

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 March 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 Kurna 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 5 February 2019**

Originating Officer Governance Officer - Suzanne Thompson

Corporate Manager Manager Corporate Governance - Kate McKenzie

Report Reference: ISC190205R01

RECOMMENDATION:

That the minutes of the Infrastructure and Strategy Committee Meeting held on 5 February 2019 be taken as read and confirmed.

ATTACHMENTS:

#	Attachment	Type
1	ISC190205 - Draft Minutes	PDF File

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 5 FEBRUARY 2019**



ATTENDANCE

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

In Attendance

Councillor	Maggie Duncan
Councillor	Nathan Prior
Councillor	Raelene Telfer
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
Ms Georgie Johnson	Smart Cities Project Officer
Mr David Harman	Unit Manager Statutory Finance and Payroll
Ms Kate McKenzie	Manager Corporate Governance
Ms Louise Herdegen	Executive Assistant to General Manager Corporate Services / Minute Taker

1. OPEN MEETING

The Councillor Hutchinson opened the meeting 6:32 pm.

2. KAURNA ACKNOWLEDGEMENT

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

3. ELECTED MEMBER'S DECLARATION

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

Nothing was disclosed

4. CONFIRMATION OF MINUTES

Confirmation of the minutes for the Infrastructure and Strategy Committee Meeting held on 4 December 2018. (Report Reference: GC190205R01)

Moved Councillor Crossland, Seconded Councillor Shilling

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

Carried Unanimously

5. BUSINESS ARISING

Review of the Business Arising from previous meetings of the Infrastructure and Strategy Committee Meetings (Report Reference: ISC190205R02).

Moved Councillor Shilling, Seconded Councillor Gard

That the Infrastructure and Strategy Committee:

1. Notes the business arising statement.

Carried Unanimously

6. CONFIDENTIAL ITEMS

Nil

7. REPORTS FOR DISCUSSION

6.35 pm Oaklands Smart Precinct Update (Report Reference: ISC190205R03)

6.35 pm Manager Innovation and Strategy and Smart Cities Project Officer entered the meeting.

Presentation to the members on the Oaklands Smart Precinct as a quarterly update. The presentation provided an overview of the area bound by the project and possible connections through to Diagonal Road.

Members discussed the following points:

- Connections need to be where people would walk and their destinations. It was indicated that these are very preliminary designs and consultation will occur with Ward Councillors prior to public consultation.
- Staff have meetings with Westfield Marion and will be working through this with them at the community consultation stage.
- Smart Wayfinding options could include interactive signs that have directions,

transport and event information. Opportunity to improve the signage at MCC. Ensure that signage is vandal proof.

- Other initiatives include Smart poles or Benches with powerpoints as charging stations for mobile devices. Other smart options for consideration is a running track at Dwyers Reserve.
- Potential risks of powerpoints in public places. Learning opportunities from Adelaide City Council. Preference would be to look at opportunities for wireless charging spots rather than powerpoints due to potential risks and damage.

Moved Councillor Shilling, Seconded Councillor Gard

That the Infrastructure and Strategy Committee:

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

Carried

6.53 pm Committee's Forward Agenda (Report Reference: ISC190205R04)

The Committee sought clarity on the following:

- Funding structures for enablers - looking at different management models for different venues.
- Maximize the potential relationships with the businesses in Tonsley and how we can tap in with smart cities technologies - major economic driver for the city.
- Connections to the region and Southern Economic Development Board (SAEDB)
- Options for management of sporting clubs and potential outsourcing.

The Committee queried if it was delivering against its objectives in its terms of reference and if further focus is needed to occur on delivering against these. Discussion points include:

- Can be reactive and may need more focus on the agenda and its connection to the Committee's Terms of Reference.
- Ensuring we utilise the expertise and experience from the independent member. Where there are issues outside the scope of the independent member, additional specialist expertise may be requested.
- Determination of which items are presented to the Committee rather than Council. The Committee has the opportunity to have more detailed discussions and to hear from the independent member and staff to fully understand the issues.
- SAEDB –Awaiting annual report and require metrics to show how it is performing.
- Volunteering Evolution – discussion around what it means.
- Grant attraction update – provide updates to the Committee to gain more understanding of the program and outcomes.
- Edwardstown employment precinct – joint session with Mitcham Council to discuss the local area and how this crosses over between boundaries.

Actions:

- Quarterly update from SAEDB
- ICT Transformation Project – update every second meeting.
- Grant attraction – update of projects that have been submitted and results of those

applications.

- Edwardstown Precinct– forum with Mitcham Council to discuss the local area and how this crosses over between boundaries.
- Future city transport – collaborate with the City of Holdfast Bay
- Future of City of Marion golf course and irrigation works– ensure it is consistent with the lease requirements, management arrangements, potential site upgrade. Report to be presented at next meeting.
- Mitchell Park – Looking at funding options. Noted that Labour has committed \$5m to Brighton Sports Club – is there an opportunity for Mitchell Park? Report to next Council meeting.
- Marino Hall – Where are we in the assessment of Marino Hall and is there opportunity with the federal election for funding? Report to next meeting.

Moved Councillor Crossland Seconded Councillor Gard

That the Infrastructure and Strategy Committee:

1. Notes the committed agenda items and discussed the proposed areas for the 2019 work program.

Carried Unanimously

8. REPORTS FOR NOTING

7.44 pm Capital Works Review (Report Reference: ISC190205R05)

7.45 pm General Manager City Services, Manager Engineering and Field Services, Unit Manager Statutory Finance and Payroll entered the meeting.

The General Manager City Services provided an overview and context of the report.

The Committee discussed the following:

- Difficulty in comparing staff costs with external contractors. Is there an opportunity to test this with some of our preferred contractors ie provide a quote to see how they compare to internal costs? Not all contractors open to give up their time to provide information for jobs they won't win.
- Some of the considerations for doing the work internally vs externally include efficiency, cost, safety and quality. The bulk of the work on the program has been completed successfully externally.
- Acknowledge the staff have a lot of knowledge and understand the expectations of the community. Consideration to be given to EB agreements and any impact on outsourcing work.

Moved Mayor Hanna, Seconded Councillor Shilling

That the Infrastructure & Strategy Committee:

1. Notes this report.

Carried Unanimously

9. WORKSHOP / PRESENTATION ITEMS

Nil

10. OTHER BUSINESS

Questions taken on notice:

- Public use of netball courts at Clovelly Park Primary School – update for next meeting.
- Seaview High – update for next meeting.

11. MEETING CLOSURE

The meeting was declared closed at 8:07 pm.

12. NEXT MEETING

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

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 Corporate Services - Louise Herdegen
Corporate Manager	Manager Innovation and Strategy - Fiona Harvey
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC1900305R02

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	ISC190305 - 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 Update report in 12 months' time on how the 'Economic Statement' has been used 	Donna Griffiths Donna Griffiths	4 September 2018 September 2019	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.
2.	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 Cultural Centre 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. 	Ann Gibbons	2 October 2018 Early 2019	Information emailed to Committee Members 12 September 2018 Initial discussions have occurred with Council Solutions with follow up information expected from them over the month

* Completed items to be removed are shaded

CONFIDENTIAL ITEMS**Confidential Cover Page - Marion Golf Club**

Originating Officer	Water Resources Coordinator - Glynn Ricketts
Corporate Manager	Manager Engineering and Field Services - Mathew Allen
General Manager	General Manager City Services - Tony Lines
Report Reference	ISC190305F01

RECOMMENDATION

That:

1. Pursuant to Section 90(2) and 3(b) (i) and (ii) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Vincent Mifsud, Abby Dickson, Tony Lines, Kate McKenzie, Glynn Ricketts, James O'Hanlon, Mathew Allen, Megan Hayward, Louise Herdegen , be excluded from the meeting as the Council receives and considers information relating to the report *Marion Golf Club*, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential on the grounds that the report contains information of a commercial nature that would on balance, be contrary to the public interest.

Marion Golf Club**CONFIDENTIAL****Reason For Passing This Resolution:**

Local Government Act (SA) 1999 S 90 (2) 3(b) (i) and (ii): information the disclosure of which (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and (ii) would, on balance, be contrary to the public interest.

