CITY OF MARION

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, 01 October 2019 at 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 June 2019 and 2 July 2019

Originating Officer	Governance Officer - Angela Porter
Corporate Manager	Manager Corporate Governance - Kate McKenzie
Report Reference:	ISC191001R01

RECOMMENDATION:

That the minutes of the Infrastructure and Strategy Committee Meeting held on 4 June 2019 and 2 July 2019 be taken as read and confirmed.

ATTACHMENTS:

#	Attachment	Type
1	ISC190604_Final_Minutes	PDF File
2	ISC190702 _Final_Minutes	PDF File

PRESENT :
Councillor Hutchinson, Councillor Gard, Councillor Crossland, Councillor Hull, Mr Reynolds,
Mayor Hanna (from 6:51 pm)

DATE :
Tuesday, 4 June, 2019 - | Time 6:30 PM

VENUE :
Council Chamber

In Attendance
Chief Executive Officer - Adrian Skull
General Manager City Services - Tony Lines
General Manager City Development – Abby Dickson
General Manager Corporate Services (Acting) – Ray Barnwell
Manager City Activation – Greg Salmon
Manager Innovation & Strategy – Fiona Harvey
Manager City Property – Megan Hayward
Environmental Sustainability Manager – Ann Gibbons
Senior Procurement Specialist – Colin Heath
Unit Manager Community Cultural Development - Marg Edgecombe
Education Officer Waste & Recycling - Allison Byrne

OPEN MEETING

Councillor Hutchinson opened the meeting at 6.31 pm.

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)

The Chief Executive Officer & Senior Procurement Specialist declared a conflict of interest with SRWRA
Presentation due to their participation in current waste management tender process.

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CONFIRMATION OF MINUTES

Confirmation of the minutes for the Infrastructure and Strategy Committee Meeting held on 7 May 2019 (Report Reference: ISC190604R01)

6:32 pm Councillor Hull left the meeting.

Moved Councillor - Tim Gard   **Seconded Councillor - Ian Crossland**

That the minutes of the Infrastructure and Strategy Committee Meeting held on 7 May 2019 be taken as read and confirmed.

Carried

6:32 pm Councillor Hull re-entered the meeting

BUSINESS ARISING

Review of the Business Arising from previous meetings of the Infrastructure and Strategy Committee Meetings (Report Reference: ISC190604R02

- Marino Hall - request Administration consider the order of events for works/community consultation.
- Electric Vehicle - Mr Reynolds provided feedback to Environmental Sustainability Manager. Item has been included for discussion at the Elected Member Forum on 18 June 2019.

Moved Councillor Gard   **Seconded Councillor Crossland**

That the Infrastructure and Strategy Committee:

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

Carried

CONFIDENTIAL ITEMS - Nil

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REPORTS FOR DISCUSSION

6:42 pm Living Kaurna Cultural Centre (LKCC) Management Models
(Report Reference: ISC190604R03)

General Manager City Services gave a presentation on the future management arrangements for Warriparinga. Three models were presented for consideration. Each potential model considers the scope of the project, the proposed outcomes and the timeframe in which each model could come to fruition.

The following discussion points were noted by members:

- Council took over LKCC in 2006.
- Outcomes of LKCC service review began in July 2016. Seems to have been plenty of time to achieve targets but haven't been able to get there. Council has worked together with Kaurna in this process towards self-determination.
- Kaurna have suggested a management model of 51/49 split to allow the Kaurna people access to funding for Aboriginal organisations if they have a majority interest.

6.51 pm Mayor Hanna entered the meeting

- Unique site with cultural significance in the area and beyond. We have a responsibility to find the right formula.
- Council could not assist any tenderer to prepare a submission. Briefing could be given and would need to provide that information to all parties.
- FOR Option 2 is a good outcome all around. Acknowledge that the process has taken longer than planned but the Native Title Determination has now provided Kaurna with access to funds. Timeframe not important in the big scheme of things but could be profound success. Processes and thinking right. Expression of Interest might be a good step.
- AGAINST Option 2 seems similar to 3 years ago. Concern is we will be in same position as now in 3 years' time if we go with this option.
- FOR Option 1 - provides opportunity for any person/organisation to submit a response with possibilities to get some great ideas. Would be disappointed if Kaurna didn't express interest.
- Support for expression of interest.
- Outcomes developed through the Steering group are still relevant and what we want to achieve.

Moved Councilor Hull   **Seconded Councillor Gard**

That the Infrastructure and Strategy Committee:

> **1. Considers three potential models for the future management of Warriparinga and recommends Model 2 for Council's consideration.**

                                                                 Lost

Councilor Hull called for a Division:

Voting For: Councillor Hull, Councillor Gard

Voting Against: Councillor Crossland, Mr Reynolds, Mayor Hanna, Councillor Hutchinson

                                                                 Lost

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Discussion continued on the item.

Moved Councillor Crossland   **Seconded Mr Reynolds**

That the Infrastructure and Strategy Committee:

1. **Considers three potential models for the future management of Warriparinga and recommends Model 1 for Council's consideration.**
2. **That council explore an Expression of Interest to test the market to see what people are suggesting.**

Carried

Councilor Hull called for a Division:

Voting For: Councillor Crossland, Mr Reynolds, Mayor Hanna, Councillor Hutchinson

Voting Against: Councillor Gard, Councillor Hull

Carried

REPORTS FOR NOTING - Nil

WORKSHOP / PRESENTATION ITEMS

7:32 pm SRWRA Representative (Report Reference: ISC190604R04)

7:32 pm Chief Executive Officer and Senior Procurement Specialist left the room.

SRWRA CEO and Board Chair gave a presentation around the current challenges with China Sword and other policy/market challenges, as well as future opportunities for waste and recycling in SA.

Following the presentation, the discussion points are noted below:

- Potential to recycle plastics into products such as benches, bollards, road base etc. A number of Council's are doing this. SRWRA Board Chair to provide a list to CEO.
- Potential to include an electric car charging station at SWRWA site.
- Gas power station generating four times electricity production than previous plan and provides a better outcome for the environment.
- Future projects include Solar Projects and potential investment in Material Recovery Facility (MRF), and potential co-location of compatible industry on SRWRA site
- CoM have a traditional waste collection. Taking organics out (put in green bin) reduces waste to landfill. Could collect less frequently to encourage better practices but legislation dictates weekly.
- Education will help to have cleaner recycling and reduce contamination. Paper,cardboard and CDL's are most useful recycled product.

8:05 pm Flinders University Representative (Report Reference: ISC190604R05)

Manager Innovation & Strategy introduced Flinders University Vice-President Corporate Services (Mr Mark Gregory) who gave a presentation on the growth, change, development and sustainability projects at Flinders University

8:09 pm Senior Procurement Specialist re-entered the room.

The following discussion points by members were noted:

• Opportunity for City of Marion to learn from Flinders University. Report being prepared on Council's progress and focus for Renewables and Energy Efficiency for discussion at the next Elected Member Forum.

8:30 pm Councillor Crossland re-entered the meeting.

8:31 pm CEO re-entered the meeting.

• potential opportunity to assist local communities that surround facility to supply excess power - regulatory issue at present but market driving change - commercially would sell excess power to highest bidder.
• asset management/maintenance - payback periods are so efficient there is no concern about long term costs of potential maintenance issues.

8:38 pm Current challenges and future opportunities for management of waste and recycling at the City of Marion (Report Reference: ISC190604R06)

Senior Procurement Specialist and Education Officer Waste & Recycling gave a presentation to provide information on the performance of the three-bin kerbside collection service and current issues affecting waste and recycling management .

The following discussion points were noted:

• approximately 7000 households have a kitchen caddy. Feedback from residents is they want bags.
• user pays - concern about regulating
• residents provided 3 bin system - Tonsley first development to look at alternative solution to specific issue
• upcoming kerbside audit of 200 bins to weigh and classify contents
• follow up with external providers for more detail in the data
• future consideration may look at potentially swapping yellow/red collection frequency but may cause yellow bin to be used for non-recycled waste instead
• commercial collection is where residents have purchased additional bin collections
• target areas for where more contaminated waste happens
• potential option of smaller bins being available for pensioners.
• education is key to influencing better waste management habits

Moved Councillor Hull   **Seconded Councillor Crossland**

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That the Infrastructure and Strategy Committee:

1. **Notes the report and presentation;**
2. **Provides input in the meeting to waste and recycling opportunities and trends that may shape future service delivery.**

Carried

PROCEDURAL MOTION

Moved Councillor Hull   **Seconded Councillor Crossland**

That the meeting be extended to allow a brief update on the Coastal Walking Trail.

Carried

9:30 pm Meeting extended

9:30 pm Mayor Hanna left the meeting

OTHER BUSINESS

Coastal Walkway

General Manager City Development and Manager City Property joined the meeting and gave a brief update on the condition of the Coastal Walkway, current closures and potential risks.

9:39 pm Councillor Hutchinson left the meeting.

9:42 pm Councillor Hutchinson re-entered the meeting.

A report is being prepared for the next General Council meeting.

MEETING CLOSURE - Meeting Declared Closed at 9:45 pm.

CONFIRMED THIS 1ST DAY OF OCTOBER 2019

.. CHAIRPERSON

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY
COMMITTEE MEETING HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 2 JULY 2019**

**CITY OF
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PRESENT

Elected Members

His Worship the Mayor Kris Hanna
Councillor Ian Crossland
Councillor Bruce Hull

In Attendance

Mr Adrian Skull	Chief Executive Officer
Ms Abby Dickson	General Manager City Development
Mr Tony Lines	General Manager City Services
Mr Ray Barnwell	Acting General Manager Corporate Services
Ms Louise Herdegen	Executive Assistant to General Manager Corporate Services / Minutes

Due to lack of a quorum and after the expiration of 30 minutes, the meeting was adjourned to the next Infrastructure & Strategy Committee meeting to be held on 6 August 2019. Items scheduled for the July meeting will be reviewed and consideration will be given whether or not to be included in the next meeting.

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	Acting Manager Innovation and Strategy - Cass Gannon
General Manager	Acting General Manager City Development - Fiona Harvey
Report Reference	ISC191001R02

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, meeting schedule and upcoming items.**

Attachment

#	Attachment	Type
1	ISC191001 Business arising statement - action items	PDF File

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APPENDIX 1
BUSINESS ARISING FROM THE INFRASTRUCTURE AND STRATEGY COMMITTEE MEETINGS   **AS AT 26 SEPTEMBER 2019**
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	Date of Meeting	Item		Responsible	Due Date	Status	Completed / Revised Due Date
			• Update report in 12 months' time on how the 'Economic Statement' has been used	Donna Griffiths	Sept 2019	Item is listed on the October ISC agenda.	
1.	5 March 2019	ISC190305R04	**Marino Hall – Update on Development Options** • Redevelopment opportunity comes into the City Property Strategic Asset Management Plan.	Karen Cocks/Greg Salmon	30 June 2019	Marino Hall Community Engagement Plan being developed to understand community wishes for the site as a first step. Community engagement planned for October-December.	
5.	2 April 2019	ISC190402R02	**Business Arising Statement** **Electric Vehicles** • A report on hydrogen vs electric vehicles to be shared with the members. EV National Panel - forward details to the members	C Reynolds C Reynolds		Completed	
11.	19 June 2019	ISC190604R03	**Living Kaurna Cultural Centre (LKCC) Management Models** 1. Considers three potential models for the future management of Warriparinga and recommends Model 1 for Council's consideration. 2. That council explore an Expression of Interest to test the market to see what people are suggesting.	Marg Edgecombe/ Greg Salmon		GC190723	Complete

* Completed items to be removed are shaded

WORKSHOP / PRESENTATION ITEMS

South Australian Productivity Commission

Originating Officer	Executive Assistant to CEO - Dana Bartlett
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	Chief Executive Officer - Adrian Skull
Report Reference	GC191001R03

REPORT OBJECTIVE

To brief Elected Members on the South Australian Productivity Commission (SAPC) Inquiry into Local Government Costs and Efficiency draft report.

EXECUTIVE SUMMARY

On the 30 August 2019 the SAPC released the draft report on the Inquiry into the Local Government Costs and Efficiency.

The Chief Executive will provide a summary of the City of Marion, City of Charles Sturt and City of Port Adelaide Enfield collaboration achievements that have been highlighted in the draft report.

The Commission is working towards the final report on the Local Government Inquiry due on November 2019 to the Premier. It is anticipated that the final report will be published on the SAPC website within 90 days of its submission to the Premier.
Attached to this report is a copy of the SAPC draft Inquiry into the Local Government Costs and Efficiency Executive summary. For a copy of the full report please visit:
https://www.sapc.sa.gov.au/inquiries/inquiries/local-government-inquiry/draft-report

Attachment

#	Attachment	Type
1	SAPC Local-Government-Inquiry-Draft-Report Executive Summary	PDF File

Executive Summary

1.   The task

The Commission's task is to

- understand the cost base and cost drivers of councils in South Australia;
- develop and analyse measures of local government efficiency;
- identify mechanisms and indicators for use by local government over time to improve efficiency;
- provide advice on possible options to guide and assist councils to improve efficiency and create capacity to pass on cost reductions; and
- provide recommendations to the South Australian Government on actions to lower local government costs and enhance local government financial accountability.

In doing this task, the Commission is to have regard to:

- the changing service expectations of communities and the long-term financial sustainability of councils;
- recent reforms in South Australia and other jurisdictions to policy, governance and management practices in local government and their potential to improve council performance; and
- the government's direction that the Commission's advice will provide input to one of the four elements of the South Australian Government's plan for reforming local government in South Australia, comprising:
  - stronger council member capacity and better conduct
  - efficient and transparent local government representation
  - lowering costs and enhanced financial accountability in the local government sector (to which this inquiry is contributing independent advice regarding determinants of costs, options to lower council costs and how to ensure lower costs flow through to ratepayers)
  - simpler regulation.

2.   Framing the Commission's approach

The Commission's work is directed towards identifying advice and recommendations that help to frame and inform decision making over time by councils in order to:

- respond to the preferences in their communities, with respect to both current and future generations, especially regarding the scope and quality of Council services,
- capture efficiency dividends from better use of council resources, including the services from council assets; and
- demonstrate accountability, by reporting on performance and expenditure, and financial sustainability.

The Commission's focus is on expenditure and on the opportunities to realise greater efficiency. Doing so provides a dividend that councils may at their discretion, and subject to financial sustainability, use to:

- reduce the rate of growth in local government rates; and/or
- increase the scope, volume and quality of services they provide.

Evidence from submissions is that efficiency dividends currently are mostly applied to extensions of service delivery, but it is important to consider the alternative of reducing rate increases.

The drivers of revenue, including the setting of rates, are outside the Commission's terms of reference, except to the extent that revenue sources are tied, that is, when they carry an obligation to be spent on specific programs, services or assets.

3. Costs: trends and drivers

Analysis of data provided to the Commission finds that the expenditure of councils has been increasing at a rate faster than indicators of the changes in prices which are relevant to councils. Total operating expenses by all councils rose, on average, by 4.2 percent per annum between 2008-09 and 2017-18. In comparison, the consumer price index (CPI) rose by 2.1 per cent and the local government price index (LGPI) by 2.6 per cent per annum.

