

His Worship the Mayor
Councillors
CITY OF MARION

NOTICE OF INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING

Council Chamber, Council Administration Centre
245 Sturt Road, Sturt

Tuesday, 05 February 2019 06:30 PM

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the Local Government Act 1999 that a Infrastructure and Strategy Committee meeting will be held.

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 Centre on Sturt Road, Sturt.



Adrian Skull
Chief Executive Officer



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OPEN MEETING**KAURNA ACKNOWLEDGEMENT**

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

ELECTED MEMBER'S DECLARATION (if any)**CONFIRMATION OF MINUTES****Confirmation of the minutes for the Infrastructure and Strategy Committee Meeting held on 4 December 2018**

Originating Officer Governance Officer - Victoria Moritz

Corporate Manager Manager Corporate Governance - Kate McKenzie

Report Reference: GC190205R01

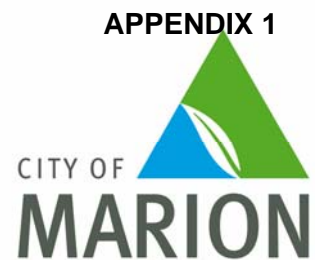
RECOMMENDATION:

That the minutes of the Infrastructure and Strategy Committee Meeting held on 4 December 2018 be taken as read and confirmed.

ATTACHMENTS:

#	Attachment	Type
1	ISC181204 - Minutes ISC meeting 4 December	PDF File

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 4 DECEMBER 2018**



PRESENT

Elected Members

Councillor Luke Hutchinson (Presiding Member), Councillor Ian Crossland, Councillor Tim Gard, Councillor Bruce Hull, Councillor Matthew Shilling

His Worship the Mayor Kris Hanna

Independent Member

Mr Christian Reynolds

In Attendance

Councillor	Raelene Telfer
Councillor	Maggie Duncan
Councillor	Nathan Prior
Councillor	Jason Veliskou
Mr Adrian Skull	Chief Executive Officer
Ms Abby Dickson	General Manager City Development
Mr Tony Lines	General Manager City Services
Ms Fiona Harvey	Manager Innovation and Strategy
Mr Mathew Allen	Manager Engineering and Field Services
Mr Greg Salmon	Manager City Activation
Ms Carla Zub	Project Manager Strategic Projects
Ms Georgie Johnson	Smart Cities Project Officer
Ms Elaine Delgado	Strategy Leader / Minute-taker

1. OPEN MEETING

The meeting commenced at 7.34pm.

2. KAURNA ACKNOWLEDGEMENT

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

3. MEMBERS DECLARATION OF INTEREST

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

- No declarations were made.

4. CONFIRMATION OF MINUTES

Moved Councillor Hull, Seconded Mr Reynolds that the minutes of the Infrastructure and Strategy Committee Meeting held on 2 October 2018 be taken as a true and correct record of proceedings.

Carried unanimously

5. BUSINESS ARISING

Moved Councillor Gard, Seconded Councillor Crossland that the Infrastructure and Strategy Committee:

1. Notes the business arising statement, meeting schedule and upcoming items.

Carried unanimously

6. CONFIDENTIAL ITEMS

BMX Project - Outcome of Darlington Site Investigations and next steps
Report Reference: ISC181204F01

Moved Councillor Gard, Seconded Councillor Crossland that:

1. Pursuant to Section 90(2) and (3)(g) of the *Local Government Act 1999*, the Infrastructure and Strategy Committee orders that all persons present, with the exception of the following persons: Abby Dickson, Elaine Delgado, Greg Salmon and Carla Zub, be excluded from the meeting as the Committee receives and considers information relating to the BMX Project, upon the basis that it 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 on the grounds that the report contains information the disclosure of which would breach a duty of confidence under the Aboriginal Heritage Act 1988.

Carried unanimously

7.37pm the meeting went into confidence

Moved Councillor Crossland, Seconded Councillor Hull that:

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

Carried unanimously

8.20pm the meeting came out of confidence

7. REPORTS FOR DISCUSSION

8.20pm Terms of Reference and Overview of Skills

Report Reference: ISC181204R02

Members provided feedback with the following points noted that are supported by the Terms of Reference objectives:

- Data and information from external sources being supplied to the Committee by management when relevant to inform the identification of opportunities, and support decision-making
- A transition to a stronger tactical focus on the delivery of council's strategic goals
- Information being provided where relevant indicating areas in which the City of Marion is achieving to a high level and where there are opportunities to improve to meet strategic goals

Action: Include a quarterly agenda item for the Committee on 'Emerging Innovation and Ideas' identified through channels such as local government networks and the scanning of national and state government initiatives

The Presiding Member invited Mr Reynolds to provide an overview of his skills to inform new Committee Members.

Mr Reynolds provided a summary that included skills and experience in the fields of operations, business leadership, large scale projects, asset management and information technology.

Moved Councillor Crossland, Seconded Councillor Hull that the Infrastructure and Strategy Committee:

1. Noted the Terms of Reference identified at Appendix 1 to the report.
2. Noted the overview of skills provided by each of the Committee Members.