REPORTS FOR DISCUSSION

Hallett Cove sea pool technical feasibility study - feedback and discussion

Originating Officer	Senior Environmental Planner - Rebecca Neumann
Corporate Manager	Manager Innovation and Strategy - Fiona Harvey
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC190305R03

REPORT OBJECTIVE

To consult with the Infrastructure and Strategy Committee on the Hallett Cove sea pool technical feasibility study.

EXECUTIVE SUMMARY

An update on the Hallett Cove Sea Pool feasibility study was presented to General Council at the 29 January 2019 meeting (GC190129R12). It was resolved that Council:

1. Notes this report as an update on the progress of the Hallett Cove Sea Pool Feasibility Study.
2. Receives a presentation and provides feedback on the final draft Hallett Cove Sea Pool Feasibility Study in March 2019.

Rebecca Neumann, Senior Environmental Planner (City of Marion) and Mr James Carley, Water Research Laboratory, University of New South Wales will present the preliminary the findings of the study and seek feedback from the Committee.

RECOMMENDATION

The Infrastructure and Strategy Committee:

1. Receives a presentation on the progress of the Hallett Cove sea pool technical feasibility study
2. Provides feedback and comments for inclusion in a final report to be considered by General Council.

Timeline	This preliminary study is due for completion by end June 2019
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Current Budget Allocation	Current allocation is \$25,000 from City of Marion and \$25,000 from Department for Environment and Water.
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Financial Considerations

The initial results of the technical study suggest that a sea pool would cost several million dollars to build at this location. Based on feedback from the Infrastructure and Strategy Committee, further detail on potential construction costs for the pool and surrounding public infrastructure as well as indicative operational and maintenance costs will be available in the final report. Should Council wish to progress this project further, Council will need undertake due diligence and consider the priority of the project in line with other funding commitments and facility management.

DISCUSSION

An update on the Hallett Cove Sea Pool feasibility study was presented to General Council at the 29 January 2019 meeting (GC190129R12).

The feasibility study is nearing completion and feedback is now being sought from the Infrastructure and Strategy Committee on some of the preliminary findings.

Rebecca Neumann, Senior Environmental Planner (City of Marion) and Mr James Carley, Water Research Laboratory, University of New South Wales (see biography in Attachment 1) will present the preliminary findings of the technical study and seek feedback.

The Department for Environment and Water (DEW) has contributed matched funding to this project. Feedback from the Minister for Environment and Water and DEW will also be considered for the final report.

Important notes on the scope of this study

This study focuses on the broad technical feasibility and potential environmental impacts of a sea pool at Hallett Cove Beach. Including assessment of:

- Coastal processes - wave energy, sand movement, tide heights, storm surge etc
- Ecological impacts – including to the subtidal marine ecology, intertidal ecology and beach/ dune ecology
- Heritage and culture
- Future erosion protection of the Heron Way Reserve embankment (taking into account coastal climate change)
- Potential design of a sea pool to assist with retention of sand at Hallett Cove Beach
- Broad indicative construction and operation costs of the pool
- Likely popularity of a sea pool and capacity to provide associated infrastructure such as access to car parking.

A high level summary of some of the initial findings is presented in Attachment 2 for discussion. Note at this stage the ecological, heritage and cultural assessments have not been completed. These assessments will be completed by mid-March.

The scope of this study does NOT include:

- Detailed costings for design, construction and management
- Detailed market analysis for a sea pool at this location
- Community consultation
- The requirements of a full prudential review.

Key questions for Infrastructure and Strategy Committee

A range of speciality consultants have been engaged to provide advice on the feasibility of a sea pool at Hallett Cove beach. The presentation will include a summary of some of the initial findings from the technical study. Keeping in mind the limitations of the study, feedback is sought on:

- Aspects of study that might need further investigation / clarification
- Ideas and thoughts on the style, usage and operation of a sea pool
- Any other general questions or comments on the study / concept.

Next Steps

A final report incorporating feedback from the Infrastructure and Strategy Committee and Department for Environment and Water will be presented to General Council by June 2019.

Attachment

#	Attachment	Type
1	Attachment 1 - Biography Mr James Carley, UNSW WRL	PDF File
2	Attachment 2 - summary of preliminary technical findings and map	PDF File

James Carley

James Carley is Principal Coastal Engineer at the Water Research Laboratory University of New South Wales. James holds a Master of Engineering Science degree, majoring in Coastal Engineering. He has over 25 years' experience in coastal engineering; specialising in coastal processes, coastal hazard assessment, sea level rise impacts and coastal structures. He has undertaken coastal projects in all states of Australia, the South Pacific, the Middle East and South-East Asia. He has designed and/or tested coastal structures ranging from single boatsheds to billion dollar infrastructure ports. These projects have included seawalls, breakwaters, boat ramps and surfing reefs, and have included designs from rock, concrete, geotextiles, car tyres and vegetation. He has also provided specialist engineer advice regarding ocean pool safety to Northern Beaches Council and the Smile like Drake Foundation.

James's work has been published in technical reports, conference proceedings and journals and he has served on the Engineers Australia NSW Coastal Ocean and Port Engineering Panel for over 18 years and is Deputy Chair of its National Committee on the Coastal Ocean Engineering.

James regularly presents complex and sometimes controversial coastal studies to diverse stakeholders, including practitioners, politicians, professional staff, courts of law, landowners and the general public.

He has also been a surfer, surf life saver and an ocean swimmer for over 30 years. There are ocean pools at each end of James's local beach, and 15 within his local government area. He has swum in most of the 70 ocean pools in NSW and is a patrolling surf life saver and patrol captain in South Curl Curl, including being responsible for closing the ocean pool when it assessed to be dangerous.

The Water Research Laboratory UNSW Sydney

The Water Research Laboratory (WRL) is a world-leading research and consulting laboratory that tackles the most challenging and pressing water engineering problems faced by the world today.

Based on Sydney's Northern Beaches and part of the School of Civil and Environmental Engineering at UNSW Sydney, the globally-esteemed laboratory spans four hectares and is home to state-of-the-art facilities, equipment and personnel comprising the most experienced and creative problem solvers in their respective areas of research and industry. They are specialists in solving problems related to water and the environment.

WRL's prestigious record built over more than 50 years has made it a leading global think tank.

WRL staff are well acquainted with the 15 ocean pools in their local government area. WRL assisted with the design of the last ocean pool built in NSW (Cronulla, 1990) and has been involved in numerous design studies for existing and planned ocean pools.

Hallett Cove Sea Pool Technical Feasibility Study - Preliminary Findings -

The following provides a summary of some of the initial findings from the consultant reports investigating the technical feasibility of a sea pool at Hallett Cove.

The scope of this study does NOT include:

- Detailed costings for design, construction and management
- Detailed market analysis for a sea pool at this location
- Community consultation
- The requirements of a full prudential review.

1. Study Area

The study area is highlighted in Map 1 below. The area is bound by Hallett Cove Conservation Park to the north, Grand Central Avenue intersection to the south, Heron Way reserve to east and the sea to the west.

2. Land Ownership

The study area falls within land owned by the Minister for Transport and Infrastructure. Any potential development within this area would need approval from the Minister prior to planning approvals.

3. Planning and Development

The area is zoned as “Coastal Conservation” in the City of Marion Development Plan.

The following forms of development are envisaged in the zone:

- coast protection works
- conservation works
- interpretive signage and facilities
- small scale tourism/visitor facilities (excluding accommodation).

A sea pool is neither a complying nor non-complying form of development within the zone, therefore a development application for construction of the pool would need to be assessed ‘on merit’, with a referral to the Coast Protection Board.

The zone seeks that any development should be designed and sited to be compatible with conservation and enhancement of the coastal environment and scenic beauty of the zone and should not adversely impact on the ability to maintain the coastal frontage in a stable and natural condition.

4. Community Consultation

Community consultation and engagement is beyond the scope of this initial feasibility study. Community consultation and engagement would need to form a key part of future studies.

5. Ecological Considerations

Council has engaged a specialist consultant to undertake a detailed flora and fauna study of the terrestrial, intertidal and marine species that may be influenced by the presence of a sea pool. The results of this study will be available in mid-March.

Key considerations in this study include the potential threat to Hooded Plovers and impacts to the ecology of Hallett Cove Reef.

6. Cultural Heritage Considerations

Council has engaged a specialist consultant to undertake a detailed study of Kaurua cultural heritage for this area. The results of this study will be available mid-March.

