: Ray Barnwell, A/General Manager Corporate Services

Subject: Finance Report – August 2016

Report Reference: GC270916R24

#### REPORT OBJECTIVES AND EXECUTIVE SUMMARY:

This report provides Council with information relating to the management of financial resources under its control as at August 2016. This report is one of a series of reports designed to assist Council in achieving and maintaining a financially sustainable position. Other reports assisting in this process include the Quarterly Budget Reviews and the Long Term Financial Plan.

It is considered appropriate that financial information regarding Major Projects be presented on a monthly basis in this report. Financial information regarding Major Projects will also be summarised in the quarterly Major Project reports. The principles used for assessment of reportable projects are according to the following criteria:

- Council has agreed to proceed with the project and approved a Section 48 Prudential Report.
- The Whole-of-Life Cost is greater than \$4 million dollars (including grant assisted projects).
- Has a project life of more than 12 months.

#### **RECOMMENDATION (1)**

**DUE DATES** 

#### **That Council:**

1. Receives the report "Finance Report – August 2016". 27 September 2016

#### **BACKGROUND**

This report is presented on a monthly basis to provide Elected Members with key financial information to assist in monitoring Council's financial performance.

#### **DISCUSSION:**

Appendix 1 contains a financial report to identify Council's performance against budget utilising a "Funding Statement". It provides a review against all of the elements contained within the Statement of Comprehensive Income and Statement of Financial Position that are adopted as part of the Annual Budget Report.

The following reports are included:

(1) Major Projects

#### Section 48 approved Projects

- (a) Edwardstown Oval Soldiers Memorial Recreation Ground
- (b) Mitchell Park Sports & Community Centre
- (2) Funding Statement Actual versus Budget (Appendix 1)
- (3) Debtors Reports for Sundry Debtors and Rates Debtors (Appendix 2)

#### (1) Major Projects

Council currently has no major projects budgeted for in the 2016/17 financial year that meet the qualifying criteria. There are two future projects scheduled that are both subject to grant funding which will meet these criteria and are listed in the following table:

Project	Commencement subject to grant funding	Budget
Edwardstown Oval Soldiers Memorial Recreation Ground	2017/18	\$8.0m
Mitchell Park Sports & Community Centre	2018/19	\$20.0m

Reporting on these project budgets will be included as work commences.

#### **INTERNAL ANALYSIS**

#### **Financial Implications:**

This report is an information report only and has no direct financial implications.

#### **CONCLUSION:**

The main monthly reporting focus is to report the "Actual versus Budget" position to enable regular monitoring of Council's financial performance. Major Projects require regular reporting and monitoring by Council to ensure prudent financial management is maintained.

#### **APPENDICES**

Appendix 1: Funding Statement & Graphs – Actual versus Budget

Appendix 2: Sundry Debtors & Rates Debtors Report

#### **APPENDIX 1**

#### (2) Funding Statement – Actual versus Budget

The Funding Statement provides a view of Council's financial performance against the approved budget and is consistent with the information provided at budget reviews. It provides a review against all of the elements contained within the Statement of Comprehensive Income and the Statement of Financial Position that are adopted as part of the Annual Budget Report. It details Council's:

Statement of Comprehensive Income -

The operating result is recognised as one of Council's key financial indicators. The budget framework includes a commitment to its ongoing Financial Sustainability maintaining an Operating Surplus Ratio of between 0% and 5%, on average over each five year period, which for 2016/17 means a targeted operating surplus of between \$0 and \$4.231m.

**Comment:** Council currently has a net operating deficit result of (\$0.279m) before capital revenues, against a year to date forecast budget of \$1.153m surplus. This position is detailed in the attached Funding Statement and variation notes.

Capital Budget -

The Capital Budget is linked to Council's key financial indicator – "Asset Sustainability Ratio" and an actual to budget comparison reflects Council's progress in achieving its Capital program.

**Comment:** The actual to budget position reveals that 40.59% of the year to date Capital Renewal Budget has been spent or committed.

The actual progress to date of Council's full Capital New and Renewal Expenditure program is detailed by asset class in the attached graphs, with the exception of major projects which have previously been detailed in this report.

Loans -

The loans component of the Funding Statement identifies any new proposed loan receipts or principal payments. Council's borrowings are included in Council's key financial indicator – "Net Financial Liabilities" which reflects Council's total indebtedness.

**Comment:** No new borrowings are included in the 2016/17 budget and principal repayments of \$1.400m mean that the overall loan liability balance is forecast to decrease by \$1.400m.

Reserves & Cash -

Various fund movements such as surplus budget review results, unspent grants and carryover projects at year end are reflected as transfers to reserves, whilst utilisation of reserve funds are recognised as transfers from reserves.

Cash may be utilised to fund expenditure within the context of Treasury Management to ensure loans are not drawn down where temporary cash holdings are available.

**Comment:** Major movements in Net Transfers from Reserve of \$4.697m include the following:

#### **Transfers to Reserve**

Open Space Reserve	\$ 18k
Asset Sustainability Reserve – General	\$ 240k
Asset Sustainability Reserve – CFPP*	\$ 1,900k

#### **Transfers from Reserve**

Asset Sustainability Reserve – CFPP*	(\$	127k)
Grants & Carryover Reserve	(\$	6,728k)

The 2016/17 budget forecasts a net cash deficit of \$680k.