In other words, real expenditure has been rising. The Commission has considered several drivers of this outcome, including the choices that councils make about their outputs, the procurement of their inputs, and the legislative framework in which they operate. This has also led to an examination of the efficiency with which they operate and the scope for improvements in efficiency over time.

Outputs

Scope, quantity and quality

The range of service councils provide, the volume of each and their quality levels are all drivers of expenditure.

Councils are expected to identify and reflect the interests of their citizens. According to section 6 of the *Local Government Act 1999* (LG Act), councils should 'act as a representative, informed and responsible decision-maker in the interests of its community'. Councils combine their capacity to do so with their knowledge of local conditions to solve problems of service provision. In the Commission's view, it is efficient for councils to deliver services for which they are best placed to make decisions, for the relevant community, about scope, volume and quality. This does not always require that councils be the service provider; they may choose to act as facilitator, regulator or coordinator. The Commission considers that it is inefficient for councils to be offering services which other levels of government, the not-for-profit or private sectors would provide, including services which generate benefits at state level or which extend across council areas.

Thereby councils, as the LG act expects, play a critical role in determining the quality of life of their local community.

Section 7 of the LG Act refers to several specific activities which councils can undertake. These include activities related to local area development, the environment of a region, local infrastructure and public areas. However the Act also permits a wide scope, referring to roles to 'provide for the welfare, well-being and interests of individuals and groups within its community', 'provide services and facilities that benefit its area, its ratepayers and residents, and visitors to its area', and 'establish or support organisations or programs that benefit people in its area or local government generally'. The act provides that a council should 'co-ordinate

various public services and facilities and develop its community and resources in a socially just and ecologically sustainable manner'.

Given this remit in the legislation, it is not surprising to see councils providing a wide range of services. According to submissions from councils the portfolio has widened, in part due to the requirement by the state government for additional functions to be performed, discussed further below. Such a widening in the scope of activities is not evident from an initial analysis of the SALGGC expenditure data divided into fourteen service categories. The Commission is continuing to work to find more data on the extent of this phenomenon and its significance.

With respect to volumes, some of these services are directly related to the characteristics of local government areas, such as the numbers of households and businesses, and the infrastructure, such as length of roads. However, these indicators have been relatively stable over the last decade. The Commission's assessment is that these demographic or infrastructure factors have not been the most important drivers of rising real spending, although uneven population growth across the state may have contributed to observed differences in the growth and spending patterns among councils.

It is possible that the quality of services provided has increased significantly. The timeliness or frequency of the provision of services and the quality of the experience are linked to costs. Capacity for service provision is also linked to quality, since greater capacity leads to less congestion and easier access.[1] Indeed, there is anecdotal evidence of that in the submissions provided. However, the Commission has not been able to resolve the relative importance of quality changes, compared to other cost drivers, with the data available. It will be important to build the capability to resolve this matter.

Mandatory and non-mandatory functions

The act provides that councils 'undertake other functions and activities conferred by or under an act'.[2] Councils have emphasised the impact on their expenditure of these instances, which the Commission refers to as mandated service delivery. Examples are the *Public Health Act 2011*, *Planning, Development and Infrastructure Act 2016* and the *Local Nuisance and Litter Control Act 2016.* The number of these examples has increased over time. These may be services which have wider benefits beyond the council's own community (eg vermin control) but to which, given the capacity at its disposal, the council is an efficient contributor. In such cases, the council is the agent of the state government.

A key issue is the funding. In some cases, the mandate comes with its own funding, for example, development planning and assessment, where council fees and charges are also mandated, but argued to be set too low to enable councils to fully recover costs. Sometimes, funds are either not provided though the mandate changes, or the mandate has remained, but funding has been reduced or withdrawn. Submissions refer to these situations as 'cost shifting', since the higher-level government is observed to 'shift' costs to councils.

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[1] It is useful for the sorts of services that councils provide to distinguish between the volume and the capacity. A library for example has a certain capacity to accommodate visitors, but the volume of library services depends on the level of its utilisation. Capacity is linked to quality, since greater capacity leads to less congestion and easier access. Costs will be related to both capacity and volume. There are also other elements of quality, related to the timeliness or frequency of the provision of services, and the quality of the experience, which are linked to costs.

[2] See section 7(k) of the *Local Government Act* 1999.

While noting there can be reasonable differences of opinion about what services a local government "should" provide, as distinct from what it may choose to provide, the Commission considers this to be a reasonable definition of "cost shifting". That said, the Commission considers the usage of the term 'cost shifting' in practice can be unhelpfully imprecise, particularly where it includes a choice by councils to accept tied funding. In such circumstances the Commission considers 'cost sharing', rather than cost shifting, is a more accurate description. The Commission is also persuaded that the term 'cost shifting' is entirely appropriate as a description of the state government vacating or reducing a previously agreed cost sharing arrangement (such as for funding libraries) and it accepts the evidence that this has occurred.

A related issue is the quality levels at which these mandated services are provided. Generally, the Commission finds that when a service is or becomes mandated there is generally no description associated with this mandate of the quality to which the service is expected to be provided. Councils then determine their own quality levels, and they may over time also decide to raise these levels of quality. These changes may have contributed to the growth of expenditure. Coordination of service quality levels between councils is important where the mandated service is generating wider benefits that run beyond the area of each council.

The Commission therefore considers it is important to draw a sharp distinction between functions and services that are

- at the sole discretion of the council (with the test being no other level of government has the authority to make the specific decision) – non-mandatory;
- mandated externally (including the form of the mandate) where the council has no discretion to refuse to provide the service (but may have discretion as to the standard to which it is delivered) - mandatory.

The Commission's assessment is that expenditure on these two broad categories in 2017-18 was divided roughly in half (54 per cent and 46 per cent respectively) and has been stable since 2011-12 (a period for which comparable data are available).

The Commission sees this distinction as central to the task of framing draft advice and draft recommendations to local government and the South Australian Government respectively with the purpose of enabling 'sound decision making', both in focusing on improving efficiency and on how the dividends are spent. It also notes that potential actions by the state government may assist councils to exercise their discretionary authority more effectively.

In saying this, the Commission accepts as a practical reality in some circumstances where councils are the decision maker, it may be very difficult to exercise the discretion to amend, reduce or remove services based upon historical decisions that some parts of the community value. Nonetheless, the fact remains this is a decision that only the council can make.

While councils have emphasised that this has been a major cost driver, the Commission has not been able to quantify the impact of cost shifting on expenditure to this point in the inquiry. Evidence from councils suggests that while it has some impact it is not the major driver of costs.

Several councils have argued that regulations set by other levels of government with which they must comply have added to their costs. Again, while it has not been possible to quantify

this impact the Commission has formed the view, based on submissions from councils to date, that compliance costs have not been a significant cost driver.

Inputs

Councils manage their workforce and capital assets in various forms to produce services. They also buy various goods and services from other providers. The prices paid for these inputs and the levels at which they are employed will be important drivers of costs. Expenditure on the major categories of input has grown at similar rates over the last decade.

Labour costs

Expenditure on employee costs account for almost half of council operating costs and has risen on average by 4.5 per cent a year from 2008-09-2017-18. This is despite employment in the local government sector rising on average by only 0.8 per cent a year over this period. Advice from councils indicates that a significant contributor to this cost rise appears to be wage growth through industrial arrangements particularly during the early part of this period. The Commission observes that the average increase in council wages has exceeded the rate of growth of wages elsewhere in the South Australian economy over the last decade.

Materials

Materials, contracts and other costs have similarly risen on average by 4 per cent a year over the last decade. This expenditure growth has been driven more by increases in the volume of inputs purchased than increases in the prices paid for them by councils. The growth may be explained in part by greater use of shared service arrangements, outsourcing or contracting out by councils. The Commission will examine this further.

Capital costs

Depreciation expense has grown on average by 4.5 per cent a year over the last decade – equalling the percentage rise in employee costs. This growth is largely explained by growth in the value of depreciable assets held by councils. The cost of financing capital expenditure has declined to a low level, reflecting councils low use of debt to finance capital expenditure.

4.   Assessing efficiency

The way the various inputs are combined and coordinated determines the efficiency of service provision, and variations in efficiency will be an important driver of costs. For example, if it is possible to produce the same level of capacity and volume of a service but using few inputs, then efficiency improves, and costs fall.

Assessing efficiency is a difficult task. Estimates and conclusions depend on:

- data – quality, coverage and relevance;
- methodology, using approaches generally accepted;
- benchmarking;
- practical reality; and
- (ultimately) judgement.

The Commission aims for robustness through a balanced approach, taking care to assess the reliability and implications of evidence from every stream of analysis and evidence. Part of the

balance is to use the power of generalisation to draw out implications while using enough detail and context to confirm the validity of those conclusions.

While councils are diverse, they also form groups with common features, making cross-council comparisons useful both within and between those groups. The purpose of these comparisons is to:

- assist council staff and elected members to prioritise improvement, for which *highly detailed* benchmarking information is required;
- better inform the local community and assist councils to understand and balance the preferences of local communities with sustainability and other considerations, for which higher level information is more appropriate.[3]

Success in the application of a technique for assessing efficiency while making assessments across councils and across time depends on the available data. A method applied here is to use 'proxies' of council output levels (including the number of properties and the kilometres of roads) and to examine their relationship with expenditure. The experience of the top performers provides a level of relative potential against which others can be compared. This method does provide some conclusions, although with a low degree of confidence:

- a large number of councils have recorded a similar level of measured relative efficiency;
- comparisons can be made despite their diversity in geographical size, population density and other differences in possible cost drivers;
- the apparent outliers are explicable in terms of the unique circumstances of some council areas;
- an estimated fall in measured productivity in the local government sector over the last 10 years appears to be more likely the result of an expansion in the volume, scope and quality of services than a general decline in efficiency, although significant data and measurement issues make it difficult for the Commission to be definitive.

The method raises some important conundrums for further investigation. The available data do not capture important discretionary decisions by councils in the scope, volume and quality of services, either at its own discretion or for those that the state mandates (e.g. rubbish - 1 – 3 bins and frequency of collection). Given this data constraint, the risk in the method is that as councils raise their scope, volume or quality of services to meet rising community expectations, then these changes will not be captured in the simple output measures which have been applied. The efficiency measurement method will then flag a fall in productivity, since what it sees is rising inputs without a growth of output. This is apparent in the results to date, for all councils. The report therefore asks further questions of respondents to clarify the drivers of this outcome.

The Commission has reached the following preliminary conclusions regarding the drivers of growth in local government operating expenditure over the last decade:

Input costs:
- labour costs have been the main cost driver, followed closely by materials, contracts and other costs;

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[3] The distinction between the two types of information is exemplified by the detail required for benchmarking work between Marion, Charles Sturt and Port Adelaide Enfield Councils on the one hand (see appendix 8) and the Victorian Government, Know your Council website.

- Depreciation expense has grown as rapidly in percentage terms as labour expense but from a much lower base;
- cost shifting and compliance costs have contributed to expenditure growth, but to a lesser extent.

Output costs:

- the most significant cost driver is likely to be changes in the volume, scope and quality of services provided by councils;
- growth in demand arising from growth in the number of ratepayers and properties is expected to explain, in part, growth in the volume of services.

Efficiency:
- relative to the experience of all South Australian councils, most councils achieved high levels of measured relative efficiency, but case studies show that more efficiency gains can be made by top performers.

5.   Improvement activity

Councils are very diverse. All of those responding considered efficiency improvement was firmly on their agenda. The Commission heard about a range of approaches and experience among councils regarding efficiency measurement and improvement, from individual councils benchmarking their performance over time to small groups of councils working together to compare their performance with other councils. However, the lack of a state-wide framework for performance reporting limits the comparability of data and limits the ability of councils, residents and ratepayers to make meaningful comparisons of performance.

Based on a review of local government performance monitoring nationally, the Commission regards best practice in performance monitoring as including: standardised comparator groups to enable meaningful comparisons across councils and consistency in the definition and recording of data as well as consistent reporting over time. Any estimate of council efficiency should also acknowledge the context influencing this efficiency estimate, including measures of quality and effectiveness as well as council targets or service standards. This can be further improved by allowing councils the opportunity to share their results and to comment publicly on their performance, prior to any estimates being publicly released. Any measurement and reporting framework should balance the costs against the benefits of collecting and reporting information, with every effort made to streamline reporting and reduce duplication. Council input into the design of the framework and choice of indicators is critical to its success.

The Commission has found limited evidence to date to demonstrate that the use of performance benchmarking by the local government sector in Australia has led to improvements in performance. A local example of successful benchmarking provided by a group of three councils in Adelaide, showed that reviews of 10 per cent of the cost base of these councils enabled a 11 - 22 per cent improvement in costs.

Councils are also examining options for economising on expenditure through various resource sharing arrangements in the provision of services. The Commission notes that one of the principles that councils should observe, according to section 8 of the *Local Government Act 1999* is to:

seek to collaborate and form partnerships with other councils and regional bodies for the purposes of delivering cost-effective services (while avoiding cost-shifting among councils), integrated planning, maintaining local representation of communities and facilitating community benefit.[4]

This occurs at various levels. At the simplest level, a staff member's time may be shared by a number of councils, for example, a planning officer. At the other extreme, councils may agree to form a separate subsidiary authority to deliver services across a number of council areas, for example waste management. The costs and benefits of these models are worth further attention, as are any impediments to their implementation.

Economies might also be found by contracting out the provision of a service. All these forms of sharing (with other councils and with the private sector) can be assessed against the alternative of provision in-house; a key consideration will be the costs of reaching agreement on what is to be provided, monitoring the outcome, and responding to issues or complaints as they arise. As noted above, councils may also withdraw completely from direct provision, instead working with other local bodies to provide services cooperatively.

6.   Sound decision making

The materials examined by the Commission demonstrate the complexity of the environment in which councils operate and some of the challenges they face. As elected officials, council members are expected to make decisions around a portfolio of services in terms of what to provide, how much to provide and at what quality. A more fundamental decision for councils is whether they should be a direct service provider at all, or whether they perform their remit of functions by adopting alternative roles such as facilitator, coordinator, or regulator. They have an important mission with respect to the lives of their constituents. Success will depend on what the Commission refers to as 'sound decision making'.

In the Commission's view sound decision making is underpinned by at least six conditions:

1. capable decisionmakers particularly in terms of skills and experience;
2. fit-for-purpose information and evidence on which to base decisions and assess trade-offs in key elements;
3. practical tools for considering and assessing, from the point of view of the whole community, alternative roles to provider including informing, advocating, facilitating, funding or regulating;
4. having made the decision to provide a service, analysis of the alternatives of supplying in-house or through contracting out, or some shared service arrangement;
5. the clear authority and accountability to make decisions;
6. not only assessment of costs and benefits before decisions are made but also reporting on outcomes, including performance relative to expectations as well as financial results and sustainability.

The first point is outside the Commission's terms of reference. It is addressed elsewhere in the South Australian Government's reform plan.

The Commission considers the second and third points are clearly within its terms of reference, as evident in previous section. The fourth point relates to the matter of mandated and

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[4] See section 8(ea) of the *Local Government Act 1999, p.2.*

discretionary services. The fifth point is taken up in the draft advice to councils and the draft recommendations to the South Australian Government, which are now summarised, and which are designed to build the capacity in councils for sound decision making.