7. Technical Feasibility

Investigating the technical feasibility of the sea pool has been a key focus for this stage of the project. This component of the study has been delivered by a partnership led by the Water Research Laboratory (WRL) of the University of New South Wales. Key initial findings of technical feasibility study are summarised below.

7.1. Type of Pool

Three broad classes of 'ocean pools' exist around the world:

- Netted enclosures that could be fixed or floating
- Tidal/wave filled pools
- Pump assisted pools containing sea water.

Due to the rocky nature of Hallett Cove beach, a netted enclosure would not be suitable.

Tidal ranges, wave characteristics and the shape of the beach profile mean that a naturally flushed tidal pool is unlikely to be suitable.

The most suitable option would involve an artificially pumped pool that has occasional wave flushing.

7.2. Location

Initial findings from the coastal engineering consultants suggest that the best location would be most likely in the southern part of the study area – i.e. directly below the embankment seaward of the new playspace and memorial. Further ecological and cultural heritage advice is being sought for this location.

7.3. Design

Based on how other sea pools operate, the most conventional design includes a rectangular shaped pool suitable for laps and recreation with a children's wading pool to the side.

Based on surveys of well-functioning ocean pools, suggested dimensions would be a 50m x 20m lap pool plus a children's/wading pool, and concrete "bleacher" steps as public space.

Further detail on the technical design constraints of a sea pool will be provided in the final report.

7.4. Construction costs

Indicative construction costs are still being finalised in the study, however initial findings indicate that the pool would cost several million dollars to construct. Further details will be available in the final report.

7.5. Surrounding public infrastructure

Further analysis of potential pool usage and associated public infrastructure is needed in future studies. Key considerations could include parking, traffic management, toilet facilities, public lighting, security, waste management and access to utilities.

Some preliminary figures based on other similar pools and a local traffic study will be available for the final report.

7.6. Operations and Maintenance

Maintenance of sea pools can be variable depending on weather conditions. Key maintenance activities relevant for Hallett Cove could include:

- Supervision / lifeguards / community volunteers
- Regular and/or reactive draining and removal of sand, rocks and seaweeds/grasses.
- Pump operation and maintenance
- Regular painting and cleaning of walls if used for lap swimming
- Crack and joint repairs / resealing.

The study so far indicates that Councils are usually responsible for operation and maintenance of other similar pools in Australia. Details on approximate maintenance costs are still being determined and will be provided in the final report.

7.7. Heron Way Reserve embankment protection

The pool and associated concrete steps could be designed to provide approximately 100m of protection (doubling as community sitting space) to the Heron Way embankment for a 50-year time horizon (including coastal climate change adaptation). The remaining 300m (approx.) of embankment would still require protection of some form in the near future.

7.8. Sand retention

The sea pool could not be readily designed in a way to significantly increase sand on the beach, and would have an increased risk of failure if too many performance criteria depend on it. A groyne, offshore breakwater or substantial sand pumping would be needed to retain sand on the beach, which is beyond the scope of this study.

7.9. Case Studies

Four NSW ocean pools were used as case studies and one South Australian case study was used to highlight operational and maintenance considerations for Hallett Cove.

- Dee Why
- North Curl Curl
- South Curl Curl
- Freshwater
- Edithburgh (South Australia).

Map 1: Hallett Cove Sea Pool Study Area

Map Width: 789.4 m

Created by rates Thursday, 21 February 2019



About this Document

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

Disclaimer

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

Marino Hall -update on development options

Originating Officer	Registered Architect, Strategic Projects - Birgit Stroeher
Corporate Manager	Manager City Activation - Greg Salmon
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC190305R04

REPORT OBJECTIVE

The purpose of this report is to present to the Infrastructure and Strategy Committee an update of the status of potential options for the development of the Marino Hall and adjacent land located at 2 Bakewell Crescent. The report considers the Marino Hall Committee's vision for the future use of the Hall and site.

EXECUTIVE SUMMARY

Council's recent acquisition of the allotment at 2 Bakewell Crescent presents an opportunity to explore options for the future redevelopment of Marino Hall and the adjoining land into a mixed use community hub. Council purchased the allotment at the end of July 2018 as a strategic opportunity. At the time of purchase no feasibility study of the site had been undertaken. To meet its due diligence responsibilities Council needs to undertake a full assessment of the site to determine the level of investment it wishes to undertake.

The Marino Hall is an aging facility with the condition being rated as average at the last building assessment in 2016. The assessment estimates useful life of the facility is 25.5 years should no replacement or upgrade works be undertaken by Council in the future. Currently Council is spending approx \$80K to brace external walls and realign the car park while future plans are discussed.

The community facility continues to provide a unique range of services to the local community of Marino that are not being offered at nearby centres within both the Cities of Holdfast Bay and Marion. The Marino Hall Committee would like to see an extension of existing services offered complemented with a cafe/retail space, which is currently not available within the suburb of Marino and will provide a draw card for new visitors to the centre.

The existing shortfall of onsite car parking can be addressed by sealing and line marking the rear allotment. This is able to be undertaken without any upgrade works to the Hall.

Given the condition of Marino Hall and the surplus land at the rear, there are three options for Council to consider to redevelop the aging facility and surplus land, which will ensure that this community facility continues to be activated for years to come. Council is about to commence the development of City Property Strategic Asset Management Plan which will consider all of Council's built and open space community facilities and the Marino Hall will be included in this Plan.

RECOMMENDATION

That the Committee:

- 1. Notes the status of the project.**
- 2. Recommends that this redevelopment opportunity comes into the City Property Strategic Asset Management Plan.**
- 3. Provides feedback on the approach to redevelop the site.**

GENERAL ANALYSIS

BACKGROUND

On 30 July 2018, Council acquired the land at the rear of the Marino Hall located at 2 Bakewell Crescent, Marino. The purchase of the additional land facilitates the opportunity to expand Marino Hall to complement the services provided to the community in Southern Adelaide (refer to Appendix 1 - site plan).

At the General Council meeting on 28 August 2018, unanimously carried the following motion:

1. *“Endorses Administration undertaking preliminary investigations into options for the development of the Marino Hall and adjacent land located at 2 Bakewell Crescent, Marino includes:*

- *Current community use of Marino Hall*
- *Engagement with the Marino Hall Committee*
- *Analysis of facility condition and its ability to meet end users needs*
- *Car parking needs*
- *Linkages with the surrounding community facilities.*

2. *Requests a report be brought back to Council in December 2018 with high level options for Council’s consideration and endorsement of undertaking community consultation.”*

At the General Council meeting on 11 December 2018, the following motion was carried:

“Endorses Administration undertaking a feasibility study into options for the development of the Marino Hall and adjacent land located at 2 Bakewell Crescent, Marino.

DISCUSSION

Marino Hall is a well located, community facility that provides a space for various services including art and sewing groups, dance groups, martial arts, yoga and fitness and the Philadelphia Church of God. The building comprises of two halls, large kitchen and public amenities and was constructed in various stages over the 1940s-50s.

The overall condition of the existing building is average (as rated by GHD in March 2016) due to the severe cracking in the older building, deteriorating gutters and requirement to address sustainability and building non-compliance issues (asbestos, disabled access, fire services and egress). The estimated useful life of the facility is 25.5 years should no replacement or upgrade works be undertaken by Council in the future. Recently the older section of the Hall has become unstable and structural propping has been installed. A section of boundary masonry wall will also be removed and replaced with a lightweight metal fence.

Given the condition of Marino Hall and recent purchase of the land at the rear, it presents Council with the opportunity to reconsider the future of the community facility. The Marino Hall Committee and the City of Marion’s Community Connections team has identified that within the catchment area there is the capacity to increase community value through offering further range of community services to the area. This could include:

- Volunteer operated coffee shop/ cafe
- Gallery and studio spaces
- Playground for young children

- Men's Shed
- Community shed with boat building capacity
- Flexible meeting room spaces
- Youth facilities
- Activities for older people
- School Arts and/or cultural projects

The potential to develop the facility to support community arts and cultural projects, which are not currently provided for at other centres nearby. It should be noted that there is a good supply of community facilities in the region.

- Two facilities are high quality facilities in close proximity in the City of Holdfast Bay: Kauri Parade and Seacliff Recreation Centre.
- Marion Golf Club is seeking improved facilities (1km) away.