8.32pm Mayor Hanna entered the meeting

8.34pm Smart Cities and Suburbs Funding – Successful Grant

Report Reference: ISC181204R03

The Manager Innovation and Strategy introduced the report advising that council was awarded a Smart Cities and Suburbs Program grant of \$867,500, matched with funding committed by City of Marion for the Oaklands Smart Precinct Project.

Members made the following points:

- Apps are available on the market that can guide users to specific car parks and where possible the City of Marion should consider using market tested products rather than creating new products
- It is critical there is clarity on why data is required and how it can contribute to inform problem-solving
- Issues relating to data protection, security and sharing need to be identified and addressed
- Potential income sources from data collection should be considered
- Considerations for the programming and governance structure to progress the project were tabled including:
 - the mechanism to be used for the selection of partners

- the project's strategic alignment
- the integration and role of the project with the Southern Adelaide Economic Development Board
- the capacity for the project to leverage with Tonsley businesses
- the project delivery outcomes for the City of Marion over 5-10 years
- The Infrastructure and Strategy Committee can be the governance structure for the ongoing oversight of the project
- It is important that the issue of safety is considered in enhancing the experience of users in the precinct
- Consideration could be given to working with Tonsley based enterprises to address traffic management for the site
- An 'umbrella' policy needs to address data management
- The project can be a catalyst for new and strengthened partnerships with Tonsley and state government
- It is important to consider the 'value add' of this project, such as accessibility to other council facilities and the SA Aquatic and Leisure Centre
- Establishment of geofences could improve people's experience of the site and make it a location that people choose to be with subsequent on-flow benefits to local businesses

Moved Mr Reynolds, Seconded Councillor Crossland that the Infrastructure and Strategy Committee:

1. Noted that the City of Marion was successful in being awarded \$867,500 in round 2 of the Federal Government's Smart Cities and Suburbs funding program towards the Oaklands Smart Precinct Project
2. Noted that Federal funding is being matched by 50/50 funds already committed through related projects:
 - \$735,000 for capital works and open space funding for the Oaklands Precinct included in the LTFP in 2019/20\
 - \$132,500 included in the 2018/19 Annual Business Plan for the data warehousing and metrics project
 - \$39,300 committed by Cities of Marion and Onkaparinga to support the Southern Adelaide Economic Development Board.
 - \$10,000 in kind contribution from Juniper Consulting (Erika Comrie) to support the data analytics and dashboard element.
3. Requests a quarterly progress report on the Oaklands Precinct project be presented to the Infrastructure and Strategy Committee.

8. REPORTS FOR NOTING

9.07pm Infrastructure Project Progress Reports Report Reference: ISC181002R02

The following points were raised and discussed:

Mitchell Park Sports and Community Centre

- Summary/comments relating to the project scope require updating

Action: Update the summary/comments for the Mitchell Park Sports and Community Centre progress report

Edwardstown Oval Redevelopment

- The site's ability to host the Australia Day cycling event is still being followed-up by council administration

Soccer Facilities

- There is potential to combine soccer and BMX progress reports as the Department of Planning, Transport and Infrastructure has a relationship with both projects
- The provision of 2 soccer pitches was determined as appropriate to meet medium term requirements

Action: Mayor Hanna to write a letter to the Department of Planning, Transport and Infrastructure re the Majors Road upgrade

Moved Councillor Gard, Seconded Councillor Crossland that the Infrastructure and Strategy Committee:

1. Notes the progress report on key infrastructure projects.

Carried unanimously

9.20pm Interim Capital Works Review Report Reference:ISC181204R05

Moved Councillor Crossland, Seconded Councillor Gard that the Infrastructure and Strategy Committee:

1. Notes a final report will be presented to the Committee and Council in February 2019.

Carried

9. WORKSHOP / PRESENTATION

Nil

10. ANY OTHER BUSINESS

Councillor Hull raised the opportunity of provision of a monument or plaque in acknowledgement of the contribution of Mr Quentin Kenihan to the development of the Hendrie Street Inclusive Playground.

Action: Cr Hull to present a Motion with Notice to Council requesting council administration investigate options for a memorial to recognise the contribution of Mr Quentin Kenihan at the Hendrie Street Inclusive Playground

11. MEETING CLOSURE

The meeting was declared closed at 9.25pm.

12. NEXT MEETING

The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on Tuesday 5 February 2019 in the Council Chamber, 245 Sturt Road, Sturt.

