

His Worship the Mayor
Councillors
CITY OF MARION



**NOTICE OF
INFRASTRUCTURE AND STRATEGY COMMITTEE 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 6 March 2018

Commencing at 6.30pm

In the 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 Chamber is via the main entrance to the Administration building on Sturt Road, Sturt.

A handwritten signature in dark ink, appearing to read "Adrian", is placed over a faint, light-colored rectangular stamp.

Adrian Skull
CHIEF EXECUTIVE OFFICER

1 March 2018

**CITY OF MARION
INFRASTRUCTURE & STRATEGY COMMITTEE AGENDA
FOR THE MEETING TO BE HELD ON
TUESDAY 6 MARCH 2018
COMMENCING AT 6.30 PM
COUNCIL CHAMBER
245 STURT ROAD, STURT**



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. MEMBER'S DECLARATION OF INTEREST (if any)

4. CONFIRMATION OF MINUTES

- 4.1 Confirmation of the minutes for the Infrastructure & Strategy Committee meeting held on 6 February 2018.....3

5. BUSINESS ARISING

- 5.1 Review of the Business Arising from previous meetings of the Infrastructure and Strategy Committee Meetings.....10
- 5.2 Meeting Schedule and Work Program for 201813

6. REPORTS FOR NOTING

- 6.1 Infrastructure Projects Update
Report Reference: ISC060318R6.1.19

7. CONFIDENTIAL REPORTS

- 7.1 BMX Project Progress Report
Report Reference: ISC060318F7.136

8.1 REPORTS FOR DISCUSSION

- 8.1 ICT Digital Transformation Plan Update
Report Reference: ISC060318R8.1.....37

9. WORKSHOP

Nil

10. PRESENTATION

Nil

11. ANY OTHER BUSINESS

12. MEETING CLOSURE

The Infrastructure & Strategy Committee meeting shall conclude on or before 9.30 pm unless there is a specific motion adopted at the meeting to continue beyond that time.

13. NEXT MEETING

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

Time: 6.30pm

Date: 3 April 2018

Venue: The Council Chamber, Administration Office, 245 Sturt Road, Sturt

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 6 FEBRUARY 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	Nick Westwood
Councillor	Ian Crossland
Ms Abby Dickson	General Manager City Development
Mr Vincent Mifsud	General Manager Corporate Services
Ms Fiona Harvey	Manager Innovation and Strategy
Ms Elaine Delgado	Strategy Leader (minute taker)

1. OPEN MEETING

The meeting commenced at 6.32 pm.

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. TERMS OF REFERENCE AND OVERVIEW OF SKILLS

Infrastructure and Strategy Committee Terms of Reference and Overview of Skills Report Reference: ISC060218R4.1

Cr Hutchinson, as Chair, invited Mr Reynolds to provide an overview of his skills that relate to the purpose of the Committee. Experience in the following areas was highlighted:

- Construction of large scale facilities at a global level
- Significant strategic and infrastructure planning
- Preparation of business models for Smart Cities and assets

Due to the level of shared knowledge it was agreed that it was unnecessary for Committee Members to provide an overview of their skills.

Members noted the following to be addressed in the Terms of Reference:

- '3.4 *The Elected Member will be the presiding member of the Committee*', should be removed from the section titled 'Expert Member', and included under the section titled 'Elected Member Representatives'
- '5.1.3 *To review any topic specific strategies or plans (not included within any other Committee's Terms of Reference) prior to Council consideration and adoption*', to be reworded to clarify that only strategic topics be included for consideration on the Committee's agenda
- Include a reference to Council's quest for Innovation

Moved Councillor Prior, Seconded Councillor Pfeiffer that the Infrastructure and Strategy Committee:

1. Recommends to Council that the Terms of Reference identified at Appendix 1 to the report be amended as follows:
 - Include 3.4 under the section titled 'Elected Member Representatives'
 - Reword 5.1.3 to ensure only strategic topics are included on the Committee's agenda
 - Include a reference to Council's quest for Innovation
2. Notes the overview of skills provided by the Expert Member.

Carried unanimously

5. CONFIRMATION OF MINUTES

Moved Councillor Hull, Seconded Mr Reynolds the minutes of the Infrastructure and Strategy Committee Meeting held on 7 November 2017 be taken as read and confirmed.

6. BUSINESS ARISING

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

The following points were made in reviewing the projects:

Edwardstown

- The project scope includes the installation of batteries to enable recharge for electric vehicles.

BMX

- An update of the project was provided by Ms Dickson with the following points discussed:
 - Potential for alternative sites
 - Potential for other engineering solutions with consideration given to risk
 - Capital cost of project and current funding shortfall
 - Potential to attract additional project funding
 - Potential cost recovery opportunities
 - Value of a whole-of-government approach
 - On-going operating costs for an accredited and non-accredited facility

Moved, Cr Pfeiffer, Seconded Cr Gard that:

1. A more thorough analysis of alternative BMX sites be undertaken
2. The confidential Draft Section 48 report on the current B MX site be circulated to Infrastructure and Strategy Committee Members
3. Consideration be given to alternate engineering solutions for the proposed BMX site that do not involve significant excavation

Carried unanimously

Action: Distribute the confidential Draft Section 48 report on the current BMX site to Infrastructure and Strategy Committee Members

'Smart' LED Street Lighting

- A pilot demonstration project could be considered and investigated
- It is critical there is clarity on what data should be collected and ownership of the data as a basis for determining the location of a pilot project site and what smart technology solutions should be employed
- Consideration needs to be given to identifying the most effective project partner within the context of technology capability and legality

*Cr Pfeiffer left the meeting at 8.43pm
 Cr Pfeiffer returned to the meeting at 8.45pm*

Moved, Cr Prior, Seconded Mr Reynolds that:

1. A report be presented to the April 2 018 meeting of the Infrastructure and Strategy Committee outlining:
 - Smart Cities commercial and technological advancements to inform potential partnership opportunities for a pilot project
 - Smart Cities projects being undertaken by other Councils
2. Approach SAPN to deliver an accelerated program delivery of LED lighting transition for Stages 2 and 3

6.2 Setting of annual works program (discussion)

Members provided the following suggestions:

- Funding strategy for 'spade ready' projects, including how funding opportunities to be identified/activated, and consideration of the need for a Council public policy statement on how Council funds its projects
- Transport – the way we move people into, out of, and within the City of Marion. This could include public transport, walking and cycling, use of private vehicles; North-South Corridor issues and opportunities; consideration of Council's role in advocacy for better quality infrastructure
- Export marketing initiatives to attract new residents, new business and commerce and new industry to the City
- Water – management of stormwater as a key asset; strategies to improve water sensitive urban design
- Economic development – existing and potential location of employment land/industrial districts; Council's role in supporting business and partnering with the Southern Adelaide Economic Development Board; ideas for community energy and technology
- Sport and recreation - soccer in southern Marion; Mitchell Park Sports and Community Centre
- Streetscaping/tree management updates - including reference to application of heat mapping
- Community issues and opportunities - ageing population; support for physical and mental health
- Asset optimisation – 5-10 year plan for ownership, divestment, procurement within context of Council's strategic plans
- Reporting on delivery against Council's strategic directions
- Development of Council's 4-year Business Plan
- Coastal management planning
- Oaklands /Marion Cultural Centre Plaza precinct opportunities

*Cr Prior left the meeting at 8.00pm
 Cr Prior returned to the meeting at 8.03pm*

Action: Council Administration to recommend a prioritised program

Moved, Cr Prior, Seconded Cr Pfeiffer that:

Council Administration prepare a n annual program for the Infrastructure and Strategy Committee based on feedback received during the meeting.