#### Funding Statement per Annual Business Plan as at 31st August 2016

Original Adopted Budget		YTD Actual + Committ	YTD Budget	YTD Variance		Annual Budget	
\$'000	_	\$'000	\$'000	\$'000		\$'000	Note
	Operating Revenue				_		
72,457	Rates	12,599	12,521	78	F	72,457	
1,751	Statutory Charges	547	292	255	F	1,751	Α
1,599	User Charges	146 471	169	(23)	U	1,599	В
7,211 265	Operating Grants & Subsidies Investment Income	471	1,243	(772)	U	7,211 265	В
619	Reimbursements	- 56	113	(57)	- U	619	
384	Other Revenues	105	29	76	F	384	
324	Net gain - SRWRA	-	-	-		324	
84,610		13,924	14,367	(443)	U	84,610	
	Operating Expenses						
33,021	Employee Costs	4,293	4,588	295	F	33,021	С
16,886	Contractual Services	5,384	4,762	(622)	U	17,608	D
5,193	Materials	614	682	68	F	5,193	
948	Finance Charges	-	-	-	-	948	
14,020	Depreciation	2,337	2,337	-	-	14,020	_
6,889	Other Expenses	1,575	845	(730)	U	6,909	E
76,957		14,203	13,214	(989)	U	77,699	
7,653	Operating Surplus/(Deficit) before Capital Revenues	(279)	1,153	(1,432)	U	6,911	
7,055		(219)	1,133	(1,432)	Ü	0,911	
	Capital Revenue						
-	Capital Grants & Subsidies	2,000	-	2,000	F	-	F
1,500	Contributed Assets	-	-	-	U	1,500	
-	Gain/(Loss) on Asset Disposal	-	-	-	U		
1,500		2,000	-	2,000	F	1,500	
0.450	Net Surplus/(Deficit) resulting from	4 704	4.450	500	_	0.444	
9,153	operations	1,721	1,153	568	F	8,411	
14,020	add Depreciation	2,337	2,337	-		14,020	
	less Share of Profit SRWRA (excluding						
(324)	dividend)	-	-	-		(324)	
22,849	Funding available for Capital Investment	4,058	3,490	568	F	22,107	
22,045	·	4,036	3,490	300	Г	22,107	
	Capital						
13,673	less Capital Expenditure - Renewal	1,449	3,570	2,121	F	18,537	G
4,925	less Capital Expenditure - New	1,599	3,192	1,593	F	6,047	Н
1,500	less Capital - contributed assets	-	-	-	U	1,500	
2,751	Net Overall lending/(borrowing)	1,010	(3,272)	4,282	F	(3,977)	
	•						

Original Adopted Budget		YTD Actual + Committ	YTD Budget	YTD Variance	Annual Budget		
\$'000		\$'000	\$'000	\$'000		\$'000	Note
	Funded by						
	Loans						
-	Loan Principal Receipts (Net) Loan Receipts/(Payments) from Sporting	-	-	-	-	-	
-	Clubs (Net)	-	-	-	-	-	
1,400	less Loan Principal Repayments	-	-	-	-	1,400	
(1,400)	Loan Funding (Net)	-	-	-	-	(1,400)	
	Movement in level of cash, investments and accruals						
	Cash Surplus/(Deficit) funding						
(680)	requirements	5,637	1,355	4,282		(680)	
(2,031)	less Reserves (Net)	4,627	4,627	-		4,697	
1,351	Cash/Investments/Accruals Funding	1,010	(3,272)	4,282		(5,377)	
(2,751)	Funding Transactions	(1,010)	3,272	(4,282)	F	3,977	
(=,,,,,,		(1,010)	3,2.2	( 1,202)	•	0,011	-

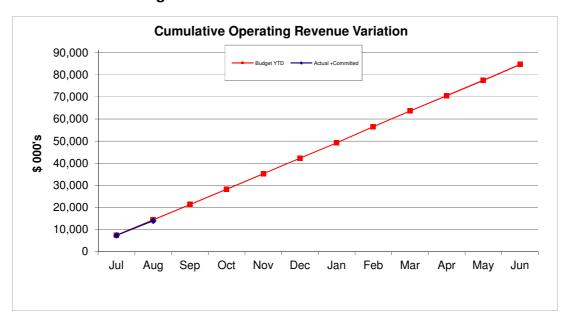
#### **Variation Notes**

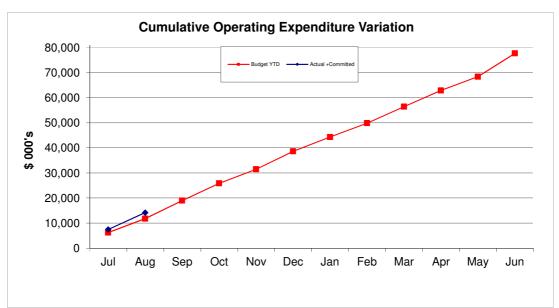
Α	Statutory Charges	Favourable \$255k	Predominantly reflects budget timing variations in relation to collection of Dog Registration fees.
В	Operating Grants & Subsidies	Unfavourable \$722k	Predominantly reflects budget timing variations with regards to receipt of Roads 2 Recovery and Grants Commission grants.
С	Employee Costs	Favourable \$295k	Predominantly reflects budget timing variations including leave taken.
D	Contractors	Unfavourable \$622k	Predominantly reflects budget timing variations with regards to Maintenance Agreements (\$503k) and a number of other areas, none of which are individually significant.
E	Other Expenses	Unfavourable \$730k	Predominantly reflects budget timing variations with regards to Insurance Premiums (\$561k) and a number of other minor variances none of which are individually significant.
F	Capital Grants & Subsidies	Favourable \$2,000k	Reflects the receipt in August of grant funds (\$2,000k) from the Office for Recreation & Sport for a BMX facility in council's south.
G	Capital Expenditure (Renewal)	Favourable \$2,121k	Predominantly reflects budget timing variations with regards to road reseals (\$731k), Glandore Laneways (\$831k) and Reserve Development projects (\$332k).
Н	Capital Expenditure (New)	Favourable \$1,593k	Predominantly reflects budget timing variations with regards to drainage works (\$211k) and Reserve Development projects (\$923k).
I	Funding Transactions	Favourable \$4,282k	The variance in cash/investments/accruals funding is attributable to the corresponding net overall lending/(borrowing) position.