CONFIRMED

.....
CHAIRPERSON
/ /

BUSINESS ARISING

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

Business Arising Statement - Action Items

Originating Officer	Executive Assistant to General Manager City Development - Pauline Corcoran
Corporate Manager	Manager Innovation and Strategy - Fiona Harvey
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC190205R02

REPORT OBJECTIVE

The purpose of this report is to review the business arising from previous meetings of the Infrastructure and Strategy Committee meetings, the meeting schedule and upcoming items.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Notes the business arising statement.**

Attachment

#	Attachment	Type
1	ISC190205 - Business arising statement - action items	PDF File

	Date of Meeting	Item		Responsible	Due Date	Status	Completed / Revised Due Date
1.	7 August 2018	ISC070818R02	Export Marketing and Economic Development <ul style="list-style-type: none"> Additional details be provided on the details of the Exports noted in the document 	Donna Griffiths	4 September 2018	Regional Exports (using REMPLAN data): The City of Marion's total regional exports represent the value of goods and services exported locally, interstate and overseas. Regional Exports data represents the value of goods and services exported outside of the City of Marion boundaries. No distinction is made between domestic and international exports.	
			<ul style="list-style-type: none"> Update report in 12 months' time on how the 'Economic Statement' has been used 	Donna Griffiths	September 2019		
2.	7 August 2018	ISC070818R05	Quarterly Capital Construction Update <ul style="list-style-type: none"> Requests a review of cost per unit, incorporating overheads and comparing internal versus external be undertaken Requests a report including unit delivery comparisons (distinguishing between design versus delivery costs) be presented to Council in December 2018 Requests carryovers to be reported showing the impact on next year's delivery 	Mathew Allen	December 2018	Report being presented to General Council meeting 29 January 2019	Completed
3.	4 September 2018	ISC040918R01	Renewable Energy and Battery Options <ul style="list-style-type: none"> Administration to provide implementation status and financial details to Committee members on HVAC expenditure at the Marion 	Ann Gibbons	2 October 2018	Information emailed to Committee Members 12 September 2018	

	Date of Meeting	Item		Responsible	Due Date	Status	Completed / Revised Due Date
			<div>Cultural Centre<ul style="list-style-type: none">Requests a report be provided to the next term of Council on the viability of a bulk procurement process by Council Solutions for the purchasing of batteries and solar.</div>		Early 2019	Initial discussions have occurred with Council Solutions with follow up information expected from them over the month	
4.	4 September 2018	ISC040918R02	<div>Transport<ul style="list-style-type: none">Administration to review the <i>‘Future Testing’</i> presentation prepared to inform the development of the City of Marion’s 10-Year Strategic Plan 2017-2027, and where it is relevant make it available to new Councillors in the next term of Council.Administration to identify ‘park and ride’ numbers pre-development and post-development at the Oaklands Crossing rail station with the Department of Infrastructure, Planning and Transport.</div>	<div>Elaine Delgado</div> <div>Brett Grimm</div>	Early 2019	<div>Future transport was considered for the development of the draft 4 Year Business Plan 2019-2023</div> <div>Information emailed to Committee Members 12 September 2018</div>	Completed
5.	4 September 2018	ISC040918R04	<div>Infrastructure Project Progress Update<ul style="list-style-type: none">Soccer - Additional information to be provided in the Progress Update on the outcomes of the meeting of the Cove Football Club and Football Federation South Australia.Edwardstown Oval - An update on the Edwardstown Oval redevelopment project to be provided to the October 2018 Infrastructure and Strategy Committee meeting.</div>	<div>Greg Salmon</div> <div>Birgit Stroeher</div>	<div>December 2018</div> <div>2 October 2018</div>	<div>ISC181204</div> <div>Presented ISC181002</div>	<div>Completed</div> <div>Completed</div>

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
6.	ISC181002	ISC181002R02 Morphettville Park Sports Club Redevelopment <ul style="list-style-type: none"> Additional detail requested on project planning. 	Carla Zub	4 Dec 18	Further information will be provided at the next ISC on 4 December 2018 as part of the Infrastructure update.	Completed
7.	4 December 2018	ISC181204R02 TOR and Overview of Skills Include a quarterly agenda item for the committee on 'Emerging Innovation and Ideas' identified through channels such as local government networks and the scanning of national and state government initiatives/	Fiona Harvey	January 2019	Program updated	Completed
8.	4 December 2018	ISC181204R03 Smart Cities and Suburbs Funding – Successful Grant Requests a quarterly progress report on the Oaklands Precinct project be presented to the ISC	Fiona Harvey	January 2019	Program updated	Completed
9.	4 December 2018	ISC181204R04 Infrastructure Project Progress Reports <ol style="list-style-type: none"> Update the summary/comments for the Mitchell Park Sports and Community Centre progress report Mayor Hanna to write a letter to DPTI re the Majors Road upgrade 	Carla Zub Dana Bartlett	January 2019	Noted Letter sent 8 January 2019	Completed

* Completed items to be removed are shaded

CONFIDENTIAL ITEMS

REPORTS FOR DISCUSSION

Oaklands Smart Precinct Update

Originating Officer	Smart Cities Project Officer - Georgie Johnson
Corporate Manager	Manager Innovation and Strategy - Fiona Harvey
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC190205R03

REPORT OBJECTIVE

To provide the Infrastructure and Strategy Committee with a progress report on the Oaklands Smart Precinct project.

EXECUTIVE SUMMARY

The City of Marion and the Federal Government executed the Grant agreement on the 14 January 2019 for the Smart Cities and Suburbs Grant funding, awarding \$867,500 50/50 matched funding, leveraging Council funds already committed to the Oaklands Crossing Project and the Metrics that Matter Project for the Oaklands Smart Precinct Project.