Carried unanimously

7. REPORTS

Capella and Nannigai Precinct Plan **Report Reference: ISC060218R7.1**

Members sought feedback on the following:

- The process to be undertaken for tender selection
- Clarification of the 3 options for low, moderate and high levels of service provision

Cr Hutchinson left the meeting at 8.52pm
Cr Hutchinson returned to the meeting at 8.53pm

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

1. Notes the report.
2. Notes Administration will consider the option of project design being undertaken in-house, and if not feasible will proceed to engage a contractor to develop the Capella and Nannigai Reserve Precinct Plan as set out in the design objectives and scope of works (Appendix 1 and 2) for the development of high level costed concept plan options.
3. Notes that the concept plan options will be presented to Council for consideration once developed.

Carried unanimously

Energy Efficiency and Renewable Energy Roadmap **Report Reference: ISC060218R7.2**

The Committee noted the report and the following points were made:

- Consideration be given to commencing with Council opportunities followed by commercial and residential
- Council should start with addressing the easiest opportunities and evaluating their outcomes first before making a significant cost commitment
- Consideration needs to be given to Council developing a code of practice that could include community education, use of hybrid/electric vehicles
- There is a need to ensure incentives and rebate schemes are effective in benefitting the most disadvantaged community sectors

- Council needs to ensure that its Strategic Plan and Business Plan:
 - Position the City of Marion so it has a strong reputation in relation to energy efficiency and renewables
 - Are the drivers in operationalising energy efficiency and renewables transition through addressing issues such as, carbon-neutral policy, procurement policy including for vehicles, adoption and use of technology

The idea of a possible creation of a "Tech Shed" in the Tonsley Precinct was discussed that meets many of the principles and direction of the Roadmap. The following points were raised:

- A currently organised group of electronic hobbyist and expert volunteers could convert cars from petrol to electric drive
- The Tech Shed could also house various other technical or hobby pursuits as well as perform a community development function for the new urban area to be constructed in the precinct

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

1. Provides feedback on the draft Energy Efficiency and Renewable Energy Roadmap (Appendix 2) and the key questions posed for discussion.
2. Notes that Energy Efficiency and Renewable Energy opportunities will be included in the Committee's 2018 Annual Works Program.

Carried unanimously

8. WORKSHOP
 Nil

9. PRESENTATION
 Nil

10. CONFIDENTIAL ITEMS
 Nil

11. ANY OTHER BUSINESS
 Nil

12. MEETING CLOSURE
 The meeting was declared closed at 9.32pm.

13. NEXT MEETING
 The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on 6 March 2018 in the Council Chamber, 245 Sturt Road, Sturt.

CONFIRMED

.....
CHAIRPERSON
/ /

CITY OF MARION
BUSINESS ARISING FROM THE INFRASTRUCTURE AND STRATEGY COMMITTEE MEETINGS

AS AT 06 MARCH 2018



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	4 July 2017	9 Any other business Mid-year Committee review to be undertaken over breakfast, to be scheduled offline	Chair	September 2017	Results circulated via email on 28 February 2018. Survey has been distributed to committee members, Elected Members and relevant staff on 1 November 2017. Responses were due by 10 November 2017. The due date was extended to allow more responses to be received. Survey results to be collated and provided to the Committee	Completed 28 February 2018
2.	1 August 2017	7.1 An update report on the ICT Digital Transformation Plan be provided to the Committee every six months (including, where possible, how the City of Marion compares to other Councils).	John Deally	February 2018	Being presented at the 6 March meeting	6 March 2018
3.	3 October 2017	8.1 Infrastructure Projects Progress Updates – BMX Update A workshop on the BMX Project be held at a future Committee meeting.	Greg Salmon		Discussion held at 6 February 2018 meeting	Completed
4.	6 February 2018	4 Terms of Reference and Overview of Skills - Notes the Terms of Reference identified at Appendix 1 to the report be amended as follows: - Include 3.4 under the section titled 'Elected Member Representatives' - Reword 5.1.3 to ensure only strategic topics are included on the Committee's agenda - Include a reference to Council's quest for Innovation - Notes the overview of skills provided by the Expert Member.	Fiona Harvey		Changes to the Terms of Reference will require a resolution of Council, therefore the Committee may wish to consider whether they progress these changes	6 March 2018

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
5.	6 February 2018	6.1 Business Arising BMX ➤ A more thorough analysis of alternative BMX sites be undertaken. ➤ The confidential Section 48 report on the current BMX site be circulated to I & S Committee Members. ➤ Consideration be given to alternate engineering solutions for the proposed BMX site that do not involve significant excavation.	Greg Salmon		Confidential Section 48 report circulated via email 22 February 2018	Noted and completed 22 February 2018
6.	6 February 2018	6.1 Business Arising Smart Street Lighting Infrastructure • A report be presented to the April 2018 meeting of the Infrastructure and Strategy Committee outlining: ➤ Smart Cities commercial and technological advancements to inform potential partnership opportunities, including any commercial penalties, for a pilot project. ➤ Smart Cities projects being undertaken by other councils. ➤ Approach SAPN to deliver an accelerated program of delivery for Stages 2 and 3.		3 April 2018	Report scheduled for April 2018 Committee meeting	
7.	6 February 2018	6.2 Setting of annual works program • Council Administration to prepare an annual program for the I&S Committee based on feedback received during the meeting	Fiona Harvey	6 March 2018	Being presented at the 6 March meeting	

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
8.	6 February 2018	7.2 Energy Efficiency and Renewable Energy Roadmap • Provides feedback on the draft Energy Efficiency and Renewable Energy Roadmap (Appendix 2) and the key questions posed for discussion. • Notes that Energy Efficiency and Renewable Energy opportunities will be included in the Committee's 2018 Annual Works Program.	Ann Gibbons	5 June 2018	Report scheduled for June 2018 Committee meeting	

* Completed items to be removed are shaded

**CITY OF MARION
STRATEGY COMMITTEE MEETING
6 MARCH 2018**

General Manager: Abby Dickson, City Development

Subject: Program and Meeting Schedule for 2018

Reference No: ISC060318R5.2

REPORT OBJECTIVE

Setting an annual program helps to ensure that the Infrastructure & Strategy Committee addresses the scope of activities identified in the Committee's Terms of Reference, and ensures that the workload of the Committee is planned, managed and resourced. It allows the Committee to relay the dates and times of the meetings to the community and provides for upcoming business to be dealt with in a timely manner.

EXECUTIVE SUMMARY

A program, based on the Committee's Terms of Reference and meeting schedule for 2018 will be discussed by the Committee. The template for the work program is provided in **Appendix 1** as a starting point for the Committee's consideration.