7.   Draft recommendations and advice

The Commission notes that managing and containing expenditure growth requires improved data on council inputs and outputs and the development of analytical tools to deepen understanding of cost drivers and manage their impacts. Council decisions on whether to be a provider of a service and related decisions on volume, scope and standard of services, if based on quality data and robust analytical techniques, will help to clarify, to both elected members and ratepayers, the trade-offs between more or better services and higher expenditures and improve transparency and accountability. The Commission therefore encourages councils to work collectively to improve the quality of data and decision-making tools at their disposal.

The Commission has formed the view that the functions undertaken by councils should, in general, be guided by the principle of subsidiarity which holds that lead responsibility should be devolved to the lowest level of government practicable, allowing for the significant diversity of the state's 68 councils.

A clear and consistent division of responsibilities between state and local governments is fundamental to the efficient allocation of resources between them. This, and legislative clarity regarding mandatory service provision by councils, would assist council understanding of the boundaries around their autonomy and would provide a stronger foundation for council decision making and resource management. The Commission recommends legislative change to clarify the respective responsibilities of the two levels of government and reduce the burden of state government regulation on the local government sector.

This clarification of roles will also provide a basis for resolving any debates about cost-shifting. Councils should then have a solid basis on which to engage more effectively with their communities regarding their plans and performance with respect to the scope and quality of facilities and services and the use of any dividends from efficiency improvements.

All councils can benefit from benchmarking activity. Good data alone, however, will not drive better outcomes. Any measurable sector-wide improvement in efficiency in the short to medium term is highly unlikely to succeed if it relies on optional or voluntary initiatives alone. Individual councils are unlikely to consider the benefits for the sector as a whole that will arise from their individual efforts. The Commission believes that this strengthens the case for state government support for the development of a sector-wide benchmarking program and recommends that the South Australian Government assist councils to establish a sector-wide performance measurement system.

State government action would likely contribute to addressing critical information gaps and ensure the adoption of standardised approaches, which provide the basis for performance comparisons to drive change. Leadership, collaboration and a culture that supports innovation are also important. The Commission also recognises the importance of minimising increases in costs to councils associated with any increase in reporting requirements.

Lastly, the Commission is of the view that the local government sector cement the use of sound decision-making and performance monitoring practices through increased use of independent or external reviews and audits to demonstrate greater accountability to their communities.

CONFIDENTIAL ITEMS - Nil

REPORTS FOR DISCUSSION

City Transport and Moveability Plan

Originating Officer	Strategy Leader - Elaine Delgado
Corporate Manager	Acting Manager Innovation and Strategy - Cass Gannon
General Manager	Acting General Manager City Development - Fiona Harvey
Report Reference	ISC191001R04

REPORT OBJECTIVE

The City of Marion's Business Plan 2019-2023 includes the project: 'Develop a City Transport Plan to enable ease of movement for people of all ages and abilities within and through the city.' This project is due for completion on 30 June 2021.

The project is in the early planning stages with draft opportunities, challenges, scope and approach being presented to Members of the Infrastructure and Strategy Committee for feedback to inform the next steps.

EXECUTIVE SUMMARY

A City Transport and Moveability Plan is being developed to meet the requirements of Council's Business Plan 2019-2023.

An internal project team has been established and has identified suggested opportunities, challenges, a project scope and a project approach for consideration and input from Members of the Infrastructure and Strategy Committee.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Note the report.**
2. **Provide input into the project's opportunities, challenges and scope.**
3. **Provide feedback on the development of a Transport and Moveability policy and plan.**

GENERAL ANALYSIS

Council's purpose is: 'To improve our residents' quality of life; continuously, smartly and efficiently'. 'Transport' is fundamental to people's quality of life, particularly when viewed in its broadest sense to include movement of people whether by walking, cycling, use of small wheeled devices such as wheelchairs or electric mobility scooters, or vehicles. It enables access to destinations, connections to work places, and opportunities for social interaction.

The City of Marion has an integrated transport network that strives to balance the competing needs of its road, rail and footpath users as they travel within and through the city. The planning and delivery of infrastructure relating to this network is supported by a number of transport related plans and programs relating to vehicles, parking, walking and cycling however, there is scope for a more coordinated approach to ensure the needs of all sectors of the community are met.

How people move around is changing. Motorised transport is undergoing rapid transformation with a steady increase in electric and hydrogen powered vehicles and emerging autonomous vehicles for people and freight. The need for quality, and well located and connected walking, cycling and small wheel vehicle infrastructure, including parking, is increasing. There is a need to meet the growing demand of commuters, including those who travel the 'first mile and last mile' to and from public transport nodes, as well as those of recreational pedestrians and cyclists. In addition, there is a growth in public awareness on the need to participate in physical activity for health which will result in an increased demand for infrastructure that supports walking and cycling as active travel.

This requires a coordinated plan for transport and moveability that will enable ease of movement for people within and beyond the City of Marion.

DISCUSSION

An internal project team has been formed to work with internal and external stakeholders, including neighbouring councils, to ensure a coordinated approach to transport and the moveability of people.

At this stage the project has been renamed 'City Transport and Moveability Plan'. This reflects a scope that is broader than 'transport' and captures what is termed 'active travel' that comprises journeys using physically active means, such as walking and cycling.

An overall objective for the project has been developed based on its description in the Business Plan 2019-2023:
To develop directions for the safe and efficient movement of people and vehicles within and through the city. This prioritises 'movement of people' and also acknowledges the key role 'vehicles' play in enabling people's connectivity with destinations within and beyond the City of Marion.

The project team has had an initial workshop to identify opportunities and challenges, criteria for inclusion and exclusion in a project scope, and an overall project approach. These have been prepared as a starting point for Members' consideration and feedback.

Opportunities and challenges
Identifying opportunities and challenges is a key early step in setting a clear framework for the project. A number have been identified at both broad contextual and specific issue level - Appendix 1

Project scope
The project scope defines the project's parameters, i.e. what is within and outside the scope. Appendix 2 outlines criteria based on the opportunities and challenges

Project approach
It is proposed that the project comprise two stages.

The first stage is for the development of a Council Public Policy to set out high level principles to support the effective and efficient movement of people, transport networks, and provision of supporting infrastructure in the City of Marion. This aligns with the approach used for other areas, such as Open Space, Streetscapes, Community Facilities.

The second stage is for the development of a Transport and Moveability Plan to provide a coordinated approach for the planning and delivery of infrastructure and services. Both these stages will be informed by the project scope.

Workshop for Members' input
Members' feedback will be sought on the following:

- Are there additional opportunities and challenges that should be considered?
- Is the project approach of a Public Policy and Plan supported?
- What additional ideas should be considered in the project scope?

Attachment

#	Attachment	Type
1	ISC191001_Draft Opportunities and Challenges_Appendix 1	MS Word File
2	ISC191001_Draft Scope Inclusions_Exclusions_Appendix 2	MS Word File

#	Attachment	Type
1	ISC191001_Draft Opportunities and Challenges_Appendix 1	MS Word File
2	ISC191001_Draft Scope Inclusions_Exclusions_Appendix 2	MS Word File

Opportunities

East West Links	• Review and improve existing infrastructure to increase connectivity through the City of Marion and with the Flinders Hub / Tonsley / Marion Regional Centre
Active travel	• Promote existing connections throughout the city, improve awareness • Promote active travel • Safe bicycle routes (greenways) • Bike, walk and park 'n' ride
Future of transport	• Trends towards future use of sustainable transport
Inclusivity	• Transport options for elderly/impaired • Being inclusive for all model of transport, current and future trends
Attractive places	• Streets to be attractive local public spaces that promote activation
Safety	• Safer local environments
Regional opportunities	• Westfield expansion to rejuvenate the regional centre attracting increased visitors • Flinders University increase in international students
Employment	• Support business and economic development uplift
Improved environmental and public health outcomes	• Decreased carbon emissions • Decreased obesity
Partnerships	• Liaise with a range of external stakeholders to achieve greater outcomes/goals
Influence Development Plan	• Further DPA amendments to improve traffic and parking related issues experienced
Work regionally	• City of Holdfast Bay Integrated Transport Strategy • Work regionally with adjoining councils
Community education	• Promotion of what already exists within the city

Challenges

Big picture	• We don't have an overall strategy for movement of people • Existing infrastructure / built environment • Improvement to walkability appeal • Growing population density • Increasingly growing population, 1% per year
Traffic volumes	• Difficulty with east-west travel • North South corridor (unknown impact) • High volumes of people commuting into the City of Marion for work daily • High number of amenities and services that impact on traffic
Public transport	• Improved Public Transport • Access to public transport
Infill	• Increased housing density • Increased vehicles • Congestion and travel times • Infill development • Managing infill issues • Changes to urban densities
Future technology	• Autonomous vehicles are coming • Smart parking • Electric vehicles and charging stations • Hybrid vehicles for the vision impaired
Parking	• Increased customer complaints around parking and traffic • Managing parking hotspots
Environmental outcomes	• Climate change effects • Lack of shade and frequent seating to encourage walkability

Inclusivity	• Balance the needs of residents • Lack of way finding for tourists • Typography of some parts of Marion makes transport challenging
Active travel	• Remove barriers for walking • Walkability
Safety	• Community safety for all road and street users • Low feelings of safety in some areas of our city
Public health	• Improve health of our community through more participation in active travel • Change of thinking from vehicles to people • Create places for people
Risk	• Potential increase in public liability

The following inclusions can be considered within the following contexts:
- Legal/Legislative compliance
- Appetite for risk
- Demographic
- Land use
- Current road/bike/pedestrian network

Scope Inclusions	Scope Exclusions
Connectivity • Connectivity with and between destinations • With surrounding council road/cycle/pedestrian networks	• Changes to Land Use/urban form • Air traffic (anything off the ground)
Movement of vehicles • Cars/SUVs/4WDs (including electric/hydrogen/autonomous) • Freight/trucks • Cyclists • Small wheeled devices e.g. prams/gophers/scooters	
Transport services • Community transport services e.g. community bus • Public transport network	
Infrastructure • Pedestrian/cycling/small wheel vehicle pathway infrastructure • Parking for vehicles/bikes	
Environment • Climate change adaptation	
Other • Potential use of private and public land to achieve outcomes • Opportunities for business/economic uplift	

Seaview High School Sports Facilities Partnership

Originating Officer	Community Facilities Planner - Sean O'Brien
Corporate Manager	Acting Manager City Property - Clare Benn
General Manager	Acting General Manager City Development - Fiona Harvey
Report Reference	ISC191001R05

REPORT OBJECTIVE

This report provides options for the Infrastructure and Strategy Committee's (ISC) consideration for the planning for a multi- purpose facility to support community use of redeveloped tennis and netball courts and playing fields at Seaview High School following the unsuccessful grant application to the Office for Recreation and Sport for a contribution of $1 million.

EXECUTIVE SUMMARY

In March 2019 Council resolved to further consider development of a multi-purpose facility to support community use of redeveloped tennis and netball courts and playing fields at Seaview High School subject to a grant application for $1million to the Office for Recreation, Sport and Racing (ORSR).

On 10 September 2019 ORSR advised Council that "....on this occasion the project has not been recommended for funding. Through the 2019-20 Round of the Community Recreation and Sport Facilities Program the total amount requested far outweighed the funds available."

In consideration of the unsuccessful application Council has a number of options;

1. Apply for funding through the Office for Recreation, Sport and Racings Football, Cricket, Netball Grassroots Program.
2. Fully fund the project
3. Focus on the redevelopment of Tarnham Rd

Options for Tarnham Road
- Sell western side of reserve and develop eastern side of the reserve as recreational open space at an estimated cost of $1,616,300
- Sell western side of reserve and develop the eastern side with 4 x courts for club / community use at an estimated cost of $1,584,700
- Retain entire open space area for development. Develop eastern side of the reserve as recreational open space. Develop 4 x courts for club / community use on the western side at an estimated cost of $2,270,150
- Retain a portion of the site as open space and investigate options to improve/include parking in the area. The cost and need for car parking has not been identified.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Notes the report.**

2. **Provides feedback on the options to progress this initiative.**

3. **Notes a report will be presented to Council on a preferred option(s) to progress.**

Liveable: L1 We will make our services, facilities and open spaces more accessible

DISCUSSION

Background

At the 26 March 2019, General Council Meeting, Council resolved:

That Council:

1. *Endorses, in principle, the redevelopment of the courts at Seaview High and to build a multi-purpose facility to support community use of the courts and playing fields in partnership with the Department of Education.*

2. *Requests Administration bring a further report to Council in regards to the potential partial sale of the western half of the Tarnham Road Courts and retention of the Eastern half for open space*

3. *Notes Department of Education current commitment of $500k subject to matching funding by the Council*

4. *Notes the current funding gap in the order of $2.2 Million required to fully fund the project*

5. *Authorises Administration to Lodge a grant application of up to $1 Million to the Office of Recreation Sport and Racing to seek partnership funding*

6. *Requests a further report be brought to Council detailing:*

   - The outcomes of the grant application
   - Capital project costs and Whole of life costs
   - Funding model
   - Council's capacity to fund the project

   • *Notes a further report will be brought to Council for consideration of the management agreement with the school in August 2019*

An application for $1M was submitted to the Office for Recreation, Sport and Racing (ORSR) Community Recreation and Sport Facilities Program (CRSFP). The CRSFP closed applications on 17 April 2019. The ORSR advised on 10 September that the application was unsuccessful.

The feedback from ORSR highlighted the budget for the CRSFP was reduced by the State Government from $4.3M to $3.6M. The $1 million request from the CRSFP for the Seaview HS project was too high in the mix of funding requests. (27% of the total budget)

ORSR indicated Council submitted a strong application to the CRSFP and indicated Council could consider applying to the Football, Cricket and Netball Grassroots Program.

The budget for Round 2 of the Grassroots Program is $6 million and applications close 13 November 2019. Notification is likely to be March 2020.

Discussion

In consideration of the unsuccessful application Council has a number of options;

1. Continue to hold the project and reapply for funding through the ORSR Football, Cricket, Netball Grassroots Program
2. Fully fund the project
3. Focus on the redevelopment of Tarnham Rd

- Sell western side of reserve and develop eastern side of the reserve as recreational open space.
- Sell western side of reserve and develop the eastern side with 4 x courts for club / community use
- Retain entire open space area for development. Develop eastern side of the reserve as recreational open space. Develop 4 x courts for club / community use on the western side
- Retain a portion of the site as open space and investigate options to improve/include parking in the area

Tarnham Road Investigations

Tarnham Road Reserve (the Reserve) is an irregular shaped reserve of 5,411 square metres. Situated on the Reserve are eight tennis courts, club building and other site infrastructure.

There are no encumbrances shown on the Certificate of Title and no known trusts, dedications or restrictions. There may be minor encroachments on the road reserve. Council does not have any records that indicate that the Reserve is contaminated.

The Reserve is classified as Local Open Space. Local Level open spaces are less complex in design providing limited facilities that generally cater for a low density urban environment. They provide environmental value through urban heat mitigation, contributing to biodiversity, water management and providing air quality.

The Valuer General's value of the reserve for 2019/20 is listed at $1,475,000.