The Oaklands Smart Precinct project focuses on addressing known problems and opportunities in the precinct and nearby areas, as well as using the opportunity the Oaklands Crossing project provides to test and embed technology and data gathering devices in key infrastructure elements of the precinct. The project has 3 elements:

- Oaklands Precinct project
- Data Platform
- Smart South Consortium

The project will be delivered over 18/19 and 19/20 with all grant funding commitments to be completed by June 2020.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

- 1. Notes the progress report on the Oaklands Smart Precinct Project.**

DISCUSSION

The report attached in appendix 1 provides a progress update on the Oaklands Smart Precinct project against the key project performance measures of schedule, budget, milestones, and issues/risks identified.

The Oaklands Smart Precinct project has three key elements:

- Oaklands Precinct Smart infrastructure
- Smart South 'consortium'
- Data Platform

There is a separate project plan for the Oaklands Precinct redevelopment, however these 2 projects are closely linked and are being managed to ensure alignment, integration and outcomes of both projects are achieved.

There are a number of elements of the Oaklands Smart Precinct project that will benefit from discussion and input from the Infrastructure and Strategy Committee as the project progresses including:

- data governance, open data and commercial opportunities
- Community information and awareness raising
- procurement models

Attachment

#	Attachment	Type
1	ISC050219 Oaklands Smart Precinct Update	PDF File

Project: PR-404 – Oaklands Smart Precinct

Project Manager: Georgie Johnson – *Smart Cities Project Officer*

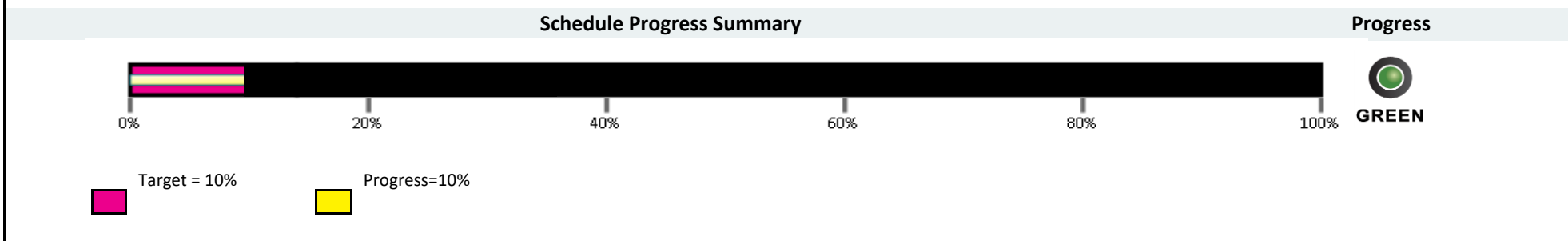
Work Area / Department: Fiona Harvey - *Manager Innovation and Strategy*

Project Sponsor (ELT): Abby Dickson - *General Manager City Development*

Strategic Connection: 3-year Business Plan 2016-19, Commonwealth Grant Funding, Department Industry & Skills Grant Funding

Start/End date: 1-July-2018 to 30-June-2020

Current Phase: Plan



Progress in the reporting period:

Oaklands Smart Precinct: Grant Deed was executed on 14 January 2019.

Oaklands Crossing Project: DPTI/PTP Project progressing on schedule.

Internal scoping workshops for the integration of Smart Cities and Suburbs funding and \$4M in-kind contribution commenced.

Metrics that Matter Project: Exposé has been engaged to develop a needs analysis with identified Business Units for Stage 1 of the Metrics that Matter Project. Commenced Internal Workshops with Business Units.

Smart South: Vision and governance Workshop held with external stakeholders in December 2018.

Planned but not completed task/s:

Nil

Next Steps:

