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, 04 August 2020 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 2 June 2020

Originating Officer	Executive Officer to General Manager City Development - Louise Herdegen
Corporate Manager	Manager Corporate Governance - Kate McKenzie
Report Reference:	ISC200804R01

RECOMMENDATION:

That the minutes of the Infrastructure and Strategy Committee Meeting held on 2 June 2020 be taken as read and confirmed.

ATTACHMENTS:

#	Attachment	Type
1	ISC200602 - Final Minutes	PDF File

MINUTES OF THE ISC200602 - INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING

Tuesday, 02 June 2020 at 06:30 PM

PRESENT
Councillor Jason Veliskou, Councillor Sasha Mason, Councillor Bruce Hull, Mayor Kris Hanna,
Councillor Raelene Telfer (from 7:38 pm), Mr Russell Colbourne

IN ATTENDANCE
Councillor Ian Crossland
Councillor Kendra Clancy

Adrian Skull – Chief Executive Officer
Ilia Houridis – General Manager City Development
Tony Lines – General Manager City Services
Sorana Dinmore – General Manager Corporate Services
Kate McKenzie – Manager Corporate Governance
Louise Herdegen – Executive Officer City Development
Greg Salmon – Manager City Activation
Mathew Allen – Manager Engineering, Assets and Environment
Donna Griffiths – Unit Manager Economic Development
Brendon Lyons – Unit Manager Asset Solutions
Sheree Tebyanian – Strategic Planner
Georgie Johnson – Smart Cities Project Officer
Stephen Holmes – Holmes Dyer
Ben Cunningham – Holmes Dyer

OPEN MEETING

Councillor Veliskou opened the meeting at 06:33 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 - Nil

CONFIRMATION OF MINUTES

**Confirmation of the minutes for the Infrastructure and Strategy Committee Meeting held
on 7 April 2020** (Report Reference: ISC200602R01)

Moved Councillor Mason, Seconded Mayor Hanna

That the minutes of the Infrastructure and Strategy Committee Meeting held on 7 April 2020
be taken as read and confirmed.

Carried

BUSINESS ARISING

Business Arising Statement – Action Items (Report Reference: ISC200602R02)

- Waste Education – share State Government campaign on "what goes in what bin" on social media to continue providing updates to the community.
- Waste Contractor has committed to engage with the community. CEO to follow up and provide a response to the Members.
- Members with suggestions for a guest speaker for the next meeting to discuss with the Chair, Councillor Veliskou or the General Manager City Development, Ilia Houridis.

Moved Councillor Mason, Seconded Councillor Mayor Hanna

That the Infrastructure & Strategy Committee:

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

Carried Unanimously

CONFIDENTIAL ITEMS – Nil

WORKSHOP / PRESENTATION ITEMS

Revitalisation of Edwardstown Employment – Urban Design and Economic Activation Plans
(Report Reference: ISC200602R03)

The Unit Manager Economic Development gave an introduction to the draft Urban Design and Economic Activation Plans prepared as part of the Revitalisation of the Edwardstown Employment Precinct project and introduced guest speakers Mr Stephen Holmes and Mr Ben Cunningham from Holmes Dyer to provide a presentation to the Members.

The following discussion points were noted:

- This is a significant body of work with a lengthy report provided by Holmes Dyer and appreciate the team at HD bringing a succinct strategic summary of key focus.
- An excellent report that has taken in the whole area and offers an opportunity for Edwardstown that provides plenty of potential and encouraging pathway forward.
- Estimated timeframe likely to be 5-10 years but could be 20 years to see full realisation. Strong transformation with key investments to take place.
- To achieve the outcomes of the plan and make significant progress, the strength of the person to lead a community and encourage the private sector to move in unison with the Council will be hugely important. If Members decide a higher level resource is required more funding may be required.
- Environmental concerns with the contamination of land at the old Hills site. Fundamental solution to a contamination issue is the value add that can occur with the area. That value add needs to be sufficient to fund the contamination remediation for whatever the use may be. The contamination issue is beyond the scope of this report but a significant issue. HD assessed EPA reports and included in their report. Good example to look at would be East Perth – an industrial area that has been developed.
- Feedback from businesses is the area hasn't been right for them and the area looks tired/unloved. Public realm is a key to encourage businesses to the area. Council need to