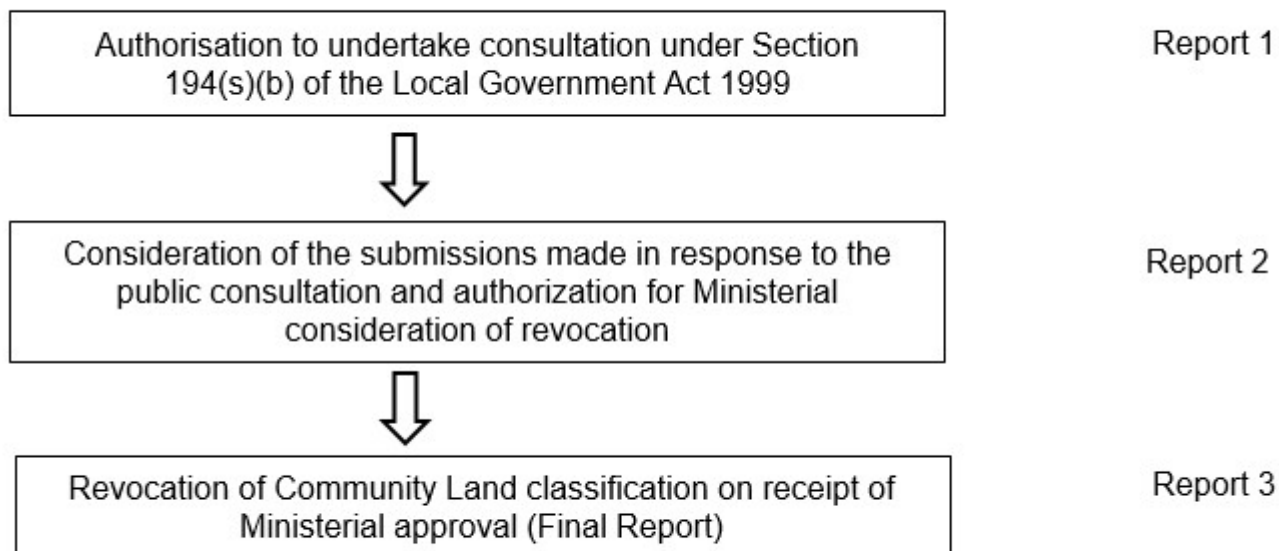The Reserve is situated in the Residential Hills Policy Area 11. The current land use is Tennis – Clubroom.
A Development Application will be required for the change of land use should portion of the Reserve be sold for residential purposes.

Community Land Sale Process

The Reserve is classified as Community Land under the Local Government Act and is contained in Community Land Management Plan 7 – General sporting or recreational facilities.

The Community Land classification must be revoked before portion of the Reserve can be sold. This process takes approximately 9 to 12 months to complete and requires community consultation and Ministerial approval.

Council's decision making process to revoke the Community Land Classification is as follows:

Authorisation to undertake consultation under Section 194(s)(b) of the Local Government Act 1999	Report 1
⇩	
Consideration of the submissions made in response to the public consultation and authorization for Ministerial consideration of revocation	Report 2
⇩	
Revocation of Community Land classification on receipt of Ministerial approval (Final Report)	Report 3

To consider the disposal of the property, Council needs to determine whether the retention of the Reserve contributes to Council's strategic objectives or whether the Reserve is surplus to Council's requirements. The criteria for disposal of land is set out in Council's Disposal of Land and Assets Policy and forms the basis of the assessment undertaken to date.

The vision and principles within the Open Space Policy sets out Council's commitment to provide open spaces that are accessible and diverse and provide opportunities for community activation. To support accessibility, it is proposed open spaces be provided for the majority of people within 400 metres to 500 metres walking distance of their residence and workplace.

The attached map (Appendix 3) shows the 400m and 500m radius from nearby reserves. This map highlights that there is a small shortfall of open space in this immediate area. The second map in Attachment shows all open space in Seacombe Heights.

The removal of the reserve will leave a shortfall of open space in the northern part of Seacombe Heights. Playground mapping also shows a lack of playground provision in the area.

Should the western portion of the reserve be sold, the whole or portion net proceeds could be allocated to the development of the eastern portion to be retained by Council.

Land Division of the Western Portion of the Reserve to Create Residential Allotments
There is potential for the western portion of the reserve to be divided into six residential sized allotments for sale.

The zoning of this land is Residential (Hills) Policy 11 which has larger recommended allotment sizes than proposed. The area is also a Desired Character Area with a few examples of smaller allotments which could assist in the support of this community proposal. Further investigations will need to be undertaken to determine the maximum number of allotments that can be created.

The sewer main does not traverse past the western portion of the Reserve on the Grafton Street frontage. This will result in additional costs for extension of the sewer main. Alternatively, a hammerhead allotment could be created to bring the sewer main to this portion of the reserve to the allotments on Grafton Street.

Costings for the provision of electricity supply have not been provided.

It is recommended that a Planning Consultant is engaged to provide Council with advise as to how to maximise the outcome for Council should the land be divided into residential allotments for sale by Council.
GST

Legal advice provided to Council states that the sale of reserves is a taxable supply. This means that 1/11th of the sale price must be submitted to the Australian Tax Office (ATO) by Council or may be submitted to the ATO by the Purchaser's Conveyancer at settlement

Regulated tree
There is a regulated tree on the southern side of the Reserve opposite 5 Grafton Street. The presence of the regulated tree may impact on the size of the allotment to be created in this location.

Tarnham Road Open Space Development Options
Investigations into options for the Tarnham Road Courts including open space development has commenced. An initial review of open space indicates:

- A gap in supply of playgrounds in the area of Tarnham Road Reserve .

- While there is a gap in supply it is not imperative to build a playground. Other open space elements could be considered that would be suitable for youth / all ages play (including young children).

- As the open space is adjacent to a high school, a youth focussed development similar to recent upgrades at Glandore Oval may be appropriate or play elements that encompass all ages play.

- An area of approximately 2,500 – 3,000m2 would be the minimum recommended to develop the open space as a recreational reserve

Preliminary options for the development of Tarnham Road are provided in Appendix 1.

The preliminary options have been prepared with consideration to Councils Playground Framework, and Open Space service levels.

There may be other options to consider once the outcome of the school partnership has been determined.

Seaview High School Concept Design

The design process has been led by DPTI which is a requirement for facilities developed on DECD land.

The costed concept design developed includes:

1. *New amenities building*

The building design will enable community use of the schools open space playing fields and courts as well as provide a multi-purpose indoor space (social room) including a kiosk and kitchen area which will provide an attractive space for community and club use. The social room is 67m2 which is marginally over the DECD requirement of 65m2 to enable its use as a school classroom.

AFL is the largest participation sport that will use the facilities. The building is compliant with AFL Preferred Facility Guidelines for local level facilities and compliant inclusive design.

Public male and female amenities have been included to service visitors to the social space and spectators of the tennis courts and playing fields. The change room amenities are not appropriate for use by the public (and in particular children) if the change room amenities are in operation by soccer or football teams

2. *6 x new outdoor courts comprising:*

   - 4 x tennis and
   - 2 x multi-purpose, tennis and netball courts

3. *Car parking – linked to the building providing disability access*

4. *Landscaping of surrounds*

Other features of the design and costing that should be noted include:

- Inclusion of toilets that are separate from the player change areas to meet the requirements for children's safety i.e. separate male and female disability toilets to cater for children and spectators.
- Contamination Risk: Allowance has made for the disposal of intermediate waste fill that currently exists beneath the existing tennis court surface.
- Viewing shelters to the courts
- Exposed aggregate pavers in the highly visible and heavily used public terrace area
- The timber decking to the north east corner assists in dealing with the level difference beyond the soccer pitch by providing a continual flat level
- The eastern canopy extension by an additional 35m2 provides undercover weather protection for visitors watching the games on the soccer and football fields
- The provision of a 17,000L, above ground detention tank for stormwater. Required to meet the City of Marion and City of Holdfast Bay Stormwater Management Plan

Financial Considerations

The design for Seaview High school has been estimated at a total cost of $3,212,816.
Seaview High School have indicated they will contribute up to $500,000 if the project is on school property and Council contributes matched funds.

The proposed funding model for the project has been developed for the project and relates to the Seaview High School site.

Seaview High School $ 500,000
City of Marion $1,712,816
Office for Recreation & Sport Grant application $1,000,000
Total Funds $3,212,816

A copy of the proposed floor plan is provided as Appendix 2.

The costs of development for Tarnham Road options are:

- Option 1 - sell western side, upgrade eastern side as open space - $1,616,300
- Option 2 - sell western, upgrade eastern side as tennis courts - $1,584,700
- Option 3 - full reserve development - $2,270,150

- Option 4 - open space development and car parking - has not been costed.

There is currently no funding source identified for the Tarnham Road options.

The estimated costs to create six residential allotments on the western side is $105,000 with an estimated total gross sale price of $1,000,000.

Management Agreement
To date DECD has provided a number of principles to guide discussion for a shared use agreement. These principles have ben provided to Council previously, refer Appendix 1.

In addition to the principles identified by DECD negotiations will need to ensure the shared use agreement considers:

- A diversity of users should have access to school facilities subject to capacity and demand.
- Facilities should be maintained to a 'minimum standard' to meet Council and DECD health and safety standards.
- The play surface of the oval and soccer pitch be marinated to TQVS 3 standard and courts be maintained to a standard that is safe to use for community sport.
- Usage should not be allocated above the capacity of the facility or where the usage could impact on the long term sustainability of the facility.
- Flexible to programming - ability to change schedules/games, manage turf quality, respond to market/club changes.
- An approach to licensing and hire that enables longer term agreements.

As part of the agreement it will be important that Council considers what level of control it wishes to take in managing the site to ensure the intended outcomes are achieved.

Role	Pros	Cons
Council taking lead role in managing licence & hire agreements	Control over use and hire or lease agreements. 5 year agreements with clubs, security for clubs Flexible programming - ability to change schedules/games, manage turf quality, respond to market/club changes. Maximise community use.	Higher level of commitment Impacts on staff and Council resources.
School taking lead role in managing licence & hire agreements	Lower impact on Council staff and Council resources School has control over who uses the school land	School has control over the use of the site School agreements are seasonal permits only - no security for clubs Long Term agreements with DECD are difficult to achieve especially for volunteer run clubs. DECD may lease site to one group at the expense of broader use.

Operation costs and whole of life costs for the proposed facilities have not been fully identified to date. It will be important there is a clear approach to ongoing operations, maintenance, insurance, security, cleaning and affordable usage for community groups and clubs.

Attachment

#	Attachment	Type
1	Appendix 1 - Tarnham Road Open Space Development Options	PDF File
2	Appendix 2 - Building and Site Floor Plan	PDF File
3	Appendix 3 - Maps	PDF File
4	Appendix 4 - 2019-03-13 Letter to City of Marion - confirmation of contribution to project and principles of agreement (A5091193)	PDF File

Appendix 1: Tarnham Road Open Space Development Options

		Option Details	Open Space Development	Pros / Cons	Cost
Option 1		Sell western side of reserve as per Council resolution. Develop eastern side of the reserve as recreational open space.	Develop the eastern portion of the reserve with recreational play elements focusing on all ages play. Items such as rock climbing boulders, ninja warrior / fitness, basketball key could be incorporated. Park amenities could include shelter, seating, bbq and a public toilet.	This option provides a rationale for selling a portion of the site as access to additional open space is gained through the school. If the courts at the school are redeveloped the courts at Tarnham Road will no longer be required. There will be enough space on the eastern side of the reserve to develop the open space for community play and recreation.	$1, 616, 300
Option 2		Sell western side of reserve as per Council resolution. Develop the eastern side with 4 x courts for club / community use	This option would be limited to 4 x courts for club / multi-use. Park amenities could include shelter, seating, bbq and a public toilet.	This option would provide quality community courts as well as picnic facilities. This option would not address the gap in playground provision in the area. There may be some community opposition to the sale of land where no additional access to open space has occurred.	$1,584, 700
Option 3		Retain entire open space area for development. Develop 4 x courts for club / community use on the western side Develop eastern side of the reserve as recreational open space.	Develop the eastern portion of the reserve with recreational play elements focusing on all ages play. Items such as rock climbing boulders, ninja warrior / fitness, basketball key could be incorporated. Park amenities could include shelter, seating, bbq, public toilet. Develop 4 x courts for club / community use on the western side.	This option addresses the gap in playground provision in the area and provides a quality recreational reserve for the community. This option would require a significant budget allocation to enable all elements to be progressed.	$2,270,150
Option 4		Retain a portion of the site as open space and investigate options to improve/include parking as part of the development	Consider broader options for retaining some open space, potential land sale and parking.	Car parking requirements will require further analysis. Additional car parking is outside the scope of the of the project.	NA

PLAYING FIELDS

31200

line of canopy over

line of canopy over

extent of small
east canopy option

extent of large
east canopy option

glazing

line of roof over

glazing

line of valley gutter above for flick roof option

roller

access
wc
7m2

store
12m2

umpire
11m2

slider

umpire
11m2

change
45m2

operable

change
45m2

9500

social space
67m2 (inc kiosk)

mobile bench

clr

amb

amb

change w/c
25m2

change w/c
25m2

timber deck
terrace option

glazing

services

amb

amb

male
w/c
10m2

female
w/c
12m2

kiosk

roller

servery

extent of
west canopy

line of canopy over

line of roof over

amb

amb

terrace

ramp

steps

TENNIS COURTS

CHANGEROOM BUILDING FLOOR PLAN

SCALE 1:100 @ A3

TOTAL AREA:
building - 297m2
sheltered - 167m2

N

0 1 2   4   6   8   10 M

swanbury penglase
architects *of human space*

SEAVIEW HIGH SPORTS PRECINCT
PROPOSED FLOOR PLAN

31 JANUARY 2019

18293 SK13a

new large shelter
with paving & salvage and
reinstate picnic setting

demolish existing
shelter to allow
cricket nets

relocated
cricket
nets

new walkway ramp

viewing
terrace

deck

existing
soccer
field

CALUM GROVE

new large
shelter
with paving

NEW
COURTS

NEW
BUILDING
FOOTPRINT

new
pedestrian
gate

new
shelter
& seat

new
shelter
& seat

new
shelter
& seat

carpark

CALUM GROVE

new vehicle
access and
crossover

LEGEND

new fence
new concrete sleeper retaining wall
insitu concrete retaining terrace
new exposed aggregate pavement
new concrete unit paving
new timber deck
new carpark bitumen
new court surface
new entry landscaping
new tree
existing tree to be retained
existing tree to be removed

**swanbury
penglase
architects of
human space**

**SEAVIEW SPORTS PRECINCT
FULL SITE PLAN**

© SWANBURY PENGLASE ARCHITECTS ACN 008 202 775   244 GILBERT ST ADELAIDE SA 5000   TEL (08) 8212 2679   FAX (08) 8212 3162   mail@swanburypenglase.com   www.swanburypenglase.com