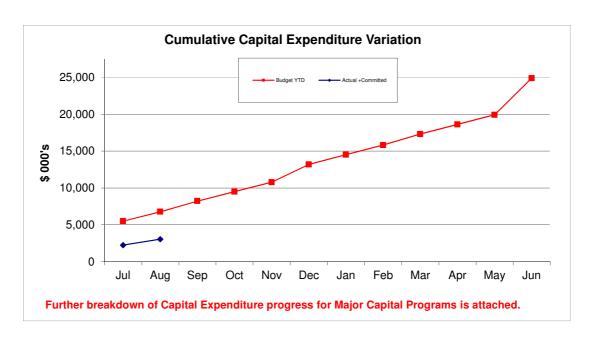
The above comments referring to budget timing variations are where some monthly budget estimates are not reflective of the actual expenditure patterns as at the reporting date.

Note: The progress to date of Capital Expenditure programs (New and Renewal) is detailed in the attached graphs, noting that where no budget exists in the initial months this is primarily due to certain types of capital works that cannot be carried out during periods of inclement weather.

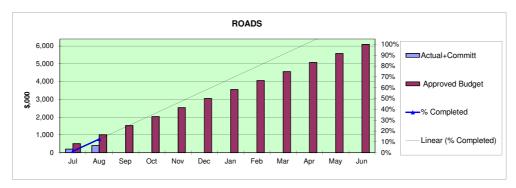
## Funding Statement Cumulative Position - 2016/17







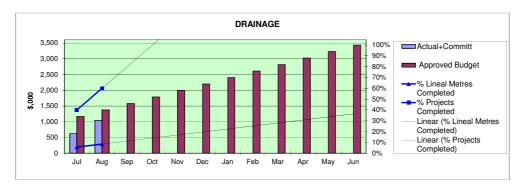
## Page 290 Capital Construction Progress - 2016/17



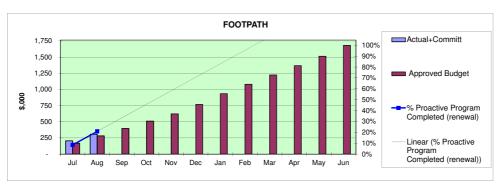
Program commenced, 13% complete.



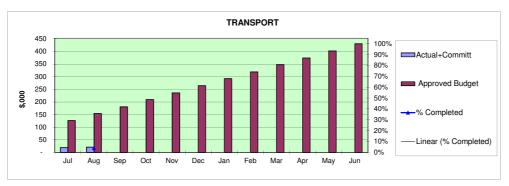
Program commenced, 6% complete.



Linear metre program: 8% complete.
Keen Avenue complete.
Drainage projects: 60% complete.
Maxwell Terrace, Hammersmith and Towers Terrace complete.



Program commenced, 21% complete.



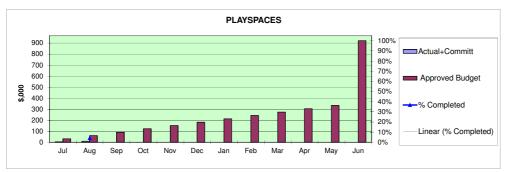
Program commenced, 4% complete.

Ramrod Avenue Traffic Control Device - liaising with DPTI for approvals, construction to commence in February 2017.



Program commenced, 15% complete.

Warriparinga Footbridge works in progress, Barramundi Drive investigations commenced.



Program commenced, 4% complete.

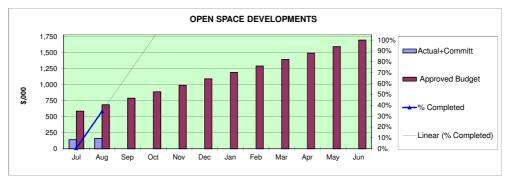
Procurement has commenced for design works for Gully Road, Clare Avenue, Sixth Avenue and YMCA Breakout Creek concepts.

## Page 292 Capital Construction Progress - 2016/17



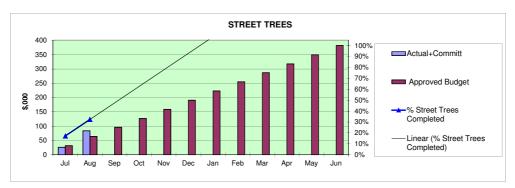
Program commenced, 25% complete.

- Actual + Commit reflects commitments raised for Edwardstown Sporting Club light works, commenced in 2015/16.



Program commenced, 35% complete. Completed Trott Park Dog Park

In progress
Hallett Cove Foreshore Stage 4 & 5 Detail Design
Edwardstown Oval Southern Landscaping
Reserve Signage (15) Hazelmere Reserve Shade sails

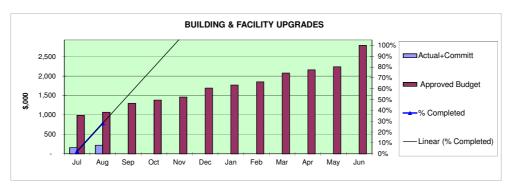


Program commenced, 32% complete.



