

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 March 2018

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.

A handwritten signature in dark ink, appearing to read "Adrian", with a stylized flourish at the end.

Adrian Skull
CHIEF EXECUTIVE OFFICER

23 March 2018

**CITY OF MARION
GENERAL COUNCIL AGENDA
FOR MEETING TO BE HELD ON
TUESDAY 27 MARCH 2018
COMMENCING AT 6.30PM**



1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

We acknowledge the Kurna 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

Confirmation of the Minutes for the General Council meeting held
on 13 March 20186

6. COMMUNICATIONS

Deputy Mayor Report15

Elected Member Report

CEO and Executive Report16

7. ADJOURNED ITEMS

Nil

8. DEPUTATIONS

Nil

9. PETITIONS

Petition - Oppose Dog Park Cadell Street
Report Reference: GC270318P0117

10. COMMITTEE RECOMMENDATIONS

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| Confirmation of Infrastructure and Strategy Committee Minutes from the meeting held on 6 March 2018 Report Reference: GC270318R02..... | 47 |

11. CONFIDENTIAL ITEMS

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| Confirmation of Infrastructure and Strategy Committee Confidential Minutes from the meeting held on 6 March 2018 Report Reference: GC270318F01 | 53 |
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12. CORPORATE REPORTS FOR DECISION

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| New Dog Park Project Update Report Reference: GC270318R03..... | 54 |
| Cove Sports and Community Club - Light Towers Report Reference: GC270318R04..... | 57 |
| Warradale Park Tennis Club Development Report Reference: GC270318R05..... | 61 |
| Morphettville Park Oval Expansion Report Reference: GC270318R06..... | 67 |
| Marion Bowls Club – Kitchen Upgrade Report Reference: GC270318R07..... | 72 |
| Hallett Cove Heights Playground Investigation Report Reference: GC270318R08..... | 76 |
| Playground Works Program Report Reference: GC270318R09..... | 89 |
| Consideration of New Initiatives for the 2018-19 Annual Plan and Budget Report Reference: GC270318R10..... | 96 |
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13. CORPORATE REPORTS FOR INFORMATION / NOTING

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| Service Review – Report – Customer Service Report Reference: GC270318R16..... | 185 |
| Finance Report – February 2018 Report Reference: GC270318R17..... | 228 |
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14. WORKSHOP / PRESENTATION ITEMS

Nil

MATTERS RAISED BY MEMBERS

15. Motions with Notice

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16. Questions with Notice

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| Monitoring for residual refuse contamination Report Reference: GC270318Q03..... | 265 |
| Rate Reductions Report Reference: GC270318Q04..... | 266 |

17. Motions without Notice

18. Questions without Notice

19. OTHER BUSINESS

20. 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 13 MARCH 2018**



PRESENT

Deputy Mayor Janet Byram

Councillors

Coastal Ward

Ian Crossland
Tim Gard

Mullawirra Ward

Jason Veliskou
Jerome Appleby

Southern Hills

Nick Westwood

Warracowie Ward

Bruce Hull
Nathan Prior

Warriparinga Ward

Luke Hutchinson
Raelene Telfer

Woodlands Ward

Tim Pfeiffer
Nick Kerry

In Attendance

Mr Adrian Skull
Ms Abby Dickson
Mr Tony Lines
Mr Vincent Mifsud
Ms Kate McKenzie
Ms Jaimie Thwaites

Chief Executive Officer
General Manager City Development
General Manager City Services
General Manager Corporate Services
Manager Corporate Governance
Unit Manager Governance and Records

COMMENCEMENT

The meeting commenced at 6.30pm

KAURNA ACKNOWLEDGEMENT

We acknowledge the Kurna 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.

ELECTED MEMBER'S DECLARATION OF INTEREST

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

- No declarations were made

CONFIRMATION OF MINUTES

Moved Councillor Hutchinson, Seconded Councillor Prior that the minutes of the General Council Meeting held on 27 February 2018 be taken as read and confirmed with the following amendment: Councillor Byram voted in favour of the following motions where divisions were called:

- Regulation 29
- Travers Street Reserve – Amendment of Resolution (GC270218R03)

Carried Unanimously

COMMUNICATIONS

Nil

ADJOURNED ITEMS

Nil

DEPUTATIONS

Nil

PETITIONS

Nil

COMMITTEE RECOMMENDATIONS

6.32pm Confirmation of Minutes of the Finance and Audit Committee Meeting held 27 February 2018.

Report Reference: GC130318R01

Moved Councillor Telfer, Seconded Councillor Hutchinson that Council:

1. Receives and notes the minutes of the Finance and Audit Committee meeting of 27 February 2018 (Appendix 1) with the amendment that Lyndon Parnell, Finrisk Pty Ltd was an attendee.
2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Finance and Audit Committee.

Carried Unanimously

CORPORATE REPORTS FOR DECISION

6.34pm Warradale Open Space Report Reference: GC130318R02

Moved Councillor Hull, Seconded Councillor Prior that Council:

1. Provides in principle support for the acquisition of properties in Warradale to increase open space provision.
2. Notes Administration will provide a watching brief on identified properties and will bring further reports to Council should suitable properties become available.
3. Considers upgrading existing open space within Warradale and / or provide better connections as part of the Open Space Works Program.

Carried Unanimously

6.38pm Playground Data Collection Report Reference: GC130318R03

Moved Councillor Hull, Seconded Councillor Telfer that Council:

1. Notes the report and endorses improving data collection through the following methods that can be resourced within existing internal resources:
 - BBQ Counters
 - Open Space Operations Data Collection
 - City of Marion Data Collection
2. Endorses the allocation of up to \$48,500 into the draft 2018-19 budget for the use of sensor technology to capture playground usage data as part of Council's Smart Cities Pilot Project approach currently being developed by the Infrastructure & Strategy Committee.

Carried Unanimously

6.51pm Leaflet Advertising on Car Windscreens Report Reference: GC130318R04

Moved Councillor Veliskou, Seconded Councillor Hull that Council:

1. Receives and notes this report

Carried Unanimously

6.53pm Remnant Native Vegetation Plan Report Reference: GC130318R05

Moved Councillor Crossland, Seconded Councillor Telfer that:

1. Notes the community consultation results.
2. Endorses the *Remnant Native Vegetation Plan 2018 to 2023*

3. Endorses funding of up to \$300,000 per annum for 5 years from 2018/19 for consideration in the 2018/19 Annual Business Planning process, reducing to an ongoing budget of \$200,000 per annum for the remainder of the LTFP.

Carried

6.58pm Local Government Association Constitution and Ancillary Documents – Feedback Sought

Report Reference: GC130318R06

Moved Councillor Veliskou, Seconded Councillor Gard that Council:

1. Notes the proposed changes to the Local Government Association Constitution and associated documents (namely the Meeting Procedures; Membership Proposition; and Terms of Reference for the Audit Committee, CEO Advisory Group, SAROC and GAROC).
2. Adopts the correspondence in Appendix 1 to forward to the Local Government Association as feedback on the amendments to the LGA Constitution with the allowing amendments:
 - minor typos amended and corrections made
 - include a reference to the lack of dispute resolutions
 - include the resignation period of 90 days (not 6 months).

Carried

7.05pm Local Government Association Membership

Report Reference: GC130318R07

Moved Councillor Westwood, Seconded Councillor Veliskou that Council:

1. Notes the LGA Update letters from Mayor Lorraine Rosenberg, President of the Local Government Association dated 10 August 2017 and Mr Matt Pinnegar, CEO of the Local Government Association dated 8 March 2018.
2. Continues membership with the Local Government Association on an ongoing basis.

Moved Councillor Crossland, Seconded Councillor Hull that the item be deferred until the 27 March 2018 General Council meeting for staff to confirm the value benefits of remaining with the LGA.

The motion to defer was **Tied**

The original motion was **Carried**

Councillor Hull called for a division:

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

Those Against: Councillors Hull, Prior, Appleby and Crossland

Carried

CORPORATE REPORTS FOR INFORMATION / NOTING

7.15pm Councillor Kerry left the meeting

7.15pm City of Marion Volunteer Program – Annual Report Report Reference: GC130318R08

Moved Councillor Telfer, Seconded Councillor Veliskou that Council:

1. Notes the Volunteer Program Annual Report 2017.

7.18pm Councillor Kerry re-entered the meeting

Carried Unanimously

CONFIDENTIAL ITEMS

7.22pm Kurna Native Title Claim Report Reference: GC130318F01

Moved Councillor Telfer, Seconded Councillor Crossland that Council:

1. pursuant to Section 90(2) and (3) (h) 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; Tony Lines, General Manager City Services; Vincent Mifsud, General Manager Corporate Services; Abby Dickson, General Manager City Development; Kate McKenzie, Manager Corporate Governance; Carol Hampton, Manager Land and Property; Heather Michell, Land Asset Officer; Craig Clarke, Unit Manager Communications; and Jaimie Thwaites, Unit Manager Governance and Records, be excluded from the meeting as the Council receives and considers information relating to Management Model for Regional Facilities, 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 report contains legal advice.

7.23pm Councillor Veliskou left the meeting

Carried Unanimously

7.24pm the meeting went into confidence

Moved Councillor Telfer, Seconded Councillor Hull that Council:

1. In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Committee orders that this report, Management Model for Regional Facilities and the minutes arising from this report having been considered in confidence under Section 90(2) and 3 (a) and (d) of the Act, except when required to effect or comply with the Committee's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2018.

7.25pm Councillor Veliskou re-entered the meeting

Carried

7.31pm the meeting came out of confidence

7.32pm Finance and Audit Committee Confidential Minutes
Report Reference: GC130318F02

Moved Councillor Veliskou, Seconded Councillor Gard that Council:

1. pursuant to Section 90(2) and (3) (d) and (g) 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 meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information and to ensure that the council does not breach any law, order or direction or a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty.

Carried Unanimously

7.32pm the meeting went into confidence

Moved Councillor Telfer, Seconded Councillor Crossland that Council:

1. Receives and notes the confidential minutes of the Finance and Audit Committee meeting of 27 February 2018 (Appendix 1).
2. In accordance with Section 91(7) and (9) of the *Local Government Act 1999* orders that this report and Appendix having been considered in confidence under Section 90(2) and (3) (d) and (g) 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 2018.

Carried Unanimously

7.33pm the meeting came out of confidence

7.33pm Insurance Market Testing
Report Reference: GC130318F03

Moved Councillor Hutchinson, Seconded Councillor Crossland that Council:

1. pursuant to Section 90(2) and (3)(b) and (d) of the *Local Government Act 1999*, Council orders that all persons present, with the exception of the following persons: Adrian Skull, Chief Executive Officer; Vincent Mifsud, General Manager Corporate Services; Tony Lines, General Manager City Services; Abby Dickson, General Manager City Development; Kate McKenzie, Manager Corporate Governance, Sherie Walczak, Unit Manager Risk; Jaimie Thwaites, Unit Manager Records and Governance and Craig Clarke, Unit Manager Communications, be excluded from the meeting as Council receives and considers information relating to Insurance Market Testing, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration

of the matter confidential given the information relates to commercial information the disclosure of which could prejudice the commercial position of Council and would on balance be contrary to the public interest.

Carried Unanimously

7.33pm the meeting went into confidence

Moved Councillor Crossland, Seconded Councillor Westwood that Council:

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, Local Government Association Membership and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(b) and (d) of the Act, except when required to effect or comply with the Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2018.

Carried Unanimously

7.45pm the meeting came out of confidence

7.45pm Management Model for Regional Facilities
Report Reference: GC130318F04

Moved Councillor Hutchinson, Seconded Councillor Westwood that Council:

1. pursuant to Section 90(2) and (3) (a) and (d) 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; Tony Lines, General Manager City Services; Vincent Mifsud, General Manager Corporate Services; Abby Dickson, General Manager City Development; Kate McKenzie, Manager Corporate Governance; Craig Clarke, Unit Manager Communications; Carol Hampton, Manager City Property; James O'Hanlon, Unit Manager Sport and Recreation Facilities and Jaimie Thwaites, Unit Manager Governance and Records, be excluded from the meeting as the Council receives and considers information relating to Management Model for Regional Facilities, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to personal affairs and commercial information of a confidential nature.

Carried Unanimously

7.46pm the meeting went into confidence

Moved Councillor Pfeiffer, Seconded Councillor Crossland that Council:

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that this report, Management Model for Regional Facilities and the minutes arising from this report having been considered in confidence under Section 90(2) and 3 (a) and (d) of the Act, except when required to effect or comply with the Committee's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2018.

Carried

7.51pm the meeting came out of confidence

WORKSHOP / PRESENTATION ITEMS

7.51pm Consideration of New Initiatives for the 2018-19 Annual Plan and Budget Reference No: GC130318R09

Moved Councillor Pfeiffer, Seconded Councillor Crossland that proceedings be suspended to enable a workshop on the item “Consideration of New Initiatives for the 2018-19 Annual Plan and Budget”.

Carried Unanimously

7.52pm formal meeting procedures suspended

8.32pm formal meeting procedures resumed

Moved Councillor Crossland, Seconded Councillor Veliskou that Council:

1. Notes the draft 2018/19 budget position, with the inclusion of the suite of new initiatives, based on discussions to date.
2. Considers the new initiatives provided in Appendix 1 for inclusion in the draft 2018/19 Annual Business Plan and Budget.
3. Endorses the removal of \$200,000 within the draft budget which is allocated towards the Edwardstown Oval Public Toilet and consider this initiative as part of the City wide public toilet program scheduled for 24 April forum.
4. Notes that funding for Smart Cities Pilot Projects will be determined and provided to Council for consideration at the 8 May General Council meeting.
5. Recommends the following further initiatives 1 (Natural Landscapes Design and Maintenance Guideline – pilot Project), 3 (CRM – Single View of Customer), 6 (Coastal Management Plan Phase 3 – identifying actions and monitoring), 7 (Renewables and Energy Efficiency Measures) and 8 (Smart Cities Pilot Project) are included in the draft 2018/19 Annual Business Plan and Budget, to be presented at the Elected Member Forum on 20 March 2018 and the General Council meeting on 10 April 2018.
6. Notes that further analysis of resource implications will be undertaken based on the draft 2018/19 plan priorities.

Carried

MATTERS RAISED BY MEMBERS

Motions with Notice

Nil

Questions with Notice

Nil

Motions without Notice

**8.41pm Code of Practice – Procedures at Council Meetings
Report Reference: GC130318M01**

8.42pm Councillor Telfer left the meeting

Moved Councillor Hull, Seconded Councillor Gard that:

1. Council amends the 'Code of Practice – Procedures at Council Meetings 2017/18' to remove the following item:
 - 4.3 *Questions must seek to obtain facts and not include commentary or views on the subject matter.*

8.43pm Councillor Telfer re-entered

Carried
(11 votes in favour, 1 vote against)

Questions without Notice

Questions were asked and either answered or taken on notice during this time.

MEETING CLOSURE - Meeting Declared Closed at 8.56pm

CONFIRMED THIS 27 MARCH 2018

.....
CHAIRPERSON

Deputy-Mayor Communication Report

Date of Council Meeting: 27 March 2018

**Name of Elected
Member: Deputy Mayor Janet Byram**

| Date | Event | Comment |
|------------------|--|---------------------------------------|
| 22 February 2018 | Coast FM Radio Segment | Guest speaker |
| 22 February 2018 | BMX discussion with the Greens Party candidate for Black – Dami Barnes | Attended |
| 22 February 2018 | BMX discussion with the Dignity Party candidate for Black - Rick Neagle & Anastasia Svetlichny | Attended |
| 22 February 2018 | Pauline Gover, Chair of Governing Council /Seaview Downs Primary School | Attended |
| 24 February 2018 | Inaugural Dinner Nokutenda Disability Foundation | Attended with daughter |
| 26 February 2018 | Marion Mall Walkers 17 th Birthday Breakfast | Attended |
| 27 February 2018 | Baptist Care SA, CEO Welcome Reception | Attended |
| 28 February 2018 | Meeting committee for women's shelter fundraiser lunch organisation | Attended |
| 28 February 2018 | SA WMPF Trust Inc Fundraising committee meeting | Attended |
| 1 March 2018 | Onsite meeting with residents, Gully Road Reserve | Attended |
| 1 March 2018 | Meeting with SAEDB for assistance with BMX Project | Attended |
| 2 March 2018 | 2018 Adelaide 500 South Australia | Attended with Councillor Nathan Prior |
| 2 March 2018 | World Day of Prayer Ecumenical Service | Guest speaker |
| 7 March 2018 | Community Leadership Program Launch | Guest speaker |
| 8 March 2018 | Coastal & Southern Hills Ward Briefing | Attended |
| 8 March 2018 | Vietnam Veterans Federation of South Australia meeting | Attended |
| 13 March 2018 | Warracowie Ward Briefing | Attended |
| 14 March 2018 | Metropolitan Local Government Group meeting | Attended |
| 14 March 2018 | SA WMPF Trust Inc Fundraising committee meeting | Attended |
| 15 March 2018 | SAGE Automation Tour at Tonsley | Attended |
| 15 March 2018 | RSL Care meeting | Attended |
| 16 March 2018 | Mingle, MCC | Attended |
| 18 March 2018 | Rotary Club of Edwardstown 60 years of Service Celebration | Attended |
| 19 March 2018 | Woodend Primary School onsite traffic meeting | Attended |
| 19 March 2018 | Marion in Harmony exhibition launch | Guest speaker |
| 19 March 2018 | Mayors Multicultural Forum | Hosted |
| 20 March 2018 | RSPCA meeting | Attended |
| 21 March 2018 | Oaklands Crossing Grade Separation Project – Community Drop-in information session | Attended |
| 22 March 2018 | Coast FM Radio Segment | Guest speaker |
| 22 March 2018 | Close the Gap Marion 2018 | Attended |

In addition, the Deputy Mayor has met with residents, MP's and also with the CEO and Council staff regarding various issues.

CEO and Executive Communications Report

Date of Council Meeting: 27 March 2018

| Date | Activity | Attended by |
|------------------|---|--|
| 28 February 2018 | Steve Nolis – Executive Director, LGA | Adrian Skull |
| 28 February 2018 | Wayne Gibbings, Roger Rasheed re Rajah House | Adrian Skull |
| 1 March 2018 | Tonsley Project Steering Committee meeting | Adrian Skull Abby Dickson |
| 1 March 2018 | Asset Management meeting with Pitney Bowes | Abby Dickson |
| 2 March | Adam Luscombe - SAALC | Adrian Skull |
| 5 March 2018 | LKCC Steering Committee | Tony Lines |
| 7 March | Local Government Roundable with Flinders University | Adrian Skull |
| 7 March 2018 | Finrisk Pty Ltd | Vincent Mifsud |
| 9 March 2018 | Marino Residents Association meeting | Tony Lines |
| 9 March 2018 | Oaklands Park and Housing Australia | Tony Lines |
| 14 March 2018 | Metropolitan Local Government Group | Vincent Mifsud |
| 14 March 2018 | KPMG meeting | Adrian Skull Vincent Mifsud |
| 15 March 2018 | Local Government (LG) Challenge Day | Abby Dickson |
| 15 March 2018 | SAGE Automation Tour of Tonsley | Tony Lines Abby Dickson |
| 15 March 2018 | SZEMC meeting | Tony Lines |
| 16 March 2018 | Oaklands briefing by PTP Alliance | Abby Dickson |
| 16 March 2018 | City of Charles Sturt - Collaboration | Vincent Mifsud |
| 19 March 2018 | Oaklands site walk with PTP Alliance and Ward Councillors | Abby Dickson |
| 19 March 2018 | DPTI (asset management handover) | Tony Lines |
| 21 March 2018 | Oaklands Park Housing with Junction Australia | Adrian Skull |
| 21 March 2018 | KPMG Workshop on NDIS | Adrian Skull Tony Lines Vincent Mifsud |

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Originating Officer: Amy Liddicoat, Open Space and Recreation Planner
General Manager: Abby Dickson, General Manager City Development
Subject: Petition – Oppose Dog Park at Cadell Street
Reference No: GC270318P01

PETITION FROM: Nicolle and Dennis Mitchell

NO OF SIGNATORIES: 205

DATE PETITION RECEIVED: 16 March 2018

CORRESPONDENCE:

The petition of City of Marion residents and users of Cadell Street Reserve draws the attention of the Council. We OPPOSE the proposed Dog Park for Cadell Street Reserve based on the following:

- *the community does not support this as demonstrated by the failure of Fund My Neighbourhood proposal*
- *Council will spend \$300,000 of our rates to allow small dogs to play behind a fence whilst Council will not maintain the existing landscape at a fraction of the cost for families and children to recreate*
- *50% reduction of valuable open space whilst Council pursue a 300% increase in housing density in the IMMEDIATE area*
- *loss of amenity with a negative impact on recreational opportunities for families and children*
- *persistent gully winds across the reserve creating increased dust problems for park users and local residents*
- *noise from nuisance dog barking day and night - by resident dogs and visiting dogs*
- *bio-hazard from un-vaccinated dogs faeces and smell from dog faeces*
- *lack of off street parking , increased traffic and noise day and night, parking congestion*
- *increased security concerns due to loss of visibility across the reserve*
- *increased anti social and criminal behaviours due to reduced visibility, lighting and toilets*
- *significant ongoing maintenance costs*
- *local residents facing unsightly fencing and increased signage*
- *demonstrated lack of dog by-law enforcement by City of Marion Council contributing to significant issues with ongoing nuisance dog barking, dogs off leash and not under effective control and dog attacks on both animal and person in and around Cadell Street Reserve*

The petitioners therefore request that the Council:

- *DO NOT proceed with the proposed Dog Park in any way shape or form*
- *Fence the existing play equipment to prevent off leash dogs causing conflict with children playing*

By signing this petition we are telling City of Marion Council there is NO COMMUNITY SUPPORT for this initiative and that we wish for Cadell Street Reserve to remain a MULTIPURPOSE open space suitable for both family and dog recreation.

A copy of the petition is attached as **Appendix 1**.

COMMENTS:

At the 12 December 2017 General Council meeting the following motion was resolved:

1. *Notes the New Dog Park Summary of Community Consultation Findings attached as Appendix 1.*
2. *Endorses community and stakeholder engagement being undertaken at Hazelmere Road Reserve, Dumbarton Avenue Reserve and Cadell Street Reserve to inform the development of a Concept Plan for a dog park at the reserve/s.*
3. *Receives a further report with community engagement outcomes and concept options for a dog park within Hazelmere Road Reserve, Dumbarton Avenue Reserve and Cadell Street Reserve with a recommendation for a preferred site.*
4. *Notes the legislative and risk management advice provided by the Local Government Mutual Liabilities Scheme.*

An update report on the new dog park project is being provided to the General Council meeting on 27 March 2018 meeting and a further report with community and stakeholder engagement outcomes will be provided to Council in June 2018.

RECOMMENDATIONS

Due Date:

That Council:

- | | |
|---|----------------------|
| 1. Notes the petition and comments provided by Administration | 27 March 2018 |
| 2. Requests the head petitioner be advised that Council has noted the petition. | 4 April 2018 |
| 3. Receives a further report with community and stakeholder engagement outcomes from the shortlisted sites engagement process. | 26 June 2018 |

Appendix 1: Petition

Received by
CITY OF MARION
DATED 16/3/18.

CITY OF MARION

Office Use Only
Date Petition Received:

16/3/18

PETITION

TO HIS WORSHIP THE MAYOR AND COUNCILLORS OF THE CITY OF MARION

| | |
|--------------------------|--|
| Petition Contact Person: | Mitchell |
| Telephone Number: | |
| Address: | 17 Cadell Street Seaview Downs, SA, 5049 |
| Date Petition Initiated: | 3 rd March 2018 |

The petition of City of Marion residents and users of Cadell Street Reserve draws the attention of the Council. We **OPPOSE** the proposed **Dog Park** for **Cadell Street Reserve** based on the following:

- the community **does not support** this as demonstrated by the failure of Fund My Neighbourhood proposal
- Council will spend **\$300,000 of our rates** to allow small dogs to play behind a fence whilst Council will not maintain the existing landscape at a fraction of the cost for families and children to recreate
- 50% reduction of valuable open space** whilst Council pursue a **300% increase in housing density** in the IMMEDIATE area
- loss of amenity with a negative impact on recreational opportunities for families and children
- persistent gully winds across the reserve creating **increased dust problems** for **park users and local residents**
- noise from **nuisance dog barking** day and night – by **resident dogs** and visiting dogs
- bio-hazard from un-vaccinated dogs faeces and smell from dog faeces
- lack of off street parking, increased traffic and noise day and night, parking congestion
- increased security concerns due to **loss of visibility across the reserve**
- increased **anti social and criminal behaviours** due to reduced visibility, lighting and toilets
- significant ongoing maintenance costs
- local residents facing unsightly fencing and increased signage
- demonstrated **lack of dog by-law enforcement by City of Marion Council** contributing to significant issues with ongoing nuisance dog barking, dogs off leash and not under effective control and dog attacks on both animal and person in and around Cadell Street Reserve

The petitioners therefore request that the Council:

- DO NOT** proceed with the proposed Dog Park in any way shape or form
- Fence the existing play equipment** to prevent off leash dogs causing conflict with children playing

By signing this petition we are telling City of Marion Council there is **NO COMMUNITY SUPPORT** for this initiative and that we wish for Cadell Street Reserve to remain a MULTIPURPOSE open space suitable for both family and dog recreation.

| Name | Address | Signature |
|-----------------|----------------------------------|-------------|
| Sheralee Curnaw | 2a Wilson Ave Seaview Downs 5049 | [Signature] |
| Hannah Jay | 2a Wilson Ave Seaview Downs | [Signature] |
| N MITCHELL | 17 Cadell St Seaview Downs | [Signature] |
| Deb Webber | 2 Wilson Ave Seaview Downs | [Signature] |
| Lynsay Seal | 12 Gawler St Seaview Downs | [Signature] |
| MICHAEL WEBBER | 2 WILSON AVE SEAVIEW DWS | [Signature] |
| NIGEL SEAL | 12 GAWLER ST SEAVIEW PWS | [Signature] |
| Chris Nelson | 15 Sutton Ave Seacombe Gohs | C. Nelson |
| A Higgins | 6 Wilson Ave Seaview Downs | A Higgins |
| R. GAGGINS | 6 WILSON AVE SEAVIEW DOWNS | [Signature] |
| B Macdonald | 8 Wilson Ave Seaview Downs | [Signature] |

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| Name | Address | Signature |
|--------------------|---------------------------------|--------------------|
| ISABELLA CLEMENTS | 10 WILSON AVE SEAVIEW DOWNS | I Clements |
| Laura Billingham | 8 Bells Place Reynella East | Laura Billingham |
| Rob Billingham | 8 BELLS PL. REYNELLA EAST | Rob Billingham |
| PAUL MULLIGHAN | 12 WILSON AVE SEAVIEW DOWNS | Paul Mullighan |
| JULIE MULLIGHAN | 12 WILSON AVE SEAVIEW DOWNS | Julie Mullighan |
| BRENDON MULLIGHAN | 12 WILSON AVE SEAVIEW DOWNS | Brendon Mullighan |
| Joy Lavers | 7 GAWLER ST SEAVIEW DOWNS | Joy Lavers |
| MAURIE LAVERS | 7 GAWLER ST SEAVIEW DOWNS | M. Lavers |
| STEPHAN MCGORAN | 19 DENIAL AVENUE | Stephan McGoran |
| Angela McGoran | 19 Denial Avenue Seaview Downs | Angela McGoran |
| ANTHONY ADAMS | 15 DENIAL AVENUE SEAVIEW DOWNS | Anthony Adams |
| Michelle Adams | 15 Denial Avenue, Seaview Downs | Michelle Adams |
| Karissa Willoughby | 13 Denial Ave, Seaview Downs | Karissa Willoughby |
| Scott Willoughby | 13 Denial Ave Seaview Downs | Scott Willoughby |
| MARYL SANDERSON | 9 DENIAL AVE SEAVIEW DOWNS | Maryl Sanderson |
| Vakmanesh | 7 Denial Ave Seaview Downs | Vakmanesh |
| Kathryn Vakmanesh | 7 Denial Ave Seaview Downs | Kathryn Vakmanesh |

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| Name | Address | Signature |
|-----------------|----------------------------------|-----------------|
| Adrian Mitchell | 5 Denial Ave Seaview Downs | Adrian Mitchell |
| BEV SHELLEY | 3 DENIAL AVE SEAVIEW DOWNS | Bev Shelley |
| BOB SHELLEY | 3 DENIAL AVE SEAVIEW DOWNS | Bob Shelley |
| S. Rowland | 1 Denial Ave Seaview Downs | S. Rowland |
| 3 Morgan | 7 KIANA ST Seaview Downs | 3 Morgan |
| L CARBONE | 7 KIANA ST Seaview Downs | L. Carbone |
| C. MASON | 9 WATLINDA AVE SEAVIEW DOWNS | C. Mason |
| S. Smith | 13 Cadell St Seaview Downs | S. Smith |
| Ben Smith | 13 Cadell St., Seaview Downs | Ben Smith |
| 1964/1965 Smith | 13 Cadell St Seaview Downs | 1964/1965 Smith |
| BEV DUNGEY | 4 CADELL ST, SEAVIEW DOWNS | Bev Dungey |
| Karen Munro | 10 Cadell St, Seaview Downs 5049 | Karen Munro |
| Kathy Nelson | 618 Morphett Rd, Seaview Downs | Kathy Nelson |
| BARRY HILL | 620 MORPHETT RD SEAVIEW DOWNS | Barry Hill |
| Bob Dungey | 622 MORPHETT RD SEAVIEW DOWNS | Bob Dungey |
| Yvonne | 627 Morphett Rd Seaview Downs | Yvonne |
| Yvonne | 622 Morphett rd, Seaview Downs | Yvonne |

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| Name | Address | Signature |
|------------------|--------------------------------|-------------|
| Nikku Beeset | 16 Gawler St Seaview Downs | [Signature] |
| Michelle Cassidy | 5 Gawler St, Seaview Downs | [Signature] |
| Tynan Cassidy | 5 Gawler St, Seaview Downs | [Signature] |
| Kieran Cassidy | 5 GAWLER ST SEAVIEW DOWNS | [Signature] |
| Igor Popov | 12 Cadell St. Seaview Downs. | [Signature] |
| Heliya Klean | 12 Cadell St Seaview | [Signature] |
| Dennis Mitchell | 17 CADELL ST. SEAVIEW DOWNS | [Signature] |
| B Mitchell | 29 Gooroonga ST SEAVIEW DOWNS | [Signature] |
| S Mitchell | " " " | [Signature] |
| Angela White | 636 Morphet Rd Seaview Downs | [Signature] |
| Helen Narrows | 1 Gawler Street Seaview Downs | [Signature] |
| T. Rickard | 23A YEELANNA AVE SEAVIEW DOWNS | [Signature] |
| P. Diack | 4 Gawler street, seaview downs | [Signature] |
| B. DAHLBERG | 4 GAWLER STREET SEAVIEW DOWNS | [Signature] |
| S. STARKS | 8 GAWLER ST SEAVIEW DOWNS | [Signature] |
| C. Whittaker | 6 Gawler St Seaview Downs | [Signature] |
| G Whittaker | 6 GAWLER ST SEAVIEW DOWNS | [Signature] |

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| Name | Address | Signature |
|-----------------|--------------------------------|-------------|
| Melissa Hart | 15 Wangary Tce Seaview Downs | [Signature] |
| Daniel Spencer | 15 Wangary Tce Seaview Downs | [Signature] |
| Val Phillips | 9 Wangary Tce Seaview Downs | [Signature] |
| Tammy Madden | 24 Wangary Tce, Seaview Downs | [Signature] |
| Michael Brown | " " " " " | [Signature] |
| Will Zappia | 30 Wangary Tce, Seaview Downs | [Signature] |
| Jasmine Zappia | 30 Wangary Tce, Seaview Downs | [Signature] |
| Grace Gould | 32 Wangary Tce Seaview Downs | [Signature] |
| J Gould | C/- 32 Wangary Tce S'Dn | [Signature] |
| Megan Ward | 42 Wangary Tce Seaview Downs | [Signature] |
| BOB PEEL | 20 GAWLER ST, SEAVIEW DOWNS | [Signature] |
| NANCY PEEL | 20 GAWLER ST, SEAVIEW DOWNS | A. Peel. |
| STEVE ANDREWS | 16 GAWLER ST, SEAVIEW DOWNS | [Signature] |
| Rachael Edwards | 9 Cadell Street, Seaview Downs | R Edwards. |
| Tony Edwards | 9 Cadell St. Seaview Downs | [Signature] |
| G. Roblin | 14 Cadell St Seaview Downs | G Roblin |
| [Signature] | 17 DENIMAXE SEAVIEW DOWNS | [Signature] |

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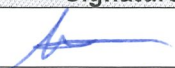


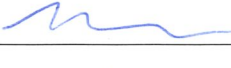

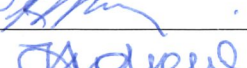




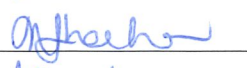

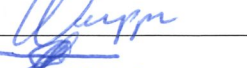

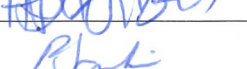
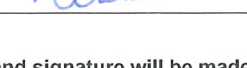
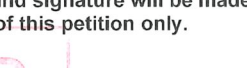
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| Name | Address | Signature |
|-------------------|-----------------------------------|---|
| Talia Warren | 10 gawler st Seaview Downs 5049 |  |
| Christine Reid | 24 Rotherghen Av Valley View 5093 |  |
| David Wallace | 12. Gawler St, Seaview Downs |  |
| Leanne Naaraat | 14 Gawler St Seaview Downs |  |
| J Spacy | Julia Ave Pasadena |  |
| R Spacy | JULIA AVE / PASADENA |  |
| Tanya Andrews | 16 Gawler St Seaview Downs |  |
| Kacy Lambett | 20A Gawler St Seaview Downs |  |
| Sam Lambett | 20A GAWLER ST SEAVIEW DOWNS |  |
| SHAWN HOLTON | 22 GAWLER ST, SEAVIEW DOWNS |  |
| Antanika Holton | 22 Gawler st Seaview down |  |
| Nina Sheehan | 9 Sinclair Street Seaview Downs |  |
| Ant Sheehan | 9 Sinclair St. Seaview Downs |  |
| Vanessa Verstegen | 1A Cleve St, Seaview Downs |  |
| G. TERRY | 26 GAWLER ST. SEAVIEW DOWNS |  |
| HAYLEY JUSTICE | 40 WANGARY TCE, SEAVIEW DOWNS |  |
| Trish Tonkin | 21 Wangary Tce Seaview Downs |  |

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| Name | Address | Signature |
|-----------------|-----------------------------|----------------|
| Wagale | 12 Kiana St Seaview Downs | Wagale |
| 11 Kiana St | 27 Cadell St, Seaview Downs | |
| S BROWN | 29 Cadell St, Seaview Downs | S Brown |
| K. Brown | 29 Cadell St Seaview Downs | |
| J. DANIELS | 1 Cadell St Seaview Downs | J Daniels |
| P. Daniels | 1 Cadell St Seaview Downs | P Daniels |
| B. Sandhu | 20 Kiana St Seaview Downs | B Sandhu |
| B. Milat | 10 Kiana St Seaview Downs | B Milat |
| L. Tan | 8 Kiana St Seaview Downs | L Tan |
| E. Yee | 8 Kiana St Seaview Downs | E Yee |
| L. Panna | 6 Kiana St Seaview Downs | L Panna |
| R. Maw | 4 KIANA ST SEAVIEW DOWNS | R Maw |
| CB | 2 KIANA ST SEAVIEW DOWNS | CB |
| Dylan Beach | 3 Kiana St Seaview Downs | Dylan Beach |
| M. Kozubkiewicz | 5 Kiana St, Seaview Downs | M Kozubkiewicz |
| LYN BYRNE | 10 Warunda Ave - S.D. | Lyn Byrne |
| Bruce Byrne | n n n | Bruce Byrne |

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| Name | Address | Signature |
|-----------------|---|-------------|
| Lee Williams | 4 Warunda Avenue, Seaview D. | [Signature] |
| Darren Doreward | 2A Warunda Avenue, Seaview D. | [Signature] |
| D. Swaine | 8 " " " | [Signature] |
| O. Pure | 7 Warunda Ave Seaview D | [Signature] |
| J. Bacon | 5b KIANA ST SEAVIEW DOWNS | [Signature] |
| Sara Gage | 4 Wilson Ave, Seaview Downs | [Signature] |
| Michael Spyker | 4 Wilson Ave, Seaview Downs | [Signature] |
| James Kearns | 16 th Cadell St, | [Signature] |
| Lady O'houghlin | 20 Wangary Tce Seaview Downs | [Signature] |
| Emmali Krotofil | 25 Gilbertson Rd Seacliff Park | [Signature] |
| Courtney Carter | 16 ^c Cadell Street Seaview Downs | [Signature] |
| Wayne Zilly | 16B CADILL STREET SEAVIEW DOWNS | [Signature] |
| Daisy Day | 16 Wangary Tce Seaview Downs | [Signature] |
| STEVEN TROY | 8 WANGARY TCE SEAVIEW DOWNS | [Signature] |
| DAVID HARRIS | 6 WANGARY TCE SEAVIEW DOWNS | [Signature] |
| Lani Yeh | 2B Wangary Tce Seaview Downs | [Signature] |
| Nina Li | 2B Wangary Tce Seaview Downs | [Signature] |

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| Name | Address | Signature |
|-----------------|--|-------------|
| Arielle Li | 2B Wangary Terrace, Seaview Downs 5049 | [Signature] |
| Belinda Durst | 31 Chandada Street, Seaview Downs 5049 | [Signature] |
| Alison | 29 Chandada St | [Signature] |
| Kate van Balen | 22 Chandada St | [Signature] |
| James van Balen | 22 Chandada St | [Signature] |
| ESTHER MATEWA | 24 CHANDADA STREET, SEAVIEW DOWNS | [Signature] |
| Barry Potts | 26 Chandada Street Seaview Downs | [Signature] |
| Stephanie Potts | 26 Chandada St Seaview Downs | [Signature] |
| Liz Jamieson | 4 Wangary Terrace Seaview Downs | [Signature] |
| Neil Wilmshurst | 16 Kiana St Seaview Downs | [Signature] |
| Heather Gopp | 14 Kiana St Seaview Downs | [Signature] |
| Brian Copp | " " | [Signature] |
| Maxim May Jou | 11 Kiana Street, Seaview down | [Signature] |
| Margaret Moots | " Kiana Street, Seaview down | [Signature] |
| [Signature] | 12 Warunda Avenue | [Signature] |
| [Signature] | 12 WARUNDA AVE | [Signature] |
| Anne | 11 Cadell St, Seaview Downs | [Signature] |

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| Name | Address | Signature |
|-----------------|--------------------------------|-----------|
| Cameron Mawo | 10 Cadell St Seaview Downs | |
| Dawn Shore | 3 Gawler St Seaview Downs | |
| Mina Widesingha | - | |
| Jennifer Capeo | 23 Cadell St, Seaview Downs | |
| Brent Capeo | 23 CADELL ST. SEAVIEW DOWNS | |
| Craig Wilson | 5 Cadell St Seaview Downs | |
| Kate Sampson | 33 Cadell St Seaview Downs | |
| DAVE NELSON | 618 MORPHEE RD, SEAVIEW DOWNS | |
| Gaye Greenham | 11A Yedanna Ave, Seaview Downs | |
| STEFAN FRUSS | 2 CADELL ST SEAGE DOWNS | |
| N. Heath | 2 CADELL ST SEAVIEW DOWNS | |
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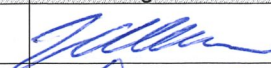


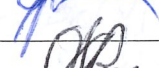




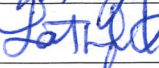
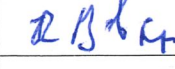
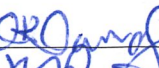

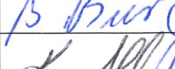
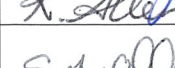
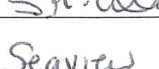

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| Name | Address | Signature |
|------------------|-----------------|---|
| JASON | 24 YEELANNA AVE |  |
| Lisa | 24 Yeelanna Ave |  |
| DON S. | 15 YEELANNA AVE |  |
| Dylan S. | 18 YEELANNA AVE |  |
| Damian B | 16 " " |  |
| K. Donny | 14 yeelanna Ave |  |
| J. Slide | 15 Yeelanna Ave |  |
| T. Gray | 17 Yeelanna Ave |  |
| M. GRAY | 17 YEELANNA AVE |  |
| L. TRELOAR | 17 yeelanna AVE |  |
| R. O. CARRINGTON | 19 YEELANNA AVE |  |
| C. K. CARRINGTON | " " " |  |
| J. REYNOLDS | 21 " " |  |
| B. Burghardt | 20 Yeelanna Ave |  |
| K. ALLEN | 32 YEELANNA AVE |  |
| S. Allen | 32 Yeelanna Ave |  |
| Megan Doody | 36 Yeelanna Ave | Seaview Downs |

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[illegible]

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page 12 of 18

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| Name | Address | Signature |
|------------------------|--------------------------------|-------------|
| Judy Snel | 3 Cadell St Seaview Downs | Judy Snel |
| Graham | " | G Snel |
| RADY LAWRENCE & YVONNE | 15 MORGAN AVENUE SEAVIEW DOWNS | [Signature] |
| JAN DORMAN | 5 Morgan Ave Seaview Downs | [Signature] |
| LORRAINE DORMAN | 50 Wangary Tce Seaview Downs | [Signature] |
| JEFF BRAND | ↓ | J Brand |
| GRAHAM SAMPSON | 27 Wangary Tce Seaview Downs | G Sampson |
| Barb Sampson | 27 Wangary Tce Seaview Downs | B. Sampson |
| ALAN REDHEAD | 25 WANGARY TCE SEAVIEW DOWNS | A Redhead |
| BERYL REDHEAD | 25 WANGARY TCE SEAVIEW DOWNS | B Redhead |
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| Name | Address | Signature |
|--------------|------------------------------------|-------------|
| Bec Paay | O'Halloran Hill - ex Seaview Downs | [Signature] |
| Zoe Ingram | Karkood St Seaview Downs | [Signature] |
| Gemma Rydall | 2 Osman Ave, Seacombe | [Signature] |
| Troy Ridach | 56 Vangany Tr Seaview Downs | [Signature] |
| Ryden | 24 GAWLER ST, SEAVIEW DOWNS | [Signature] |
| CADE HARRIS | " " | [Signature] |
| Marg Lambell | 20A Gawler St Seaview Downs | [Signature] |
| Peta Guy | 171 Seacombe Rd, Dover Gardens | [Signature] |
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[illegible]

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NOTE: TWO PAGE LETTER DATED 16th MARCH 2018
FORMS PART OF THIS PETITION. page 1

page 18 of 18

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[illegible]

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Supplementary page 1

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Please be advised we, Nicolle and Dennis Mitchell, submit this petition containing in excess of two hundred signatures **opposing** councils proposed Dog Park at Cadell Street Reserve.

This petition represents 98% of persons approached who **live in the immediate vicinity, or are users of Cadell Street Reserve**. A map indicating households opposed to the Dog Park is attached.

Overwhelmingly the community does **NOT** support this proposal.

Overwhelmingly the community wishes for council to leave Cadell Street Reserve as a **MULTIPURPOSE** open space that caters for both human and dog recreation, as it currently does.

Overwhelmingly the community calls on council to complete plans originally intended for the Cadell Street Reserve playground - that means fence the playground area to provide a dog free environment for children.

The City of Marion Community Vision Directions state:

ENGAGED - We will increasingly use data and community responses to understand what our community values and then we will deliver what they want.

We now trust the City of Marion will abide by this vision.

We OPPOSE the proposed Dog Park for Cadell Street Reserve based on the following:

- *the community does not support this as demonstrated by the failure of Fund My Neighbourhood proposal*
- *Council will spend \$300,000 of our rates to allow small dogs to play behind a fence whilst Council will not maintain the existing landscape at a fraction of the cost for families and children to recreate*
- *50% reduction of valuable open space whilst Council pursue a 300% increase in housing density in the IMMEDIATE area*
- *loss of amenity with a negative impact on recreational opportunities for families and children*
- *persistent gully winds across the reserve creating increased dust problems for park users and local residents*
- *noise from nuisance dog barking day and night – by resident dogs and visiting dogs*
- *bio-hazard from un-vaccinated dogs faeces and smell from dog faeces*
- *lack of off street parking , increased traffic and noise day and night, parking congestion*
- *increased security concerns due to loss of visibility across the reserve*
- *increased anti social and criminal behaviours due to reduced visibility, lighting and toilets*
- *significant ongoing maintenance costs*
- *local residents facing unsightly fencing and increased signage*
- *demonstrated lack of dog by-law enforcement by City of Marion Council contributing to significant issues with ongoing nuisance dog barking, dogs off leash and not under effective control and dog attacks on both animal and person in and around Cadell Street Reserve*

The petitioners therefore request that the Council:

- *DO NOT proceed with the proposed Dog Park in any way shape or form*
- *Fence the existing play equipment to prevent off leash dogs causing conflict with children playing*

By signing this petition we are telling City of Marion there is NO COMMUNITY SUPPORT for this initiative and that we wish for Cadell Street Reserve to remain a MULTIPURPOSE open space suitable for both family and dog recreation.

Of the six persons who chose to not sign this petition I note:

- Two persons stated they had no opinion either way
- Three people wanted more time to make an informed decision - two of the three have since signed
- One person had already submitted their opposition to the Dog Park via councils online survey.



The following represents less than 1% of those approached.

- One person stated they had completed the online survey without understanding the parameters of the proposal. They were not in favour once they were aware of the parameters.
- One person stated they had completed the online survey based on the understanding their dog was classed as a small dog - it appeared to be a Bull Terrier or similar.

SURVEY DIFFICULTIES

Please note: A number of those who have signed the Petition report difficulties in the City of Marion online Survey process. We too have had difficulties namely with the insertion of our suburb Seaview Downs. Typing either 'S' 'Se' or 'Sea' has the immediate effect of the page resorting to the 'Search' section and takes the survey participant to the top of the page where the process begins again. Other respondents who note similar difficulties have had 'Seal Bay' automatically inserted in the suburb drop down menu.

It has been all but impossible for some to submit surveys with up to twenty attempts. Due to these difficulties, many who oppose a Dog Park at Cadell Street Reserve reporting of giving up after 'lots' of attempts. This fault would make survey results incomplete and therefore inaccurate.

SIGNATORY COMMENTS

Signatories have been critical of:

- Councils lack of transparency with a single poster located at the western side of Cadell Street Reserve.
- Notification by mail appears to be limited to residents immediately adjacent the Reserve and extending to a few homes past the Reserve. It has not blanketed affected residences but appears somewhat random.
- Limited time to respond to councils proposal. Criticism of councils process and perceived secrecy in this and other important matters is of continuing concern for residents. The majority of those with whom I spoke were also unaware of councils recent rezoning. Shock followed by anger was a common reaction.
- Councils failure to provide basic facilities to a reasonable standard. The poor condition of both the improved and unimproved areas of Cadell Street Reserve was frequently mentioned.
- Dust is a common complaint both for users of and residents surrounding Cadell Street Reserve.
- Dust carried on gully winds on a consistent basis has been reported as far away as Kiana Street, one full block north of Cadell Street which borders the reserve. Residents at similar distances in all other directions also report dust is an issue when prevailing winds place them downwind of the reserve.
- Many have commented on the vastly superior recreational facilities at other councils where residents, family and friends recreate and / or live. The well maintained reserve at Mott Terrace Seacliff Park is often referred to in comparison to our poorly maintained Cadell Street Reserve.
- Councils failure to finish proposed facilities associated with existing playground equipment area. Fencing, shelter and potable water were part of the original submission however none of these has been provided.
- Councils disrespect of ratepayers for a number of issues not relating to the park. It seems dissatisfaction with Council is rife and signatories feel this is yet another example of Council failing to spend ratepayers money wisely, especially at a time of high rates and rate increases.

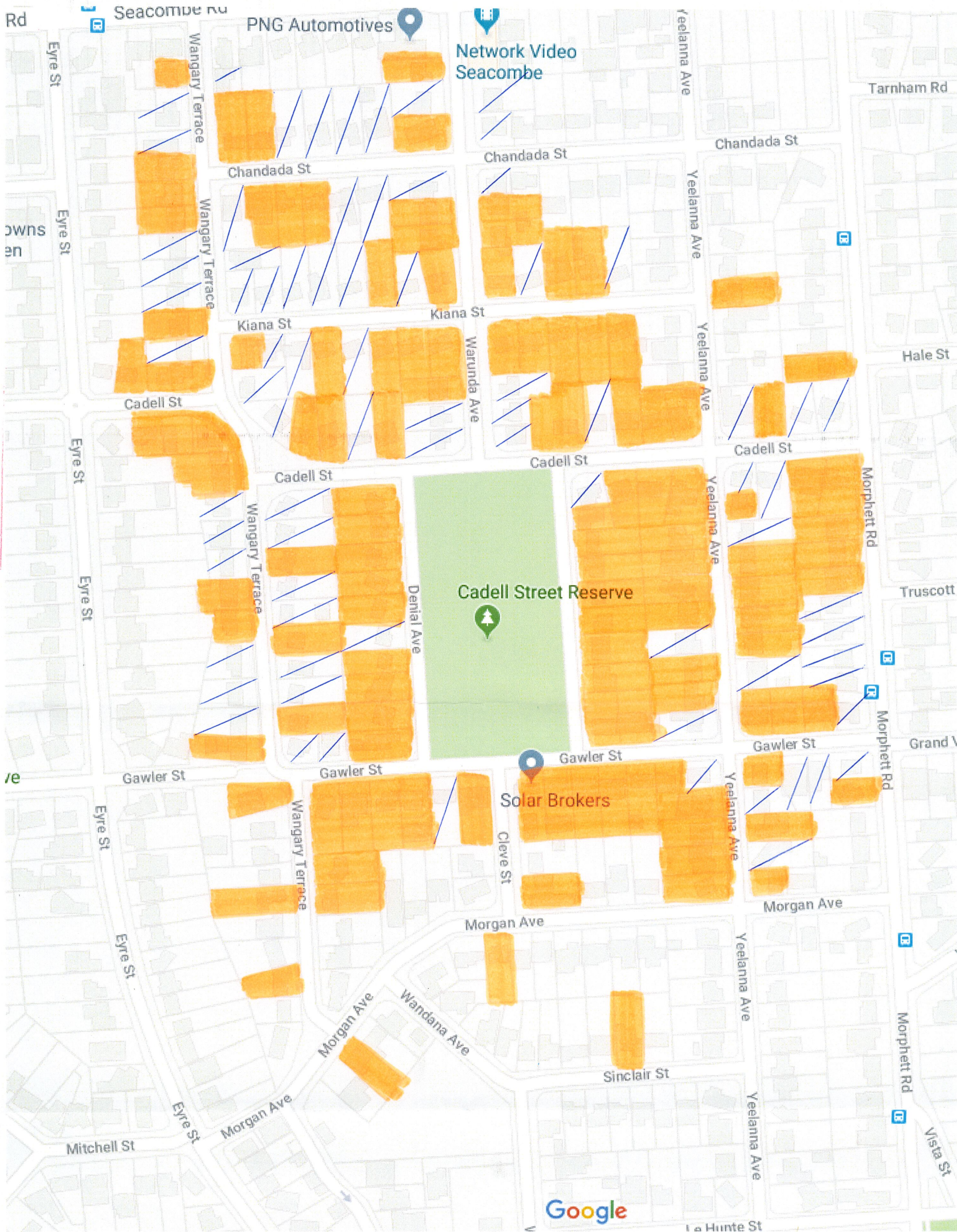
In closing, I Nicolle have been honoured and humbled by the generosity and kindness of our community. Everybody who signed the petition has been critical of the current state of disrepair at Cadell Street Reserve and beyond. They have been articulate in their wishes for our reserve and overwhelmingly do not want it carved up and fenced off - the Seaview Downs community DO NOT want a Dog Park at Cadell Street Reserve. Due to the overwhelming response in opposition to councils proposed Dog Park, given more time I am certain I would have many more signatures opposing the Dog Park.

Should council pursue this initiative it will further demonstrate a lack of willingness to listen to its constituents. As ratepayers, we are paying for basic services that are not being provided whilst at the same time, council are willing to spend money on unnecessary infrastructure. If you are truly 'Engaged' with our community you will not construct a Dog Park at Cadell Street Reserve.

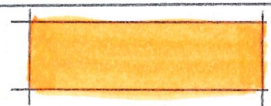
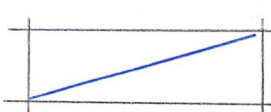
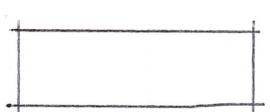
Please advise prior to when this petition is to be tabled via councils meeting process open to the public. We look forward to your reply.

Nicolle and Dennis Mitchell - City of Marion Residents and Cadell Street Reserve Users

UNMED



KEY - CADELL STREET RESERVE - OPPOSITION TO DOG PARK 2018

-  → SIGNED PETITION OPPOSING PROPOSED DOG PARK
-  → PROPERTY UNATTENDED OR INACCESSIBLE
-  → NO MARKING - PROPERTY NOT APPROACHED



**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Originating Officer: Jason Cattonar, Manager Development and Regulatory Services

General Manager: Abby Dickson, General Manager City Development

Subject: Confirmation of Minutes of the Urban Planning Committee meeting held on 06 March 2018

Report Reference: GC270318R01

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|--|----------------------|
| 1. Receives and notes the minutes of the Urban Planning Committee meeting held on 06 March 2018 (Appendix 1). | 27 March 2018 |
|--|----------------------|

DISCUSSION

The purpose of this report is to facilitate the receiving and noting of the minutes from the 06 March 2018 Urban Planning Committee meeting. A summary of the items considered are noted below.

7.1 Work Plan 2017

The Committee noted the work program and discussions of the UPC for 2017; identified at Appendix 1 to the report.

7.2 Development Plan Amendment Status Update

The Committee noted the status of Ministerial and Council Development Plan Amendments.

7.3 Bi Annual Urban Planning Committee Performance and Effectiveness Review
Report Reference: UPC060318R7.1

The Committee noted the report and recommended that:

1. Council considers engaging an external planning professional to assist the Committee on planning policy matters when and if the need arises.
2. Reviews the results and agrees to an improvement plan being implemented over the next two years to maximise the effectiveness of the Committee.
3. Complex matters be considered during an Elected Member Forum prior to General Council meetings.

APPENDICES

Appendix 1: Draft Minutes of the Urban Planning Committee held Tuesday 06 March 2018

**MINUTES OF THE URBAN PLANNING COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 6 MARCH 2018**



PRESENT

Committee Members

Councillor Raelene Telfer (Chair)
Councillor Nick Westwood
Councillor Jason Veliskou

Apologies: Councillor Nick Kerry

In Attendance

| | |
|-------------------|---|
| Mr Adrian Skull | Chief Executive |
| Mr Jason Cattonar | Manager Development & Regulatory Services |
| Mr David Melhuish | Senior Policy Planner |

1. OPEN MEETING

The meeting commenced at 6:37pm.

2. KAURNA ACKNOWLEDGEMENT

We begin by acknowledging 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.

No declarations made.

4. CONFIRMATION OF MINUTES

Moved by Councillor Nick Westwood, seconded by Councillor Veliskou that the minutes of the Urban Planning Committee meeting held on 20 November 2017 be confirmed as a true and correct record of proceedings.

(Carried)

5. REPORTS

5.1 Work Plan 2017/2018

Report Reference: UPC060318R5.1

Moved Councillor Jason Veliskou, Seconded Councillor Nick Westwood that the Urban Planning Committee:

1. Notes the completed 2017 work program identified at Appendix 1 to the report.
2. Notes the Summary of Urban Planning Committee Discussions 2017 in Appendix 2
3. Motion: Urban Planning Committee meets on July 3 and 4th December. Other planning committee meetings will be held on an as needs basis.

(Carried)

5.2 Development Plan Amendment Status Update

Report Reference: UPC060318R5.2

Moved Councillor Jason Veliskou, Seconded Councillor Nick Westwood that the Urban Planning Committee:

1. Notes the status of Ministerial and Council Development Plan Amendments outlined in this report.
2. Notes that the Minister's letter dated 5 February 2018 was tabled and noted, and that Council is currently awaiting the Minister's formal letter in response to the Housing Diversity DPA.
3. Recommends that the Foothills and Coastal Policy Area 16 be renamed the Foothills and Seaside Policy Area 16

(Carried)

6. CONFIDENTIAL ITEMS

Nil

7. ANY OTHER BUSINESS

7.1 Bi Annual Urban Planning Committee Performance and Effectiveness Review

Report Reference: UPC060318R7.1

Moved Councillor Nick Westwood, Seconded Councillor Jason Veliskou that the Urban Planning Committee:

1. That the report be noted.
2. That Council considers engaging an external planning professional to assist the Committee on planning policy matters when and if the need arises.

3. Reviews the results and agrees to an improvement plan being implemented over the next two years to maximise the effectiveness of the Committee.
4. The Committee recommends that complex matters be considered during an Elected Member's Forum prior General Council meetings

(Carried)

8. MEETING CLOSURE

The meeting was declared closed at 7:28pm

9. NEXT MEETING

The next meeting of the Urban Planning Committee is to be held on Tuesday, 3 July 2018 at 6.30 pm in Committee Rooms 1 & 2.

CONFIRMED

.....
CHAIRPERSON

/ /

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Originating Officer: Elaine Delgado, Strategy Leader

Manager: Fiona Harvey, Manager Innovation and Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: Infrastructure and Strategy Committee -
Confirmation of Minutes of Meeting held on 6 March 2018

Report Reference: GC270318R02

DISCUSSION

The purpose of this report is to facilitate the receiving and noting of the minutes from the 6 March 2018 Infrastructure and Strategy Committee meeting. A summary of the items considered are noted below.

- **Review of the Business Arising from previous meetings of the Infrastructure and Strategy Committee Meetings**
The Committee noted and discussed the progress report on key infrastructure projects and on the need for a whole-of-city approach to the City of Marion as a Smart City.
- **Meeting Schedule and Work Program for 2018**
A schedule of agenda items for 2018 were identified, including preparation of a 'handover' for the next elected Council. No items have been scheduled for the 27 November 2018 meeting due to the local government election.
- **BMX Project – Progress Report (Report Reference: ISC060318F01)**
The Committee noted and discussed the confidential progress report.
- **ICT Digital Transformation Plan Update (Report Reference: ISC060318R8.1)**
The ICT Strategy Roadmap was discussed including the critical role of ICT in data collection and management.