The above facilities supply the region with good quality meeting spaces.

Any new development should consider leveraging on there being no café or retail shops within close proximity and could provide a unique community facility to Marino residents.

Car parking requirements for a Community Facility

A community centre requires 10 spaces for every 100sqm of floor area. As such the existing facility has a shortfall of car parking spaces and relies on the local street network.

Should the surplus land at the rear of the site be sealed and line marked, it would address the existing shortfall and could cater additional car parks as a result of any expansion/ redevelopment across the overall site.

Options for the development of the Community Facility

In light of the vision for Marino Hall by the Committee and recent purchase of the rear allotment, it presents an opportunity to redevelop the site. These community focussed options could include:

1. Redevelopment of existing Marino Hall and car park development on vacant allotment:

This option would include:

- addressing the structural integrity of the building to prevent future cracking
- improved public amenities including the provision of additional toilet facilities and modern kitchen facilities
- provision for flexible meeting spaces and storage
- opening of the front entrance of the Hall (off Bakewell Crescent) to provide café type facilities with seating whilst creating a welcoming entrance to the facility
- provision of glazed openings along the building facade to Newland Avenue
- utilisation of the rear allotment for car parking, which will require significant level changes to marry with the existing building levels; sealing and line marking of car parking spaces
- activation of external spaces for outdoor events, casual seating and the provision of play spaces and a mens shed.

2. Demolish existing building and redevelop a new community facility utilising both parcels of land.

Due to the age of the existing infrastructure, Council may wish to consider the replacement of the building in its entirety. This would enable a new sustainable and efficient building to be site specifically designed for the site and community use. A cost effective solution would be a single story building. The design would reconsider the façade of the building along Newland Avenue to make it an inviting place for the community to come whilst incorporating retail/ café type facilities and a

space for community art and culture projects. A large space would be maintained to ensure the existing users can continue to host fitness/ yoga, social and religious events.

3. Demolish existing building and redevelop into a multi purpose, mixed use building, utilising both parcels of land.

Marino is a changing suburb in terms of its demographics. Older residents are moving out and downsizing and younger residents are moving in, some of whom have young families and others who are first home buyers. With the proximity to the train line across the road and a bus stop out the front on Newland Avenue and the lands ocean views, it is a perfect opportunity to explore a redevelopment of the whole site, whereby affordable and accessible accommodation for older residents or first home owners is incorporated as part of the overall design.

In this option it would be envisioned to design a land development project that meets all the community needs, but has a commercial residential offering that can be sold to market to fund the construction of community spaces. Car parking may pose a problem in this option for the hall, however with ample land immediately across the road along the train line, creative options would be explored to make provisions within walking distance.

Next Steps

It is proposed that work on this property be brought into line with the broader City Property Strategic Asset Management Plan, which is anticipated to take place over the next 6-8 months.

The City Property Strategic Asset Management Plan relates to all assets in the City Property portfolio. Its purpose is to assist management:

- Determine the life-cycle costs and budgeting implications of the portfolio
- Determine whether we hold (renew), divest or redevelop each asset
- Develop a whole of portfolio strategy that is equitable and adds value to the community and CoM

‘Asset Management’ is defined in the ISO 55000 as the "coordinated activity of an organisation to realise value from assets." Assets are defined as "an asset is an item, thing or entity that has potential or actual value to an organisation."

The scope of this work will cover the process to:

- Determine type and location of assets required
- Monitor performance of assets
- Initiate regular upgrading of assets to ensure performance meets required standards

The City Property Department will adopt a continuous improvement approach by examining the need for and performance of assets by applying investigative approaches (regular building assessments, interrogation of data, budgeting, needs analysis and market research) to ensure an asset is well managed over the different stages of its lifecycle.

The Key objectives of this work will be to

- Identify assets that are not economical to repair or redevelop and will be **divested**
- Identify assets that meet the organisations strategic vision and will be **held (renewed)**
- Identify assets that have **development** potential
- To ensure that CoM assets provide value to the organization and its stakeholders
- Undertake an ongoing asset management approach that provides a structured approach for the initiation, coordination and control of maintenance activities to meet CoM service standards

- Implementation of sustainable financial plans developed between City Property and Finance utilising reliable data
- Improve coordination of functions, such as purchasing, finance, human resources and information technology.
- Gain a broad understanding of assets, their performance, the risks associated with managing assets, investment needs, and asset value as an input to decision making and organizational strategic planning
- Improvement in communications and interactions across all City Property functional areas and to external stakeholders who have an interest in City Property assets
- Research and initiate innovation in design, construction and sustainability to improve asset performance and community wellbeing.
- Engage with stakeholders to provide them with some choice in asset outcomes that encourages a feeling of ownership and pride in their community.

It should be noted that a Boothby election pack has been developed to assist in attracting partnership funding and the Marino Community Hall Committee are also making applications for funding at this time.

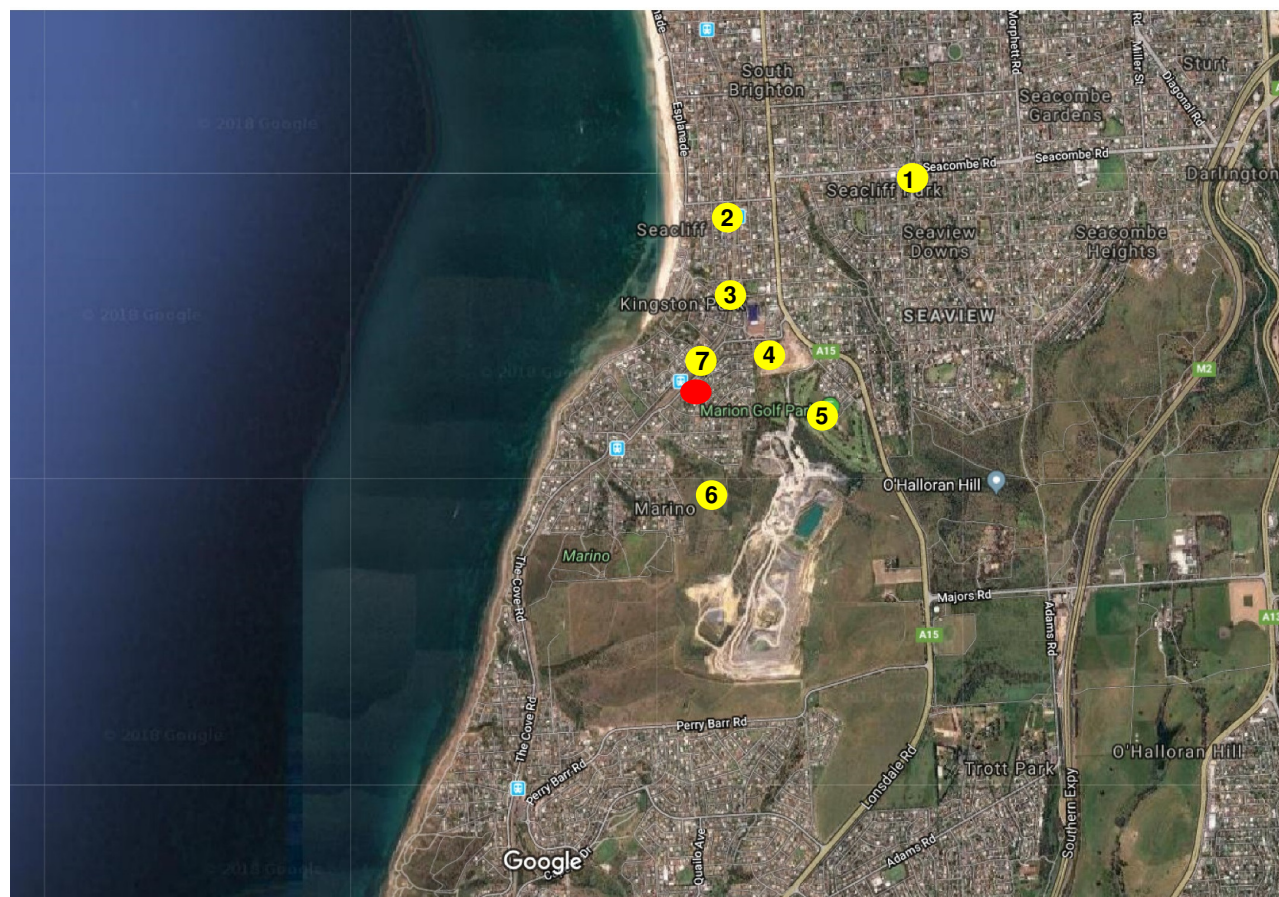
Attachment

#	Attachment	Type
1	GC181211 Appendix 1 Marino Hall analysis	PDF File

Marino Community Hall and adjacent facilities



1. Seacombe Road retail
2. Seacliff Recreation Centre
3. Seacliff Hockey Club
4. Potential retail redevelopment
5. Future Golf Club redevelopment
6. Perry Barr Farm
7. Marino Community Garden