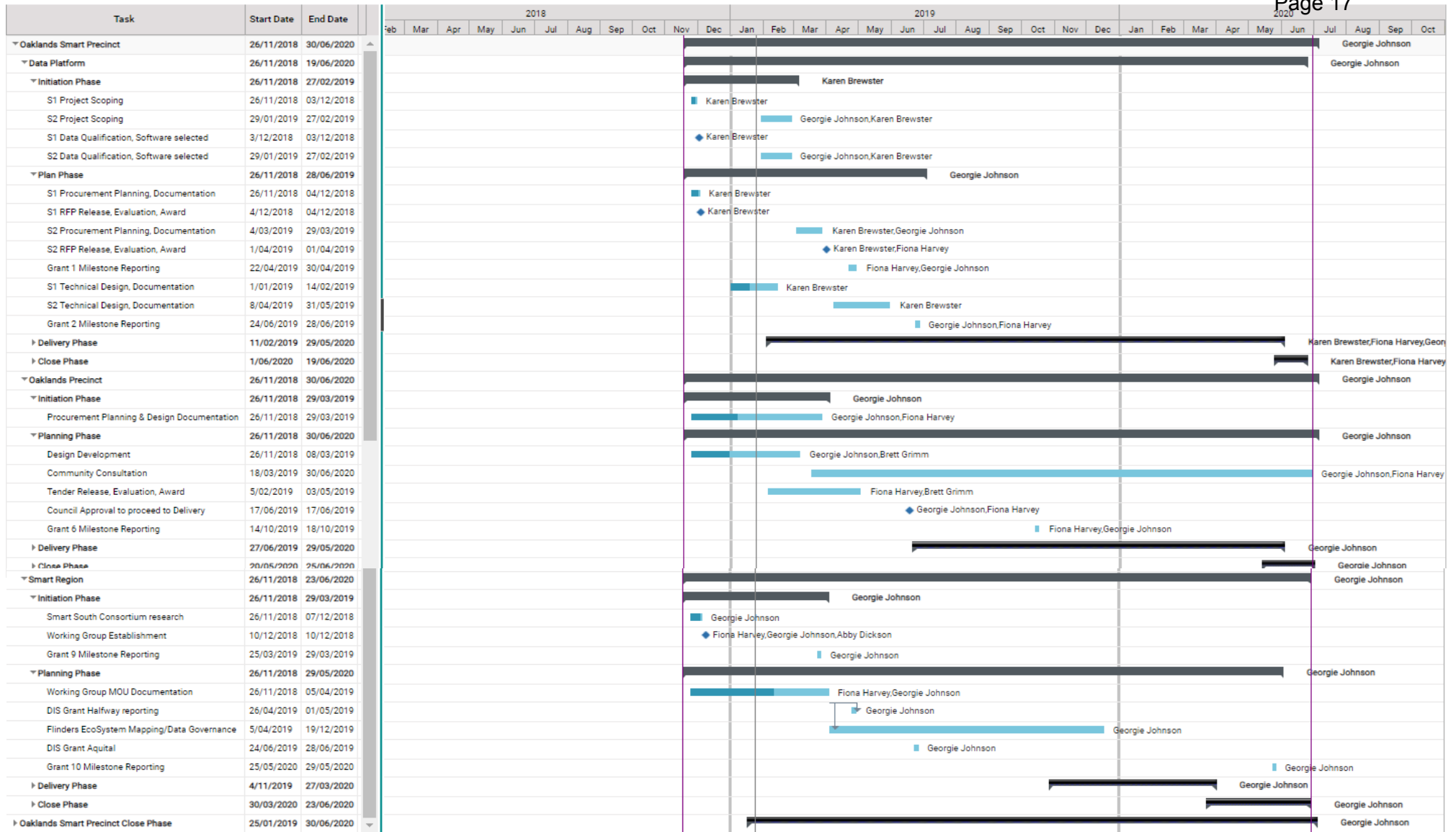
Oaklands Smart Precinct: Investigate best options for procuring Smart Technology in Dwyer Road Reserve and connecting area.

Oaklands Crossing Project: Finalise concept options for Community Connections Diagonal Way. Engage with Ward Councillors and present to Council in March.

Metrics that Matter Project: Scope Stage 2 with the integration of the Oaklands Smart Precinct funding.

Smart South: Flinders Connect will be engaged through the Department Industry & Skills grant funding to undertake South Australian Eco-system Mapping and review of Data Governance in a Local Government context.

PROJECT SCHEDULE



RISK ANALYSIS

Risk Code:	Risk Title:	Responsibility:	Risk Active:
Risk - 1186	Lack of knowledge and understanding by citizens on the role data and technology can play to improve service delivery.	Fiona Harvey - Manager Innovation and Strategy	Yes
Risk - 1185	Availability and/or capability of resources to meet Technology and Data elements in the Smart Cities and Suburbs Funding	Abby Dickson - General Manager City Development	Yes
Risk - 1183	Potential not to meet the deed time frames for the Smart Cities and Suburbs Funding for June 2020.	Fiona Harvey - Manager Innovation and Strategy	Yes
Risk - 1184	Potential not to fulfil the DIS Grant deed for June 2019.	Fiona Harvey - Manager Innovation and Strategy	Yes

ISSUES ANALYSIS: NIL

COMMITTEE COMMENTS

Confidential Comments: Nil

Recommendations: That the committee notes the progress report.

Documents to be discussed:

Committee's Forward Agenda

Originating Officer	Manager Innovation & Strategy - Fiona Harvey
Corporate Manager	Manager Innovation and Strategy - Fiona Harvey
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC190205R04

REPORT OBJECTIVE

To provide the Infrastructure and Strategy Committee (ISC) with potential forward agenda items for development of the Committee's 2019 work program.

RECOMMENDATION

That:

- 1. The Infrastructure and Strategy Committee notes the committed agenda items and discusses the proposed areas for the 2019 work program.**

DISCUSSION

The ISC's Terms of Reference (TOR) (Appendix 1) include objectives focused on providing advice to Council on matters of strategic importance, the changing nature of the operating environment, service levels, asset management, major projects and innovation.