Program commenced - includes additional funding for Streetscape policy works.

## Page 293 Capital Construction Progress - 2016/17



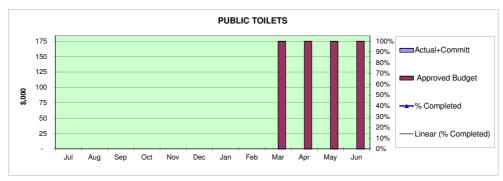
Program commenced, 28% complete.

Completed
Coastal Walkway Handrail upgrade Coastal Walkway Asset renewal Admin/ Cooinda Signs

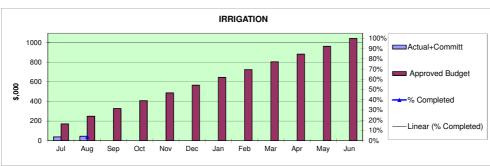
In Progress
Trott Park Neighbour. Centre Windows & Doors Trott Park Neighbour. Centre Accessible toilet Edwardstown Senior Citizens Asbestos removal Swim Centre Refurbish storeroom Marion Community House Asbestos removal

In Progress (continued)
Marion Cultural Centre Upgrade plaza amenity Administration Customer service upgrade Administration CR1&2 doors and painting Outdoor Swim Centre Sign

Outdoor Swiff Certile Sight
Administration Accommodation refit
Glandore Laneways Site Works
Solar Panels for Administration Building, City Services Depot, Cove Civic Centre,
Glandore Community Centre, Marion Cultural Centre, Marion Outdoor Swimming
Centre, Park Holme Library and Trott Park Neighbourhood Centre scope and tender being drafted



Reserve Street Reserve to follow community evaluation of Dog Park.



Program commenced, 4% complete.

## Sundry Debtors Report - Aging report as at 31 August 2016

Perc	entaç	ge of
total	an_	day

Debtor	Total Balance C	urrent :	30 Days	60 Days	90 Days 9	00+ Days	balance	Comments for 90+ Day balances
General Total	1,650.25	.00	.00		.00	1,650.25	4%	Made up of 5 debtors.
Hire of Council Facilities Total	7,069.00	2,075.00	250.00	1,690.00	290.00	2,764.00	7%	Made up of 8 out of 15 debtors in this category, with none individually significant.
Land Clearing Total	2,402.54	.00	.00	.00	1,725.35	677.19	2%	Made up of 2 out of 3 debtors.
Sporting Clubs & Other Leases Total	29,953.92	7,272.17	10,136.85	10,407.31	543.59	1,594.00	4%	Made up of 3 out of 20 debtors in this category. One of these accounts is on a payment plan however the last month's instalment has not been received.
Extra Works Total	31,012.50	4,430.00	2,680.00	5,895.00	2,640.00	15,367.50	38%	Made up of 11 out of 23 debtors in this category, with 4 of these totalling \$6,565.00 relating to works not commenced, awaiting payment.
Swim Centre Debtors Total	3,225.00	.00	.00	.00	.00	3,225.00	8%	Made up of 6 debtors. \$2,587.50 relates to one debtor and is expected to be paid in September.
Grants & Subsidies Total	2,249,044.00	.00	42,719.00	2,200,000.00	825.00	5,500.00	13%	Made up of 1 debtors and has been settled in full in September. \$2.2m from 60 days has also been settled in full is September.
Environmental Health Total	10,488.38	652.80	298.00	3,468.78	738.00	5,330.80	13%	Made up of 48 out of 65 debtors in this category, with none individually significant.
Impoundment	135.00	.00	.00	.00	.00	135.00	0%	Made up of one debtor.
Tree Funds Total	4,775.84	1,100.00	.00	164.00	.00	3,511.84	9%	Made up of 11 out of 13 debtors in this category, with none individually significant.
Living Kaurna Cultural Centre	2,535.00	220.00	.00	1,069.00	187.00	1,059.00	3%	Made up of 5 out of 10 debtors.
Marion Cultural Centre Total	15,696.41	12,049.21	88.00	278.00	3,281.20	.00	0%	
Total Total Aging Profile	2,357,987.84	27,799.18 1%	56,171.85 2%	2,222,972.09 94%	10,230.14 0%	40,814.58 2%		
Category	Description							

Category	Description
General	Anything that does not fit into one of the below categories.
Hire of Council Facilities	For hire of rooms in Neighbourhood Centres, etc - usually charged out at an hourly rate. Also includes cultural workshops and tours.
Land Clearing	Relates to the clearing of vacant land
Sporting Clubs & Other Leases	Rent, electricity, water, maintenance, etc charged out to lessees.
Extra Works	For repairs or modifications to infrastructure (footpaths, kerbs, driveway inverts). Can be at resident request.
Swim Centre Debtors	Outdoor Swimming Centre - used for lane hire, school visits, etc
Grants & Subsidies	Government grants and subsidies
Environmental Health	Food Inspection fees
Impoundment	Used for Vehicle Impoundment fees.
Tree Funds	Includes contribution from residents and/or developers for the removal and/or replacement of Council Street Trees and significant trees.
Living Kaurna Cultural Centre	Relates to programs run through the LKCC
Marion Cultural Centre	For invoices relating to the Marion Cultural Centre

## Rates Report - Collection of Rates to 31 August 2016

## **ANALYSIS OF OUTSTANDING RATES AS AT 31 AUGUST 2016**

	<u>Note</u>		% of Total Annual Rates
CURRENT	1	\$ 54,448,690	75.1%
OVERDUE	2	\$ 11,661	0.0%
ARREARS	3	\$ 1,726,093	2.4%
POSTPONED	4	\$ 146,967	0.2%
LEGALS	5	\$ 26,871	0.0%
		\$ 56,360,283	77.8%
TOTAL ANNUAL RATES FOR 2016/17		\$ 72,456,746	

### Note 1: Current

Current rates represent the total amount of rates levied in the current financial year that are not yet due for payment. For example at 1st January this represents Quarter 3 & Quarter 4 rates unpaid.