APPENDICES:

Appendix 1: Minutes of the Infrastructure and Strategy Committee held on Tuesday 6 March 2018.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|----------------------|
| 1. Receives and notes the minutes of the Infrastructure and Strategy Committee meeting of 6 March 2018 (Appendix 1). | 27 March 2018 |
| 2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Infrastructure and Strategy Committee. | 27 March 2018 |

APPENDIX 1

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 6 MARCH 2018**



PRESENT

Elected Members

Councillor Luke Hutchinson (*Presiding Member*), Councillor Tim Pfeiffer , Councillor Nathan Prior, Councillor Tim Gard and Councillor Bruce Hull

Independent Member

Mr Christian Reynolds

In Attendance

| | |
|-------------------|------------------------------------|
| Councillor | Janet Byram |
| Councillor | Raelene Telfer |
| Councillor | Jason Veliskou |
| Councillor | Ian Crossland |
| Mr Adrian Skull | Chief Executive Officer |
| Ms Abby Dickson | General Manager City Development |
| Mr Tony Lines | General Manager City Services |
| Mr Vincent Mifsud | General Manager Corporate Services |
| Ms Fiona Harvey | Manager Innovation and Strategy |
| Mr Greg Salmon | Manager City Activation |
| Mr John Deally | Manager ICT |
| Ms Elaine Delgado | Strategy Leader (minute taker) |

1. OPEN MEETING

The meeting commenced at 6.33pm.

2. KAURNA ACKNOWLEDGEMENT

We acknowledge the Kurna 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.

- No declarations were made.

4. CONFIRMATION OF MINUTES

Members noted the comments relating to the Committee's Terms of Reference in the minutes.

Moved Cr Gard, Seconded Mr Reynolds the minutes of the Infrastructure and Strategy Committee Meeting held on 6 February 2018 be taken as read and confirmed.

Carried unanimously

5. BUSINESS ARISING

5.1 Review of the Business Arising from previous meetings of the Infrastructure and Strategy Committee Meetings

The need for a whole-of-city approach to Smart Cities was discussed with the following points made:

- A Smart Cities pilot study is currently being scoped and a business case developed
- Smart Cities is a broad topic with potential opportunities to:
 - Obtain accurate baseline data to inform service levels in locations, such as the Tonsley residential site and open spaces
 - Partner with different business sectors in Tonsley to further Council's Smart City agenda where there is the opportunity for beneficial outcomes to be delivered for the City of Marion's community
 - Council's 10-Year Strategic Plan is a pivotal document in identifying Smart City pilot projects to pursue
 - Find industry partners to advise and work with Council
- It is important that Council does not work in a 'silo' and is informed about other government sector priorities and associated timeframes

Cr Pfeiffer entered meeting at 6.50pm

5.2 Meeting Schedule and Work Program for 2018

Members provided the following suggestions:

- No agenda items should be scheduled for November due to Council elections
- The two items scheduled for November to be included in the October meeting agenda
- Reschedule the Smart Cities Pilot Project Opportunities agenda item from April to May
- Reschedule some May agenda items to enable the inclusion of the Smart Cities item
- Include agenda item 'Infrastructure and Strategy Committee Handover' in October

ACTION: Prepare Smart Cities 'roadmap' for discussion at the May meeting

6. REPORTS FOR NOTING

Infrastructure Projects Progress Updates **Report Reference: ISC060318R6.1**

The following points were noted on projects progress updates:

- Glenthorne Farm project has been removed from the progress updates as it is no t currently active
- The Lorenzin/Seacliff Park project is not Council driven but has been addressed as a Development Plan Amendment
- Water from Oaklands Wetland is expanding each year to irrigate reserves with future potential to treat the water for residential use
- Mitchell Park Sports and Community Centre project is 'spade ready' but details on the provision of sport has yet to be finalised. Communications with residents have been undertaken. No external funding for the project has been confirmed at this stage.
- Project packs have been distributed to state government candidates and Basketball SA to advocate for external funding for 'spade ready' projects
- A coordinated and expanded communications approach is required to maximise the opportunity for project delivery

Actions:

- **A broad update of the Oaklands Wetland water project to be provided to the April 2018 Infrastructure and Strategy Committee meeting**
- **Ms Dickson to circulate communications on the Mitchell Park Sports and Community Centre project to Committee members**

Moved Cr Prior, Seconded Mr Reynolds that the Infrastructure and Strategy Committee:

1. Notes the progress report on key infrastructure projects

Carried unanimously

7. CONFIDENTIAL ITEMS

BMX Project – Progress Report **Report Reference: ISC060318F01**

Moved Cr Gard, Seconded Mr Reynolds that the Infrastructure and Strategy Committee:

1. Pursuant to Section 90(2) and (3)(d) of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons: Cr Byram; Cr Telfer; Cr Crossland; Cr Veliskou; Adrian Skull, Chief Executive Officer; Abby Dickson, General Manager City Development; Tony Lines, General Manager City Services; Vincent Mifsud, General Manager Corporate Services; Fiona Harvey, Manager Innovation and Strategy; Greg Salmon, Manager City Activation; John Deally, Manager ICT; and Elaine Delgado, Strategy Leader be excluded from the meeting as the Committee receives and considers information relating to the BMX Project, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter

confidential given the information relates to commercial information of a confidential nature, and would on balance, be contrary to the public interest commercial information.

Carried unanimously

7.40pm the meeting went into confidence.

Moved Cr Hull, Seconded Cr Gard that the Infrastructure and Strategy Committee:

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that this report, BMX Project, associated appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and 3 (d) of the Act, except when required to effect or comply with the Committee's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2018.

Carried unanimously

7.55pm the meeting came out of confidence

8. REPORTS FOR DISCUSSION

ICT Digital Transformation Plan Update Report Reference: ISC060318R8.1

Mr Mifsud and Mr Deally provided an overview of the report and the following points were raised:

- The list of projects are not prioritised which enables agility in responding to needs as they arise
- The ICT Strategy Roadmap is an enabler to deliver on strategic directions in the 10-Year Strategic Plan and 3-Year Business Plan
- ICT has a critical role in building a system to capture data as a 'single point of truth' to support informed and effective decision-making, including the Smart City agenda
- The Long Term Financial Plan includes **some** funding to cover new ICT initiatives as they arise
- Detailed design is being developed for a new transformational asset management system for **procurement in 2018/19**
- ICT and Customer Experience are working in partnership to ensure data collection and use supports a 'single view' of the customer so doing business with Council provides an informed and seamless experience
- The installation of a new City of Marion website, and software for Council's agendas and minutes will enable Elected Members to easily research the history of projects, such as the Marion Swimming Centre
- The next ICT update to support a discussion on a sequential roadmap that includes a critical path and addresses the purpose and benefits to be realised for 3 project classes – 1) Productivity/Enablers; 2) Regulatory/Legislative/Compliance; 3) IT Asset Renewal
- Consider the 5+ year timeframe for 'Use of robotics' – potential to move forward to 2-5 years
-

- A cyber-security framework is in place for the management of third party data with policies being updated to reflect this
- Effective and efficient collection and use of data is the 'backbone' for the organisation and is critical to a Smart City agenda

Action: ICT update scheduled for 4 September 2018 to support a discussion on a sequential roadmap that includes a critical path for 3 project classes addressing their purposes and benefits – 1) Productivity/Enablers; 2) Regulatory/Legislative/Compliance; 3) IT Asset Renewal

Moved Cr Gard, Seconded Cr Prior that the Infrastructure and Strategy Committee:

1. Notes this report.

Carried unanimously

9. WORKSHOP

Nil

10. PRESENTATION

Nil

11. ANY OTHER BUSINESS

Nil

12. MEETING CLOSURE

The meeting was declared closed at 8.40pm.

13. NEXT MEETING

The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on 3 April 2018 in the Council Chamber, 245 Sturt Road, Sturt.

CONFIRMED

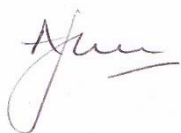
.....
CHAIRPERSON
/ /

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

CONFIDENTIAL REPORT

Originating Officer: Elaine Delgado, Strategy Leader
Corporate Manager: Fiona Harvey, Manager Innovation and Strategy
General Manager: Abby Dickson, General Manager City Development
Subject: Infrastructure and Strategy Committee Confidential Minutes
Reference No: GC270318F01

If Council so determines, this matter may be considered in confidence under Section 90(2) and (3)(d) of the *Local Government Act 1999* on the grounds that the report contains information relating to commercial information of a confidential nature.



Adrian Skull
Chief Executive Officer

RECOMMENDATION

1. That pursuant to Section 90(2) and (3) (d) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, 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; Victoria Moritz, Governance Officer be excluded from the meeting as the Council receives and considers the confidential minutes of the Infrastructure and Strategy Committee, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Originating Officer: Amy Liddicoat, Open Space and Recreation Planner
Corporate Manager: Carol Hampton, Manager City Property
General Manager: Abby Dickson, General Manager City Development
Subject: New Dog Park - Project Update
Report Reference: GC270318R03

REPORT OBJECTIVES

To provide a progress report to Council on the New Dog Park Project.

EXECUTIVE SUMMARY

At the 12 December 2017 General Council Meeting (GC121217R02) a summary of the community feedback was provided on the development of a new dog park including location suggestions, size and key features that the community are seeking.

The report provided an initial analysis of the location options and sought Council support to conduct further community engagement on two shortlisted sites, Quick Road Reserve and Hazelmere Road Reserve. Council endorsed three sites for community engagement and concept development, Hazelmere Reserve, Cadell Street Reserve and Dumbarton Road Reserve

A change in locations at which community consultation was to occur has required further consultation with Ward Councillors resulting in revised project milestones.

Community consultation for Hazelmere Reserve, Cadell Street Reserve and Dumbarton Road Reserve has recently closed and feedback, along with concept options will be presented to Council in June 2018 for endorsement of a final location.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|----------------------|
| 1. Notes the update on the new dog park project. | 27 March 2018 |
| 2. Receives a further report with community engagement outcomes, draft concept plan/s and a recommendation for a preferred site. | 26 June 2018 |

BACKGROUND

Council committed funds in the 2018/19 budget for the development of a second dog park in the City.

Broad community engagement was undertaken in August 2017 to understand the level of support and community preferences for a new dog park. There was strong support for a new dog park and a preference for either a park with separate areas for small and large dogs or a large park for all dogs. The community provided 45 suggested locations for a new dog park.

An initial analysis on the suggested community sites was undertaken and presented to Elected Members at a forum in October 2017. Further design analysis was undertaken on three sites, Quick Road Reserve, Hazelmere Road Reserve and Cadell Street Reserve. This analysis was presented to Council at the 12 December 2017 General Council meeting and recommended to progress Quick Road and Hazelmere Road Reserves for further community engagement and concept development prior to finalising a site for the new dog park.

At the 12 December 2017 General Council meeting the following motion was resolved:

1. *Notes the New Dog Park Summary of Community Consultation Findings attached as Appendix 1.*
2. *Endorses community and stakeholder engagement being undertaken at Hazelmere Road Reserve, Dumbarton Avenue Reserve and Cadell Street Reserve to inform the development of a Concept Plan for a dog park at the reserve/s.*
3. *Receives a further report with community engagement outcomes and concept options for a dog park within Hazelmere Road Reserve, Dumbarton Avenue Reserve and Cadell Street Reserve with a recommendation for a preferred site.*
4. *Notes the legislative and risk management advice provided by the Local Government Mutual Liabilities Scheme.*

DISCUSSION

The change in locations recommended at the 12th December Council meeting required a revision of the engagement plan and preliminary options for each site to be prepared in consultation with Ward Members. This process was undertaken in January / February 2018.

A community survey commenced on 21 February seeking feedback on the preliminary options for each of the shortlisted sites. The survey closed on 18 March 2018.

A revised project timeframe is provided in Table 1 below.

Table 1 - New Dog Park – Project Milestones and Timeframes as at 27 March 2018

| Project Milestones | Key Tasks | Council Reporting | Timeframe / Status |
|-----------------------------|---|---|-----------------------------------|
| Project Planning | Project documentation. Elected Member Feedback | Elected Member Forum 20 June 2017 | Complete June 2017 |
| Community Engagement | Broad Community & Stakeholder Engagement | | Complete September 2017 |
| Site Analysis | Initial Analysis Elected Member Feedback | Elected Member Forum 17 October 2017 | Complete October 2017 |

| | | | |
|------------------------------------|---|-------------------------------------|--------------------------------------|
| Site Selection | Shortlist sites for concept development | General Council 12 December 2017 | Complete December 2017 |
| Preliminary concept options | Develop preliminary concept options for each site | Ward Briefings | February 2018 Complete |
| Community Engagement | Seek feedback on preliminary options Collate engagement report | | Feb / Mar 2018 In progress |
| Draft Concept Plan/s | Develop draft concept/s & opinion of cost. Endorsement of location and draft concept for consultation | General Council | June 2018 |
| Community Engagement | Seek feedback on draft concept plan | | July 2018 |
| Final Concept Plan | Develop final concept plan & cost. Endorsement of final concept plan. | General Council | August 2018 |
| Construction | Detailed Design Construction | | 2018/19 |

Consultation / Next Steps

Feedback from the community engagement process will be discussed at the Ward Briefings in April 2018 to further inform the development of draft concept options. The draft concept options will be presented to Council in June 2018 with a recommendation for a final location.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

| | |
|-----------------------------|--|
| Originating Officer: | James O’Hanlon, Unit Manager Sport & Recreation |
| Corporate Manager: | Carol Hampton, Manager City Property |
| General Manager: | Abby Dickson, General Manager City Development |
| Subject: | Cove Sports and Community Club - Light Towers |
| Report Reference: | GC270318R04 |

REPORT OBJECTIVES

This report seeks Council consideration and approval of a proposal to upgrade the lighting towers at the Cove Sports and Community Club Football Oval at Oval Avenue, Hallett Cove with a joint funding model and to provide Landlord Approval.

EXECUTIVE SUMMARY

The Cove Sports & Community Club (CSCC) currently occupies the Council owned site on Oval Road, Hallett Cove. The CSCC are committed to working with Council and key stakeholders on the development of a long-term plan for the facility, with a primary focus on improved and sustainable facilities for existing affiliates, along with increased utilisation of the facility by the wider community.

The proposal is for the upgrade of four lighting towers on the football oval. The total project budget is \$108,500, which includes sufficient contingencies for the project. Council on behalf of the CSCC will submit an application to the Office for Recreation and Sport (ORS) for \$56,000, with a Council contribution of up to \$45,000 from the City of Marion – Community Facilities Partnering Program. The remaining contribution will come from the Cove Cobras Football Club who are contributing \$7,500 to the project. The outcome of the application should be announced in July 2018.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|--|----------------------|
| 1. Supports an application to the Office for Recreation and Sport for \$56,000 towards the upgrade of four lights to LED lighting fixtures on the football oval at the Hallett Cove Sports and Community Club. | 27 March 2018 |
| 2. Endorses an allocation of up to \$45,000 towards the lighting project from Council’s Asset Sustainability Reserve – Community Facilities Partnering Program on the provision of a successful application to the Office for Recreation and Sport. | 27 March 2018 |
| 3. Notes a contribution of \$7,500 to the project from the Cove Cobras Football Club towards the lighting project. | 27 March 2018 |

- | | |
|---|----------------------|
| 4. Endorses an increase of \$2,240 per annum for operating and maintenance and an allocation of \$1,085 per annum for renewal/depreciation within the Long Term Financial Plan. | 27 March 2018 |
| 5. Grants Landlord Consent for the upgrade of four lighting towers located on the main oval of the Hallett Cove Sports and Community Club subject to a successful grant application and Development Approval and Building Rules Consent. | 27 March 2018 |
| 6. Delegates to the Manager City Property approval to authorise any relevant documents necessary to facilitate the installation of the lights. | 27 March 2018 |
| 7. Advises the Cove Sports and Community Club that they will be responsible for any project related cost overruns. | 27 March 2018 |

BACKGROUND

Council and the CSCC are looking to upgrade the existing lighting towers on the main oval. The current lights are 50 lux and only meet standards for training and not for playing games, which require 100 lux. In addition, the existing towers do not offer adequate coverage for the oval as a whole, which means that even for training purposes, only certain parts of the grounds are safe to use. This situation also contributes to excessive wear and tear on particular parts of the oval, which do not have time for recovery to maintain fit for purpose standards all year round.

The Cove Cobras Football Club are the main users of the oval, other users include Cove Football (Soccer) Club for overflow training venue along with the Cove Netball Club as an alternative to the hard surfaces of the adjoining netball courts. The Cove Cricket Club utilize the oval heavily but have no need for use during non-daylight hours.

The Cove Football Club has 250 active players across a range of teams, from under 8's through to A and Reserve teams. The club also hosts an active Aus-Kick program with approximately 75 participants on Friday nights.

The CSCC is working with Administration to resubmit a funding application to OSR for female change room facilities, which would enable the introduction of greater female participation and the fielding of teams in this rapidly growing league. The addition of lights to the entire oval would extend oval access, facilitate extended training and playing hours, and improve safety.

The CSCC will contribute \$10,000 to the Female Facilities Change room application, which is to be submitted by Council, and as such are not in a position to contribute to the lighting project; however, the Cove Football Club will contribute \$7,500 to the proposed funding model along with proposed ORS and Council contribution.

The Cove Football Club operate under a sub-lease with CSCC who hold the head lease for the site. As such, the Cove Football Club are not required to provide annual reports or show evidence of governance to Council. As part of this project, the Club has provided these documents to Council to show effective governance including, copies of the most recent AGM and corresponding minutes, insurances and financial reports. The documentation supplied indicates the Club has the financial ability to contribute to the project as outlined in the proposed funding model.

In the interest of full disclosure, in the 2017 round of Community Grant Funding, the Cove Football Club was successful in obtaining \$2,000 for the purchase of goal padding from the City of Marion. The club was unable to adequately meet the acquittal requirements for this

grant, and as such was informed that this failure could potentially affect future grant applications with the City of Marion from the Cove Football Club. This matter has now been resolved.

SCOPE OF WORKS

The installation of lighting towers will include:

- Decommissioning, removal and disposal of four existing towers and light fixtures
- Installation of four new towers and associated lighting fixtures
- Testing, commissioning and handover of new light towers to Council

Minimal ground works are required as contractors will be able to utilise existing trenching for power lines with minimal need to undertake any trenching within the playing boundaries.

Metal Halide lighting fixtures are more cost effective to supply and install than LED lighting options, however they have slightly increased operating costs in regards to power usage that is the responsibility of the CSCC and a reduction in environmental impact is not achieved.

To reach the required 100 Lux lighting levels, 5-6 light fittings for both Metal Halide and LED options on each tower would be required as opposed to the current 3 light fittings that provide 50 Lux. The current light towers have not been engineered to hold these additional light fittings. Subsequently, new-engineered poles would be required regardless of whether either Metal Halide or LED light fittings were to be installed to obtain the desired light level of 100 Lux.

The cost to install LED fittings is \$147,500 compared to Metal Halide, which is \$108,500. Although LED's provide superior environmental solutions and decreased electricity costs, our contractors have indicated that it would take approximately 9 years to attain the savings from decreased electricity usage that would equal the additional cost of installing LED's compared to Metal Halide fittings.

In consultation with our contractors, Metal Halide options for ovals provide a significantly better cost benefit scenario to Council compared to LED options. Although electricity usage is decreased the lengthy payback period associated to the decreased energy usage does not provide a viable option for Council to pursue LED options.

RISK MANAGEMENT

It is unlikely that the Club will be able to proceed with the project if the Office for Recreation and Sport and Council do not provide funding.

In this instance, the Club would be unable to introduce a female league due to the unavailability of oval space to train and field games in the evening. The league would likely stagnate and fall behind in the provision of adequate facilities to enable greater optimization of the grounds and use for potential community events.

FINANCIAL ANALYSIS

A proposed budget of \$108,500 for Metal Halide light fittings and towers, which includes a 10% contingency, is as follows:

| | |
|-------------------------------|------------------|
| Cove Cobra Football Club | \$ 7,500 |
| Office for Recreation & Sport | \$ 56,000 |
| Council | <u>\$ 45,000</u> |
| Total | \$108,500 ex GST |

Council's whole of life cost for the project will include a provision for the replacement of the lights after the expiry of their useful life estimated to be 25 years. The net increase to operations and maintenance will be \$2,240 and the increase in annual net depreciation costs will be \$1,085 as outlined in the table below.

Under the new Leasing and Licensing Policy, the CSCC will be responsible for operational costs such as electricity and globe replacements with Council undertaking all structural maintenance associated with the towers and fittings.

A whole of life costings schedule is provided below:

| Description | Acquisition Cost | Professional Fees | Net Increase O&M pa | Projected Depreciation/ Renewal pa | Existing Depreciation/ Renewal pa | Net Increase Depreciation/ Renewal pa | Whole of Life Cost of Proposal | Whole of Life Increase Cost of Proposal |
|---------------------|------------------|-------------------|---------------------|------------------------------------|-----------------------------------|---------------------------------------|--------------------------------|---|
| Oval Lighting Tower | 108,500 | 23,000 | 2,240 | 4,340 | 3,255 | 1,085 | 429,875 | 214,625 |

RESOURCE IMPACT

The City of Marion will project manage the project, and all contractors will be engaged in accordance with Council's Procurement Policy.

CONCLUSION

The CSCC lighting project will provide a full and effective coverage of the playing oval for night training, which in turn will allow the implementation of "rest periods" for the oval to improve the long-term playing surface quality.

The new lighting would meet the 100 Lux guideline requirements that will enable playing night fixtures and addresses risks associated with training on grounds with inadequate lighting. This supports the club to explore new markets to increase attendance, community participation and revenue sales.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Originating Officer: James O'Hanlon, Unit Manager Sport & Recreation
Corporate Manager: Carol Hampton, Manager City Property
General Manager: Abby Dickson, General Manager City Development
Subject: Warradale Park Tennis Club Development
Report Reference: GC270318R05

REPORT OBJECTIVES

This report provides an update on the funding situation for the Warradale Park Tennis Club (WPTC) redevelopment works. The report seeks Council consideration and approval to reallocate committed funds intended for the WPTC clubroom redevelopment towards the court redevelopment project, which has a shortfall and will not be able to proceed without Council's contribution.

A further allocation of \$125k is also sought for the future development of the Clubrooms from Council's Community Facilities Partnering Program (CFPP) subject to securing partnership funding.

EXECUTIVE SUMMARY

The Warradale Park Tennis Club (WPTC) is Council's premier tennis facility. The WPTC successfully gained a \$250,000 grant from Federal Minister Nicole Flint to upgrade the six courts, including resurfacing, lighting and fencing. A tender was undertaken with preliminary estimates for these works being in the vicinity of \$405,000, resulting in a significant shortfall of \$130,000.

The WPTC has also submitted a funding application to the Office for Recreation and Sport (ORS) to refurbish their clubrooms, this included a contribution of up to \$125,000 from Council (refer GC110417R04) on the provision of successful ORS application in the 2017 round. The application was unsuccessful. Council has endorsed resubmitting a funding application in the 2018 round of funding (refer GC121217R03).

The WPTC in consultation with Administration is seeking to redirect funds committed by Council for the clubroom refurbishment to the upgrade of the courts. The redirection of funds, along with additional contributions from both WPTC and Tennis SA, will fully fund the court redevelopment works.

The WPTC committee in consultation with Council has decided not to pursue funding through the ORS for clubroom refurbishments in the short term and have prioritised the proposed court refurbishment project.

The WPTC plan to develop and implement a 5-year plan to gain further funding to fully refurbish the clubrooms, this will include establishing a sinking fund, seeking contributions from Tennis SA and seeking alternate funding opportunities along with potential Council contribution through the CFPP.

RECOMMENDATIONS**DUE DATES****That Council:**

- | | |
|--|---------------|
| 1. Notes that no additional external funding has been received for the upgrade of the Warradale Park Tennis Clubroom. | 27 March 2018 |
| 2. Endorses the reallocation of \$125,000 of Community Facilities Partnership Program Funding previously endorsed at the 11 April 2017 Council meeting from the Warradale Park Tennis clubroom project to the court redevelopment project. | 27 March 2018 |
| 3. Endorses an increase of \$26,226 per annum for operating and maintenance and an allocation of \$3,282 per annum for renewal/depreciation for the courts, lighting and fencing within the Long Term Financial Plan. | 27 March 2018 |
| 4. Grants Landlord Consent for the upgrade of lighting, court resurfacing and fencing works subject to Development Approval and Building Rules Consent. | 27 March 2018 |
| 5. Advises that the Warradale Park Tennis Club will be responsible for any project related cost overruns. | 27 March 2018 |
| 6. Endorses an additional allocation of up to \$125,000 from Council's Asset Sustainability Reserve – Community Facilities Partnering Program to be allocated to the Warradale Park Tennis Clubroom refurbishment subject to additional external funding being secured to enable the project to proceed. | June 2019 |

BACKGROUND

At the General Council meeting in December 2017 an update was provide on the Tennis & Netball Review. The report provided an update on the funding situation for the Warradale Park Tennis Club and the Marion Tennis Club noting:

- 1. Notes upgrade works for both Warradale Park Tennis Club and Marion Tennis Club facilities remain partially funded and should attempts to attract additional funding be unsuccessful a further report will be brought to Council in April 2018.*

To date funding has not been received for either of the clubs. A funding submission will be resubmitted for the Marion Tennis Club with the Office of Recreation and Sport in the current funding round that closes on 11 April 2018.

The Tennis and Netball review and subsequent works program identified the WPTC courts and clubrooms required upgrading. The club had initially estimated the project would cost approximately \$500,000; this was not based on formal designs or quotes. Once work was scoped and tendered it was found the budget was insufficient.

The WPTC were successful in receiving a \$250,000 grant from MP Nicole Flint to undertake redevelopment works on the Club's courts, fencing and lighting. The intended scope of works included:

- Expansion of the Gardiner Road courts by 2 metres to meet Tennis Australia guidelines, which would enable the club to host events previously ineligible due to non-confirming

courts. This will also allow the WPTC to initiate a disabled tennis league in partnership with Tennis Australia initiatives

- New LED lighting to all six courts
- Resurfacing and associated line marking to all six courts
- New fencing to all six courts
- Associated drainage works.

As the asset owner, the WPTC was advised that Council would support and deliver the project, a detailed scope of works was developed and a tender process was undertaken with quotes exceeding the budget available. Comparison with projects being undertaken in the Tennis and Netball Program established that the quotes received were fair and in line with the scope of works provided in the tender.

Consultation was undertaken with the WPTC committee, Tennis Australia, Administration and contractors to establish whether a scope review would provide the savings required to enable the project to proceed. Savings of approximately \$30k were identified however; these changes would have a knock on effect in relation to other areas of the project, which could not be substantiated for the small savings achieved.

In consultation with all stakeholders including Tennis SA and the WPTC, it was proposed that attempting to get both projects funded simultaneously was overly ambitious. It was proposed by Administration to redirect the \$125k committed by Council for the clubrooms to be redirected to the upgrade of the courts. This was also followed by a commitment from the WPTC and Tennis SA to contribute an additional \$10,000 and \$20,000 respectively to meet the court redevelopment-funding shortfall.

As part of WPTC lease with Council the Club are required to provide governance documents to Council on an annual basis which it has adhered to including copies of financial statements which support the clubs ability to contribute to the proposed funding model. The WPTC has no outstanding debts to Council.

DISCUSSION

The WPTC is one of only two tennis clubs in the Marion Council area that participates in pennant tournaments which equates to the elite tier of competition before achieving professional status with 245 members. This however restricts the Club from having multi line courts, which would enable them to potentially share courts with sports such as netball and explore options of cohabitation and potential financial benefits to the club in regards to shared expenses. It does however enable a facility within the Marion Council area to provide an opportunity for Marion residents to reach their full potential in tennis.

The WPTC facility is unique in its layout and facilities with a roof top viewing area of its six courts and the many recreational activities on offer within the adjoining Warradale Park Reserve. The WPTC courts do not meet Tennis SA standards, as the courts do not have the required run off; this prevents them from hosting large Tennis SA fixtures. The courts have reached the point of requiring resurfacing with prevalent cracking and remedial works required to remain fit for purpose. The existing lighting with Metal Halide fixtures are reaching the end of their life cycle and failing on courts 5 and 6 to meet the required LUX levels for pennant level competition.

The proposed works would address all the issues outlined above allowing the Club increased opportunities for additional revenue streams. In addition, the club has been identified by Tennis SA to establish a disability tennis league with the proposed works aligning to these requirements in regards to egress and court access. The clubrooms had a DDA compliant toilet installed at the facility in April 2017.

The WPTC has committed to opening two courts for public usage, engage the local community, open up their clubrooms for use and hire by community groups and organisations. The tennis facilities along with the adjacent reserve and Council amenities provides a unique hub for community benefit.

CLUB REDEVELOPMENT

Council and the WPTC are committed to delivering suitable, fit for purpose clubroom facilities to their members and the wider community. The Club Room redevelopment works will cost in the order of \$250,000.

The club supplied an initial figure of \$350k; however, this figure had not been tested. Council costed the proposed scope of works provided by the WPTC with a revised figure of \$250k required to meet the proposed project outcomes.

The Club in conjunction with Tennis SA, Council and its own members will continue to seek further funding to deliver this project. An application to ORS will be submitted in the 2019 grant program. As such, it is proposed that Council allocate an additional \$125,000 towards this project subject to sourcing additional external funding. Should Council endorse the additional funding there are currently sufficient funds within Council's Asset Sustainability Reserve – Community Facilities Partnering Program.

SCOPE OF WORKS

Court redevelopment

Works will include:

- Decommissioning, removal and disposal of 4 existing light towers and fixtures
- Installation of new 12 LED lighting to meet compliant levels for tournaments
- Expansion of courts located on Gardiner Road by approximately 2 metres to meet tennis SA compliance guidelines.
- Drainage works associated with court expansion
- Resurfacing of all six courts with associated line marking and nets
- Installation of new fencing and DDA complaint gates as per Tennis SA guidelines
- Relocation of 33metres of footpath along Gardiner Avenue to accommodate court expansion.

Future Club Room Development subject to external funding

The proposed works for the facilities clubrooms and surrounding ground include:

- Re-carpeting of entire level one area
- Re-tiling and refurbishment of joinery and partitions in the facilities male and female change-rooms
- Removal of redundant air conditioning systems on the second floor viewing platform area
- Installation of two new split system air conditioning units on the facilities ground floor
- Replacement of existing bitumen walkway between courts 3,4,5 and 6 with pavers
- Replacement of existing pane windows with functional retractable windows to allow better utilization of area for functions
- Installation of retaining wall between neighbouring kindergarten
- Complete painting of the facility inside and out
- Undertake works to internal staircase to ensure safety and compliance issues are resolved
- Laying of non-slip surface to level two viewing platform

- Installation of shade structures on level two viewing platform
- Replacement of fencing to level two viewing platform
- Minor works to external toilet block and entrance areas to increase flow and eliminate choke points.

RISK MANAGEMENT

It is unlikely that the Club will be able to proceed with the project if Council contribution is not provided.

The WPTC is one of only two clubs within the Marion council area that participates in a pennant league. Within this league, the opportunities to host large carnivals, championships and gala events are lost along with associated revenues and exposure to the club due to non-compliant court facilities.

The WPTC will be unable to provide a facility for a disabled league due to egress and non-confirming courts.

FINANCIAL ANALYSIS

Court Redevelopment

The WPTC had budgeted \$250,000 for the upgrade of the courts, the tender process undertaken by Council resulted in the preferred supplier providing a budget of \$381,000 – a shortfall of approximately \$130,000. The below revised funding model includes a contingency of \$24,000.

| | |
|---|--------------------------|
| Nicole Flint funding | \$ 250,000 |
| Warradale Park Tennis Club | \$ 10,000 |
| Marion Council (redirected funds from clubroom works) | \$ 125,000 |
| Tennis SA contribution (Court Rebate scheme) | \$ 20,000 |
| Total | \$ 405,000 ex GST |

Council's whole of life cost for the project will include a provision for the replacement of the lights after the expiry of their useful life estimated to be 25 years. The nett increase to operations and maintenance will be \$26,226 p.a and the increase in annual net depreciation cost will be \$3,282 as outlined in the table below.

| Description | Acquisition Cost | Professional Fees | Net Increase O&M pa | Projected Depreciation/ Renewal pa | Existing Depreciation/ Renewal pa | Net Increase Depreciation/ Renewal pa | Whole of Life Cost of Proposal | Whole of Life Increase Cost of Proposal |
|----------------------------|------------------|-------------------|---------------------|------------------------------------|-----------------------------------|---------------------------------------|--------------------------------|---|
| Court Redevelopment | \$405,000 | \$8,100 | \$26,226 | \$19,400 | \$16,118 | \$3,282 | \$1,598,750 | \$1,142,700 |

Under the new Leasing and Licensing Policy, the WPTC will be responsible for operational costs such as electricity and globe replacements with Council undertaking all structural maintenance associated with the project.

The WPTC is currently up to date with its governance requirements as set out in its lease agreement with Council and have no outstanding debts to the City of Marion.

A further report will be brought to Council regarding whole of life costs for the Clubroom Redevelopment when external grant funding is secured.

RESOURCE IMPACT

The City of Marion will project manage the project, and all contractors will be engaged in accordance with Council's Procurement Policy.

CONCLUSION

The outlined proposal for court redevelopment supports the club to explore new markets, attain increased revenue streams and exposure along with increased attendance, membership and community participation whilst ensuring that Council facilities are fit for purpose and utilised

The proposed clubroom works retain a commitment from Council of up to \$125k from the CFPP and will be undertaken when appropriate external funding is secured to fully fund the project.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Originating Officer: Brett Grimm, Project Manager- Strategic Projects
Manager: Greg Salmon, Manager City Activation
General Manager: Abby Dickson, General Manager City Development
Subject: Morphettsville Park Oval Expansion
Reference No: GC270318R06

REPORT OBJECTIVE AND EXECUTIVE SUMMARY

At its General Council meeting dated 12 December 2017, Council resolved to investigate the extension of Morphettsville Oval to provide a fit for purpose playing field and improve pedestrian movements and traffic management. The resolved motion was provided in reference to a traffic study on Denham Avenue.

The purpose of this report is to provide a description of scope of works, indicative costs and timeframes to prepare investigations to expand Morphettsville Oval, including traffic management and pedestrian circulation improvements.

Due to the scope of works being aligned with the Morphettsville Park Sports and Community Club (MPSCC) Redevelopment (GC281117F06) it is practical to coordinate the planning, project management and design investigations. This report proposes to include the oval expansion, and pedestrian and traffic management investigations into the MPSCC project scope.

RECOMMENDATIONS

| That Council: | DUE DATES |
|--|----------------------|
| 1. Notes the project scope of the Morphettsville Park Sport and Community Club Redevelopment will include investigations to expand the oval in addition to traffic management and pedestrian circulation improvements. This will require a review of current and future parking requirements and traffic management imposed by the proposed clubroom redevelopment. | 27 March 2018 |
| 2. Endorses the allocation of an additional \$15k from the Asset Sustainability Reserve- Community Facilities Partnership Program for engineering and architectural design services to investigate the increased scope to expand the oval to including traffic, car parking and pedestrian movement investigations. | 27 March 2018 |
| 3. Notes community consultation on the project will be conducted once 30% detailed design investigations have been complete, which will provide a more defined project scope that considers a site wide approach. | 27 March 2018 |

DISCUSSION

Council received a report on 12 December 2017 noting pedestrian safety concerns were raised by the Morphettville Park Sports and Community Club (MPSCC), regarding incidents of speeding vehicles. Traffic survey data indicates that a majority of vehicles drive at acceptable speeds, and DPTI records indicate that no crashes had been recorded in Denham Avenue in the five-year period 2012-2016. Concerns have also been raised regarding the irregular shape of the oval in addition to the close proximity to lighting poles, fences and coaches boxes. Council resolved at this meeting to;

Investigate extending Morphettville Oval to provide a fit for purpose playing field and improve pedestrian movements and traffic management.

At its meeting 28th November 2017 (Confidential items), Council resolved to undertake detailed design for the redevelopment of the MPSCC. The scope of works include detailed design of;

- New change rooms
- Potential Northern partial closure of Quinn Street
- Refurbish existing clubrooms with expansion of building footprint

Discussions with Development Services has provided reference to the likely need for additional car parking, and an assessment on noise impacts within a development application. Consequently, the oval expansion concept cannot be assessed and designed in isolation of the MPSCC clubroom redevelopment.

Professional services required for the MPSCC project are Architectural, Civil, Structural and Traffic Engineering, in addition to an Acoustic Engineer and Cost Planners.

Council staff are currently developing project plans and a professional services brief to engage a consultant team. The project plan and services brief will consider a coordinated design response that is relevant to site wide issues and opportunities. It will also consider community engagement activities to ensure community feedback informs the design. In addition, Council reporting and development approvals will be coordinated for the full scope of works.

The following table provides reference to a draft project plan methodology.

Table 1 Proposed Project Plan

| Scope | Feb. 2018 | March. 2018 | April. 2018 | May 2018 | June. 2018 | July 2018 | August. 2018 | Sep. 2018 | Oct. 2018 | Nov. 2018 | Dec 2018 | Jan. 2019 | Feb. 2019 | March. 2019 |
|---|-----------|-------------|-------------|----------|------------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-------------|
| Project Planning | ✓ | | | | | | | | | | | | | |
| Development of Service brief and tender | | ✓ | | | | | | | | | | | | |
| Professional Services Tender and award | | ✓ | ✓ | | | | | | | | | | | |
| 30% Detailed Design Development – hold point | | | ✓ | ✓ | | | | | | | | | | |
| Community engagement | | | | | ✓ | | | | | | | | | |
| *Council Report | | | | | | ✓ | | | | | | | | |
| Commence Road Closure Process (subject to outcomes of community engagement) | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | |
| Lodge for Development Approval | | | | | | | | ✓ | ✓ | | | | | |
| 70% Detailed Design-hold point | | | | | | | ✓ | ✓ | | | | | | |
| 100% Detailed Design/Documentation | | | | | | | | | ✓ | ✓ | | | | |
| **Council Report | | | | | | | | | | | ✓ | | | |
| Building rules approval | | | | | | | | | ✓ | ✓ | | | | |
| Tender and procurement | | | | | | | | | | | ✓ | ✓ | ✓ | ✓ |
| Construction (TBC) subject to scope and programmed sports. | | | | | | | | | | | | | | |

*Council report to provide update on the project, 30% detailed design, oval expansion investigations, community consultation findings, whole of life costs and seek endorsement to proceed with partial road closure process.

** Council report seeking endorsement for tender and procurement subject to development approvals and road closure confirmation.

Community Engagement

A community engagement process will be undertaken in a coordinated approach. The consultation methods used will include but not be limited to;

- Community drop in session through mail out invitation
- Survey available on Making Marion Web Page

- Council's Social Media forums
- Letter box drop
- Concept plans online and provided at the club with a link to the online survey.

The partial road closure of Quinn Street as described and illustrated GC281117F06 will require its own process of community engagement, which will be facilitated by the City Property Department.

The project steering group and key stakeholders (MPSCC Governing Committee) will be engaged at 30%, 70% and 100% design hold points.

Financial Analysis

Funding for the MPSCC detailed design (\$145k) has been calculated on a percentage of the capital works opinion of cost. This figure does not consider the increased scope of works to investigate the oval expansion, traffic management, car parking and pedestrian movement. An additional \$15k is sought to complete these works within the current scope. It is recommended to fund this from the Asset Sustainability Reserve- Community Facilities Partnership Program (CFPP), increasing the currently endorsed project funding from the CFPP of \$145k to \$160k.

At completion of the 30% detailed design, costings will be provided to Council including whole of life costs. A further report will be provided to Council at the completion of the detailed design, which will provide updated costs, funding options available and Council's capacity to fund the project.

Resources (Capacity) Impact

The project scope as defined in this report will be project managed by City Activation team working in collaboration with the City Property team to ensure stakeholder engagement, and communications with the club are maintained with any impacts on site operations considered with associated contingencies in place.

CONCLUSION

It is proposed to extend the project scope for MPSCC to include the investigations on the oval expansion with consideration of traffic management, car parking requirements and pedestrian movements. This will provide efficiencies in project management and design.

APPENDICES

Appendix 1 - Design Investigations Study Area

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

Map Width: 575.6 m
Created by eng
Tuesday, 27 February



-  TRAFFIC MANAGEMENT INVESTIGATIONS AND CAR PARKING
-  OVAL EXPANSION INVESTIGATIONS
-  MPSCC REDEVELOPMENT

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Originating Officer: James O'Hanlon, Unit Manager Sport & Recreation

Corporate Manager: Carol Hampton, Manager City Property

General Manager: Abby Dickson, General Manager City Development

Subject: Marion Bowls Club – Kitchen Upgrade

Report Reference: GC270318R07

REPORT OBJECTIVES

This report seeks Council consideration and approval of a proposal to upgrade the Marion Bowls kitchen area with a joint funding model and to provide Landlord Approval.

EXECUTIVE SUMMARY

The Marion Bowls Club (MBC) currently occupies the Council owned site on Sturt Road, Marion located within the Club Marion precinct. The MBC are committed to working with Council and key stakeholders on the development of a long-term plan for the facility, with a primary focus on improved and sustainable facilities, along with increased utilisation of the facility by the wider community.

The proposed upgrade of the kitchen has a total project budget of \$95,000, which includes sufficient contingencies for the project. An application to the Office for Recreation and Sport (ORS) will be submitted by Council on behalf of the MBC seeking a contribution of \$45,000 and a Council contribution up to \$45,000 from the City of Marion – Community Facilities Partnering Program. The remaining contribution will come from the Marion Bowls Club who are contributing \$5,000 to the project.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|---------------|
| 1. Supports an application to the Office for Recreation and Sport for \$45,000 towards the refurbishment of kitchen facilities located within the Marion Bowls Club. | 27 March 2018 |
| 2. Endorses an allocation of up to \$45,000 towards the kitchen upgrade being made from Council's Asset Sustainability Reserve – Community Facilities Partnering Program on provision of a successful application to the Office for Recreation and Sport. | 27 March 2018 |
| 3. Notes a contribution of \$5,000 to the project from the Marion Bowls Club towards the project. | 27 March 2018 |
| 4. Grants Landlord consent for the upgrade of kitchen facilities within the Marion Bowls Club, subject to a successful funding application and to Development Approval and Building Rules Consent. | 27 March 2018 |

5. Advises the Marion Bowls Club will be responsible for any project related cost overruns.

27 March 2018

BACKGROUND

The MBC kitchen facilities date back in some parts to the 1970's. Over the years as demand for food services along with changes in regulatory requirements has occurred the MBC have sought to meet these needs and obligations accordingly. Decades of various additions has resulted in a disjointed work area with potential risks emerging in regards to safety, including slip, trip and fall hazards due to uneven, mismatched floor surfaces, heights and coverings.

Issues regarding the suitability of equipment and its performance where the items have surpassed the end of their respective lifecycles have provided the MBC with issues and unnecessary costs in attempting to keep this equipment operational to meet demands.

Due to the restricted floor space available within the kitchen area, the replacement of equipment has been problematic with new equipment not easily fitting the vacated area and causing further issues. The upgrade of the kitchen requires a holistic review of the kitchen layout, including workflow of operations that take into consideration the increased meal numbers the club is experiencing, compliance with WH&S guidelines and best practice in relation to kitchen set ups to minimise risks to volunteers whilst maximising efficiency and output.

There are only a few pieces of existing equipment that could be utilised effectively when upgrading the kitchen; this would need to be considered in the design process with Council and the MBC to achieve the best outcome moving forward.

DISCUSSION

The Marion Bowls Club operates all year round within various sanctioned competitions including pennant and various social leagues including the increasingly popular night owls competitions. They have a current membership base exceeding 225 members. An integral part of the bowls culture is the preparation and serving of light refreshments right through to full course meals. The vast volunteer base of the MBC generally undertakes the preparation and delivery of meals.

In addition, meal options are provided on a social basis to the public, with Friday night meal numbers averaging in excess of 100 per week with numbers peaking at 200 for special functions and festive season functions. The provision of affordable meal options are accompanied with raffles and sing-a-longs, providing a valued community benefit to attendees.

As one of the larger clubs in South Australia the MBC often host state events, which are often held over a 4-day period. On these occasions, meals serviced can peak in excess of 250 meals per day.

Other competitions such as the RSL league national championships have been held at MBC on the last three occasions that South Australia has hosted the event in the previous six years. Events such as these are awarded on a tender basis from Bowls SA, with MBC being one of the only clubs in SA that have the kitchen facilities that can handle the volume and meet the food delivery requirements of such events set out by Bowls Australia guidelines.

The MBC host many and varied community and private groups external to bowls who cite the kitchen facilities as an essential element of their booking decisions. These groups either rely on the MBC providing full meal services or have the option of preparing and serving their own meals to their respective groups. Such groups include: Families SA who utilize the facility including the provision of meals bi monthly for adoption and carer information sessions; various schools and community groups who utilize the facility for birthday parties, functions; and fundraisers who utilize both the greens and kitchen facilities.

The MBC operate under a sub-lease with Club Marion who hold the head lease for the site. As such, MBC are not required to provide annual reports or show evidence of governance to Council as per the Leasing and Licensing Policy. The MBC in this process have provided current financial statements and various governance items including insurances, certificates of incorporation and minutes from their last AGM, which evidenced that the Club operates on a sustainable and effective governance model with sufficient funds to support this proposal. The MBC have no outstanding debts to Council.

The decision for Council to undertake this application on behalf of the MBC was made based on recent conversations with the ORS. The ORS have stated that with heavily oversubscribed funding programs, priority is being given to projects that firstly meet or exceed funding guidelines criteria, but are also being managed and delivered by LGA's or peak sporting organizations with the proven resources to deliver projects on time and on budget.

SCOPE OF WORKS

The scope of works include:

- Disconnection, removal and disposal of various equipment
- Terminate and upgrade various electrical connections as per scope
- Relocation of evaporative air conditioning and associated make good
- Remove and prepare the floor in the kitchen, preparation and store areas
- Installation of new electrical and plumbing services as per provided plan
- Supply and install new vinyl sheet flooring
- Frame out part of window and sheets with backed stainless steel wall sheets
- Connect new equipment, sinks and tapware commissioning of kitchen

FINANCIAL ANALYSIS

A total recommended budget for the project is \$95,000, which includes a suitable contingency; the proposed funding for the project is as follows:

| | |
|---------------------------------|-------------------------|
| Marion Bowls Club | \$ 5,000 |
| Office for Recreation and Sport | \$ 45,000 |
| Council | <u>\$ 45,000</u> |
| Total | \$ 95,000 ex GST |

Council's whole of life cost for the project will include a provision for the replacement of the kitchen after the expiry of its useful life estimated to be 15 years. The projected costs for operations and maintenance will be \$6,650 and annual net depreciation costs of \$6,333 as outlined in the table below. As this project relates to the renewal of an existing kitchen, these should replace the costs relating to the existing asset.

| Description | Acquisition Cost | Total Projected O&M p.a | Net Increase O&M pa | Projected Depreciation/ Renewal pa | Existing Depreciation/ Renewal pa | Net Increase Depreciation/ Renewal pa | Whole of Life Cost of Proposal | Whole of Life Increase Cost of Proposal |
|-----------------|------------------|-------------------------|---------------------|------------------------------------|-----------------------------------|---------------------------------------|--------------------------------|---|
| Kitchen Upgrade | 95,000 | 6,650 | 0 | 6,333 | 6,333 | 0 | 289,750 | 95,005 |

Under the new Leasing and Licensing Policy, the Marion Sports and Community Club will sublet to MBC who will be responsible for operational costs and repairs with Council undertaking any structural maintenance associated with the refurbishment.

RESOURCE IMPACT

The City of Marion will project manage the project, and all contractors will be engaged in accordance with Council's Procurement Policy.

CONCLUSION

The MBC kitchen upgrade proposal will provide the MBC a fit for purpose facility for their members and community groups that utilise this well positioned and well utilised community facility.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Originating Officer: Rebecca Deans, Open Space and Recreation Planner

Manager: Carol Hampton, Manager, City Property

General Manager: Abby Dickson, General Manager City Development

Subject: Hallett Cove Heights Playground Investigation

Report Reference: GC270318R08

REPORT OBJECTIVE

This report provides Council with the results of investigations into playground provision within the Hallett Cove Heights area and seeks direction from Council to inform the development of a new three-year playground works program.

EXECUTIVE SUMMARY

As a result of feedback provided from Elected Members and a through a Council Resolution, an investigation was undertaken into options for the location of a playground in the Hallett Cove Heights area (refer Appendix 1).

Council has endorsed a playground framework and this has been used to consider the playground provision in the Hallett Cove Heights area. New playgrounds are assessed using the following criteria;

- Playground Policy alignment
- Age of children 0 – 14 years in the surrounding suburb
- Projected population increase
- Population density
- Square metres of Open Space per person
- Projected Open Space per person.

At the Elected Member Forum on 20 February 2018 (EMF200218) a playground works program was examined to inform a draft works program for Council's consideration. The works program includes sites for renewal as well as new sites. Elected Members discussed at the forum that new playgrounds should be provided at Skipper Close and Brooklyn Reserve.

This report seeks direction from Council on playground provision within the Hallett Cove Heights area enabling Administration to finalise the draft playground works program to be considered at the General Council meeting on 27 March 2017.

RECOMMENDATIONS**DUE DATES**

That Council:

- | | |
|--|---------------|
| 1. Endorses the renewal of Cove Sports and Community Club neighbourhood playground in the next 4 to 8 years to improve accessibility for all local residents. | 27 March 2018 |
| 2. Considers the allocation of funds of up to \$95,250 for the development of a new local level playground at Brooklyn Street Reserve in the 2020-21 for inclusion in the Playground Works Program. | 27 March 2018 |
| 3. Notes the incorporation of operations and maintenance cost of \$6,668 per annum and depreciation of \$3,810 per annum into Council's Long Term Financial Plan | 27 March 2018 |
| 4. Notes a draft Playground Works Program for 2018-19 through to 2020-21, which includes whole of life funding requirements across the Long Term Financial Plan for additional playgrounds, will be presented to Council on 27 March 2018 for consideration. | 27 March 2018 |

OR

- | | |
|--|---------------|
| 1. Endorses the renewal of the Cove Sports and Community Club neighbourhood playground in the next 4 to 8 years to improve accessibility for all local residents. | 27 March 2018 |
| 2. Considers the allocation of funds of up to \$190,500 for the development of two new local level playgrounds at Skipper Close Reserve in 2019-20 and Brooklyn Street Reserve in 2020-21 for inclusion in the Playground Works Program. | 27 March 2018 |
| 3. Notes the incorporation of operations and maintenance cost of \$13,336 per annum and depreciation of \$7,620 per annum into Council's Long Term Financial Plan | 27 March 2018 |
| 4. Notes a draft Playground Works Program for 2018-19 through to 2020-21, which includes whole of life funding requirements across the Long Term Financial Plan, for additional playgrounds will be presented to Council on 27 March 2018 for consideration. | 27 March 2018 |

BACKGROUND

At the General Council meeting on 27 September 2016 (GC270916R07) Council considered the outcomes of the review of the Playground Strategy and endorsed proceeding to consultation with a draft Playground Policy including service levels. There was a specific recommendation in relation to a playground in the Hallett Cove Heights area;

"Start an investigation into a suitable site for a neighbourhood play space in Hallett Cove Heights."

There has been discussion of Skipper Close Reserve as a potential site for a new playground in various Council meetings and forums, as well as community feedback; a summary of items is provided in Appendix 3.

Over the last 18 months, there have been a number of discussions and reports to progress the Playground Framework. At the General Council meeting on 12 December 2017 (GC121217R01), the framework was adopted and the following was endorsed in relation to the works program:

“Notes the current works program attached as Appendix D to this report and that any further upgrades identified for 2018/2019 will be informed by engagement with Elected Members in early 2018 with any changes brought to a future Council meeting for endorsement.”

As the framework guides decisions on playgrounds, it was prudent to wait for this to be adopted by Council before finalising investigations on a suitable site for a playground in the Hallett Cove Heights area.

At the Elected Member Forum on the 20 February 2018, Elected Members examined a draft playground works program; this included potential renewals and new playgrounds. There is funding in the Long Term Financial Plan for the renewal program, however, any new playgrounds will require additional funding.

DISCUSSION

The Playground Policy considers that across the City, on average, one playground per 1,000 people is ample provision of playgrounds and that playgrounds will be provided within walking distance (approximately 500m where possible), for every residence, taking into account pedestrian barriers.

Currently, one playground exists at Hallett Cove Heights located at the Cove Sports and Community Club. This playground has been assessed to be renewed within the next 4 to 8 years at a neighbourhood level. No playground currently exists at Skipper Close Reserve or Brooklyn Drive Reserve, and playground mapping suggests that gaps exist in provision of playgrounds in this area.

Two playgrounds, Columbia Crescent Reserve and Cove Sport and Community Club, are close to Skipper Close Reserve but major roads and steep terrain restrict access. Columbia Crescent Reserve was built in 2010. Cove Sport was upgraded in 2006 with some replacement equipment but has low play value and condition, and has been prioritised for an upgrade in the next 8 years.

Brooklyn Drive Reserve demonstrates a clear gap in provision with the closest playgrounds being restricted by major roads and terrain.

The 2016 census data indicates there is a high number of 5-14 year olds in Hallett Cove compared to other suburbs. Projected Population Growth in Hallett Cove to 2036 is expected to be up to 200 residents, which is considered low growth. This growth is projected to be in the 20 – 54 year old age group.

Playground mapping of all playgrounds at 500m taking into account barriers indicates that a gap in playground provision exists in the area of Skipper Close Reserve and Brooklyn Drive Reserve. Playgrounds at these reserves would service a small local community. Appendix 2 shows the communities that surround the reserves.

Resident and local MP feedback was also considered as part of the investigation (refer Appendix 1).

Ward Councillors have also asked Administration to investigate options for Cove Sport and Community Club playground and Skipper Close Reserve including relocating the equipment from Cove Sports and Community Club.

The investigations to determine a suitable site for a playground in the Hallett Cove Heights area was undertaken in consultation with Ward Members, and guided by the assessment criteria for new playgrounds.

Assessment of both Reserves against the criteria is set out in the following table. The complete assessment matrix can be found in Appendix 4.

| | | Residential area more than 500m walk away from another playground No = 1; Yes = 2 | Children 0 - 14 2016 | Projected population increase (2036) | Population Density 2016 | Open Space per person (m2) | Projected open space per person (2036) | Total |
|------------------------|--------------|---|----------------------|--------------------------------------|-------------------------|----------------------------|--|-------|
| New playgrounds | | | | | | | | |
| Brooklyn Drive Reserve | Sheidow Park | 2 | 5 | 3 | 2 | 2 | 3 | 17 |
| Skipper Close Reserve | Hallett Cove | 1 | 5 | 1 | 2 | 2 | 3 | 14 |

While a number of playgrounds have been removed elsewhere in the local area this has not caused a gap in service provision.

Skipper Close Reserve

Skipper Close Reserve was developed by Oakford Homes in 2011 and contains;

- Gravel pathway
- Picnic table
- Shelter
- Plantings
- Bench Seats
- Non irrigated kick about area

There had been an expectation of the residents surrounding Skipper Close that a playground would be provided as part of the development of the area; letters from local MPs has reinforced this.

No play equipment exists on the reserve.

The new playground prioritisation criteria currently shows that Skipper Close Reserve ranks lower than Brooklyn Street Reserve. The main difference being the lower projected population increase surrounding Skipper Close Reserve. Mapping demonstrates that Cove Sport user catchment covers the majority of the area surrounding Skipper Close Reserve, providing a lower score for user catchment. It is noted that access to the playground at Cove is difficult from Skipper Close due to the steep terrain.

Brooklyn Drive Reserve

No facilities exist at Brooklyn Drive Reserve. The Reserve is part of a new development and is surrounded by higher density housing. The developers have prepared a land parcel for use

as a playground. The reserve has passive surveillance provided by properties adjacent the reserve.

The prioritisation criteria for new playgrounds demonstrates that there is a gap in provision of playgrounds in this area and that population density in the surrounding area is likely to increase by 2036.

The analysis undertaken indicates that Brooklyn Drive Reserve was an appropriate place for a new playground in Hallett Cove Heights.

Cove Sports and Community Club

The play equipment at Cove Sports and Community Club has very limited play value. The main activities offered are two small plastic slides and one springer for toddlers. The equipment looks worn and faded and the paint on all joints has peeled off. The once clear plastic window is discoloured and now opaque.

The current playground is located adjacent to the clubrooms and behind screening trees which gives the impression that it is only to be used by sports club users.

Shamrock Reserve (Neighbourhood level) and Columbia Reserve (Local level) are both located within a 10 minute walk of the Cove Sports and Community Club. Pavana Reserve (Neighbourhood level) is within a 20 minute walk. The Lonsdale Road pedestrian underpass provides access to these reserves. The underpass has adequate accessibility and width however, the materials and setting is not inviting. A long section of the underpass is darkly shaded with limited natural light and there is no signage to nearby reserves.

Cove Sport has been considered in the playground works program for renewal as a medium priority.

Consultation

Resident requests for a playground at Skipper Close Reserve have been limited. Requests have been received from State and Federal politicians for a playground in Hallett Cove Heights; both Skipper Close and Brooklyn Drive Reserves being suggested. A Fund My Neighbourhood application for Skipper Close did not attract enough votes to acquire funding.

Comments and resident feedback relating to a new playground in Hallett Cove Heights are referenced in Appendix 1.

ANALYSIS

Financial Implications

The Playground Works Program has been funded within the Long Term Financial Plan (LTFP), this funding has been allocated for the renewal of existing playgrounds.

A local playground, as developed to the Service Levels would cost \$95,250, plus operating and maintenance cost of \$6,668 per annum and depreciation of \$3,810 per annum into Council's Long Term Financial Plan

A neighbourhood level playground, as developed to the Service Levels would cost, \$235,500, plus operating and maintenance costs of \$16,485 per annum and depreciation of \$9,420 per annum into Council's Long Term Financial Plan

Development of playgrounds at Skipper Close Reserve and Brooklyn Drive Reserve would require additional funding of \$190,500 or reprioritisation of works. These playgrounds can be included in the works program as follows

| Reserve | Hierarchy | Detail design | Construction |
|------------------------|-------------------|----------------------|---------------------|
| Skipper Close Reserve | Local \$95,250 | 2018/2019 | 2019/2020 |
| Brooklyn Drive Reserve | Local \$95,250 | 2019/2020 | 2020/2021 |

At a local level hierarchy, the total cost of both playgrounds will be \$190,500.