RECOMMENDATION

DUE DATES

That the Strategy Committee:

- 1. Considers the program for 2018 as attached in Appendix 1.**

6 March 2018

6 February	6.30 – 9.30	Infrastructure & Strategy
6 March	6.30 – 9.30	Infrastructure & Strategy
3 April	6.30 – 9.30	Infrastructure & Strategy
1 May	6.30 – 9.30	Infrastructure & Strategy
5 June	6.30 – 9.30	Infrastructure & Strategy
3 July	6.30 – 9.30	Infrastructure & Strategy
7 August	6.30 – 9.30	Infrastructure & Strategy
4 September	6.30 – 9.30	Infrastructure & Strategy
2 October	6.30 – 9.30	Infrastructure & Strategy
6 November	6.30 – 9.30	Infrastructure & Strategy
4 December	6.30 – 9.30	Infrastructure & Strategy

- 1st Tuesday of each month from February – December 2018
- Membership – 5 Elected Members
- Quorum - 4 Committee Members
- Reference Minutes – GC241017R19

Presiding Member – Luke Hutchinson

Expert Member – Christian Reynolds

Members

- Tim Pfeiffer
- Nathan Prior
- Bruce Hull
- Tim Gard

Draft Infrastructure and Strategy Committee Program 2018

Infrastructure & Strategy Committee Date: Tuesday, 6 February 2018 Time: 6.30pm – 9.30pm Venue: Committee Room				
Topic	Description	Duration	External Attendees	Staff Responsible
Capella and Nannigai Precinct Plan	Action from 7 Nov 2017 meeting			Carol Hampton
Energy Efficiency and Renewable energy Roadmap	Action from 7 Nov 2017 meeting			Ann Gibbons

Meeting: Infrastructure & Strategy Committee Date: Tuesday 6 March Time: 6.30pm – 9.30pm Venue: Chamber					
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Infrastructure Project Updates	R	For noting: Progress updates on key infrastructure projects Update on any emerging risks, significant changes			Abby Dickson
Draft Program 2018	R	A draft program of agenda items for the Committee's consideration for 2018			Abby Dickson/ Tony Lines
ICT Digital Transformation Plan Update	R	Six monthly update (refer ISC 1 August 2017)			John Deally

Meeting: Infrastructure & Strategy Committee Date: Tuesday 3 April Time: 6.30pm – 9.30pm Venue: Chamber					
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Coastal Management Plan	R	Presentation and feedback on development of the Coastal Management Plan		Mark Western, Integrated Coasts	Rebecca Neumann
Smart Cities Pilot Project Opportunities	R	Discussion on the Smart Cities opportunities, with reference to trends nationally and globally			Fiona Harvey

Draft Infrastructure and Strategy Committee Program 2018

Meeting: Infrastructure & Strategy Committee	Date: Tuesday 1 May Time: 6.30pm – 9.30pm Venue: Chamber				
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Infrastructure Projects Update	R	For noting: Progress updates on key infrastructure projects Update on any emerging risks, significant changes			Abby Dickson
Funding strategy for 'spade ready' projects	R	Projects ready for implementation; how funding opportunities to be identified/activated; need for a Council public policy statement on how Council funds its projects			Tony Lines
Export marketing	R	Initiatives to attract new residents, and new business/ commerce/ industry to the City			Greg Salmon
Economic development	R	Existing and potential location of employment land/industrial districts; Council's role in supporting business and partnering with the Southern Adelaide Economic Development Board; ideas for community energy and technology.		Potential Tonsley guest speaker	Jason Cattonar Greg Salmon

Meeting: Infrastructure & Strategy Committee	Date: Tuesday 5 June Time: 6.30pm – 9.30pm Venue: Chamber				
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Water	R	Management of stormwater as a key asset; strategies to improve water sensitive urban design			Mat Allen
Streetscaping/tree management	R	Updates - including reference to application of heat mapping			Mat Allen
Energy Efficiency and Renewable Energy opportunities	R	Progress of the Energy Efficiency and Renewables Roadmap			Ann Gibbons

Draft Infrastructure and Strategy Committee Program 2018

Meeting: Infrastructure & Strategy Committee	Date: Tuesday 3 July Time: 6.30pm – 9.30pm Venue: Chamber				
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Capital Construction – Quarterly Update	R	Request from 2 May 2017 meeting			Tony Lines
Infrastructure Projects Update	R	For noting: Progress updates on key infrastructure projects Update on any emerging risks, significant changes			Abby Dickson
Sport and recreation	R	Progress of soccer in southern Marion; Mitchell Park Sports and Community Centre			Greg Salmon
Asset optimisation	R	5-10 year plan for ownership, management, divestment and procurement within the context of Council's strategic plans			Fiona Harvey

Meeting: Infrastructure & Strategy Committee	Date: Tuesday 7 August Time: 6.30pm – 9.30pm Venue: Chamber				
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Community issues and opportunities	R	Ageing population; support for physical and mental health		Potential guest speaker	Fiona Harvey/ Liz Byrne
Strategic directions delivery	R	Delivery against Council's strategic directions			Fiona Harvey
Development of Council's 4-year Business Plan 2019-2023	R	Initial discussion on key inputs into the development of Council's next 4 year Business Plan			Fiona Harvey

Draft Infrastructure and Strategy Committee Program 2018

Meeting: Infrastructure & Strategy Committee	Date: Tuesday 4 September Time: 6.30pm – 9.30pm Venue: Chamber				
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
ICT Digital Transformation Plan Update	R	Six monthly update (refer ISC 1 August 2017)			John Deally
Infrastructure Projects Update	R	For noting: Progress updates on key infrastructure projects Update on any emerging risks, significant changes			Abby Dickson
Transport	R	How we move people into, out of, and within the City of Marion - public transport; walking and cycling; use of private vehicles; North-South Corridor issues and opportunities; consideration of Council's role in advocacy for better quality infrastructure.		Potential guest speaker	Mat Allen

Meeting: Infrastructure & Strategy Committee	Date: Tuesday 2 October Time: 6.30pm – 9.30pm Venue: Chamber				
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Oaklands/Marion Cultural Centre Plaza	R	Precinct opportunities			Greg Salmon

Meeting: Infrastructure & Strategy Committee	Date: Tuesday 6 November Time: 6.30pm – 9.30pm Venue: Chamber				
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Capital Construction – Quarterly Update	R	Request from 2 May 2017 meeting			Tony Lines
Infrastructure Projects Update	R	- Progress updates on key infrastructure projects - Update on any emerging risks, significant changes			Abby Dickson

Meeting: Infrastructure & Strategy Committee	Date: Tuesday 4 December Time: 6.30pm – 9.30pm Venue: Chamber				
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible

**CITY OF MARION
INFRASTRUCTURE & STRATEGY COMMITTEE MEETING
6 MARCH 2018**

General Manager: Abby Dickson, General Manager City Development

Subject: Infrastructure re Projects Progress Updates

Report Reference: ISC060318R6.1

REPORT OBJECTIVE

To provide the Infrastructure & Strategy Committee with a progress report on key infrastructure projects.

RECOMMENDATION

DUE DATES

That the Infrastructure Committee:

- | | |
|---|---------------------|
| 1. Notes the progress report on key infrastructure projects. | 6 March 2018 |
|---|---------------------|

DISCUSSION

A number of key infrastructure projects are progressing in line with priorities adopted by Council. The reports attached in appendix 1 and 2 provide a progress update on the projects against the key project performance measures of schedule, budget, milestones, and problems/risks identified.