## Note 2: Overdue

Overdue rates represent rates levied in the current financial year that remain unpaid past their due payment date. For example on 1st January, this represents rates from Quarter 1 and Quarter 2 that remain unpaid.

## Note 3: Arrears

Rates in arrears represent rates and charges levied in previous financial years that remain unpaid .

## Note 4: Postponed

Postponed rates represent any rates amount due by seniors that have been granted a deferral, until the eventual sale of their property, as allowable under the Local Government Act. Interest is charged on these deferred rates and is recoverable when the property is sold.

## Note 5: Legals

Legals represent any legal fees, court costs that have been incurred by Council in the collection of rates in the current financial year. These amounts represent costs that have been on-charged to the defaulting ratepayers and are currently outstanding.

Originating Officer: Sherie Walczak, Unit Manager Risk

Corporate Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Ray Barnwell, A/General Manager Corporate Services

Subject: Monthly WHS Performance Report

Report Reference: GC270916R25

## **REPORT OBJECTIVES:**

The objective of this standing monthly 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 and monitor Council's 2016/17 target of a 25% reduction of the Lost Time Injury Frequency Rate (LTIFR).

## **EXECUTIVE SUMMARY:**

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.

## **RECOMMENDATION (1)**

**DUE DATE** 

**That Council:** 

1. Notes the report and statistical data contained therein.

27 September 2016

## **PERFORMANCE RESULTS - AUDIT RESULTS**

City of Marion is subject to annual audits conducted by the Local Government Association Workers Compensation Scheme (LGAWCS). The intent of these audits is to test Council's WHS Management System against Return to Work (RTW) SA's Performance Standards for Self Insured (PSSI) Employers. Conformance against the PSSI is a requirement for all self insured employers under RTW SA's Self-insured employers Code of Conduct. Each year a sample of the sub-elements within the Performance Standards for Self Insurers is audited. Council sets an action plan outlining its commitments to address any non-conformance identified and improve its WHS Management System. Council was successful in closing out 98% of the actions from the 2014 Audit. This year, we are currently on track to complete 100% of the actions from the 2015 Audit by 31 October. As at 31 August, 79% of actions are complete.

Report Reference: GC270916R25

## PERFORMANCE RESULTS - LOST TIME INJURIES

In order to measure improvement, safety indicators are measured and monitored against our industry counterparts being Group A Councils (¹GaC). Two important safety indicators measured are Lost Time Injuries (²LTIs), outlined in Table 2 from internal incident reporting data, and Lost Time Injury Frequency Rate (³LTIFR) from the LGA's Claims Analysis Portal data, outlined in Figure 1. Table 1 provides for comparison against FY2015-16 results.

Table 1: Number of LTIs per month - Financial Year 2015-16

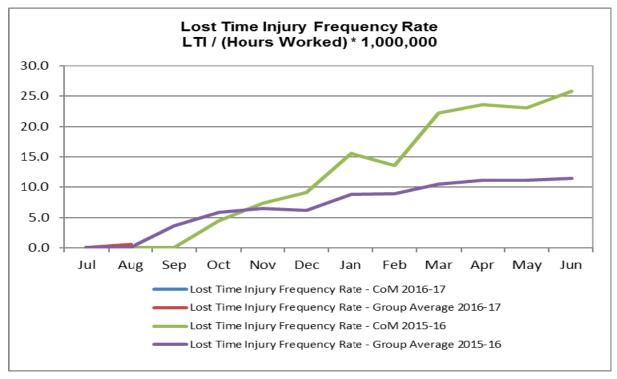
Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Total
0	1	4	2	2	0	3	1	2	0	2	0	17

Table 2: Number of LTIs per month - Financial Year 2016-17

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

In August 2016, Council recorded one LTI and, as at 31 August, it was 19 days since the last LTI.

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



Although we have recorded one LTI in August for which a claim has been lodged with the LGAWCS, the LGAWCS claims data is still reporting 0.0 LTIFR (hence no blue line present yet) due to a timing difference in CoM payroll data (for the lost time) being provided and recorded in the LGAWCS system.

Report Reference: GC270916R25

<sup>1</sup> 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

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

<sup>3</sup> Lost Time Injury Frequency Rate (LTIFR) is an 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.

## **HAZARD PREVENTION**

Hazard Prevention Strategies being implemented include the ongoing review of the organisation's Hazard Register including provision of documented Safe Work Method Statements, Safe Work Procedures or Safe Operating Procedures for all hazardous tasks.

Training in Asbestos Awareness has been provided for staff who may discover or undertake duties near asbestos. Training in fit and use of respiratory and hearing PPE to those Open Space Operations staff exposed to airborne contaminents and noise.