The breadth of the TOR provides an opportunity for the Committee to consider a broad range of topics through its annual work program. An number of initiatives have been identified through previous committee meetings and discussions for inclusion on the 2019 work program, which have been scheduled in the draft forward agenda (Appendix 2).

Previous ISC handover

At its final meeting before the Council elections in 2018 the previous ISC considered a number of areas of focus it wished to bring to the attention of the new Committee for its consideration:

- Renewables and energy efficiency – including fleet
- Technology and systems – both internal and external
- Issues relating to youth and ageing community sectors
- Mobility and transport and the role of smart technology
- Funding structures as project enablers - investigate structures for upcoming infrastructure destination projects including use of the Edwardstown Redevelopment model
- Asset optimisation – asset sustainability ratio and use of data to measure the performance of assets to inform investment for next 12-18 months
- LED light smart cell – capacity for data collection to guide investment levels and service levels
- Maximising the potential of Tonsley
- Cross-council collaboration and leadership

Staff have proposed a range of other potential topics for consideration by the ISC for inclusion and scheduling in the forward work program:

- Southern Region Waste Resource Authority update

- Southern Adelaide Economic Development Board update
- ICT Transformation project
- City greening and heat reduction
- Service delivery metrics
- Volunteering Evolution
- Ageing well
- Grant attraction update
- Glenthorne Farm update
- Marion Cultural Centre Plaza revitalisation
- Edwardstown Employment Precinct
- Future city transport planning

The Committee may also wish to consider whether they would like any guest speakers to present to the Committee over the year. Speakers could be aligned with the Emerging Innovation and Ideas quarterly update and or themes listed above. Potential options include:

- Data expert - discussion on data management, confidentiality, open data, commercial opportunities
- Waste and recycling industry leaders

Attachment

#	Attachment	Type
1	Infrastructure-and-Strategy-Committee-Terms-of-Reference-endorsed 271118	PDF File
2	ISC20190205 - Committee meeting schedule and forward agenda	PDF File

INFRASTRUCTURE & STRATEGY COMMITTEE TERMS OF REFERENCE



1. ESTABLISHMENT

- 1.1 Pursuant to section 41 of the *Local Government Act 1999* (The Act) the Council has established an Infrastructure and Strategy Committee.

2. OBJECTIVES

- 2.1 The Committee is established for the purposes of:
- Providing advice to Council regarding matters of strategic importance.
 - The development and monitoring of Council's strategic management plans as defined under section 122 of the Act.
 - Providing advice to Council on the changing and emerging nature of the community, region and area in which it operates, and specifically the public policy objectives of other councils, State and Commonwealth governments.
 - Providing advice to council on the extent or levels of service required to be provided by the Council to achieve its long-term objectives.
 - Providing advice and recommendations to Council regarding the strategic management of council assets.
 - Monitoring of major Council Projects that are in excess of \$4 million and / or are of a nature which pose significant risk or high community impact.
 - Aligning Council's management of assets and infrastructure to its long term strategic objectives.
 - Providing advice to Council on opportunities for innovation aligned with its long term strategic objectives.

3. MEMBERSHIP

- 3.1 The membership of the Committee will comprise of:
- The Mayor
 - Five Elected Members
 - One expert member who is independent of Council
- 3.2 The Membership, term of appointment and the presiding member will be determined by resolution of the Council.

Elected Member Representatives

- 3.3 An Elected Member will be the presiding member of the Committee.
- 3.4 The Elected Member Representatives will change during the term of Council however Council may resolve to re-appoint an Elected Member representative for consecutive terms if this provides continuity for the Committee.

Expert Member

- 3.5 The expert member will have experience in strategic management covering areas such as business strategy/planning and integration/alignment of strategic directions, asset/facilities management, project management and/or civil/structural engineering.
- 3.6 The appointment of the expert member will be made by the Council for a term to be determined by the Council. Council may resolve to re-appoint an expert member for consecutive terms.
- 3.7 If Council proposes to remove an expert member from the Committee, it must give written notice to the expert member of its intention to do so and provide the expert member with the opportunity to be heard at a council meeting which is open to the public, if the expert member so requests.
- 3.8 A sitting fee for each scheduled meeting will be paid to the expert member of the Committee and will be set by Council. At a minimum, the remuneration sitting fee paid to expert members will be reviewed within 12 months of a Council (periodic) election.
- 3.9 Any fees for additional workshops and/or meetings outside the meeting schedule must be negotiated separately before the meeting occurs.

Process to source Expert Members

- 3.10 The Council will determine the process for appointing an expert member. This will be through resolution if not defined by another Committee's Terms of Reference.

4. BASIS FOR OPERATION

- 4.1 The Committee does not have any delegated powers of Council, and all decision of the Committee will constitute recommendations to the Council.
- 4.2 For the purposes of section 41(8) of the Act, the Council does not impose any reporting and accountability requirements on the basis that all decisions of the Committee constitute recommendations to Council.
- 4.3 The Committee will meet as resolved by Council between February and December each year.
- 4.4 A quorum for a meeting of the Committee shall be four Members of the Committee.
- 4.5 Each member present at a Committee meeting must, subject to the provision of the Act, vote on a question arising for decision at that meeting.
- 4.6 Where the Act, the Local Government (Procedures at meetings) Regulations 2000 and these Terms of Reference do not prescribe procedures to be observed in relation to the conduct of a meeting of the Committee, the Committee may determine its own procedures.
- 4.7 Administrative support will be provided to the Committee as requested.
- 4.8 The Committee will review its Performance on a bi-annual (every two years) basis using performance indicators developed for that purpose.