Note the following projects have been removed from the report given they are now complete, or have become 'business as usual' service programs:

- Expand Oaklands Water
- Solar infrastructure
- Property/asset optimisation
- Land revocation
- Glade Crescent wetlands
- Glenthorne Farm
- Energy efficiency at Council facilities

Appendix 1 & 2– Infrastructure Projects progress Update Tables

Infrastructure and Strategy Committee

Project Name: Edwardstown Oval redevelopment

Council Role: Council as project partner (Fed \$4m, Marion \$4.8m) and project deliverer

Report Ref No: ISC071117R7.1



Project Status

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/ potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
INITIATE PHASE - Complete				
PLAN PHASE				
Secure land	COMPLETE	COMPLETE	COMPLETE	The DAP meeting occurred on the 06/09/17. Development plan consent was obtained.
Finalise design and cost	COMPLETE	COMPLETE	COMPLETE	The tender was awarded in December 2017. Additional funds required for the velodrome works were endorsed at this meeting.
Prudential Review and Endorsement	COMPLETE	COMPLETE	COMPLETE	Section 48 report approved by Council in 2016.
Facility Management Model	GREEN	GREEN	GREEN	Financial and Management Models have been accepted by all affiliate clubs. The Board dissolved in December 2017. Council is in the process of setting up leases with the clubs to continue operations, until a new board is formed.
Approval to proceed to call construction tenders	COMPLETE	COMPLETE	COMPLETE	A report went to a General Council meeting on the 28 th November for approval to award the tender.
DELIVER PHASE	GREEN	GREEN	GREEN	Construction began on site in January 2018 and stage 1 ½ the car park and Stage 2 Memorial Gardens are currently underway. The works are on programme.
CLOSE PHASE	ON-HOLD	ON-HOLD	ON-HOLD	Close process occurs after Commissioning Stage and specifically at the end of the 12 month defects and liability period.

Scope	June 2017	July 2017	Aug. 2017	Sep. 2017	Oct. 2017	Nov. 2017	Dec. 2017	Jan. 2018	Feb. 2018	March 2018	April 2018	May 2018 +	Feb. 2019	March 2019
Detailed Design/Documentation														
Development Approval														
Procurement EOI stage														
Pre tender estimate														
Procurement Construction tender stage														
Construction														
Commissioning														

Key Risks

#	Description	Response / Mitigation	Status
1	Stakeholders do not reach agreement on the design and management model for the integrated facility	Engage with stakeholders, both internal and external. Engagement includes wider community	OPEN
2	Project cost exceed \$8M	Project to be released for tender and alternatives, value add strategies requested from tenderers.	OPEN
3	A new Board does not form	Expressions of Interest will be released and the engagement of a Facility Manager will assist.	OPEN

Infrastructure and Strategy Committee

Project Name: BMX

Council Role: Project Partner (ORS \$2m; Onkaparinga \$750,000; Marion \$750,000) and Project Deliverer

Report Ref No: ISC031017R7.1



Project Status

STATUS:	GREEN On-Track	AMBER Warning (heading off track/ potential to head off track)	RED Off Track / Problem	COMPLETE/ON-HOLD Complete/On-Hold
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Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
INITIATE PHASE - Complete				
PLAN PHASE				
Secure land	AMBER	GREEN	GREEN	DEWNR awaiting legal advice on possibility of them applying under Section 49 of the Development Act to streamline approval process. No progress on lease between DEWNR and Marion, requires more detail on layouts, costs, management and certainty of location before it can be completed.
Finalise design and cost	AMBER	GREEN	RED	Concept design stage completed. Concept cost estimate well above the \$3.5million budget. Alternative sites investigated, Co-located with Soccer on Majors Rd and Southern Sporting Complex Noarlunga. Onkaparinga resolved to locate site at preferred Majors Rd, O'Halloran Hill. Additional options being investigated 1. Project on hold until resolved direction on site locality and budget/ funding. Concept design is followed by two further design stages before construction tenders can be called. All design stages require stakeholder and Council approval.
Prudential management approval (Section 48 report)	AMBER	GREEN	RED	Confidential draft Section 48 report tabled at 10 October 2017 Finance and Audit Committee meeting. Final Report to be developed, timing to be confirmed. No progress on Management Plan being developed with clubs, BMX bodies and funding stakeholders due to cost/budget issues.

Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
Approval to proceed to call construction tenders	ON-HOLD	ON-HOLD	ON-HOLD	Section 48 report, as well as design and pre-tender cost estimate to be approved before calling construction tenders. Time frames are yet to be determined and will occur after location, scope and costs have been finalised by funding partners.
DELIVER STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Construction stage can only commence after Council approves calling of tenders, acceptable tenders are received and Council endorses the recommended contractor. The program in the Deed will be renegotiated once the funding issues have been resolved.
CLOSE INITATE	ON-HOLD	ON-HOLD	ON-HOLD	Close process occurs after Commissioning Stage (practical completion) and specifically at the end of the defects and liability period (final completion)

Key Risks

#	Type (Issue, Risk, Change)	Description	Response / Mitigation	Status
1	Risk	Highly expansive clay soils making site unsuitable, or cost to remove and replace	Geotechnical treatment options being explored and costed; layout and alignment of UCI track has an impact.	Ongoing
2	Risk	Effect of highly expansive clay soils and flat site on stormwater drainage	Design options being explored and costed. Timing of construction - earthworks.	Ongoing
3	Risk	Operational and maintenance costs after construction completed	Develop an equitable management model with Councils, State Government and BMX clubs and bodies.	Ongoing
4	Risk	Insufficient budget	Deed of Agreement between City of Marion and the Minister for Recreation and Sport states that if costs exceed the \$3.5million budget then parties will use best endeavours to reach a mutually agreeable funding solution.	Ongoing

Timeline: Timeline to be developed once budget and design issues are resolved.

Infrastructure and Strategy Committee

Project Name: Soccer Facilities

Council Role: Funding Partner – An in principle capped financial commitment of \$2.5 million towards the project.

Report Ref No:



Project Status

STATUS:	GREEN On-Track	AMBER Warning (heading off track/ potential to head off track)	RED Off Track / Problem	COMPLETE/ON-HOLD Complete/On-Hold
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Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
INITATE PHASE				
Develop project outcomes	GREEN	AMBER	GREEN	Council resolution to provide funding for the project June 2016. A deed will need to be established with FFSA to confirm the scope of the project and expected outcomes for Council. Awaiting FFSA to initiate project and preliminary site investigations
Develop partnerships	GREEN	AMBER	GREEN	The City of Marion will provide funding as part of the partnership with the State Government and FFSA to develop a new Southern Regional Football Facility (SRFF) to be located at Majors Rd O'Halloran Hill. Roles and responsibilities for developing the facility will be confirmed in the initial planning stage of the project. Awaiting FFSA to initiate project currently working on other sites North of Adelaide A meeting is to be held between FFSA, Cove FC and City of Marion to update the club on the project and confirm directions for football in the region over the longer term.
Approve design concept and cost estimate	GREEN	AMBER	GREEN	A concept design and business case will be developed for the project as the first stage of the planning process.

Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
Approval to proceed to next stage	ON-HOLD	ON-HOLD	ON-HOLD	Project timeframes will be clarified and agreed in the funding deed
PLAN PHASE				
Secure land	GREEN	ON-HOLD	ON-HOLD	The preferred location for the SRFF is on Crown Land identified as Volume 6088 Folio 98 on the southern side of Major's Rd. DEWNR require additional information from the business case to determine the lease structure.
Finalise design and cost	ON-HOLD	ON-HOLD	ON-HOLD	NA
Approval to proceed to call construction tenders	ON-HOLD	ON-HOLD	ON-HOLD	NA
DELIVER PHASE	ON-HOLD	ON-HOLD	ON-HOLD	NA
CLOSE PHASE	ON-HOLD	ON-HOLD	ON-HOLD	NA

Key Risks

#	Type (Issue, Risk, Change)	Description	Response / Mitigation	Status
1	Risk	Expansive Clay Soil – is likely to impact on cost of development	Football Federation has been provided with a copy of BMX geotechnical report and a site specific geotechnical investigation is taking place.	Ongoing
2	Risk	Clarification of what will be delivered at the SRFF and Business model are needed Impacts on football in Marion and capacity of SRFF to cater for football in the region are unknown – access for local clubs has not been confirmed	Work closely with FFSA to ensure Marion's needs are identified and secured in planning process and business model.	Ongoing

Timeline to be developed when project progresses to commitment stage.

Infrastructure and Strategy Committee

Project Name: Mitchell Park Sports and Community Centre

Council Role: Project Partner (Council \$9.875m, balance to be achieved) and project deliverer

Report Ref No: ISC031017R7.1



Project Status

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
INITIATE PHASE - Complete				
PLAN PHASE				
Secure land	AMBER	COMPLETE	AMBER	Land owned by City of Marion. Current Development Plan zoning allows third party appeals that could delay the project. Rezoning process (Recreation Community DPA) is in progress. The DPA would allow this type of development contemplated with no appeal rights.
Secure funding	GREEN	GREEN	GREEN	Partnership funding to be pursued, opportunities include 2018 State election, 2019 Federal election. Grant programs have been monitored for potential funding opportunities. A funding strategy to be developed for Council's consideration as a lead up to the State Election. Advocacy materials developed.
Finalise design and cost	ON-HOLD	ON-HOLD	ON-HOLD	Further design development is subject to securing balance of funding to develop the project. An EOI for clubs and organisations is an opportunity to gauge potential programming partners and user groups for the facility. A report went back to Council in December 2017. The report noted 11 additional interested parties that could fill the capacity of 4 indoor courts.
Approval to proceed to call construction tenders	ON-HOLD	ON-HOLD	ON-HOLD	ON HOLD
DELIVER STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Construction stage to commence when Council approves calling of tenders, acceptable tenders are received and Council endorses contractor.

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
CLOSE PHASE	ON-HOLD	ON-HOLD	ON-HOLD	Close process occurs after Commissioning Stage and specifically at the end of the defects and liability period

Key Risks

#	Type (Issue, Risk, Change)	Description	Response / Mitigation	Status
1	Risk	Partnership funding not secured	Proactively seek partnership funding	Ongoing

Timeline to be developed when project progresses to commitment stage.

Infrastructure & Strategy Committee Project Report

Project Name: Marion Outdoor Pool (MOP) Upgrade – Stage 1 &2 works July 2017- June 19

Council Role: Funder and deliverer

Report Ref No: ISC031017R7.1



Project Status

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/ potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
INITIATE PHASE				
Develop project outcomes	COMPLETE	COMPLETE	COMPLETE	Concept developed through masterplan process. City of Marion Business Plan 2016 – 2019 required masterplan to be presented to Council The Infrastructure and Strategy Committee (ISC070317R7.2) provided feedback on the masterplan seeking a scaled down scope of works. A report was prepared for Councils consideration.
Design concept and cost estimate	ON-TRACK	ON-TRACK	ON-TRACK	Council endorsed funding for a slide (GC280317M03) from the Asset Sustainability Reserve to be delivered and operational by October 2017 – completed 9 May 2017 (GC090517R02) - Council endorsed an allocation of up to \$268,000 in the 2017/18 Annual Business Plan and Budgeting process for: – Preparation of detailed design and costing for the reconfiguration of the foyer and upgrade to the façade – Supply and installation of new shade structures. – Preparation of detailed design and costing for a new BBQ and picnic area. – Preparation of designed design and costing for the change room upgrade Complete Funds approved as part of the Annual Business Plan and Budget at the 27 June Council meeting. Complete

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
				Now proceeded to Commitment Stage with design and budgeting being prepared. Detailed design and cost phase for Stage 2 to be conducted from October to November 2018.
Approval to proceed to next stage	ON-TRACK	ON-TRACK	ON-TRACK	Stage 1 Works funded for 2017-18 & funds included in draft 2018-19 budget for stage 2 works.
PLAN PHASE				
Land	COMPLETE	COMPLETE	COMPLETE	Land owned by City of Marion.
Finalise design and cost	ON-TRACK	ON-TRACK	ON-TRACK	All designs for stage 1 completed by Jan 2018 Complete Designs for stage 2 works to be completed by November 2018
Approval to proceed to call construction tenders	ON-HOLD	ON-HOLD	ON-HOLD	Council approval for stage 1 works provided at 27 February 2018 General Council meeting. Tender to commence in May 2018.
DELIVER PHASE				
Waterslide & shade structure installation	COMPLETE	COMPLETE	COMPLETE	Second slide has been installed. 21 new shade structures have been installed. 2 new shade structures have been installed over toddler and learner pools.
Stage 1 Works: - Kiosk reconfiguration - Change room upgrade - Upgrade to equipment store room and cleaners store	ON-TRACK	ON-TRACK	ON-TRACK	Council approval and funds allocated in February 2018 May – Sept 2018

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
CLOSE INITATE	ON-HOLD	ON-HOLD	ON-HOLD	Subject to Council approval to proceed.

Scope – Marion Outdoor Pool Stage 1 works	May 2017	June 2017	July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	May 2018	June 2018
New Slide & Shade Structures,												
Procurement Construction tender stage												
Detailed Design/Documentation												
Development & Building Approval												
Construction (Slide & shade Structure)												
Commissioning												
Design – future works												
Budget Adopted												
Scope works, tenders and procurement of contractors												
Detailed design and cost phase												
Council considers design and costs												
Hold Point												
Budget approved												

Scope – Marion Outdoor Pool Stage 1a works	Feb 2018	March 2018	April 2018	May 2018	June 2018	July 2018	Aug 2018	Sept 2018	Oct 2018	Jan 2019	April 2019	Oct 2019
Budget approved												
Kiosk, change rooms, equipment store and cleaners room upgrades												
Procurement Construction tender stage												
Detailed Design/Documentation												
Development & Building Approval												
Construction												
Commissioning												

Stage 2 Design – future works, façade, multi function room, entrance and staff accommodation												
Budget Adopted												
Procurement of contractor for detailed design and cost												
Detailed design documentation and cost phase												
Procurement of contractor for construction												
Development & Building approval												
Construction												
Commissioning												

Key Risks:

#	Type (Issue, Risk, Change)	Description	Response / Mitigation
1	Risk	Future works are not fully integrated into stage 1 works	Require design work to consider future works
2	Risk	Cost exceed budget	Detailed brief developed and proactive contract management