Should Council endorse the inclusion of one or more additional new playgrounds within the Hallett Cove Heights area, this will be included in the 3-year playground works program currently under development. The works program will be presented to Council for consideration at its 27 March 2018 General Council meeting and will include whole of life costs.

CONCLUSION

Investigations have demonstrated that there is a gap in the level of playground provision in the Hallett Cove Heights area. A number of options have been considered based on the assessment criteria resulting in Brooklyn Drive Reserve being considered the more suitable Reserve for a local level playground development.

Feedback from the Elected Member Forum indicated that the preference is to construct a playground at Skipper Close as a priority and for a playground to be installed at Brooklyn Drive within the next four years.

New playgrounds at both sites have been included in the Playground Works program, which is provided as a separate agenda item for Council's consideration and endorsement.

APPENDICES

Appendix 1: Hallett Cove Heights Playground Feedback

Appendix 2: Hallett Cove Heights Map

Appendix 3: Discussions on Skipper Close

Appendix 4: New Playground Assessment Matrix

Hallett Cove Heights Playground Feedback



Community Feedback

Fund My Neighbourhood submission and comments

Playground built at Skipper Close, dirt track improved/fitness equipment added.

Skipper Close Reserve is the perfect spot to build a playground and the current dirt track is an ideal place for an outdoor fitness circuit. Families in the area would benefit from having a playground within walking distance, allowing children to enjoy being active and playing outside. The dirt track could be improved to be better utilized as a walking/running track and outdoor fitness equipment could be placed around it allowing everyone in the neighbourhood access to a free fitness circuit. These improvements would encourage an active lifestyle and be a space that can be enjoyed by the whole community.

- "Whilst this is a great Idea and I am voting for it, I think parking on Skipper Close would also need to be improved to cope with the added traffic. Currently Street is lined with cars, and that's just the residents. Also being mindful of extra noise generation being heard from the properties adjacent the reserve I would like to see the Stormwater Basin holding some water all year round with a bit of a boardwalk, would also attract more wildlife to the area.
- Thanks for your comment Brad. Your right that Skipper Close often has lots of parked cars in the street, but hopefully by some of those coming to playground parking on Elizabeth crescent that might ease some of the potential congestion on the street. The storm water basin with boardwalk is a great idea too! Thanks for your vote.

- Well overdue Michelle. When we bought these houses, the architect's plan showed that area as a park and we were told it was just an "artist's impression" !! Lots of children on this Estate and they need safe play areas near to home. A wide concrete path would be ideal - lots of Razor scooters around - would allow the kids to use them safely.
- A BBQ would be a good edition
- Great idea we very much need something for this area!
- Fantastic! It would be such a great asset for the young families that live around here
- Well done Michelle, what a great idea for this space. I used to take the dog for a walk around that track and would love to return to be able to use a super circuit.
- "Super idea! It's a must for this area. "
- Excellent idea, there are no public facilities in this section of Hallett Cove, it would be wonderful to have a playground close to home for my kids.
- Open parkland, with good facilities, in an urban environment is always a necessity for the residents' health and relaxation. I support this good suggestion. "
- The lack of a decent park facility in this area definitely needs addressing Great idea Michelle. This would be very beneficial to many in the area and especially for my grandkids, good to know.
- Good suggestion, Michelle! I agree and have been supporting the provision of a kids' playground for the northern end of that reserve, just off Skipper Close. Your project would be an answer to my wish for many of the playgrounds in the city of Marion. We are supposed to be encouraging adults to exercise, so providing such equipment is a great way of doing just that.
- Fantastic idea! It's a perfect location for a playground and fitness circuit with a growing community in the area. I think this would be very well utilised. Great initiative!
- Great idea - would be a perfect use for the space
- Love it!!!!
- Fabulous idea, can't believe it hasn't been done already!

Customer Events for Skipper Close

August 2009 – request for installation of playground equipment at Skipper Close Reserve

April 2016 – request installation of dog bags at Skipper Close

November 2016 – request removal of dog bags from Skipper Close

December 2016 – email regarding the poor upkeep of Skipper Close Reserve

November 2017 – letter not supportive of Fund My Neighbourhood plan for a playground at Skipper Close

October 2015 – Request for mow at Skipper Close Reserve

March 2013 – request for playground at Skipper Close Reserve

December 2010 – Request to complete Reserve at Skipper Close and make it suitable for a play venue

Customer Events for Brooklyn Drive Reserve

There have been no recorded customer events for a playground at

Customer Events for Cove Sports and Community Club

October 2012 - Request for bench seat near playground

October 2007 – Request for new playground at Hallett Cove Height

Other Feedback

David Spiers MP June 2011 – Advice required on the condition of Skipper Close Reserve

Amanda Rishworth MP March 2013 – Residents request better upkeep of reserve and installation of a playground

Amanda Rishworth MP March 2013 – On behalf of a resident requesting a playground at Skipper Close Reserve

Councillor Allen February 2011 – Enquiry if playground was promised as part of Skipper Close development

Chloe Fox MP October 2009 – request for a playground at Brooklyn Drive Reserve

David Spiers MP August 2017 – Facebook requests for a playground at Skipper Close Reserve



Skipper Close Reserve

Scale 1:10,910
Map Width 2671 m
Created by eng
Thursday, 25 January 2018



Disclaimer
While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Property boundary line network data is supplied by State Government.

About this Document
This map has been created for the purpose of showing basic locality information and is a representation of the data currently held by The City of Marion. This information is provided for private use only.

Discussions on Skipper Close

| | | |
|---|---|--|
| 27 September 2016 | GC270916R07 | Endorsed starting an investigation into a suitable site for a neighbourhood playground in Hallett Cove Heights |
| April 2017 Coastal and Southern Ward Briefing | 3.4 Skipper Close – What is happening with the Playground? | <p>Meetings occurred with ward members to investigate an additional playground including the recently developed residential area along Brooklyn Drive.</p> <p>Site investigations commenced into an additional playground at a Neighbourhood level in Hallett Cove Heights as per Council resolution GC270916R07.</p> |
| Infrastructure and Strategy Committee 5 September 2017 | SC050917R7.1 Skipper Close Reserve | <p>The committee specifically noted the following on Skipper Close;</p> <ul style="list-style-type: none"> • Has been promised for the past 10 years (originally by the developers) • Differing views on whether 3 playgrounds are required in Hallett Cove / Hallett Cove Heights • Would the relocation of clubs from the Cove Sports create an opportunity there (e.g. BMX)? |

| New playgrounds | | Residential area more than 500m walk away from another playground No = 1; Yes = 2 | Children 0 - 14 2016 | Projected population increase (2036) | Population Density 2016 | Open Space per person (m2) | Projected open space per person (2036) | Page 88 | |
|---|------------------|---|----------------------|--------------------------------------|-------------------------|----------------------------|--|---------|---|
| | | | | | | | | Total | |
| Goodman Court (Renewal SA) | South Plympton | 2 | 4 | 3 | 3 | 4 | 5 | 21 | Open space to be vested, funded and developed by Renewal SA |
| Tonsley | Tonsley | 1 | 3 | 5 | 2 | 5 | 3 | 19 | Working with the residential developer to ensure adequate open space and recreation facilities. |
| Brooklyn Drive | Sheidow Park | 2 | 5 | 3 | 2 | 2 | 3 | 17 | On site meeting with ward members determined that this was the best placement for a Hallett Cove Heights Playground. Brooklyn Drive Reserve was identified as a gap in provision as seen on the mapping. |
| Miners Court Reserve | Sheidow Park | 2 | 5 | 3 | 2 | 2 | 3 | 17 | Raised at the Infrastructure and Strategy meeting as a gap in provision with future growth |
| Park Holme (Cowra Crescent) Reserve | Park Holme | 2 | 2 | 3 | 3 | 3 | 3 | 16 | Existing playground on removals list - do we want another playground at this site, redevelop site or another site? |
| Skipper Close Reserve | Hallett Cove | 1 | 5 | 1 | 2 | 2 | 3 | 14 | Elected Member request. A small gap in provision exists at this reserve as shown in the mapping. |
| McConnell Street Reserve | Marino | 2 | 2 | 2 | 1 | 3 | 3 | 13 | As a result of tennis and netball review and potential disposal of the western side of McConnell Reserve feedback from the community proposed a playground be provided in this area. There is an undersupply of playgrounds in this area. |
| Possible open space/playground developments as part of future developments | | | | | | | | | |
| Castle Plaza | Edwardstown | 2 | 4 | 5 | 2 | 5 | 5 | 23 | Subject to DPA and future redevelopment of site |
| Ash Avenue | Tonsley | 2 | 3 | 5 | 2 | 5 | 3 | 20 | Temporary open space being developed by Renewal SA. |
| Sandy Glass Court | Sheidow Park | 2 | 5 | 3 | 2 | 2 | 3 | 17 | Existing playground on removals list (2033). Opportunity to move to a more suitable location and develop links through linear open spaces surrounding reserve. |
| MCC | Oaklands Park | 1 | 3 | 4 | 2 | 2 | 3 | 15 | Investigation into opportunities to enliven the MCC site ongoing |
| Woodend development | Trott Park | 2 | 4 | 1 | 1 | 1 | 1 | 10 | Subject to future land division and agreement with developer |
| Glenthorne Farm | O' Halloran Hill | 1 | 4 | 1 | 1 | 1 | 1 | 9 | On hold until state election. |

| Population Density | Persons per hectare |
|--------------------|---------------------|
| 1 = | 0-10 |
| 2 = | 11-20 |
| 3 = | 21-30 |
| 4 = | 31-40 |

| Children 0 - 14 | Population |
|-----------------|------------|
| 1 = | 0-200 |
| 2 = | 201-400 |
| 3 = | 401-600 |
| 4 = | 601-800 |
| 5 = | 800+ |

| Projected population increase | Amount increase |
|-------------------------------|-----------------|
| 1 = | 0-199 |
| 2 = | 200-399 |
| 3 = | 400-699 |
| 4 = | 700-1499 |
| 5 = | 1500-1980 |

| Open space per person | Square metre per person |
|-----------------------|-------------------------|
| 1 = | 140 - 267 |
| 2 = | 50-139 |
| 3 = | 25-49 |
| 4 = | 10-24 |
| 5 = | 0-9 |

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Originating Officer: Rebecca Deans, Acting Unit Manager Open Space and Recreation

Manager: Carol Hampton, Manager City Property

General Manager: Abby Dickson, General Manager City Development

Subject: Playground Works Program

Report Reference: GC270318R09

REPORT OBJECTIVE

The purpose of this report is to seek endorsement for:

- Renewal and design of playgrounds for 2018/2019 to complete the current three-year works program
- A new Playground Works Program for three years spanning 2019/2020 – 2021/2022.

EXECUTIVE SUMMARY

Council endorsed a three-year works program in 2016 (GC260416R10). At the General Council meeting in December 2017 (GC121217R01) the current works program was noted, and any further upgrades identified for 2018/2019 were to be informed by engagement with Elected Members in early 2018 and with any changes to be brought to a future Council meeting for endorsement. In February 2018 the works program was discussed at a Elected Member forum (EMF200218) to work through the renewal and design of playgrounds within the current three-year plan as well as the next three-year works program.

A draft playground works program has now been developed, incorporating new playgrounds that have been identified by Elected Members. The draft program is attached (refer Appendix 1). The program is to be reviewed annually and adjusted according to Council's priorities.

Council has endorsed funding for the replacement of playgrounds in the Long Term Financial Plan. Should Council endorse the inclusion of new playgrounds or change in hierarchy further funding would need to be included in the Long Term Financial Plan.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|----------------------|
| 1. Endorses the renewal and design of playgrounds for 2018/2019 as set out in Appendix 1. | 27 March 2018 |
| 2. Endorses a three-year works program 2019/2020 – 2021/2022 for playground renewal and construction as set out in Appendix 1. | 27 March 2018 |

- | | |
|--|----------------------|
| 3. Endorses the allocation of an additional \$95,250 in 2019 /2020 for development of a playground at Skipper Close Reserve and notes the incorporation of operations and maintenance cost of \$6,668 per annum and depreciation of \$3,810 per annum into Council's Long Term Financial Plan. | 27 March 2018 |
| 4. Endorses the allocation of an additional \$95,250 in 2020 /2021 for development of a playground at Brooklyn Drive Reserve and notes the incorporation of operations and maintenance cost of \$6,668 per annum and depreciation of \$3,810 per annum into Council's Long Term Financial Plan. | 27 March 2018 |
| 5. Endorses the allocation of an additional \$140,250 in 2019 /2020 to increase the hierarchy of Alpine Drive Reserve from local to neighbourhood and notes the increase of operations and maintenance cost of \$9,818 per annum and depreciation of \$5,610 per annum into Council's Long Term Financial Plan. | 27 March 2018 |
| 6. Endorses the allocation of operations and maintenance cost of \$16,485 per annum and depreciation of \$9,420 per annum into Council's Long Term Financial Plan for the upgrade of a playground in the Capella / Nannigai precinct. | 27 March 2018 |
| 7. Notes that a review of the open space at McConnell Reserve may require additional funding and this will be brought to Council at a later date if required. | 27 March 2018 |

INTRODUCTION

The playground framework was endorsed in December 2017 (GC121217R01) and the following recommendation was made in relation to the playground works program;

That Council:

3. *Notes the current works program attached as Appendix D to this report and that any further upgrades identified for 2018/2019 will be informed by engagement with Elected Members in early 2018 with any changes brought to a future Council meeting for endorsement.*

DISCUSSION

In 2016, a three-year playground works program was endorsed (GC260416R10), this aligns to the current works as set out below:

| 2017 / 2018 Construction | | | |
|---------------------------------------|---------------|---------------|----------------|
| Inclusive Playground Hendrie Street | Park Holme | Regional | Mullawirra |
| Sixth Avenue Reserve | Ascot Park | Neighbourhood | Woodlands |
| Breakout Creek Reserve | Glengowrie | Local | Mullawirra |
| Gully Road Reserve | Seaview Downs | Neighbourhood | Southern Hills |
| Appleby Road Reserve | Morphettville | Neighbourhood | Mullawirra |
| Clare Avenue Reserve | Sheidow Park | Local | Southern Hills |
| Woodforde Family Reserve | Park Holme | Local | Mullawirra |
| 2017/ 2018 Planning and Design | | | |
| Heron Way Reserve | Hallett Cove | Regional | Coastal |
| Capella Reserve | Hallett Cove | Neighbourhood | Coastal |
| Bandon Terrace Reserve | Marino | Neighbourhood | Coastal |
| Shamrock Road Reserve | Hallett Cove | Neighbourhood | Coastal |
| First Avenue Reserve | Ascot Park | Local | Woodlands |
| Mitchell Park Oval | Mitchell Park | Neighbourhood | Warriparinga |
| Oaklands Estate Reserve | Oaklands Park | Neighbourhood | Warracowie |
| 2018/2019 Construction | | | |
| Heron Way Reserve | Hallett Cove | Regional | Coastal |
| Capella Reserve | Hallett Cove | Neighbourhood | Coastal |
| Bandon Terrace Reserve | Marino | Neighbourhood | Coastal |
| Shamrock Road Reserve | Hallett Cove | Neighbourhood | Coastal |
| First Avenue Reserve | Ascot Park | Local | Woodlands |
| Mitchell Park Oval | Mitchell Park | Neighbourhood | Warriparinga |
| Oaklands Estate Reserve | Oaklands Park | Neighbourhood | Warracowie |

Funds have been allocated in the Long Term Financial Plan for the above works.

The current works plan will conclude at the end of June 2018.

This report seeks Council's endorsement of:

- Playground renewals in 2018-19 for the 7 playgrounds designed in 2017/18.
- a new three-year works program attached as Appendix 1 to this report.

At a recent Elected Member Forum (EMF202018), the draft three-year program was examined, with the following changes suggested:

- George Street Reserve design to be brought forward and undertaken in 2019/2020
- Dwyer Road Reserve be postponed to align with Oaklands Crossing development and potential partnership opportunities
- A playground at Marion Cultural Centre be considered in conjunction with the Oaklands Crossing Precinct development
- Stanley Street Reserve design and construction to be a higher priority than originally scheduled.
- The playground at the outdoor swimming pool be added to the renewal program
- Capella Drive Reserve to be constructed in 2020 / 2021 or retimed. Noting this will be dependent on consideration of the Precinct Plan that is still to be considered by

Council. Maintenance and depreciation costs for this playground will need to be allocated within the Long Term Financial Plan.

- Alpine Road Reserve - increase the hierarchy from local to neighbourhood.
- The following *new* playgrounds to be added to the works plan
 - Skipper Close Reserve
 - Brooklyn Drive Reserve
 - McConnell Street Reserve to be considered once the open space plan is developed
 - Tonsley playground (either at Tonsley or similar location) to be considered as part of the redevelopment

A draft works program (refer Appendix 1) incorporating the changes as well as new playgrounds is to commence from 1 July 2018. This program is to be reviewed annually and adjusted according to Council's priorities.

The playground works program aligns with best practice in asset management, where upgrades are programmed over several years to ensure that there will not be an excess of upgrades at one time. This assists with long term financial planning.

In developing an approach for delivery of capital works, a model, which plans for design and construction of a playground over two years, has been developed to achieve a balance between planning and delivery of projects.

Playground renewals to be considered in the works program have been prioritised using criteria which includes playground age, equipment risk and population density.

During the development of the Playground Framework, Elected Members identified sites where new playgrounds could be considered. These have been prioritised using similar criteria as well as projected population increases.

In examining the playground budget, an allocation for maintenance and depreciation for the Capella / Nannigai playground upgrade had yet to be included. This report seeks an allocation to be included within the LTFP. It should be noted an allocation of capital funding for the playground is already provided for in the Long Term Financial Plan.

Currently an Open Space Plan is being developed by Council and will eventually be integrated into the playground works program. Where playground renewals align with open space development consideration should be given to planning and construction being synchronised.

Other programs that align with the playground works program includes:

- Public toilet 5 year works program to be discussed at the April Elected Member Forum
- Shade Program
- Natural Landscapes Pilot Sites and Program
- Dog Parks.

Where practical these programs are integrated to ensure efficient and cost effective works and a holistic approach to site development.

A playground removal program was endorsed at the General Council meeting in September 2016 (GC270916R07) and the Methodology was endorsed at the General Council meeting in December 2017 (GC121217R01 – Appendix 1E). Playground provision and upgrades take into account where playgrounds are planned to be removed.

It should be noted that Cowra Crescent Reserve has been scheduled for removal. Playground mapping has identified that with this removal, there will be a gap in provision in this area. Cowra Crescent Reserve is not an ideal location for a playground. The draft Open Space Plan currently being developed will consider this area.

FINANCIAL IMPLICATIONS

Council has endorsed funding for the renewal of playgrounds in the Long Term Financial Plan.

Indicative costs of the service levels of each hierarchy should be noted;

| | |
|---------------|-----------|
| Local | \$95,250 |
| Neighbourhood | \$235,500 |
| Regional | \$869,250 |

Funding for new playgrounds, increases in hierarchy and an allocation of funds for operating and maintenance costs as well as depreciation will need to be endorsed and incorporated into the Long Term Financial Plan.

The following table lists the costs for the proposed new playgrounds within the draft playground works program:

| | 2019/2020 | 2020/2021 |
|---|-----------|-----------|
| Skipper Close Reserve - new | \$95,250 | |
| Alpine Drive Reserve (increase in hierarchy) | \$140,250 | |
| Marion Outdoor Pool - renewal | \$50,000 | |
| Brooklyn Drive Reserve - new | | \$95,250 |

In addition to the capital costs, additional funding will be required for annual operating, maintenance, and depreciation as shown below:

| | Skipper Close Reserve | Alpine Road Reserve (upgrade in hierarchy) | Brooklyn Drive Reserve | Capella / Nannigai |
|---|------------------------------|---|-------------------------------|---------------------------|
| Annual operating and maintenance costs | \$6,668 | \$9,818 | \$6,668 | \$16,485 |
| Annual depreciation costs | \$3,810 | \$5,610 | \$3,810 | \$9,420 |

McConnell Street Reserve has been included in the works program subject to further investigation. Should this playground be developed, a further allocation of funding will need to be included in the Long Term Financial Plan.

The Open Space Plan is still being developed by Council. This will determine specific projects to be funded. Funding for new open space development is still to be considered for incorporation into the Long Term Financial Plan.

CONCLUSION

A draft playground works program is presented in Appendix 1 for endorsement.

New playgrounds will require additional funding to be incorporated into the Long Term Financial Plan.

ATTACHMENTS

Appendix 1 - Draft Playground Works Program

Draft Playground Renewal Program

| Draft Playground Renewal Program | | | | | |
|----------------------------------|---|------------------|--------------------|------------------|--|
| Projects | 2018/2019 (current works program) | 2019/2020 | 2020/2021 | 2021/2022 | Comment |
| Operating | | | | | |
| Playground removals | C,DD,PI | C,DD,PI | | | |
| Reserve Signs | DD,PI | DD,PI | DD,PI | DD,PI | Annual upgrade of old reserve signs |
| Capital (LTFP) | | | | | |
| Heron Way Reserve | PI | | | | |
| Capella (concept only) | DD | | | | |
| Bandon Terrace Reserve | PI \$235,500 | | | | Neighbourhood |
| *Shamrock Road Reserve | PI \$235,500 | | | | Neighbourhood |
| First Avenue Reserve | PI \$95,250 | | | | Local |
| Mitchell Park Oval | PI \$235,500 | | | | Neighbourhood |
| Oaklands Estate Reserve | PI \$750,000 | | | | Neighbourhood |
| Christopher Grove Reserve | C, DD | PI \$95,250 | | | Local |
| Central Avenue Reserve | C, DD | PI \$95,250 | | | Local |
| The Crescent Reserve | C, DD | PI \$95,250 | | | Local |
| *Yanyarrie Avenue Reserve | C, DD | PI \$235,500 | | | Neighbourhood |
| Alpine Road Reserve | C, DD | PI \$235,500 | | | Neighbourhood – upgrade from Local (budget increase of \$140,250) |
| Swimming Pool Playground | C, DD | \$50,000 | | | Renewal of existing playground |
| Skipper Close Reserve | C, DD | \$95,250 | | | Local - NEW |
| Oakvale Way Reserve | | C, DD | PI \$95,250 | | Local |
| *George Street Reserve | | C, DD | PI \$235,500 | | Neighbourhood Possible DPTI partnership to develop open space and playground. |
| *Glandore Community Centre | | C, DD | PI \$235,500 | | Neighbourhood |
| *Stanley Street Reserve | | C, DD | PI \$235,500 | | Neighbourhood |
| Capella Drive Reserve | | C, DD | \$235,500 | | Neighbourhood – dependent on Precinct Plan endorsement. (requires funding for maintenance and depreciation only in the LTFP) |
| Brooklyn Drive Reserve | | C, DD | \$95,250 | | Local - NEW |
| *Hugh Johnson Reserve | | | C, DD | PI \$434,625 | Regional total project budget \$869,250 currently budgeted for \$434,625 external funding |
| Dwyer Road Reserve | | | C, DD | PI \$235,500 | Neighbourhood Possible DPTI partnership to develop open space and playground as part of the Oaklands Crossing. |
| Wistow Crescent Reserve | | | C, DD | PI \$95,250 | Local |
| Peterson Avenue Reserve | | | C, DD | PI \$95,250 | Local |
| MCC | | | C, DD | | New Initiative – to be considered as part of Oaklands Crossing Project. May need to be retimed accordingly and will be subject to further funding. |
| Lapwing Street Reserve | | | | C, DD | Local |
| *Ballara Park | | | | C, DD | Local |
| Weaver Street Reserve | | | | C, DD | Neighbourhood |
| Tonsley | | | | C, DD | Regional – Further consideration and partnership potential to be investigated |
| McConnell Street Reserve | | | | C, DD | Local – Further investigation to be undertaken as part of the Open Space review before allocating funding |
| | \$1,551,750 | \$902,000 | \$1,132,500 | \$860,625 | |

Costs are based on current service levels.

The playground works program is subject to an annual review.

*Opportunity to develop open space in conjunction with the playground upgrade

C Consultation / Concept
 PI Procurement and Implementation
 PF Policy / Framework

O DD Detail Design
 Operating

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Originating Officer: Fiona Harvey, Manager Innovation and Strategy;
Ray Barnwell, Manager Finance and Contracts

General Manager: Abby Dickson, General Manager City Development
Vincent Mifsud, General Manager Corporate Services

Subject: Consideration of New Initiatives for the Draft 2018/19
Annual Business Plan and Budget

Report Reference: GC270318R10

REPORT OBJECTIVE

The objective of this report is to provide council with an updated draft 2018/19 budget position as a basis to consider new initiatives for inclusion in the Draft 2018/19 Budget for community consultation. Council may wish to suspend proceedings to participate in a workshop to consider the new initiatives.

EXECUTIVE SUMMARY

To date a range of initiatives have been identified for funding and inclusion in the draft 2018/19 Budget. Resolutions have been passed for 14 of these initiatives, while there are a suite of initiatives (Appendix 2) that are yet to be formally confirmed through council resolution for inclusion or exclusion in the Draft 2018/19 Annual Business Plan (ABP). Consideration of these initiatives will enable a final Draft 2018/19 ABP to be developed for presentation to Council on 10 April for adoption for community consultation.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|--|---------------|
| 1. Notes the process and outcomes to date relating to the preparation of the Draft 2018/19 Annual Business Plan (Appendix 1). | 27 March 2018 |
| 2. Notes the Draft 2018/19 budget position, with the inclusion of the new initiatives which have corresponding Council resolutions. | 27 March 2018 |
| 3. Considers the new initiatives provided in Appendix 2 for inclusion in the Draft 2018/19 Annual Business Plan. | 27 March 2018 |
| 4. Recommends the following further initiatives are included in the Draft 2018/19 Annual Business Plan, to be presented to the General Council meeting on 10 April 2018: | 27 March 2018 |

- Marion Cultural Centre external hire enhancement project
- Replacement of the Asset Management ICT System
- Design for erosion control at River Parade Hallett Cove
- City of Marion Fringe Hub at the Marion Cultural Centre
- Indigenous and Disability Traineeships
- Valuing Marion's Nature (replacement for the Discovery Circle Program)
- Project Management System
- Young St/Lander Rd Upgrade
- MCC Plaza Activation (review of the plaza design to achieve cost effective solution)
- Coastal Walkway Reinstatement
- Tennis Facilities at Seacombe Heights
- Enterprise Data Warehouse/BI Reporting Solution

5. Revises the staging of the LED lighting project to complete the project in 2018/19 and fund stage 2 and 3 (\$2.066m) from funding available in Council's Asset Sustainability Reserve.

27 March 2018

BACKGROUND

The planning and budgeting process was initiated in December 2017 for the development of the 2018/19 Annual Business Plan (ABP) and review of the Long Term Financial Plan (LTFP). The process for 2018/19 built upon and strengthened the new process implemented in 2017/18, with a key focus on upfront planning, ensuring all key inputs are analysed in the early stages to ensure integration with the budget process.

The focus on upfront planning includes consideration of Council's commitments in the 3-year Business Plan (2018/19, being the third year of the plan) and Council's existing unfunded Initiatives, and New Initiatives identified by Elected Members and staff over recent months.

Appendix 1 provides a summary of the process and outcomes to date, covering EM forums on 5 December 2017, 20 January 2018, 20 February 2018 and 20 March 2018; and General Council meetings on 13 March 2018 and 27 March 2018.

The progress of the process has also been presented to the Finance and Audit Committee on 12 December 2017 and 27 February 2018.

The discussions and prioritisation processes have resulted in a large set of 'new initiatives' being considered and actioned (i.e. prioritised for inclusion in the draft 2018/19 ABP); some initiatives being removed and managed through other means; and others deemed low priority and not included in the Draft 2018/19 ABP. Through the period December 2017- March 2018 a number of initiatives have progressed to council for resolution individually, or as part of the preparation of the draft plan. These are summarised in the top section of the table below.

DISCUSSION

Draft 2018/19 Annual Business Plan Development

Through discussions at the various forums and meetings a draft 2018/19 Budget and Long Term Financial Plan (LTFP) 2018/19 to 2027/28 have been developed. The draft 2018/19 Budget and LTFP has been developed using an average rate increase of 1.8% for 2018/19 and throughout the 10 years of the LTFP.

The draft 2018/19 Annual Business Plan is based on the delivery of all existing services to agreed service levels, and the continued delivery of commitments in the 2016-2019 Business Plan.

The following table summarises the current position of the draft 2018/19 Budget with resolved initiatives and then flows through to show the impacts of the following:

- **Proposed funding** for the 12 unresolved initiatives of \$1.798m (net of Reserves) in 2018/19 and \$4.748m (net of Reserves) over the 10 years of the LTFP
- **LED Project:** Works for stage 3 originally planned for 2019/20 (\$1.033m) are proposed to be brought forward one year, with funding for stages 2 and 3 proposed to be funded from the Asset Sustainability Reserve (ASR).

City of Marion
10 Year Financial Plan for the Years ending 30 June 2028
BUDGET SUMMARY - GENERAL FUND
Scenario: LTFP - Resolved Initiatives - 1.8%

| | | 2018/19 \$'000 | LTFP \$'000 |
|--|-------------|-------------------|----------------|
| Cash Budget Surplus Before Resolved Initiatives | | 1,744 | |
| Resolved Initiatives | | | |
| Remnant Native Vegetation Plan | GC130318R05 | 300 | 2,500 |
| Enhanced Tree Planting Program | GC300118R04 | 138 | 2,506 |
| Light Square Upgrade | GC130218M02 | 20 | 29 |
| Mitchell Park Scoreboard | GC301118M03 | 20 | 20 |
| Oaklands Education Centre | GC300118R02 | 74 | 100 |
| Natural Landscapes Design & Maintenance Guideline - Pilot Projects | GC130318R09 | 70 | 70 |
| CRM - Single View of Customer | GC130318R09 | 30 | 30 |
| Coastal Management Plan Phase 3 | GC130318R09 | 15 | 60 |
| Smart Cities Pilot Project - Playground Data Collection | GC130318R03 | 49 | 49 |
| Community Facilities Manager | GC130318F04 | 60 | 657 |
| Weed Steamer | GC130218R07 | 25 | 50 |
| Marion Outdoor Pool Masterplan | GC130218R04 | 1,193 | 6,034 |
| - ASR Reserve Funding | GC130218R04 | (1,193) | (3,123) |
| Morphettville Park Sports Redevelopment | GC281117R06 | 290 | 1,290 |
| - CFPP Reserve Funding | GC281117R06 | (290) | (1,290) |
| Renewables and Energy Efficiency Measures | GC130318R09 | - | - |
| Total Resolved Initiatives | | 800 | 8,982 |
| Cash Budget Surplus After Resolved Initiatives (Current Position as per Appendix 3) | | 944 | |
| LED Project 3rd Stage brought forward from 2019/20 | | 1,033 | (2,941) |
| - Reserve Funding Offset Adjustment LED Project | | (2,066) | (2,066) |
| Potential Employee Costs adjustment to Dec CPI (ongoing) | | 100 | 2,579 |
| Cash Budget Surplus | | 1,877 | |
| Unresolved Initiatives | | | |
| 1 Marion Cultural Centre external hire enhancement project | | 55 | 10 |
| 2 Replacement of the Asset Management ICT System | | 1,020 | 1,540 |
| 3 Design for erosion control at River Parade Hallett Cove | | 60 | 60 |
| 4 City of Marion Fringe Hub at the Marion Cultural Centre | | 15 | 15 |
| 5 Indigenous and Disability Traineeships | | 120 | 1,200 |
| 6 Valuing Marion's Nature (replacement for Discovery Circle Program) | | 30 | 300 |
| 7 Project Management System | | 125 | 800 |
| 8 Young St/Lander Rd Upgrade | | 200 | 290 |
| 9 MCC Plaza Activation | | 40 | 40 |
| 10 Coastal Walkway Reinstatement | | 350 | 350 |
| - ASR Reserve Funding | | (350) | (350) |
| 11 Tennis Facilities at Seacombe Heights | | 480 | 480 |
| - CFPP Reserve Funding | | (480) | (480) |
| 12 Enterprise Data Warehouse/BI Reporting Solution | | 133 | 493 |
| Total Cost of Unresolved Initiatives | | 1,798 | 4,748 |
| Cash Budget Surplus After All Initiatives | | 79 | |

Initiatives not yet resolved to be included in the draft 2018/19 budget

The suite of 12 new initiatives (included in the above table) proposed by Elected Members and staff through the 2018/19 annual business planning process have not yet been formally resolved to be included in the draft 2018/19 ABP, but have been identified as high priority initiatives through previous discussions. Detail on each these initiatives is provided in an 'Initiative Overview' in Appendix 2.

Members' feedback on the inclusion of these initiatives is sought to finalise the draft 2018/19 Annual Business Plan for community consultation.

LED lighting Funding

Council has previously resolved to progress the LED Lighting Project (GC221116R05), staged over three years 2017/18, 2018/19 and 2019/20. Discussion has taken place to fast track this project to achieve efficiencies in project delivery and the resultant economic benefits from the project being delivered sooner. It is therefore proposed that the funding allocated in Council's LTFP for stage three (\$1.033m) will be brought forward from 2019/20 to 2018/19.

Due to the proposed amendments to project timing the source of funds to support the retimed delivery of the LED Lighting Project now requires a resolution to alter the source of funding for the second and third stage of the project (\$2.066m). It is proposed to utilise funding available in the Asset Sustainability Reserve (ASR) to minimise the financial impact on our ratepayers whilst achieving the desired outcome of retiming the project to achieve the economic benefits sooner. Savings in the order of \$501k per annum are forecast to be achieved from 2019/20 onwards as a result of the proposed project retiming.

ANALYSIS

Financial Implications

In its present state, Councils Draft 2018/19 Budget, including resolved initiatives, forecasts a budgeted Cash Funding Surplus of \$944k. The Draft 2018/19 Budget and LTFP has been developed using an average rate increase of 1.8% for 2018/19 and throughout the 10 years of the LTFP.

With current Enterprise Agreements tied to the March CPI, there is a potential for Employee Costs to increase past the 2.0% allowance included in the draft 2018/19 Budget. Based upon the Adelaide March CPI being 2.3%, this would have an impact of \$100k.

If proposed changes to the timing and Reserve funding of the LED project are resolved, along with the above, Council's draft 2018/19 budget will have a Cash Funding Surplus of \$1,877k.

This is sufficient to fund all 12 unresolved initiatives listed in the table above if Council elects to do so, while still allowing a Cash Funding Surplus position of \$79k in the draft 2018/19 Budget, as well as a funding surplus position throughout the 10 years of the LTFP.

Projects Funded From Council's Accounting Reserves

The Draft 2018/19 Budget includes the following key projects and initiatives funded from Councils accounting reserves:

| | <u>2018/19</u> | <u>2019/20</u> |
|--|------------------------|------------------------|
| Edwardstown Oval Soldiers Memorial Recreation Ground | \$2.710m | - |
| Soccer In The South | \$2.500m | - |
| Marion Outdoor Pool – Stage 2 & 3 | \$1.193m | \$1.930m |
| Morphettville Park Sports Redevelopment | \$0.290m | \$1.000m |
| Coastal Walkway Reinstatement | \$0.350m | - |
| LED Lighting Project (<i>proposed</i>) | \$2.066m | - |
| Tennis Facilities – Seacombe Heights (<i>proposed</i>) | \$0.480m | - |
| | <u>\$9.589m</u> | <u>\$2.930m</u> |

There is now a projected available reserve balance of **\$4.694m** in the Asset Sustainability Reserve and **\$1.2m** in the Open Space Reserve fund for future projects. This is in addition to the \$2m quarantined in the ASR for Major Infrastructure failure.

Consultation

The draft 2018/19 Annual Business Plan will be presented to Council on 10 April for adoption for community consultation. Consultation is scheduled to occur for (at least) 21 days through mid April- early May 2018.

CONCLUSION

The finalisation of Council's consideration of new initiatives for inclusion and funding in the draft 2018/19 Annual Business Plan enables the draft Plan to be presented on the 10 April in preparation for community consultation. The inclusion of the new initiatives in the draft Plan presents a comprehensive view of the way in which rates are proposed to be allocated, and the benefits these initiatives will bring to the City and Community in 2018/19.

APPENDICES

Appendix 1: Annual Business Plan Process to date

Appendix 2: Initiative overviews

Appendix 3: Current Draft LTFP 2018/19 – 2027/28 (Before the inclusion of the 12 unresolved initiatives)

Appendix 1: Process and Outcomes for the preparation of the draft 2018/19 Annual Business Plan

| Forum | Process | Outcome |
|---|---|--|
| 5 December 2017 EM Forum | <ul style="list-style-type: none"> New and unfunded initiatives presented for consideration and prioritisation: <ul style="list-style-type: none"> 24 Elected Member New Initiatives 12 Staff New Initiatives 11 existing unfunded initiatives | <ul style="list-style-type: none"> Elected Members prioritised all initiatives into 2 categories: <ul style="list-style-type: none"> inclusion in draft Business Plan (27 initiatives) Further information required (20 initiatives) |
| 20 January 2018 EM Forum/Planning Day | <ul style="list-style-type: none"> Present budget position based on the inclusion of the high priority initiatives from 5 December Propose 11 initiatives for 'removal' from the process as they have either had committed council funds, or are able to be progressed through existing budgets | <ul style="list-style-type: none"> 19 high priority initiatives included in draft Business Plan 18 initiatives not included in draft Business Plan 11 initiatives to be 'removed' as can be funded through existing BAU budgets or other funding sources |
| 30 January 2018 General Council meeting | <ul style="list-style-type: none"> New Initiatives proposed for funding | <ul style="list-style-type: none"> 4 initiatives resolved for funding |
| 13 February 2018 General Council meeting | <ul style="list-style-type: none"> New Initiatives proposed for funding | <ul style="list-style-type: none"> 2 initiatives resolved for funding |
| 20 February 2018 EM Forum | <ul style="list-style-type: none"> Confirm draft budget based on inclusion of high priority initiatives Confirm changes based on resolutions of Council on 30 Jan and 13 Feb Confirm initiatives that can be funded through other sources, so require no further consideration Present the 16 new initiatives not yet prioritised for inclusion in the draft plan + 1 additional initiative (Smart Cities), with staff assessment of priority (H, M, L) | <ul style="list-style-type: none"> 12 initiatives require no further consideration Request the 8 high and medium priority initiatives not yet included in draft plan be brought to Council for further consideration |
| 13 March 2018 General Council Meeting | <ul style="list-style-type: none"> Present the 8 high and medium priority initiatives that were yet to be included in the draft plan | <ul style="list-style-type: none"> Resolution to fund Regional Sports and Community Facility Manager |

| | | |
|--|--|--|
| | <ul style="list-style-type: none"> • Include a further high priority initiative - Regional Sports and Community Facility Manager | <ul style="list-style-type: none"> • Resolution to fund 5 (of the 8) initiatives • Request further discussion on the initiatives that were deemed high priority earlier in the process |
| 20 March 2018 EM Forum | <ul style="list-style-type: none"> • Confirm draft budget based on the inclusion of the 6 initiatives and the removal of 2 initiatives resolved on 13 March • Present 11 high priority initiatives included in draft plan for discussion • Present list of 9 low priority initiatives that are not included in the draft plan | <ul style="list-style-type: none"> • Request that 11 high priority initiatives and 1 low priority initiative are presented to council on 27 March for formal inclusion in the draft Plan |
| 27 March 2018 General Council Meeting | <ul style="list-style-type: none"> • Present 12 initiatives for inclusion in the draft Plan • Seek resolution on change to funding model for LED lighting project | |
| 10 April General Council Meeting | Presentation of the draft 2018/19 Annual Business Plan for adoption for community consultation | |

Appendix 2: New Initiatives without a Council resolution

New Initiative Overview #1

| | |
|-------------------------------------|--|
| Initiative Name | Marion Cultural Centre external hire enhancement project |
| Initiative Type | Targeted Improvement |
| Department | City Property |
| Proposed Initiate Start Date | Jul 01, 2018 |
| Proposed Initiative End Date | Dec 01, 2018 |
| Outline the Scope | <p>Remove barriers for external hire of the plaza area and to have detailed documentation (i.e. CAD surveys)/promotional material developed to enable us to better market the award winning MCC as the unique and multi-functional cultural venue that it is.</p> <p>Upgrade lights for evening activities within the Cultural Centre Plaza. This seeks to eliminate the current issue of the lighting being insufficient and currently requires additional ad hoc cost for events delivered by Council i.e. Marion Celebrates and market providers do not hire or use the site due to the additional expense of hiring external and additional lights.</p> <p>Enhance opportunities for external events by being able to provide documentation on floor plans / layouts of the MCC more broadly, that represent the multiple and diverse ways the venue can be used i.e. markets in plaza area, road closure and SAALC areas, Café and foyer area dimensions and different uses. In addition, service locations, infrastructure barriers car parking etc.</p> <ul style="list-style-type: none"> • \$45k required for new lights • \$10k required for detailed site maps and promotional material |
| Objectives | <p>Improve the lights which will encourage increased external hires / income generation, reduce internal expenditure for medium to large scale Council events at MCC i.e. Marion Celebrates. It will also enable year round site use/ not limited by daylight savings.</p> <p>Provision of detailed documentation (CAD maps with services, dimensions etc. will inform aesthetically pleasing high quality designed promotional documents) will enable us to better promote the venue and the diverse ways it can be used and will increase external hires</p> |

Provision of additional marketing material will create brand awareness for the centre generally, as well as seeking to increase income from external hire and enable additional internal council teams use

Outcomes (these must be measureable and relate to the objectives)

Increased number of events

Increased attendances at the venue

Increased opportunity for local businesses to develop their products/ businesses through increased market events (Council enabling local small business growth /development)

Increased community satisfaction with Council venues

Increased community satisfaction with Council contribution to cultural initiatives

Increased income from external hire

Increased use by internal teams

Benefits Measurement

Financial

Yes

Community

Yes

Environmental

No

In a few sentences, please describe how these benefits will be realised

As per outcomes above lead to more connected, resilient, vibrant and empowered communities.

Potential for growth in visitation and revenue to the cafe, more people using the SAALC, more interactive people in the area.

Strategic/Organisational Excellence Alignment

| | |
|---|---|
| Liveable | Yes |
| Valuing Nature | No |
| Innovative | Yes |
| Prosperous | Yes |
| Connected | Yes |
| Engaged | Yes |
| Excellence | No |
| Describe how this initiative progresses the community vision and strategic priorities of council as outlined in the 10 year strategic plan 2017 - 2027 goals, strategies and good governance drivers or 3 Year Business Plan 2016 - 2019 | Delivers outcomes under both Liveable and Prosperous strategic priorities. This project will enable the Plaza to be utilised throughout the year and in many different ways: strengthening community connections; activating the MCC Plaza; and supporting businesses through markets and events. |

Initiative Financials (GST Excl)

| | |
|--|---|
| Total Cost Year 1 | \$55,000 |
| Total Cost Year 2 | -\$5,000 |
| Total Cost Year 3 | -\$5,000 |
| Total Initiative Cost | \$45,000 |
| Additional Information about your initiative that you would like to be considered | <p>This will further support Council's objectives of urban activation.</p> <p>It is anticipated that an estimated \$5k revenue from the hire of the site would be collected through this initiative</p> |

New Initiative Overview #2

| | |
|-------------------------------------|---|
| Initiative Name | Replacement of the Asset Management ICT System |
| Initiative Type | Asset Service Delivery |
| Department | Strategy & Innovation |
| Proposed Initiate Start Date | Jul 01, 2018 |
| Proposed Initiative End Date | Jun 30, 2021 |
| Outline the Scope | <p>Procure an asset management system that will be a fully integrated system that: is dynamic; is populated with timely and accurate data; has a user-friendly interface and reporting functionality; and has a strong emphasis on its Geographical Information System (GIS).</p> <p>Procure an Asset Management System that will meet Council's requirements today and provides a foundation for the future.</p> <p>Finance and Audit Committee considered the Asset System Service Review (FAC150817R.5) - where it was noted that the existing asset management system is not meeting the current requirements of the organisation and will not meet future requirements, supporting the need for a new asset management system.</p> |
| Objectives | <ul style="list-style-type: none"> • Procure an Asset Management system that sets up the CoM for the future • Establish a Governance Framework for Asset Management data and applications • Coordinate the implementation of the new Asset Management Application with the field based devices • Develop a strategy for the combined improvement of the GIS and Asset Management software • Develop 'dashboards' to push data and reports out to end users • Establishing an Asset Management knowledge base on the intranet • Establish a Knowledge Team |

Outcomes (these must be measureable and relate to the objectives)

A fully integrated system that: is dynamic; is populated with timely and accurate data; has a user-friendly interface and reporting functionality; and has a strong emphasis on its Geographical Information System (GIS).

Benefits Measurement

| | |
|--|---|
| Financial | Yes |
| Community | Yes |
| Environmental | Yes |
| In a few sentences, please describe how these benefits will be realised | <p>Ensuring an informed and integrated organisational approach to asset management that complies with the requirements of the National Asset Management Framework.</p> <p>Asset data held and managed in centralised corporate system to ensure a single point of truth for the organisation.</p> <p>Asset Management governance and business requirements are identified, agreed across the organisation and incorporated into business as usual (position descriptions).</p> <p>Improved maintenance programs maximising asset lifecycle.</p> <p>Improved renewal programs optimising budget allocation.</p> <p>Informed upgrade / new planning of assets to meet future demand.</p> <p>Knowledge of levels of service to ensure the expectations of the community are being met.</p> <p>Monitoring, measuring and reporting on performance against levels of service to ensure accountability and transparency.</p> <p>Improved integration with GIS.</p> <p>Improved modelling and analysis in GIS.</p> |

Strategic/Organisational Excellence Alignment

| | |
|--|--|
| Liveable | No |
| Valuing Nature | No |
| Innovative | Yes |
| Prosperous | No |
| Connected | No |
| Engaged | Yes |
| Excellence | No |
| Describe how this initiative progresses the community vision and strategic priorities of council as outlined in the 10 year strategic plan 2017 - 2027 goals, strategies and good governance drivers or 3 Year Business Plan 2016 - 2019 | <p>Innovation:</p> <ul style="list-style-type: none"> - We will use the best technology possible to improve efficiency of our operations and delivery of our services. - We will use data to provide evidence for resource allocation relating to our services. - We will use technology to improve our sharing of information. - We will use technology to better engage with our communities, understand their needs and seek their feedback. <p>Engaged:</p> <ul style="list-style-type: none"> - We will increasingly use data and community responses to understand what our community values and then deliver what they want. |

Initiative Financials (GST Excl)

| | |
|--------------------------|-------------|
| Total Cost Year 1 | \$1,020,000 |
| Total Cost Year 2 | \$510,000 |
| Total Cost Year 3 | \$10,000 |

| | |
|------------------------------|-------------|
| Total Initiative Cost | \$1,540,000 |
|------------------------------|-------------|

New Initiative Overview #3

| | |
|-------------------------------------|--|
| Initiative Name | Design for erosion control on River Parade, Hallett Cove |
| Initiative Type | Asset Service Delivery |
| Department | Engineering & Field Services |
| Proposed Initiate Start Date | Jul 01, 2018 |
| Proposed Initiative End Date | Jun 30, 2019 |
| Outline the Scope | <p>Develop detailed design (including construction cost estimates) for the protection of infrastructure during storm events.</p> <p>A Coastal Management Study was undertaken in 2011 that identified a number of strategies including the development of a design to ensure the protection of infrastructure and properties on River Parade that are located close to the beach.</p> <p>Careful consideration will be required during the development of a concept designs due to the environmental sensitivities of the site.</p> <p>A report will be presented to Council following the completion of the detailed design that will include construction cost estimates and next steps.</p> |
| Objectives | Protection of Infrastructure from storm surges and sea level rise adjacent River Parade, Hallett Cove. |
| Outcomes | The design will provide a solution to protect infrastructure and manage erosion caused by storm damage and sea level rise. |

Benefits Measurement

| | |
|--|--|
| Financial | No |
| Community | Yes |
| Environmental | Yes |
| In a few sentences, please describe how these | This project is designed to protect public infrastructure by developing erosion protection controls during storm events. The |

benefits will be realised

controls will ensure public access and amenity is maintained during and after storm events.

In addition, the environmental benefits will include a reduction in erosion and debris / silt entering the beach environment.

Strategic/Organisational Excellence Alignment

| | |
|---|---|
| Liveable | Yes |
| Valuing Nature | Yes |
| Innovative | No |
| Prosperous | No |
| Connected | Yes |
| Engaged | No |
| Excellence | No |
| Describe how this initiative progresses the community vision and strategic priorities of council as outlined in the 10 year strategic plan 2017 - 2027 goals, strategies and good governance drivers or 3 Year Business Plan 2016 - 2019 | <p>The area adjacent River Parade has high dynamic environmental sensitivities and is subject to constant change as a result of tides, storms and wave action. This initiative will help protect the natural environment.</p> <p>The area is well used by the public to access the beach for walking and has high public value including beautiful natural amenity.</p> |

Initiative Financials (GST Excl)

| | |
|------------------------------|----------|
| Total Cost Year 1 | \$60,000 |
| Total Cost Year 2 | 0.00 |
| Total Cost Year 3 | 0.00 |
| Total Initiative Cost | \$60,000 |

New Initiative Overview #4

| | |
|-------------------------------------|--|
| Initiative Name | City of Marion Fringe Hub at the Marion Cultural Centre |
| Initiative Type | City/Communication Initiative |
| Department | City Property |
| Proposed Initiate Start Date | Feb 15, 2019 |
| Proposed Initiative End Date | May 01, 2019 |
| Outline the Scope | Establish a Southern Adelaide Fringe Hub in the Marion Cultural Centre Plaza between Thursday and Sunday Evenings for two weekends during the Fringe season. This will include setting up the plaza area as an event location with temporary food and beverage vendors, art installations, performances etc. |
| Objectives | To increase the quantity and provide more diversity of cultural experiences for local residents and promote the Marion Cultural Centre as the premier cultural precinct in the Southern Suburbs. |
| Outcomes | Outcomes include income generated from venue hire and ticket sales from the 2019 Fringe season, attendance numbers and feedback attained from audiences, community members, collaborators and local businesses. |

Benefits Measurement

| | |
|--|--|
| Financial | Yes |
| Community | Yes |
| Environmental | No |
| In a few sentences, please describe how these benefits will be realised | <p>Income generated (approx. \$5k in year one and additional in future years) from venue hire and ticket sales will offset financial expense. Promoting the venue as a cultural precinct more broadly will lead to further hires and centre visitation more broadly.</p> <p>Providing events and occasions for community members to engage, connect, socialise and enjoy our city increases their sense of wellbeing and</p> |

empowerment to build strong neighbourhoods.

We seek to support local artists and arts businesses to participate and showcase their talents to enhance their businesses/art form longer term.

Strategic/Organisational Excellence Alignment

| | |
|-----------------------|-----|
| Liveable | Yes |
| Valuing Nature | No |
| Innovative | Yes |
| Prosperous | Yes |
| Connected | No |
| Engaged | Yes |
| Excellence | No |

Initiative Financials (GST Excl)

| | |
|------------------------------|----------|
| Total Cost Year 1 | \$15,000 |
| Total Cost Year 2 | \$0.00 |
| Total Cost Year 3 | \$0.00 |
| Total Initiative Cost | \$15,000 |

Additional Information about your initiative that you would like to be considered

We anticipate up to 8,000 people would attend. This will significantly enhance the profile of the venue and further support the arts in the Southern suburbs.

New Initiative Overview #5

| | |
|--|--|
| Initiative Name | Indigenous and disability traineeships |
| Initiative Type | Targeted Improvement |
| Department | Human Resources |
| Proposed Initiate Start Date | Aug 31, 2018 |
| Proposed Initiative End Date | Jun 30, 2021 |
| Outline the Scope | <p>Implement 2 Aboriginal and Torrens Strait Islander and 2 disability traineeships, in order to positively impact our diversity and inclusion (D&I) strategy and the Reconciliation Action Plan (RAP) 2016-2019.</p> <p>* RAP Action Focus Area 21: Employment</p> <p>* Diversity & inclusion Plan objective to increase the diversity & inclusion of our workforce demographics</p> <ul style="list-style-type: none"> - Engagement with recruitment agencies specialising in these areas - Participants would be employees of the agency, CoM would pay contractor fees as per the Award - Participants could work in any area of Council, dependent on the experience, qualification - Criteria for potential candidates to live in the City of Marion community |
| Objectives | To achieve an increased diversity in our workforce in the areas of Aboriginal and Torrens Strait Islander and disability |
| Outcomes (these must be measureable and relate to the objectives) | <p>Aboriginal and Torrens Strait Islander + disability workers increased by 4 in the 18/19 financial year & following two years</p> <p>Delivering on the RAP and D&I plan</p> |

Benefits Measurement

| | |
|--|--|
| Financial | No |
| Community | Yes |
| Environmental | No |
| In a few sentences, please describe how these benefits will be realised | Providing increased employment opportunities to Aboriginal and Torrens Strait Islander people and people with a disability |

Strategic/Organisational Excellence Alignment

| | |
|---|--|
| Liveable | Yes |
| Valuing Nature | No |
| Innovative | Yes |
| Prosperous | Yes |
| Connected | No |
| Engaged | Yes |
| Excellence | Yes |
| Describe how this initiative progresses the community vision and strategic priorities of council as outlined in the 10 year strategic plan 2017 - 2027 goals, strategies and good governance drivers or 3 Year Business Plan 2016 - 2019 | <p>Providing employment opportunities which will result in:</p> <ul style="list-style-type: none"> - Embracing and celebrating cultural diversity (liveable) - Engaging minority groups within the community (engaged) - Providing jobs & increasing skills in the community to people who may not have had the opportunity previously (prosperous) - Providing opportunities for the community through a new & innovative approach (Innovative) |

Initiative Financials (GST Excl)

| | |
|------------------------------|-----------|
| Total Cost Year 1 | \$120,000 |
| Total Cost Year 2 | \$120,000 |
| Total Cost Year 3 | \$120,000 |
| Total Initiative Cost | \$360,000 |

| | |
|--|--|
| Additional Information about your initiative that you would like to be considered | <p>There is the potential for work station / building adjustment depending on the disability & requirements of the person recruited.</p> <p>Contractor costs are approximate and dependent on:</p> <ul style="list-style-type: none"> - Indigenous - depends on level of schooling and age left school. Eg 18 \$25 - 26K; 21+ \$40k - Disability - depends on incentives & extra funding. Administration approx. \$25k for 18/19 year old. |
|--|--|

New Initiative Overview #6

| | |
|-------------------------------------|---|
| Initiative Name | Valuing Marion's Nature |
| Initiative Type | City/Communication Initiative |
| Department | Strategy & Innovation |
| Proposed Initiate Start Date | Jul 01, 2018 |
| Proposed Initiative End Date | Jun 30, 2021 |
| Outline the Scope | <p>To provide a dedicated program that increases opportunities for the Marion community to connect with nature through hands-on events, activities and resources.</p> <p>The program will be delivered across the City of Marion with targeted events and resources being provided for specific demographic groups and geographic locations.</p> <p>An integrated approach will be taken working with other teams to link with planned reserve upgrades and revegetation activities on Council land.</p> <p>It will add value to the outcomes being considered in the development of a new Open Space Plan.</p> <p>The program will also aim to grow the efforts of Friends groups currently active within Marion.</p> <p>The design of the program will be guided by evidence and data based using recent feedback from the DEWNR AMLR NRM attitudes study, DEWNR Park usage studies, UniSA Ecological Literacy study, and any available Marion-specific community feedback.</p> |
| Objectives | <p>Develop and deliver a targeted program of innovative engagement activities (hands-on activities, expert speakers, interpretive tours, etc.) to bring people to Marion's open spaces to learn about and interact with the natural environment.</p> <p>Develop communication materials (e.g. printed information sheets, tree tags, etc.) and purchase materials to support hands-on activities (e.g. insect hotels, nest boxes, etc.) at community engagement events and as part of a broader environmental engagement program.</p> |

Outcomes (these must be measureable and relate to the objectives)

Develop new interpretive signage at key sites to support community engagement with nature (with Open Space Services and Open Space & Rec Planning teams).

Increased number of Marion residents participating in environmental engagement events and activities.

Increased community connection with and understanding of local species and appreciation of local natural environments.

Improved interpretive signage at key environmental sites.

Changing attitudes and behaviours of the community in relation to the natural environment in Marion.

Increased collaboration between the City of Marion and the Marion community with other organisations and individuals (e.g. NRM Board, Universities, etc.) to deliver positive environmental outcomes for Marion.

Benefits Measurement

| | |
|--|---|
| Financial | No |
| Community | Yes |
| Environmental | Yes |
| In a few sentences, please describe how these benefits will be realised | <p>Improved interaction between people and the natural environment through participation in projects and targeted events and activities.</p> <p>Increased community engagement through use of hands-on activities and opportunities to build community connection and capacity.</p> <p>A range of techniques will be used to measure the community and environmental benefits of the Valuing Marion's Nature program and will be structured to suit the specific event or activity.</p> |

Strategic/Organisational Excellence Alignment

| | |
|-----------------|-----|
| Liveable | Yes |
|-----------------|-----|

| | |
|---|---|
| Valuing Nature | Yes |
| Innovative | Yes |
| Prosperous | No |
| Connected | Yes |
| Engaged | Yes |
| Excellence | No |
| Describe how this initiative progresses the community vision and strategic priorities of council as outlined in the 10 year strategic plan 2017 - 2027 goals, strategies and good governance drivers or 3 Year Business Plan 2016 - 2019 | <p>Liveable - will make our natural open spaces more accessible and attractive</p> <p>Valuing Nature - will improve opportunities for people to interact with nature</p> <p>Innovative - will explore options to use technology to better engage with communities and understand their needs specifically in relation to the natural environment</p> <p>Prosperous - placemaking and activation of our natural spaces and environments will add to the vibrancy of Marion</p> <p>Connected - the program will use the natural environment as a catalyst for social interaction and community connection</p> <p>Engaged - will support goals and strategies relating to community leadership and engagement while providing opportunities for volunteering</p> |

Initiative Financials (GST Excl)

| | |
|------------------------------|----------|
| Total Cost Year 1 | \$30,000 |
| Total Cost Year 2 | \$30,000 |
| Total Cost Year 3 | \$30,000 |
| Total Initiative Cost | \$90,000 |

**Additional
Information about
your initiative
that you would
like to be
considered**

Council has had a partnership with the UniSA for the past 5 years to deliver the Discovery Circle Program - a citizen science initiative that engages communities in activities to learn about and connect with local natural environments. This arrangement will conclude on 30 June 2018. It is proposed not to continue with this program and transition to the proposed initiative.