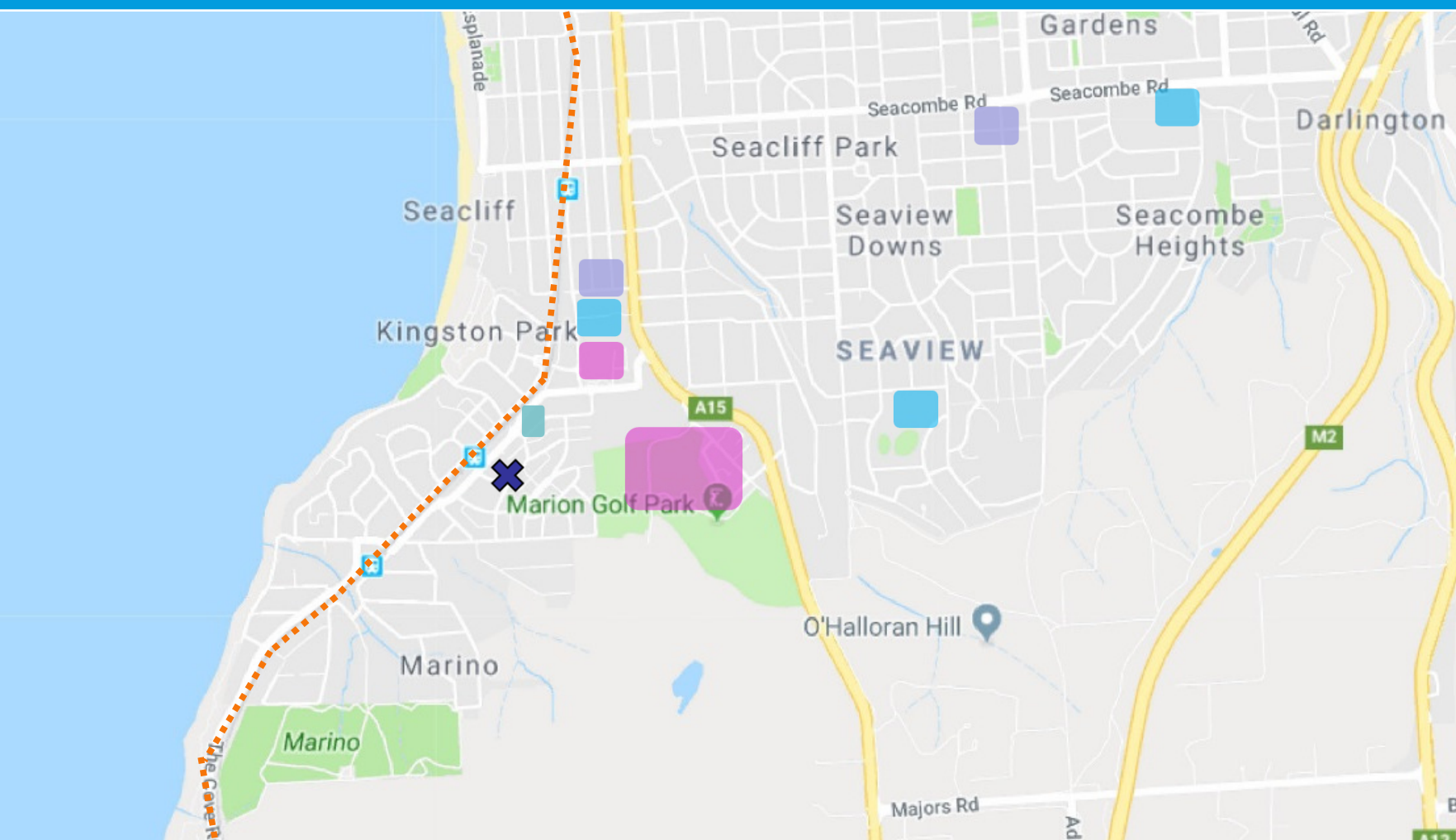
Site locality



-  Marino Community Hall
-  Civic/community
-  Retail
-  Sports/community facilities
-  Public transport
-  Educational facilities

Commentary

The site has a number of community facilities and retail outlets to the north of the suburb, but lacks local facilities.

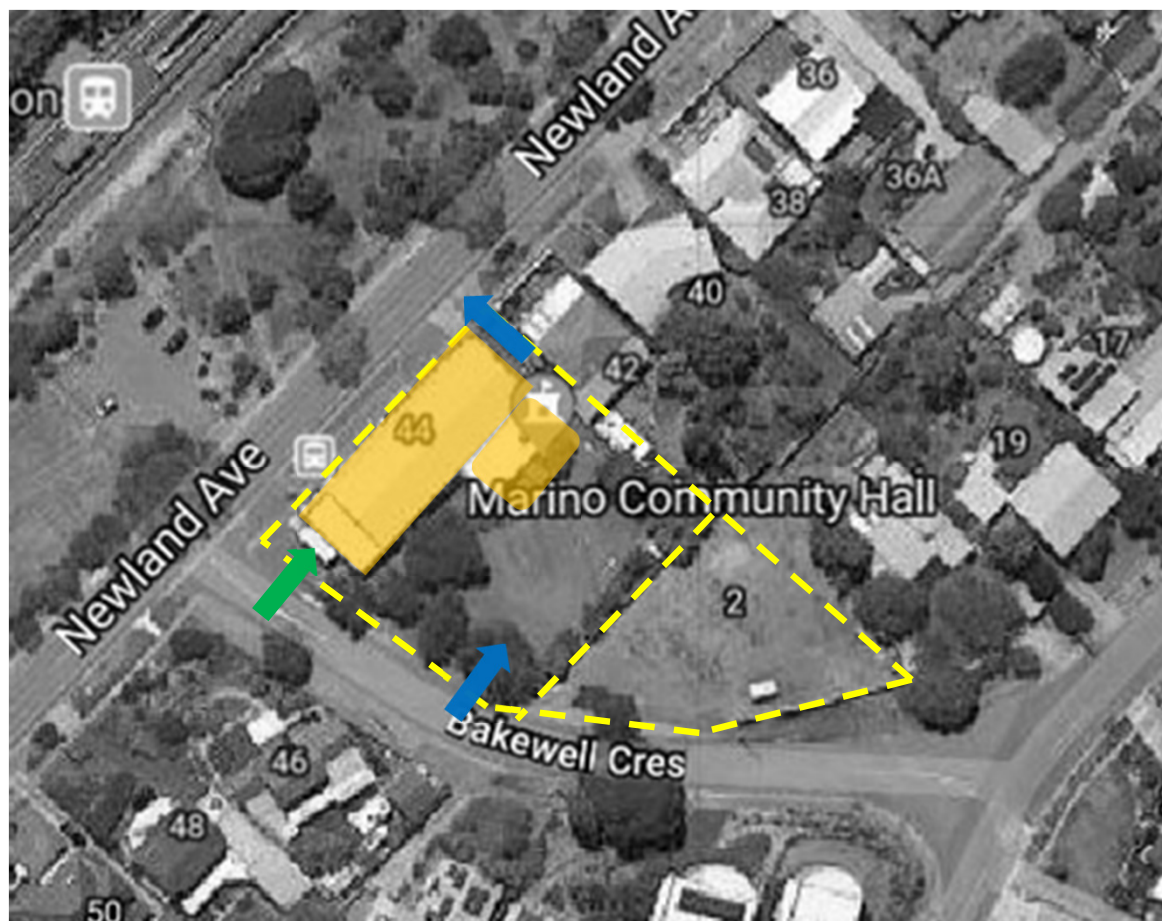


Marino Community Hall Committee feedback



- The large open hall is very important and used by particular groups needing the type of space.
- The kitchen and smaller hall have structural damage.
- Limited storage provision.
- The ability to provide for better connected smaller spaces
- Any redevelopment would assist in meeting the needs of known additional user groups and community stakeholders, in particular at night.
- Car park shortfall for large events.
- Better use of external spaces
- Buildings need to better engage with the community in particular the Newland Ave facade. This will assist with activation of the site.
- Provision of spaces and services for children is lacking in the area.
- Activities for older people will assist the community in staying connected and engaged.
- The community and grass roots appeal of the site is an important part of the identity of the hall.
- Performing arts and music are desirable uses for the facility that are currently not frequently hosted.
- Previously run events such as markets with café facilities was strongly supported by the community.