In addition to ongoing Hazard Management strategies, further Return to Work strategies have been considered. Primary changes include:

- CoM representation (Manager, Internal RTW Coordinator or other) to offer to attend the medical appointment to provide early return to work information to the Medical Practitioner (this can be refused by an employee)
- Provision of documents provided to the Medical Practitioner including;
  - Early Return to Work letter to treating doctor
  - Sample RTW Light Duties Register
  - Sample Job Dictionary Task Analysis
- Provision for CoM to provide a small panel of preferred Medical Practitioners who specialise in workplace injuries - to assist injured employeejs whose family doctor may not have experience in workplace injuries or those who cannot provide short-term availability of appointment times

There are many benefits for staff associated with an early return to work:

- return to work quickly and safely
- less disruption to family, work and social life
- improved employment and financial security
- less time spent recovering from your injury
- reduced level of impairment

The City of Marion benefits from an early return of staff to work through:

- increased productivity
- reduction in Lost Time Injuries
- reduced staff turnover
- improved staff morale and workplace industrial relations
- minimisation of back-fill and retraining expenses
- reduction in claims costs and impact on premium

Formal consultation with workers has now commenced, the outcomes of the consultation 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".

Report Reference: GC270916R25

## **Mayoral Communication Report**

Date of Council Meeting: 27 September 2016

Name of Elected Member: Mayor Kris Hanna

Date	Event	Comment
19 August 2016	Australian Refugee Association Oration and Reception	Attended
20 August 2016	Refugee Advocacy Service of SA – Winter Cocktail Fundraiser	Attended
21 August 2016	Official Opening of Marion Church of Christ playground	Officially opened playground
22 August 2016	Hallett Cove Business Association Networking Event	Attended
25 August 2016	Marion Historic Village Display Group AGM	Attended
25 August 2016	Clovelly Park Memorial Community Centre AGM	Attended
27 August 2016	Sturt Marion Soccer Quiz Night	Quiz Master
28 August 2016	RSL Marion Sub Branch AGM	Attended as guest speaker
28 August 2016	Jervois Street Reserve Official Opening	Officially Opened Park
28 August 2016	Hallett Cove Beach Tennis Club Open Day	Attended
30 August 2016	Met with Hallett Cove Little Athletics Vice President	Attended meeting
31 August 2016	Met with President – Cove Football Club	Attended
4 September 2016	Reserve Street Reserve Opening	Officially opened Dog Park
5 September 2016	Sheidow Park School Moon Lantern Festival	Attended and gave speech
16 September 2016	Patritti Wines – Gambol in Grenache celebration	Attended and opened first bottle
18 September 2016	8 September 2016 Marion RSL Bowling Club – Opening of 2016/17 Pennant Season	
21 September 2016	Met with CEO Netball SA	Attended
21 September 2016	Edwardstown Lions Club – Citizenship Ceremony	Conducted ceremony
22 September 2016	Coast FM Radio Segment	Attended

In addition, the Mayor has met with residents, MP's, Political candidates and also with the CEO and Council staff regarding various issues.

Report Reference: GC270916

## **Deputy Mayor Communication Report**

Date of Council Meeting: 27 September 2016

Name of Elected Member: Deputy Mayor Jason Veliskou

Date	Event	Comment	
19 August 2016	Gallery M – Tribute to Ian Wilding	Gallery M held a tribute in memory of one of its longest serving and active members, Mr Ian Wilding. Attended to pay respects to the significant contribution Mr Ian Wilding has made to The Red House Group, Gallery M and the whole artistic community within and outside the Marion Council area.	
28 August 2016	Official Opening – Jervois Street Reserve	Attended the official opening of the newly created reserve in Jervois Street.	
1 September 2016	Meeting with Chair of Infrastructure regarding Joint Committee meeting in September.	Met with Chair of Infrastructure at City Services in relation to the format and content of the Joint Committee meeting on 6 <sup>th</sup> September.	
4 September 2016	Official Opening - Reserve Street Dog Park.	Attended the official opening of the Reserve Street Reserve Dog park.	
7 September 2016	Glengowrie Neighbourhood Watch AGM	Attended 2016 AGM	
7 September 2016	Morphettville Neighbourhood Watch AGM	Attended 2016 AGM	

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: 27 September 2016** 

Date	Activity	Attended by
18 August 2016	Met with Renewal SA & CIC	Adrian Skull, Tony Lines
23 August 2016	Tony Lines	
24 August 2016	Council Solutions ICT Communication Project meeting	Adrian Skull, Vincent Mifsud
24 August 2016	Boundary Reform Timeline meeting	Abby Dickson
26 August 2016	General Manager SA Aquatic Centre – Adam Luscombe	Adrian Skull
26 August 2016	Bowls SA – Mark Easton, CEO	Adrian Skull
28 August 2016	Jervois Street Reserve Official Opening	Adrian Skull
20 August 2010		Abby Dickson
29 August 2016	Australian Library and Information Association (ALIA) National 2016 Conference	Tony Lines
30 August 2016	Ageing Well State Forum	Adrian Skull
31 August 2016	Meeting between Flinders University, City of Mitcham and City of Marion	Abby Dickson
31 August 2016	Council Solutions – Regional Forward Procurement Plan Steering Committee (RFPP) meeting	Vincent Mifsud
1 September 2016	SRWRA Site Tour and Discussion	Adrian Skull
2 September 2016	Reclaimed Water	Tony Lines
5 September 2016	KPMG re Corporate Performance Reporting internal audit	Vincent Mifsud
6 September 2016	Meetings with Christian Reynolds, Managing Director, ZF Lemforder Australia Pty Ltd	Vincent Mifsud
7 September 2016	Meeting with NRM re Glenthorne Farm	John Valentine
		Rebecca Neumann Adrian Skull
7 September 2016	Regional Planning Board Metropolitan Local Government Group workshop	Abby Dickson
8 September 2016	Twilight Story Time - CCC	Tony Lines
14 September 2016	Metropolitan Local Government Group meeting	Adrian Skull
15 Contomber 2010		Adrian Skull
15 September 2016	Renewal SA – Urban Renewal Bus Tour	Tony Lines
16 September 2016	TAFE Site Tour – Tonsley	Adrian Skull