Valuing Marion's Nature, is a 3-year program that will build on the work delivered through the Discovery Circle Partnership, but have greater alignment with Marion's strategic objectives and forward programs identified in the 3-Year Business Plan and 10 Year Strategic Plan.

It will allow for greater flexibility to adapt the program to meet Marion-specific requirements and to add value to other projects and programs being delivered to support the activation of Marion's open spaces and improvement of the natural environment.

New Initiative Overview #7

| | |
|-------------------------------------|--|
| Initiative Name | Project & Program Management One Stop Shop |
| Initiative Type | Targeted Improvement |
| Department | Strategy & Innovation |
| Proposed Initiate Start Date | Jul 02, 2018 |
| Proposed Initiative End Date | Jun 30, 2019 |
| Outline the Scope | <p>Currently project management in CoM is inconsistent, not transparent and as such a there is limited confidence in understanding our capacity to deliver what we say we will.</p> <p>To enable strategic oversight and management of all Projects and Programs across the organisation this project will bring to life a 'One Stop Shop' for Project and Program Management. This will be an on-line system that will complete the entire Project Lifecycle from start (initiation) to project close and will include the following but not limited to:</p> <p>Real Time Project Status and Analytics - Benefit from complete visibility and control over our resources, projects and financials from on-demand analytics to project and portfolio status reports.</p> <p>Prioritisation of Projects and Programs - Rank our projects based on user defined criteria, ensuring the correct projects are selected and that decisions are made based on corporate objectives and resources.</p> <p>Maintain Project Portfolio Visibility -From portfolio/program managers to individual project managers, users have access to the same insights through the on-line system - as well as the ability to maintain a clear line of sight across the layers of our organisation.</p> <p>Leverage Lessons learned from Project Reviews - Learn from the past by gaining value from past projects through the ability to review outcomes and use existing projects as templates for the future.</p> <p>Accountability - Create project accountability by keeping track of who is in charge of what, with inbuilt updates, tasks, reminders and alerts.</p> <p>Integration - Talk to other CoM solutions i.e. our financial, asset management and GIS systems with ease to ensure the complete picture is captured and additional benefits realised.</p> |

Manage project issues/risks: give greater transparency of all risks and issues

Objectives

Work with the organisation to:

- 1: Build a common Project Management Framework in collaboration with key business users
- 2: Set the system up to manage multiple project workflows whilst ensuring alignment to our Strategic Objectives and organisational structure
- 3: Set up reporting and analytics that meets organisational needs
- 4: Integrate with core related systems, finance and asset management
- 5: Enable resource tracking function to give clear visibility over our capacity to deliver
- 6: A One stop shop for Project Management
- 7: User friendly
- 8: Identify and manage risks

Outcomes (these must be measureable and relate to the objectives)

A system set up that aligns with the CoM Project Management Framework

The system can manage all different types of projects/programs within CoM - scalable

As a minimum the current WAP report templates will be established in the system

Successful integration with our financial system

The system has the capability for CoM to track resources and performance

Users only have to go to the one system to access all project related material

A survey shows at least 80% user acceptance that it is easy to use

Benefits Measurement

Financial

Yes

| | |
|--|--|
| Community | Yes |
| Environmental | Yes |
| In a few sentences, please describe how these benefits will be realised | <p>Financial savings due to increase efficiency due to mitigation of project slippage and risk.</p> <p>Improved oversight and management of projects for both Council and Management</p> <p>Reduction of staff time spent on updating multiple different word/excel document reports to report on the same project but in different ways.</p> <p>Environmental savings due to not having to print documents or reports for every meeting that reports on project updates.</p> <p>Community Benefit - better transparency on our project/program delivery being able to effectively and with confidence update them on the progress. Ability to visualise projects by location and status updates</p> |

Strategic/Organisational Excellence Alignment

| | |
|---|--|
| Liveable | No |
| Valuing Nature | No |
| Innovative | Yes |
| Prosperous | No |
| Connected | Yes |
| Engaged | Yes |
| Excellence | Yes |
| Describe how this initiative progresses the community vision and strategic priorities of council as outlined in the 10 year strategic plan 2017 - 2027 goals, strategies and good governance drivers or 3 Year Business Plan 2016 - 2019 | <p>This initiative aligns well with innovative - as we can transition away from inconsistency and utilise cloud based technologies to enhance our organisation to being high performing, transparent and accountable for what we deliver</p> <p>Connected enables us to better deliver our services to the community on time and on budget</p> <p>Excellence - this will bring in good governance to what we do and how we deliver</p> |

Initiative Financials (GST Excl)

| | |
|--|--|
| Total Cost Year 1 | \$125,000 |
| Total Cost Year 2 | \$75,000 |
| Total Cost Year 3 | \$75,000 |
| Total Initiative Cost | \$275,000 |
| Additional Information about your initiative that you would like to be considered | <p>This is an enterprise wide system that links in with the Asset Management Proposal and the Business Intelligence (Metrics that Matter) initiative.</p> <p>In my initial discussions with SLT members and other key staff to date around Project Management there is a big appetite for a system to support project management.</p> <p>This will replace the WAP tool further improving Elected Member's oversight of the delivery of projects and programs to ensure they are delivered on time and within budget and according to scope.</p> |

New Initiative Overview #8

| | |
|-------------------------------------|--|
| Initiative Name | Young Street & Lander Road upgrade |
| Initiative Type | Elected Member / Specific Ratepayer request |
| Department | Engineering & Field Services |
| Proposed Initiate Start Date | Sep 01, 2018 |
| Proposed Initiative End Date | Jun 30, 2019 |
| Outline the Scope | Widen Young Street to accommodate both right and left turn lanes. To achieve this will require minor land acquisition on the south-western side of the road. |
| Objectives | <p>The key objectives will be:</p> <ul style="list-style-type: none"> - improve safety at the junction - reduce delays on Young Street - facilitate bus movements |
| Outcomes | <p>Outcomes are a reduction in:</p> <ul style="list-style-type: none"> - queue lengths at the junction - potential for accidents |

Benefits Measurement

| | |
|--|--|
| Financial | No |
| Community | Yes |
| Environmental | Yes |
| In a few sentences, please describe how these benefits will be realised | <p>The community will benefit as access to the area will be improved and travel time reduced.</p> <p>The environmental benefit is a reduction in carbon emissions as a result of a reduction in queuing times.</p> |

Strategic/Organisational Excellence Alignment

| | |
|---|--|
| Liveable | Yes |
| Valuing Nature | No |
| Innovative | No |
| Prosperous | No |
| Connected | Yes |
| Engaged | No |
| Excellence | No |
| Describe how this initiative progresses the community vision and strategic priorities of council as outlined in the 10 year strategic plan 2017 - 2027 goals, strategies and good governance drivers or 3 Year Business Plan 2016 - 2019 | <p>Liveable - the project will enhance/provide a City that is planned, safe, of a high quality and improves accessibility.</p> <p>Connected - the project enhances a quality road system that will connect people and provide for the public transport access. Furthermore, it will connect neighbourhoods and improve vehicles movements.</p> |

Initiative Financials (GST Excl)

| | |
|------------------------------|-----------|
| Total Cost Year 1 | \$200,000 |
| Total Cost Year 2 | 0.00 |
| Total Cost Year 3 | 0.00 |
| Total Initiative Cost | \$200,000 |

New Initiative Overview #9

| | |
|-------------------------------------|---|
| Initiative Name | Marion Cultural Centre Plaza Activation (review of the plaza design to achieve cost effective solution) |
| Initiative Type | Elected Member / Specific Ratepayer request |
| Department | City Activation |
| Proposed Initiate Start Date | Jul 01, 2018 |
| Proposed Initiative End Date | Jun 30, 2020 |
| Outline the Scope | <p>Review MCC Redevelopment Plan to achieve a cost effective design solution through maintaining/reusing existing elements of the plaza where possible and removing or staging costly 'nice to have' elements.</p> <p>Investigate opportunities for achieving greater activity in the plaza all year round through adding opportunities for additional eateries or other complimentary uses as part of the redevelopment.</p> |
| Objectives | Develop a cost effective plan to redevelop Marion Cultural Centre Plaza (Plaza) into the activated 'heart' of the City of Marion; a place for the community to meet, relax and enjoy social, cultural and economic activities. To create the opportunities for additional destinations around the plaza that will in turn increase activity and use. |
| Outcomes | Revised plan and costing for MCC Plaza redevelopment with a significantly reduced budget. |

Benefits Measurement

| | |
|-----------------------------------|--|
| Financial | Yes |
| Community | Yes |
| Environmental | Yes |
| In a few sentences, please | The investment in the amenity and activation of the plaza increases vibrancy and attraction creating opportunities for business to leverage from |

describe how these benefits will be realised

the increased people movements across the precinct between the major transport node at Oaklands and Westfield Marion. The investment in a higher service level for the space will bolster rate revenues by increasing economic performance of business in the precinct.

The focus upon the plaza will initiate social interactions and provide a hub between the leisure and cultural activities.

The greening and water sensitive urban design demonstrate best design practice in environmental sustainability and climate change adaptation to mitigate heat island effects and recycled water.

Strategic/Organisational Excellence Alignment

| | |
|---|---|
| Liveable | Yes |
| Valuing Nature | Yes |
| Innovative | Yes |
| Prosperous | Yes |
| Connected | Yes |
| Engaged | Yes |
| Excellence | Yes |
| Describe how this initiative progresses the community vision and strategic priorities of council as outlined in the 10 year strategic plan 2017 - 2027 goals, strategies and good governance drivers or 3 Year Business Plan 2016 - 2019 | <p>10 Year Strategic Plan Community Vision - Liveable: Goal and Strategies</p> <p>to create an attractive urban environment and vibrant community hub</p> <p>improve the accessibility to services, facilities and open space</p> <p>create opportunities for residents to enjoy social interaction and celebrate cultural diversity and heritage through artistic, cultural and community activities and vibrant destinations.</p> <p>Community Vision - Prosperous: Goal and Strategies</p> <p>The realisation of the full potential of key commercial and retail zones</p> <p>Support a thriving economy, increased visitation and vibrant</p> |

atmosphere

Activate the City through quality streetscapes and activation

Offering residents and visitors a wide range of leisure and cultural experiences

Business Plan 2016-19 - Liveable and Prosperous Goals

Communities that are safe and inclusive, embracing active living and healthy lifestyles

An exciting urban environment that attracts business investment and economic activity

A welcoming City offering both residents and visitors a wide range of leisure and cultural experiences.

Initiative Financials (GST Excl)

| | |
|------------------------------|----------|
| Total Cost Year 1 | \$40,000 |
| Total Cost Year 2 | 0.00 |
| Total Cost Year 3 | 0.00 |
| Total Initiative Cost | \$40,000 |

New Initiative Overview #10

| | |
|-------------------------------------|---|
| Initiative Name | Coastal walkway reinstatement |
| Initiative Type | Elected Member / Specific Ratepayer request |
| Department | City Property |
| Proposed Initiate Start Date | Dec 01, 2018 |
| Proposed Initiative End Date | Jul 01, 2019 |
| Outline the Scope | <p>To consider funding the reinstatement of the coastal walking trail through Hallett Cove from Grand Central Ave to south of the Field River at Hallett Cove.</p> <p>At the General Council meeting on 28 February (GC280217R07) Council recommended that a detailed design including engineering survey and geotechnical testing be undertaken to enable a budget to be considered for this work in 2018/19 budget process.</p> <p>Investigations have commenced on the coastal walkway from Heron Way to south of the Field River and St Vincent Ave to south of the Field River dunes.</p> <p>Options have included compacted rubble, recycled plastic boardwalk or a combination. Environmental considerations are still to be assessed prior to Council consideration to enable community consultation.</p> |
| Objectives | <p>Create a walkway from Herron Way through to south of the Field River dunes.</p> <p>Minimise the impact on the sensitive environment in this area.</p> <p>Consider and understand impact of the walkway on the community.</p> |
| Outcomes | <p>Provision of a walkway from Heron Way through to the Field River.</p> <p>Enable additional walking traffic in this location.</p> <p>Create a formed walkway for the public keeping pedestrians off the sensitive dune and foreshore environment</p> <p>Improved public access to this area.</p> <p>Opportunities for environmental education.</p> |

Benefits Measurement

| | |
|--|--|
| Financial | No |
| Community | Yes |
| Environmental | Yes |
| In a few sentences, please describe how these benefits will be realised | <p>Creating a walkway to provide formal access to the area for the community.</p> <p>The walkway provides protection to the sensitive environment and aligns with the high level of community support for the protection of a sensitive coastal environment.</p> |

Strategic/Organisational Excellence Alignment

| | |
|---|---|
| Liveable | Yes |
| Valuing Nature | Yes |
| Innovative | No |
| Prosperous | No |
| Connected | No |
| Engaged | No |
| Excellence | No |
| Describe how this initiative progresses the community vision and strategic priorities of council as outlined in the 10 year strategic plan 2017 - 2027 goals, strategies and good governance drivers or 3 Year Business Plan 2016 - 2019 | <p>Business Plan 2016-2019 - Liveable - Communities that are safe and inclusive, embracing active living and healthy lifestyles. Deliver open spaces across the city.</p> <p>Valuing nature - A city that reflects a deep value of the natural world - Plan and deliver a program for the protection of remnant native vegetation in our reserves</p> |

Initiative Financials (GST Excl)

| | |
|------------------------------|-----------|
| Total Cost Year 1 | \$350,000 |
| Total Cost Year 2 | \$5,000 |
| Total Cost Year 3 | \$5,000 |
| Total Initiative Cost | \$360,000 |

**Additional
Information about
your initiative
that you would
like to be
considered**

As indicated different treatments have been considered, while there is considerable difference in cost the less expensive option it likely to cost more to maintain.

This is a very sensitive environment both for local residents and for the environment. The Coastal Protection Board has advised they would consider a walkway in this area once a final plan is provided on the location and materials.

Also consideration needs to be given to a bird of national significance that is breeding in the area, further information is being sought on this.

This project is to be further considered at an EM forum in, due to the complexity and high public interest in the potential development of the coastal walkway.

New Initiative Overview #11

| | |
|-------------------------------------|--|
| Initiative Name | Seacombe Heights Shared Use Facilities (tennis and netball) |
| Initiative Type | Elected Member / Specific Ratepayer request |
| Department | City Property |
| Proposed Initiate Start Date | Jul 01, 2018 |
| Proposed Initiative End Date | Jun 30, 2019 |
| Outline the Scope | <p>The vision of Seaview High School and the City of Marion is to develop shared facilities for use by the school, the community and sporting clubs.</p> <p>Seaview High School site is located in Seacombe Heights, on a site of approximately 80,000sqm. The school's facilities offer a large number of opportunities for potential shared use by the community.</p> <p>The opportunities for shared facilities include:</p> <ul style="list-style-type: none"> • Tennis and Netball Courts • Ovals (AFL & Cricket) and Football (soccer) Pitches • Cricket practice facilities (nets) • Other open space areas and school facilities. <p>The City of Marion has an 8 court tennis facility adjacent the school, which has reached the end of its useful life and requires either a major upgrade or replacement. The schools 7 outdoor tennis, basketball and netball courts are also at the end of their useful life and require replacement, are inadequate in size and design to meet the basic needs of the school, the community and clubs operating in the region.</p> <p>The issues and potential impacts on the schools programs, the community and sporting clubs have reached a critical stage, and a strategic and coordinated response from the City of Marion, State Government, peak bodies and the School to address the issues is required.</p> <p>The Seaview High School land offers large open space areas that would be suitable for community and club sports and aligns with the Department for Education and Child Development "Schools as community hubs".</p> |

Objectives

Develop shared use sport and recreation facilities to meet the needs of the school and community.

The project has the following objectives;

- Develop an integrated plan for the site, which considers the location of an amenities building, the playing fields and ovals and the surrounds including car parking.
- Design and locate a multi-functional community and sports building to support the use of the schools courts and open space areas. The building will also include public toilets.
- Provide a total of six courts compliant for tennis, netball and basketball (2 multi-purpose tennis and netball, 1 multipurpose tennis and basketball and 3 for tennis) including fencing and lighting
- Increased availability of tennis courts for the community
- Opportunity to consider future options for Tarnham Rd courts

Outcomes

New shared facilities for use by the school, the community and sporting clubs

Benefits Measurement

| | |
|--|--|
| Financial | Yes - Potential shared costs of long term maintenance of facilities with Seaview High School |
| Community | Yes – Improved facilities and access |
| Environmental | Yes – Improved low energy infrastructure |
| In a few sentences, please describe how these benefits will be realised | <p>Currently working with the school/DECD and DPTI to agree on scope of works.</p> <p>Initial quotes have been obtained for lights and court resurfacing. Currently obtaining a cost to relocate the retaining wall to enable court size to be compliant.</p> <p>Council staff are determining what is required to develop shared use facilities. The work could be undertaken in 2018/19.</p> <p>Until the scope of the facilities are agreed to and potential funding from the government (including funding from Office Recreation and Sport) it is difficult to estimate the contribution that will be required by Council. Should this proceed funds would be required for the detail design.</p> |

Strategic/Organisational Excellence Alignment

| | |
|---|--|
| Liveable | Yes |
| Valuing Nature | No |
| Innovative | Yes |
| Prosperous | No |
| Connected | Yes |
| Engaged | Yes |
| Excellence | Yes |
| Describe how this initiative progresses the community vision and strategic priorities of council as outlined in the 10 year strategic plan 2017 - 2027 goals, strategies and good governance drivers or 3 Year Business Plan 2016 - 2019 | Liveable - communities that are safe and inclusive, embracing active living and healthy lifestyles |

Initiative Financials (GST Excl)

| | |
|------------------------------|---|
| Total Cost Year 1 | \$480,000 |
| Total Cost Year 2 | |
| Total Cost Year 3 | |
| Total Initiative Cost | These costs are indicative only. Final cost to be identified at the end of the concept-planning phase, including whole of life costs. |

New Initiative Overview #12

| | |
|-------------------------------------|--|
| Initiative Name | Enterprise Data Warehouse / BI Reporting Solution to deliver sustainable 'Metrics that Matter' |
| Initiative Type | Targeted Improvement |
| Department | Strategy & Innovation |
| Proposed Initiate Start Date | Jul 01, 2018 |
| Proposed Initiative End Date | Jun 30, 2019 |
| Outline the Scope | <p>The objective of this initiative is to setup the system to enable sustainable delivery of 'metrics that matter' across the City of Marion.</p> <p>The Enterprise Data Warehouse / BI Reporting Solution allows information stored in disparate ICT systems to be brought together to produce meaningful, real time metrics to inform decision making, establish current states as a basis for review and demonstrate delivery of improvements, and respond to the changing needs of our customers.</p> <p>This will enable real time data to support the management and monitoring of services.</p> |
| Objectives | <p>Define and curate data sets from disparate systems to support decision-making, monitor performance, and identify trends across council.</p> <p>House data/sets strategically to enable direct Open Database Connectivity (ODBC) with the PowerBI Tool, which will facilitate:</p> <ul style="list-style-type: none"> - Data Accessibility - data in disparate systems will be more accessible and able to be aggregated, allowing high level and cross-disciplinary (team) reporting. - Reportability - data curation/PowerBI tool will facilitate creating and automating aggregated reports with real-time data for decision making and service reviews. - Visibility - data will be more accessible and visible through visualisations specific to council requirements and aligned with the CoM Community Vision and Strategic Management Framework. |

Outcomes (these must be measureable and relate to the objectives)

Sustainable Metrics/Dashboards for Divisions, Departments, Teams and through Service Reviews to manage performance, costs and efficiencies.

The ability to demonstrate benefits realised as a result of improvements delivered.

From the ICT Roadmap:

- Data Integration and Reporting (Connected)
- Asset Reporting and Monitoring (Liveable)
- Environmental and Sustainability Data Integration and Reporting (Liveable)

Other potential opportunities from the ICT Roadmap include:

- Finance and WHS KPI Reports (Governance)
- Corporate Performance Reporting (Governance)

Benefits Measurement

| | |
|--|---|
| Financial | Yes |
| Community | Yes |
| Environmental | No |
| In a few sentences, please describe how these benefits will be realised | <p>Financial Benefits from;</p> <p>The ability to effectively monitor and manage costs, people and efficiencies.</p> <p>Identify opportunities for improvement</p> <p>Reduced administrative burden from reporting</p> <p>Baselines for demonstrating improvement</p> <p>Consolidates the many spreadsheets that exist for reporting</p> <p>Improved data accuracy</p> <p>Provide consistent reporting across the organisation</p> <p>Community Benefits;</p> |

Ability to demonstrate our performance to our community
Manage cost increases and as a result limit the rates increase

Strategic/Organisational Excellence Alignment

| | |
|-----------------------|-----|
| Liveable | Yes |
| Valuing Nature | No |
| Innovative | Yes |
| Prosperous | No |
| Connected | Yes |
| Engaged | No |
| Excellence | Yes |

Describe how this initiative progresses the community vision and strategic priorities of council as outlined in the 10 year strategic plan 2017 - 2027 goals, strategies and good governance drivers or 3 Year Business Plan 2016 - 2019

The Enterprise Data Warehouse / BI Reporting Solution to facilitate sustainable 'Metrics that Matter' aligns with the Innovative and Connected themes in the Community Vision by using technology to improve oversight and realise opportunities.

There is also a strong linkage to the delivery of the service review program as appropriate 'metrics that matter' form the baseline for the analysis of the efficiency of a service and then enable the demonstration of the benefits delivered by any recommended improvements.

Maximising the City of Marion's use of the data it currently collects will increase visibility of our performance and allow for better monitoring of our alignment with the City of Marion Community Vision and Strategic Management Framework.

Initiative Financials (GST Excl)

| | |
|--------------------------|-----------|
| Total Cost Year 1 | \$132,500 |
| Total Cost Year 2 | \$40,000 |
| Total Cost Year 3 | \$40,000 |

**Total Initiative
Cost**

\$212,500

**Additional
Information about
your initiative that
you would like to be
considered**

This Enterprise wide solution stands alone, but connects with Asset Management and Project and Program Management One Stop Shop and provides the City of Marion with the opportunity to Transform the way we work and 'Make Marion Better'.

A business case for this initiative will include;

- actual size of data storage required
- appetite for cloud based storage of data

City of Marion
10 Year Financial Plan for the Years ending 30 June 2028
BUDGET SUMMARY - GENERAL FUND
Scenario: LTFP - Resolved Initiatives - 1.8%

| | 2018/19 | 2019/20 | 2020/21 | 2021/22 | Projected Years | | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | 2022/23 | 2023/24 | \$'000 | \$'000 | \$'000 | \$'000 |
| Income | | | | | | | | | | |
| Rates | 77,173 | 79,328 | 81,543 | 83,820 | 86,161 | 88,567 | 91,040 | 93,582 | 96,196 | 98,882 |
| Statutory Charges | 1,925 | 1,973 | 2,023 | 2,073 | 2,125 | 2,178 | 2,233 | 2,289 | 2,346 | 2,404 |
| User Charges | 2,005 | 2,053 | 2,104 | 2,157 | 2,211 | 2,266 | 2,323 | 2,381 | 2,440 | 2,501 |
| Grants, Subsidies and Contributions | 6,258 | 6,035 | 6,186 | 6,340 | 6,499 | 6,661 | 6,828 | 6,999 | 7,174 | 7,353 |
| Investment Income | 504 | 687 | 686 | 715 | 747 | 793 | 920 | 1,111 | 1,332 | 504 |
| Reimbursements | 564 | 579 | 593 | 608 | 623 | 639 | 655 | 671 | 688 | 705 |
| Other Income | 876 | 884 | 889 | 895 | 900 | 906 | 912 | 919 | 925 | 931 |
| Net gain - equity accounted Council businesses | - | - | - | - | - | - | - | - | - | - |
| Total Income | 89,305 | 91,538 | 94,024 | 96,608 | 99,266 | 102,010 | 104,910 | 107,951 | 111,100 | 113,281 |
| Expenses | | | | | | | | | | |
| Employee Costs | 34,820 | 35,227 | 35,931 | 36,778 | 37,651 | 38,552 | 39,482 | 40,442 | 41,251 | 42,076 |
| Materials, Contracts & Other Expenses | 33,917 | 30,466 | 31,897 | 32,519 | 33,514 | 33,109 | 33,767 | 34,438 | 35,512 | 36,439 |
| Depreciation, Amortisation & Impairment | 17,105 | 17,789 | 18,501 | 19,241 | 20,010 | 20,811 | 21,643 | 22,509 | 23,409 | 24,346 |
| Finance Costs | 470 | 400 | 922 | 802 | 700 | 593 | 489 | 410 | 327 | 239 |
| Total Expenses | 86,312 | 83,882 | 87,251 | 89,339 | 91,875 | 93,064 | 95,381 | 97,799 | 100,499 | 103,100 |
| Operating Surplus | 2,994 | 7,656 | 6,773 | 7,269 | 7,390 | 8,946 | 9,529 | 10,152 | 10,601 | 10,182 |
| Amounts Received Specifically for New or Upgraded Assets | 2,400 | 10,000 | - | - | - | - | - | - | - | - |
| Physical Resources Received Free of Charge | - | - | - | - | - | - | - | - | - | - |
| Net Surplus / (Deficit) for the Year | 5,394 | 17,656 | 6,773 | 7,269 | 7,390 | 8,946 | 9,529 | 10,152 | 10,601 | 10,182 |
| Capital (Balance Sheet) and Reserve Movements | | | | | | | | | | |
| Capital Expenditure | (28,926) | (47,552) | (21,950) | (22,455) | (23,028) | (23,681) | (21,965) | (22,428) | (22,774) | (23,228) |
| Loan Repayments (External) | (1,100) | (1,170) | (2,287) | (1,918) | (2,020) | (2,127) | (1,565) | (1,644) | (1,727) | (1,815) |
| New Loan Borrowings (External) | - | 12,960 | - | - | - | - | - | - | - | - |
| Net Transfers (to)/from Reserves | 8,471 | 2,170 | (760) | (760) | (760) | (760) | (760) | (760) | (760) | (760) |
| Total Capital (Balance Sheet) and Reserve Movements | (21,555) | (33,593) | (24,997) | (25,133) | (25,808) | (26,568) | (24,290) | (24,832) | (25,262) | (25,803) |
| Net Result (including Depreciation & Other non-cash items) | (16,161) | (15,937) | (18,224) | (17,864) | (18,418) | (17,622) | (14,761) | (14,680) | (14,661) | (15,621) |
| Add back Depreciation Expense (non-cash) | 17,105 | 17,789 | 18,501 | 19,241 | 20,010 | 20,811 | 21,643 | 22,509 | 23,409 | 24,346 |
| Add back Other Expenses (non-cash) | - | - | - | - | - | - | - | - | - | - |
| Less Other Income (non-cash) | - | - | - | - | - | - | - | - | - | - |
| Cash Budget Surplus | 944 | 1,852 | 277 | 1,377 | 1,593 | 3,188 | 6,882 | 7,829 | 8,748 | 8,725 |
| Closing Cash Balance | 28,170 | 27,607 | 28,945 | 30,982 | 33,213 | 37,113 | 44,648 | 53,128 | 62,499 | 71,851 |
| Closing Reserve Balance | 13,122 | 10,953 | 11,713 | 12,473 | 13,233 | 13,993 | 14,753 | 15,513 | 16,273 | 17,033 |

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Originating Officer: Jaimie Thwaites, Unit Manager Governance and Records
Manager: Kate McKenzie, Manager Corporate Governance
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: Code of Conduct – Procedure for Investigating Complaints
Report Reference: GC270318R11

REPORT OBJECTIVES

For Council to consider and if appropriate, adopt the revised Code of Conduct – Procedure for Investigating Complaints (**Appendix 1**).

EXECUTIVE SUMMARY

The intent of the Code of Conduct for Council Members is that Councils will establish their own procedure for investigating alleged matters under Part 2 of the Code (behavioural matters). Section 2.19 states:

“A complaint may be investigated and resolved in any manner which that Council deems appropriate in its process for handling alleged breaches of this part. This can include, but is not limited to: a mediator or conciliator, the Local Government Governance Panel, a regional governance panel or an independent investigator.”

Council last considered and adopted the Code of Conduct – Procedure for Investigating Complaints (the Procedure) on 10 November 2015 (GC101115R01). The Procedure has been reviewed and enhanced to provide further clarity to Council when determining how to investigate and resolve Code of Conduct complaint for Elected Members.

No sections of the Procedure have been removed and all changes have been marked accordingly.

If Council determines to adopt the new procedure, it will provide better guidance when Council is required to determine Code of Conduct complaints regarding Elected Member behaviour.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|----------------------|
| 1. Adopts the Code of Conduct – Procedure for Investigating Complaints as attached in Appendix 1 to this report. | 27 March 2018 |
|---|----------------------|

Elected Member Code of Conduct Procedure For Investigating Complaints



1. POLICY

- 1.1 The Code of Conduct for Council Members is set by regulation and applies to all Elected Members across local government in South Australia. Depending on the nature of an alleged breach of the Code, a matter may be subject to a Council investigation or an investigation by the Ombudsman or Office of Public Integrity (OPI). This procedure applies when the Council receives a complaint against an Elected Member under the Code of Conduct for Council Members as gazetted on 29 August 2013. A copy of the Code is available on the City of Marion's website www.marion.sa.gov.au

2. ALLEGED BREACH

- 2.1 Breaches of the Code of Conduct may relate to behaviour (in Part 2 of the Code) or misconduct (in Part 3 of the Code). Criminal or corruption matters, which are subject to separate legislation, do not form part of the Code of Conduct for Elected Members but are referred to in the Appendix of the Code of Conduct.
- 2.2 Where an alleged breach occurs the complainant should report the allegation, in writing to the Chief Executive Officer. The allegation should:
- 2.2.1 Be specific
 - 2.2.2 Provide as much supporting evidence as possible to assist an investigation
 - 2.2.3 Provide the name of the Elected Member who has allegedly breach the Code.
- 2.3 Complainants can, at any time, take the alternative option of lodging the complaint with the Ombudsman or Office of Public Integrity (OPI), which will direct the complaint in accordance with the ICAC Act.
- 2.4 On receipt of a complaint, the CEO will be responsible for advising the Mayor and referring the complaint to Council.
- 2.5 When no allegations have been substantiated, Council will consider the matter in confidence.
- 2.6 The Council will consider the matter, in conjunction with legal advice if required, and determine whether the complaint relates to:
- 2.6.1 Behavioural which falls under Part 2 of the Code
 - 2.6.2 Misconduct which triggers action under Part 3 of the Code, or
 - 2.6.3 Criminal or Corrupt behaviour.
- 2.7 Complaints relating to misconduct or criminal behaviour must be referred to the appropriate authorities immediately.

- 2.8 As soon as practical after the receipt of an allegation and prior to the complaint being referred to Council, the Mayor will advise the Elected Member who is the subject of the

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complaint and its substance. If the complaint is about the Mayor, the Deputy Mayor will undertake this function.

2-82.9 A copy of the complaint will be provided to the Ejected Member and will also be provided to confidentially Council. This may be done in person, via email and/or a Council report.

3. COMPLAINT ASSESSMENT

3.1 In undertaking the preliminary assessment of a complaint, the Council may have regard to the following considerations:

- a) whether the complaint is a "code of conduct complaint".
- b) whether the complaint is trivial, frivolous, vexatious or not made in good faith.
- c) whether the complaint discloses prima facie evidence of a breach of the code.
- d) whether the complaint raises issues that would be more appropriately dealt with by another agency or body.
- e) whether there is or was an alternative and satisfactory means of redress available to the complainant in relation to the conduct complained of.
- f) whether the complaint is one that can be resolved by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, informal discussion, negotiation or apology.
- g) whether the issue/s giving rise to the complaint have previously been addressed or resolved.
- h) whether the conduct complained of forms part of a pattern of conduct.
- i) whether there were mitigating circumstances giving rise to the conduct complained of.
- j) the seriousness of the alleged conduct.
- k) the significance of the conduct or the impact of the conduct for the council.
- l) how much time has passed since the alleged conduct occurred, or
- m) such other considerations that the Council considers may be relevant to the assessment of the complaint.

3.4. ALLEGED BREACH UNDER PART 2

Having regard to the seriousness of the allegation and information provided, the Council will:

- a) seek to resolve the matter internally, including through conciliation or mediation.
- b) refer the matter to an independent person of Council's choice.
- c) refer the complaint to the Local Government Governance Panel or
- d) dismiss the allegation.

When considering how to investigate a complaint, Council may consider the following options:

3.4.1 Internal Response

4.1.1 Only matters which are determined to be of a minor nature will be dealt with internally and only with the agreement of the parties.

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3.1.44.1.2 Council may request that the Mayor facilitate a meeting with the complainant and the Elected Member and may seek mediation and conciliation between the parties in an attempt to resolve the matter to the satisfaction of all parties. This may be appropriate, for example, where the complainant is also an Elected Member.

3.1.24.1.3 The Mayor must ensure that the principles of natural justice and procedural fairness are observed.

3.1.34.1.4 Where the matter is resolved by the Mayor to the satisfaction of all the parties the matter will be closed and no further action will be taken. The Mayor will send written confirmation to all the parties confirming that the matter has been resolved and provide report the outcome to a public meeting of the Council if appropriate.

Where the matter cannot be resolved in this manner, it will be referred back to Council for further consideration.

4.1.5 Where the Mayor is the complainant or the subject of the complaint the internal response will be facilitated by the Deputy Mayor or other Elected Member as resolved by Council.

4.1.6 If Council determines to resolve a complaint internally, it must be satisfied that it has all relevant facts have been obtained. If Council has outstanding questions, relating to the matter, these must be addressed prior to finalising the complaint.

3.24.2 Referral to independent person of Council's choice

3.2.14.2.1 A complaint may be referred by Council to an independent person for investigation.

3.2.24.2.2 Complaints to an independent person will specify:

- The grounds of the complaint
- Set out the circumstances of the complaint
- Be accompanied by any other material that is available to support the complaint.

4.2.3 The independent person must ensure that the principles of natural justice and procedural fairness are observed.

4.2.4 Following the investigation, a report will be prepared by the independent person and will be provided to Council. The report may recommend to the Council appropriate action in relation to the matter, including the imposition of any of the sanctions available to a Council under clause 2.25 of the Code of Conduct.

4.3 Referral to the Local Government Governance Panel

4.3.1 Complaints referred to the Governance Panel will specify the ground/s of the complaint, set out the circumstances of the complaint and be accompanied by any other material that is available to support the complaint. A copy of the Governance Panel's procedures is available on the Governance Panel webpage on the LGA's website under Rules of Engagement. [www.lga.sa.gov.au]

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4.3.2 The matter will be assessed initially by the Panel Manager who will determine the process to be followed and the person who will deal with the matter. The matter may be dismissed if it is frivolous, vexatious, misconceived or lacking in substance.

4.3.3 A complaint that is forwarded to the Governance Panel will be assessed by the Panel Manager in the first instance. The Panel Manager will consider the applicable facts from the material provided and may form a provisional conclusion that further investigation is unnecessary, as it would be unlikely to result in a breach finding. In these circumstances, Council will consider the recommendation from the Panel Manager and determine whether to proceed to a full investigation.

4.3.4 Where a complaint progresses to an investigation, a report will be prepared by the Panel and will be provided to the Council. The report may recommend to the Council appropriate action in relation to the matter, including the imposition of any of the sanctions available to a Council under clause 2.25 of the Code of Conduct.

3.34.4 Dismiss the allegation.

3.3.14.4.1 The Council may choose to dismiss a matter only in the circumstances where it is evident that the complaint is if it is frivolous, vexatious, misconceived or lacking in substance. The Council must provide reasoning for undertaking this action.

4.5. REPORTING TO COUNCIL

4.15.1 At the conclusion of an investigation, Council must resolve if a breach of part 2 of the Code is found, the breach must be the subject of a report to a public meeting of the Council. The Council may, by resolution, take any of the following actions:

4.1.45.1.1 Take no action and provide the reasons as to why

4.1.25.1.2 Pass a censure motion in respect of the Elected Member

4.1.35.1.3 Request a public apology, whether written or verbal

4.1.45.1.4 Request the Elected Member to attend training on the specific topic found to have been breached

4.1.65.1.5 Resolve to move or suspend the Elected Member from a position within the Council (not including the Members Elected position on Council)

4.1.65.1.6 Request the member to repay monies to the Council.

5.6. APPEALS

5.16.1 The Council will not enter into any process of appeal in relation to Part 2 of the Code. If an Elected Member is aggrieved by the process and or outcome, they may refer the matter to the Ombudsman for review.

6.7. PART 3 – MANDATORY CODE (MISCONDUCT)

6.17.1 Any person may report an alleged breach of Part 3 of the Code to the Council, the Ombudsman or Office of Public Integrity. Alleged breaches of this Part made to Council or to the Office of Public Integrity may be referred to the Ombudsman for investigation.

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~~6-27.2~~ Under the Code of Conduct, an Elected Member who is of the opinion that a breach of Part 3 of the Code has occurred, or is currently occurring, must report the breach to the Mayor of the Council or Chief Executive Officer, the Ombudsman of the Office of Public Integrity.

~~6-37.3~~ A failure to report an alleged or suspected breach of Part 3 of the Code is in itself a breach under Part 2 of the Code.

~~6-47.4~~ A failure of an Elected Member to co-operate with the Council's process for handling alleged breaches of Part 2 of the Code may be referred for investigation under Part 3.

~~6-57.5~~ A failure of an Elected Member to comply with a finding of an investigation under this procedure may be referred for investigation under Part 3 of the Code.

~~6-67.6~~ Repeated or sustained breaches of Part 2 of the Code by the same Elected Member may be referred, by resolution of the Council, to the relevant authority as a breach of Part 3.

~~6-77.7~~ A report from the Ombudsman that finds a Council Member has breached Part 3 of the Code of Conduct must be the subject of a report to a public meeting of the Council. The Council must pass a resolution to give effect to any recommendations received from the Ombudsman, within two ordinary meetings of the Council following the receipt of these recommendations.

~~7-8.~~ CRIMINAL MATTERS – APPENDIX TO THE CODE OF CONDUCT

~~7-48.1~~ The matters within the Appendix to the Code of Conduct are matters for which a criminal penalty applies. These matters must be reported to the Office of Public Integrity. In addition, allegations of a breach of any of the offence provisions in the *Local Government Act 1999* must be reported to the Office of Public Integrity.

~~7-28.2~~ In compliance with the *Independent Commissioner against Corruption Act 2012*, referral of such complaints to the Office of Public Integrity will remain confidential.

~~8-9.~~ FURTHER INFORMATION

| | |
|-------------------------|---|
| Adopted by Council: | 40 November 2014 27 March 2018 |
| Next Review: | November 2019 (within 12 months of general election) |
| Version: | 1.1 |
| Previous Version: | Adopted 24 June 2014 |
| Owner: | Manager <u>Corporate</u> Governance |
| Applicable Legislation: | Local Government Act 1999 (sections 59-63) Local Government (General) Variation Regulations 2013 Independent Commissioner against Corruption Act 2012 |
| Related Documents: | Code of Conduct for Council Members Directions of Guidelines issued by ICAC |
| Related Policies: | Caretaker Policy |

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Complaints and Grievance Policy

Report Reference: GC270318R12

REPORT OBJECTIVES

For Council to consider and if appropriate, adopt the revised City of Marion Complaints and Grievance Policy (**Appendix 1**).

EXECUTIVE SUMMARY

The Complaints and Grievance Policy was last adopted by Council on 10 October 2017 (GC101017R07).

Since this last review, legislative amendments have occurred regarding the Code of Conduct for Council Employees (the Code) and these new provisions will commence on 2 April 2018.

The new Code deals solely and exclusively with gifts and benefits. All other matters within the Code have been removed and will be required to be set via corporate policy.

In summary:

1. There is no exception to the gifts and benefits rule for hospitality provided in the context of performing duties (so any hospitality valued over \$50 must be recorded on the gifts and benefits register)
2. A council employee must provide details of any gift or benefit (now including any hospitality) of an amount greater than \$50 (being the amount determined by the Minister by notice in the Gazette on 13 February 2018)
3. A gift or benefit received by a person related to a council employee (as defined in Schedule 3 to the Local Government Act) is to be treated as a gift or benefit received by the employee
4. A council employee may not seek or receive a gift or benefit that is, or could reasonably be taken to be, intended or likely to create a sense of obligation on part of the employee to a person or influence the employee in the performance or discharge of their functions or duties
5. The CEO must maintain a register of gifts and benefits received by employees. The register is a public document available for inspection and must be published on a website determined by the CEO
6. A complaint alleging that a council employee has not complied with the code must be dealt with in accordance with a policy prepared and maintained by the council relating to complaints against employees. The policy must nominate a person or persons to whom complaints are to be given. In the case of the CEO, the policy must provide that complaints are to be given to the principal member of council.

Therefore, an additional clause has been added to the Complaints and Grievance Policy to ensure compliance with dot point 6. The additional clauses are marked accordingly within the Policy attached in **Appendix 1**.

RECOMMENDATIONS

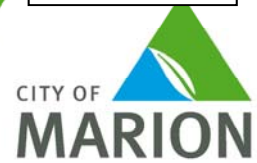
DUE DATES

That Council:

- 1. Adopts the revised Complaints and Grievance Policy attached in Appendix 1 to this report.**

**27 March
2018**

Complaints and Grievance Policy



1. POLICY STATEMENT

The City of Marion:

- Is committed to providing good governance practices through efficient fair and accessible mechanisms to resolve services complaints or grievances.
- Encourages customers and the community to raise issues and complaints with the Council as it provides the opportunity to improve services to the community.
- Recognises the importance of transparency in decision making and the need to provide a fair and objective process for the review of all decision and actions.

2. PURPOSE

The purpose of this Policy is to provide a fair, consistent and structured process for City of Marion's customers if they are dissatisfied with an action, decision or services. These actions, decisions or services may be delivered by the Council (being the elected body as a whole), an employee of the council or another person acting on behalf of the council.

Lessons learnt from a complaint investigation will be used to directly inform service improvement.

Where complaints cannot be settled in the first instance the City of Marion will ensure that they are dealt with through appropriate, more formal procedures by staff or Council with the authority to make decisions. Complainants will be referred to this Policy and the associated procedure which details the steps required for further review.

This Policy is consistent with the Australian Standards for complaint handling and the Ombudsman SA *Right of Review* Audit (completed November 2016).

3. PRINCIPLES

This policy is based on the following principles:

- Fairness – All Complaints and grievances will be treated with procedural fairness, impartiality and transparency at all stages of the review.
- Responsiveness – taking into consideration the complexity of the matter, all complaints and grievances will be resolved in a timely manner.
- Efficiency – those involved in the complainant process will have the required skills, knowledge and resources to undertake the review.

4. DEFINITIONS

Request for Services

A request for service is an application to have Council or its representative take some form of action to provide a Council service. Council receives thousands of requests for services each year. This will include matters such as hard rubbish collection, street sweeping, pot holes, home care, etc. All requests for services will be logged within the City of Marion Customer Event System, and managed through this process.

Feedback

The City of Marion may receive feedback from customers on services provided. It is important to distinguish between feedback and a complaint. Feedback can take the form of comments,

both positive and negative, which do not necessarily require a corrective action, alternation of service or a formal review of the decision.

Complaint

A Complaint is defined as an expression of dissatisfaction with a product or service delivered by the Council or its representatives that has failed to reach the standards set, implied or expected. This includes complaints about a service that has been, or should have been delivered.

Grievance

A grievance is defined as a wrong decision or action of Council, Council staff or representative. A grievance often occurs when complaints cannot be resolved or have caused significant distress to the complainant.

5. MANAGING INTERNAL COMPLAINTS AND GRIEVANCE

Complaints and grievances can vary in their complexity and seriousness. There are three ways in which a complaint or grievance can be resolved/reviewed:

1. Immediate response to resolve the matter

All staff are empowered to handle complaints in the first instance and it is preferable that they are dealt with promptly at the initial point of contact and at the appropriate officer level where ever possible.

2. Escalated to a supervisor or manager

When a complaint cannot be resolved in the first instance, it will be referred to either a supervisor or manager. Additionally, where the circumstances indicate that the complaint would be more appropriately dealt with at a high level, the matter will be escalated. Complaints of this nature must be made in writing and outline the specific nature of the complaint.

3. Internal Grievance Review – Review of Decision (pursuant to section 270 of the Local Government Act 1999)

When a complaint cannot be resolved in the first instance and/or by a supervisor or manager, it will be referred for internal review in accordance with the Complaints and Grievance Procedure. The complaint or grievance will be reviewed by the Manager Corporate Governance. The Manager Corporate Governance may investigate the matter themselves, or establish an internal Review Panel (depending on the complexity of the matter) or refer the matter to an independent investigator.

Any complaint or grievance relating to a decision made by the Chief Executive Officer or the Council at a Council or Committee Meeting, will be referred to the next General Council Meeting to determine how the matter will be reviewed, either by an internal Review Panel or outsourced to an independent investigator.

Complaints of this nature must be made in writing to the Manager Corporate Governance and outline the specific nature of the complaint and the dis-satisfaction with any internal review completed so far.

Applications for the review of decisions must be lodged within six (6) months of the decision in question being made. However, in exceptional but reasonable

circumstances, the Manager Corporate Governance may agree to accept a late application. This will be assessed on a case by case basis.

This process will be the last level of internal review for the Council's complaint and grievance process.

6. ALTERNATIVE DISPUTE RESOLUTION METHODS

The City of Marion prefers to try and resolve complaints and grievances internally but there will be circumstances where this is not possible. If this occurs, the dispute resolution methods available to complainants include:

1. Mediation – refer to third party
2. Ombudsman Review – refer to Ombudsman SA
Contact details:
Address: Level 9, 55 Currie Street, Adelaide SA 5000
Email: ombudsman@ombudsman.sa.gov.au
Telephone: (08) 8226 8699
3. Legal action

7. TIMEFRAME

Timeframes for complaints and grievances will be dependent on the complexity of the matter. Complainants will be advised upfront of the likely timeframe required to investigate a matter and updated on progress where necessary. Timeframes may change as matters progress. The estimated timeframe for complaints and grievances are as follows:

1. Immediate response to resolve the matter
1-3 working days
2. Escalated to a supervisor or manager
10 working days of the matter being escalated
3. Internal Grievance Review (pursuant to section 270 of the Local Government Act 1999)
6 – 8 weeks of the matter being referred to the Manager Corporate Governance but may take up to six months for complex matters.

8. ITEMS EXCLUDED FROM THIS POLICY

The following matters are excluded from being reviewed pursuant to this Policy and associated procedure:

- If the complaint is made by an employee of the council and relates to an issue concerning his or her employment.
- it appears that the complaint is frivolous or vexatious.
- If the Complainant does not have a sufficient interest in the matter.
- Complaints which are determined to be about matters that are not Council's responsibility (i.e. neighbourhood disputes).

- Complaints that refer to staff or elected member misconduct or behaviour (will be referred to relevant Code of Conduct).
- Reports of fraudulent, corrupt or illegal activity (will be referred to the relevant authority).
- Matters that have existing appeal rights through their own legislations (i.e. Freedom of Information, Expiation of Offences act 1996, Development Act 1993 etc).
- Claims and Insurance decisions made by other agencies.

Matters that fall outside statutory appeals procedures will be considered for the conduct of an Internal Grievance Review on the merits of the individual application.

9. UNREASONABLE COMPLAINANT

All complaints received by the City of Marion will be treated seriously and complainants will be treated courteously. However, occasionally the conduct of a complainant can be unreasonable. This may take the form of unreasonable persistence, unreasonable demands, lack of cooperation, argumentative or threatening behaviours.

Where a complainant's behaviour consumes an unwarranted amount of Council resources or impedes the investigation of their complaint, a decision may be made to apply restrictions on contact with the complainant. Before making any decision to restrict contact, the complainant will be warned that, if the specified behaviour(s) or actions continue, restriction may be applied.

Any decision to restrict contact or suspend action on a complaint process will be made by the Chief Executive Officer and/or a General Manager. This will be communicated to the complainant in writing.

10. REPORTING

All matters reviewed via an Internal Grievance Review will be reported via the City of Marion Annual Report.

Part 2—Complaints regarding Code of Conduct for Council Employees

11. Complaint procedure

Where a person alleges —

- an employee (or a relative of an employee) has sought or received a gift or benefit that is, or could reasonably be taken to be, intended or likely to create a sense of obligation on the part of the employee to a person or to influence the employee in the performance or discharge of the employees functions or duties; or
- an employee has failed to record, or correctly record, details of a gift or benefit received by the employee (or a relative of an employee) on the gift and benefits register; or
- the CEO has not appropriately maintained a register for gifts and benefits received by employees of the council,

they may submit a complaint alleging that an employee of council has contravened or failed to comply with the Code of Conduct for Council Employees, as prescribed in Schedule 2A of the *Local Government (General) Regulations 2013*.

A complaint must be given to the Chief Executive Officer, Manager Human Resources or Manager Corporate Governance. In the case of a complaint against the Chief Executive Officer, a complaint must be given to the principal member of the council, except in circumstance where it would be inappropriate to do so (such as where legislation requires the matter to which the complaint relates to remain confidential).

A complaint will be investigated and resolved according to the industrial and human resource procedures of the council.

12. POLICY AVAILABILITY AND REVIEW

This policy will be made available to all staff, elected members and the community via the City of Marion website and intranet.

This policy will be reviewed every three years

13. RELATED DOCUMENTS

- Employee Code of Conduct
- Elected Member Code of Conduct
- Fraud and Corruption Policy
- Whistleblowers

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Caretaker Policy

Report Reference: GC270318R13

REPORT OBJECTIVES

For Council to consider and if appropriate, adopt the revised City of Marion Caretaker Policy (**Appendix 1**).

EXECUTIVE SUMMARY

The City of Marion is committed to good governance practices. The Caretaker Policy aims to guide the conduct of the Council and its Administration during the lead up to local government elections and provides information regarding decision-making during an election period to ensure that:

- the incumbent Council does not make certain decisions that will be binding on an incoming Council and limit its freedom;
- incumbent elected members do not receive (or perceive to receive) any advantages or disadvantages over other candidates due to their current position on Council;
- the day to day business of the Council continues efficiently and as normal as possible; and
- Council resources are not diverted for or influenced for electoral purposes.

The Caretaker Policy is based on section 91A of the *Local Government (Elections) Act 1999*.

In the lead up to the Local Government Elections in November 2018, the Council must review its Caretaker Policy. The Policy was last reviewed in July 2014.

There minor changes within the Policy to ensure it aligns with Council operations and it has been reformatted to align with the Council's Policy Framework.

RECOMMENDATIONS

DUE DATES

That Council:

- 1. Adopts the Caretaker Policy attached in Appendix 1 to this report.**

**27 March
2018**

BACKGROUND:

The *Local Government (Elections) Act 1999* (SA) (the Elections Act) was amended in 2009 to require each Council to prepare and adopt a caretaker policy to govern the conduct of the Council and its staff during the election period for a general election. Section 91A of the Elections Act stipulates that the caretaker policy must at a minimum prohibit the making of certain designated decisions by the Council during an election period.

The purpose of a caretaker policy is to constrain the incumbent, but outgoing governing body, from making certain decisions that will be binding on an incoming governing body, and thereby limit its freedom.

Section 91A of the Elections Act outlines the requirements for the conduct of a Council during the election period and requires all Councils to prepare and adopt a Caretaker Policy to govern the conduct of the Council and its staff during the election period for a general election.

DISCUSSION:

Section 91A of the Elections Act outlines the minimum requirements that must be included within a Caretaker Policy and prohibits the making of a designated decision during the election period.

“Designated decisions” are defined as;

- a) relating to the employment or remuneration of a chief executive officer, other than a decision to appoint an acting chief executive officer; or
- b) to terminate the appointment of a chief executive officer; or
- c) to enter into a contract, arrangement or understanding (other than a prescribed contract) the total value of which exceeds whichever is the greater of \$100 000 or 1% of the council's revenue from rates (approx. \$731k) in the preceding financial year; or
- d) allowing the use of council resources for the advantage of a particular candidate or group of candidates (other than a decision that allows the equal use of council resources by all candidates for election),

If a designated decision is made by Council during the election period and it is in contravention of the requirements of the Act or the Caretaker Policy, it will be an invalid decision. Any person who suffers any loss or damage as a result of acting in good faith on an invalid decision is entitled to compensation from the Council for that loss or damage.

The “Election Period” is defined as the period commencing on the day of the close of nominations, being the 18th of September 2018.

The proposed Caretaker Policy separates those areas that are prohibited by the Act (Part 2) and those areas prohibited by the Policy (Part 3).

The Act requires that the Caretaker Policy form part of each council's Code of Conduct for Council Members.

Matters for Council decision

Part 3 of the Caretaker Policy includes additional decisions and activities that would be prohibited during the election period as a result of this Policy. These items were included in the 2014 Local Government Elections and had little to no impact on the operation and functioning of the Council. However, they are discretionary and Council may, or may not, wish to include these.

CONCLUSION:

The Caretaker Policy demonstrates Councils commitment to good governance practices, and provides clarity regarding Council's decision making in the lead up to the Local Government Elections.

1. RATIONALE

The City of Marion is committed to enhancing its capability and performance through good governance practices. This Policy implements the statutory caretaker period requirements under section 91A of the *Local Government (Elections) Act 1999 (the Act)* and in particular complies with section 91A(7) of the Act, ensuring that this Policy will form part of the City of Marion Code of Conduct for Council Members.

2. POLICY STATEMENT

It is a long established democratic principle that outgoing elected bodies should not use public resources for election campaigning, nor make decisions which may be unreasonable, inappropriate, or unnecessarily bind an incoming Council.

Council affirms its commitment to fair and democratic elections, and adherence to this principle and in doing so, has adopted this Policy.

3. OBJECTIVES

- 3.1 The objectives of the Caretaker Policy is to guide the conduct of the City of Marion during the lead up to local government elections and provides information regarding decision-making during an election period to ensure that:
- 3.1.1 the incumbent Council does not make certain decisions that will be binding on an incoming Council and limit its freedom;
 - 3.1.2 incumbent elected members do not receive (or are perceived to receive) any advantages or disadvantages over other candidates due to their current position on Council;
 - 3.1.3 the day to day business of the Council continues efficiently and as normal as possible; and
 - 3.1.4 Council resources are not diverted for or influenced for electoral purposes.

4. DEFINITIONS

- 4.1 For the purposes of this Policy the definitions outlined in Appendix 1.

PART 2: COUNCIL DECISIONS PROHIBITED BY LEGISLATION

5. DESIGNATED DECISIONS

- 5.1 The Council is prohibited from making a designated decision during an election period.
- 5.2 A decision of the Council includes a decision of:
- 5.2.1 a committee of Council; and
 - 5.2.2 a delegate of Council.

6. Consequence of Making a Designated Decision

- 6.1 A designated decision made by Council during an election period is invalid, except where an exemption has been granted by the Minister.
- 6.2 Any person who suffers loss or damage as a result of acting in good faith on a designated decision made by the Council in contravention of this policy is entitled to compensation from the Council for that loss or damage.

7. Application for Exemption

- 7.1 If the Council considers that it is faced with extraordinary circumstances which require the making of a designated decision during an election period, the Council may apply in writing to the Minister for an exemption to enable the making of a designated decision that would otherwise be invalid under section 91A of the Local Government (Elections) Act and this policy.
- 7.2 If the Minister grants an exemption to enable the making of a designated decision, then the Council and Council staff will comply with any conditions or limitations that the Minister imposes on the exemption.

PART 3: COUNCIL DECISIONS AND OTHER ACTIVITIES PROHIBITED BY POLICY

Whilst not prohibited by legislation, other significant decisions are prohibited by this Policy.

8. Significant Decisions

- 8.1 A 'significant decision' is any new major policy decision, significant changes to policy, major projects that significantly affect the Council, or other significant decision which will bind the incoming Council.
- 8.2 A 'major policy decision' includes any decision (not being a designated decision):
 - 8.2.1 to spend unbudgeted monies, that may influence the financial sustainability of the Council;
 - 8.2.2 to conduct unplanned public consultation;
 - 8.2.3 to endorse a new Council policy;
 - 8.2.4 to dispose of Council land;
 - 8.2.5 to approve community grants;
 - 8.2.6 to progress any matter which has been identified as an election issue, or is likely to be controversial; and
 - 8.2.7 any other issue that is considered a major policy decision by the Chief Executive Officer.
- 8.3 So far as is reasonably practicable, the Chief Executive Officer should avoid scheduling significant decisions (including major policy decisions) for consideration during an 'election period' and ensure that such decisions:
 - 8.3.1 are considered by Council prior to the 'election period'; or
 - 8.3.2 are scheduled for determination by the incoming Council.

- 8.4 Where the Chief Executive Officer has considered that a decision is significant and requires a decision to be made during the election period, the Chief Executive Officer will report this to the Council.
- 8.5 The Chief Executive Officer's report is to assist Council Members assess whether the decision should be deferred for consideration by the incoming Council.
- 8.6 The Chief Executive Officer's report to Council will address the following issues (where relevant):
- 8.6.1 why the matter is considered 'significant';
 - 8.6.2 why the matter is considered urgent;
 - 8.6.3 what are the financial and other consequences of postponing the matter until after the election, both on the current Council and the incoming Council;
 - 8.6.4 whether deciding the matter will significantly limit options for the incoming Council;
 - 8.6.5 whether the matter requires the expenditure of unbudgeted funds;
 - 8.6.6 whether the matter is the completion of an activity already commenced and previously endorsed by Council;
 - 8.6.7 whether the matter requires community engagement;
 - 8.6.8 any relevant statutory obligations or timeframes; and
 - 8.6.9 whether dealing with the matter in the election period is in the best interests of the Council area and community.
- 8.7 Council will consider the Chief Executive Officer's report and determine whether or not to make the decision.