Marino Community Hall site & adjacent vacant land – Existing



Site

Building



General Public entry point

Vehicle access

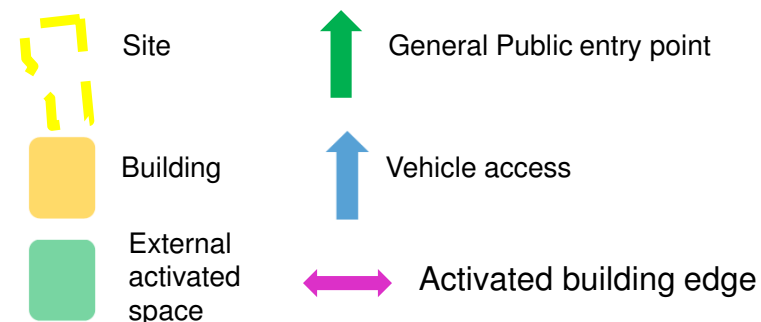
Commentary

The building on Newland Ave is insular in nature and lacks the ability to activate the street. The size of the open plan hall is extensive.

The kitchen and second hall space has significant structural cracking and cannot provide flexible accommodation to meet the anticipated usage opportunities.

Physical connection between the halls poses logistical issues and shortcomings in providing for community needs. During large events the car parking extent is not enough to cater for visitors. The external spaces are under utilised.

Marino Community Hall site– option considerations



Commentary

Potential provision of glazed openings to Newland Ave to activate the street. Option for alteration to existing hall or new single-storey building.

New building extent behind to accommodate better spaces and connections throughout the facility.

Utilisation of the adjacent vacant land for car parking. This will require significant level change works to marry into the existing building levels

Inclusion of considered external spaces for outdoor events, casual seating or the provision of a men's shed, play equipment or bicycle repair facility.

Infrastructure and Strategy Committee 2019 Focus

Originating Officer	Councillor - Luke Hutchinson
Corporate Manager	Manager Innovation and Strategy - Fiona Harvey
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC190305R05

REPORT OBJECTIVE

This report provides a summary of the discussion to date on the development of Infrastructure and Strategy Committee's priorities and schedule over 2019, to support the Committee finalising its annual program.

RECOMMENDATION

- 1. That the Infrastructure and Strategy Committee participates in a workshop to finalise its 2019 work program.**

GENERAL ANALYSIS

At its meeting on 5 February 2019 the Infrastructure and Strategy Committee (the ISC) considered a range of inputs into the development of its forward work program for 2019. Given the ISC's Terms of Reference are broad, covering matters of strategic importance, planning, levels of services, changes in the council's operating environment, projects, asset management and innovation, there are a diverse range of opportunities for the ISC to focus its attention over the next 12 months. The forward work program supports the ISC to maintain focus throughout the year.

The ISC identified a range of areas of focus and requested staff map a draft forward work program for the remainder of the year (Attachment 1). Areas considered for inclusion were:

- significant infrastructure projects including the Marion Golf Course, Marino Hall, Hallett Cove Seapool Feasibility Study, Mitchell Park Sports & Community Centre, Oaklands redevelopment and smart precinct
- Strategic items including Edwardstown/Melrose Park employment district review, Future of transport, ICT transformation
- Updates on programs in place eg Grants attraction program, Southern Adelaide Economic Development Board
- future focused initiatives such emerging ideas and innovations

Along with the above focus areas and with reference to its TOR, the ISC also noted the following points:

- need for the agenda to be strategic and avoid being reactive
- utilise expertise and experience from the independent member and other specialists
- determination of which items are presented to the Committee, compared with initiatives that are better placed for full council discussion
- take the opportunity to have more detailed discussions, seeking views from the independent member and staff to fully understand the issues.

DISCUSSION

The role of a committee of council is to 'report to Council and provide appropriate advice and recommendations on matters contained within the Committee's Terms of Reference'. The benefit of councils establishing committees include:

- Committees can take time and focus on items, having good discussion and debate to prepare advice for councils
- Committees lend themselves to less formalised governance arrangements, supporting opportunity for workshops, bringing in specialist presenters and expertise
- Committees can work through an initiative over a series of meetings to shape its progress to council

The ISC was established in November 2016, and first met in February 2017, and was essentially formed through the combining of two separate Infrastructure and Strategy Committees. Whilst the separate committees met bi-monthly, the combined ISC meets monthly.

A significant focus of the ISC through 2017-18 was oversight of, and advice on major projects including the Southern BMX facility, the Marion Outdoor Pool, Morphettville Park facility, Edwardstown Oval and Capella and Nannigai precinct. The other key area of focus for the ISC was significant infrastructure assets such as drainage, lighting, playgrounds and roads.

Given the significance of the portfolio of major projects being managed, a new regime of reporting on these projects to monthly Elected Member Forums has now been implemented, resulting in them no longer needing to be reported to ISC.

Workshop - Focus areas for 2019

Attachment 1 provides a draft forward agenda including all of the topics raised at the February meeting. In order to finalise this agenda, a workshop is proposed to consider the following elements:

The strategic and proactive focus of the ISC

The feedback from the last discussion raised that the ISC wished to be strategic and proactive, and have the opportunity to have more detailed discussions on initiatives/projects rather than cover a large agenda at each meeting. Some considerations are:

- a challenge for the Committee is that providing input into major projects is most valuable at their scoping and inception stage. Once a project is in delivery phase and the scope, budget, and timelines are all been set, it is difficult for the Committee to have valuable input.
- It is generally the case that major/significant projects are of interest to the full Council so therefore are usually reported through various stages of the project at EM Forums and/or Council meetings.
- a small number of strategic items could provide opportunity for the Committee to proactively 'deep dive' into the item. These initiatives would require a number of meetings to progress.

A current strategic initiative where the Committee's oversight and input would be highly valuable is the development of the City Property Strategic Management Plan which incorporates the maintenance and renewal of Council's community facilities. This review requires a strategic approach to understand the current state, service levels, utilisation of our community facilities (built and open space) and then assess future needs to prepare a plan for facility provision and management. This review would align closely with the open space plan and would bring community facilities management in line with other key infrastructure management frameworks such as playgrounds and streetscapes. The Committee could set the direction for Council's consideration.

The draft forward agenda and meeting schedule

Appendix 1 sets out all topics identified to date from previous discussions. There is potential for the Committee to review its meeting schedule, as there appears to be time to cover all items through bi-monthly meetings. If the Committee decides to focus on strategic initiatives such as the City Property Strategic Management Plan, a bi-monthly meeting schedule would provide time between meetings to progress and provide more meaningful/detailed reports to each meeting. The various project/program updates could also be consolidated to fit within this schedule. Appendix 2 sets out a draft bi-monthly meeting schedule.

To note, an average of approximately 50-60 hours is spent preparing reports, presentations, agendas and minutes for each meeting.

The success measures of the Committee

Given the Committee's broad TOR and potential work program it would be valuable to understand how the Committee would measure its success at the end of 2019. This will help guide the focus of the program and the structure of meetings.