5. TERMS OF REFERENCE

- 5.1 Within the parameters of the Act, and having regard to the powers, functions and responsibilities of the Chief Executive Officer, the Committee is charged with providing advice and recommendations to Council regarding:
- 5.1.1 To advise Council regarding the development, implementation and review of its strategic management plans.
 - 5.1.2 To ensure that Council policy and strategies provide and promote Community 'wellbeing' through enhancing and sustaining economic, environmental and community development of the City of Marion.
 - 5.1.3 To review strategic topics (not included within any other Committees Terms of Reference) prior to Council consideration and adoption.
 - 5.1.4 The development and implementation of Council policy relating to the management and utilisation of Council assets and infrastructure.
 - 5.1.5 The monitoring and potential implementation strategies for the sporting facilities priorities of the City of Marion.
 - 5.1.6 The monitoring, development and implementation of Council's Strategic Asset Management Plans in accordance with Council's Asset Management Policy.
 - 5.1.7 Opportunities to either acquire new assets or dispose of assets in accordance with Council's Disposal of Land and Assets Policy.
 - 5.1.8 Monitoring of major projects of the City of Marion or within the City of Marion.
 - 5.1.9 The opportunities to further develop strategic transport and integration of transport needs of the Community.
 - 5.1.10 The opportunities to further pursue Council's strategic objectives using innovative solutions.

Adopted by Council:	27 November 2018
Next Review:	November 2020
Previous Version:	28 February 2017 (GC280217R04)
Owner:	Manager Corporate Governance Manager Innovation and Strategy Manager Strategic Projects
Applicable Legislation:	Local Government Act 1999 Local Government (Procedures at Meetings) Regulations 2013 Development Act 1993

Infrastructure and Strategy Committee 2019

Meeting schedule

5 February	6.30 – 9.30
5 March	6.30 – 9.30
2 April	6.30 – 9.30
7 May	6.30 – 9.30
4 June	6.30 – 9.30
2 July	6.30 – 9.30
6 August	6.30 – 9.30
3 September	6.30 – 9.30
1 October	6.30 – 9.30
5 November	6.30 – 9.30
3 December	6:30 – 9:30

Committee Membership

- Membership – 5 Elected Members + 1 Expert Member
- Quorum - 4 Committee Members

Presiding Member – Luke Hutchinson

Expert Member – Christian Reynolds

Members

- Ian Crossland
- Tim Gard
- Bruce Hull
- Mathew Shilling

Infrastructure & Strategy Committee Date: Tuesday, 5 February Time: 6.30pm – 9.30pm					
					Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Capital Works Review	Final report of review				Tony Lines
Oaklands Smart Precinct Project update	Quarterly update on Smart Precinct project				Georgie Johnson/Fiona Harvey
Committee Forward Agenda	Support the Committee's discussion on setting the forward agenda for 2019				Fiona Harvey

Infrastructure & Strategy Committee Date: Tuesday, 5 March Time: 6.30pm – 9.30pm					
					Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Hallett Cove Seapool Feasibility Study	Presentation on feasibility study	Presentation	60 mins	James Carly UNSW, Water Research Centre	Rebecca Neumann
Quarterly Emerging Innovations and Ideas	Topic Focus to be determined				TBC

Infrastructure & Strategy Committee Date: Tuesday, 2 April Time: 6.30pm – 9.30pm -					
					Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Coastal Climate Change Adaptation Plan Phase 3	Analysis of community consultation				Rebecca Neumann

Infrastructure & Strategy Committee Date: Tuesday, 7 May Time: 6.30pm – 9.30pm					
					Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible

Oaklands Smart Precinct Project update					Georgie Johnson/Fiona Harvey
Quarterly Capital Construction update					Tony Lines

Infrastructure & Strategy Committee					
Date: Tuesday, 4 June Time: 6.30pm – 9.30pm					
Venue: Chamber					
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Quarterly Emerging Innovations and Ideas	Topic Focus to be determined				TBC

Infrastructure & Strategy Committee					
Date: Tuesday, 2 July Time: 6.30pm – 9.30pm					
Venue: Chamber					
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible

Infrastructure & Strategy Committee					
Date: Tuesday, 6 August Time: 6.30pm – 9.30pm					
Venue: Chamber					
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Oaklands Smart Precinct Project update					Georgie Johnson/Fiona Harvey
ICT Digital Plan progress update					Manager ICT
Quarterly Capital Construction update					Tony Lines