0   5   10   20   30   40   50M

JANUARY 2019

18293 SK11
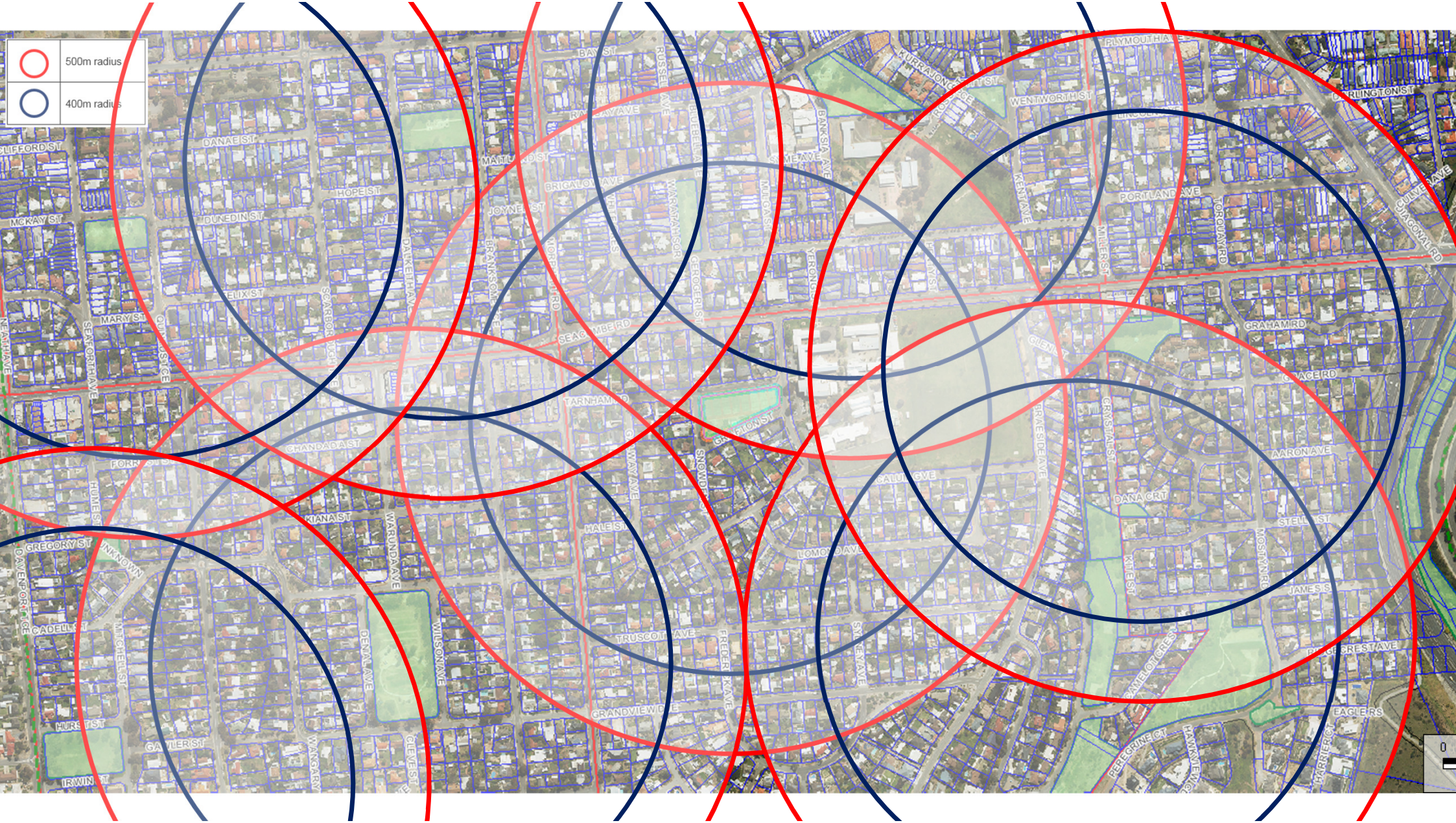
Provision of Open Space in Seacombe Heights
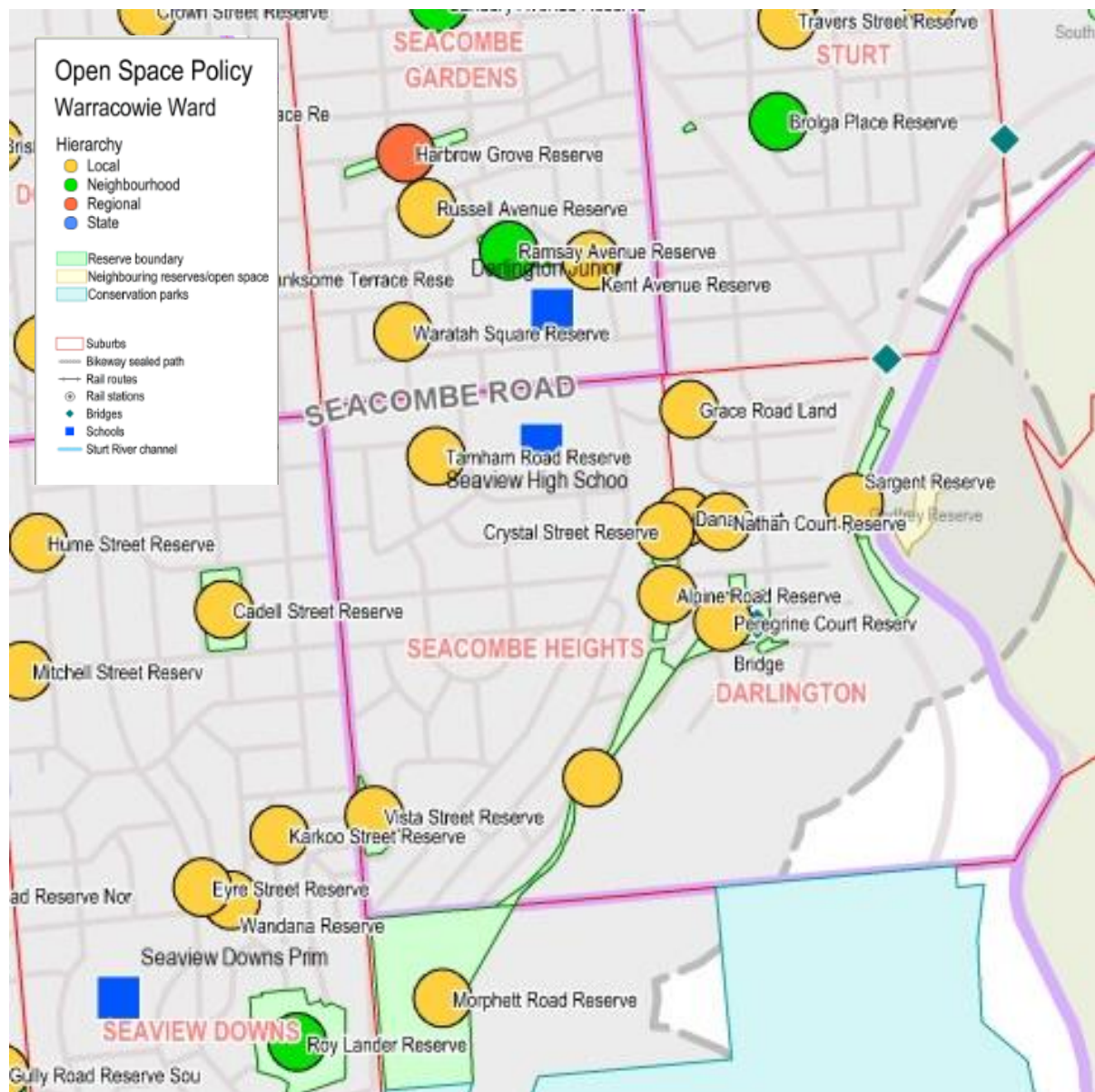
Government of South Australia

Department for Education

Mr Sean O'Brien
Community Facilities Planner
City of Marion
PO Box 21
OAKLANDS PARK SA 5046

Dear Mr O'Brien

RE   Seaview High School - proposed upgrade of tennis courts and construction of change room/amenities facilities for shared use

I write to confirm discussions which have occurred during 2018 and early 2019 between the City of Marion (council), Department for Education (department) and Seaview High School (school) with respect to the joint proposal to upgrade the tennis courts at Seaview High School and construct a change room/amenities building adjoining the courts, with the upgraded facilities to be used by the school during school hours and the local community and sporting clubs outside of school hours.

I confirm that the department is willing to make a contribution of $500,000 (GST exclusive) towards the project, as well as entering into a long-term agreement with council at peppercorn rental, to allow the community to use the upgraded facilities outside of school hours. This contribution is contingent upon council funding the remainder of the cost of the project, either utilising council funds or grant funding from the Office for Recreation, Sport and Racing, or a combination thereof.

The department's contribution is also provided on the basis that the works are to be carried out and managed by contractors appointed by the department, with the council being required to reimburse the department for its contribution upon the project reaching practical completion.

In relation to the agreement for the ongoing use of the facilities when they have been completed, a formal licence/joint use agreement is proposed based on the following principles;

Facilities subject to agreement
- Upgraded tennis courts and proposed amenities/change room building adjoining the courts
- Use of the school's oval may potentially form part of the agreement however this is subject to further discussion and clarification

Times of use
- The school shall retain exclusive use of the facilities between 8am and 4pm on school days and shall be permitted use by arrangement outside of these hours for special events (eg open night) by arrangement with council
- The council shall have use of the facilities outside of these hours for use by sporting clubs and the local community

Term of agreement
- Ten (10) years commencing upon practical completion of the facilities with two (2) options for additional ten (10) year terms

Hiring of facilities
- Council to be permitted to licence and hire the facilities to sporting clubs and third parties during council's times of use
- Council to be responsible for arranging and managing booking of the facilities by external groups during council's times of use, including setting hire/licence fees and collection of these fees.
- Hire/licence fees collected are to be set aside to assist with funding maintenance and upkeep of the facilities

Maintenance and operating costs
- School to be responsible for arranging repairs and maintenance of the facilities
- Repair and maintenance costs are to be split between the school and the council based on an agreed percentage – school is to on-charge the council based on this agreed percentage. Percentage to be calculated based on hours of use by the parties and take into account intensity of use.
- Council is to retain full responsibility for repair and maintenance of lighting on the courts – Note - maintenance etc can still be arranged through the school however all costs associated with this are to be on-charged to the council
- Court lighting is to be separately metered for electricity, with Council to be responsible for all electricity costs for operating the court lighting.
- Change room/amenities building to be separately metered for electricity, with costs to be split between the parties based on an agreed percentage.
- School is to pay all other utilities costs for the facilities.
- School is to arrange for cleaning of the change room/amenities building and Council to be responsible for a portion of this cost, based on agreed percentage.

Management/governance
Agreement will establish a Management Committee involving representatives of the School and the Council to meet on a regular basis to discuss and agree on day to day operational matters relating to the facilities.

Should council determine that it wishes to proceed with the project, the department will require council to enter into a funding agreement to formalise its financial contribution to the project, the final scope of the project and the roles and responsibilities of the each party in the establishment of the upgraded facilities.

Both the funding agreement and the licence/joint use agreement will be subject to the approval of the Minister for Education.

Should you have any queries or require further information, please contact Mr Nathan Hoban, Acting Senior Adviser, Property on 8226 1036.

Yours sincerely

Terry Fantis
Acting Assistant Director, Asset Services

13 March 2019

CC Ms Penny Tranter, Principal, Seaview High School

REPORTS FOR NOTING

Oaklands Smart Precinct Project - Update

Originating Officer	Smart Cities Project Officer - Georgie Johnson
Corporate Manager	Acting Manager Innovation and Strategy - Cass Gannon
General Manager	Acting General Manager City Development - Fiona Harvey
Report Reference	ISC191001R06

REPORT OBJECTIVE

To provide the Infrastructure and Strategy Committee (ISC) with a progress update 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 Smart Infrastructure
- Smart South Consortium
- Data Platform

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 notes the Oaklands Smart Precinct Project progress report (Appendix 1).

DISCUSSION

A progress update on the Oaklands Smart Precinct project is attached in Appendix. Overall, the project is on track, with key highlights of:
- Oaklands Precinct Smart Infrastructure - Installation of LoRaWAN gateways has commenced, providing wireless connectivity for low-powered devices/sensors to transmit data over Low Power Wide Area Network. Lighting, parking, people movements play equipment and traffic management has been identified as main areas within the precinct to trial smart solutions. These smart solutions will be integrated into detailed designs for the precinct.
- Smart South Consortium - MOU finalised and pilot project for traffic monitoring in the precinct commenced with SAGE Automation/Addinsight data.
- Data Platform - Internet of Things (IoT) data platform to be developed.

A Key focus for the project currently is to establish the best approach for smart parking in the precinct. Given that the majority of dedicated parking areas around the railway station are DPTI car parks, administration has been attending to discuss an opportunity to collaborate to add smart infrastructure to there car parks. A letter will be drafted from the Mayor to Minister Knoll to highlight this opportunity. The smart parking system could include use of in ground sensors in car parks and LED signage identifying where parks are available and/or an app.

Note: The Oaklands Precinct Infrastructure project is managed as a separate project. To ensure alignment, integration and that the objectives of both projects are achieved the Project Managers of both projects work closely together.

Attachment

#	Attachment	Type
1	Infrastructure+and+Strategy+Committee+Report	PDF File

Infrastructure and Strategy Committee

Project Name	Oaklands Smart Precinct	Date Report Updated	
Project Manager	Georgie Johnson	Report Ref No	PR-404
CoM Responsibility	Lead	Report purpose	Noting
Project Sponsor	Fiona Harvey	Project Phase	Design
Project Start Date	02-Jul-2018	Project End Date	30-Jun-2020
Performance Traffic Light	✅ On Track	Budget Traffic Light	N/A

Progress Summary

Oaklands Smart Precinct — Current Actual % Complete: 50%, Current Target % Complete: 50%
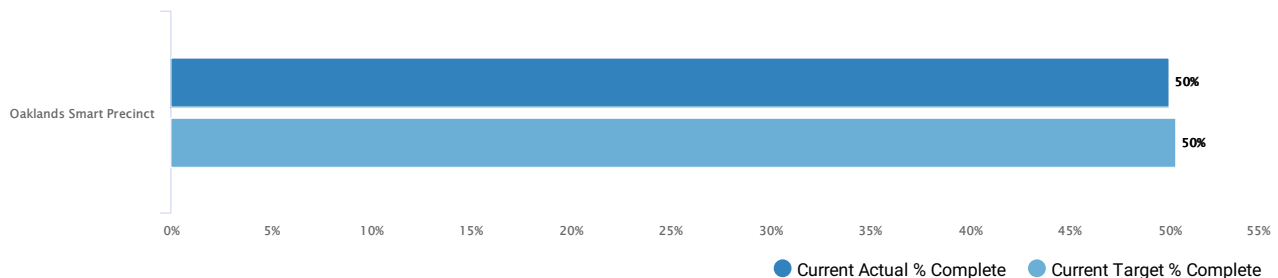
Project Tasks