9. Events

- 8.1 The following Council organised events and ceremonies will have the following variations and/or restrictions during the election period;
- 9.1.1 **Citizenship Ceremonies**
Formal Citizenship Ceremonies will take place during the election period under the delegation of the Chief Executive Officer.
 - 9.1.2 **Community Awards and Recognition**
Those awards and recognition ceremonies outlined with the Community Awards and Recognition Policy will be deferred until the conclusion of the election period.
 - 9.1.3 **Opening Ceremonies**
Ceremonies set up for the opening of a Council owned/managed facility will be deferred until the conclusion of the election period.
- 8.2 No civic/major events will be scheduled to take place within the election period unless the event is a state or metropolitan wide activity.
- 8.3 Where an event is a state/metropolitan wide activity, the official duties and formalities will be undertaken by the Chief Executive Officer.

10. Media

- 10.1 Media Releases will be limited to operational issues rather than policy and/or major projects. Council will not make comment on individual election campaigns except if harmfully inaccurate comments are made by a candidate. In these circumstances, the Chief Executive Officer reserves his/her right to correct the inaccuracy.
- 10.2 Council staff (including the Unit Manager Communications) will not provide media advice to the Elected Members who have nominated as candidates regarding public comment on the elections. These matters will be referred to the Chief Executive Officer for comment and action whenever possible.
- 10.3 Council's social media accounts will:
 - 10.3.1 be used to promote the upcoming Council Elections and encourage people to vote, including links to candidate information on the LGA candidate website;
 - 10.3.2 not promote or link to any Elected Member or candidate's social media accounts;
 - 10.3.3 not re-tweet or share any Elected Member or candidate's social media posts;
 - 10.3.4 respond to Elected Member or candidate's direct enquiries on social media as they would to any other member of the public. All responses will be signed off by the Unit Manager Communications or the Manager Governance Corporate, and included in the Information Request Register as per part 4 clause 11 of this policy.

11. Publications

- 11.1 Subject to the operation of Section 12(b) of the Act, the Council must not print, publish or distribute, or cause, permit or authorise others to print, publish or distribute on behalf of Council
 - 11.1.1 any advertisement, handbill, pamphlet or notice that contains 'electoral material' during the election period.
 - 11.1.2 Electoral material means any material which is calculated (i.e. intended or likely) to affect voting in an election.
- 11.2 Elected Members will observe the requirements of the Publications Policies and the following publications restrictions will apply during the election period;
 - 11.2.1 **City Limits**

If City Limits is scheduled to be published during the election period, the Chief Executive Officer will use this publication as an opportunity to promote the upcoming election.

Elected Member columns will not be included in editions published during the caretaker period. The profiles of all Candidates may be included in place of the Elected Member columns.
 - 11.2.2 **Annual Report**

The Annual Report will not be bound by this policy and hence proceed in its usual manner to ensure compliance with the legislative requirements of the *Local Government Act 1999*.

PART FOUR: MISCELLANEOUS

12. Information and Customer Request Register

- 12.1 To increase transparency during the election period an Information and Customer Request Register will be maintained by the Unit Manager Governance and Records. This Register will be a public document that records all requests information and customer requests made by Elected Members and Candidates, and the response given to those requests, during the election period.

13. Contact with Staff

- 13.1 The Chief Executive Officer is committed to ensuring Elected Members are provided with the appropriate support to continue to fulfil their official duties and responsibilities during the election period.
- 13.2 During the election period, Elected Members will direct all queries, requests and access to information through the Senior Leadership Group, Manager Corporate Governance or the Unit Manager Governance and Records.
- 13.3 Prior to the election period commencing, the Chief Executive Officer will ensure all staff are advised of the application of this Policy and ensure that;
- 12.3.1 Council staff will not undertake any activity that may affect voting in the election;
- 12.3.2 Council staff will not authorise, use or allocate a Council resource for any purpose which may influence voting in the election; and
- 12.3.3 Council staff will not assist Elected Members in a way that is or could create a perception that they are being used for electoral purposes.

14. Elected Members Training and Development

- 14.1 The provisions within the Elected Members Professional Development Policy will cease at the close of nominations and recommence once the new Council has been sworn into office meaning that the Council will not fund any training and professional development activities for Elected Members during this period.

15. Application of Policy

- 15.1 This policy applies throughout the election period for a general election. For the purposes of the Local Government Elections of November 2018, the policy commences on 18 September 2018 and ends at the conclusion of the election, when results have been declared.
- 15.2 This policy applies to Council Members and Council staff.

16. Grievances

- 16.1 Council confirms that all candidates for the Council election will be treated equally.
- 16.2 Any complaints or grievances in relation to this Policy should be referred to the

Chief Executive Officer.

17. REFERENCES

17.1 This Policy is to be read in connection and complement the following Council Policies:

- Code of Conduct for Council Members
- Complaints and Grievances Policy
- Elected Members Expenses, Benefits, Support and Facilities Policy.
- Elected Member Publications Policy
- Community Awards and Recognition Policy

18. AVAILABILITY AND REVIEW

18.1 This Policy will be available for inspection at the Council's Offices during ordinary business hours and via the Council's website www.marion.sa.gov.au

18.2 Copies will also be provided to the public upon request

18.3 The Council will review and update this policy no less than every four years in line with the Council's Policy Framework.

Appendix 1 - Definitions

In this Policy:

Chief Executive Officer means the appointed Chief Executive Officer or Acting Chief Executive Officer or nominee.

Council staff means any person that is employed full-time, part-time or casually by the Council who receives remuneration for their work.

Council Member means an elected member of the **City of Marion**

designated decision means a decision:

- (a) relating to the employment or remuneration of the Chief Executive Officer, other than a decision to appoint an acting Chief Executive Officer or to suspend the Chief Executive Officer for serious and willful misconduct;
- (b) to terminate the appointment of the Chief Executive Officer;
- (c) to enter into a contract, arrangement or understanding (other than a contract for road works, road maintenance or drainage works) the total value of which exceeds whichever is the greater of \$100,000 or 1% of the Council's revenue from rates in the preceding financial year, except if the decision:
 - (i) relates to the carrying out of works in response to an emergency or disaster within the meaning of the *Emergency Management Act 2004* (SA), or under section 298 of the *Local Government Act 1999* (SA);
 - (ii) is an expenditure or other decision required to be taken under an agreement by which funding is provided to the Council by the Commonwealth or State Government or otherwise for the Council to be eligible for funding from the Commonwealth or State Government;
 - (iii) relates to the employment of a particular Council employee (other than the Chief Executive Officer);
 - (iv) is made in the conduct of negotiations relating to the employment of Council employees generally, or a class of Council employees, if provision has been made for funds relating to such negotiations in the budget of the Council for the relevant financial year and the negotiations commenced prior to the election period; or
 - (v) relates to a Community Wastewater Management Systems scheme that has, prior to the election period, been approved by the Council; or
- (d) allowing the use of Council resources for the advantage of a particular candidate or

group of candidates (other than a decision that allows the equal use of Council resources by all candidates).

election period means the period commencing on the day of the close of nominations for a general election and expiring at the conclusion of the general election.

general election means a general election of council members held:

- (a) under section 5 of the *Local Government (Elections) Act*, or
- (b) pursuant to a proclamation or notice under the *Local Government Act 1999*.

Minister means the Minister for Local Government or other minister of the South Australian government vested with responsibility for the Local Government (Elections) Act.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Whistleblowers Policy

Report Reference: GC270318R14

REPORT OBJECTIVES

For Council to consider and if appropriate, adopt the revised City of Marion Whistleblowers Policy (**Appendix 1**).

EXECUTIVE SUMMARY

A Whistleblowers Policy forms a key part of an organisations governance framework to ensure that it has the appropriate mechanisms embedded to provide all stakeholders with the appropriate platform on which they can report genuine concerns.

The object of the *Whistleblowers Protection Act 1993* is to facilitate the disclosure, in the public interest, of maladministration and waste in the public sector and of corrupt or illegal conduct generally—

- (a) by providing means by which such disclosures may be made; and
- (b) by providing appropriate protections for those who make such disclosures.

The purpose of the Whistleblowers Policy is to provide assurance and encourage all stakeholders including but not limited to community members, elected members, employees and volunteers of the City of Marion to make good faith reports of suspected fraud, corruption, or other improper activities.

The Whistleblower Policy (**Appendix 1**) has been re-written to ensure:

- The Policy reflects best practice and provides a clear process for reporting matters of:
 - maladministration
 - corruption
 - illegal practices and
 - behaviours contrary to the Code of Conduct for staff and elected members
- Compliance with the *Whistleblowers Protection Act 1993*, *ICAC Act 2012* and *Local Government Act 1999*
- Alignment with other corporate policies such as the Fraud and Corruption Policy (adopted GC240516R08)
- Alignment with Council's Policy Framework.

The Policy clearly articulates the Responsible Officers, who have the management authority to receive a Disclosure and undertake the necessary means to ensure a Disclosure is managed appropriately.

The detailed process for investigation is not included within the Policy but rather the Whistleblower Procedure which is a supporting document.

The previous Whistleblowers Policy is attached as **Appendix 2**.

In line with Council's Policy Framework, the Whistleblower Policy will be reviewed every four (4) years, unless required earlier.

RECOMMENDATIONS

DUE DATES

That Council:

- 1. Adopts the Whistleblowers Policy attached in Appendix 1 to this report.**

**27 March
2018**

1. RATIONALE

- 1.1 A Whistleblowers Policy forms a key part of an organisations governance framework to ensure that the organisation has the appropriate mechanisms embedded to provide all stakeholder with the appropriate platform on which they can report genuine concerns.

2. POLICY STATEMENT

- 2.2 The Council is committed to upholding the principles of good governance. The Councils administrative and management practices are aligned with the requirements of the Local Government Act 1999 regarding open, transparent and accountable government. The Council encourages all stakeholder to report and make disclosures that reveal public interest information.

3. OBJECTIVES

- 3.1 The objectives of this Policy are to ensure that the Council:
- 3.1.1 Fulfills its obligations and responsibilities under the *Whistleblowers Protection Act 1993*
 - 3.1.2 Encourages and facilitates Disclosure of Public Interest Information which may include occurrences of maladministration, corrupt or illegal conduct.
 - 3.1.3 Provides a process by which disclosures may be made so that they are properly investigated (*Whistleblower Procedure*)
 - 3.1.4 Provides appropriate protection for those who make disclosures in accordance with the Act
 - 3.1.5 Recognises the need to appropriately support the Whistleblower, the Responsible Officer and, as appropriate, those Public Officers affected by any allegation that affects them.

4. POLICY SCOPE

- 4.1 This Policy applies to the disclosure and/or reports of public interest information that are made in accordance with the Act. This Policy also complements the reporting framework of the ICAC Act.
- 4.2 The identity of a Whistleblower will be maintained as confidential in accordance with the Act. Confidentiality will remain in all circumstances, unless the Whistleblower consents to his/her identity being disclosed or, disclosure is otherwise required so that the matter may be properly investigated. The Act does not expressly require any other information relating to a Disclosure (i.e. the nature of the allegations) to be maintained as confidential.
- 4.3 A Whistleblower may wish to remain anonymous. In the event that an anonymous Disclosure is made, the Whistleblower must ensure that the allegation is sufficiently supported by the provision of necessary details and evidence to enable the matter to be properly investigated. Accordingly, if an allegation is not supported by sufficient evidence it will not be investigated under the provisions of the Act.
- 4.4 The Act provides immunity from criminal or civil liability for Whistleblowers, and protection for Whistleblowers against victimisation. The Council will take action as appropriate to protect Whistleblowers from victimisation. In the event that a Whistleblower is victimised, the Council will, immediately refer the matter to the SA Police.

- 4.5 The Act does not provide any protection to people who knowingly make false disclosures or are reckless as to whether their disclosures are true.
- 4.6 A person who knowingly makes a false Disclosure or is reckless as to whether the disclosure is true is guilty of an offence and may be prosecuted.
- 4.7 A Public Officer who knowingly makes a false disclosure, or is reckless as to whether the Disclosure is true, in addition to being guilty of an offence under the Act, may face disciplinary action taken by the Council.

5. DISCLOSURE AND REPORTING

- 5.1 A Disclosure/Report is to be made to the Responsible Officer. A Whistleblower may alternatively choose to disclose Public Interest Information directly to an Appropriate Authority.
- 5.2 Nothing in this Policy prevents a person from making a Disclosure to an Appropriate Authority external to the Council (i.e. the Ombudsman or the OPI). This is a choice to be made by the Whistleblower at his/her discretion.
- 5.3 A Disclosure made to the Responsible Officer may be made in person, by telephone or in writing via the following means:
- Confidential – Whistleblowers
PO Box 21
Oaklands Park SA 5046
 - whistleblowers@marion.sa.gov.au
 - Manager Corporate Governance (8375 6625)
 - Manager Human Resources (8375 6413)

6. ROLES AND RESPONSIBILITIES OF THE RESPONSIBLE OFFICER

- 6.1 The Responsible Officers (pursuant Council's Fraud and Corruption Framework) are:
- Manager Corporate Governance
 - Manager Human Resources
- 6.2 Upon the receipt of a Disclosure, the Responsible Officer will:
- 6.2.1 undertake a preliminary assessment in accordance Whistleblower Procedure and determine the nature of the Public Interest Information contained within the Disclosure; and
- 6.2.2 either refer the Disclosure to the Appropriate Authority (where it is appropriate to do so), or proceed with the an investigation process outlined in the Whistleblower procedure.
- 6.2.3 If the Disclosure relates to the Chief Executive Officer (or a person acting in that position), the Responsible Officer will immediately refer it to the Ombudsman for investigation as the Ombudsman deems appropriate. Alternatively, if the Disclosure relates to Corruption in public administration, the Responsible Officer

must immediately report the matter to the OPI in accordance with the Directions and Guidelines.

6.2.4 In making any determination under this Policy (i.e. such as to refer a disclosure to the Appropriate Authority or proceed with an assessment or otherwise determining whether to pursue an investigation):

- the Responsible Officer may seek legal advice from Council's Lawyers and/or seek guidance from SAPOL or the Ombudsman in relation to the best course of action to pursue; and
- is authorised to incur costs in accordance with the Council's Budget for this purpose.

6.2.5 In the event that the Responsible Officer determines that the Disclosure warrants further investigation by the Council, the Responsible Officer will appoint an Independent Assessor for these purposes in accordance with the Whistleblower Procedure.

6.2.6 The Responsible Officer will liaise with the Independent Assessor and the Whistleblower in relation to any ensuing investigation process and will ensure that the Whistleblower is provided with adequate support and protection as necessary.

6.2.7 The Whistleblower will be notified of the progress of any investigation by the Responsible Officer and, wherever practicable and in accordance with the law, of the final outcome.

7. DEFINITIONS

7.1 For the purposes of this Policy the definitions outlined in Appendix 1.

8. REFERENCES

8.1 This Policy is to be read in connection and complement the following Council Policies:

- Code of Conduct for Elected Members
- Code of Conduct for Employees
- How We Work Together Policy
- Complaints and Grievances Policy
- Fraud and Corruption Policy and Framework

9. AVAILABILITY AND REVIEW

9.1 This Policy will be available for inspection at the Council's Offices during ordinary business hours and via the Council's website www.marion.sa.gov.au

9.2 Copies will also be provided to the public upon request,

9.3 The Council will review and update this policy no less than every four (4) years in line with the Council's Policy Framework.

Appendix 1 - Definitions

1. **Act** means the Whistleblowers Protection Act 1993
2. An **Appropriate Authority** that received disclosure of public interest information includes:
 - 2.1 A Minister of the Crown
 - 2.2 A member of the Police force – where the information relates to an illegal activity
 - 2.3 The Audit-General – where the information relates to the irregular or unauthorised use of public money
 - 2.4 The Ombudsman – where the information relates to a public officer
 - 2.5 A Responsible Office – where the information relates to a matter falling within the sphere of responsibility of the Council or
 - 2.6 Any other person (such as the Chief Executive Officer) to whom, in the circumstances of the case, it is reasonable and appropriate to make the disclosure
3. **Corruption in public administration** means
 - 3.1 an offence against Part 7 Division 4 (Offences relating to public officers) of the Criminal Law Consolidation Act 1935, which includes the following offences:
 - 3.1.2 bribery or corruption of public officers;
 - 3.1.3 threats or reprisals against public officers;
 - 3.1.4 abuse of public office;
 - 3.1.5 demanding or requiring benefit on basis of public office;
 - 3.1.6 offences relating to appointment to public office.
 - 3.2 any other offence (including an offence against Part 5 (Offences of dishonesty) of the Criminal Law Consolidation Act 1935) committed by a public officer while acting in his or her capacity as a public officer or by a former public officer and related to his or her former capacity as a public officer, or by a person before becoming a public officer and related to his or her capacity as a public officer, or an attempt to commit such an offence; or
 - 3.3 any of the following in relation to an offence referred to in a preceding paragraph:
 - 3.3.1 aiding, abetting, counselling or procuring the commission of the offence;
 - 3.3.2 inducing, whether by threats or promises or otherwise, the commission of the offence;
 - 3.3.3 being in any way, directly or indirectly, knowingly concerned in, or party to, the commission of the offence;
 - 3.3.4 conspiring with others to effect the commission of the offence
4. **Detriment** includes:
 - 4.1 injury, damage or loss; or
 - 4.2 intimidation or harassment; or

4.3 discrimination, disadvantage or adverse treatment in relation to a person's employment;
or

4.4 threats of reprisal.

5. **Directions and Guidelines** is a reference to the Directions and Guidelines issued pursuant to section 20 of the ICAC Act, which are available on the Commissioner's website (www.icac.sa.gov.au).

6. **Disclosure** means an appropriate disclosure of public interest information made by the Whistleblower to an Appropriate Authority, including to a Responsible Officer.

A person makes an **appropriate disclosure** of public interest information if:

6.1 the person:

6.1.1 believes on reasonable grounds that the information is true; or

6.1.2 is not in a position to form a belief on reasonable grounds about the truth of the information but believes on reasonable grounds that the information may be true and is of sufficient significance to justify its disclosure so that its truth may be investigated; and

6.2 the disclosure is made to an Appropriate Authority.

6 **Employee** refers to all the Council's employees and includes trainees, work experience students, volunteers, and contractors whether they are working in a full-time, part-time or casual capacity.

7 **Fraud** is an intentional dishonest act or omission done with the purpose of deceiving.

8 **ICAC Act** is the *Independent Commissioner Against Corruption Act 2012*.

9 **Immunity** is an undertaking given by the Council (in accordance with the Act) to a Whistleblower in relation to action it does not intend to take against a Whistleblower as a result of receiving an appropriate disclosure of public interest information from the Whistleblower.

10 **Independent Assessor** is the person responsible for investigating a disclosure made to a Responsible Officer. The Independent Assessor will be appointed by the Responsible Officer on a case-by-case basis (depending upon the nature of the disclosure) in accordance with clause 7.3 of this Policy. The Council may prepare a list of pre-approved persons who may be appointed as an Independent Assessor in any given circumstances, in which case, the Responsible Officer must have regard to this list in appointing the Independent Assessor.

11 **Maladministration** is defined in the *Whistleblowers Protection Act 1993* to include impropriety or negligence. Section 4 of the *Independent Commissioner Against Corruption Act 2012* defines *Maladministration in public administration* to mean:

11.2 conduct of a public officer, or a practice, policy or procedure of a public authority, that results in an irregular and unauthorised use of public money or substantial mismanagement of public resources; or

11.3 conduct of a public officer involving substantial mismanagement in or in relation to the performance of official functions; and

11.4 includes conduct resulting from impropriety, incompetence or negligence; and

11.5 is to be assessed having regard to relevant statutory provisions and administrative instructions and directions.

12 **Misconduct** in public administration defined at Section 4 of the *ICAC Act* means:

- 12.2 contravention of a code of conduct by a public officer while acting in his or her capacity as a public officer that constitutes a ground for disciplinary action against the officer; or
- 12.3 other misconduct of a public officer while acting in his or her capacity as a public officer.
- 12.4 Office for Public Integrity (OPI) is the office established under the ICAC Act that has the function to:
 - 12.5 receive and assess complaints about public administration from members of the public;
 - 12.6 receive and assess reports about corruption, misconduct and maladministration in public administration from the Ombudsman, the Council and public officers;
 - 12.7 make recommendations as to whether and by whom complaints and reports should be investigated;
 - 12.8 perform other functions assigned to the Office by the Commissioner.

13 **Public administration** defined at section 4 of the ICAC Act means without limiting the acts that may comprise public administration, an administrative act within the meaning of the Ombudsman Act 1972 will be taken to be carried out in the course of public administration.

14 **Public interest information** means information that tends to show:

- 14.1 that an adult person, a Council or other Government Agency, is or has been involved in:
 - 14.1.1 an illegal activity; or
 - 14.1.2 an irregular and unauthorised use of public money; or
 - 14.1.3 substantial mismanagement of public resources; or
 - 14.1.4 conduct that causes a substantial risk to public health or safety, or to the environment; or
 - 14.1.5 that a public officer is guilty of maladministration in or in relation to the performance of official functions.

15 **Public Officer** includes:

- 15.1 a Council Member; and
- 15.2 an Employee or Officer of the Council;

16 **Responsible Officer** is a person appointed pursuant to Section 302B of the Local Government Act 1999 who is authorised to receive and act upon public interest information received from a Whistleblower. Each Council must ensure that a member of the staff of the Council (with qualifications prescribed by the Regulations) is designated as a Responsible Officer for the Council for the purposes of the Act.

- 17 **Victimisation** occurs when a person causes detriment to another on the ground, or substantially on the ground, that the other person (or a third person) has made or intends to make an appropriate disclosure of public interest information.
- 18 **Waste** refers to the waste of public resources (including public money), which occurs as a result of the substantial mismanagement, irregular or unauthorised use of public resources.
- 19 **Whistleblower** is any person who makes an appropriate disclosure of public interest information.

DRAFT

Approved by Council 8 July 2008
Agenda Ref: GC080708R03



CORPORATE POLICY WHISTLEBLOWER POLICY: GP - 62

POLICY STATEMENT:

The City of Marion is committed to a culture of corporate compliance, good governance and ethical behaviour. Furthermore, the City of Marion supports a commitment to effective reporting of corrupt and illegal practices, and all behaviour that is contrary to the Code of Conduct, by people at all levels within the organisation.

The Whistleblower Policy supports disclosures of maladministration, corrupt or illegal activity occurring in the organisation so that appropriate remedy actions can be undertaken.

The City of Marion will implement a Whistleblower Procedure to enable staff and members of the public to raise concerns regarding actual or suspected contravention of ethical and/or legal standards without fear of reprisal or feeling threatened by doing so. The City of Marion is committed to investigating all information supplied in a confidential manner, taking appropriate action.

The Whistleblower Procedure enables the City of Marion to fulfil its obligations under the Whistleblower Protection Act 1993. Furthermore, it is also aligned to the Australian Standard, Whistleblower Protection Programs for Entities AS8004 - 2003.

DEFINITIONS:

Corruption

Dishonest activity in which an elected member, executive, manager, employee or contractor acts contrary to the interests of the City of Marion and abuses his/her position of trust in order to achieve some personal gain or advantage for him or herself or for another person or other organisation.

Fraud

Dishonest activity causing actual or potential financial loss to any person or entity including theft or diversion of moneys or other property by employees or persons external to the City of Marion. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position.

Informant

Any person who appropriately discloses public interest information about the organisation that concerns:

- illegal activity or corruption; and
- maladministration, including impropriety, negligence or waste.

Investigation

A search for evidence connecting or tending to connect a person (either a natural person or a body corporate) with conduct that infringes the criminal law or the policies and standards set by the entity concerned.

Public Interest Information

Means information that tends to show:

- (a) that an adult person, body corporate or government agency is or has been involved in:
1. an illegal activity; or
 2. an irregular and unauthorised use of public money; or
 3. substantial mismanagement of public resources; or
 4. conduct that causes a substantial risk to public health or safety or to the environment; or
- (b) that a public officer is guilty of maladministration in or in relation to the performance of official functions.

Public Officer

The definition within the Act includes:

A member of a local government body or an officer or employee of a local government body.

Reportable conduct

Conduct by a person or persons connected with the City of Marion which, in the view of a whistleblower acting in good faith, is—

- (a) dishonest;
- (b) fraudulent;
- (c) corrupt;
- (d) illegal (including theft, drug sale/use, violence or threatened violence and criminal damage against property);
- (e) in breach of Commonwealth or state legislation or local authority by-laws
- (f) unethical (either representing a breach of the City of Marion's code of conduct or generally);
- (g) other serious improper conduct;
- (h) an unsafe work-practice; or
- (i) any other conduct which may cause financial or non-financial loss to the entity or be otherwise detrimental to the interests of the entity.

Responsible Officer

Person/s who has been appointed by the CEO with the responsibility to:

- receive information from a whistleblower;
- undertake a preliminary investigation;
- report to the CEO on the matter; and
- protect the whistleblower and ensure that the entire process is undertaken in accordance with this procedure.

Whistleblower

Person/s being an elected member, member of the public, executive, manager, employee or contractor of the City of Marion, whether anonymously or not, makes, attempts to make or wishes to make a report in connection with reportable conduct and where the whistleblower wishes to avail themselves of protection against reprisal for having made the report. A whistleblower may or may not wish to remain anonymous.

Whistleblowing

The deliberate, voluntary disclosure of individual or organisational malpractice by a person who has or had privileged access to data, events or information about an actual, suspected or anticipated wrongdoing within or by an organisation that is within its ability to control.

Approved by Council 8 July 2008
Agenda Ref: GC080708R03

REFERENCES:

Procedure References:

Whistleblower Procedure CPR-53.00

Other Related References:

South Australian Whistleblower Protection Act 1993

Code of Conduct - Employees HR1

Code of Conduct for Elected Members GP-21

Australian Standard Whistleblower Protection Programs for Entities
(AS8004-2003)



CORPORATE PROCEDURE

WHISTLEBLOWER PROCEDURE : CPR-53.00

1. Purpose:

The purpose of this procedure is to ensure that people (staff and members of the public) can raise concerns regarding actual or suspected contravention of ethical and legal standards without fear of reprisal or feeling threatened by doing so and aims to:

- encourage people to report an issue if they genuinely believe someone has contravened the City of Marion Code of Conduct, policies, procedures or the law;
- outline how the City of Marion will properly deal with all reported misconduct or unethical behaviour; and
- assist in ensuring that serious misconduct or unethical behaviour is identified and dealt with appropriately

In line with the City of Marion Whistleblower Policy, this procedure supports the organisation's compliance with its responsibilities under the South Australian Whistleblowers Protection Act 1993 ('the Act') and is aligned to the Australian Standard, Whistleblower Protection Programs for Entities AS8004 - 2003.

2. Scope:

This procedure outlines how the organisation deals with reports made in relation to suspected improper conduct by staff at the City of Marion. It also addresses the protection of individuals making those reports. This procedure applies to elected members and to all employees of the City of Marion including the chief executive officer ('CEO') and members of the public who make disclosures to a responsible officer of the Council under the Act.

3. Responsibility:

The Governance Department is responsible for the management of this procedure.

4. Definitions:

Corruption

Dishonest activity in which an elected member, executive, manager, employee or contractor acts contrary to the interests of the City of Marion and abuses his/her position of trust in order to achieve some personal gain or advantage for him or herself or for another person or other organisation.

Fraud

Dishonest activity causing actual or potential financial loss to any person or entity including theft or diversion of moneys or other property by employees or persons external to the City of Marion. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position.

Informant

Any person who appropriately discloses public interest information about the organisation that concerns:

- illegal activity or corruption;
- maladministration, including impropriety, negligence or waste.
-

Investigation

A search for evidence connecting or tending to connect a person (either a natural person or a body corporate) with conduct that infringes the criminal law or the policies and standards set by the entity concerned.

Public Interest Information

Means information that tends to show:

(a) that an adult person, body corporate or government agency is or has been involved in:

1. an illegal activity; or
2. an irregular and unauthorised use of public money; or
3. substantial mismanagement of public resources; or
4. conduct that causes a substantial risk to public health or safety or to the environment; or

(b) that a public officer is guilty of maladministration in or in relation to the performance of official functions.

Public Officer

The definition within the Act includes:

A member of a local government body or an officer or employee of a local government body.

Reportable conduct

Conduct by a person or persons connected with the City of Marion which, in the view of a whistleblower acting in good faith, is—

- (a) dishonest;
- (b) fraudulent;
- (c) corrupt;
- (d) illegal (including theft, drug sale/use, violence or threatened violence and criminal damage against property);
- (e) in breach of commonwealth or state legislation or local authority by-laws
- (f) unethical (either representing a breach of the City of Marion's code of conduct or generally);
- (g) other serious improper conduct;
- (h) an unsafe work-practice; or
- (i) any other conduct which may cause financial or non-financial loss to the entity or be otherwise detrimental to the interests of the entity.

Responsible Officer

Person/s who has been appointed by the CEO with the responsibility to:

- receive information from a whistleblower;
- undertake a preliminary investigation;
- report to the CEO on the matter; and
- protect the whistleblower and ensure that the entire process is undertaken in accordance with this procedure.

Whistleblower

Person/s being an elected member, member of the public, executive, manager, employee or contractor of the City of Marion, whether anonymously or not, makes, attempts to make or wishes to make a report in connection with reportable conduct and where the whistleblower wishes to avail themselves of protection against reprisal for having made the report. A whistleblower may or may not wish to remain anonymous.

Whistleblowing

The deliberate, voluntary disclosure of individual or organisational malpractice by a person who has or had privileged access to data, events or information about an actual, suspected or anticipated wrongdoing within or by an organisation that is within its ability to control.

5. Process:

Background Information

The Act is designed to encourage the disclosure of information and to provide protection and immunity for any person ('an informant') who makes an appropriate disclosure of public interest information. The legislation requires the informant to assist with any investigation of matters to which the information relates. It is also a requirement of the Act that the identity of an informant remain confidential, the informant be protected from any form of victimisation resulting from their disclosure and that the Informant will be advised of the outcome of any investigation.

The Act also provides a severe penalty of two years imprisonment for any person who knowingly makes a false or reckless disclosure and the confidentiality and protection provisions under the Act in those circumstances will not apply. Disciplinary action in accordance with existing policies and procedures may be taken against an employee who knowingly makes false or vexatious disclosures against another person.

Operating Procedures

The City of Marion is committed to investigating all information supplied in a confidential manner and taking action accordingly.

The CEO has appointed the manager, governance and the manager, organisational development as responsible officers. The responsible officer/s shall be responsible for:

- receiving the information;
- undertaking a preliminary investigation; and
- reporting the matter to the CEO.

In a situation where the information disclosed is about or is related to the CEO, the responsible officers shall report the matter to the Mayor who will determine how the matter will be investigated. In the case where a person is disclosing information about or in relation to either of the responsible officer/s, the information should be provided direct to the CEO.

In line with confidentiality requirements under the Act a whistleblower who reports or seeks to report reportable conduct will be given a guarantee of anonymity (if anonymity is desired by the whistleblower).

Where circumstances warrant, information may need to be reported to the South Australian Police and under these circumstances it may be necessary to disclose the identity of the whistleblower in legal proceedings depending on the nature of the matter.

Disclosure Process

Any person wishing to make a disclosure under the Act can do so by the following means:

Disclosures can be made to either or both responsible officers in person, by telephone, in writing or via email.

Written disclosures must be addressed to:

CONFIDENTIAL

Whistleblowers

PO Box 21

Oaklands Park SA 5046

This mail box is cleared by the records management team, however all mail addressed this way will be delivered direct to the responsible officers by the records management team unopened.

Additional contact details for the responsible officers are as follows:

Telephone: 08 8375 6720 (Manager, Governance)

Telephone: 08 7420 6413 (Manager, Organisational Development)

Email: whistleblowers@marion.sa.gov.au

Disclosures can also be made in person by approaching the responsible officer.

The informant may, at their discretion, identify themselves to the responsible officers who are accountable for ensuring that the informant remains anonymous (if they so wish).

Investigation Process

All disclosures will be investigated by the responsible officer/s and the outcomes reported to the CEO except in cases where the matter relates to the CEO and has therefore been reported to the Mayor. In these instances the Mayor will appoint an appropriate independent person to conduct the investigation.

The task of the investigating officer will be to assess, investigate and report on the disclosure and recommend a course of action in a prompt and fair manner.

Generally:

- a) a staff member about whom a complaint has been made will be informed as soon as appropriate and be given the opportunity to respond to the allegation(s);
- b) the investigation will be conducted with procedural fairness
- c) a report on the results of the investigation, along with any recommendations will be made available to the CEO or Mayor accordingly.

Reporting

All disclosures of any nature will be reported to the CEO or the Mayor where the matter relates to the CEO and the relevant executive manager.

All disclosures of a serious nature involving fraud, theft or corruption will be reported to the South Australian Police.

In cases where the informant has chosen to leave their name and contact details, this information will remain confidential at all times. The identity of the informant will not be implicated or divulged to anyone unless his or her express permission has been obtained to do so. Except under the circumstances where the matter is required to be reported to the Police. Under these circumstances the law may require disclosure of the identity of the whistleblower in legal proceedings.

The CEO, or in the case of an accusation about the CEO, the Mayor shall in accordance with the principles of natural justice and procedural fairness, advise the person about whom the disclosure relates, of the disclosure and the investigation.

Awareness

This procedure will be promoted throughout the City of Marion via the Intranet and a copy of the procedure will be located on lotus notes and the City of Marion Internet site. Information in relation to this procedure will also be provided to new staff as part of their induction program by organisational development. Information sheets in relation to this procedure and the Act will also be developed and circulated via appropriate distribution points including administration building foyer, city services reception area, libraries and community centres.

Deliberate False Disclosures and Accusations

In situations where, after investigation a disclosure is found to be deliberately false, malicious or vexatious the confidentiality provisions and protection under legislation will not apply. In these cases, the CEO or the Mayor (where the matter relates to the CEO) will determine if the Informants identity will remain confidential. The person deliberately making such a disclosure may become the subject of legal proceedings under the Act or through common law action. In the case of an employee making a deliberate malicious disclosure or accusation about another employee action may be taken under the City of Marion Performance Management Policy.

6. Standards:

Whistleblower Protection Programs for Entities AS8004-2003.

7. References:

Policy Statement:

The City of Marion is committed to a culture of corporate compliance, good governance and ethical behaviour. Furthermore the City of Marion supports a commitment to effective reporting of corrupt and illegal practices, and all behaviour

that is contrary to the code of conduct, by people at all levels within the organisation. This procedure facilitates disclosures of maladministration, corrupt or illegal activity occurring in the organisation so that appropriate remedy actions can be undertaken.

Other Relevant References:

- City of Marion Whistleblower Policy GP-62
- South Australian Whistleblower Protection Act 1993
- Code of Conduct - Employees HR1
- Code of Conduct for Elected Members GP-21

Previous Versions:

Not applicable

8. Review and Evaluation:

The review of this procedure is to occur every three years. An interim review is to be carried out in the event of:

- An amendment to the Act
- A matter reported via this procedure is not managed appropriately and in accordance with the Act

The procedure is to be reviewed by the Risk Manager in consultation with the responsible officers and organisational development staff.

Any changes to the policy will be submitted to the Executive Management Group and will require endorsement by the CEO.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Originating Officer: Brett Grimm, City Development Senior Advisor
Manager: Greg Salmon, Manager City Activation
General Manager: Abby Dickson, General Manager City Development
Subject: Tonsley Greenway- Progress Report
Report Reference: GC270318R15

REPORT OBJECTIVES

To provide Council with an update regarding progress with the Tonsley Greenway alternative route.

EXECUTIVE SUMMARY

At the Council meeting held on 30th January 2018, (GC3001118R07) Council resolved:

3. *Requests the development of an alternative walking and cycling route, outside the rail corridor, to be presented to Council for consideration in March 2018.*

Currently the Walking and Cycling Guidelines (2012-17) are being reviewed by Administration. The draft document was recently presented at an Elected Member Forum on 20 February 2018 seeking feedback.

Staff propose to assess the alternative alignment option for Tonsley Greenway in line with the overall Walking and Cycling network review with consideration of the following comments made at the forum;

- Review connectivity to schools and mapping to identify schools with labelling
- Review connectivity to key community facility destinations
- Coastal walking trail sections that aren't complete to be reviewed and documented
- Review action plan and priorities

In addition to these items the Tonsley Greenway alternative route will require ground truthing and possible discussions with schools for connectivity.

Further time is required to finalise these reviews providing efficiencies in delivering a final Walking and Cycling Guideline 2018-2022.

RECOMMENDATION

DUE DATES

That Council:

1. **Notes the progress report and that the Tonsley Greenway alternative route will be incorporated in the Walking and Cycling guidelines 2018-2022 which will be presented to Council in May 2018.**

8 May 2018

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CITY OF MARION
GENERAL COUNCIL
27 MARCH 2018

Originating Officer: Cass Gannon, Performance and Innovation Leader

Manager: Karen Cocks, Manager Customer Experience

General Manager: Tony Lines, General Manager City Services

Subject: Service Review – Report – Customer Service

Report Reference: GC270318R16

REPORT OBJECTIVES

To provide Elected Members with the service review report for Customer Service, as requested by the Finance and Audit Committee on 27 February 2018.

EXECUTIVE SUMMARY

The service review report for Customer Service was presented at the 27 February 2018 Finance and Audit Committee (Appendix 1). The recommendations can be viewed on pages 8 through 11, with the associated savings and action plan in Appendix 13.

RECOMMENDATIONS

DUE DATES

That Council:

1. Notes this report

27 March 2018

BACKGROUND

Council considered the '2016 – 19 Business Plan' (GC270916R03) endorsing that for the 2017/18 financial year: *'Council undertake an evaluation and review of at least 12 services to ensure they continue to provide maximum value to our community now and in the future'*.

Customer Service was identified for review in the 2017/18 Service Review Program.

ANALYSIS

The Performance and Innovation Team worked with the Customer Service Team (CST) to conduct the review during the period of October through December 2017.

The service review focused on the identification of opportunities to improve the customer experience, with the goal of delivering first point resolution when contacting the CST at the Administration Building. The review was also completed to ensure an efficient service delivery model is in place.

The financial savings from implementing the recommendations of the review are estimated at \$50k per annum, or 4.6% of the annual budget. In addition to financial benefits, improvements in customer satisfaction and customer experience will result as we implement in alignment with the Customer Service Charter and Customer Experience Roadmap. The improvements will be demonstrated through the April 2019 Benefits Realisation Review.

CONCLUSION

Through the implementation of the recommendations of the review, it is estimated that \$50k of savings per annum (4.6% of the annual budget) as well as improved efficiencies and customer experience will be achieved. The actual benefits realised will be demonstrated in the April 2019 Benefits Realisation Review.

APPENDICES

Appendix 1: Service Review – Report – Customer Service



Service Review - Customer Service Report

Date:

11/02/18

Prepared by:

Cass Gannon

Performance and Innovation Leader

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1 Executive Summary

The Customer Service Team (CST) is the first point of contact for the City of Marion's customers, which include residents, businesses, visitors, Elected Members (EM), etc. The overall team comprises 12.5FTE (see Figure 2), with the in scope team members dedicated to customer service comprising 10.3FTE at an annual cost to council of \$1.1m. This essential service to the community is facing increasing pressure, as the City of Marion (CoM) demographic shifts¹, to move from a traditionally phone and face-to-face customer contact channel model to a more customer driven and digital approach.

The service review has focused on the identification of opportunities to improve the customer experience when contacting the CST at the Administration Building. The goal of the CST is to deliver first point resolution, while ensuring an efficient service delivery model has also been considered.

Key outcomes of the service review will deliver:

- The implementation of Interactive Voice Response (IVR) technology for electronic payments over the phone and Waste and Recycling queries to reduce call volumes to the CST and support customer self service
- The promotion of existing and enhanced online services to reduce call volumes and leverage the digital contact channel
- An improved customer experience when visiting the Administration Building by combining the Development Services Counter (DSC) and Customer Service Counter (CSC) and upgrading the foyer and Justice of the Peace (JP) waiting area
- An improved customer experience by the implementation of a systematic call quality monitoring process that ensures we meet our customers desire for knowledgeable staff who can promptly resolve queries
- A suite of 'Metrics that Matter Most' as a management tool to drive efficiencies and customer experience
- The reduction in duplication of effort and a single view of customer interactions with the CST by use of an existing corporate system to capture all customer interactions
- The foundation from which the Customer Experience Roadmap can deliver service transformation.
- A number of operational savings including postage cost reductions

The financial savings from implementing the recommendations of the service review are estimated at \$50k per annum, or 4.6% of the annual budget. In addition to financial benefits, improvements in customer satisfaction and customer experience will result as we implement in alignment with the Customer Service Charter and Customer Experience Roadmap. The improvements will be demonstrated through the April 2019 Benefits Realisation Review.

Contemporary evidence indicates that the internal customer experience reflects directly on the experience of external customers². With this in mind, the review has identified that our internal systems and processes are in need of significant improvement to support the CoM delivering a great customer experience. The implementation of the review recommendations have been broken up in to Year 1 Foundation Setting and Year 2 Consolidation to deliver an enhanced customer experience.

¹According to 2016 Census data, 81.9% of City of Marion residents access the internet from a dwelling and have a median age of 39 years. http://www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA44060

² 'To serve end customers better, begin with your employees.' <https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/when-the-customer-experience-starts-at-home>
 'Internal customers have a direct link to a positive external customer experience.' <https://thethrivingsmallbusiness.com/5-tips-improving-internal-customer-experience/>

2 Service Overview

The CST provides service to our customers by:

- Providing information about Council e.g. services
- Processing payments – rates, dog registration, expiations
- Initiating Customer Event Requests (CER) for services where queries cannot be resolved at first point of contact
- Managing feedback and complaints
- Acting as a communication medium between the customer and internal staff e.g. transferring calls
- Coordination and management of the ‘after hours service’

The CST also administers organisational wide processes including:

- Administrative tasks e.g. preparing outgoing mail, ordering name badges, processing and balancing petty cash
- Internal Staff Telephone programming e.g. changing extension numbers, adding new employees
- Assisting with the administration and development of the CER module in Open Office (by the ICT Department)
- Coordination of the Special Event Permit application process

The CST performs these services through a variety of contact channels. These include the primary channels of phone (73% of contacts) and face-to-face interaction at the Administration Building (27% of contacts). Customers are also able to contact us digitally; currently this contact channel does not have a high uptake and volume data, where it exists, is immaterial. The volumes of contacts by contact channel, where data exists, is displayed in Figure 1 (see Appendix 2).

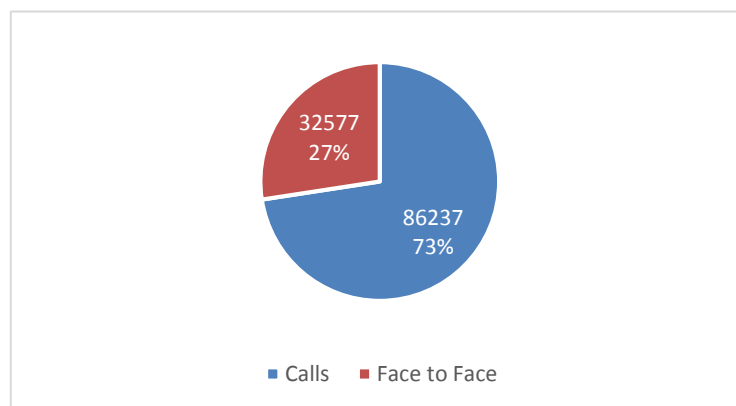


Figure 1: Average Annual Customer Service Contacts by Channel Type

The majority of the contacts managed by the CST are high volume and of lower complexity with more complex enquiries referred internally to the relevant work area via a CER or phone transfer (currently 20% of calls). Opportunity exists to upskill CST members to enable resolution of more complex queries at the first point of contact.

The total number of calls annually to the CST has been in slow decline over the period FY1213 through FY1617, from 92,160 to 85,745. On the other hand, face-to-face contacts at the CSC have been increasing over the period that data exists from FY1415 through FY1617, from 17,932 to 18,896 (see Appendix 2). Opportunity exists to strategically promote alternative contact channels such as digital to reduce demand for the CST.

Customers also attend the Administration Building to visit the JP, on average 9,808 times per year and the DSC, on average 4,592 times per year. JP interactions have been increasing annually from 7,838 in FY1415 to 10,098 in FY1617, with DSC interactions decreasing annually from 5,087 in FY1415 to 4,308 in FY1617 (see Appendix 2). These specific services are outside the scope of this review, however provide a more complete picture of the ‘why’ and ‘how often’ our customers are attending the Administration Building and opportunities for improving customer service and experience more broadly across CoM for our most common interactions.

With this in mind, it is worth noting that the current layout of the Foyer and CSC in the Administration Building results in customers approaching the CSC for Development Services queries. These customers are then directed to the remotely located DSC, often then returning to the CSC for payment. This can also occur for the JP service. For further detail regarding the layout and the location of the three service delivery points see Appendix 7.

The CST has a total of 12.5FTE (see Figure 2). A recently created position of Manager Customer Experience oversees the Customer Service Unit along with Communications and Community Engagement. This role, the 0.6FTE contract role of Special Event Permit Coordinator and the 0.6FTE permanent role of Customer Systems Partner was out of scope for the review, with 10.3FTE in the scope of the review (shaded in green in Figure 2).

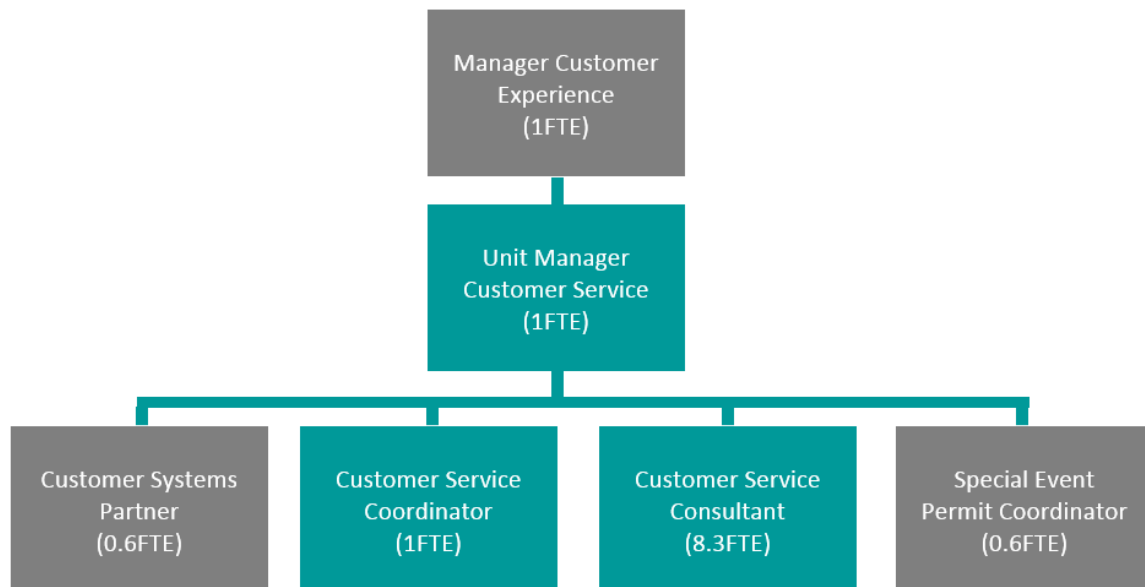


Figure 2: CST Structure

The Unit Manager Customer Service has oversight of the CST, with operational support provided by the Customer Service Coordinator. The remaining 8.3FTE Customer Service Consultants are multi-skilled and rotate through the various workstations in the Unit. For further details regarding the current roles and responsibilities refer to Appendix 1.

The customer service function has a total FY1718 annual budget of \$1.1m, 84% is comprised of salaries and wages (see Figure 3). The majority of the remaining budget comprises:

- \$100k Postage Costs
- \$30k Oracle After Hours and business disruption account
- \$25k annual maintenance agreements for Open Office (Customer Event System) and Avaya (phone system)

An annual Community Information Grant from ArtsSA offsets the cost to the City of Marion by \$28,675, reducing the cost of the CST to \$1,087,515. At the time of the service review, a number of vacancies existed in the CST; contractors have filled these vacancies pending the outcome of the review.

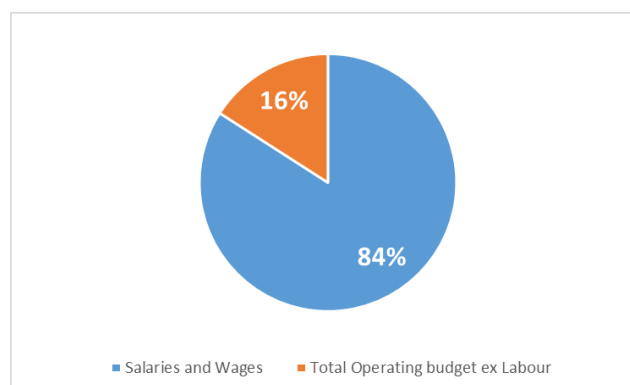


Figure 3: Customer Service Budget FY1718

3 Service Review Objectives and Deliverables

The priority of the service review was to identify opportunities to improve the customer experience when contacting the CST at the Administration Building, with the goal to deliver first point resolution, while ensuring an efficient service delivery model. The review has also been completed with the CoM 2017 Customer Experience Charter and the Customer Experience Roadmap in mind. As outlined in the scope, the following key areas of opportunity were addressed during the review:

- Identify opportunities to improve Customer Experience when contacting the CST at the Administration Building and deliver first point resolution
- Assess team-resourcing profile against profile of calls coming in to better match resources and improve services
- Assess opportunity for greater first call resolution
- Assess the opportunity to reduce incoming calls through implementation of Interactive Voice Response and other technological solutions to manage inquiries e.g. Solo Resource Recovery/waste calls, payments
- Assess opportunity to provide additional support across organisation in off phone time where workload and staff times can't be matched
- Assess and make recommendations regarding the physical space of the first point of Customer contact (desk)

In this context the deliverables of the review were:

- A Service Review report with meaningful recommendations
- Implementation plan for recommendations
- Ability to measure key metrics to support management in decision making
- Capture the areas of broader opportunity to improve customer experience across the organisation

4 Analysis and Findings

Currently, the CST does not have a 'single source of truth' for information relating to the customer and is entering data into multiple systems and spreadsheets. The service review sourced and reviewed data from the two-year period FY1516 through FY1617, across ten systems and spreadsheets used by the CST to collect, report and maintain customer related information and requests. Details of the systems and spreadsheets that are currently used by the CST are displayed in the Customer Contact Channel and Integration Diagram in Appendix 2.

The data from these multiple systems and spreadsheets was extensively analysed to identify and prioritise opportunities for improvement. During this phase of the review, gaps in data collection and information relating to a complete view of customer interactions were identified and temporary data collection was put in place to inform the review. Examples include the 'why' calls are transferred, quality monitoring of customer calls, and the 'why' customers who have their query resolved at the first point of contact at the CSC are coming in. These opportunities were then tested with the CST to establish if they matched a typical 'day in the life of a customer service consultant member', which they did.

There was also no systematic collection of 'voice of the customer' data and so a number of surveys, both in house and facilitated by an external party (CSBA), were commissioned. These covered our external customers who had recently interacted with our CST, internal customers of CST and our EM (see 'Appendices 9, 10 and 11'). Benchmarking of our customer service against the City of Tea Tree Gully and Bayside City Council in Victoria was delivered by CSBA.

Based on the analysis of the External Customer Survey, EM Feedback and Internal Customer Survey it was identified that a number of process improvements and the adoption of some technological solutions would have a significant positive impact on customer experience. These improvements, once implemented will form the foundation for more advanced and transformational improvements to customer experience at CoM.

Currently the City of Charles Sturt, City of Port Adelaide Enfield and CoM are engaged in the financial benchmarking of services, including the respective CST's. Unfortunately, this work was not at a point where it could be incorporated into this review. It will be considered in the April 2019 Benefits Realisation Review. In addition, a survey has been sent out to Customer Service Managers across the state to seek benchmarking information regarding resourcing, volumes, etc. This survey information will also be considered at a later date as insufficient responses were received at the conclusion of the review.

An external change that will have a significant impact on the demand of the CST is the Dog and Cat Online (DACO) system, an initiative of the Dog and Cat Management Board due to launch 1 July 2018. The full benefit of the system, where

customers can manage dog registration renewals independently online, amongst other dog-related services, will not be realised until FY1920 as the workload may increase in the short term to manage the change with our customers.

As a part of the review, the option of outsourcing elements or the whole of the CST was considered. This option was not pursued based on the Customer Experience Charter and the long-term strategy of reducing low complexity, high volume contacts to free up capacity to deliver the high value-add relationship management our customers are seeking for complex local government specific matters.

Whilst the improvements identified will impact demand on the CST, it is recommended that the organisational structure and resourcing be maintained, with minor adjustments to roles, in the foundational Year 1 to enable the delivery of the service review recommendations without a negative impact on service delivery. Post Year 1, the Benefits Realisation Review will identify appropriate resourcing based on the actual improvements delivered. This foundational year allows for capability building within the team.

Key findings and associated recommendations from this analysis are displayed in Table 1. Detailed analysis and findings to support these recommendations are included in Appendices 3 through to 8.