Attachment

#	Attachment	Type
1	ISC190305_ Committee forward program_ Appendix 1	PDF File
2	ISC190305_draft bi-monthly schedule_Appendix 2	PDF File

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
- Matthew 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
Committee 2019 Work Program	Workshop to consider work program for remainder of the year.	Workshop			
Marion Golf Club					Mathew Allen
Quarterly Emerging Innovations and Ideas	Topic Focus to be determined				Fiona Harvey
Marino Hall	Progress report				Greg Salmon/Megan Hayward

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
Grants Attraction Program update					Craig Clarke
ICT Transformation Project update					Vincent Mifsud

Infrastructure & Strategy Committee		Date: Tuesday, 7 May Time: 6.30pm – 9.30pm				Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible	
City Property Strategic Management Plan					Megan Hayward	
Oaklands Smart Precinct Project update					Georgie Johnson/Fiona Harvey	
Quarterly Capital Construction update					Tony Lines	
SAEDB update					Abby Dickson	

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	
ICT Transformation Project update					Vincent Mifsud	
Mitchell Park					Greg Salmon	
Edwardstown/Melrose Park Employment Precinct					Greg Salmon	
Update on using recycled materials in roads					Mathew Allen	

Infrastructure & Strategy Committee		Date: Tuesday, 2 July Time: 6.30pm – 9.30pm				Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible	
Future City Transport Planning					TBC	
City Property Strategic Management Plan					Megan Hayward	

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 + Transformation project 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
City Property Strategic Management Plan					Megan Hayward
ICT Transformation Project update					Vincent Mifsud

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
SAEDB update					Abby Dickson

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
ICT Transformation Project update					Vincent Mifsud

Infrastructure and Strategy Committee 2019

Meeting schedule

5 February	6.30 – 9.30
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7 May	6.30 – 9.30
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5 November	6.30 – 9.30

Committee Membership

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- Quorum - 4 Committee Members

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Expert Member – Christian Reynolds

Members

- Ian Crossland
- Tim Gard
- Bruce Hull
- Matthew 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
Committee 2019 Work Program	Workshop to consider work program for remainder of the year.	Workshop			
Marion Golf Club					Mathew Allen
Quarterly Emerging Innovations and Ideas	Topic Focus to be determined				Fiona Harvey
Marino Hall	Progress report				Greg Salmon/Megan Hayward

Infrastructure & Strategy Committee Date: Tuesday, 7 May Time: 6.30pm – 9.30pm					
					Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Strategic Priority – Community Facilities Review					Megan Hayward
Coastal Climate Change Adaptation Plan Phase 3	Analysis of community consultation				Bec Neumann
Updates: - Oaklands Smart Precinct Project - Capital Construction program - SAEDB - Grants Attraction Program - ICT Transformation Project					Various

Infrastructure & Strategy Committee					
Date: Tuesday, 2 July Time: 6.30pm – 9.30pm					Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Strategic Priority – Community Facilities Review					Megan Hayward
Edwardstown/Melrose Park Employment Precinct					Greg Salmon
Updates: - Emerging Innovations and Ideas -Use of recycled material in roads					Various

Infrastructure & Strategy Committee					
Date: Tuesday, 3 September Time: 6.30pm – 9.30pm					Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Strategic Priority – Community Facilities Review					Megan Hayward
Future City Transport Planning					TBC
Updates: - Export marketing and economic development - Oaklands Smart Precinct Project - ICT Digital Plan + Transformation project - Capital Construction Program					Various

Infrastructure & Strategy Committee					
Date: Tuesday, 5 November Time: 6.30pm – 9.30pm					Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Strategic Priority – Community Facilities Review					Megan Hayward
Updates: - SAEDB - Oaklands Smart Precinct Project - Emerging Innovations and Ideas					Various

Emerging Innovation and Ideas

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	20190305R06

REPORT OBJECTIVE

This report provides the first iteration of a register of innovative and emerging ideas, products and services gathered from across the organisation for the Infrastructure and Strategy Committee's consideration and future direction.

RECOMMENDATION

The Infrastructure and Strategy Committee:

1. notes the register of innovative and emerging ideas
2. identifies any initiatives the Committee would like further information on

DISCUSSION

The focus on innovation over the past 12 months, led by a commitment to innovation as a value, and being innovative as a theme in our Community Vision, has led to a range of ideas and opportunities coming to staff's attention. This has been through a diverse range of forums including:

- collaboration with other organisations including other councils, universities, not-for-profits
- attendance at workshops, forums, conference and meetings
- research and analysis of new practices being implemented in other sectors, states and countries
- participation in webinars, study groups
- scanning of the operating environment
- capturing ideas for staff
- service reviews and continuous improvement exercises

As the organisation continues to embed innovation, an innovation register is being established to capture ideas and follow those ideas through stages of development, testing and implementation. This will support learning, monitoring and reporting on innovation, as well as provide a register for promotions and marketing, communications to the community and potential grant opportunities.

The request by the Infrastructure and Strategy Committee for a quarterly emerging ideas and innovation report aligns with the continued focus on innovation by staff. This report provides the first stage register of ideas/opportunities which will continue grow over the year.

Key areas of innovation are:

- digital transformation - transitioning to on-line service provision, using mapping tools, virtual and digital engagement opportunities
- data management - improved management and governance of data, to maximise value of data being collected and used to support decision making
- transport - driverless vehicles, first mile and last mile transport innovation
- environment - better understanding complex ecosystems, building community knowledge and value of environment
- business improvement - major focus on customer (user) experience, streamlining services, improving engagement and connectivity

- asset management - using technology to better manage assets, such as machine learning, sensors, automation
- smart cities - using connectivity, sensors, IoT, data and expertise to improve community outcomes

Attachment

#	Attachment	Type
1	Innovation Register	PDF File

Innovation Register March 2019				
No.	What is the innovation opportunity?	What is the problem the innovation could solve?	What will be the outcome/benefit?	What stage is the innovation opportunity at?
1	Engaging a futurist to explore the future of work and the implications for Council. As a senior leadership team, it's important we explore what the future of work will look like, how we can build this reality into our plans and importantly explore the capability we will need to develop and be agile to respond to future changes we may not yet be able to anticipate. It is and will continue to impact on all of our business areas.	Lack of understanding of the future of work implications and therefore not adequately preparing for the future. To consider how we continually forecast and re-think the nature of the future and how we prepare to meet the increasing levels of uncertainty.	Build workforce of the future implications into future strategic planning across Council & to position Council in the best possible position to adapt to the changing nature of work. A key part of creating a sustainable future for all Councils lies in the people we employ / develop to serve our communities.	Scoping
2	Develop the Volunteering Evolution to build meaningful connections with a diverse network of volunteers, such as professionals nearing retirement wishing to give back to the community. Build connections with organisations to help facilitate volunteering opportunities outside of traditional ones	Lack of opportunities for people wishing to volunteer specialist skills	Meaningful volunteering opportunities and an increased connectedness for our community	Idea
3	the CoM implemented an aboriginal and disability traineeship in 2018, with Council endorsement for 1 year to increase diversity and provide employment opportunities	Diverse employment opportunities in the community	Employment within our community	Implemented until June 2019. Will be seeking Council endorsement to extend the program
4	Replace all paper based forms that the general public use when interfacing with City of Marion. Connect the output of these forms directly with our customer event system	Presentation and perception of our council as being outdated. Ease of use and improved accessibility.	This would at least make us appear consistent with community expectations of how services are now generally delivered (online)	Development
5	Re-factor the customer event system such that the knowledge base can be made available to the general public (with private notes for internal customer service centre staff). This may require turning the knowledge base into a wiki similar to Wikipedia?	Public currently need to call up customer service centre for information. Why not just make this information more readily available to them?	Public would be more empowered with up to date and accurate information about council processes. There would be reduced need to update information in two places (on our external corporate website and our internal knowledge base). Council processes become more transparent	Idea
6	Implementation of Business Intelligence software to facilitate dashboards, improving accessibility and visibility to CoM's data and moving towards a data-driven culture. To inform evidence based decision making and demonstrate performance improvements	The lack of accessibility and visibility of the substantial volumes of data that are collected by CoM for managing the business	Move towards greater efficiencies and performance through a data-driven culture that makes data-driven decisions	Development
7	To provide transparency and choice for our community in the use of funds by the use of a blockchain platform that securely enables users to vote on a number of scoped community projects, with the highest voted project being delivered. Crowd sourcing projects for delivering from our community, for our community.	The societal trend of decreasing trust in the public sector	The empowerment of community. Community driven project delivery.	Scoping
8	Robotic Process Automation (RPA) - A piece of software that when given instructions will emulate what a person would normally do e.g. typing, clicking of mouse, using different systems, etc (most effective with rules-based and consistent processes). Able to be used in multiple areas and systems.	Manual repetitive structured tasks (example could be onboarding and offboarding employees on multiple systems)	Can reduce manual processing and eliminate errors and allow employees to focus on more value add activities.	Idea
9	Delivery of various digital literacy courses to the community. Partnership with Infoxchange, Google and Public Library Services. Concludes September 2019.	Improving digital literacy in the community for new migrants, aging population etc enabling them to better engage, access services	More engaged and connected community, particularly those that are from groups who may be disengaged or not have the means/ability to connect digitally	Currently being delivered
10	We will implement a customer segmentation approach for Development Customers, differentiating the service offering between pre and post lodgement. We are building a geospatial map to identify policy and zoning areas and linking customers to fact sheets regarding their area within the development plan.	Planning staff using too much of their time on 'hypothetical' scenarios instead of assessing applications. Wanting to create a better Customer Experience	Reduction in planning application back log. Customer Service Staff able to answer basic queries for customers.	Development