✅ - On Track   🔴 - Off Track   🟠 - Monitor

ID	Task	Start Date	Finish Date	Responsible Person	Duration	Percent Complete	Status	Comments	Performance
1	Oaklands Smart Precinct	2018-11-19	2020-06-30	Georgie Johnson	422	53%	In Progress		✅
2	Data Platform	2018-11-26	2020-06-30	Georgie Johnson	417	54%	In Progress		✅
3	Initiation Phase	2018-11-26	2019-10-29	Karen Brewster	242	75%	In Progress		✅
4	S1 Project Scoping	2018-11-26	2018-12-03	Karen Brewster	6	100%	Completed		✅
5	S2 Project Scoping	2019-06-19	2019-09-30	Georgie Johnson,Karen Brewster	74	80%	In Progress		✅
6	S1 Data Qualification, Software selected	2018-12-03	2018-12-03	Karen Brewster	0	100%	Completed		✅
7	S2 Data Qualification, Software selected	2019-09-30	2019-10-29	Georgie Johnson,Karen Brewster	22	50%	In Progress		✅
8	Plan Phase	2018-11-26	2019-10-28	Georgie Johnson	241	78%	In Progress		✅
9	S1 Procurement Planning, Documentation	2018-11-26	2018-12-04	Karen Brewster	7	100%	Completed		✅
10	S1 RFP Release, Evaluation, Award	2018-12-04	2018-12-04	Karen Brewster	0	100%	Completed		✅

#	Task	Start	End	Assignee	Days	%	Status		
11	Grant 1 Milestone Reporting	2019-04-22	2019-04-30	Fiona Harvey,Georgie Johnson	7	100%	Completed		✅
12	S1 Technical Design, Documentation	2019-01-02	2019-02-15	Karen Brewster	33	100%	Completed		✅
13	S2 Technical Design, Documentation	2019-09-02	2019-10-28	Karen Brewster	41	50%	In Progress		✅
14	Grant 2 Milestone Reporting	2019-06-24	2019-06-28	Georgie Johnson,Fiona Harvey	5	100%	Completed		✅
15	Delivery Phase	2019-02-11	2020-06-30	Karen Brewster,Fiona Harvey,Georgie Johnson	362	43%	In Progress		✅
16	S1 Data Collection, Analysis	2019-02-11	2019-06-28	Karen Brewster	100	100%	Completed		✅
17	S1 Dashboard Development	2019-07-01	2019-08-09	Karen Brewster	30	100%	Completed		✅
18	S1 Testing, Staff Training	2019-07-17	2019-07-17	Karen Brewster	0	100%	Completed		✅
19	S1 Go-Live Virtual Platform, Dashboards	2020-05-04	2020-05-04	Karen Brewster	0	10%	In Progress		✅
20	Grant 3 Milestone Reporting	2019-06-24	2019-06-28	Georgie Johnson,Fiona Harvey	5	100%	Completed		✅
21	S2 Data Collection, Analysis	2020-02-03	2020-05-01	Karen Brewster,Georgie Johnson	65	0%	Not Started		✅
22	S2 Dashboard Development	2020-03-02	2020-05-29	Georgie Johnson,Karen Brewster	65	0%	Not Started		✅
23	S2 Testing, Staff Training	2020-04-06	2020-05-04	Georgie Johnson,Karen Brewster	21	0%	Not Started		✅
24	S2 Go-Live Virtual Platform, Dashboards	2020-06-01	2020-06-30	Georgie Johnson,Karen Brewster	22	0%	Not Started		✅
25	Grant 4 Milestone Reporting	2020-05-25	2020-05-29	Fiona Harvey,Georgie Johnson	5	0%	Not Started		✅
26	Close Phase	2020-06-01	2020-06-22	Karen Brewster,Fiona Harvey	16	0%	Not Started		✅
27	Project Closure	2020-06-01	2020-06-12	Karen Brewster	10	0%	Not Started		✅
28	Virtual Data Platform Project Completion	2020-06-15	2020-06-22	Karen Brewster	6	0%	Not Started		✅
29	Oaklands Precinct	2018-11-19	2020-06-30	Georgie Johnson	422	51%	In Progress		✅
30	Initiation Phase	2018-11-19	2019-11-29	Georgie Johnson	270	100%	Completed		✅
31	Procurement Planning & Design Documentation	2018-11-26	2019-11-29	Georgie Johnson,Fiona Harvey	265	100%	Completed		✅
32	Grant 5 Milestone Reporting	2018-11-19	2019-02-08	Abby Dickson	60	100%	Completed		✅
33	Planning Phase	2019-03-04	2020-06-30	Georgie Johnson	347	46%	In Progress		👁
34	Design Development	2019-03-04	2019-11-28	Georgie Johnson,Brett Grimm	194	40%	In Progress		👁
35	Community Consultation	2019-03-18	2020-06-30	Georgie Johnson,Fiona Harvey	337	40%	In Progress		✅
36	Tender Release, Evaluation, Award	2019-04-01	2019-06-27	Fiona Harvey,Brett Grimm	64	100%	Completed		✅
37	Grant 6 Milestone Reporting	2019-10-14	2019-10-18	Fiona Harvey	5	0%	Not Started		✅

38	Delivery Phase	2019-11-01	2020-06-30	Georgie Johnson	173	0%	Not Started		✅
39	Precinct Infrastructure Construction	2019-12-30	2020-06-30	Georgie Johnson	132	0%	Not Started		✅
40	Grant 7 Milestone Reporting	2020-05-25	2020-05-29	Fiona Harvey,Georgie Johnson	5	0%	Not Started		✅
41	Precinct Infrastructure and Smart Network Installed	2019-11-01	2020-03-26	Georgie Johnson	105	0%	Not Started		✅
42	Grant 8 Milestone Reporting	2020-06-15	2020-06-22	Georgie Johnson	6	0%	Not Started		✅
43	Close Phase	2020-06-26	2020-06-26	Georgie Johnson	0	0%	Not Started		✅
44	Oaklands Precinct Project Close	2020-06-26	2020-06-26	Georgie Johnson	0	0%	Not Started		✅
45	Smart South	2018-11-26	2020-06-24	Georgie Johnson	413	56%	In Progress		✅
46	Initiation Phase	2018-11-26	2020-04-23	Georgie Johnson	369	76%	In Progress		✅
47	Smart South Consortium research	2018-11-26	2018-12-07	Georgie Johnson	10	100%	Completed		✅
48	Working Group Establishment	2018-12-10	2018-12-10	Fiona Harvey,Georgie Johnson,Abby Dickson	0	100%	Completed		✅
49	Grant 9 Milestone Reporting	2019-04-01	2019-04-19	Georgie Johnson	15	100%	Completed		✅
50	Data Collection	2020-01-31	2020-04-23	Georgie Johnson	60	10%	In Progress		✅
51	Working Group MOU Documentation	2018-11-26	2019-05-31	Fiona Harvey,Georgie Johnson	135	100%	Completed		✅
52	Planning Phase	2019-01-07	2020-05-29	Georgie Johnson	365	64%	In Progress		✅
53	DIS Grant Halfway reporting	2019-05-13	2019-05-16	Georgie Johnson	4	100%	Completed		✅
54	Flinders EcoSystem Mapping/Data Governance	2019-01-07	2019-01-11	Georgie Johnson	5	100%	Completed		✅
55	Grant 10 Milestone Reporting	2020-05-25	2020-05-29	Georgie Johnson	5	0%	Not Started		✅
56	Delivery Phase	2019-07-01	2020-01-31	Georgie Johnson	155	60%	In Progress		✅
57	DIS Grant Aquital	2019-12-31	2019-12-31	Georgie Johnson	1	0%	Not Started		✅
58	Baseline Data Pilot Project	2019-07-01	2020-01-31	Georgie Johnson	155	60%	In Progress		✅
59	Close Phase	2020-03-31	2020-06-24	Georgie Johnson	62	0%	Not Started		✅
60	Handover and Closure	2020-05-21	2020-06-24	Georgie Johnson	25	0%	Not Started		✅
61	Evaluation	2020-03-31	2020-05-26	Georgie Johnson	41	0%	Not Started		✅
62	Report to SAEDB	2020-05-27	2020-06-23	Georgie Johnson	20	0%	Not Started		✅
63	Grant 11 Milestone Reporting	2020-05-29	2020-06-05	Georgie Johnson	6	0%	Not Started		✅
64	Oaklands Smart Precinct Close Phase	2020-05-25	2020-06-30	Georgie Johnson	27	0%	Not Started		✅
65	Project Handover to Infrastructure	2020-06-24	2020-06-30	Georgie Johnson	5	0%	Not Started		✅
66	Project Closure Report	2020-05-25	2020-06-30	Georgie Johnson	27	0%	Not Started		✅

Project Risks

Risk Code	Title	Risk Owner	Current Risk Assessment	Forecasted Risk Assessment	Treatment Options

Project Risk Actions

Project Issue Actions

Progress in the month

Oaklands Smart Precinct: LoRaWAN gateways currently being installed before the end of September. LoRaWAN based sensors identified, RFQ from Meshed on solutions. Oaklands Crossing Project: Road Closure process in progress. Aspect Studios progressing detailed design. Metrics that Matter Project: Stage 2 of the project about being scoped to include IoT data. Smart South: MOU Finalised with Founding Partners. Flinders Connect students presented the final report of eco-system mapping and recommendations for open data governance. Pilot Project - Baseline Data Project identified for remaining grant funding in partnership with SAGE Automation on Traffic monitoring in the precinct.

Next steps

Oaklands Smart Precinct: Scope remaining elements not available on LoRaWAN through Meshed and go to market. eg digital screen, parking. Oaklands Crossing Project: Continue the design process with Aspect and road closure process. Write to Minister Knoll to advise of smart infrastructure opportunities within Oaklands Precinct Metrics that Matter Project: Scope Stage 2 with Expose to include the integration of data from IoT in data platform. Smart South: Review Flinders Students eco-system mapping and recommendations with Founding Members.

Planned but not completed

NIL

Capital Construction Program - Update

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	ISC191001R07

REPORT OBJECTIVE

This report provides an overview of City of Marion's quarterly capital construction progress.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Notes the report.**

DISCUSSION

The Infrastructure and Strategy Committee at its meeting on 2 May 2017 requested that quarterly updates on capital construction be provided to the Committee.

It is important that Council delivers on the commitments identified in the capital works programs to ensure assets are renewed and upgraded for the benefit of the community. The capital works program includes asset classes relating to the following categories:

Engineering & Field Services	City Property
Bores	Building Upgrades
Bridges	Open Space Developments
Drainage Footpaths (New and Renewal)	Playgrounds
Footpaths (New and Renewal)	Public Toilets
Irrigation	Sports Facilities and Courts
Kerbing	
Roads	
Streetscapes	
Street Trees	
Transport (including walking trails, traffic calming devices and bus stops)	
Wetlands	

Progress on the capital works program is reported monthly and includes a review meeting involving members of the Senior Leadership Team (SLT) and Executive Leadership Team (ELT). In addition, a monthly progress report is provided to the Project Steering Group (PSG) and a General Council meeting.

The Capital works delivery KPI was achieved for the 2018/19 year with a total of 87.2% of works completed.
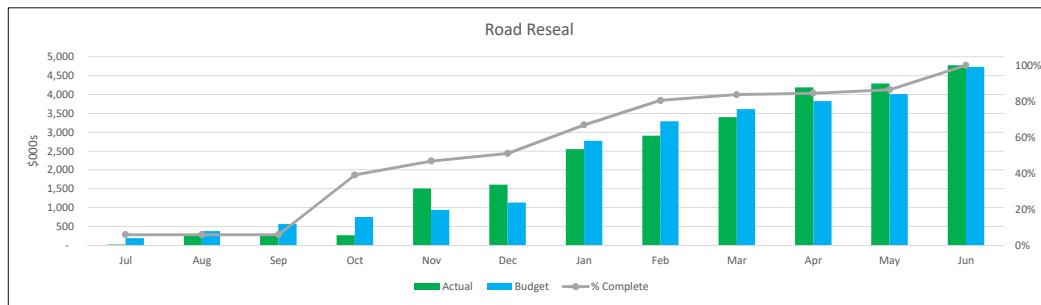
The progress of capital works to the end of June 2018/19 is provided in **Attachment 1** and identifies the planned versus actual works completed.
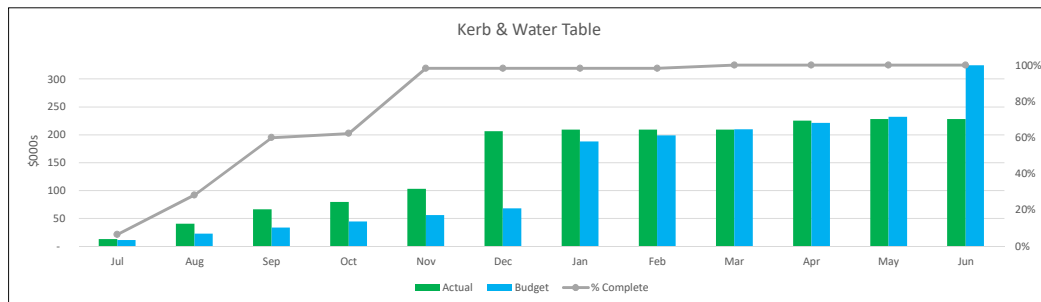
Attachment

#	Attachment	Type
1	Capital Works Graphs 2018-19	PDF File

Capital Construction Progress - 2018/19

Road Reseal

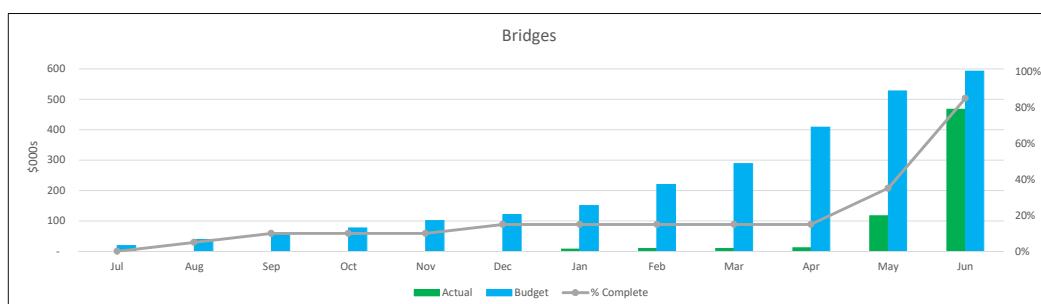- Program completed - 100% of works carried out.

Kerb & Water Table

- Program completed - 100% of works carried out.

New Footpath Construction

- Program completed - 100% of works carried out.