Report Reference: GC270916

Question Received from: Councillor Bruce Hull

Subject: Elected Member Nominated Postal / Residential Address

Reference No: GC270916Q01

## QUESTION:

Can staff provide advice as to how many Elected Members who may have a nominated postal address/ residential address that is outside the City of Marion?

## **COMMENTS: Jaimie Thwaites, Unit Manager Governance and Records**

Currently there are no nominated postal or residential addresses for Elected Members that are outside the City of Marion.

Report Reference: GC270916Q01

Question Received from: Mayor Hanna

Subject: Fraud Prevention

Reference No: GC270916Q02

## QUESTION:

"What measures are in place to prevent Marion Council being defrauded like Brisbane City Council was recently?"

## **COMMENTS: Mayor Hanna**

In August 2016 it was reported that Brisbane City Council was recently defrauded of over \$450,000 when the Council accepted the advice from a significant service provider that the service provider's bank account details had changed, so that 9 payments were sent to the new bank account. The trouble is, the advice came from a scammer, and the money was paid into the scammer's bank account.

## **COMMENTS: Ray Barnwell, Acting General Manager Corporate Services**

As part of Council's broader internal control processes, financial internal controls are designed to assist the Council in addressing the risk of fraud and error in addition to improving reliability of financial reporting and compliance with laws, regulations and policies. Although internal controls will not remove all financial risk they are a means of managing risk and reducing the likelihood and consequence of adverse events such as the one noted above.

Managing all organisational risks on a day-to-day basis forms the first line of defence for the Council. Management achieves this by establishing an appropriate internal control environment including relevant financial internal controls.

With reference to the specific risk identified above Council currently has a procedure in place whereby any changes to bank details for Suppliers can only be made when they are detailed on the Supplier's invoice. Supplier bank details are not updated from email or other written notification.

As per our existing Internal Financial Control processes (GEI-ITE-0007) which are audited by Council's external auditor as part of the end of year processes, the Financial Co-ordinator also reviews changes to Supplier's bank account details via a weekly report to ensure that the account numbers have been entered correctly. This Control includes scrutiny over the supporting documentation i.e. must be updated from a copy of the Supplier's invoice.

Report Reference: GC270916Q02

Another measure in place is the internal audit function which is charged with the responsibility to perform an objective assessment on the performance of control activities and business processes. Although an internal audit function is not a mandatory requirement for councils the absence of such a function may increase the consequence of control failure.

Finally, the Audit Committee and external auditors also provide independent and objective feedback and assessment of the internal controls including policies and procedures in place in relation to the financial reporting processes of Council thereby adding an additional measure in managing such risk.

Report Reference: GC270916Q02

Notice Received from: Councillor Hull

Subject: Sturt Police Station

Ref No: GC270916M01

### MOTION:

That the City of Marion vigorously objects to the reduction of "front counter" hours at the Sturt Police Station by writing to the Police Minister and all local State MP's indicating that this regional Police HQ should remain open 24 hours daily.

## **COMMENTS: Councillor Hull**

We all understand the need for lean governance, but mean governance has it's own consequences. In our Policing region the Sturt Local Service Area is about to get much much larger placing more demands on the Sturt Police Station. Hallett Cove police station has been closed. Now the Netley and Glenelg police stations are to have their front counter hours reduced to 9.00 am to 5.00 pm. It is my belief that the State Government has crossed the thin blue line in terms of acceptable service delivery and public safety. It is clearly a blatant cost saving measure by the State Government that deserves to be vigorously challenged on behalf of our community.

## **COMMENTS: Sharon Perin, Unit Manager Community Health and Safety**

Should Council support this motion and wish to write to the Police Minister and/or all local State Members of Parliament indicating that the Sturt Local Service Area Police Station should remain open 24 hours a day, administration staff can draft a letter on behalf of Council, for the Mayor's signature.

Notice Received from: Councillor Hull

Subject: Destination Playspace

Ref No: GC270916M02

### **MOTION 1:**

**That Council:** 

Amend the following resolution (GC140616R15):

Endorse Option 1 with resource allocation costing up to an additional \$40,000 to deliver the Destination Playspace investigation 2019/20.

to

1. Endorse Option 1 with a resource allocation costing up to an additional \$80,000 to deliver the destination playspace investigation in 2016/17.

## **MOTION 2:**

## That:

- 1. The Oaklands reserve and playspace project is placed on hold pending the outcomes of the destination playspace investigation.
- 2. A report is brought to council presenting the findings of the destination playspace investigation in May 2017.

## **COMMENTS: Councillor Hull**

Pursuant to Regulation 12 (3) of the Local Government (Procedures at Meetings) Regulations 2013, a member may bring a motion to the effect of which, if carried, would rescind or amend a resolution of the Council passed since the last general election. Therefore, I have brought this Motion with Notice to amend the resolution passed on 14 June 2016 to undertake an investigation on a destination playspace.