Custom: Infrastructure and Strategy Committee														January 2018		Run Date: 01/Mar/18 16:04	
ELT	SLT	LT	Project Title	Work Area	Project Objective	Sources	Strategic Alignment	Start Date Active	Start Date Original	End Date Active	End Date Original	Status	Progress in reporting month	Progress in coming month	Risk	Mitigation of risks & issues	
Anthony Lines	Mathew Allen	Mark Griffin	C3. 13.3 - Streetscapes	Engineering	To provide consistent design for streets that balances the needs of pedestrians/cyclists and vehicles, provides visual amenity, supports connectivity and safety, and is environmentally sustainable.	3-year Business Plan 2016-19, CEO Priority Project	Connected	01-Jul-16	01-Jul-16	30-Jun-19	30-Jun-19	Commenced	The construction of the Finnis Street project is out for tender. The design of Railway Terrace has commenced.	Finniss Street - review tender submissions. Railway Terrace - monitor design progress.	High	Integration of Project with existing works program, resources for coordination of program. Significant risk associated with damage to new infrastrucutre on Alawoona Avenue as a result of development.	
Abigail Dickson	Greg Salmon	Keith Davis	C4 - Oaklands Rail Crossing	City Activation	To ensure the Oaklands Crossing project maximises the community and economic benefits to the region and connects to the broader precinct.	3-year Business Plan 2016-19	Connected	01-Oct-16	01-Oct-16	30-Jun-19	30-Jun-19	Commenced	Joint media announcement of winning design and construct consortium - PTP Alliance. Design review workshop of tender submission with State agencies. Start up meeting with community engagement team PTP Alliance Gould Thorpe Planning. Stormwater design workshop with PTP Alliance - ARUP. Legal review of draft Deed, including draft report of in-kind Council contribution.	Review PTP Alliance consultation strategy, including community engagement plan. Review inputs from tree survey and continue to advocate for additional car parking. Coordinate Council in-kind scope with PTP Alliance works - stormwater and open space opportunities.	High	There may be a risk that the project does not deliver beyond the immediate objective of removing the level rail crossing and thereby compromise the longer term 30 Year Plan and Structure Planning vision for this area. Council support and leadership to progress the proposed broader precinct development opportunities will be required to engage DPTI and other stakeholders in the more ambitious aspirations of this project.	
Abigail Dickson	Greg Salmon	Keith Davis	C5, P2 - Darlington Tonsley Flinders Rail	City Activation	Support the rail expansion from Tonsley to Flinders Medical and University precinct. Maximise employment and local business benefits from the \$620m Darlington Upgrade project and related \$85m Flinders Link rail project	3-year Business Plan 2016-19	Connected	01-Jul-16	01-Jul-16	30-Jun-19	30-Jun-19	Commenced	Attended DPTI workshops and provided Flinders Link 30% design review comments, including pedestrian underpass at Oak Avenue to Brayden Court and connection to Flinders Link overpass. Initiated scoping study proposal of Birch Crescent between DPTI Flinders Link and RSA Tonsley design.	Attend ongoing DPTI project team meetings including Project Stakeholder Reference Group meeting with new Project Director-Dariusz Fanok. Continue advocacy for broader investigation of Tonsley railway line alignment to include potential rail station relocations.	Medium	Facilitating an alignment of Council objectives and wishes with the proposed design elements features is both an issue and challenge. Proactive preparation and input through design review meetings and comment is proving to be effective in achieving mutually beneficial outcomes. A lack of communication and partnership between the State Government, Contractor and councils.	



Custom: Infrastructure and Strategy Committee													January 2018		Run Date: 01/Mar/18 16:04	
ELT	SLT	LT	Project Title	Work Area	Project Objective	Sources	Strategic Alignment	Start Date Active	Start Date Original	End Date Active	End Date Original	Status	Progress in reporting month	Progress in coming month	Risk	Mitigation of risks & issues
Abigail Dickson	Carol Hampton	James O'Hanlon	L2.6, 13.9 - Tennis and Netball	City Property	Deliver State of the Art Sport and Recreational Facilities across the City: Modern Sustainable Tennis and Netball Facilities across the city to meet the needs of the community now and into the future _Business Plan_	3-year Business Plan 2016-19, CEO Priority Project	Liveable	01-Jul-16	01-Jul-16	30-Jun-19	30-Jun-19	Commenced	Community Consultation for all tendered works has been completed with no greivances raised. WPTC and MTC Clubs have been briefed and are in agreement to resubmit funding submissions to OSR to meet funding gaps. Tender for HCBTC, Southbank and Woodforde Reserve works has been awarded with works to begin in early February 2018 with completion slated for May 2018. Meetings undertaken with Dover Street Tennis Club Committee to discuss progress thus far and next steps. Meetngs undertaken with High School Management, CoM and DECD representaitives to discuss funding models, scope options, roles and responsibilities moving forward and estabslihing next steps.	Undertake meetings with all clubs to detail proposed schedule for works, timings and communication processes during proposed works. Assist Marion and Warradale Park Tennis clubs in resubmitting funding submissions to the OSR Set up a transition plan and governance model for Ascot Park Tennis and Morphettville Park Netball clubs who will both occupy the Woodforde Resreve upon completion of scheduled works. Further enagement with stakeholders relating to Seaview Hlgh School / Tarnham Rd options CoM to undertake feasibility studies on the 2 options with costings and rationale for reveiw by stakeholders with next steps to establish firm funding model to proceed project.	Low	Council approved directions for clubs are well supported by the clubs. A medium risk exists in relation to completing all works slated for completion by June 2018. If suitable weather conditions for court resurfacing works to be undertaken prevail for February through to April 2018 then schedules will remain unaffected and works completed before the shutdown season which usually begins late April.
Abigail Dickson	Carol Hampton	Alicia Clutterham	L4.3, 13.2 - Hallett Cove Foreshore	Open Space and Recreation	Deliver Iconic open spaces and playgrounds across the Cirt: Hallett Cove Foreshore precinct redevelopment	CEO Priority Project	Liveable	01-Jul-16	01-Jul-16	01-Nov-18	01-Nov-18	Commenced	Development Approval Lodged for Playground Artwork. Tender for playground and car park open.	Construction tender to be awarded. Car parking needs to be examined to ensure the number of carparks meet community and Council expectations.	Medium	Additional works required for Stage 3 GPT and stormwater pipework. Engineering team reviewing consultant engineer designs and conceptulaising options for future reporting. Stage 4 detail design construction drawings wil be packaged as separable portions to manage coordination of works. Parking consideration needs to be managed to ensure resident and Council expectations, in regards to number of carparks, are met.
Abigail Dickson	Greg Salmon	Keith Davis	P1 - Tonsley Redevelopment	City Activation	To help ensure that the Tonsley Innovation Precinct is successful in attracting business investment and jobs for the benefit of the Marion and wider regional community.	3-year Business Plan 2016-19	Prosperous	01-Jul-16	01-Jul-16	30-Jun-19	30-Jun-19	Commenced	Tonsley Activation currently under review. Residential Development - PEET sales centre pod established adjacent to MAB. EPA issued approval of Residential Development Contamination Audit. Encroachment review undertaken with Adelaide City Council and Port Adelaide Enfield.	Present a reviewed Tonsley Activation paper to ELT. Tonsley walking tours progressing every Thursday at 11am. Stage 3 RSA site inspections of infrastructure including hold points for construction.	Medium	Further analysis needed on the revenue and cost assumptions prior to reaching final agreement on transfer arrangements for the public infrastructure.