- demonstrate what the program is and that it is actually going happen to give businesses the confidence to invest.
- Asset management plans to assist with identifying aging assets due for renewal with existing capital to fund some improvements.
- Edwardstown is a big area. Suggest keeping business and residential as separate. Greening the streets good idea however there are no coffee shops as a draw card other than Castle Plaza.
- HD identified elements can make the area more attractive to live, work and play. The building blocks already exist in Edwardstown. High tech companies will want a quality environment. The residential becomes a flow on from that. Great opportunities, not a small investment but encouraging private sector investment with strategic investment from Council.
- 'Menu' of action items provided at the end of the Holmes Dyer report.
- Potential for a business case to purchase land however not all Members were supportive of Council getting involved in land purchase.
- South Road Corridor potential to have a big impact on the area. Concerns raised there has been no confirmation from the State Government about the design of the corridor to enable Council to start planning for the area.
- Parts of the project can be done quickly ie greening streets however zoning can take years to complete. Request the UPC put Edwardstown rezoning on the agenda and request this is supported by management.
- Suggested the study be expanded to include surrounding areas such as Melrose Park. However the scope and focus of the study was specifically for the employment precinct of Edwardstown.
- Opportunities to partner with State Government ie road infrastructure, cabling/fibre infrastructure that support ICT needs.
- Internet connectivity is valuable infrastructure and to encourage businesses to invest in the area, Council could consider, or in partnership, in the cabling/fibre infrastructure. There would need to be a thorough business case if this was agreed. Benefits and costs to ratepayers would need to be supported.
- Connection with peak bodies may assist in attracting people to the Edwardstown precinct.

REPORTS FOR NOTING

Asset Management Update (Report Reference: ISC200602R04)

The General Manager City Services introduced the Unit Manager Asset Solutions to present to Members on asset management at the City of Marion.

Key points noted from the discussion:

- Asset Management Plans will be presented to Council for endorsement. The first will be going to General Council next month and then for community consultation. Remaining 7 will be presented to Council during the year.
- Community engagement to define levels of service for assets. This will be done in collaboration with the Customer Experience team to harmonise with the work they are doing within the community engagement space to avoid unnecessary duplication.
- An Asset Management System will provide a single point of truth for data driven decisions and to enable better modelling going forward. A system is required that can integrate into other systems such as customer events, finance, GIS, to provide the greatest benefit. Will be going out to the market soon.
- Frequency and improved level of inspections will assist with consistent and accurate data collection.

- Aim is to achieve Level 3 Core Competency in asset management. This is a good level to embed asset management practices before aspiring to higher levels.
- Core Competency is assessed over 11 areas. Within each area there are a number of questions (listed in the report) to probe an organisation to assess if they are achieving that level of competency. Score means we are meeting Level 3 in 7 of those 11 areas. In the remaining 4 we are very close and is not going to take us much more to achieve 11/11 core competency Level 3. Target is June 2021 to achieve Level 3 Core Competency.
- All the work being done on asset management maturity will assist in knowing the assets that are coming up for renewal to enable better planning of finances and resources to reduce unexpected replacement costs.
- The Building Asset Management Plan (BAMP) will be presented to the Finance & Audit Committee in July and then to Council. The Building Asset Plan is a separate body of work from the City Property Strategic Asset Management Plan. Both bodies of work will be complementary and will be presented to Council by November 2020.
- Potential consideration would be to look at intangible assets such as IP and ensuring knowledge is retained when staff leave. This is being assisted through succession planning, data and records management.
- As the policy currently stands trees are not recognised as a financial asset but they are an asset stock that need to be managed and maintained. Whether they should be recognised as a financial asset is a position for Council to consider. Administration to take on board.
- The Operations team is looking to implement an app called Forest Tree that will be used to capture tree information. A business case will be brought to ELT in the near future. The administration will explore the potential to value trees and possibility of creating a dedicated Tree Asset Management Plan.