Table 1: Key findings and associated recommendations

| No. | Recommendation | Why? | Benefit |
|-----|--|--|---|
| 1 | <p>Implement Interactive Voice Response for calls related to the following areas:</p> <ul style="list-style-type: none"> Waste & Recycling – transfer to Solo Resource Recovery (contractor) Payments – transfer to 24/7 payment service Development Services – transfer to specialist Rates – transfer to specialist | <ul style="list-style-type: none"> Currently these four categories form the highest contacts for customers by the call channel These are either high volume, with the potential for automation e.g. payments, or require specialist expertise e.g. Development Services queries For the Solo Resource Recovery transfers these are to an external vendor and CST cannot resolve these queries Reduce the call abandonment rate (currently 9%, Industry best practice 3%) | <ul style="list-style-type: none"> Reduces the number of calls handled by CST by an estimated 10% (in the first year) Reduces the level of double handling due to call transfers Reduces the number of abandoned calls Establishes a customer self-service option Customers could potentially call out of hours and still utilise self-service Potential to reduce casual staff levels during non-peak seasonal periods due to decreased volumes CST could be further trained in those categories that have high volume and high complexity (further reducing need for customer transfers) Upskill existing CST staff to shift from transactional management to relationship management |
| 2 | <p>Strengthen digital channel uptake to enable customers to self-serve by promoting the existing online services:</p> <ul style="list-style-type: none"> Development Assessment progress tracking Payments – Dog and Parking Fines, Rates, Invoices, Dog Registration Live Chat capability <p>In addition, consider implementing an online JP booking system.</p> | <ul style="list-style-type: none"> Currently very small uptake of digital channels versus call and face-to-face channels and limited promotion of the available digital options Strategically targeting increased digital uptake will reduce labour intensive call and face-to-face channel contacts Development services related queries make up 12% of the 'why' of first contact resolution, the low complexity, and low value added contacts. Most of these queries can be tracked online. Payments either over the phone or face-to-face with a credit card comprise 5% of first contact resolution queries. All of these can be managed online by the customer | <ul style="list-style-type: none"> Meet customer's shifting needs and expectations of expanded online services offerings e.g. submitting customer requests Improves customer experience Leverages the digital channel to reduce the volumes in the call and face-to-face channels Establishes a 24 hour customer self-service option Supports CoM to stay relevant to digital trends |
| 3 | <p>Simplify the Hard Waste booking process for customers by undertaking a process improvement team approach</p> | <ul style="list-style-type: none"> Hard Waste queries account for 32% of all CERs raised by CST | <ul style="list-style-type: none"> Reduce call volumes to the CST Improve the customer experience |

| No. | Recommendation | Why? | Benefit |
|-----|---|--|--|
| 4 | <p>Improve the customer experience when visiting the Administration Building by:</p> <ul style="list-style-type: none"> Combining Development Services and Customer Service counters (one stop shop) Providing customer self-service terminals (payments, DACO) Providing private spaces for discussions that are safe for staff Improving JP room amenity and waiting area | <ul style="list-style-type: none"> On average 130 customers attend the administration centre daily and travel a confusing path between counters Almost 100% of first contact resolution at the CSC is a payment, 75% of these payments are via Eftpos | <ul style="list-style-type: none"> Increased customer experience and satisfaction when visiting the Administration Building Self service terminals for payments will reduce payments at the counter |
| 5 | Implement a systematic call quality monitoring process | <ul style="list-style-type: none"> 73% of customer contacts are currently via the call channel Key finding from external survey that customers value knowledgeable staff, quality monitoring establishes adherence to the scripts in knowledge base for providing consistent, up to date and accurate information to customers Currently no systematic process to monitor call quality in place Best practice call centre management | <ul style="list-style-type: none"> Enables management oversight into; <ul style="list-style-type: none"> CST performance CST compliance to knowledge base Provides opportunity to pinpoint issues and improve the overall quality of service customers receive Provides a valuable insight into customer needs allowing for continuous improvement and enhancement |
| 6 | Implement a suite of 'Metrics that Matter Most' as a management tool to drive customer experience; including complaint rates and time taken to close CER (see Appendix 12 for an example dashboard) | <ul style="list-style-type: none"> Currently the CST input data into multiple spreadsheets that are static and have limited reporting functionality CST Leadership have few operational management tools to manage the CST Current call abandonment rates (9%) are high when compared with great customer experience organisations | <ul style="list-style-type: none"> Provides timely CST performance metrics that support decision making regarding resources Improves customer experience by measuring what matters most to our customers |

| No. | Recommendation | Why? | Benefit |
|-----|--|---|---|
| 7 | <p>Review the roles and responsibilities, whilst maintaining the current FTE, for the CST to support delivery of the improvements and future demands of the team including the elimination of non-core customer experience tasks e.g. internal phone number management.</p> <p>It is recommended that any vacancies in the current structure are filled with short term contracts.</p> | <ul style="list-style-type: none"> • Current roles and responsibilities support service delivery model of high call, high face-to-face and low digital contact • Currently when compared to industry standards CoM CST has; <ul style="list-style-type: none"> ◦ high abandonment rates ◦ high Average Handling Time • Future trends of the customer experience are driving digital demand from customers | <ul style="list-style-type: none"> • Sets the CST up for success to implement the recommendations from the service review • Drives benefits realisation • Supports Workforce Planning |
| 8 | Fully implement the Dog and Cat Management Board initiative of the Dog And Cat Online (DACO) system | <ul style="list-style-type: none"> • 5% of all CERs are related to dogs • 5% of total calls are related to dogs • 4% of first contact resolution queries are dog related • Elimination of annual dog tag postage costs (currently \$7,000) | <ul style="list-style-type: none"> • Eliminates dog tag postage costs • Significant reduction in all general dog related contacts |
| 9 | Fully implement the use of the Knowledge Base Enquiry Module in Open Office CES to capture customer contacts by channel and category to demonstrate and inform future improvements | <ul style="list-style-type: none"> • Implemented during service review and makes sense to continue • Captures the first contact resolution queries that our customers make • Eliminates two manual data collection processes and the associated spreadsheets | <ul style="list-style-type: none"> • Provides a holistic view of why our customers contact us in an existing corporate system • Reduces the number of different systems and spreadsheets CST are using including elimination of manual 'clicker counters' • Supports dashboard reporting out of the Open Office system |
| 10 | <p>Review the Customer Payment Process including:</p> <ul style="list-style-type: none"> • Understanding the uptake of the various options offered • Monitoring customer payments by channel • Consideration of electronic invoices, rates, etc. • Reviewing the layout of all notices and invoices <p>Including consideration of customer demographic</p> | <ul style="list-style-type: none"> • Currently 5% of first contact resolution is for epayments • Difficulty in obtaining a clear view of payments by channel | <ul style="list-style-type: none"> • Reduction of customer payments at the CSC • Reduction of customer payments processed by CST over the phone • Clear understanding of payments by channel to inform future improvement |
| 11 | <p>Reduce the postage costs at CST by conducting a process improvement approach including:</p> <ul style="list-style-type: none"> • Development Services Mail • Consideration of electronic mail for some customer communication • Hard copy Tip Tickets | <ul style="list-style-type: none"> • Current cost of postage is \$100k annually | <ul style="list-style-type: none"> • Reduction in postage costs • Reduction in operational budget for CST |

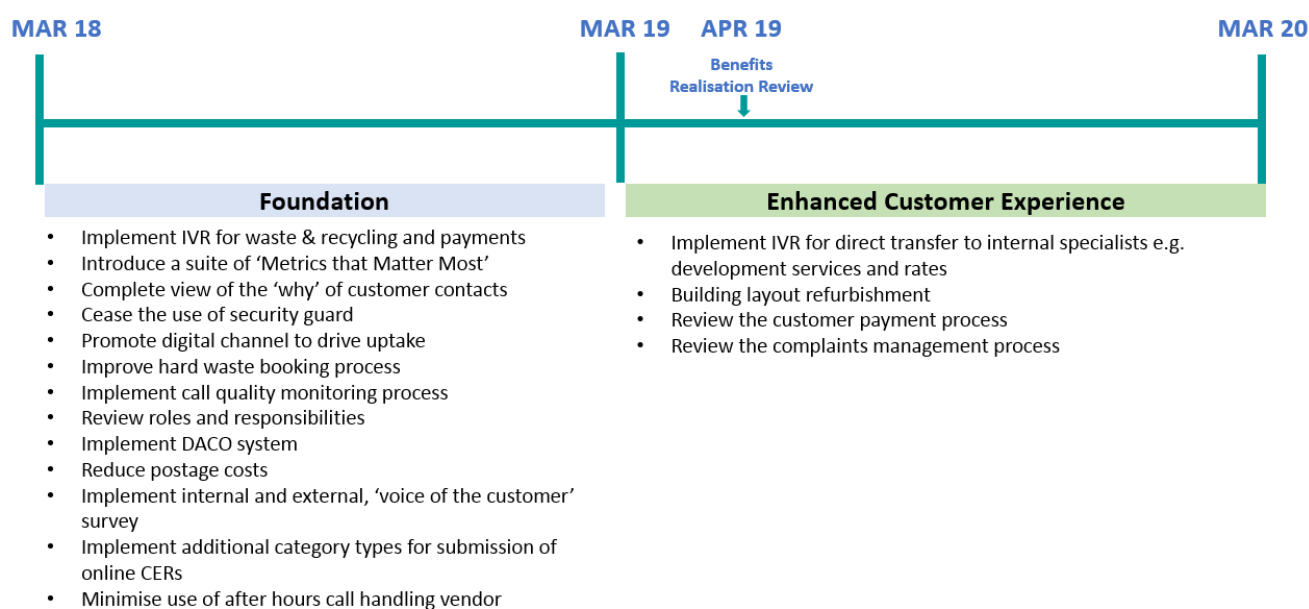
| No. | Recommendation | Why? | Benefit |
|-----|--|---|--|
| 12 | Implement a regular Internal and External 'Voice of the Customer' survey e.g. Net Promoter Score Ensure that demographic and contact channel is captured. | <ul style="list-style-type: none"> Currently, there is no systematic process to collect and consider the voice of the customer for CoM Our customers have told us that they value: <ul style="list-style-type: none"> Timely communication Knowledgeable staff Timely resolution | <ul style="list-style-type: none"> Improvement in customer satisfaction and experience Understand the impact of the implementation of the service review recommendations on customer experience |
| 13 | Allow customers to generate CERs for the most common category types e.g. dumped rubbish, by expanding the categories able to be submitted online | <ul style="list-style-type: none"> 90% of the 30,136 CERs raised come via the call channel Currently only 12 subcategories are available to our customers to submit as requests online | <ul style="list-style-type: none"> Significant opportunity to reduce call volumes Increase customer experience and satisfaction Reduction in face-to-face CER volumes Potential to electronically close the loop with the customer for their request submitted |
| 14 | Minimise the use of afterhours fee for service call handling by eliminating calls when CST is available by implementing process improvements identified | <ul style="list-style-type: none"> Currently 23% of calls to the afterhours vendor were when CoM CST were available on the phones | <ul style="list-style-type: none"> Elimination of business hours calls to afterhours vendor resulting in \$7,200 savings |
| 15 | Cease the use of the security guard in the Administration Building foyer during the peak rates and dog registration period | <ul style="list-style-type: none"> There have been 3 reported incidents related to customer aggression since 2014 These incidents have been unrelated to rates or payments (the primary reason for the security guard) Guard is used during the peak ratings period 75% of payments at the counter are via eftpos | <ul style="list-style-type: none"> Operational cost saving of \$8,000 |
| 16 | Review the newly implemented Complaints Management Process for effectiveness and broader application | <ul style="list-style-type: none"> New complaints handling process implemented in Oct 17 out of scope for this review | <ul style="list-style-type: none"> Confirm the benefits of the new process |
| 17 | Review benefits realised post Year 1 implementation | <ul style="list-style-type: none"> Confirm Benefits realised Adjust resourcing to actual demand | <ul style="list-style-type: none"> Ability to demonstrate improvements delivered |

5 Benefits Realisation

It is recommended that there is a Benefits Realisation Review in April 2019 to assess the progress against the recommendations and the impact that the delivery of these have had to ensure that the predicted benefits are being realised. This review would include establishing the impact on demand and the appropriate level of resourcing to service that demand. This is in addition to regular reporting to the ELT and Finance and Audit Committee.

6 Implementation Plan

Based on the current reality of the CST, the implementation of the review recommendations have been phased to reflect a year of setting the foundation for excellence in customer service, followed in the second year by building on that foundation to transform and enhance our customer experience. A timeline is displayed below. For a detailed implementation plan and the associated benefits and savings see Appendix 13.



7 Acronym and Definitions List

Table 2: Acronym List

| Acronym | Expansion |
|----------------------|---|
| CER | Customer Event Request |
| CES | Customer Event System |
| CoM | City of Marion |
| CS | Customer Service |
| CSBA | Customer Service Benchmarking Australia |
| CSC | Customer Service Counter |
| CST | Customer Service Team |
| DACO | Dogs and Cats Online an initiative of the Dog and Cat Management Board to provide a single database across SA for the management of Dogs and Cats |
| DS | Development Services |
| DSC | Development Services Counter |
| FY | Financial Year |
| IVR | Interactive Voice Response is a technology that allows a computer to interact with humans through the use of voice and DTMF tones input via a keypad. |
| JP | Justice of the Peace |
| MS Excel Spreadsheet | Microsoft Excel Spreadsheet |

8 Appendices

| Appendix No. | Title |
|--------------|---|
| 1 | Roles and Responsibilities |
| 2 | Overall Customer Contact |
| 3 | Customer Event Requests - All Contact Channels |
| 4 | First Contact Resolution - All Contact Channels |
| 5 | Call Channel Management - Business Hours |
| 6 | Call Channel Management - After Hours, Business Overflow and Service Disruption |
| 7 | Face-to-Face Channel Management |
| 8 | Digital Channel Management |
| 9 | Voice of the External Customer |
| 10 | Voice of the Internal Customer |
| 11 | Voice of the Elected Members |
| 12 | Example of 'Metrics that Matter Most' |
| 13 | Recommendations Implementation Plan |

Appendix 1 Roles and Responsibilities






The CSTs are multi-skilled staff who rotate through a number of workstations with defined roles (see Figure 1) within the CSC.

Figure 1: Workstations and Responsibilities (displays only CST responsibilities)

| | |
|---|--|
|  Unit Manager | <p>Core responsibilities:</p> <ul style="list-style-type: none"> Managing team performance Leadership and coaching team to meet targets Resource Management, rostering and intra-day management |
|  Coordinator | <p>Core responsibilities:</p> <ul style="list-style-type: none"> Preparing daily, weekly and monthly reporting of the measures Running the daily production meeting Back up to Unit Manager for intra-day management of volumes to meet |
|  Cashier 1, 2 & 3 | <p>Core responsibilities:</p> <ul style="list-style-type: none"> Payment transactions Balancing money at the end of the day Coverage during breaks <p>* Cashiers 2 and 3 are not full time</p> |
|  Work Station 1 | <p>Core responsibilities:</p> <ul style="list-style-type: none"> Phone handling Cashier backfill Preparation for opening of centre |
|  Work Station 2 | <p>Core responsibilities:</p> <ul style="list-style-type: none"> Phone handling Preparation of outgoing mail |
|  Work Stations 3, 4, 5 & 6 | <p>Core responsibilities:</p> <ul style="list-style-type: none"> Phone handling <p>Other responsibilities:</p> <ul style="list-style-type: none"> Updating door notices Processing of petty cash Receiving deliveries Management of Lion's Club Sales Preparing Justice of the Peace room Management of cat cages Ordering of name badges for all Council staff Phone handling of internal calls Management of new dog registrations |
|  Administration | <p>Core responsibilities:</p> <ul style="list-style-type: none"> Monitoring and management of online services (snap, send and solve, live chat and social media) Monitoring and management of Customer Service email inbox Records management |



Overall Customer Contact via Channel

| Channel | Method | % of monthly customer contacts (average) |
|--|--|--|
|  Calls | <p>Customer call handling by the CST, during business hours (8.30am to 5.00pm Monday to Friday)</p> <p>Customer call handling management by external vendor after business hours, business overflow and during service disruption</p> | 73% |
|  Face-to-Face | <p>Face-to-face customer contact handled by the CST during business hours (8:30am to 5:00pm Monday to Friday)</p> <p>Face-to-face customer contacts at the DS counter and JP service during business hours (8:30am to 5:00pm Monday to Friday)</p> | 27% |
|  Digital | <p>Management of the digital channel by the CST including website, email, social media and mobile applications</p> | NA* |
| Other/NA | <p>Other via a letter, fax other.</p> <p>NA when a channel method was not available i.e. detail was not entered</p> | NA* |

*NA: Interactions are not recorded or not readily available for these channels and from broader analysis it is clear that these channels have low uptake/volume

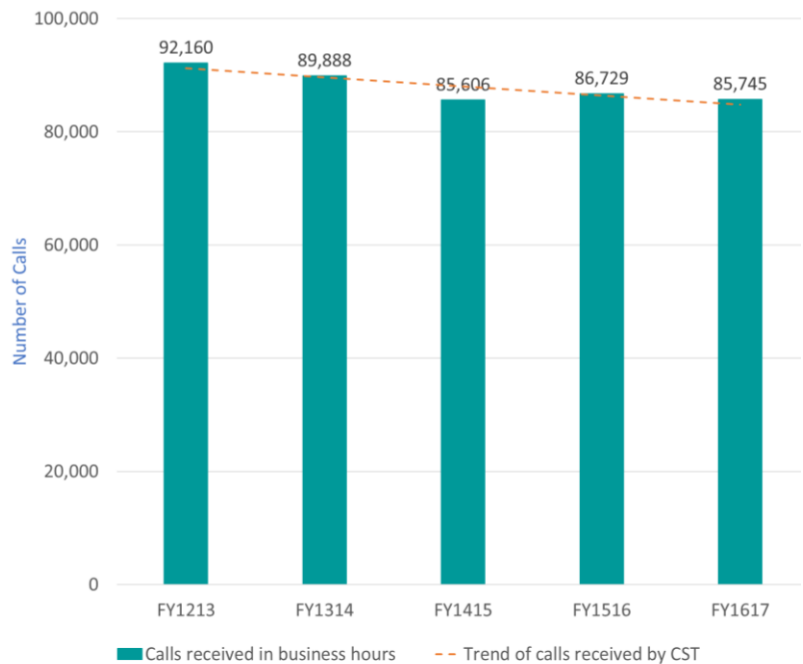
Overall Customer Contact



Overall Customer Contact Statistics (Various financial years)

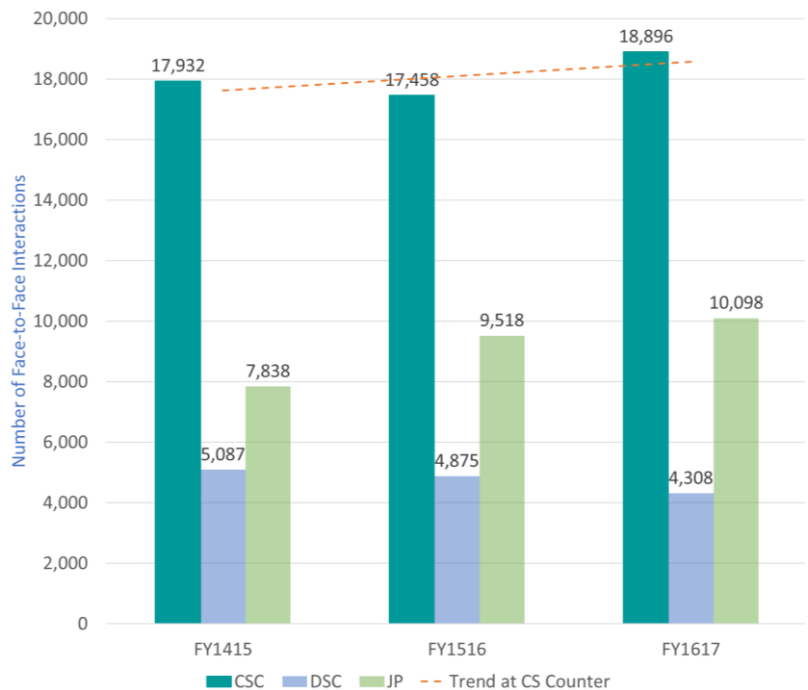


Customer Call Channel Yearly Interaction Patterns



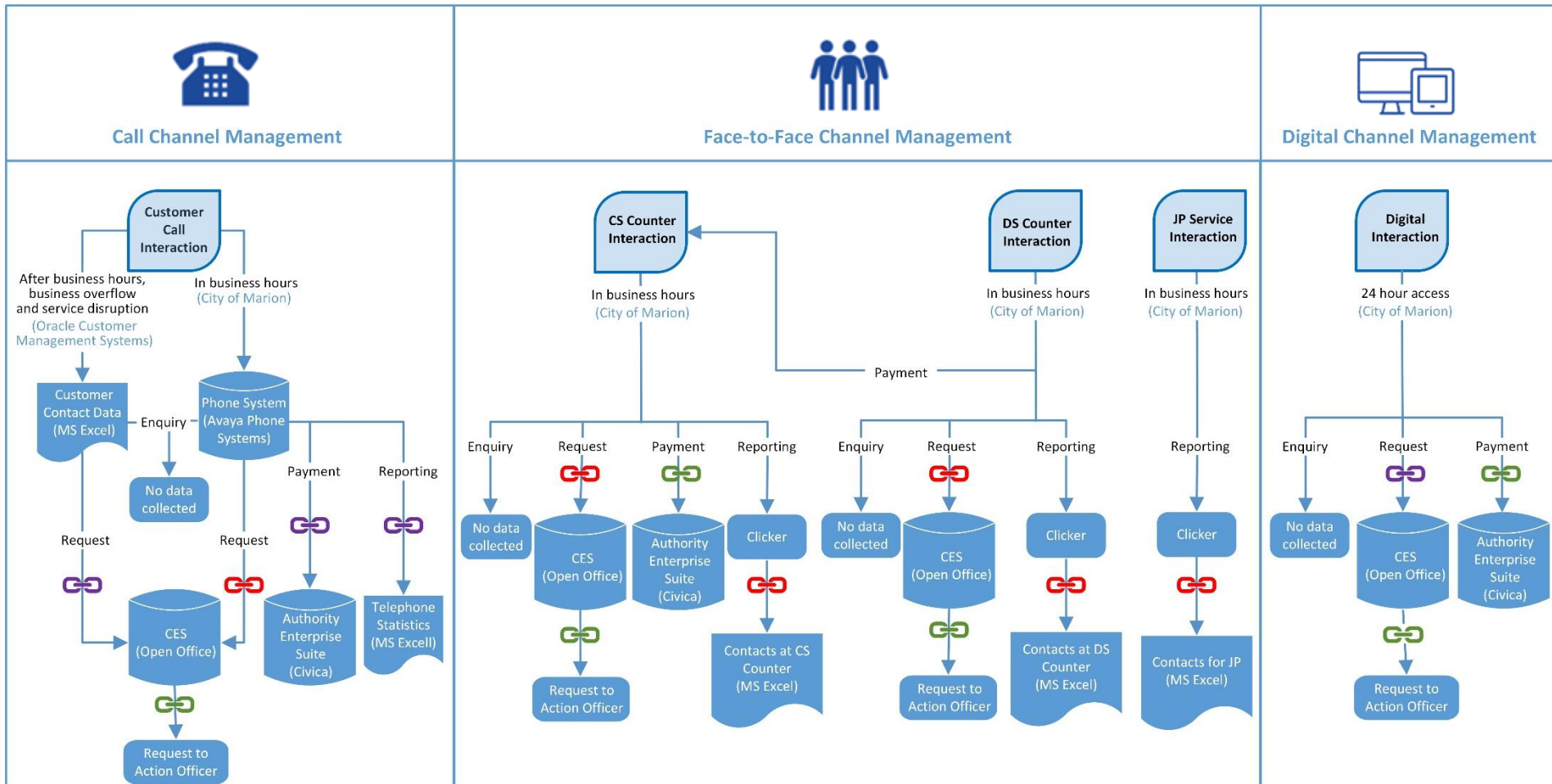
Customer Face-to-Face Channel Yearly Interaction Patterns

CS Counter
DS Counter
JP Service



Overall Customer Contact

Customer Contact Channel and Integration Diagram - Current



Note that there is inherent inaccuracy in the manual sources of data collection, hence the data and analysis are qualitative not quantitative.

| LEGEND | |
|---|---|
|  | = Data connection (automatic) |
|  | = Data connection (manual) |
|  | = Data connection (both automatic and manual) |
|  | = Data store |
|  | = Process |
|  | = Document |

| COMMENTS | |
|---------------------|--|
| Enquiry | = Resolved without a CER being raised |
| Request | = CER raised |
| Business Hours | = 8.30am to 5pm Monday to Friday |
| Digital Interaction | = Website, social media, email and live chat |
| Clicker | = Manual counting device |

Appendix 3

Customer Event Requests

What does it incorporate?

CERs raised to record and assign requests, requiring action or follow up when a query can't be resolved in the first instance (first contact resolution*).

What is the history?

The Open Office Customer Event Module has been used by the CST since 2001 and is widely used across CoM with the exception of the Libraries and Neighbourhood Centres.

The module allows staff to manage and workflow customer queries and requests by category such as dogs and associated subcategories such as barking, attack and registrations.

The data captured in a CER is broad and includes information such as customer details, event category, source, location, date entered and anticipated completion date.

There are established service levels against each category that contain specific targets related to the category/subcategory and linked to the respective CoM team. When a service level is selected, the target completion date is auto populated based on the service level. Reports to monitor CER creation and subsequent close out have been created and are used to a varying degree across CoM.

What systems are used to manage data?

- Open Office CES

How is the data connected through systems?

- Automated process

What type of data is captured?

- Customer details (particulars)
- Customer requests (count and particulars)

How is the data used?

Customer details

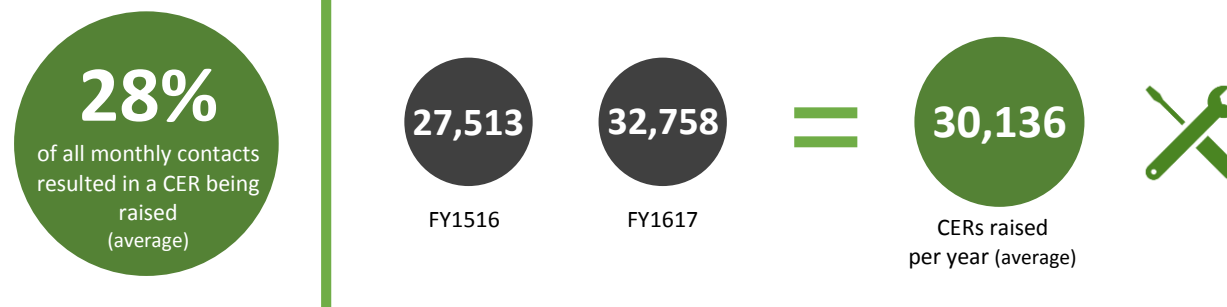
Customer details (name, address, phone number, etc.).

Customer requests

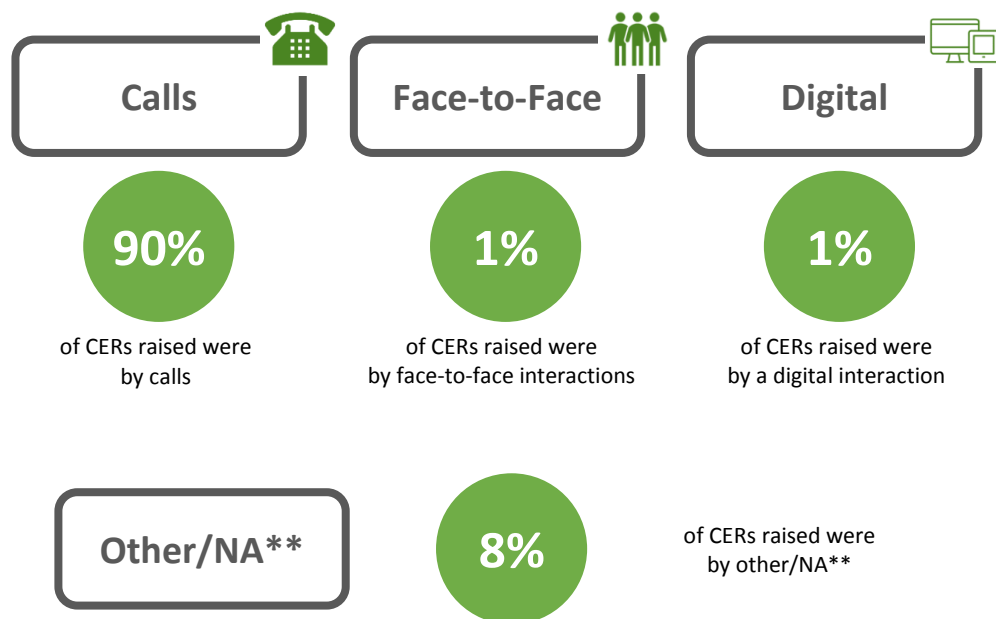
To record and assign CERs, including workflow management, requiring action or follow-up in CES (customer enquiries were not recorded prior to the service review).

Customer Event Request Interaction Statistics

(FY1516 and FY1617)



CER Communication Channel Methods



*'First contact resolution': Contacts from any channel that have not resulted in a CER being raised or a call transfer have been assumed to be resolved at the first point of contact.

**Other/NA: Other includes letter, fax and other (under 1%) NA is when a channel method was not available i.e. detail was not entered

Customer Event Requests

Customer Event Request Interaction Statistics

(FY1516 and FY1617)

CERs – Top 10 Categories (top 10 categories represent 79% of the total CER's)

Percentages based on total CERs raised via all channels

Remaining 21% span across 111 categories



Hard Waste

32%



Development Services
(Admin Support)

11%



Development Services
(Planning & Assessment)

10%



Rates

6%



Street Trees

6%



Dogs

5%



Dumped Rubbish

3%



Waste & Recycling

2%



Parking Offences

2%



Reserves/Ovals
Maintenance

2%

First Contact Resolution



What does it incorporate?

'First contact resolution' has not been routinely monitored at CoM and is defined as a customer contact from any channel that is resolved at the first point of contact. For the purposes of the service review, first contact resolution has been assumed as any contact that has not resulted in a CER being raised or a call being transferred. Predominantly, these interactions are low complexity e.g. general enquiries and payments. These interactions may also include contacts where the customer need is not met e.g. we do not provide the service they are enquiring about.

What is the history?

Historically, data has not been collected in the CES regarding the particulars behind 'first contact resolution' interactions, however in some instances a 'count' of interactions has been collected manually.

The CES has the capability via the Knowledge Base Enquiry Module to track 'first contact resolution' interactions including the particulars and count. During the service review, the CST used this functionality to provide a data sample of these interactions for analysis in the service review.

What systems are used to manage data?

- Avaya Phone System
- Manual Clicker to provide Count
- Multiple MS Excel Spreadsheets

How is the data connected through systems?

- Manual process

What type of data is captured?

- Call statistics (call centre performance data)
- Face-to-face customer contact (count)

How is the data used?

Call statistics

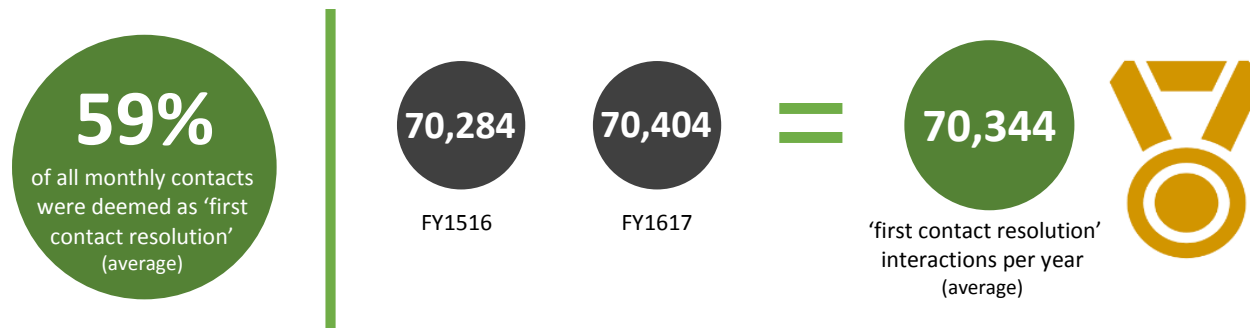
To understand call patterns (count of calls received/answered, abandonment rate, etc.).

Face-to-face statistics

To understand contact patterns, (count of face-to-face interactions at the CS Counter, DS Counter and JP services).

Customer 'First Contact Resolution' Interaction Statistics

(FY1516 and FY1617)



Customer 'First Contact Resolution' Interaction Statistics

(Data collected by CST testing the CES Knowledge Base Enquiry Module)

(4 weeks of data collected between November and December 2017)



First Contact Resolution



Customer 'First Contact Resolution' Interaction Statistics

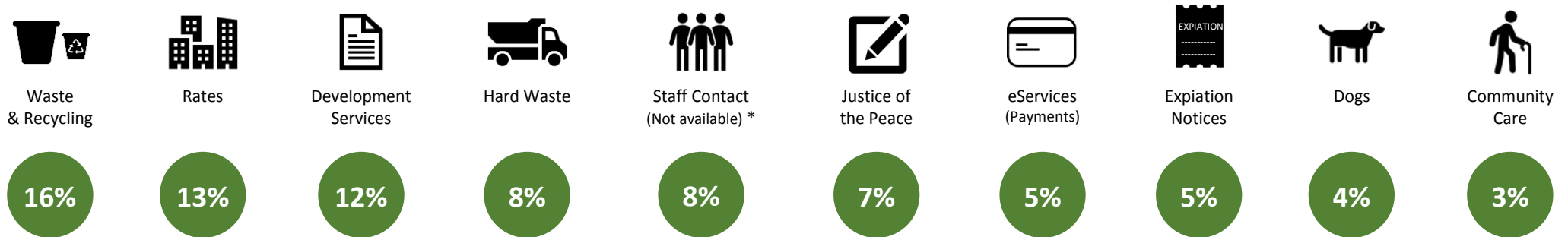
(Data collected by CST testing the CES Knowledge Base Enquiry Module)

(4 weeks of data collected between November and December 2017)

First Contact Resolution – Top 10 Categories

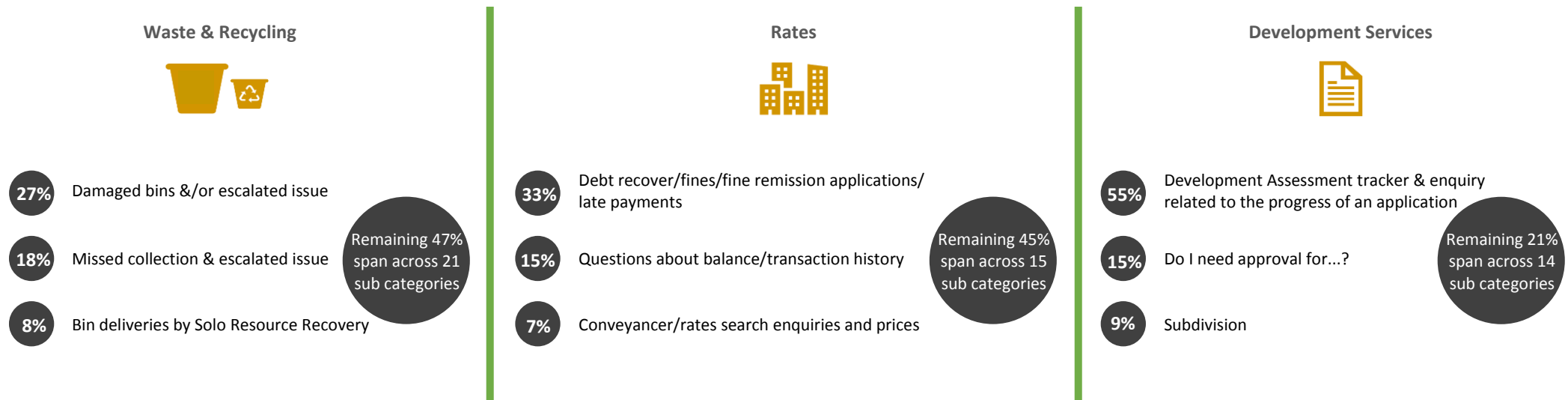
(top 10 categories represent 81% of the total 'first contact resolution' interactions)

Remaining 19% span across approximately 81 categories



First Contact Resolution – Sub Categories of Top 3 Categories

Percentages based on total 'first contact resolutions' per category



*Staff Contact (not available): Customer who requests to speak to a particular CoM staff member who cannot be located/contacted and chooses not to leave a message or disclose what it is regarding

Appendix 5

Call Channel Management – Business Hours



What does it incorporate?

Customer call handling by the CST, during business hours (FY1516 and FY1617) (8.30am to 5.00pm Monday to Friday).

What is the history?

The current telecommunication system, Avaya, for customer call handling has been used by CoM for approximately 15 years. During this time the vendor ownership and name has changed several times.

What systems are used to manage data?

- Avaya Phone System
- Open Office CES
- MS Excel Spreadsheet

How is the data connected through systems?

- Both manual and automated processes

What type of data is captured?

- Call statistics (call centre performance)
- Customer requests (count and particulars)

How is the data used?

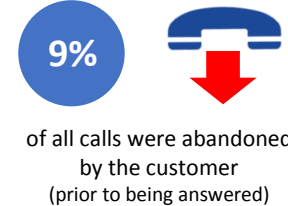
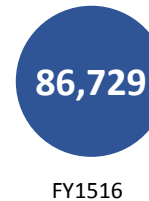
Call statistics

To understand call patterns (count of calls received/answered, abandonment rate, etc.).

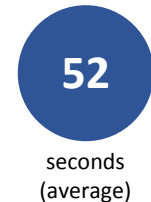
Customer requests

To record and assign CERs, including workflow management, requiring action or follow-up in CES (customer enquiries were not recorded prior to the service review).

Customer Call Handling Statistics



Response time
(wait time before
call answered)



Calls answered by CST
(average)

Calls abandoned by customer
(customer hung up)
(average)



6,565

621



1,515

143



315

30

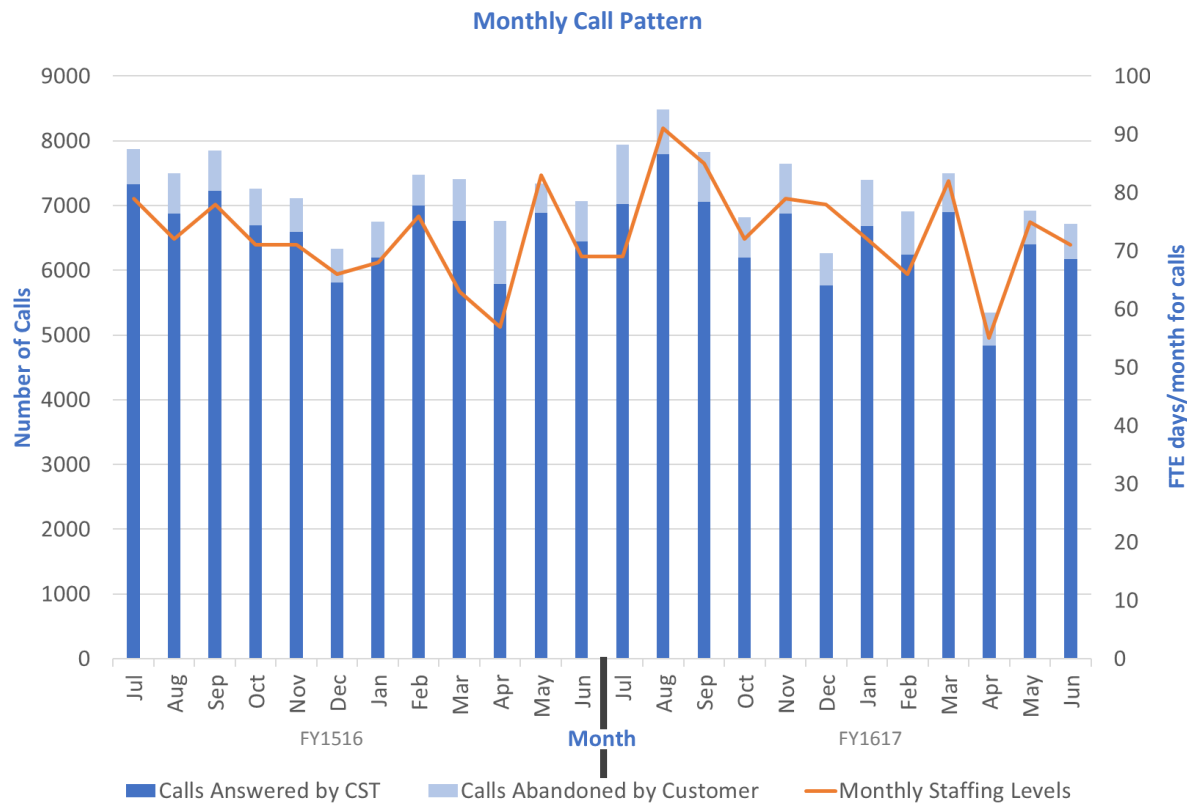


Call Channel Management – Business Hours



Customer Call Interaction Statistics

(FY1516 and FY1617)



There are **3.5FTE CST staff** logged in and ready to answer calls per day (average)



Each CST staff member answers **90 calls per day** (average)
(staff assigned to phones only)



Average call handling time **2 minutes and 48 seconds**

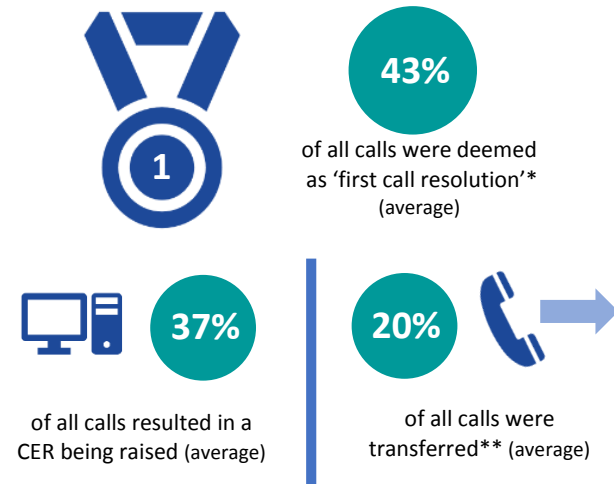


Call Channel Management – Business Hours



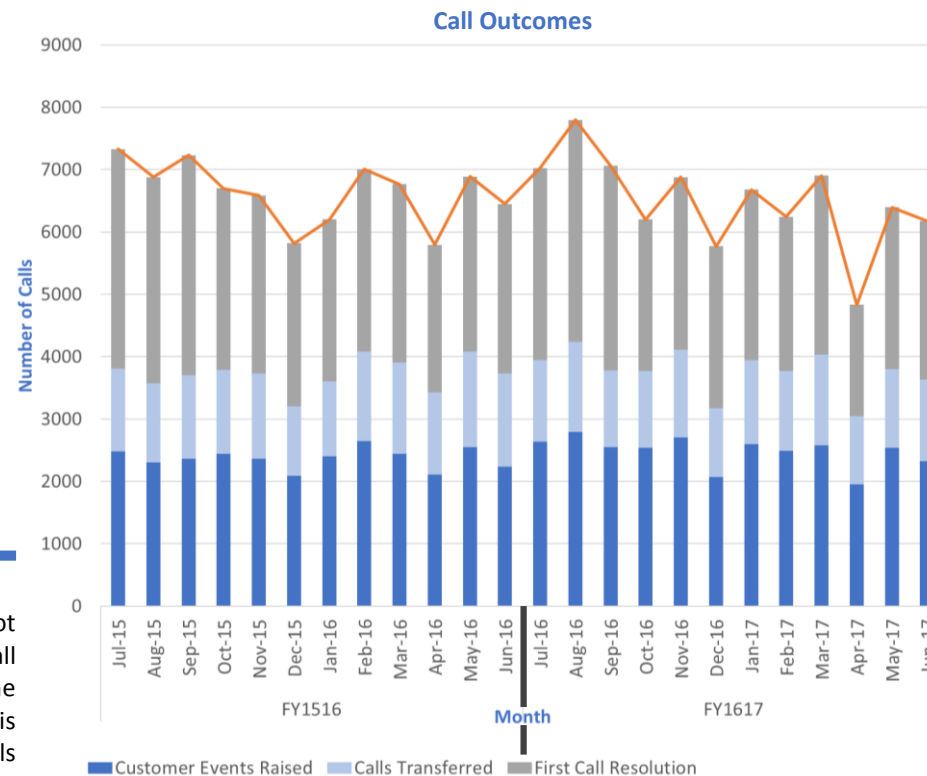
Customer Call Interaction Statistics

(FY1516 and FY1617)



'First Call Resolution'*

During the FY1516 and FY1617 period, data was not captured regarding the category or the 'why' of 'first call resolution'* interactions. During the service review the collection of the 'why' was implemented to enable analysis of the high volume, low complexity interactions. For details on these interactions, refer to the appendix 'first contact resolution'.



Call Transfers

During the FY1516 and FY1617 period, data was not captured regarding the category or the 'why' a call was transferred. During the service review, the CST took a manual count of what they considered to be the 'top 3' transfer categories.

Calls Transferred - Top 3 Categories

(4 weeks of data collected by CST between November and December 2017)



Call Quality Monitoring

To obtain further insight into customer call interactions, call quality monitoring was carried out during the service review. Multiple and varying subject matter customer call recordings received by CST during December '17 and January '18 were reviewed and evaluated against their adherence to the relevant KB Article* script. The review did not include evaluating the CST call handling skills, etiquette, problem solving abilities, etc.

The key findings highlighted that the CST:

- Generally provide satisfactory information to customers
- At times, do not fully adhere to the KB Article*** script i.e. provide some information/ask some questions however, do not cover all aspects of the script
- At times, only answer exactly what the customer is querying about and do not offer alternative options/information e.g. advising customer timeframe for registering new dog but did not provide any details on the registration/payment process or where this information can be accessed

*'First call resolution': Calls that have not resulted in a CER being raised or a call transfer have been assumed to be resolved at the first point of contact.

** Transfers include both externally and internally.

***KB Articles are within the Open Office CES and act as a resource for the CST (and others) providing a range of standard scripted responses for customers, based on categories.

Appendix 6

Call Channel Management – After Hours, Business Overflow and Service Disruption



What does it incorporate?

Customer call handling management by external vendor, after business hours, business overflow and during service disruption.

What is the history?

Since early 2017, Oracle Customer Management Solutions (CMS) has undertaken customer phone handling services for the CoM during occasions of need.

Prior to Oracle CMS, CoM used the services of Well Done International however transitioned to Oracle CMS when it became the preferred customer contact service provider for the Local Government Association.

Oracle CMS enter all customer calls received into a MS Excel Spreadsheet and send through to the CST who then examine and manipulate the data, importing necessary items into the CES.

What systems are used to manage data?

- Oracle CMS System (external)
- MS Excel Spreadsheet
- Open Office CES

How is the data connected through systems?

- Both manual and automated processes

What type of data is captured?

- Customer enquiries (count and minimal particulars)
- Customer requests (count and particulars)

How is the data used?

Customer enquiries

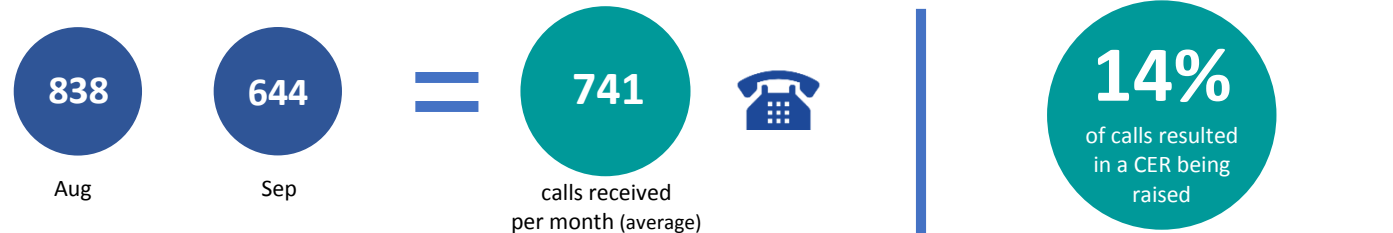
Data not currently used.

Customer requests

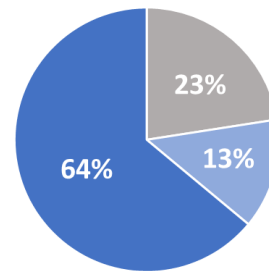
To record and assign CERs, including workflow management, requiring action or follow-up in CES (customer enquiries were not recorded prior to the service review).

Customer Call Interaction Statistics Sample

(August and September 2017)

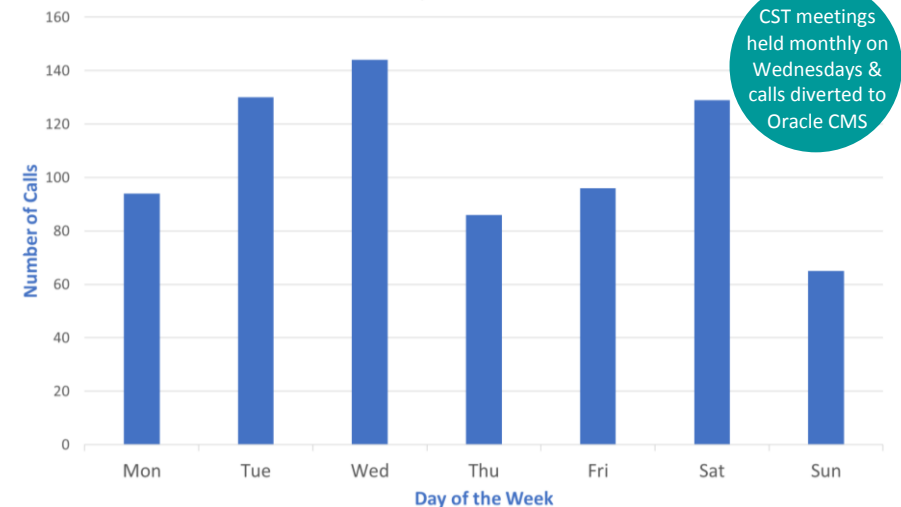


Calls Received Period



- During Business Hours (CST available)
- During Business Hours (CST not available)
- After Business Hours

Call Patterns (average)



Top 5 Reasons for Call

(top 5 reasons represent 84% of calls received by Oracle CMS)
Remaining 16% span across approximately 97 reasons

Dead line, hang up or no response

48%

Details not available/provided

20%

Customer will call during business hours

10%

Dogs – found and contained

4%

Parking – offence complaint

2%

Appendix 7

Face-to-Face Channel Management



What does it incorporate?

Face-to-face customer contact handled by the CST, during business hours (8:30am to 5:00pm Monday to Friday).

What is the history?

Since 2013, manual 'Clickers' have been used to record the number of face-to-face customer contacts on a daily basis at:

- CS Counter
- DS Counter
- JP services

The daily count numbers are recorded in three individual MS Excel spreadsheets, which are managed by each team respectively.

Prior to this, face-to-face customer contact was not consistently recorded.

What systems are used to manage data?

- 3 Manual 'Clicker' Counters
- Open Office CES
- MS Excel Spreadsheets
- CoM Website eServices (for processing payments)
- Authority (for payments)

How is the data connected through systems?

- Both manual and automated processes

What type of data is captured?

- Face-to-face customer contact (count)
- Customer requests (count and particulars)
- Customer transactions (count)

How is the data used?

Face-to-face statistics

To understand contact patterns (count of face-to-face interactions at the CS Counter, DS Counter and JP services).

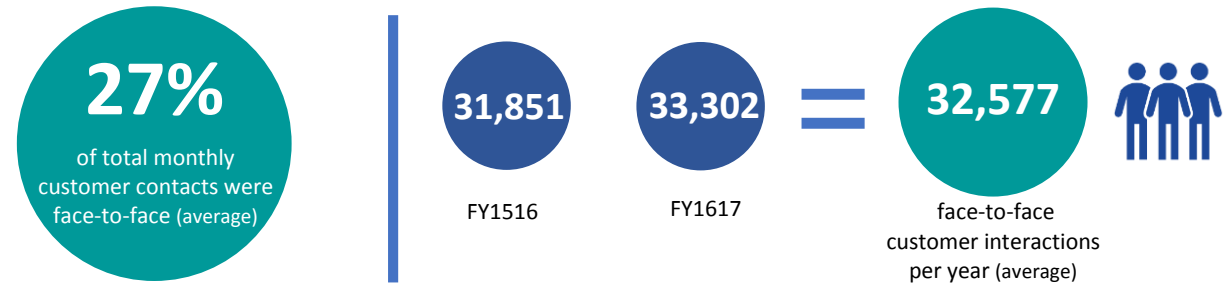
Customer requests

To record and assign CERs, including workflow management, requiring action or follow-up in CES (customer enquiries were not recorded prior to the service review).

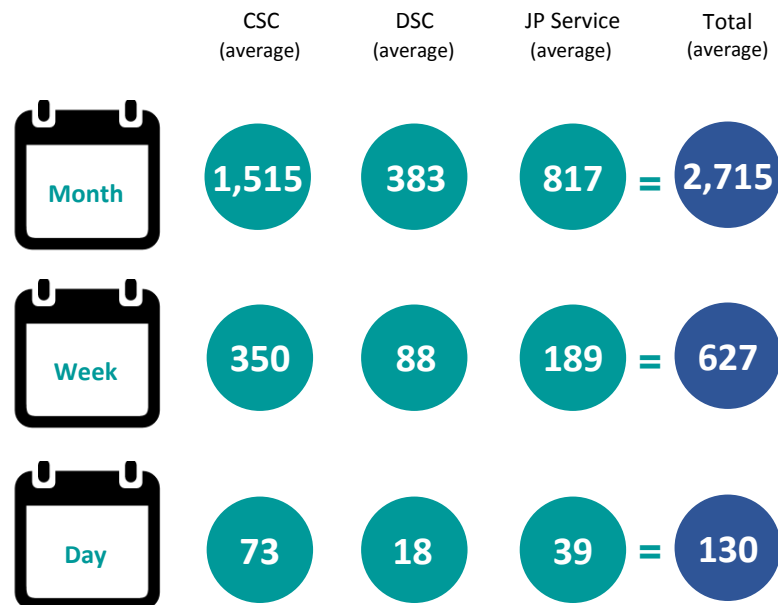
Customer transactions

To understand transaction patterns (payment transactions, etc.).

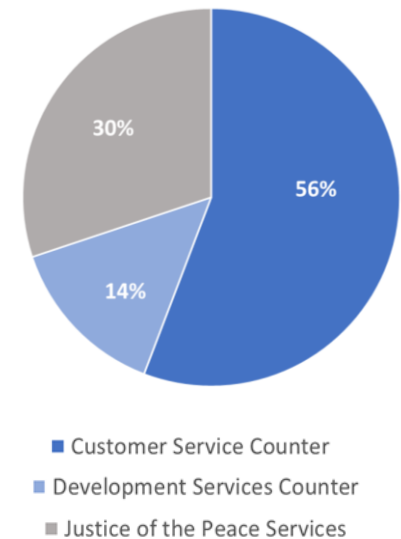
Customer Face-to-Face Interaction Statistics (FY1516 and FY1617)



Count of Face-to-Face Customer Interactions



Face-to-Face Customer Interactions



Face-to-Face Channel Management

Customer Face-to-Face Interaction Statistics

(FY1516 and FY1617)

There are 1.5FTE CST staff at the CS Counter per day
(estimate only)



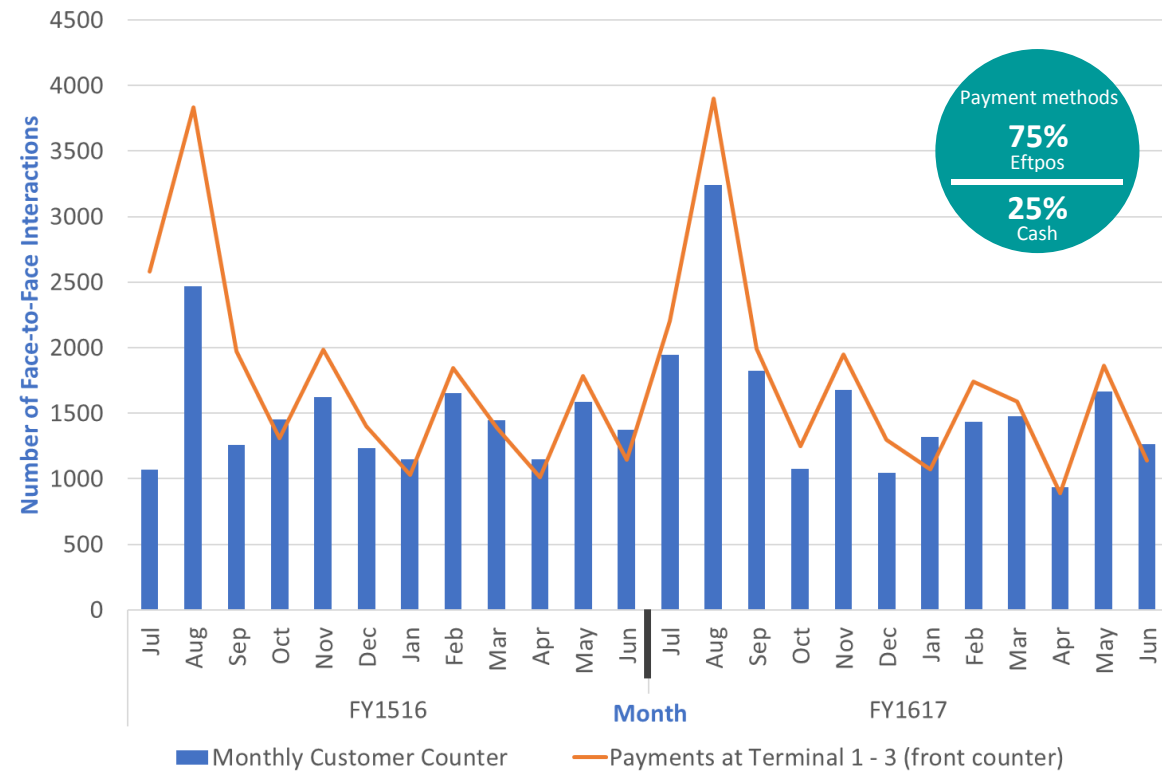
Additional terminals are opened during busy times and seasonal peaks for dog registrations and rates payments



98% of face-to-face interactions at the CS counter were for payments*



Count of Payments
(CS Counter)



'First Contact Resolution'**

During the FY1516 and FY1617 period, data was not captured regarding the category or the 'why' of 'first contact resolution'** interactions. During the service review the collection of the 'why' was implemented to enable analysis of the high volume, low complexity interactions. For details on these interactions, refer to the appendix 'first contact resolution'.

* Due to the inherent inaccuracies in the manual clicker counting process, the count of payments processed via the CS counter from Authority is higher than the clicker data recorded for face-to-face customers for the same period.

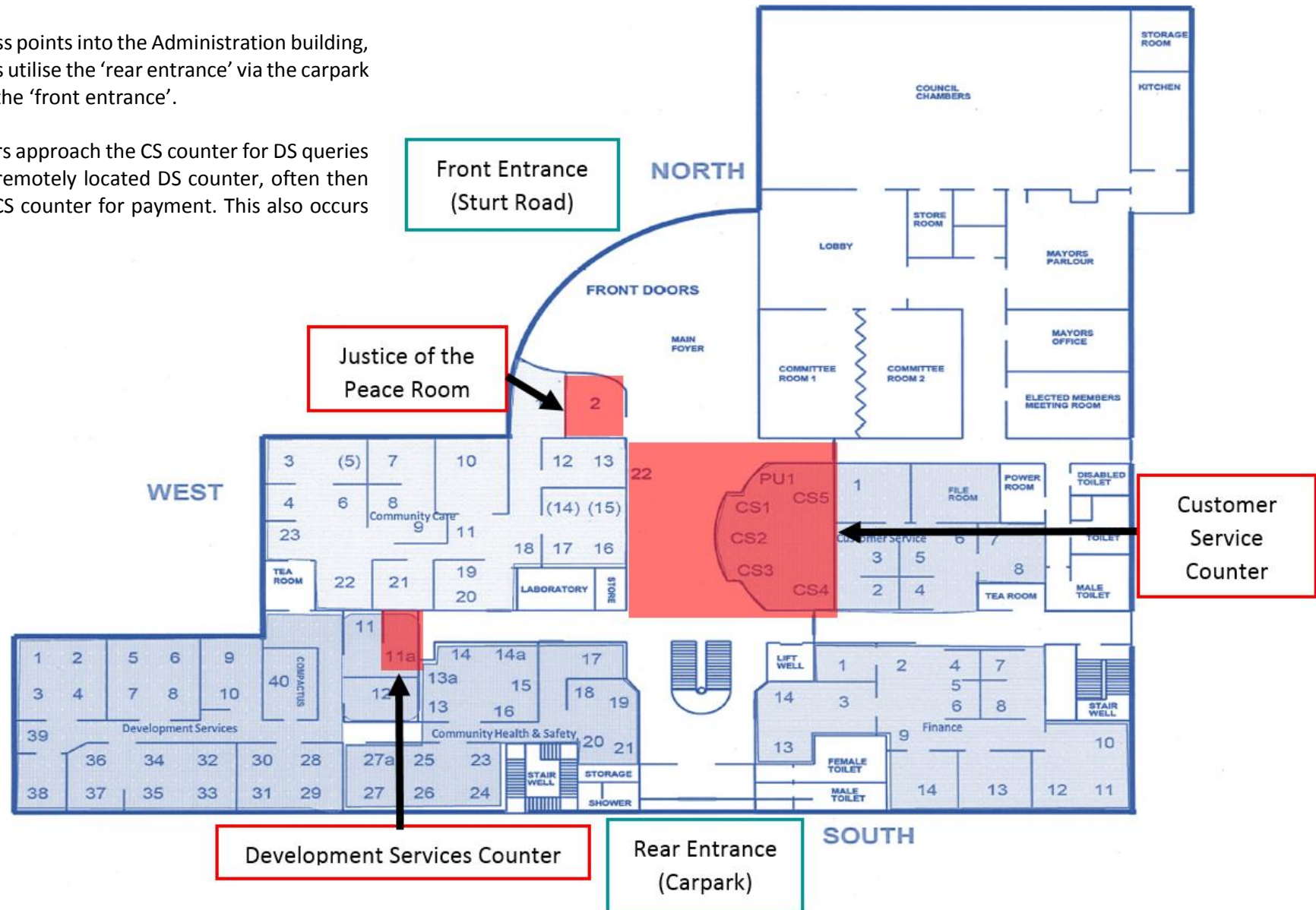
**'First contact resolution': Face-to-face contacts that have not resulted in a CER being raised have been assumed to be resolved at the first point of contact.

Face-to-Face Channel Management

Administration Service Delivery Points

There are two entry access points into the Administration building, the majority of customers utilise the 'rear entrance' via the carpark rather than entering via the 'front entrance'.

Currently many customers approach the CS counter for DS queries and are directed to the remotely located DS counter, often then re-directed back to the CS counter for payment. This also occurs for the JP service.





What does it incorporate?

The management of the digital channel by the CST. Digital channels include the following:

- CoM Website (including Live Chat)
- CS Email
- CoM Social Media (Facebook)
- Mobile Application (Snap Send Solve and My Local Services)

What is the history?

CoM has had an online presence for approximately 20 years, with a major website upgrade in 2012, which included the launch of the CoM social media accounts.

Currently, the CoM website is undergoing another major upgrade and will be migrated to a new platform in March 2018. The new website will feature a fresh and modern design with an aim to improve online customer experience.

What systems are used to manage data?

- Google Analytics
- Open Office CES
- MS Excel Spreadsheet

How is the data connected through systems?