Custom: Infrastructure and Strategy Committee													January 2018		Run Date: 01/Mar/18 16:04			
ELT	SLT	LT	Project Title	Work Area	Project Objective	Sources	Strategic Alignment	Start Date Active	Start Date Original	End Date Active	End Date Original	Status	Progress in reporting month		Progress in coming month		Risk	Mitigation of risks & issues
Anthony Lines	Mathew Allen	Mark Griffin	VN2.2 - Deliver Sustainable Street Lighting program	Engineering	Transition 1/3 of Councils public street lighting from old, inefficient lights to new safe and sustainable LED street lights	3-year Business Plan 2016-19	Innovative	01-Jul-17	01-Jul-17	30-Jun-18	30-Jun-18	Commenced	Identified some concerns regarding warranty, WHS Roles, defect liability and data reporting. Undertaking direct negotiations with SAPN. Provided project breifing to CEO and GM City Services.		Conclude direct negotiations, sign tariff agreement and letter of offer, commence rollout of LED lights.		Medium	LGA Business Case Funding Kelvins



**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
6 March 2018**

CONFIDENTIAL REPORT

Originating Officer: Brett Grimm, Project Manager Strategic Projects
Manager: Greg Salmon, Manager City Activation
General Manager: Abby Dickson, General Manager City Development
Subject: BMX Project – Progress Report
Report Reference: ISC060318F7.1

If the Committee 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 commercial information of a confidential nature.



Adrian Skull
Chief Executive Officer

RECOMMENDATION

That 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: Adrian Skull, Chief Executive Officer; Vincent Mifsud, General Manager Corporate Governance; Abby Dickson, General Manager City Development; Tony Lines, General Manager City Services; Kate McKenzie, Manager Corporate Governance; Greg Salmon, Manager City Activation; Brett Grimm, Project Manager Strategic Projects 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.

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
6 March 2018**

Manager: John Deally, Manager Information & Communication Technology (ICT)

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: ICT Digital Transformation Plan Update

Report Reference: ISC060318R8.1

REPORT OBJECTIVE

To provide the Infrastructure and Strategy Committee with an update on the ICT Digital Transformation Plan 2017-2022 (ICT Strategy Roadmap) of planned and potential business systems and technology initiatives.

EXECUTIVE SUMMARY

The ICT Digital Transformation Plan outlines the vision, strategies, principles and potential technology advancements over a 1 to 5 year operating framework that will proactively drive our ICT technologies to the next level in order to support the aspirations of our Community Vision and the City of Marion (CoM) Strategic Plan 2017-2027.

The vision for ICT in CoM is to enable and improve customer service experience, business performance and residents' quality of life.

To achieve this vision, we need to embed ICT capability into our business transformation and ensure that ICT strategies and potential initiatives are incorporated into our 3-year business plan goals and annual budget process (with appropriate resourcing and funding).

The ICT Digital Transformation Plan and subsequent updates will guide and inform us in achieving this and drive the strategic implementation of required technologies.

A Business Systems "Fitness" Review project will be conducted in 2018 for the purpose of assessing the strengths and weaknesses of core organisational systems in terms of current and future business needs. This will also inform the next iteration of the ICT Digital Transformation Plan in the context of strategies for the renewal and replacement of core business systems.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

DUE DATES

- 1. Notes this report.**

6 March 2018

BACKGROUND

The aspirations of the six themes of the City of Marion (CoM) Community Vision – Towards 2040, the CoM Strategic Plan 2017-2027 and the CoM three-year Business Plan set direction for what we wish to achieve with the use of Information and Community Technology (ICT) for the benefit of our residents, staff, Elected Members and all stakeholders.

The ICT Digital Transformation Plan 2017-2022 provides a strategic planning framework to ensure that ICT strategies and potential initiatives are aligned and incorporated into our 3-year business plan goals and budget process (with appropriate approved funding and resourcing).

The embedded ICT Strategy Roadmap is a business planning tool used to assist in identifying current ICT-related initiatives underway and also those that might be considered for submission in the Annual Business Planning process.

It is intended that the “ICT Roadmap” is a separate evolving document updated annually in July as part of the business planning process. It provides a summary view of Work Area Plan initiatives completed, underway and “newly” approved ones in the Council’s annual budget.

The “ICT Roadmap” takes a proactive approach and is a proposed pathway forward to progressing Council’s aspirational technology enhancements.

STATUS UPDATE (ICT ROADMAP) – March 2018

The ICT Roadmap is reviewed and updated as a part of the Annual Business Planning and Budget process. Since originally presented in August 2017(ISC010817R7.1), there have been a number of changes and significant progress made on many initiatives. A summary of the **key highlights and achievements** (both completed and current work in progress) is given below.

1. Initiatives from Work Area Plans (Progress Update)

<i>ICT Roadmap or Work Area Plan initiative name</i>	Completed ✓
Online services development applications tracking improvements for customers	✓
Development Services electronic assessments processing (incl. Land Divisions)	✓
Online services customer event requests lodgement (enhanced web form)	✓
Electronic bill delivery to customers (rates notices)	✓
Asset Systems review	✓
Training Management System	✓
Business process automation forms and workflow (including HR recruitment, Finance budgeting and Procurement/Tenders)	✓

<i>ICT Roadmap or Work Area Plan initiative name</i>	Completed ✓
Elected Member Extranet (new web site)	✓
WHS hazard, risk and incident management	✓
Vehicle Fleet bookings system renewal	✓
Monthly KPI reporting for Finance and WHS	✓
Service reviews improved progress reporting	✓
New Document and Records Management system consolidation (CoM Connect)	✓
Digitisation of historical development applications (from Microfiche)	✓
Development Services online processing tools	✓
Community Safety mobile applications for relevant staff (EHOs IOS app, CSIs Android app)	✓
Open Space mobile work orders	✓
GIS system public maps online (GIS Connect)	✓
Tablet computers (Windows 10+)	✓

<i>ICT Roadmap or Work Area Plan initiative name</i>	Work in Progress *
New web site (customer experience and citizen service centric)	*
Smart fees and payment processing (development applications)	*
Council Facilities online booking requests pilot project	*
Ticketing system (MCC) via web site	*
Dogs and Cats Government Portal (DACO)	*
GPS fleet tracking expansion for optimisation and safety	*
Expansion of Mobility tools for outdoor workforce	*

<i>ICT Roadmap or Work Area Plan initiative name</i>	<i>Work in Progress *</i>
Staff online leave and timesheet processing	*
Council agenda and minutes automation	*
Portfolio and Project Management Office (PMO) tools pilot	*
ICT Service Helpdesk system upgrade	*
Continually maintain and renew core business information management systems (including data integration and reporting)	*
Business Systems Fitness Review (internal assessment)	*
Continually maintain and renew core ICT infrastructure and network services	*
Fibre data network connectivity (Glandore) and other WIFI solutions connectivity for neighbourhood centres	*
Leverage National Broadband Network (NBN) rollout	*
Unified Communications and telephony enhancements options	*
Business Continuity service availability enhancements	*
Audio visual presentation equipment improvements at City Services	*
Business growth and engagement opportunities (new Web site business and tourism directory)	*
Enabling technology and fibre data networks in current Strategic Developments	*
GIS mapping enhanced functionality and mobility capabilities	*
Increase GIS capabilities organisation-wide	*

2. Potential New Initiatives 2018/19

The following new ICT-related initiatives have been submitted to Council for consideration in the business planning and budget process:

- Asset Systems Replacement (AMIS)
- Project and Portfolio Management Office (PMO) full system rollout post pilot
- Customer Relationship Management (CRM) Customer Single View
- Enterprise Data Warehouse

3. ICT Roadmap Update

As part of the business planning process, the Senior Leadership Team (SLT) are in the process of reviewing the ICT Roadmap initiatives and relating them to the Work Area Plans and also taking into account possible new initiatives subject to budget approval. This will result in an “updated” ICT Roadmap in July (each year) reflecting current planned activity.