Moved Councillor Telfer, Seconded Councillor Hull

That the Infrastructure and Strategy Committee:

1. Notes the report.

Carried Unanimously

REPORTS FOR DISCUSSION

Strategic Theme Environmental Scan- Liveable (Report Reference: ISC200602R05)

The Manager Corporate Governance gave a brief introduction to the Environmental Scan based on the strategic theme of Liveable and Engaged and requested feedback from Members from a strategic point of view and to highlight anything missing or to be considered.

- Crime – the statistics noted in the report potentially link to car/shoplifting offences. Request the numbers for these offences be separated to understand the number of neighbourhood related crime.
- Legal – Representation Review progressing as planned with report to be presented to the next Elected Member Forum.
- Environmental - Challenging to address the increasing loss of trees. Acknowledge CoM have embarked on a significant tree planting program however it may not be keeping pace with the loss of trees on private property.
- Climate change – seeing an increased use of plastic turf in private yards and public property. Advocate the Government to prohibit the use of plastic grass. As part of the Planning & Design Code building standards are being looked at. Potential meeting with Building Technical Panel to understand what their role will be and we may be able to drive some influence.

- Relationships – valuable inclusion in the report.
- Population growth – important to note the changing demographics.

Moved Councillor Hull, Seconded Councillor Telfer

That the following items be moved en bloc:
- Strategic Theme Environmental Scan – Liveable (ISC200602R05)
- Strategic Theme Environmental Scan – Engaged (ISC200602R06)

Carried Unanimously

Strategic Theme Environmental Scan- Liveable (Report Reference: ISC200602R05)

Moved Councillor Hull, Seconded Councillor Telfer

That the Infrastructure and Strategy Committee:

1. Notes the analysis presented in the report.
2. Provides feedback on any other key areas they would like noted in the report.

Carried Unanimously

Strategic Theme Environmental Scan- Engaged (Report Reference: ISC200602R06)

Moved Councillor Hull, Seconded Councillor Telfer

That the Infrastructure and Strategy Committee:

1. Notes the analysis presented in the report.
2. Provides feedback on any other key areas they would like noted in the report.

Carried Unanimously

OTHER BUSINESS - NIL

MEETING CLOSURE - Meeting Declared Closed at 09:13 PM

CONFIRMED THIS xx DAY OF xx

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CHAIRPERSON

WORKSHOP / PRESENTATION ITEMS

Presentation by Chris Menz, Chief Executive, Renewal SA

Originating Officer	Executive Assistant to CEO - Dana Bartlett
Corporate Manager	N/A
General Manager	Chief Executive Officer - Adrian Skull
Report Reference	ISC200804R02

REPORT OBJECTIVE

Chris Menz, Chief Executive Officer Renewal SA will share his experiences in running the Bowden Urban Renewal project and managing his portfolio in his role as CEO of Renewal SA.

EXECUTIVE SUMMARY

Chris Menz is a highly-driven and experienced property leader with over 20 years experience in the property industry. Throughout his career Chris has been presented with opportunities to work on, and lead, many flagship projects around Australia, particularly in Adelaide.

Chris was appointed as the Chief Executive Officer of Renewal SA in February 2020 and prior to this he was the Executive Director of Communities and Health at Commercial and General for two and a half years.

Chris will present to the Infrastructure and Strategy Committee to share his keys to success when undertaking renewal initiatives, pitfalls and challenges, and the role he sees for Council. There will also be an opportunity for question time at the end of the presentation.

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 Officer to General Manager City Development - Louise Herdegen
Corporate Manager	N/A
General Manager	General Manager City Development - Ilia Houridis
Report Reference	ISC200804R03

REPORT OBJECTIVE

The purpose of this report is to review the business arising from previous meetings of the Infrastructure & Strategy Committee meetings, the meeting schedule and upcoming items (Attachment 1).