- Both manual and automated processes

What type of data is captured?

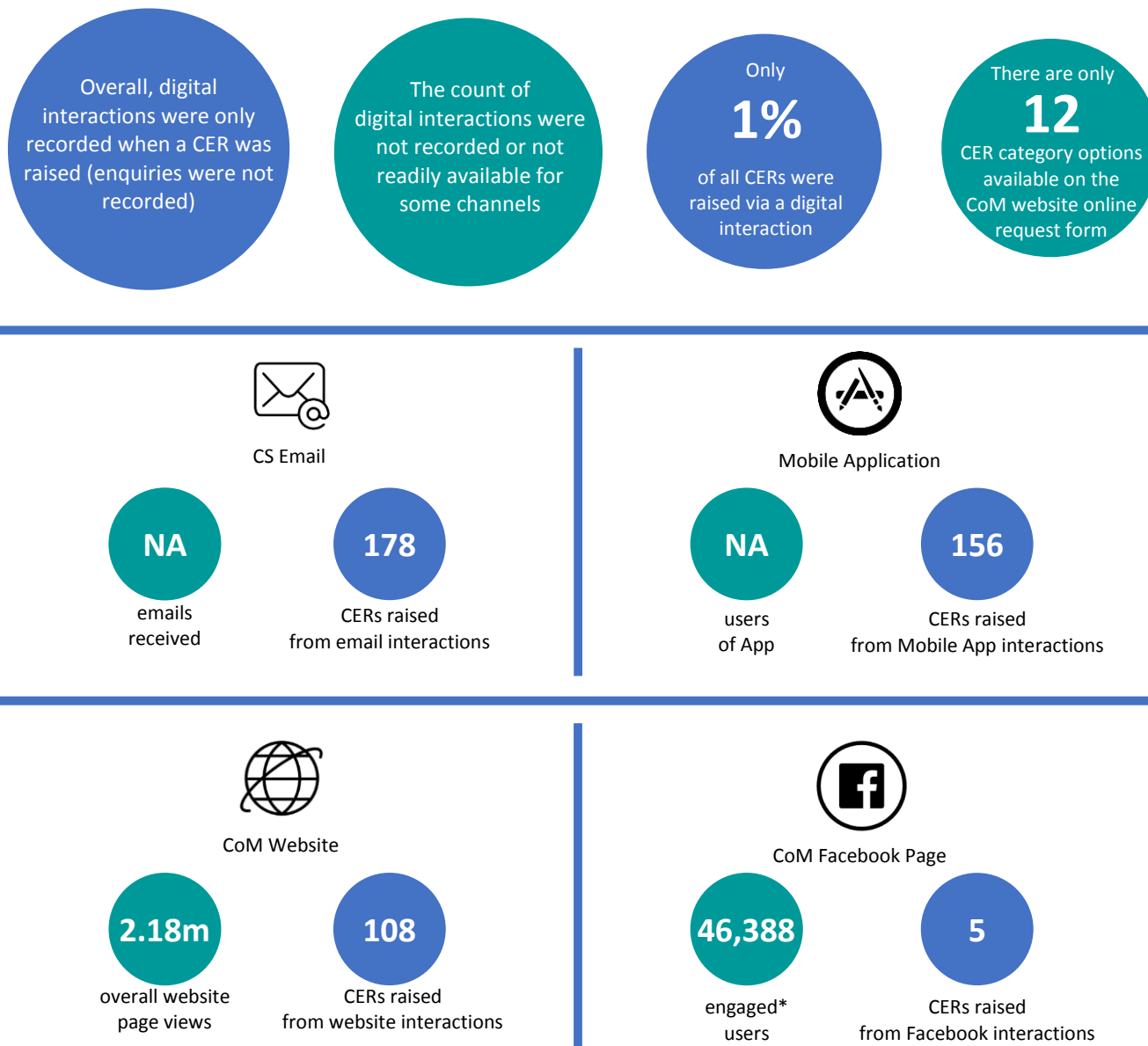
- Customer requests (count (some channels) and particulars)

How is the data used?

To record and assign CERs, including workflow management, requiring action or follow-up in CES (customer enquiries were not recorded prior to the service review).

Customer Digital Interaction Statistics

(FY1516 and FY1617)



*Engaged users: The number of people who 'engaged' with the page (includes any click or story generated)

Appendix 9

Voice of the External Customer



Currently there is no systematic way for the voice of the external customer to be collected and measured to improve customer experience.

To obtain an insight into the voice of the customer, CoM engaged Customer Service Benchmarking Australia (CSBA) to collect external customer feedback (by way of a survey) from those who had recently interacted with the CoM CST.

The survey conducted over a four-week period during November 2017, involved external customers answering a standardised set of questions via phone (using interactive voice response), email (web response) or an iPad located in the administration building foyer. Overall 461 surveys were completed with respondents remaining anonymous unless they requested to be contacted.

This research was then used in CSBA's benchmarking program to compare CoM's performance with the City of Tea Tree Gully (South Australia) and Bayside City Council (Victoria).

The key findings highlighted that CoM provides an overall above average service (when compared to the other two Councils) however, opportunity still exists to improve satisfaction by:

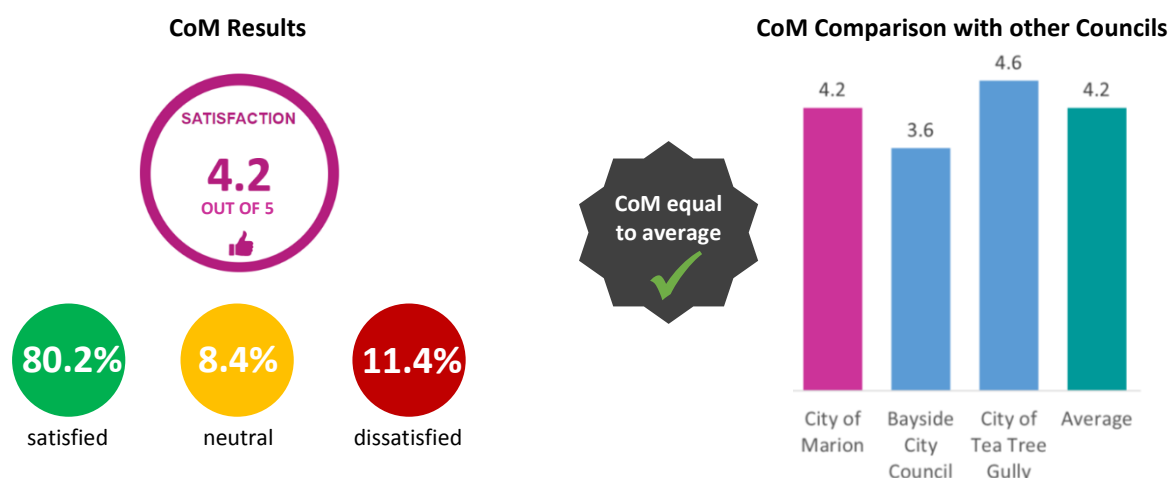
- Clearly identifying customer requests/queries to ensure appropriate response can be made (attention to detail)
- Resolving (where possible) requests/queries at the first point of contact
- Ensuring CST reference the KB Articles* to ensure relevant and accurate information and process is provided

An additional key finding of the survey was that our external customers most value:

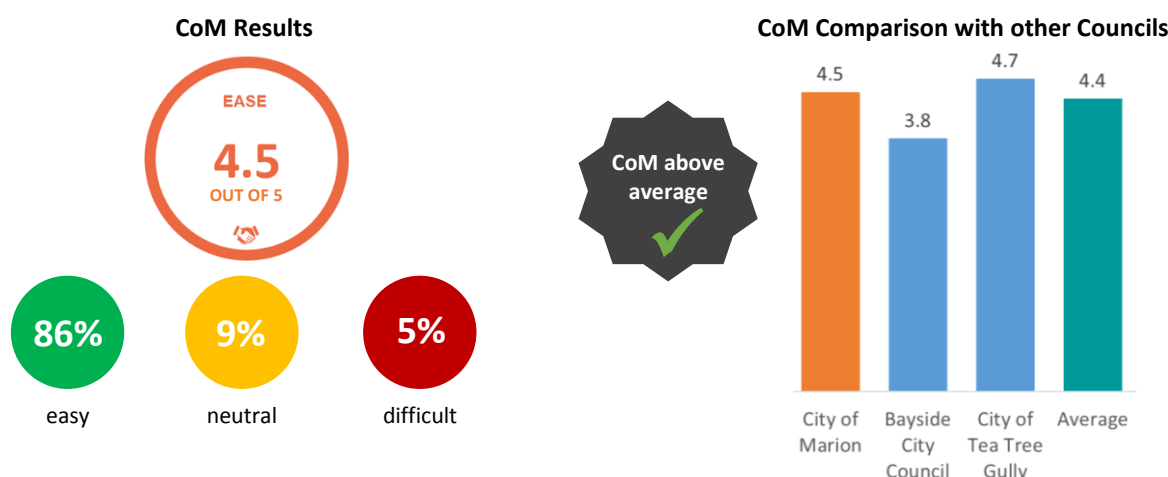
- Timely Communication (prompt response to request/query)
- Knowledgeable Staff (providing accurate information)
- Communication regarding the resolution of their request/query (closing the loop)

External Customer Survey Results (November 2017)

Overall satisfaction



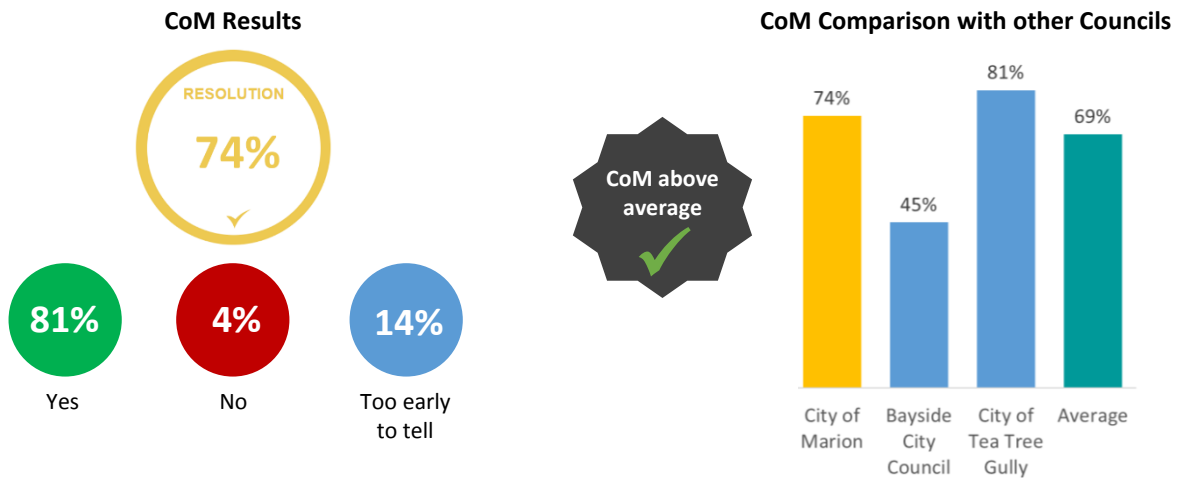
Overall ease



*KB Articles are within the Open Office CES and act as a resource for the CST (and others) providing a range of standard scripted responses for customers, based on categories

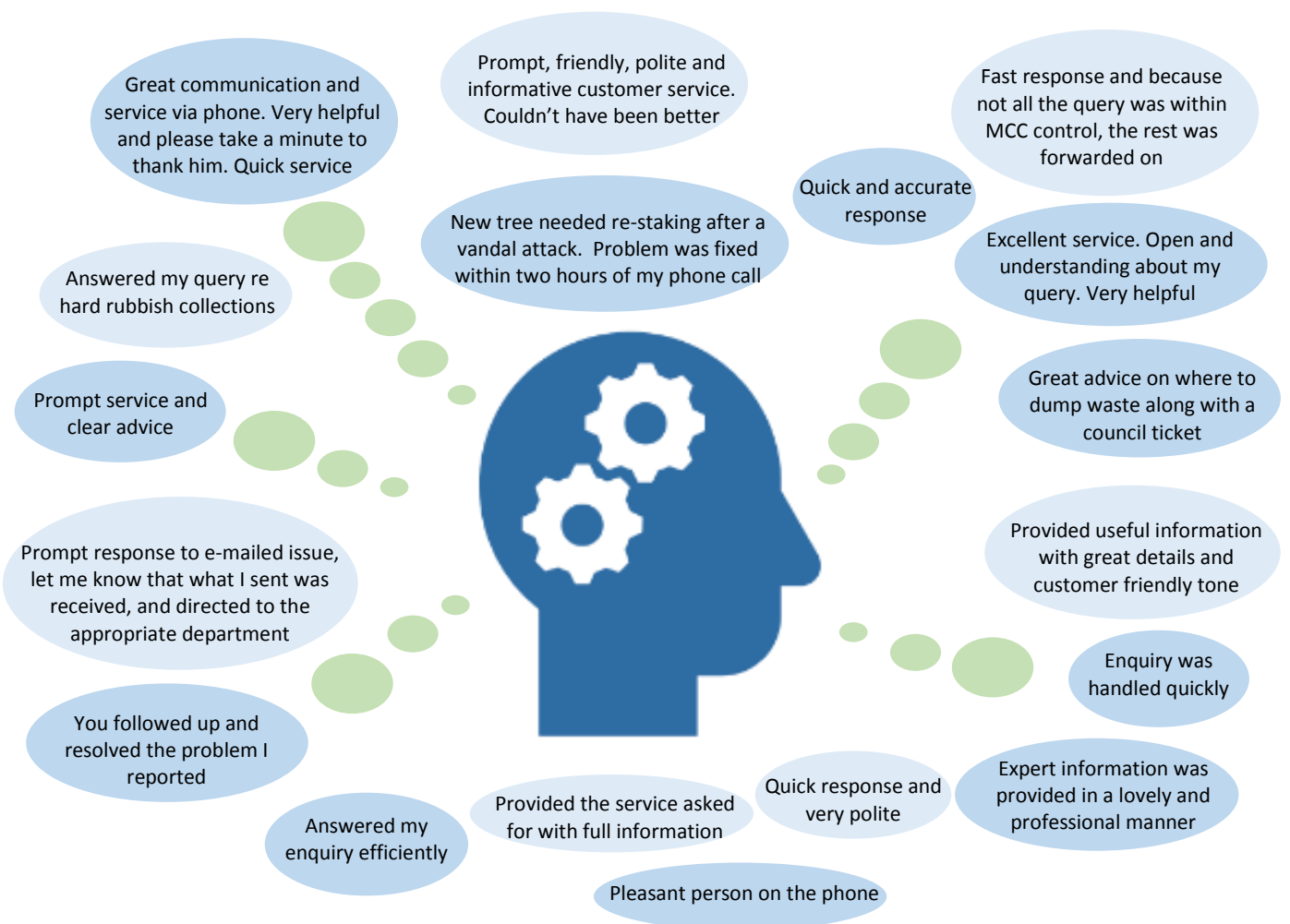
Voice of the External Customer

Overall resolution



What did we do well?

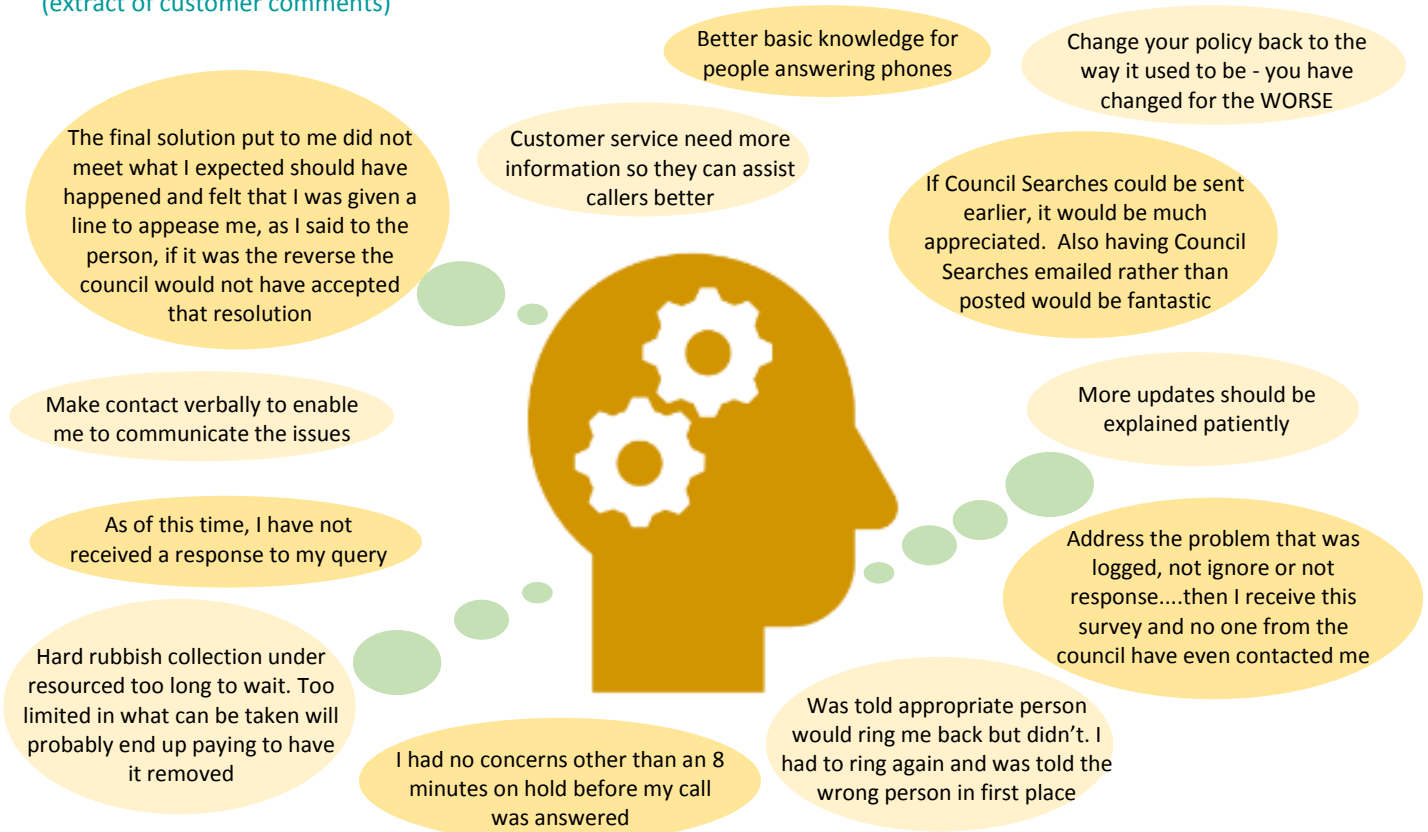
(extract of customer comments)



Voice of the External Customer

What can we do better?

(extract of customer comments)



Appendix 10

Voice of the Internal Customer



To obtain an insight into the voice of the internal customer, CoM sent a survey to key internal customers who regularly interact with the CST. These internal customers included the following teams and their leaders:

- Civil Services
- Community Care
- Community Health & Safety
- Development Services
- Open Space Operations
- Operational Support
- Rates

The survey was conducted over a two-week period during December 2017 and involved internal customers answering a set of standardised questions online. The individual identities of the respondents were kept anonymous, with only their work area being identified. The survey was forwarded to approximately 95 people with 27 surveys completed (28% response rate).

The key findings highlighted that while the CST meets the needs of both internal and external customers, opportunity exists for the CST to:

- Contribute further to initiating ideas to improve cross-functional processes
- Clearly identify customer requests/queries and ensure information shared with other CoM staff is sufficiently detailed and correct prior to them speaking with an external customer (attention to detail)
- Assign calls and CERs more appropriately
- Resolve (where possible) requests/queries at the first point of contact

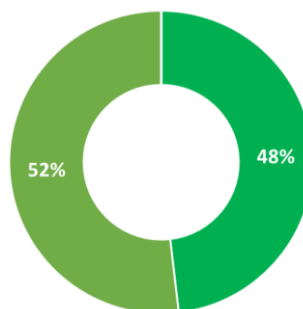
Also highlighted was the need for CoM work areas to have ownership and maintain their KB Articles* to ensure relevance and accuracy of both information and process, and for the CST to reference the Articles to ensure accuracy of information provided to customers.

The findings also showed that internal customers most value:

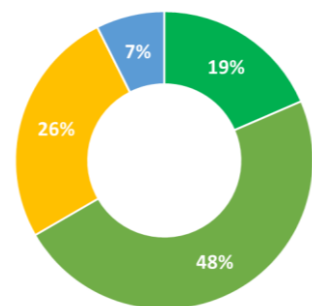
- Clearly identified, detailed and accurate customer requests/queries (attention to detail)
- Appropriately assigned requests/queries
- Resolution (where possible) of requests/queries at the first point of contact

Internal Customer Survey Results (December 2017)

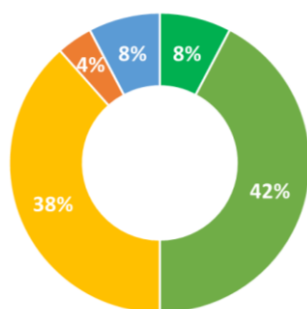
General interactions with the CST



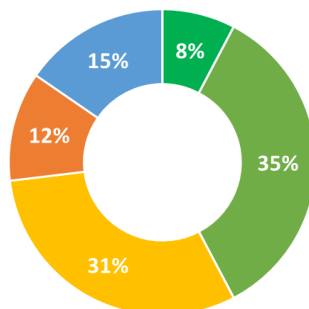
Internal communication is friendly and professional



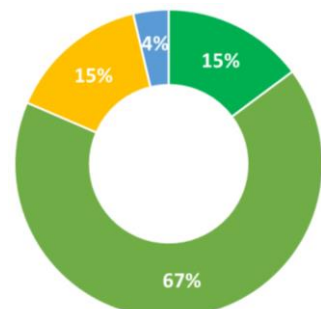
Important information is shared



CST are open to new ideas and opportunities to improve cross-functional processes



CST initiate ideas to improve cross-functional processes

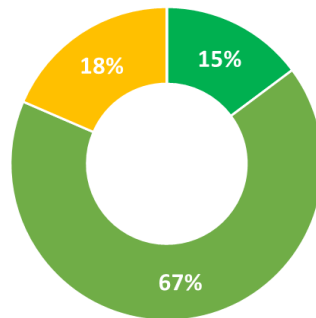


My needs and/or those of my customers are met

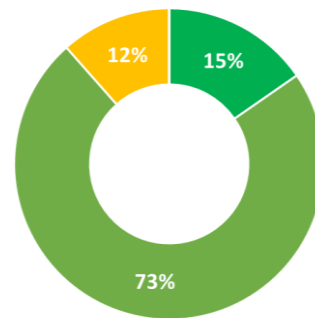
*KB Articles are within the Open Office CES and act as a resource for the CST (and others) providing a range of standard scripted responses for customers, based on categories

Voice of the Internal Customer

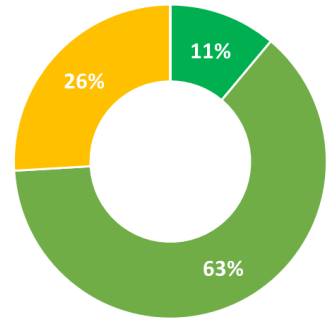
Telephone interactions with the CST



Information shared before speaking with the customer is sufficiently detailed

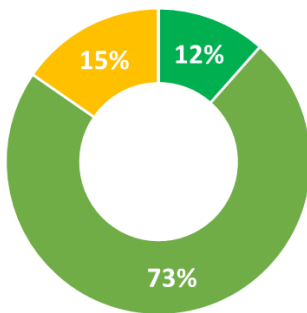


Information shared is accurate

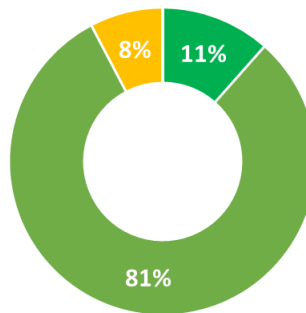


Calls received are appropriately assigned

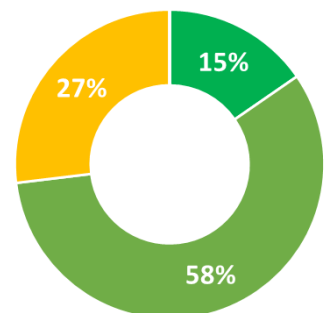
CERs received from the CST



Information received within requests provides sufficient detail

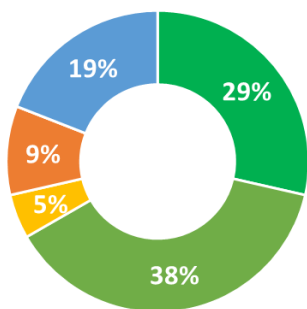


Information received is accurate

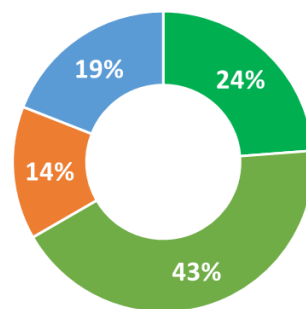


Requests received are appropriately assigned

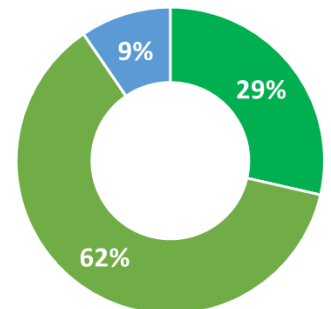
KB Article management



We review our KB Article



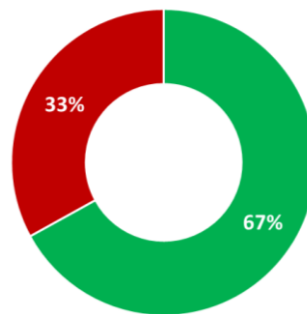
We update our KB Article



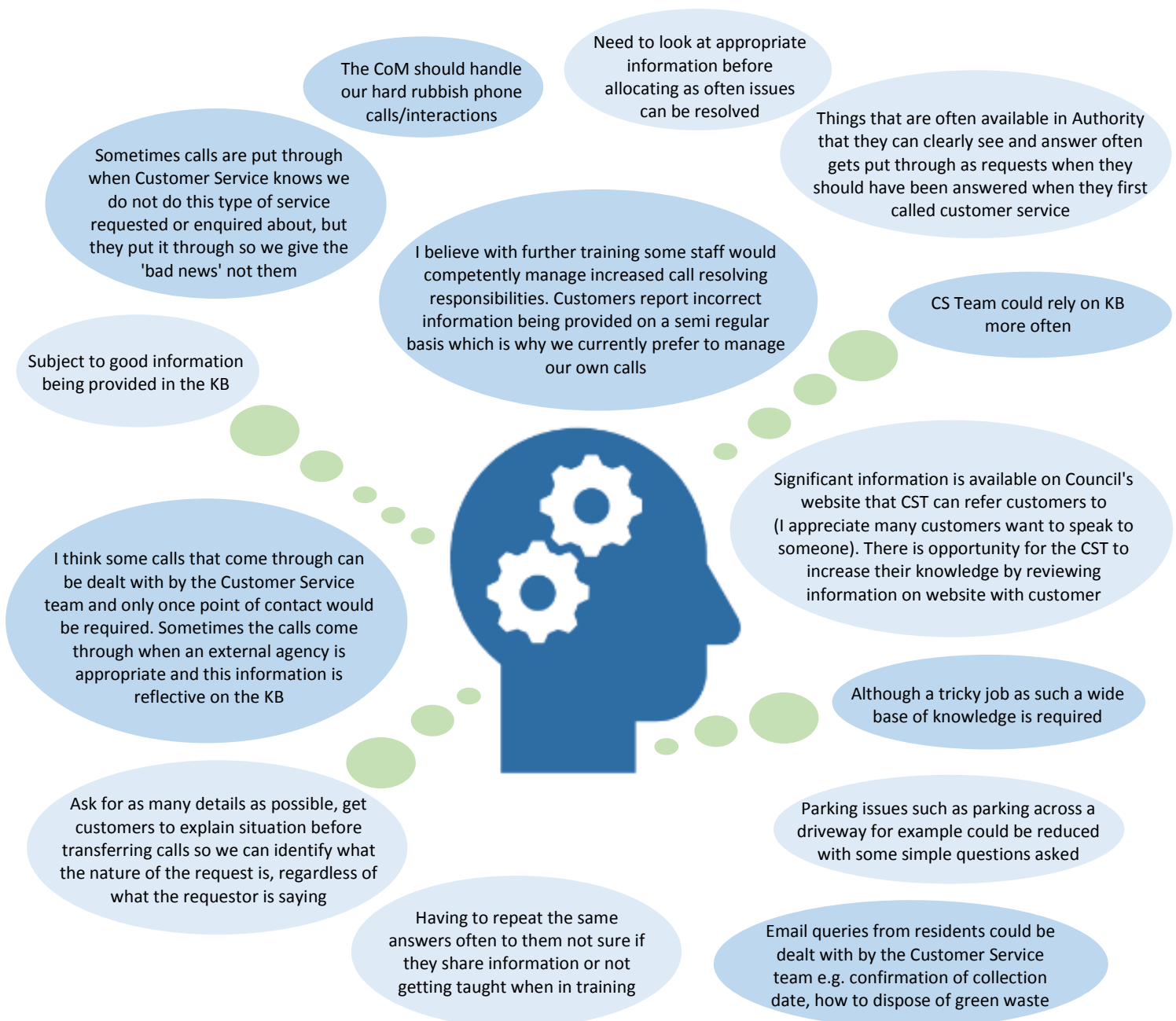
Information within our KB Article is accurate

Voice of the Internal Customer

Opportunities for more customer queries and requests to be resolved in the first instance by the CST (includes extract of customer comments)



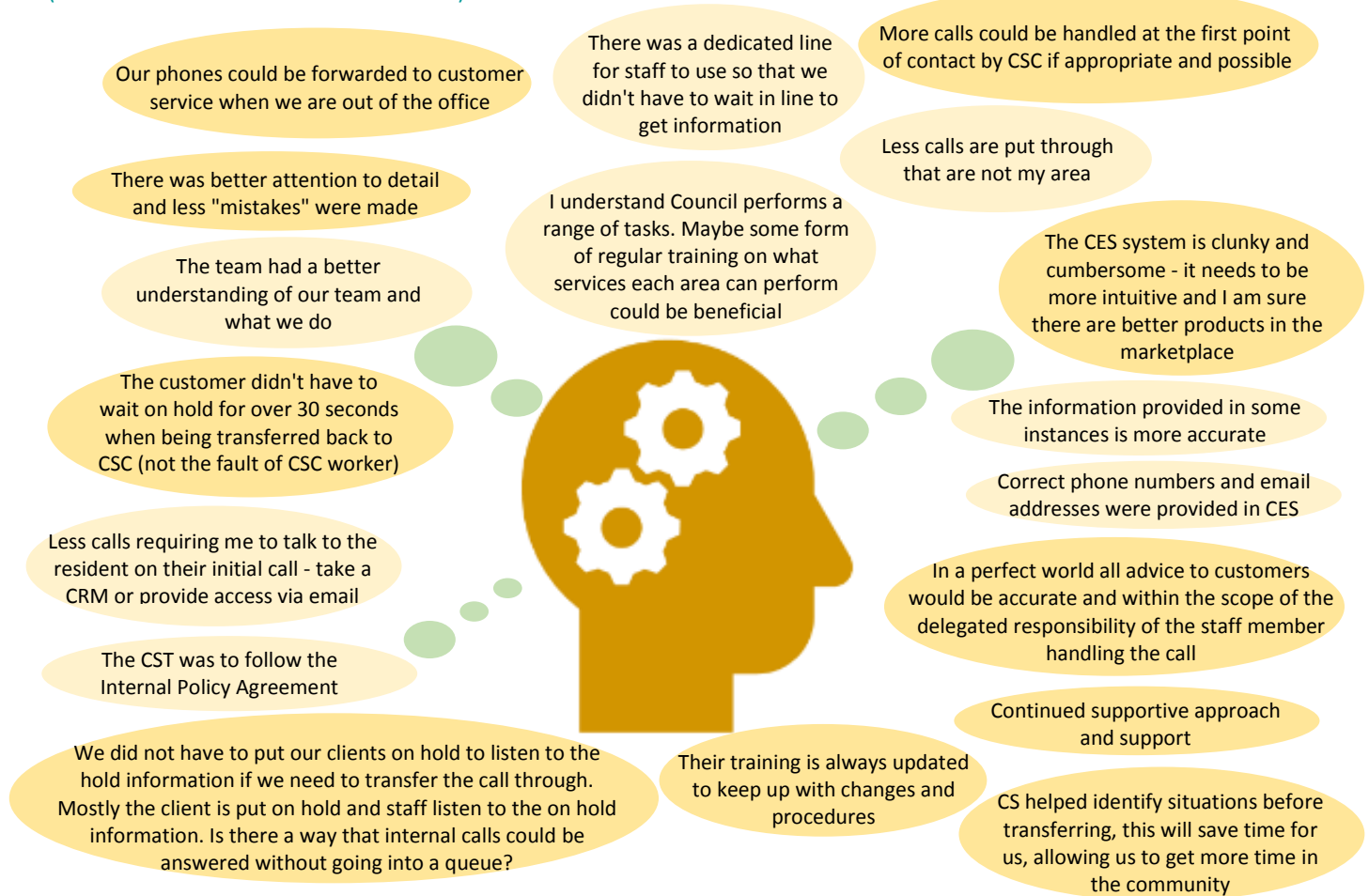
There is an opportunity for more customer queries and requests to be resolved in the first instance by the CST



Voice of the Internal Customer

My customer experience and that of my customers would be even better if...

(includes extract of customer comments)





To obtain an insight into the voice of the Elected Members, CoM collected feedback (by way of a survey) from Elected Members regarding the CoM's current and future customer experience.

The survey conducted over two and a half weeks during September 2017, involved Elected Members answering a standardised set of open ended questions via an online survey. The individual identity of the respondents were kept anonymous. The survey was forwarded to 13 people with five surveys completed (38% response rate).

This research will be used to create the pillars and build of the Customer Experience Strategy for CoM.

Elected Member Survey Results (September 2017)

Current Customer Experience

The key themes identified in the responses were:

- CoM has strength within customer service; staff are polite, courteous and have good intentions
- The absence of any feedback that staff go above and beyond for customers suggests that there are limitations in the customer experience being provided
- Whilst staff are good at responding to customer's requests, they find more complex interactions difficult
- Most likely, the more complex interactions are the services that really matter to customers
- An area for improvement is the collection of customer data, and making decisions based on this data and the voice of the customer
- There was inconsistency in the results defining the transactions that matter the most to our clients

Future of Customer Experience

The key themes identified in the responses were:

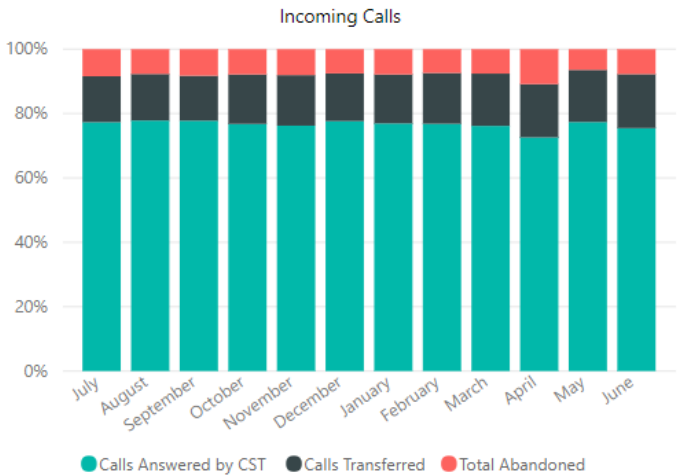
- The future of customer service involves an increased use of technology to access information and services
- The Customer Experience Strategy needs to focus on a digital solution, the focus being on automation, online functionality and straight through processing
- There is a need for an overarching system that records all customer interactions, history and relationship. This is defined as a single view of customer, which is provided with an inclusive CRM (Customer Relationship Management)
- CoM needs to further define the future requirements of the physical spaces by engaging deeper within the community

Appendix 12

Example of Metrics that Matter Most



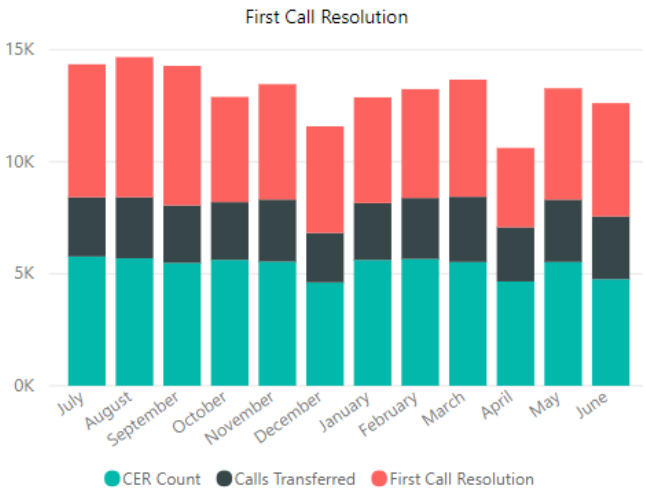
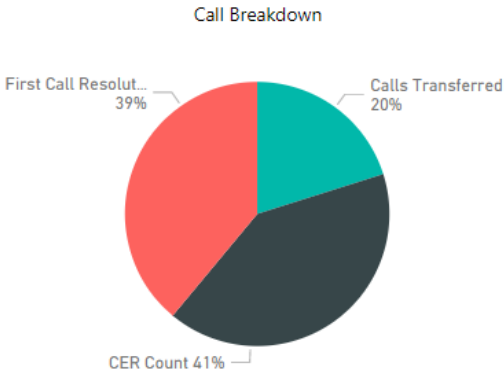
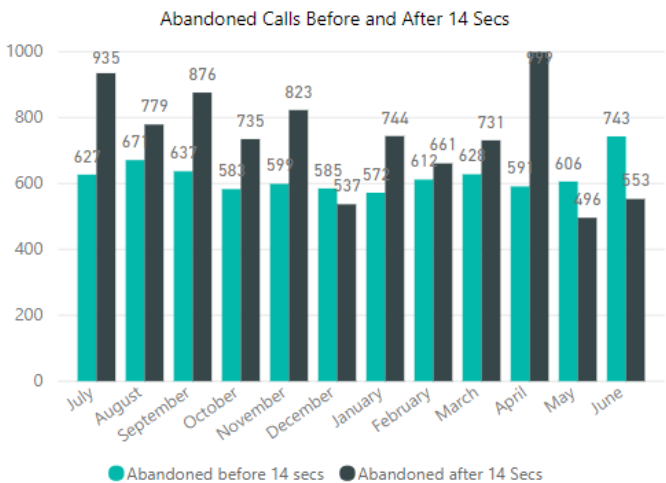
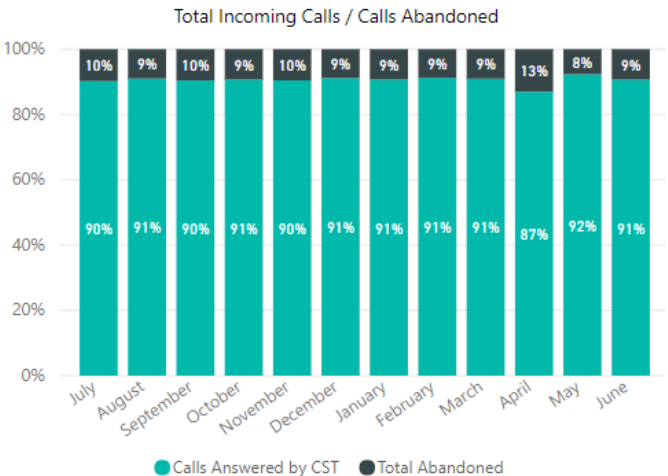
Call Metrics for CST



| | | |
|--------|--------|--------|
| FY1516 | FY1617 | FY1718 |
|--------|--------|--------|

172K

Total Incoming Calls During Business Hours



Service Review - Recommendations Implementation Plan

| No. | Recommendation | Predicted Improvement/Target | Savings (in the first year*) | Responsible Person | By When |
|-----|--|---|---------------------------------|-----------------------|---|
| 1 | Implement IVR for calls related to the following areas: First – quick win, minimal change management | | | MCE | Sept '18 |
| | <ul style="list-style-type: none"> Waste & Recycling – transfer to Solo Resource Recovery Payments – transfer to 24/7 payment service | <ul style="list-style-type: none"> Reduce call volumes by 10% Reduce call transfer rate by 10% Reduce call abandonment rate by 2% | \$18,000 | | |
| | Second - change management required with teams. | | | | |
| | <ul style="list-style-type: none"> Development Services – transfer to specialist Rates – transfer to specialist | | | MCE | Sept '19 |
| 2 | Strengthen digital channel uptake to enable customers to self-serve by promoting the existing online services: | | | | |
| | <ul style="list-style-type: none"> Development Assessment progress tracking Payments – Dog and Parking Fines, Rates, Invoices, Dog Registration Live Chat capability | <ul style="list-style-type: none"> Increase customer experience and satisfaction Reduction in face-to-face volumes Increase customer satisfaction Reduction in call volumes | Salary | MCE/UMCS | Mar '19 |
| | In addition, consider implementing an online JP booking system. | | | | |
| 3 | Simplify the Hard Waste booking process for customers by undertaking a process improvement team approach | <ul style="list-style-type: none"> Increased customer experience and satisfaction Reduction in Hard Waste CERs Reduction in Hard Waste enquiries Reduction in Hard Waste complaints | Cost Neutral | MCE/P&IL | Mar '19 |
| 4 | Improve the customer experience when visiting the administration building by: | | | | |
| | <ul style="list-style-type: none"> Combining Development Services and Customer Service counters (one stop shop) Providing customer self-service terminals (payments, DACO) Providing private spaces for discussions that are safe for staff Improving JP room amenity and waiting area | <ul style="list-style-type: none"> Increased customer experience and satisfaction | - | MCE | Mar '20 Dependant on admin building revamp |
| 5 | Implement a systematic call quality monitoring process | <ul style="list-style-type: none"> Reduction in CERs Increased first call resolution Improvement in customer satisfaction and experience | Cost Neutral | MCE/UMCS | Mar '19 |

* Cost savings include the cost of implementation, but exclude labour costs to deliver the improvements.

Service Review - Recommendations Implementation Plan



| No. | Recommendation | Predicted Improvement/Target | Savings (in the first year*) | Responsible Person | By When |
|-----|--|--|---|-----------------------|--------------------------------------|
| 6 | Implement a suite of 'Metrics that Matter Most' as a management tool to drive customer experience | <ul style="list-style-type: none"> Improvement in customer satisfaction and experience | - | MCE/P&IL | Apr '18 |
| 7 | Review the roles and responsibilities for the CST to support delivery of the improvements and future demands of the team including the elimination of non-core customer experience tasks e.g. internal phone number management | | - | MCE/MHR | Mar '19 |
| 8 | Fully implement the DACO system | <ul style="list-style-type: none"> Elimination of annual dog tag process Elimination of annual dog tag postage costs Reduction in CER's Reduction in calls Reduction in face-to-face contacts | \$7,000 postage costs due to DACO improvements | MCE/UMCS | Mar '19 Dependant on DACO rollout |
| 9 | Fully implement the use of the Knowledge Base Enquiry Module in Open Office CES to capture customer contacts by channel e.g. phone and category e.g. hard waste to demonstrate improvement and inform future improvements | <ul style="list-style-type: none"> Eliminate the use of manual 'clicker counters' Eliminate the use of spreadsheets | Cost Neutral | MCE/UMCS | June '18 |
| 10 | Review the Customer Payment Process including: <ul style="list-style-type: none"> Understanding the uptake of the various options offered Monitoring customer payments by channel Consideration of electronic invoices, rates, etc. Reviewing the layout of notices and invoices Including consideration of customer demographic | <ul style="list-style-type: none"> Reduction of customer payments at the CSC Reduction of customer payments processed by CST over the phone | Cost Neutral | MCE/MF | Mar '19 |
| 11 | Reduce the postage costs at CST by conducting a process improvement approach including: <ul style="list-style-type: none"> Development Services Mail Consideration of electronic mail for some customer communication Hard copy Tip Tickets | <ul style="list-style-type: none"> Reduction in postage costs by 10% | \$10,000 | MCE/MF | Mar '19 |
| 12 | Implement a regular Internal and External 'Voice of the Customer' survey e.g. Net Promoter Score | <ul style="list-style-type: none"> Improvement in customer satisfaction and experience | - | MCE/UMCS | Mar '19 |

* Cost savings include the cost of implementation, but exclude labour costs to deliver the improvements.

Service Review - Recommendations Implementation Plan



| No. | Recommendation | Predicted Improvement/Target | Savings (in the first year*) | Responsible Person | By When |
|----------------------|---|---|---------------------------------|-----------------------|-----------|
| 13 | Allow customers to generate CERs for the most common category types e.g. dumped rubbish, by expanding the categories able to be submitted online | <ul style="list-style-type: none"> • Increase customer experience and satisfaction • Reduction in face-to-face volumes • Increase customer satisfaction • Reduction in call volumes | Cost Neutral | MCE | Mar '19 |
| 14 | Minimise the use of afterhours fee for service call handling by eliminating calls when CST is available by implementing process improvements identified | <ul style="list-style-type: none"> • Increased customer experience and satisfaction • Elimination of business hours calls to afterhours vendor | \$7,200 | UMCS | Sept '19 |
| 15 | Cease the use of the security guard in the administration building foyer during the peak rates and dog registration period | <ul style="list-style-type: none"> • Eliminate the use of security guard by 100% | \$8,000 | UMCS | Apr '19 |
| 16 | Review the newly implemented Complaints Management Process for effectiveness and broader application | <ul style="list-style-type: none"> • Improvement in customer satisfaction and experience | - | MCE/UMCS | June '19 |
| 17 | Review benefits realised post Year 1 | <ul style="list-style-type: none"> • Benefits realisation | Cost Neutral | P&I L | April '19 |
| Total Savings | | | \$50,200 | | |

* Cost savings include the cost of implementation, but exclude labour costs to deliver the improvements.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Originating Officer: Melissa Virgin, Assistant Financial Accountant
Corporate Manager: Ray Barnwell, Manager Finance & Contracts
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: Finance Report – February 2018
Report Reference: GC270318R17

REPORT OBJECTIVES AND EXECUTIVE SUMMARY:

This report provides Council with information relating to the management of financial resources under its control as at February 2018. 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. 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

DUE DATE

That Council:

1. Receives the report “Finance Report – February 2018”

27 March 2018

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 2017/18 reporting has seen some minor changes introduced to improve the relevance and accuracy of the data provided. With a greater focus on budget timing from both an operating and capital perspective, we will no longer be including commitments in the year to date results (i.e. where an order is raised for a supplier, but the works have not been carried out or paid for). This is expected to result in more meaningful variance reporting, with budget timings continuing to be a focus in Council's budget review process.

Effective from January 2018, the detailed Capital Works graphs have been amended to provide a weighting of the projects against budget. As an example, a graph with a total budget of \$100k spread over two projects, where Project A has a budget of \$90k it now accounts for 90% of the works when complete and project B with its budget of \$10k now accounts for 10% of the works when complete.

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**(a) Edwardstown Oval Soldiers Memorial Recreation Ground**

| | 2017/18 Actual YTD 28/02/2018 | 2017/18 Budget | Project Cost At Completion |
|---|--|--------------------|----------------------------------|
| Income | | | |
| Federal Budget Grant Contribution | 400,000 | 1,600,000 | 4,000,000 |
| Total Income | 400,000 | 1,600,000 | 4,000,000 |
| Expenditure | | | |
| Operating | - | - | - |
| Capital Construction | (618,427) | (3,739,094) | (8,965,300) |
| Total Expenditure | (618,427) | (3,739,094) | (8,965,300) |
| Project Result Surplus/(Deficit) | (218,427) | (2,139,094) | (4,965,300) |

The net deficit forecast will be funded in the following manner:

| | |
|--------------------------------|------------------|
| Funded By : | \$ |
| (Over Project Life) | |
| Reserve Transfer | 4,965,300 |
| - Asset Sustainability Reserve | |
| | 4,965,300 |

The Edwardstown Oval Soldiers Memorial Recreation Ground project is set to commence construction in 2017/18 following the signing of a \$4m funding agreement with the Federal Government.

(b) Mitchell Park Sports & Community Centre

There is a future project which will meet the criteria and is listed in the following table.

The Mitchell Park Sports & Community Centre project is subject to grant funding but currently proposed for 2019/20 year.

| Project | Commencement subject to Grant Funding | Council Resolution | Budget |
|--|---|-----------------------|----------|
| Mitchell Park Sports & Community Centre | 2019/20 | GC280616R07 | \$19.75m |

Reporting on this project budget 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

(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 2017/18 means a targeted operating surplus of between \$0 and \$4.472m.

Comment: Council currently has a net operating surplus result of \$ 8.857m before capital revenues, against a year to date forecast budget of \$6.142m 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 53.88% of the year to date Capital Renewal Budget has been spent.

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 been detailed in the covering 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 2017/18 budget and principal repayments of \$1.197m mean that the overall loan liability balance is forecast to decrease by \$1.197m to \$7.905m at 30 June 2018.

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: Council's Reserves are detailed in the below table. Transfer to Reserves of \$4.739m and Transfers from Reserves of \$16.239m are forecast to occur in 2017/18, and after accounting for amounts quarantined for specific projects or works, there is \$ 5.485m available.

| Reserves (\$000s) | Asset Sustainability Reserve | | | | | | Open Space Reserve | Grants & Carryover Reserve | TOTAL ALL RESERVES |
|---|------------------------------|--------------|------------|--------------------|--------------|---------------|--------------------|----------------------------|--------------------|
| | Major Infrastructure Failure | General | Other | Major New Projects | CFPP | TOTAL ASR | | | |
| Balance as at 1 July 2017 | 2,000 | 7,817 | 408 | 4,197 | 4,653 | 19,075 | 1,188 | 13,698 | 33,961 |
| Budgeted transfers to reserve | 0 | 0 | 240 | 2,138 | 2,179 | 4,557 | 22 | 160 | 4,739 |
| Budgeted transfers from reserve | 0 | (755) | (110) | (2,100) | (545) | (3,510) | 0 | (12,728) | (16,239) |
| Current Budgeted Closing Balance | 2,000 | 7,062 | 538 | 4,235 | 6,287 | 20,122 | 1,210 | 1,130 | 22,462 |
| Quarantined Funds | (2,000) | (6,840) | 0 | (4,210) | (3,164) | (16,214) | 0 | (763) | (16,977) |
| Projected Available Balance | 0 | 222 | 538 | 25 | 3,123 | 3,908 | 1,210 | 367 | 5,485 |

The 2017/18 2nd budget review forecasts a net cash surplus of \$165k.