In June 2016 Council considered the potential to develop a Destination Playspace in the City of Marion. This Playspace would have the potential to attract visitors and tourists state wide, provide iconic play features, surrounding open space, community facilities and opportunities for local business to benefit from the attraction. It would be a space which celebrates the City of Marion, local community and sense of place. There are potentially a number of locations where a Destination Playspace could be developed, and we don't want to limit this potential by progressing smaller scale developments at some sites that have the potential to support a Destination Playspace. Rather than wait until 2019/20 to undertake the investigation into the

potential for a destination playspace, I propose this investigation is conducted as soon as possible so Council has the information to consider the opportunity for a Destination Playspace and can adjust its playspace program accordingly.

## **COMMENTS: Alicia Clutterham, Team Leader Open Space and Recreation**

Council endorsed an open space works program in April 2016 (GC260416R10). The adopted 3 year works program includes the redevelopment of Oaklands Reserve and Playspace as one of the 17 projects – with planning, concept design and community consultation to begin early in 2016-17. A project plan and brief has been developed based on a service level of \$900,000 for this regional playspace and is awaiting the outcome of this Motion with Notice.

Council also considered a report on a Destination Playspace within the City of Marion in June 2016 (GC140616R15). In consideration of the large works program and resources required to commence this project, Council resolved to commence the Destination Playspace investigation in 2019/20 with \$40,000 allocated to this in Council's Long Term Financial Plan.

To consider a destination playspace at Oaklands Reserve, the timing of the investigation of opportunities for a Destination Playspace in the City would need to be brought forward from 2019/20. The Oaklands Reserve and Playspace redevelopment would also be put on hold pending this investigation.

Retiming the destination playspace project would have an impact on resourcing and budget, as all resources are currently allocated to existing priority projects as per the 3-year Business Plan. The investigation of a destination playspace is a significant piece of work which would require additional resourcing, and an increase compared with what would be required if undertaken in 2019/20 (where internal resources will be freed up). The project management resources allocated to the Oaklands Reserve and Playspace project could be redirected to the destination playspace investigation project, with the remaining work to be conducted by a consultant in 2016/17.

The scope of this project in 2016/17 would include:

- Define a Destination Playspace level of service;
- Assess suitability of open space within City of Marion that could support a
  Destination Playspace viable site option (this may not be on Council land);
- Present to Council a shortlist of sites that meet defined criteria for recommendation to consult with community.

It is estimated that to undertake the destination playspace investigation in 2016/17 the following resources would be needed:

- Project Management: Nil as covered through redirecting PM resources from Oaklands Reserve and Playspace project
- Up to \$80,000 for consultants to undertake the following works:
  - Open space analysis and demographic profiles as well as review of the current Council play space and open space documents
  - Workshop with Elected Members destination playspace level of service, define criteria for site assessments and identify opportunities
  - > Site audits on existing infrastructure assessment and site feasibility for development (include historical site analysis for soil issues, landscape architecture, engineering, quantity surveying)

- ➤ Identification and evaluation of potential economic development opportunities to support a local economy
- Schematic drawings to enable feasibility and site assessment
- > Identification of potential partnerships and high level discussions with key stakeholders to be able to consider and seek support
- Investigate potential partnership models
- Investigate potential funding models
- Prepare overview of financial considerations and estimated WOL costs.

This project scope does not include the development of designs for the playspace. This would occur when Council has considered a report and considers proceeding to the Concept Design Development stage at a particular location.

Should Council wish to proceed with a Destination Playspace including steps such as Concept Designs, community engagement etc., there will be flow on effects for the open space works program resource requirements and project programming in 2017/18 and beyond.

Other options could be considered including:

- Proceed as is with the planning and consultation on Oaklands Reserve and Playspace on the current adopted scale/scope (\$900k project) in 2016/17 and not proceed with the Destination Playspace investigation in 2016/17. Remain with the current endorsed position of commencing investigations into a Destination Playspace in 2019/20.
- Retime Oaklands Reserve and playspace project, and Hallett Cove Beach detailed design project to free up in-house resources to undertake the destination playspace investigation in 16/17. This option would require \$40k in consultant's fees only, but would have major impacts on delivery of the 3 year adopted works program.
- Do not proceed with a Destination Playspace investigation which would require the resolution of GC140616R15 to be rescinded.

## **Funding**

The previous resolution (GC140616R15) set aside \$40,000 in funding in the LTFP for 2019/20 with no funding allocated in the adopted budget for 2016/17. Council could fund this initiative from its reserve funds – either the Open Space Reserve or from funds contained in the Asset Sustainability Reserve.

## CONFIDENTIAL REPORT

Corporate Manager: John Valentine, Manager Strategic Projects

General Manager: Steve Hooper, A/General Manager City Development

Subject: Administration Building and City Services Surplus Land

Reference No: GC270916F01

If the Council so determines, this matter may be considered in confidence under Section 90(3)(b)(i)(ii) of the *Local Government Act 1999* on the grounds that the report contains information that could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and, on balance, be contrary to the public interest.

**Adrian Skull** 

**Chief Executive Officer** 

## RECOMMENDATION

That pursuant to Section 90(2)(i)(ii) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Tony Lines, Abby Dickson, Steve Hooper, Ray Barnwell, Kate McKenzie, John Valentine and Jaimie Thwaites, be excluded from the meeting as the Council receives and considers information relating to Council land, 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 could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council, (d)(ii) would, on balance, be contrary to the public interest.

Report Reference: GC270916F01