Infrastructure & Strategy Committee		Date: Tuesday, 3 September Time: 6.30pm – 9.30pm				Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible	
Quarterly Emerging Innovations and Ideas	Topic Focus to be determined				TBC	
Export marketing and economic development	Update on use of the Economic Statement (action from August 2018 ISC meeting)				Donna Griffiths	

Infrastructure & Strategy Committee		Date: Tuesday, 1 October Time: 6.30pm – 9.30pm				Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible	

Infrastructure & Strategy Committee		Date: Tuesday, 5 November Time: 6.30pm – 9.30pm				Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible	
Oaklands Smart Precinct Project update					Georgie Johnson/Fiona Harvey	

Infrastructure & Strategy Committee		Date: Tuesday, 3 December Time: 6.30pm – 9.30pm				Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible	

Quarterly Capital Construction update					Tony Lines
Quarterly emerging Innovations and Ideas					TBC

REPORTS FOR NOTING

Capital Works Review

Originating Officer	Unit Manager Statutory Finance and Payroll - David Harman
Corporate Manager	Manager Engineering and Field Services - Mathew Allen
General Manager	General Manager City Services - Tony Lines
Report Reference	ISC190205R05

REPORT OBJECTIVE

To provide the committee with a review of capital works costs.

RECOMMENDATION

That the Infrastructure & Strategy Committee:

1. **Notes this report.**

GENERAL ANALYSIS

At its meeting on 7 August 2018 the Infrastructure & Strategy Committee (ISC) requested “a review of cost per unit, incorporating overheads and comparing internal versus external be undertaken”. Overhead costs relate to both design and delivery, where delivery is particularly related to project management.

To determine the value of overheads to be included for design and delivery, works area managers have reviewed the programs by job and estimated the hours spent by their teams. Staff time was then costed up based on these time estimates and allocated to the relevant programs.

DISCUSSION

Overheads totalling \$598k in staff time spent on design (\$300k) and delivery (\$298k) that was not included in the program cost bringing the total expenditure on the asset programs affected up to \$15.818M (making these overheads 3.8% of the total program cost).

A summary by program can be seen in appendix 1.

Council has a number of methods for asset delivery listed below:

Road Reseals	Constructed by external contractors
Kerb & Water Table	Constructed by both internal staff and external contractors
New Footpath Construction	Constructed by external contractors
Renewal Footpath Construction	Constructed by both internal staff and external contractors
Bridges	Constructed by external contractors
Transport	Predominantly constructed by external contractors
Drainage	Constructed by both internal staff and external contractors

Wetlands	Constructed by external contractors
Bores	Constructed by external contractors
Streetscapes	Constructed by external contractors
Irrigation	Constructed by external contractors
Open Space Developments	Constructed by external contractors
Playgrounds	Constructed by external contractors
Public Toilets	Constructed by external contractors
Sports Facilities and Courts	Constructed by external contractors
Building Upgrades	Constructed by external contractors

Where staff physically deliver the assets (e.g. constructing drains) these costs are capitalised and included in the program budget reported (this figure was \$902k for the 2017/18 year as reported in Council's Annual Financial Statements).

Where programs have jobs that are delivered both internally and externally, because of the nature and scope of the work which can vary considerably from job to job, it makes it virtually impossible to compare unit rates. For example, drainage jobs vary in pipe diameter, depth, hazardous materials and alignment and this all impacts the unit rate for delivery. During 2017/18, five (\$1,032k) drainage projects were delivered by external contractors, and only three (\$768k) projects by internal resources.

In regards to a comparison of unit rates for works delivered internally versus externally the majority of programs are not split. There have been a number of programs where comparisons have been tested as part of Council's Service Review program, with further reviews being undertaken over the coming term of Council. Reviews have been conducted of internal rates for Kerb & Water Table, Renewal Footpath Construction and Drainage and internal costs were found to be higher. These have since been reduced and work is continuing on further cost reductions in these areas.

Where works are delivered externally, to ensure Council is getting best value for money, projects are awarded through a competitive tender process, or suppliers selected from a pre-defined panel.

Attachment

#	Attachment	Type
1	Capital Works Appendix 1	PDF File

	Program	Costs (\$000s)		
		Program \$ Spent	Design Employee Cost not included	Delivery Employee Cost not included
ENGINEERING & FIELD SERVICES	Road Reseals	4,478	-	34
	New Footpath Construction	212	1	5
	Renewal Footpath Construction	744	-	16
	Transport - includes walking trails, traffic calming devices, bus stops	500	30	9
	Drainage	1,267	69	32
	Wetlands	382	4	6
	Streetscapes	1,534	41	32
	Irrigation	792	3	3
	TOTAL	9,909	148	136
OPEN SPACE PLANNING	Open Space Developments	1,382	75	64
	Playgrounds	928	60	66
	Public Toilets	232	1	2
	TOTAL	2,542	137	133
CITY PROPERTY	Sports Facilities & Courts	1,178	5	8
	Building Upgrades	1,592	11	21
	TOTAL	2,769	15	29
CITY OF MARION TOTAL		15,220	300	298

WORKSHOP / PRESENTATION ITEMS**OTHER BUSINESS****MEETING CLOSURE**

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