*CFPP: Community Facilities Partnership Program

*Other includes Walking & Cycling, Energy Efficiency and Oaklands Wetlands- Water Supply Opportunities

Funding Statement
Per Second Budget Review
as at 28 February 2018

| Original Adopted Budget \$'000 | Carryovers \$'000 | Budget Review Adjustments \$'000 | | YTD Actual \$'000 | YTD Budget \$'000 | YTD Variance \$'000 | | Annual Budget 2nd Review \$'000 | Note |
|---|----------------------|---|--|-------------------------|-------------------------|---------------------------|----------|--|----------|
| Operating Revenue | | | | | | | | | |
| 74,897 | - | (17) | Rates | 49,969 | 49,997 | (28) | U | 74,880 | |
| 1,812 | - | 225 | Statutory Charges | 1,676 | 1,548 | 128 | F | 2,037 | A |
| 1,752 | - | 138 | User Charges | 1,583 | 1,338 | 245 | F | 1,890 | B |
| 5,509 | - | 1,694 | Operating Grants & Subsidies | 4,769 | 5,057 | (288) | U | 7,203 | C |
| 754 | - | 150 | Investment Income | 614 | 595 | 19 | F | 904 | |
| 681 | - | (55) | Reimbursements | 487 | 491 | (4) | U | 626 | |
| 1,233 | - | 326 | Other Revenues | 595 | 688 | (93) | U | 1,559 | |
| 334 | - | - | Net gain - SRWRA | - | - | - | - | 334 | |
| 86,972 | - | 2,462 | | 59,693 | 59,714 | (21) | U | 89,434 | |
| Operating Expenses | | | | | | | | | |
| 34,014 | - | (1) | Employee Costs | 20,841 | 21,819 | 978 | F | 34,013 | D |
| 17,326 | 895 | 1,246 | Contractual Services | 10,965 | 11,908 | 943 | F | 19,467 | E |
| 5,044 | 5 | 165 | Materials | 2,962 | 3,631 | 669 | F | 5,214 | F |
| 545 | - | (4) | Finance Charges | 253 | 253 | - | - | 541 | |
| 17,030 | - | 75 | Depreciation | 11,112 | 11,137 | 25 | F | 17,105 | |
| 8,005 | - | 286 | Other Expenses | 4,703 | 4,824 | 121 | F | 8,291 | G |
| 81,964 | 900 | 1,768 | | 50,836 | 53,572 | 2,736 | F | 84,632 | |
| 5,008 | (900) | 694 | Operating Surplus/(Deficit) before Capital Revenues | 8,857 | 6,142 | 2,715 | F | 4,802 | |
| Capital Revenue | | | | | | | | | |
| 1,710 | - | (1,700) | Capital Grants & Subsidies | 49 | - | 49 | F | 10 | |
| 1,500 | - | - | Contributed Assets | - | - | - | - | 1,500 | |
| - | - | - | Gain/(Loss) on Asset Disposal | (178) | - | (178) | U | - | |
| 3,210 | - | (1,700) | | (129) | - | (129) | U | 1,510 | |
| 8,218 | (900) | (1,006) | Net Surplus/(Deficit) resulting from operations | 8,728 | 6,142 | 2,586 | F | 6,312 | |
| 17,030 | - | 75 | add Depreciation | 11,112 | 11,137 | (25) | | 17,105 | |
| (334) | - | - | less Share of Profit SRWRA (excluding dividend) | - | - | - | | (334) | |
| 24,915 | (900) | (932) | Funding available for Capital Investment | 19,840 | 17,279 | 2,561 | F | 23,083 | |
| Capital | | | | | | | | | |
| 14,766 | 1,992 | 613 | less Capital Expenditure - Renewal | 5,995 | 11,126 | 5,131 | F | 17,371 | H |
| 10,561 | 4,761 | (972) | less Capital Expenditure - New | 3,364 | 8,135 | 4,771 | F | 14,350 | I |
| 1,500 | - | - | less Capital - contributed assets | - | - | - | - | 1,500 | |
| | | | add Proceeds from Sale of Surplus Assets | | | - | - | | |
| (1,912) | (7,653) | (573) | Net funding increase/(decrease) | 10,481 | (1,982) | 12,463 | F | (10,138) | |

| Original Adopted Budget | Carryovers | Budget Review Adjustments | | YTD Actual | YTD Budget | YTD Variance | Annual Budget 2nd Review | Note |
|--|------------|---------------------------------|--|---------------|---------------|-----------------|--------------------------------|------|
| \$'000 | \$'000 | \$'000 | | \$'000 | \$'000 | \$'000 | \$'000 | |
| Funded by | | | | | | | | |
| Loans | | | | | | | | |
| - | - | - | Loan Principal Receipts (Net) | - | - | - | - | |
| - | - | - | Loan Receipts/(Payments) from Sporting Clubs (Net) | - | - | - | - | |
| (1,197) | - | - | Loan Principal Repayments | (509) | (509) | - | (1,197) | |
| (1,197) | - | - | Loan Funding (Net) | (509) | (509) | - - | (1,197) | |
| Movement in level of cash, investments and accruals | | | | | | | | |
| - | - | 165 | Cash Surplus/(Deficit) funding requirements | 21,494 | 9,031 | 12,463 | 165 | |
| (3,109) | (7,653) | (738) | Reserves Net - Transfer to/(Transfer from) | (11,522) | (11,522) | - | (11,500) | |
| (3,109) | (7,635) | (591) | Cash/Investments/Accruals Funding | 9,972 | (2,491) | 12,463 | (11,335) | |
| 1,912 | 7,653 | 573 | Funding Transactions | (10,481) | 1,982 | (12,463) F | 10,138 | J |

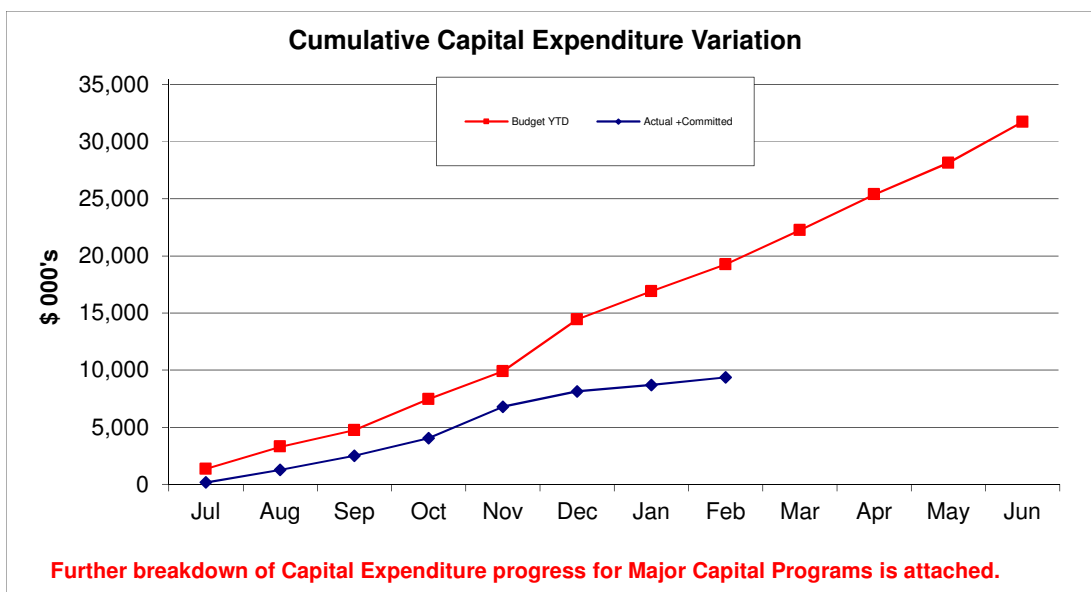
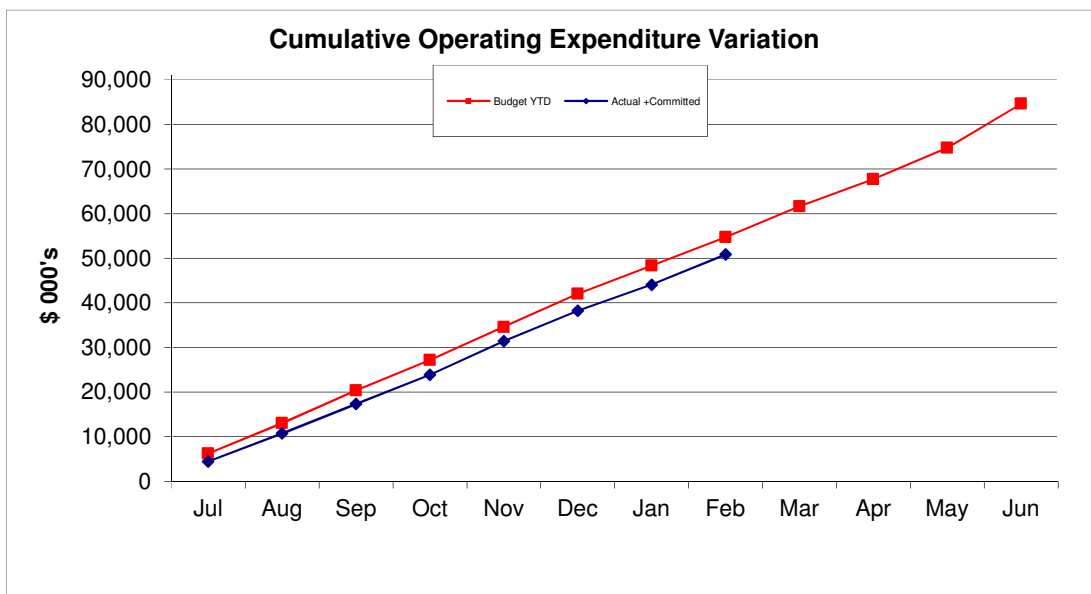
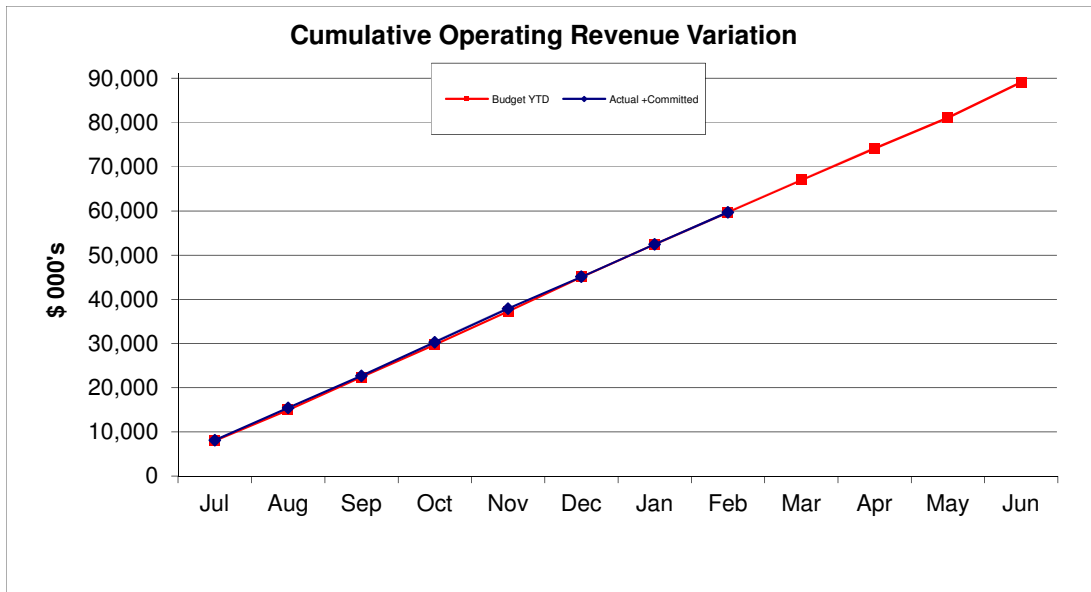
Variation Notes

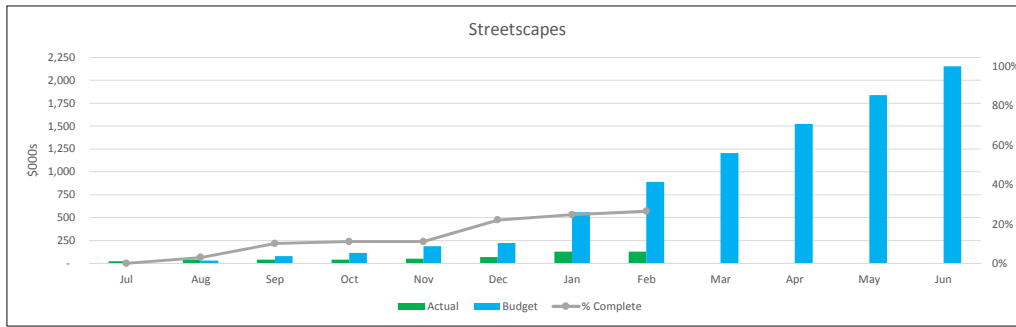
| | | | |
|----------|---|---------------------------------|---|
| A | Statutory Charges | Favourable \$128k | Predominately Reflects income from Parking fines (\$83k) and Planning Consent fees (\$44k) being greater than budgeted. |
| B | User Charges | Favourable \$245k | Predominantly reflects positive variations with regards to Admission Charges (\$83k) for the Marion Outdoor Pool, Sale of ASR Water (56k), and a number of other variances, which are individually insignificant. |
| C | Operating Grants & Subsidies | Unfavourable \$288k | Reflects budget-timing variations with regards to the receipt of a State Government subsidy relating to the Edwardstown Oval Soldiers Memorial Redevelopment. |
| D | Employee Costs | Favourable \$978k | Predominantly reflects budget-timing variations and savings from temporarily vacant positions and forecast EA increases for outdoor staff, still in negotiation. |
| E | Contractors | Favourable \$943k | Predominantly reflects budget-timing variations relating to ICT development projects (\$151k), Cleaning agreements (\$141k), Oaklands Crossing Design (\$100k), Road Crack Sealing (\$75k), Repairs & Maintenance (\$85k) and a number of other variances, which are individually insignificant. |
| F | Materials | Favourable \$669k | Predominantly reflects budget-timing variations with regards to Electricity (\$369k), Water (\$162k), Fuel/Oil (\$45k) and a number of other variances which are individually insignificant. |
| G | Other Expenses | Favourable \$121k | Predominately reflects budget-timing variations with regards to a number of variances which are individually insignificant. |
| H | Capital Expenditure (Renewal) | Favourable \$5,131k | Predominantly reflects budget-timing variations with regards to Edwardstown Oval Soldiers Memorial Recreation Ground (\$2,130k), Fleet replacement (\$834k) and a number of other variances which are individually insignificant. |
| I | Capital Expenditure (New) | Favourable \$4,771k | Predominantly reflects budget-timing variations with regards to Hendrie Street Inclusive Play space (\$418k) the Sam Willoughby International BMX track (\$1,655k), Streetscape Development (\$764k), Drainage Projects (\$682k), and a number of other variances which are individually insignificant. |
| J | Funding Transactions | Favourable \$12,463k | This variance is the sum total of all variances and reflects an increase against council's expected YTD cash 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.

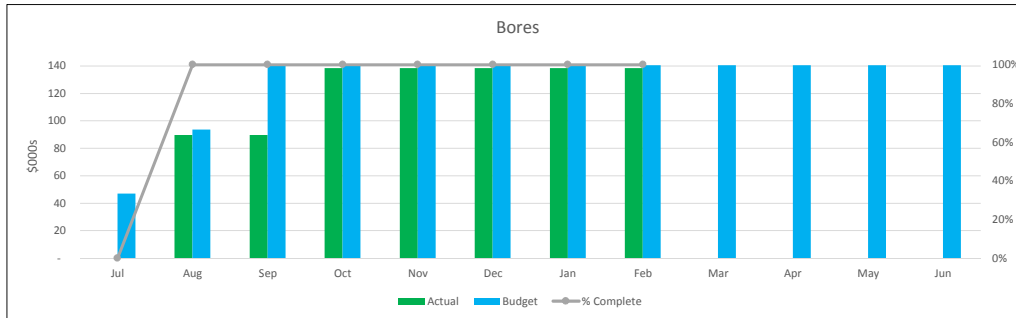
Note: The progress to date of Capital Expenditure programs (New and Renewal) is detailed in the attached graphs, noting that where no budget exists in the initial months this is primarily due to certain types of capital works that cannot be carried out during periods of inclement weather.

Funding Statement Cumulative Position - 2017/18

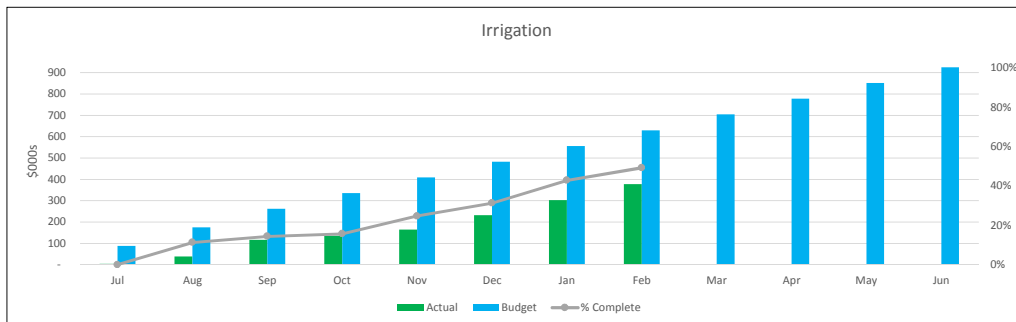




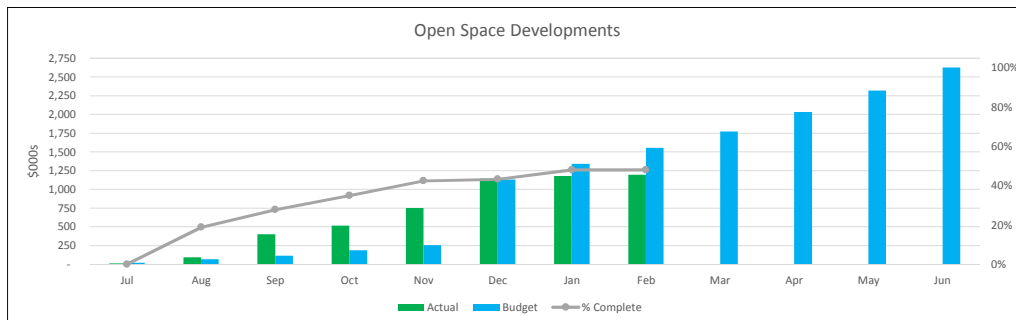
- Charles Street complete, Ramrod Avenue is in progress. Finnis Street tender has been awarded, works expected to commence in March.



- Emergency works required for Golf Club bores are now complete.



- Programmed works are now 49% complete.



- Programmed works are now 48% complete

Completed

- Edwardstown Oval Open Space Improvements
- Heron Way Reserve Stage 5 - Amphitheatre
- Reserve Street Reserve Shelter
- Jervois Street Reserve Shelter
- Glade Crescent Reserve Shade Sails
- Clovelly Park Reserve Shade Sails

In Progress

- Youth Plaza Oaklands Wetlands
- Heron Way Reserve Stage 4 - Playground
- Capella Reserve Precinct Plan
- Shade Solutions for Reserves

| Debtor | Total Balance | Current | 30 Days | 60 Days | 90 Days | 90+ Days | Percentage of total 90+ day balance | Comments for 90+ Day balances |
|---|---------------|------------|-----------|-----------|------------|-----------|-------------------------------------|---|
| General Total | 28,442.99 | 22,921.46 | 5,325.64 | .00 | .00 | 195.89 | 0% | Made up of 2 out of 9 debtors. |
| Neighbourhood Centres Total | 12,705.37 | 4,111.37 | 250.00 | 5,280.00 | 1,567.50 | 1,496.50 | 3% | Made up of 3 out of 14 debtors. A payment of \$500 has been made towards one account. |
| Regulatory Services Land Clearing Total | 5,969.30 | 3,262.94 | .00 | .00 | .00 | 2,706.36 | 6% | Made up of 4 out of 11 debtors. Discussion for setting up a payment plan is in progress for one debtor totalling \$1,725.35. An account totalling \$200.62 has subsequently been settled in March. |
| City Property Facilities Total | 147,644.22 | 126,302.81 | 15,289.61 | 2,069.88 | 1,430.70 | 2,551.22 | 6% | Made up of 4 out of 39 debtors. One account totalling \$950.00 is being sent to the debt collectors due to payment plan not being met. Two accounts totalling \$1,205.22 are on payment plans which are being met. |
| Civil Services Private Works Total | 36,882.00 | 8,460.00 | 5,825.00 | .00 | 1,780.00 | 20,817.00 | 46% | Made up of 17 out of 26 debtors in this category, with one of these totalling \$2,095.00 relating to works not commenced, awaiting payment. Three of the remaining accounts total \$8,700.00. One debtor totalling \$2350.00 has been met with to discuss works-agreement reached for completion and payment. One account totalling \$525.00 is on a payment plan which is being met. |
| Swim Centre Debtors Total | 22,275.55 | 17,191.75 | 1,613.70 | 3,218.50 | 60.00 | 191.60 | 0% | Made up of 1 out of 28 debtors. |
| Grants & Subsidies Total | 169,284.10 | 45,844.70 | 12,250.00 | 3,000.00 | 108,189.40 | .00 | 0% | |
| Environmental Health Inspections Total | 18,365.43 | 1,915.20 | 5,333.16 | 3,382.07 | 708.00 | 7,027.00 | 16% | Made up of 50 out of 90 debtors in this category, with none individually significant. One account totalling \$285.50 has subsequently been settled in March. |
| Regulatory Services Other Total | 11,059.50 | 938.00 | 1,341.50 | .00 | 1,273.00 | 7,507.00 | 17% | Made up of 87 out of 125 debtors in this category, with none individually significant. One account totalling \$271.00 has subsequently been settled in March. |
| Development Services Total | 19,106.50 | 17,215.00 | .00 | .00 | .00 | 1,891.50 | 4% | Made up of 6 out of 8 debtors in this category, with none individually significant. |
| Living Kaurna Cultural Centre Total | 8,499.15 | 3,581.90 | .00 | 2,693.00 | 1,357.25 | 867.00 | 2% | Made up of 4 out of 19 debtors, with none individually significant. |
| Local Government Total | 2,163.99 | 1,662.84 | 501.15 | .00 | .00 | .00 | 0% | |
| Marion Cultural Centre Total | 4,576.20 | 2,804.00 | 1,406.00 | .00 | 366.20 | .00 | 0% | |
| Total | 486,974.30 | 256,211.97 | 49,135.76 | 19,643.45 | 116,732.05 | 45,251.07 | | |
| Total Aging Profile | | 53% | 10% | 4% | 24% | 9% | | |

| Category | Description |
|-----------------------------------|--|
| Employees | Anything that relates to CoM employees. |
| General | Anything that does not fit into one of the below categories. |
| Neighbourhood Centres | For hire of rooms in Neighbourhood Centres, etc. - usually charged out at an hourly rate. Also includes cultural workshops and tours. |
| Regulatory Services Land Clearing | When council has had to clear land due to non-compliance of owner. |
| Sporting Clubs & Other Leases | Rent, electricity, water, maintenance, etc. charged out to lessees. |
| Civil Services Private Works | 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 Inspections | Food Inspection fees. |
| Regulatory Services Other | Vehicle Impoundment fees and other regulatory services. |
| Supplier Refunds | Where a supplier owes the City of Marion funds. This category is used to keep track to ensure we have received payment for credits. |
| Development Services | 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. |
| Environmental Health Testing | Environmental testing fees. |
| Local Government | Transactions with other Local Government corporations. |
| Communications | Anything related to communications. |
| Economic Development | Events, etc. relating to economic development within the City of Marion. |
| Marion Cultural Centre | Hiring of the Marion Cultural Centre. |

*any category that does not have any outstanding invoices will not be displayed.

Rates Report - Collection of Rates to 28 February 2018

ANALYSIS OF OUTSTANDING RATES AS AT 28 FEBRUARY 2018

| | <u>Note</u> | | % of Total Annual Rates |
|---------------------------------------|-------------|----------------------|------------------------------------|
| CURRENT | 1 | \$ 22,464,972 | 30.2% |
| OVERDUE | 2 | \$ 966,620 | 1.3% |
| ARREARS | 3 | \$ 1,152,893 | 1.6% |
| INTEREST | 4 | \$ 82,094 | 0.1% |
| POSTPONED | 5 | \$ 162,448 | 0.2% |
| LEGALS | 6 | \$ 30,969 | 0.0% |
| | | \$ 24,859,995 | 33.4% |
| TOTAL ANNUAL RATES FOR 2017/18 | | \$ 74,378,692 | |

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: Interest

Interest represent the fines and interest applied to overdue rates and rates in arrears.

Note 5: 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 6: 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.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Originating Officer: Sherie Walczak, Unit Manager Risk

Corporate Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: WHS Monthly Performance Report – February 2018

Report Reference: GC270318R18

REPORT OBJECTIVE

The objective of this 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 to monitor Council's target of a 25% reduction of the Lost Time Injury Frequency Rate (LTIFR) from the previous year.

DISCUSSION

Targets and performance indicators have been established in order to measure the continual improvement of the program. Performance against these targets are measured in two ways:

- positive performance indicators (PPI's); and
- lag performance indicators (LPI's) both of which are outlined in Appendix 1.

The current LTIFR is 6.9 which is only slightly less than the 7.0 LTIFR reported at the same time last year, however lost time injuries year-to-date are only 3 compared to a total of 7 in 2016/17.

The Total Recordable Incident Frequency Rate represents a 22% reduction which continues the reduction evidenced in previous months and validates our increased focus on hazard management. The current aim is to continue with this focus by preventing injuries before they occur and, as a result, improve our injury management processes.

CONCLUSION

The Lost Time Injuries for 2017/18 as at the end of February (3) reflects only a slight reduction on the figure reported at the same point for 2016/17. It should be noted that a 62.5% reduction was achieved last financial year so it is more difficult to repeat the same significant reductions. The forward projection is that we are still on track to achieve the Corporate KPI of 8.1, or lower, which represents an achievement of the 25% reduction on the LTIFR of 10.8 in the 2016/17 reporting period. This will be accomplished by continuing to increase the focus on proactive hazard identification and management.

APPENDICES

Appendix 1: Positive and Lag Performance Indicators

RECOMMENDATION

DUE DATE

That Council notes the report and statistical data contained therein. 27 March 2018

APPENDIX 1

The Think Safe Live Well program's vision is '**Zero harm with enhanced wellbeing**' and focuses on further developing our leadership styles, organisational 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
- Continually improving our WHS Management System (WHSMS) to achieve best practice

POSITIVE PERFORMANCE INDICATORS

Hazard and Near Miss Reports

Historical statistics inform us that when there is a healthy culture of Hazard/Near Miss Reporting, there is a consequential reduction in injuries to Workers. Hazards and Near Misses are reported to date for this financial year and are outlined in Table 1 and can be compared against those reported last financial year which are outlined in Table 2.

Table 1: Hazard and Near Miss Reports - Financial Year 2017-18

| Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 | Total |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|
| 21 | 14 | 11 | 9 | 8 | 3 | 5 | 11 | | | | | 82 |

Table 2: Hazard and Near Miss Reports - 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 |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|
| 10 | 4 | 15 | 13 | 13 | 11 | 3 | 15 | 17 | 3 | 4 | 8 | 116 |

Completion of actions against the LGA Action Plan

Periodically, the LGAWCS conducts an audit to test conformance of Council's WHS Management System against Return to Work SA's Performance Standards for Self Insurers. In response, Council sets an action plan which outlines the commitment to addressing non-conforming elements by October each year and the cumulative performance against this plan is outlined in Table 3.

Table 3: LGAWCS Action Plan – Calendar Year 2018

| Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Total |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|
| 3% | 21% | | | | | | | | | 21% |

Due to resource changes within the LGAWCS, the Action Plan has been delayed and is now in the final stages of approval. This hasn't affected our progress in responding to the identified actions and year to date, 9 (21%) of the 38 identified actions scheduled for completion, have been completed.

LAG PERFORMANCE INDICATORS

Lost Time Injuries Reported

Lost Time Injuries (LTI's) are those injuries where a whole work day or more has been lost due to a workplace injury. LTI's reported to date for this financial year are outlined in Table 4 and can be compared against those reported last financial year which are outlined in Table 5.

Table 4: Number of LTI's per month - Financial Year 2017-18

| Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 | Total |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|
| 0 | 1 | 0 | 0 | 1 | 0 | 1 | 0 | | | | | 3 |

Table 5: 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 | 2 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 2 | 0 | 7 |

Individual LTI's reported for 2017/18 are outlined in Table 6 below :

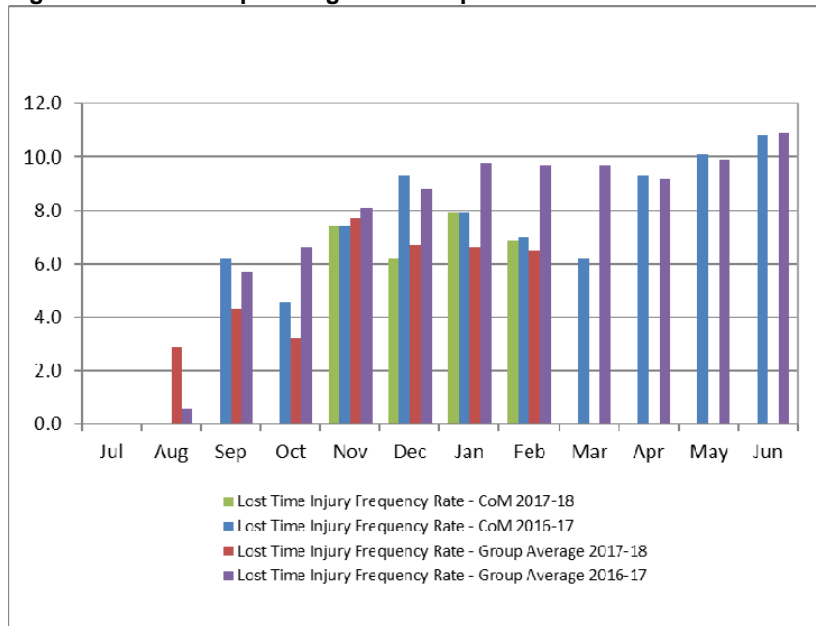
Table 6: Outline of LTI's reported - Financial Year 2017-18

| No. | Description of Incident | Mechanism of Injury | Injury Description |
|-----|---|----------------------------------|----------------------------------|
| 1 | Trip and fall over chain and post fence | Fall on same level | Left shoulder injury |
| 2 | Surged forward as vehicle braked suddenly | Forward motion stopping abruptly | Muscular stress in lower back |
| 3 | Operating mower on undulating reserves | Vibration through body | Muscular stress to neck and back |

Lost Time Injury Frequency Rate

Lost Time Injury Frequency Rate (LTIFR), is an industry standard tool for measuring LTI's within a given reporting period which enables comparison to other organisations. Council's LTIFR is outlined in Figure 1, from the LGA's Member Portal data once claims have been determined and can be measured and monitored against our industry counterparts being the Group A Councils (¹GaC).

Figure 1: LTIFR compared against Group A Councils

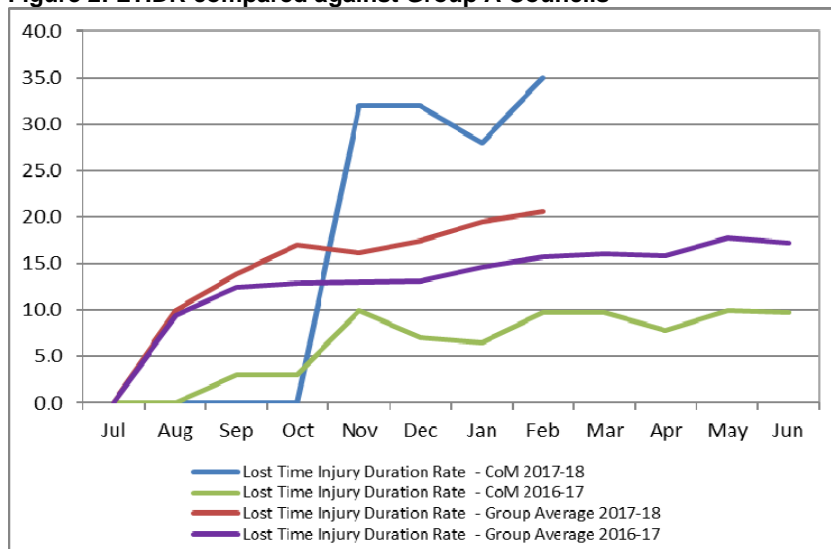


The current LTIFR for the City of Marion (which is represented in green) is 6.9 which represents three LTIs reported to date and is just above the industry comparison LTIFR rate of GaCs of 6.5.

Lost Time Injury Duration Rate

The Lost Time Injury Duration Rate (LTIDR), is an industry standard tool for measuring the average days lost from LTI's within a reporting period to enable comparison to other organisations. Council's LTIDR is outlined in Figure 2, data is sourced from the LGA's Member Portal once claims have been determined and can be measured and monitored against our industry counterparts being the GaC.

Figure 2: LTIDR compared against Group A Councils



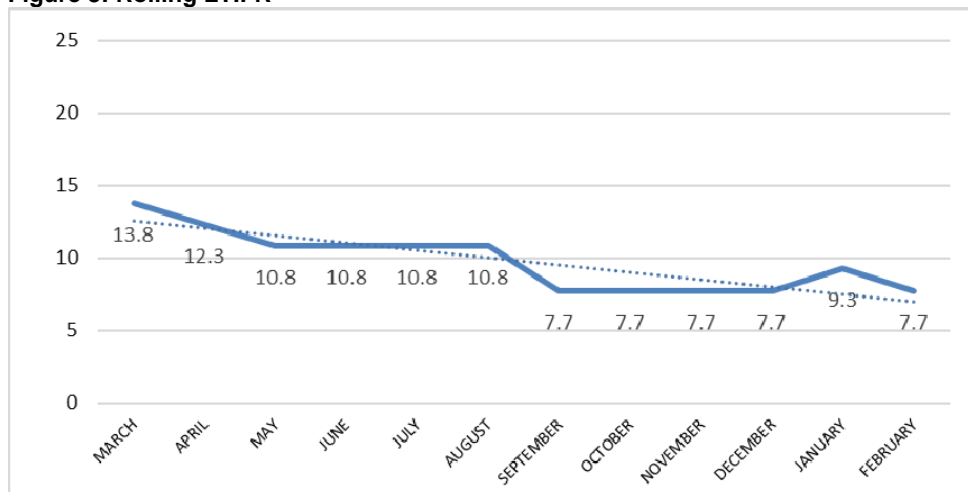
The current LTIDR for the City of Marion is 35.0 which is well above the industry comparison LTIDR rate of GaCs of 20.6. Historically, we have consistently recorded a lower duration rate than GaCs, however, an LTI sustained in August 2017 required surgery has resulted in significant time away from the workplace to enable recovery.

¹ GaC are metropolitan councils with more than 300 staff (Marion, Adelaide, Charles Sturt, Onkaparinga, Playford, Port Adelaide Enfield, Salisbury and Tee Tree Gully).

Rolling Lost Time Injury Frequency Rate

Rolling LTIFR, outlined with a solid blue line in Figure 3 from internal incident report data, provides analysis of the average LTIFR over the last 12 months. The dotted blue 'median' line tracks the downward trend.

Figure 3: Rolling LTIFR

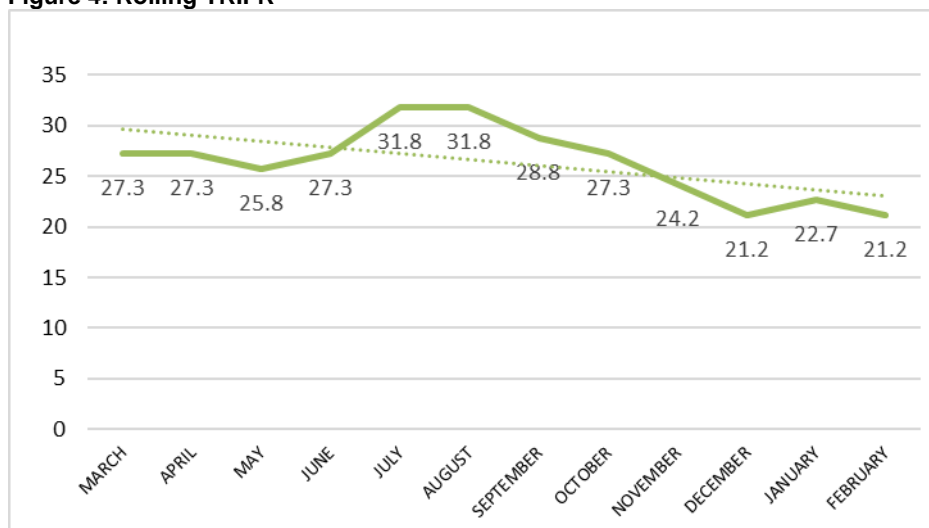


The current rolling LTIFR for the City of Marion is 7.7, which represents a 44% reduction over the previous 12 months.

Rolling Total Recordable Incident Frequency Rate

Total Recordable Incidents include fatalities, LTI's and incidents resulting in the employee receiving medical treatment and/or is certified as only fit to undertake suitable duties. The Rolling Total Recordable Incident Frequency Rate (TRIFR), outlined with a solid green line in Figure 4 from internal incident report data, provides analysis of the average TRIFR over the last 12 months. The dotted green 'median' line tracks the downward trend.

Figure 4: Rolling TRIFR



The current rolling TRIFR for the City of Marion is 21.2 which represents a 22% reduction over the previous 12 months.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Notice Received from: Councillor Byram

Subject: Removal of Cadell St Reserve from the dog park investigations

Ref No: GC270318M01

MOTION:

That Council remove Cadell St Reserve from consideration as a location for a dog Park.

COMMENTS: Councillor Byram

Nil

COMMENTS: Carol Hampton, Manager City Property

Following Council endorsement for community engagement and concept development at three sites; Cadell Street Reserve, Hazelmere Road Reserve and Dumbarton Avenue Reserve, a community engagement process was undertaken from 21 February to 18 March 2018. This involved:

- A mail out to residents in a 400m catchment around the reserve
- Emails to the project mailing list
- Advertisement in the Messenger – What's Happening Column
- Facebook posts
- Website / making Marion Online Survey
- Onsite Sign

Feedback from the community engagement process is still be complied. While there initially appears to be support for a dog park at Cadell Reserve, strong feedback has been provided from some community members who are opposed to the construction of a Dog Park at Cadell Street Reserve. This includes a petition from 205 signatories opposing the proposal to locate a dog park at this location.

Initial analysis of Cadell Street Reserve indicated that there are a number of constraints to using this reserve as a dog park:

- Proximity of houses surrounding the Reserve
- Limited size of the reserve for a formal dog park due to other recreational uses
- No formal parking

Should Council resolve to support this motion, this site will no longer be considered as part of the project and feedback will be provided to the Community.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 March 2018**

Notice Received from: Councillor Crossland

Subject: Purchase of New Computer Software

Ref No: GC270318M02

MOTION:

That:

1. The Enterprise Data Warehouse/BI Reporting solution software at a cost of \$132,000 which is to be considered in the 2018/2019 budget.
2. The Project and Program Management One Stop Shop software at a cost of \$125,000 which is to be considered in the 2018/2019 budget with a further \$75,000 in both the 2019/2020 and 2020/2021 budgets.

COMMENTS: Councillor Crossland

Nil

COMMENTS: Fiona Harvey, Manager Innovation and Strategy

The process for the preparation of the 2018/19 draft Annual Business Plan was initiated in December 2017 to prepare a list of New Initiatives from Elected Members and staff for consideration and prioritisation in 2018/19. Through a series of Elected Members forums and Council meetings the list of initiatives has been considered and prioritised resulting in a range of initiatives being adopted through Council resolutions for inclusion in the draft plan.

A number of new initiatives are yet to be resolved by Council for inclusion in the 2018/19 draft Annual Business Plan, including the Enterprise Data Warehouse/BI Reporting solution and the Project and Program Management One Stop Shop. Overviews of these initiatives are provided in Appendix 1.

Should Council resolve to support these initiatives, the following funding will be included in the 2018/19 Budget and Long Term Financial Plan:

| Initiative | 2018/19 Budget | LTFP |
|---|----------------|-----------|
| Enterprise Data Warehouse/BI Reporting solution | \$132,500 | \$492,500 |
| Project and Program Management One Stop Shop | \$125,000 | \$800,000 |

Council's Draft 2018/19 Annual Budget as it currently stands has sufficient capacity to meet the funding requirements of the above initiatives. Consideration of other new initiatives yet to be resolved by Council for inclusion in the 2018/19 draft Annual Business Plan may however impact on Council's capacity to fund these initiatives.

Appendix 1: New Initiatives overviews**New Initiative Overview #1**

| | |
|-------------------------------------|---|
| Initiative Name | Project & Program Management One Stop Shop |
| Initiative Type | Targeted Improvement |
| Department | Strategy & Innovation |
| Proposed Initiate Start Date | Jul 02, 2018 |
| Proposed Initiative End Date | Jun 30, 2019 |
| Outline the Scope | <p>Currently project management in CoM is inconsistent, not transparent and as such a there is limited confidence in understanding our capacity to deliver what we say we will.</p> <p>To enable strategic oversight and management of all Projects and Programs across the organisation this project will bring to life a 'One Stop Shop' for Project and Program Management. This will be an on-line system that will complete the entire Project Lifecycle from start (initiation) to project close and will include the following but not limited to:</p> <p>Real Time Project Status and Analytics - Benefit from complete visibility and control over our resources, projects and financials from on-demand analytics to project and portfolio status reports.</p> <p>Prioritisation of Projects and Programs - Rank our projects based on user defined criteria, ensuring the correct projects are selected and that decisions are made based on corporate objectives and resources.</p> <p>Maintain Project Portfolio Visibility -From portfolio/program managers to individual project managers, users have access to the same insights through the on-line system - as well as the ability to maintain a clear line of sight across the layers of our organisation.</p> <p>Leverage Lessons learned from Project Reviews - Learn from the past by gaining value from past projects through the ability to review outcomes and use existing projects as templates for the future.</p> <p>Accountability - Create project accountability by keeping track of who is in charge of what, with inbuilt updates, tasks, reminders and alerts.</p> <p>Integration - Talk to other CoM solutions i.e. our financial, asset management and GIS systems with ease to ensure the complete picture is</p> |

captured and additional benefits realised.
Manage project issues/risks: give greater transparency of all risks and issues

Objectives

Work with the organisation to:

- 1: Build a common Project Management Framework in collaboration with key business users
- 2: Set the system up to manage multiple project workflows whilst ensuring alignment to our Strategic Objectives and organisational structure
- 3: Set up reporting and analytics that meets organisational needs
- 4: Integrate with core related systems, finance and asset management
- 5: Enable resource tracking function to give clear visibility over our capacity to deliver
- 6: A One stop shop for Project Management
- 7: User friendly
- 8: Identify and manage risks

Outcomes (these must be measureable and relate to the objectives)

A system set up that aligns with the CoM Project Management Framework

The system can manage all different types of projects/programs within CoM - scalable

As a minimum the current WAP report templates will be established in the system

Successful integration with our financial system

The system has the capability for CoM to track resources and performance

Users only have to go to the one system to access all project related material

A survey shows at least 80% user acceptance that it is easy to use

Benefits Measurement

Financial

Yes

| | |
|--|--|
| Community | Yes |
| Environmental | Yes |
| In a few sentences, please describe how these benefits will be realised | <p>Financial savings due to increase efficiency due to mitigation of project slippage and risk.</p> <p>Improved oversight and management of projects for both Council and Management</p> <p>Reduction of staff time spent on updating multiple different word/excel document reports to report on the same project but in different ways.</p> <p>Environmental savings due to not having to print documents or reports for every meeting that reports on project updates.</p> <p>Community Benefit - better transparency on our project/program delivery being able to effectively and with confidence update them on the progress. Ability to visualise projects by location and status updates</p> |

Strategic/Organisational Excellence Alignment

| | |
|---|--|
| Liveable | No |
| Valuing Nature | No |
| Innovative | Yes |
| Prosperous | No |
| Connected | Yes |
| Engaged | Yes |
| Excellence | Yes |
| Describe how this initiative progresses the community vision and strategic priorities of council as outlined in the 10 year strategic plan 2017 - 2027 goals, strategies and good governance drivers or 3 Year Business Plan 2016 - 2019 | <p>This initiative aligns well with innovative - as we can transition away from inconsistency and utilise cloud based technologies to enhance our organisation to being high performing, transparent and accountable for what we deliver</p> <p>Connected enables us to better deliver our services to the community on time and on budget</p> <p>Excellence - this will bring in good governance to what we do and how we deliver</p> |

Initiative Financials (GST Excl)

| | |
|--|--|
| Total Cost Year 1 | \$125,000 |
| Total Cost Year 2 | \$75,000 |
| Total Cost Year 3 | \$75,000 |
| Total Initiative Cost | \$275,000 |
| Additional Information about your initiative that you would like to be considered | <p>This is an enterprise wide system that links in with the Asset Management Proposal and the Business Intelligence (Metrics that Matter) initiative.</p> <p>In my initial discussions with SLT members and other key staff to date around Project Management there is a big appetite for a system to support project management.</p> <p>This will replace the WAP tool further improving Elected Member's oversight of the delivery of projects and programs to ensure they are delivered on time and within budget and according to scope.</p> |

New Initiative Overview #2

| | |
|-------------------------------------|--|
| Initiative Name | Enterprise Data Warehouse / BI Reporting Solution to deliver sustainable 'Metrics that Matter' |
| Initiative Type | Targeted Improvement |
| Department | Strategy & Innovation |
| Proposed Initiate Start Date | Jul 01, 2018 |
| Proposed Initiative End Date | Jun 30, 2019 |
| Outline the Scope | <p>The objective of this initiative is to setup the system to enable sustainable delivery of 'metrics that matter' across the City of Marion.</p> <p>The Enterprise Data Warehouse / BI Reporting Solution allows information stored in disparate ICT systems to be brought together to produce meaningful, real time metrics to inform decision making, establish current states as a basis for review and demonstrate delivery of improvements, and respond to the changing needs of our customers.</p> <p>This will enable real time data to support the management and monitoring of services.</p> |
| Objectives | <p>Define and curate data sets from disparate systems to support decision-making, monitor performance, and identify trends across council.</p> <p>House data/sets strategically to enable direct Open Database Connectivity (ODBC) with the PowerBI Tool, which will facilitate:</p> <ul style="list-style-type: none"> - Data Accessibility - data in disparate systems will be more accessible and able to be aggregated, allowing high level and cross-disciplinary (team) reporting. - Reportability - data curation/PowerBI tool will facilitate creating and automating aggregated reports with real-time data for decision making and service reviews. - Visibility - data will be more accessible and visible through visualisations specific to council requirements and aligned with the CoM Community Vision and Strategic Management Framework. |

Outcomes (these must be measureable and relate to the objectives)

Sustainable Metrics/Dashboards for Divisions, Departments, Teams and through Service Reviews to manage performance, costs and efficiencies.

The ability to demonstrate benefits realised as a result of improvements delivered.

From the ICT Roadmap:

- Data Integration and Reporting (Connected)
- Asset Reporting and Monitoring (Liveable)
- Environmental and Sustainability Data Integration and Reporting (Liveable)

Other potential opportunities from the ICT Roadmap include:

- Finance and WHS KPI Reports (Governance)
- Corporate Performance Reporting (Governance)

Benefits Measurement

| | |
|--|--|
| Financial | Yes |
| Community | Yes |
| Environmental | No |
| In a few sentences, please describe how these benefits will be realised | <p>Financial Benefits from;</p> <p>The ability to effectively monitor and manage costs, people and efficiencies.</p> <p>Identify opportunities for improvement</p> <p>Reduced administrative burden from reporting</p> <p>Baselines for demonstrating improvement</p> <p>Consolidates the many spreadsheets that exist for reporting</p> <p>Improved data accuracy</p> <p>Provide consistent reporting across the organisation</p> <p>Community Benefits;</p> <p>Ability to demonstrate our performance to our community</p> <p>Manage cost increases and as a result limit the rates increase</p> |

Strategic/Organisational Excellence Alignment

| | |
|-----------------------|-----|
| Liveable | Yes |
| Valuing Nature | No |
| Innovative | Yes |
| Prosperous | No |
| Connected | Yes |
| Engaged | No |
| Excellence | Yes |

Describe how this initiative progresses the community vision and strategic priorities of council as outlined in the 10 year strategic plan 2017 - 2027 goals, strategies and good governance drivers or 3 Year Business Plan 2016 - 2019

The Enterprise Data Warehouse / BI Reporting Solution to facilitate sustainable 'Metrics that Matter' aligns with the Innovative and Connected themes in the Community Vision by using technology to improve oversight and realise opportunities.

There is also a strong linkage to the delivery of the service review program as appropriate 'metrics that matter' form the baseline for the analysis of the efficiency of a service and then enable the demonstration of the benefits delivered by any recommended improvements.

Maximising the City of Marion's use of the data it currently collects will increase visibility of our performance and allow for better monitoring of our alignment with the City of Marion Community Vision and Strategic Management Framework.

Initiative Financials (GST Excl)

| | |
|------------------------------|-----------|
| Total Cost Year 1 | \$132,500 |
| Total Cost Year 2 | \$40,000 |
| Total Cost Year 3 | \$40,000 |
| Total Initiative Cost | \$212,500 |

Additional Information about your initiative that you would like to be considered

This Enterprise wide solution stands alone, but connects with Asset Management and Project and Program Management One Stop Shop and provides the City of Marion with the opportunity to Transform the way we work and 'Make Marion Better'.

A business case for this initiative will include;

- actual size of data storage required
- appetite for cloud based storage of data

**CITY OF MARION
GENERAL COUNCIL MEETING
27 March 2018**

Notice Received from: Councillor Crossland

Subject: Indigenous and Disability Traineeships

Ref No: GC270318M03

MOTION:

That Council agrees to fund an Indigenous and Disability Traineeship scheme at a cost of \$120,000 per year

COMMENTS: Councillor Crossland

Nil

COMMENTS: Fiona Harvey, Manager Innovation and Strategy

The process for the preparation of the 2018/19 draft Annual Business Plan was initiated in December 2017 to prepare a list of New Initiatives from Elected Members and staff for consideration and prioritisation in 2018/19. Through a series of Elected Member forums and Council meetings the list of initiatives has been considered and prioritised resulting in a range of initiatives being adopted through Council resolutions for inclusion in the draft plan.

A number of new initiatives are yet to be resolved by Council for inclusion in the 2018/19 draft Annual Business Plan, including the Indigenous and Disability Traineeship scheme. An Overview of this initiative is provided in Appendix 1.

In addition to the information provided in the initiative overview, further benefits the scheme will bring to the City of Marion include:

- Increased diversity and inclusion in the workforce
 - Productivity and loyalty
Employees are more likely to feel comfortable and happy in an environment where inclusivity is a priority.
 - Positive impact on our brand and employer brand
 - Embracing diversity/inclusivity will attract a wider range of candidates to vacancies, as the City of Marion will be viewed as more progressive organisation and will appeal to individuals from a range of backgrounds.
 - Develop our reputation for making a real difference to the lives of Indigenous Australians and people with disabilities, their families and the community

- Community representation
A benefit of diversity in the workplace is that it better equips our people to serve our community.
- Brings into the workforce a different mix of perspectives
People from different backgrounds bring with them different information, opinions, and unique perspectives that may not have otherwise been considered.

Should council resolve to support these initiatives, the following funding will be included in the 2018/19 Budget and Long Term Financial Plan:

| Initiative | 2018/19 Budget | LTFP |
|--|----------------|-------------|
| Indigenous and Disability Traineeship scheme | \$120,000 | \$1,200,000 |

Council's Draft 2018/19 Annual Budget as it currently stands has sufficient capacity to meet the funding requirements of the above initiative. Consideration of other new initiatives yet to be resolved by Council for inclusion in the 2018/19 draft Annual Business Plan may impact on Council's capacity to fund this initiative.

Appendix 1: New Initiative Overview**New Initiative Overview**

| | |
|--|--|
| Initiative Name | Indigenous and disability traineeships |
| Initiative Type | Targeted Improvement |
| Department | Human Resources |
| Proposed Initiate Start Date | Aug 31, 2018 |
| Proposed Initiative End Date | Jun 30, 2021 |
| Outline the Scope | <p>Implement 2 Aboriginal and Torrens Strait Islander and 2 disability traineeships, in order to positively impact our diversity and inclusion (D&I) strategy and the Reconciliation Action Plan (RAP) 2016-2019.</p> <p>* RAP Action Focus Area 21: Employment</p> <p>* Diversity & inclusion Plan objective to increase the diversity & inclusion of our workforce demographics</p> <ul style="list-style-type: none"> - Engagement with recruitment agencies specialising in these areas - Participants would be employees of the agency, CoM would pay contractor fees as per the Award - Participants could work in any area of Council, dependent on the experience, qualification - Criteria for potential candidates to live in the City of Marion community |
| Objectives | To achieve an increased diversity in our workforce in the areas of Aboriginal and Torrens Strait Islander and disability |
| Outcomes (these must be measureable and relate to the objectives) | <p>Aboriginal and Torrens Strait Islander + disability workers increased by 4 in the 18/19 financial year & following two years</p> <p>Delivering on the RAP and D&I plan</p> |

Benefits Measurement

| | |
|--|--|
| Financial | No |
| Community | Yes |
| Environmental | No |
| In a few sentences, please describe how these benefits will be realised | Providing increased employment opportunities to Aboriginal and Torrens Strait Islander people and people with a disability |

Strategic/Organisational Excellence Alignment

| | |
|---|--|
| Liveable | Yes |
| Valuing Nature | No |
| Innovative | Yes |
| Prosperous | Yes |
| Connected | No |
| Engaged | Yes |
| Excellence | Yes |
| Describe how this initiative progresses the community vision and strategic priorities of council as outlined in the 10 year strategic plan 2017 - 2027 goals, strategies and good governance drivers or 3 Year Business Plan 2016 - 2019 | <p>Providing employment opportunities which will result in:</p> <ul style="list-style-type: none"> - Embracing and celebrating cultural diversity (liveable) - Engaging minority groups within the community (engaged) - Providing jobs & increasing skills in the community to people who may not have had the opportunity previously (prosperous) - Providing opportunities for the community through a new & innovative approach (Innovative) |

Initiative Financials (GST Excl)

| | |
|------------------------------|-----------|
| Total Cost Year 1 | \$120,000 |
| Total Cost Year 2 | \$120,000 |
| Total Cost Year 3 | \$120,000 |
| Total Initiative Cost | \$360,000 |

Additional Information about your initiative that you would like to be considered

There is the potential for work station / building adjustment depending on the disability & requirements of the person recruited.

Contractor costs are approximate and dependent on:

- Indigenous - depends on level of schooling and age left school. Eg 18 \$25 - 26K; 21+ \$40k

- Disability - depends on incentives & extra funding. Administration approx. \$25k for 18/19 year old.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Question Received from: Councillor Bruce Hull

Subject: Power Failure, Administration Centre

Reference No: GC270318Q01

QUESTION:

“Given the significant expense of \$84,434 of purchasing and installing the massive diesel back up generator (as pictured) last year - located in the Administration Centre car park, why did our community and staff experience the crippling mission critical power outage on 23/2/18 in our Administration Centre?”

“Can we get a refund on the generator and provide an innovative, cleaner and secure energy future for our Administration Centre with battery technology with additional solar capture from carport structures in the Administration Centre similar to that of the Westfield Marion car park and our electric car charging station project at Tonsley?”

COMMENTS: Councillor Hull

Can the email from Ms McKenzie 23/2/18 , the answer to my question by Mr Mifsud in August 2017 and generator photo be attached to this question please?

COMMENTS: Vincent Mifsud, General Manager Corporate Services

The City of Marion’s Business Continuity Plan and Community Emergency Management Plan (in draft) reflects that Council has invested in a diesel run generator which ensures protection of Councils critical systems and data for a period of time during power outages.

The generator was specifically designed with the primary purpose of keeping the Computer Room operational in the event of power failures increasingly experienced over recent years. This requires clean power and air-conditioning to remain operational to protect our critical Data assets.

The Generator and UPS (Uninterrupted Power Supply batteries) performed flawlessly for this task, supplying the Administration Datacentre and associated air-conditioning as planned.

In addition this enabled the wireless network (Wi-Fi) and battery based devices (Tablets, Smart phones and Laptops) to continue to be used throughout the building and allow external communications through these devices.

It was noted that external phone calls were unexpectedly interrupted and the cause of this is currently being investigated, with involvement from our telephony vendors Optus and Telstra to help identify and rectify the issue.

Prior to a decision to procure a generator a high level initial assessment was conducted, including consideration of desirable environmentally friendly technological solutions. This found:-

- The solar panels currently installed on the Administration Centre are significantly inadequate to provide a solar/battery option.
- There is insufficient usable roof space available to incorporate a solar/battery option on the Administration Centre – the majority of our roofs are actually curved and some are not load bearing.
- The roof orientation of the Administration Centre (south) does not support a large capacity of solar panels being installed.
- A solar/battery solution is, unfortunately, not a solution for maintaining reliable back-up power for the Administration Centre.

As a result of the lack of available space, structural limitations and poor orientation of the roof a solar/battery option was not pursued.

Attachments

Appendix 1 – copy of previous Question with Notice report (GC220817Q03)

Appendix 2 – copy of 23/2/18 email to Members

**CITY OF MARION
GENERAL COUNCIL MEETING
22 AUGUST 2017**

Question Received from: Councillor Hull

Subject: Diesel Powered Generator

Reference No: GC220817Q03

QUESTIONS:

What was the cost of the large diesel powered generator (photo included below) that has been purchased or leased by Council that is now located in the Administration Centre car park?

Was there any consideration to install solar/battery storage as an alternative to the purchased/leased generator and was that option costed? Given that there are some solar panels on the Administration Centre, what was the cost of the solar/battery option?

Who specifically authorised the purchase/lease of the said generator?

COMMENTS: Councillor Hull



COMMENTS: Vincent Mifsud, General Manager Corporate Services

1. The generator was purchased at a total cost of \$84,434 for Supply and Installation.
2. Yes, consideration was given to the use of solar panels and battery storage options; however these were not pursued after initial investigations showed they were not viable:-
 - There is insufficient physical roof space available for the number of solar panels necessary for power requirements (estimated at over 100m² needed and the Admin building has very little space given the sloping roof designs and Air-conditioning plant, etc.);

- 24/7 mission critical base load power requirements are necessary once backup power is initiated and this cannot be reliably provided by a solar panel/battery option, given the physical constraints of the Admin building;
 - Diesel generator versus solar panel/battery indicated the solar option to be not viable and significantly cost prohibitive.
3. The purchase of the generator was approved by the Chief Executive Officer.

APPENDIX 2

From: Kate McKenzie
Sent: Friday, 23 February 2018 3:51 PM
To: Council Members [REDACTED]
Cc: ELT Group [REDACTED]
Subject: power outage - Admin and City Services

Dear Members,

Please note that City Services and the Admin Building both have no power due to a fallen tree branch outside of City Services.

The estimated time for the power to be restored (at this point) is 6 pm.

The Business Continuity Plan has been activated – essential services and critical work for the day are being finalised.

Both buildings will be shut to the public and staff will be leaving the sites in due course.

The community will also be advised via the website and social media.

Please let me know if there are any concerns

Thanks
Kate

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Question Received from: Councillor Tim Gard

Subject: Seacliff Park dust emission containment

Reference No: GC270318Q02

QUESTION: Could management please advise if the pre-development preparatory works completed in recent months by the developers of the Seacliff Park site are in keeping with the requirements or guidelines of the Environmental Protection Authority (EPA), particular in respect of dust emissions and containment of contaminated elements below soil surface.

Is there coordination and consultation between the City of Holdfast Bay, the EPA and our own management in respect of the necessary standards that must be met in these and future works.

COMMENTS: Councillor Tim Gard

Aside from the matters of site security and presentation that are currently being attended by management, the issues of dust and containment of any contamination remain ongoing until the development is satisfactorily completed. This may be some ten years or more in timeframe.

Whilst as local Councillor I have had almost no complaints from surrounding residents, I'm aware that the site is not undergoing any mitigation initiatives to contain dust, other than when earth-moving is occurring. There is doubt that natural grasses will regenerate in the short term, given the amount of earth that has been removed.

The EPA is aware of the dust monitoring systems at the nearby Boral operated mine and these alone may reveal some changes in dust patterns with the copious earthmoving and site clearing that has taken place during the recent summer, versus readings of the previous summers.

The process of clearing has also seen a 'scab taken off a large sore' as it were, as the concrete layer in the vicinity of Scholefield Road has been broken up and removed. I understand that this is one of the worst areas of contamination, being one of the lowest sections of the topography. This is chiefly on the CoHB side of the boundary, however residents from both sides of the boundary stand to be affected by any incidence of contamination.

COMMENTS: Jason Cattonar, Manager Development and Regulatory Services

Since 1 January 2018, Council has recorded one (1) complaint in the Customer Event System alleging dust emissions are being caused by preparatory/demolition works on the site. The land was monitored (site inspections) during the month of January, however there were no recorded breaches of the Local Nuisance and Litter Act 1993 or the Environment Protection Act 1993 in relation to dust or other environmental nuisance.

Management are, and continue to liaise with the relevant City of Holdfast staff to ensure there is a coordinated approach to any future issues that arise in relation to the site.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Question Received from: Councillor Tim Gard

Subject: Monitoring for residual refuse contamination

Reference No: GC270318Q03

QUESTION: Is the City of Marion monitoring for any emissions or residual contamination emanating from a former rubbish dump in the vicinity of the north-eastern sector of the Marino Conservation Park, and if so could a report be provided to Council on current findings?

If not, could management arrange to investigate the current status and report to Council accordingly?

COMMENTS: Councillor Tim Gard

A resident living adjacent (left hand side) to the main entrance of the Park has verbally reported about her family's concerns for some time over apparent gas emissions in the area, suspecting it to be caused by the remnants of the dump.

COMMENTS: Jason Cattonar, Manager Development and Regulatory Services/Sharon Perin, Unit Manager Community Health and Safety

The City of Marion commissioned a private environmental consultant to undertake a monitoring program of the former rubbish dump at the Marino Conservation Park during 2015, which involved undertaking assessments of landfill gases on four occasions to cover each season of the year and taking landfill gas measurements at differing atmospheric pressures.

The environmental consultant advised in 2016 after the completion of the monitoring program that the former rubbish dump at the Marino Conservation Park was in the "very low risk" category for methane and carbon dioxide, indicating landfill gases were not being generated at unacceptable levels. In addition, borehole flow measures were negligible indicating negligible gas generation. In light of this, the environmental consultant recommended that gas monitoring be ceased at the site.

**CITY OF MARION
GENERAL COUNCIL MEETING
27 MARCH 2018**

Question Received from: Councillor Tim Gard

Subject: Rate Reductions

Reference No: GC270318Q04

QUESTION:

Does the City of Marion have major rate reductions for any classification of resident and could this not be considered on a means/situation test basis?

Would it be possible to create a revenue neutral system of subsidy for such residents where the bulk of ratepayers foot the additional bill for very little extra per household.

COMMENTS: Councillor Tim Gard

Recently I had contact from an aged resident asking if one is eligible for rates relief after 50 years as a ratepayer.

Very few people come to live in a municipality for this period of time, and if they do, their period of time as a future ratepayer is generally very limited.

There's both a moral issue and practical ones to support such an initiative, the moral one being that such longtime residents have been the ones to foot the bill of much of that which we all enjoy in our City today. This is the same generational argument to which we often allude, but considered from another perspective.

Very long term residency and other circumstances of disadvantage or service, such as extended years as a volunteer for the City, are surely deserving of special consideration or recognition.

There's also another upside for such benevolence, as it could be regarded as a means of holding that resident in the City of Marion where, although he or she may be paying little or no rates, the individual would nonetheless be a consumer of other goods and services from those who pay commercial rates.

The housing market is such that the older residents increasingly come under rates stress, especially if they live in a suburb that is experiencing high growth rates compared with others. There is often no way out but to sell and move, however this so often presents huge social implications. At best such residents are more likely than not to be under considerable financial pressures.

COMMENTS: Ray Barnwell, Manager Finance & Contracts

The City of Marion does not have rate reductions for any classification of resident, nor is there a specific provision for this available in the Local Government Act 1999.

A number of provisions are available within Council's Rating Policy to support qualifying pensioners and self-funded retirees:

1. Postponement of Rates (Seniors) - Section 182A of The Act provides an option for seniors to postpone a portion of their rates above \$500 each year. This is offered to those who hold, or are eligible to hold a State Seniors Card and own at least 50% equity in their principle place of residence.
2. Postponement of Rates (Hardship) - Section 182 of The Act permits the Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship.
3. Rate Capping - Council provides relief against a substantial increase in rates payable on residential land due to large increases in capital value by applying a rebate (capping) of general rates to eligible ratepayers. For the current financial year, the rate cap is set at 12% with a \$20 minimum and a \$200 maximum (excluding new or improved properties) for ratepayers who meet the Qualifying Criteria.

In addition the \$200 Cost of Living Concession is available to eligible pensioners who have been means assessed by DCSI and is also available to a broader range of residents.

Council could consider a discretionary rebate, however would need to do so in the context of balancing the benefits of providing such a rebate with the impact it would have on cost shifting to other ratepayers. This includes considering the fairness and equity to residential ratepayers, in particular those on fixed income pensions.

It is worth noting that during the 2015/16 Annual Business Planning process, a proposal to introduce a rates concession for ratepayers who have lived in the City of Marion for over 50 years was submitted by a local resident. This proposal was not supported by Elected Members.