Innovation Register March 2019				
No.	What is the innovation opportunity?	What is the problem the innovation could solve?	What will be the outcome/benefit?	What stage is the innovation opportunity at?
11	To increase First Call Resolution within the contact centre, looking at initiatives to empower front line customer service staff to complete customer requests without transferring or creating customer event. Rates: Changing process for CS Staff to take change of address and payment extensions over the phone instead of transferring	We want to improve our customer experience.	Improved Customer Satisfaction and efficiencies	Ready for implementation
12	Closing the Loop. We have configured our Customer Event System to automatically send an e-mail or text message to our customers when we complete their request for service. The configuration is complex and needs to be developed for each valid service request.	We want to improve our customer experience.	Improved Customer Satisfaction	We have implemented this across 28 Customer Event types and have sent out over 700 e-mails or texts to confirm we have completed the customer request. We are targeting 50 by EOFY, and full completion end of calendar year.
13	Trialling a new method to map and prioritise greening initiatives in Marion using the System Innovation Lab approach developed by researcher/ consultants Wicked Lab. This approach focusses on highly complex systems and identifies opportunities for transformational change. The project is a partnership with the Department for Environment and Water and includes collaboration with several key industry stakeholders.	Increased green cover is needed to increase climate resilience, improve connections with nature and create liveable communities, however the loss of green cover in the private realm is continuing to exceed Councils greening efforts.	A map of the current 'greening system' in part of the City of Marion and pathways to transition the system to a preferred state.	Scoping
14	Use of Machine Learning to automate and optimise asset management. AIML has identified opportunities for councils to use photos and videos of assets, streetscapes and city infrastructure to map changes using machine learning. Types of changes include graffiti, trees and branches, potholes and manhole covers, bins, footpaths etc	Need for staff to continuously inspect assets and be reactive in managing issues	More automated, less resource intensive asset management. Potential to identify issues outside of usual inspection regimes. Proactive programming for civil services, & asset management.	Being trialled and tested by other councils interstate and City of Mitcham in SA. Potential interest from City of Onkaparinga
15	Expand use of GIS for a range of community benefits eg built Marion Historic Village Story Map using GIS	Providing accessible information to residents, business and visitors to our City, decreasing use of having to print brochures and maps	Accessible and connected	Testing and validation
16	Use of data scientists to undertake complex modelling and analysis of data being collected by councils. Data from separate sources can be brought together to develop models, scenarios and forecasts on areas such as urban heat and people movement, cycling and streetscapes, demographic data and spending habits etc	Councils hold significant datasets that are generally considered in isolation of each other. Using science and analytical techniques, a comprehensive picture of how communities work (live, play, work, learn) can be developed to support councils to provide better services	Optimised service delivery, better understanding of gaps and opportunities, better allocation of funding and resources	Fully implemented elsewhere
17	Autonomous vehicle trial - Australia Olli Fleet Challenge	Last mile/First mile transport	Encouraging use of train for access to growth precincts eg Westfield, MCC & SAALC, Edwardstown/Castle Plaza	Scoping
18	Place Design Group - Transport Flexi Zone concept	The Future of Streets - Influences – Change – Disruption https://online.flippingbook.com/view/902440/2/	Move from traditional parking only zone, bus only zone, timed parking only zone to need based space	Idea
19	Neighbourlytics / Evolve 24	Measuring service benefits through social data and impressions	Targeting services to meet social needs, measuring data on social issues from community, tailoring programming to suit the needs of a changing community	Idea
20	City modelling tool that maps city to understand impacts of population growth and commercial and residential opportunities for urban infill/uplift	Population growth planning	Investment and diversity in the City 10 000 per year coming to SA.	Idea
21	Community Interests Virtual Panel to explore problems and innovative solutions	Knowing the needs of our growing community	Understanding our community position/needs helps us articulate our problem/solution to community/vendors.	
22	NSW councils forming collective to lobby State Govt to change LG procurement rules	Procurement agility	Allowing for transparent testing of providers on services prior to settling on contract for ongoing investment	Scoping
23	Providing data sets on Data SA to make them open and available for use by community, business, research etc	Transparency, solution based innovation	Transparency, solution based innovation	Scoping

Innovation Register March 2019				
No.	What is the innovation opportunity?	What is the problem the innovation could solve?	What will be the outcome/benefit?	What stage is the innovation opportunity at?
24	Extend Digital Literacy programming to Staff and into neighbourhood programming	Improving digital literacy in staff and in the community for new migrants, aging population etc	Increasing reach of current program & Improving digital literacy in staff for future workforce planning	Idea
25	Installation of LoRoWan gateways across 6 metropolitan council areas, that City of Marion may be able to tap into and expand on through the Oaklands Smart Precinct Project	Optimised asset management and service delivery to our community	Better information on asset service delivery, eg bin emptying, reserve watering, playground utilisation	Being implemented across 6 council areas, with the closest gateway in current rollout being installed near the Waite Institute
26	Using emerging booking access technology to allow greater access to council facilities for hire and use on a casual, permanent basis by residents and non lease holders.	Restricted public access to council courts whilst eliminating risk of vandalism and or damage. This is being tested on some tennis facilities but ultimately could be utilised within community buildings also.	Increased utilisation of council assets and additional revenue streams for clubs who hold the leases	Testing and validation
27	An Educational Walk/Path to encourage families to walk together and educate their children at the same time. It could be a new path or upgrade to an existing one.	Sedentary lifestyles across generations. PHIDU 2016 data indicates City of Marion has: . A higher number of children 2-17 years overweight . A higher number of people aged 18 years and over with a waist measurement indicating an increased/substantially increased risk of developing chronic diseases . A high proportion of people aged 18 years and over who undertook no or low exercise in the previous week	. Physical and mental health benefits . Strengthen families . More vibrant public realm with more people using public spaces . Increased sense of safety due to increased numbers of people providing passive surveillance	Idea
28	Dial Before You Dig Automation Council owns and maintains underground assets ranging from stormwater drainage, fibre optic cables & irrigation lines. Council is currently subscribed to the Dial Before You Dig (DBYD) service to ensure the safety and awareness of council owned buried assets for anyone working within the vicinity of these assets. It is necessary to continue subscribing with DBYD based on the number of assets potentially saved from unintentional damage during site excavation carried out by Council or other organisations.	An improvement to the current process: As a request from Council or an organisation designing or planning to dig within the City of Marion the DBYD system will alert the Coordinator of Design and Survey of the request. The Coordinator of Design and Survey will find the location on the corporate GIS system and create a map for the request which will show any of Councils assets within the location specified. This will then be sent to the requesting party via email.	Proposed Process: By automating the DBYD enquiry and response process, requests will be delivered almost instantly in a consistent and accurate manner (automatically reading the corporate GIS system). This will further protect our assets and increase good customer relations with those requesting the information. It is estimated that the system will cost \$10,000 per year in subscription fees. We spend \$10k to save \$50k per year.	Idea
29	Opportunity to host or sponsor GovHack event , providing community problems and our data sets to participants to develop solutions	Using external skills and expertise to analyse our problems and data	Potential solutions for community problems, developed quickly and cheaply by experts	Idea
30	Tree mapping and information using barcodes and connectivity	Could provide valuable information to the Community on the history, value and critical impact of trees across the City. Could also support mapping of greening across the city, urban heat mapping	Increase the understanding and value of nature by residents and visitors. Provide impactful information to advocate when developments are occurring	Idea

REPORTS FOR NOTING - Nil**WORKSHOP / PRESENTATION ITEMS - Nil****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.