CONCLUSION

This report provides the Infrastructure and Strategy Committee with an update on the ICT Strategy Roadmap of planned and potential business systems and technology initiatives related to the business planning process.

Attachment:

ICT Digital Transformation Plan Strategy Roadmap (August 2017)

ICT Strategy Roadmap (10 th Aug 2017) - Potential ICT Initiatives			
Strategic Objectives (KRA grouping)	Current and Next 12 months (approved in work area plans)	Next 2-5 years (business planning process)	Next 5+ years (business planning process)
LIVEABLE			
1. Use ICT to optimise Customer Experience for all stakeholders	• Online services development applications tracking improvements for customers • CoM Online processing for Land Division applications (via EDALA) • New web site (customer experience and citizen service centric) • Online services customer event requests lodgement • Data Quality review and cleanup of names and addresses enabling effective online customer engagement • Electronic bill delivery to customers • Smart fees and payment processing • Council Facilities online booking requests • Ticketing system (MCC)	• Online section 7 certificate search requests • Online development applications lodgement (Dev Connect) • SA Government Planning portal linkages • Community service portal and engagement platform - extensive online self-services (CRM integrated) • Customer needs-based data analytics • Customer “smart” mobile applications • Real time service and facilities information • Smart parking • Cross-council service requests • Complaints Handling System • Multi-lingual cultural awareness service options	• Customer video conferencing • Open data sharing to the public • Common shared business applications with other councils • Use of Robotics
LIVEABLE VALUING NATURE			
2. Use ICT to Manage Community Assets, Land and Property	• GPS fleet tracking, optimisation and safety • Smart lighting capability • Asset Systems review • Asset reporting improvements • Expansion of Mobility tools for outdoor workforce	• Strategic lease and property management system • Facilities and open space usage measurement • Environmental and Sustainability Data Management and Reporting • Improved integrated Asset system for maintenance and work order management • Asset utilisation monitoring and management • Use of drones (legislative requirements)	• Traffic and people movement applications • Real time asset condition monitoring • Smart waste collection schedules • Environment monitoring capability enhancements • Smart City applications and data capture • “Big data” analysis

ICT Strategy Roadmap (10 th Aug 2017) - Potential ICT Initiatives			
Strategic Objectives (KRA grouping)	Current and Next 12 months (approved in work area plans)	Next 2-5 years (business planning process)	Next 5+ years (business planning process)
		• Improved asset reporting for budgeting, valuations, costings, capital works and renewal planning • Mobility tools for job dispatching, asset inspections and maintenance with GIS integration • Customer Service request and linkage to assets • Green IT and carbon emissions-related initiatives	
ENGAGED			
3. Use ICT for Engagement, Knowledge and Learning	• Training Management System • Corporate Intranet upgrade (Combi) • Employee self- service portal (Pay Connect) • New ideas tracking and collaboration forums • Online training, e-learning - video tools (virtual classrooms) • Social networking internal e.g. Yammer • Social media Community focus enhancement (new web site)	• Engagement with students and universities • Staff Performance Development reviews system improvements (linked to Training Plans) • ICT computer literacy training (outdoor staff) • Virtual Communities and external social networks • Web site and Libraries community learning	• Knowledge Management enhanced intranet / employee portal • Virtual offices and work from home
GOOD GOVERNANCE			
4. Use ICT tools, information and GIS location data to improve business	• Business process automation forms and workflow (including finance and procurement) • Staff online leave and timesheet processing	• Data Warehouse reporting improvements for Rates Valuations and Procurement • Advanced analytics and real-time business intelligence (BI) • Stock system	• Artificial intelligence in decision making

ICT Strategy Roadmap (10th Aug 2017) - Potential ICT Initiatives

Strategic Objectives (KRA grouping)	Current and Next 12 months (approved in work area plans)	Next 2-5 years (business planning process)	Next 5+ years (business planning process)
performance, efficiency and decision making	• Elected Member Extranet, discussion boards and enhanced search • Council agenda and minutes automation • WHS hazard, risk and incident management • Vehicle Fleet bookings system renewal • Monthly KPI reporting for Finance and WHS • Enhanced workforce planning and FTE reporting • Data Warehouse data plan management for reporting improvements for Finance and HR (BIS system) • Long Term Plan financial modelling tool • Corporate performance Reporting improvements • Service reviews improved progress reporting • ICT Service Helpdesk system upgrade	• Recruitment / Candidate Management • Improved Budgeting and Forecasting System • Contractor Compliance Management • Volunteer Management - resource, skills, activity scheduling • Talent and Leadership Management (retention)	
CONNECTED			
5. Maintain and maximise use of Modern Business Systems (integrated, collaborative, connected, and cloud hosted where applicable)	• New Document and Records Management system consolidation (CoM Connect) • Continually maintain and renew core business information management systems (including data integration and reporting) • Continually maintain and renew core ICT infrastructure and network services • Fibre data network connectivity for neighbourhood centres • Unified Communications and telephony enhancements • Customer Relationship Management (CRM) system streamlined records integration	• ICT Data network capacity • Cloud computing applications and services • Cloud-based storage (business continuity) • Leverage National Broadband Network (NBN) rollout • GIG City opportunities	• Full cloud-based infrastructure services

ICT Strategy Roadmap (10 th Aug 2017) - Potential ICT Initiatives			
Strategic Objectives (KRA grouping)	Current and Next 12 months (approved in work area plans)	Next 2-5 years (business planning process)	Next 5+ years (business planning process)
	• Digitisation of historical development applications (from Microfiche) • Development Services online processing tools • Business Continuity service availability enhancements		
PROSPEROUS CONNECTED			
6. Enabling ICT infrastructure and networks to connect our people and places	• Business growth and engagement opportunities (Web site) • Digital Hub establishment • Enabling technology and fibre data networks in current Strategic Developments	• Enabling technology in future Strategic Developments • Foot traffic monitoring and events attendance feedback • GPS tracking precinct focus	• Voice recognition enabled services
INNOVATIVE			
7. Enable Mobile applications and online tools/data with GIS mapping integration (efficient service delivery)	• Community Safety mobile applications for staff • Open Space mobile work orders • GIS system public maps online (GIS Connect) • Tablet computers (Windows 10+) • Mobile device printing	• Mobile forms and business process workflows (including health and job safety) • GIS mapping enhanced functionality and mobility capabilities • GIS new and consolidated datasets • Mobile applications for development services field workers • Mobile applications assets maintenance and work order systems (field workers) • GIS high resolution time lapsed aerial photograph • Increase GIS capabilities organisation-wide	• Wearable internet connected technology (e.g. google glasses) • Assistive Technology smart home design and automation (development services) • 3D printing • Use of virtual reality in development applications and infrastructure planning