Renewal Footpath Construction
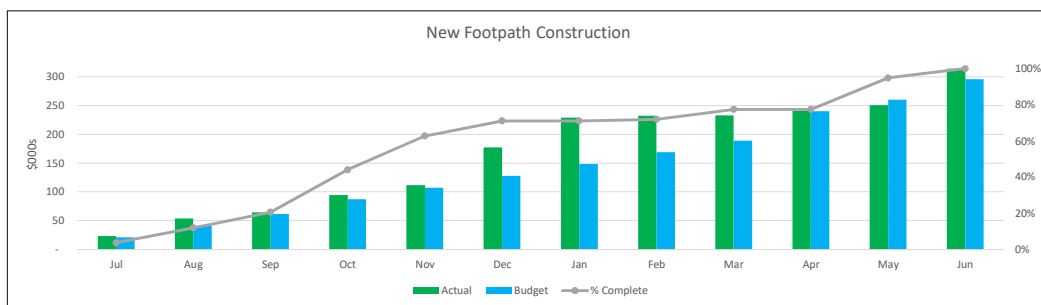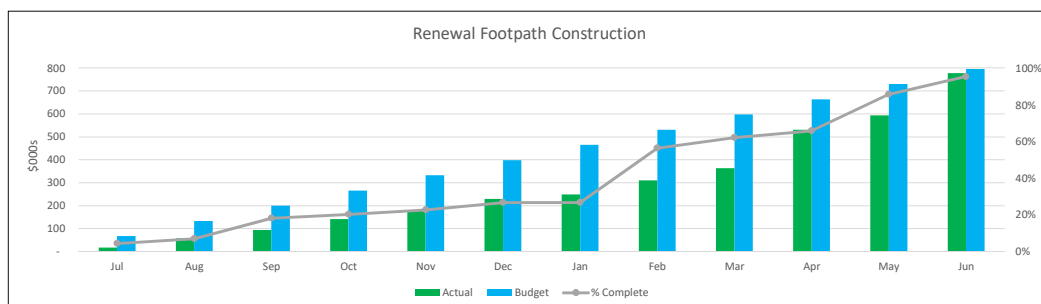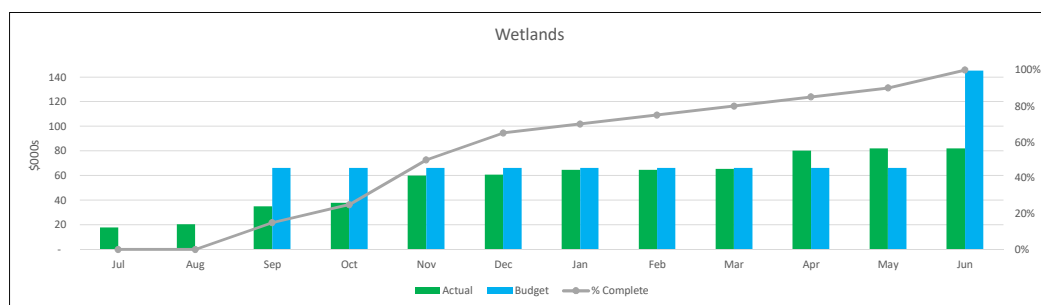
- Program in progress - 96% complete

Bridges

- Installation of Sturt Linear Park bridge has been completed. Service relocation is in progress.
- A Carryover is required for the removal of existing bridges.

Transport (Includes walking trails, traffic calming devices and bus stops)
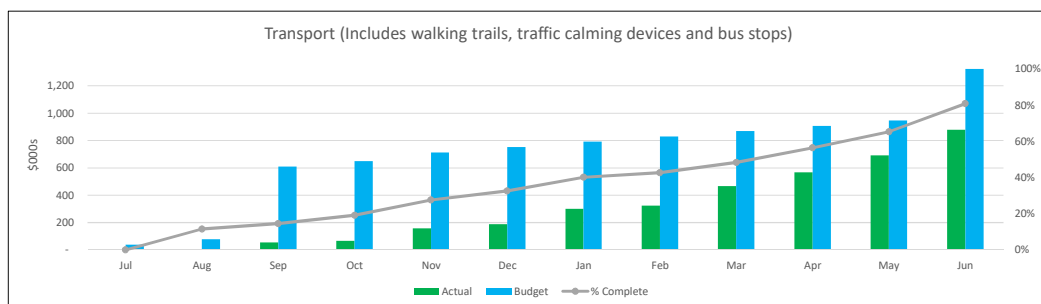
- Programed works are now 81% complete.
- Grand Central Shamrock Hallett Cove will be carried over due to additional consultation requirements.
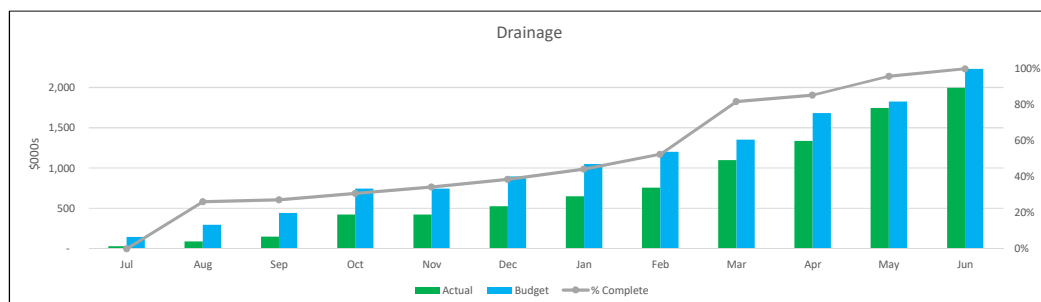
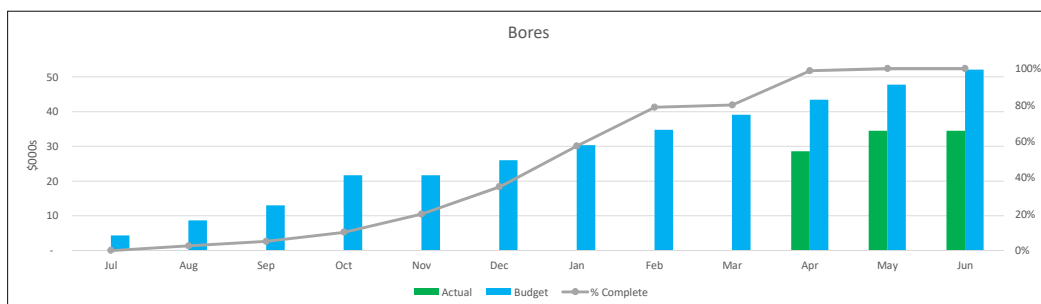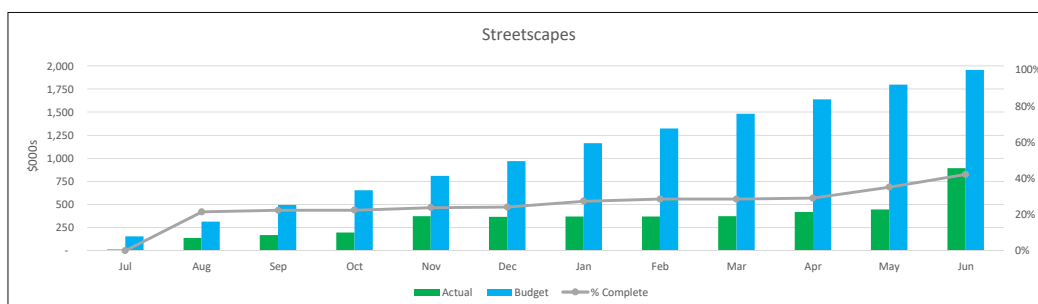**Drainage**

- Program completed - 100% of works carried out.

Wetlands

- Program completed - 100% of works carried out.

Street Trees

- Program completed - 100% of works carried out.
- The annual target has been exceeded with an extra 277 street trees planted.

Bores

- Program completed - 100% of works carried out.

Streetscapes

- Program in progress - 42% complete
- Finniss Street (C/O), Heron Way (C/O) and Railway Terrace design (C/O) are complete.
- Railway Terrace Streetscape works and Bray Street will have carryovers at 30 June.

Irrigation
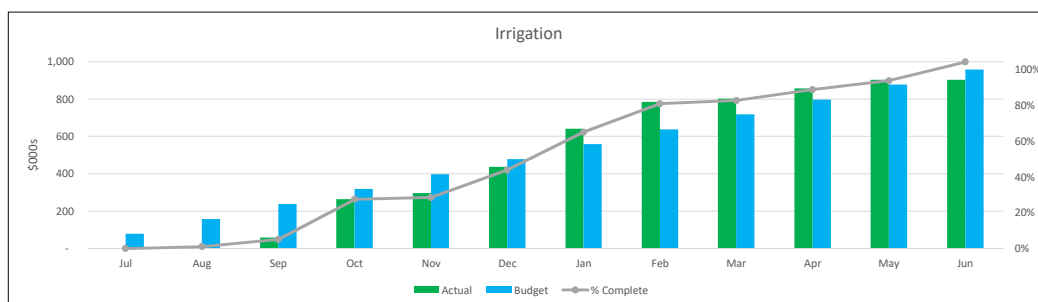
- Program in progress with Mitchell Park Reserve, Marion Sports, Parsons Trees, First Avenue, Heron Way Reserve, Edwardstown, Plympton, Cosgrove Hall, South Park Holme and Plympton Sporting club (C/O) complete.

Open Space Developments
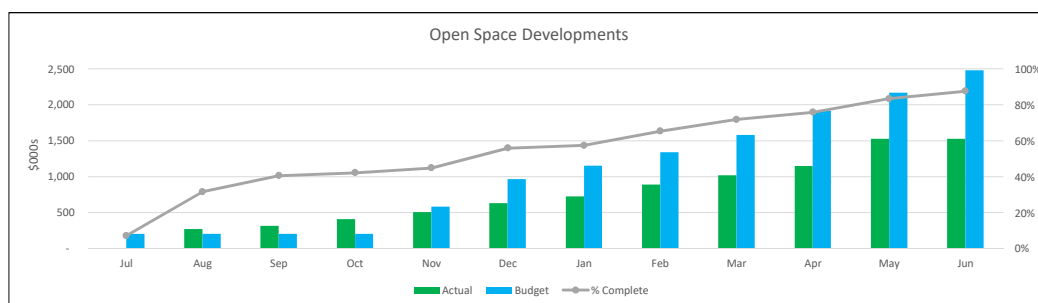
- Program in progress - 84% complete
- Youth Plaza Oaklands Wetlands stage 2 (C/O) and Oaklands Estate Reserve are complete.
  Hazelmere Dog park, Shade Solutions and Shade Sails for Reserves are in progress. Heron Way stage 6 will be carried over.
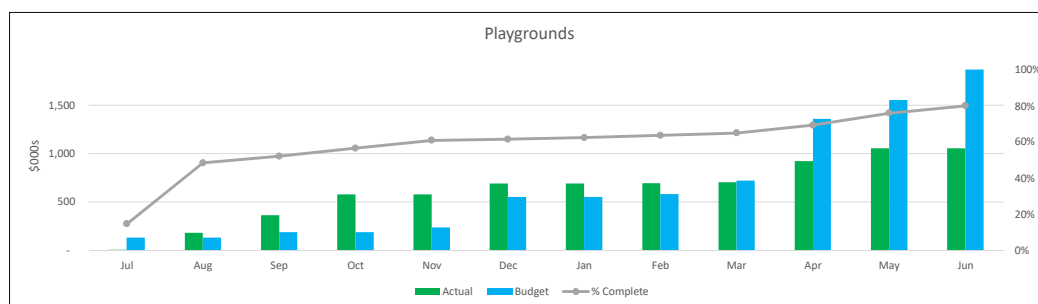
Playgrounds

- Program in progress - 76% complete
- Construction on Heron Way Stage 4 Portion A is complete with minor defects to be resolved. Hendrie Street Inclusive Playground is complete.
- Bandon Terrace and First Avenue playgrounds are in progress. There may be a potential carry over for final works at Shamrock Road Reserve.

Public Toilets
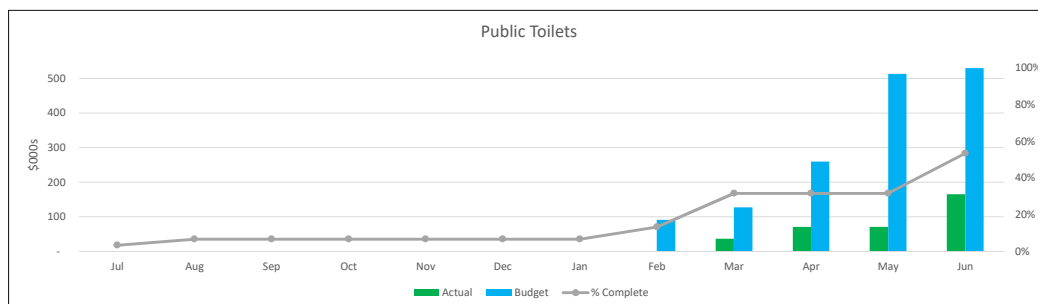
- Program in progress - 32% complete
- Capella Reserve toilet will be carried over to coincide with Capella precinct plan works. Shamrock Reserve toilet is estimated to be delivered in June.

Sports Facilities & Courts
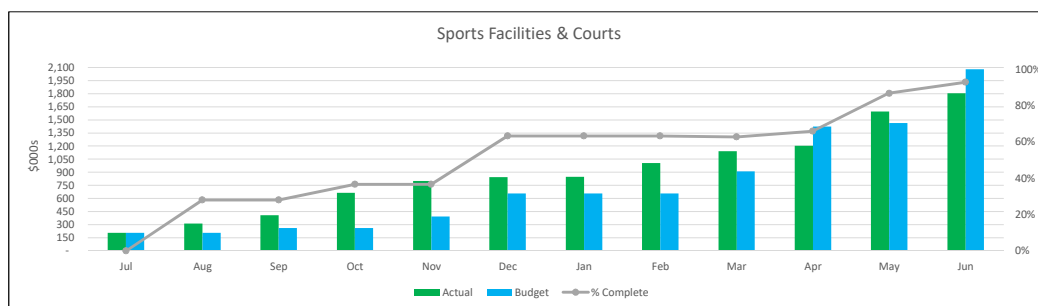
- Program in progress - 87% complete
- Tender for concept design has been awarded for Seaview High School, this project will be carried over.
- Morphettville Kendall Tce and Hamilton Park Reserve Court Upgrades are in progress.
- Woodforde Reserve Courts Development (C/O), Warradale Tennis Club, Marion Sports Club Solar Installation and Southern Carpark (C/O),
  Marion Basketball Floorboards, Seating and Scoreboard replacement, Cove Football Lights and Southbank Tennis Club Lighting are
  complete.
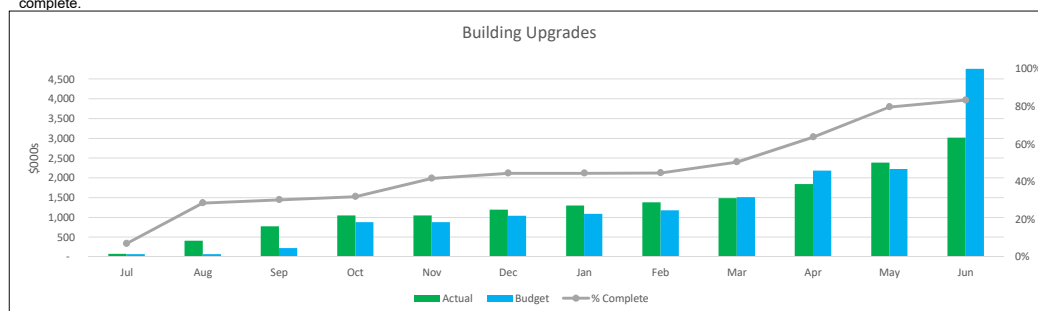
Building Upgrades

- Program in progress - 80% complete

Completed
- Trott Park External Signage & Kitchen Upgrade
- Public Toilet Trott Park- Asbestos Removal
- Fitzjames Building DDA works
- Coach House Rehabilitation
- Park Holme Windows
- Park Holme Library Toilets DDA works
- Glengowrie YMCA - Kitchen
- Cosgrove Hall Air Conditioner
- Warradale Kindy Asbestos Removal
- Woodforde Reserve DDA works
- Community Club Sheds
- Edwardstown Solar Panels
- Glandore Community Centre - Replace signage
- Vietnam Veterans Marion RSL Sheds

Completed (cont.)
- Vietnam Veterans Marion RSL Clubhouse
- Electric BBQ - LKCC (C/O)
- Marion Outdoor Pool Masterplan (C/O)
- Coastal Walking Trail Renewal (C/O)
- Admin Foyer Refurbishment (C/O)
- Cover over Material Bays (C/O)
- Glandore Community Centre - Clark Kitchen
- Glandore Community Centre - Rugby Kitchen

In Progress
- Marion Outdoor Pool Renewal Works (multi-year project)
- Oaklands Solar Install - City Services
- Solar Options for Marion (C/O)

Corporate Information and Communication Technology Update

Originating Officer	Acting Manager ICT - Annmarie Mabarrack
Corporate Manager	Acting Manager ICT - Annmarie Mabarrack
General Manager	General Manager Corporate Services - Sorana Dinmore
Report Reference	ISC191001R08

REPORT OBJECTIVE

To provide the Infrastructure and Strategy Committee (I&S) with an update on the Corporate Information and Communication Technology (ICT) Service Review (SR), Business Systems Fitness Review (BSFR), Information Technology Application Strategy (ITAS) and Cross Council Collaborative Project Delivery Initiative.

EXECUTIVE SUMMARY

Following the Business Systems Fitness Review finalisation in December 2018, a review of the Corporate ICT function and Service Review was undertaken, and an Information Technology Application Strategy developed and approved. This report identifies the key outcomes from the reviews and the strategy and highlights the next steps and priority projects for this financial year.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Notes the update on the Corporate ICT Function, next steps and priority projects for the 19/20 financial year**

DISCUSSION

Collaborative Partnerships
In May 2018, the Cities of Marion (CoM), Charles Sturt (CCS) and Port Adelaide Enfield (PAE) agreed to establish a collaborative partnership to identify and implement process improvements and initiatives to improve service, cost and quality to the mutual benefit of their communities.

Key outcome
An agreement from the CEOs to implement a Collaborative ICT Project Delivery function across CoM, CCS and PAE to be led from the City of Charles Sturt.

Business Systems Fitness Review
In December 2018 the Business Systems Fitness Review (BSFR) was finalised, approved and presented to Council and Finance and Audit Committee, an overview of the BSFR can be viewed in Appendix 1.

Key findings
The BSFR Key Findings report contained an objective and balanced assessment of the current state of CoM's core business information management systems. The results of the BSFR highlighted an appetite and need for change to evolve CoM's application systems suite to address current gaps as well as emerging business information needs. To support these findings a key outcome was a recommendation to develop an Information Technology Application Strategy (ITAS).

Information Technology Application Strategy
The development of CoM's IT Application Strategy (ITAS) began in March 2019, with the final approval occurring in June 2019. The ITAS provides CoM with a flexible and actionable plan and principles to guide the future prioritisation, selection, implementation and renewal of applications. An overview of the ITAS is in Appendix 2.

Key outcomes
- Ensures fit for purpose and customer-focused solutions
- Planned approach to decisions via a well-informed IT application plan
- Improved ROI on IT decisions through cost-benefit analysis
- Enhanced agility and flexibility in the context of constant change
- Flexible sourcing and delivery models including collaboration, outsourcing and cloud
- Improved understanding of system dependencies and integration requirements
- Achieving the desired balance between efficiencies, business innovation and community benefit

Cross Council Service Review
The Corporate ICT function was identified in CoM's Service Review Program for review in FY2018/19, it was decided to work together with CCS and PAE to deliver the second Cross Council Service Review (CCSR). This Service Review began in December 2018 and was finalised in August 2019, an overview of the CCSR can be viewed in Appendix 3.

For the CCSR a broad range of analysis was undertaken to identify opportunities for improving outcomes for customers and the community in relation to the in-scope services. A detailed benchmarking review was undertaken with the aim of understanding the best of everyone's work practices leading to identification of improvement opportunities.

Key findings
The following key findings have emerged from the CCSR:
- Governance was a common need across the councils.
- Outsourced support and development capability have driven higher costs and lower agility and ability to meet customer needs at CoM.
- There is around 90% overlap in future functionality desired by each of the councils.
- There are common capability gaps across the councils.
- A high proportion of discretionary work is undertaken within all teams.
- PAE have strong operational performance, with the lower cost per user and the most positive scores from their user community.

In addition to the CCSR and specifically for CoM:
- Additional resources and skills are required to support the implementation of recommendations from the BSFR, ITAS and CCSR and to support the projects/initiatives identified in the BP.

Key recommendations
The following key recommendations encapsulate the key actions to be implemented as a result of the CCSR:
- Establish ICT strategy, governance and project delivery frameworks across the councils
- Combine project delivery across the councils
- Undertake stronger collaboration through sharing unique skill sets and costs
- Extend the life of infrastructure leases through better vendor management
- Take a planned approach to workflow development
- Review the use of application managed support services
- Undertake an architectural approach to solving repeat support requests
- Address identified capability development areas across all councils
- Implement service desk performance monitoring and addressing the root cause of ongoing service issues
- Implement self-serve functionality
- Share training programming

Key Next Steps
1. CoM in collaboration with PAE and CCS will work to establish the ICT strategy, governance and project delivery frameworks across the councils.
2. Commencement of the Cross Council Project Delivery Priority Projects for 2019/20.
3. Start Project Implementation

A realignment of the existing projects and joint projects was also undertaken in September 2019 with a view to develop a framework for IT transformation from a customer centric perspective. The workplan is being developed currently.

Key Projects 2019/20
1. Transition internal Sharepoint site to O365 and integrated records management.
2. Projects to remove reliance on Civica Authority (Councils core IT system used for financial management, HR information system and payroll etc) – investigate and deploy appropriate HRIS and payroll, put database in Azure (O365 platform).
3. Consider the integration of a Com Asset Management Information System (AMIS) with a Customer Relationship Management platform for more timely responses to ratepayers.
4. Undertake a strategic review and update of our Geographical Information System (GIS)
5. Provide support to 4 Year Business Plan Initiatives

Attachment

#	Attachment	Type
1	Appendix 1 - Overview of BSFR 2018	PDF File
2	Appendix 2 - Overview of ITAS 2019-2024	PDF File
3	Appendix 3: Overview of CCSR	PDF File

Appendix 1 - Overview of Business Systems Fitness Review 2018

CITY OF
MARION

What is it?

The 2018 BSFR consisted of a review of CoM core business systems to gain an understanding of current gaps/issues (functional, data integration, reporting, mobility, technical etc.) as well as future business needs to inform decision making strategies for new systems procurement.

How did it come about?

A recommendation of the 2017 review of CoM's existing Asset Management Information Systems was to procure an Asset Management System. It was determined that the selection of a new Asset System(s) should not be performed in isolation, but with an informed holistic view of all supporting systems and integrations. This was the genesis for the BSFR.

What were the objectives?

- Provide an objective and balanced assessment of all core business systems
- Deliver a format suitable for an external consultancy to review and make recommendations that will guide and inform systems strategy recommendations

What was the approach?

The BSFR consisted of 3 main phases:

Phase 1: Distribution of 3 online surveys for business users and the CoM ICT team

Phase 2: 'Closing the Loop' workshop sessions to present and validate the findings

Phase 3: Drafting of the key findings report and supporting documents

What is the connection to CoM's SR?

It was identified in the service review scope to incorporate the BSFR outcomes. There was also commonality in some of the recommendations and the BSFR focused on differing components of the ICT function than the CCSR, considering these together provides a holistic view supporting a clearer vision and plan.

What were the key findings?

only **2** in **5** people assessed the systems as either 'good' or 'excellent'

system inefficiencies resulted in little business capacity to be able to implement change and innovation

Civica Authority was identified as the lowest performing technology platform

there was significant variation in satisfaction levels between departments

operational teams with an outward focus are more content with their systems

Open Office was identified as the best performing technology platform

What were the recommendations?

Recommendation themes

24 system

7 people

14 process

5 data

+

5 recommendations that included all types

Recommendations examples

Perform environment Health Checks with vendors for 3 main platforms
Evaluate potential new systems where existing modules are not meeting current needs
Investigate replacement of current line of business systems

Review the role, composition and resource capacity of the Business Champion Groups
Perform ICT training needs assessment
Enhance Position Descriptions to include ICT knowledge and training requirements

Review departmental operating procedures and process maps for all ICT based systems
Assess and consider adopting Gartner's Pace-Layered Application Strategy
Schedule ongoing and regular review of our vendors and systems

Embed data governance within the organisation
Increase understanding, classification and management of CoM's information assets
Implement data quality checking tools

Engage an independent technology expert to analyse the outcomes of BSFR
Continue to explore opportunities with our collaborative partners
Facilitate a shift in culture to support the delivery of business driven solutions and outcomes

What were the key outcomes/impacts?

clearer understanding of current gaps/issues of CoM core business systems

clearer understanding of future business needs

a report for an external consultancy to review and make recommendations

Appendix 2 - Overview of Information Technology Application Strategy 2019-2024

What is it?

The ITAS 2019-2024 is a plan, and principles to guide the future prioritisation, selection, implementation and renewal of ICT applications at CoM.

How did it come about?

There were several organisational and business drivers which were catalysts for the ITAS one being the BSFR.

What were the objectives?

- Outline the current business capabilities, which appropriate ICT applications and technologies need to support
- Document the key principles that will underpin ICT application strategies and decisions
- Explore relevant ICT industry and LG sector developments and recommend a suitable approach for CoM in its future application development and solution design
- Recommend a high-level plan for ICT application investment
- Provide a strategic context for the evolution of ICT solutions at CoM

What was the approach?

- Reviewed a range of CoM reports and documents
- Referenced Gartner research, and previous learnings, strategies, and solutions of other councils
- Facilitated workshops with CoM working group and broader consultation with Senior Leadership
- Lessons learnt from site visits to three councils
- Reviewed potentially applicable solutions
- Supported by CoM working group and oversight by a reference group

What is the connection to CoM's SR?

The BSFR, ITAS and service review had commonality in some of the recommendations, each also focused on differing components of the ICT function, considering these together provides a holistic view supporting a clearer vision and plan.

What were the key findings?

the level of centralised management and support for the numerous non-enterprise systems is variable. 'Shadow IT'* is commonplace across the organisation

due to a previous lack of investment in IT, it is challenging for the ICT team to meet the strong appetite for change

principles have been outlined in the CoM Digital Transformation Plan, however they are not being applied

ICT team efforts are dominated by 'business as usual' tasks, with limited time for strategic planning

frequency of upgrades to corporate applications varies and tends to be reactive

What were the key recommendations?

adopt a pace-layered application strategy to determine our core Enterprise Resource Planning (ERP) footprint

commit to an appropriate governance model to guide and underpin future ICT application decisions and investment, and sufficient resources to deliver the plan and provide adequate ongoing support

ensure individual business cases are written on business IT initiatives to justify return on investment and consider alternative delivery models

ensure future business initiatives with significant ICT change outcomes uphold the ITAS principles and application architecture

develop an Information Technology Asset Management Plan for CoM (covering IT infrastructure renewal plus the indicative expenditure to deliver the ITAS plan) for adoption by Council, to provide for ongoing investment in ICT assets

What were the key outcomes/impacts?

the ITAS supports the CoM objective of being a leader in embracing and developing new ideas and technology

opportunities for collaboration

a flexible and actionable plan

principles to guide the future prioritisation, selection, implementation and renewal of applications

* IT projects that are managed outside of, and without the knowledge of IT department

Appendix 3 - Overview of Cross Council Service Review

What is it?

The 2019 CCSR covers an assessment of the ICT functions at the CoM, CCS and PAE. The key focuses were capability, customer experience and operational effectiveness.

How did it come about?

In May 2018, CoM, CCS and PAE agreed to establish a collaborative partnership where the councils would actively work together to identify and implement process improvements and initiatives to improve service, cost and quality to the mutual benefit of their communities.

The Corporate ICT function was identified in CoM's Service Review Program for review in FY2018/19, it was decided to work together to deliver the second CCSR.

What were the objectives?

- Improve service levels, productivity, quality, risk management and customer experience
- Identify appropriate delivery structures for the future
- Assess the use of delivery outsource models
- Create value for the community
- Identify opportunities for effective collaboration

In addition and specifically for CoM the objectives were to establish the current state of, and recommend an appropriate future state for, the Corporate ICT service delivery model.

What was the approach?

A broad range of analysis was undertaken to identify opportunities for improving outcomes for customers and the community in relation to the in-scope services. A detailed benchmarking review was undertaken with the aim of understanding the best of everyone's work practices leading to identification of improvement opportunities. In addition to desktop analysis, sessions were conducted with the ICT teams and ICT managers.

What were the key findings?

governance was a common need across the councils

outsourced support and development capability has driven higher costs and lower agility and ability to meet customer needs at CoM

there is around 90% overlap in future functionality desired by each of the councils

there are common capability gaps across the councils

a high proportion of discretionary work is undertaken within all teams

PAE have strong operational performance, with the lower cost per user and the most positive scores from their user community

What were the key recommendations?

combine project delivery across the organisations

undertake stronger collaboration through sharing unique skills sets and costs

establish ICT strategy, governance project delivery frameworks across all councils

extend the life of infrastructure leases

take a planned approach to workflow development

review the use of application managed support services

undertake an architectural approach to solving repeat support requests

address identified capability development areas across all councils

implement service desk performance monitoring and addressing the root cause of ongoing service issues

implement self-serve functionality

share training programming

What were the key outcomes/impacts?

more than $3.9M NPV improvement
(4% improvement in recurrent spend)

reduction in risk of ICT project write off, reinvestment and overinvestment

Improved capability through establishment of ICT strategy, governance and project delivery frameworks

stronger collaboration

freed up resources to be reinvested into increasing service levels

Review of Use of Economic Statement

Originating Officer	Unit Manager Economic Development - Donna Griffiths
Corporate Manager	Manager City Activation - Greg Salmon
General Manager	Acting General Manager City Development - Fiona Harvey
Report Reference	ISC191001R09

REPORT OBJECTIVE

Provide the Infrastructure and Strategy Committee with an overview of how the Economic Statement (August 2018) has been used over the past twelve months.

EXECUTIVE SUMMARY

The City of Marion subscribes to the REMPLAN economic modelling tool on an annual basis for $13,000. The REMPLAN economic modelling tool provides a public version that is available on our website (https://www.economyprofile.com.au/marion/) and a staff version.

The staff version of the tool allows staff to:

- run impact statements for major projects or new investments into our city
- run potential economic scenarios of events / tourism related activity to understand potential economic impacts or jobs impact
- analyse data over time in relation to key indicators such as jobs, industry, value add, dollar contribution to the local economy, workforce trends, skills, etc.
- use different data sets such as Southern Adelaide, City of Marion, South Australia to make comparisons
- access business registrations within the City of Marion

During the development of the City of Marion Marketing Plan, the idea of an annual Economic Statement was initiated. The first Economic Statement was produced in 2018. The document provided an overview of key economic statistics for the City of Marion with some high level trend data.

Over the past twelve months, the Economic Statement was used to:

- provide data in monthly e-news
- support an Expression of Interest for an International Standard Hotel in the City of Marion

Given its limited use, it is recommended that Administration does not produce Economic Statements in the future.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Notes this report**

2. **Notes that no future Economic Statements will be produced**

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.