RECOMMENDATION

That the Infrastructure & Strategy Committee:

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

Attachment

#	Attachment	Type
1	Combined Business Arising & Forward Agenda - August 2020	PDF File

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

APPENDIX 1
AS AT 31 JULY 2020

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	20 February 2020	Infrastructure & Strategy Committee - 2019 review and considerations for 2020 (Report Reference: ISC200204R03 • Follow up with Governance to ensure all statutory requirements are addressed within the amended Terms of Reference			In progress - with Kate McKenzie for review.	
2.	2 June 2020	Revitalisation of Edwardstown Employment – Urban Design and Economic Activation Plans (ISC200602R03) • Request the UPC put Edwardstown rezoning on the agenda and request this is supported by management.	W Deller-Coombs		Report discussed at Urban Planning Committee on 14 July 2020	17/06/20
3.	2 June 2020	Environmental Scan – Liveable (ISC200602R05) • Request the numbers for these offences be separated to understand the number of neighbourhood related crime	S Tebyanian		Members are welcome to view an interactive map that SAPOL have produced that itemise crime per suburb. There are 26 varying types of offenses that police report on. The link to this information can be found here: https://www.police.sa.gov.au/about-us/crime-statistics-map	13/07/2020

* Completed items to be removed are shaded

Infrastructure & Strategy Committee
Meeting Schedule 2020

CITY OF
MARION

~~4 February~~	~~6.30 – 9.30~~
~~7 April~~	~~6.30 – 9.30~~
~~2 June~~	~~6.30 – 9.30~~
~~4 August~~	~~6.30 – 9.30~~
6 October	6.30 – 9.30
1 December	6:30 – 9:30

2020 Committee Membership

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

Presiding Member – Jason Veliskou

Expert Member

Russell Colbourne (1/1/2020 – 31/12/2020)

Members

- Tim Gard
- Bruce Hull
- Raelene Telfer
- Sasha Mason

Infrastructure & Strategy Committee
Meeting Schedule 2020

CITY OF
MARION

Infrastructure and Strategy Committee		Date: Tuesday 4 February	Time: 6.30pm – 9.30pm		Venue: Chamber	
Topic	**Type of Report**	**Description**	**Duration**	**External Attendees**	**Staff Responsible**	
Oaklands Smart Precinct Project - Update	R	Progress update			G Johnson	
Infrastructure and Strategy Committee – 2019 review and considerations for 2020	R	Not considered at ISC191203			F Harvey	

Infrastructure and Strategy Committee		Date: Tuesday 7 April	Time: 6.30pm – 9.30pm		Venue: Virtual - Zoom	
Topic	**Type of Report**	**Description**	**Duration**	**External Attendees**	**Staff Responsible**	
Strategic theme environmental scan – Valuing Nature/Innovation		To provide an update on the overarching analysis of the key critical issues and opportunities that relate to councils 'Valuing Nature' strategic theme.			S Tebyanian A Gibbons	
Best Practice Spotlight – Greening Marion		Wicked Labs: Greening Marion Complexity Science			R Neumann	
Confidential – COVID-19 - Strategic focus	F	Post COVID-19 recovery – impact on our projects			I Houridis	

Infrastructure and Strategy Committee		Date: Tuesday 2 June	Time: 6.30pm – 9.30pm		Venue: Chamber	
Topic	**Type of Report**	**Description**	**Duration**	**External Attendees**	**Staff Responsible**	
Environment Scan Theme – Liveable & Engage		Report to outline clear purpose & objectives of this item Cover both aspects of the theme			S Tebyanian	
Asset Management		Asset Management Plans			B Lyons	
Revitalisation of Edwardstown Employment – Urban Design and Economic Activation Plan					D Griffiths	

Infrastructure & Strategy Committee
Meeting Schedule 2020

CITY OF MARION

Infrastructure and Strategy Committee		Date: Tuesday 4 August		Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic	**Type of Report**	**Description**		**Duration**	**External Attendees**	**Staff Responsible**
Environment scan – Prosper						S Tebyanian
Best Practice Spotlight		Neighbourhood Centre Service Review				T Lines
Strategic item – guest speaker/expert		Chris Menz, CEO Renewal SA				A Skull

Infrastructure and Strategy Committee		Date: Tuesday 6 October		Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic	**Type of Report**	**Description**		**Duration**	**External Attendees**	**Staff Responsible**
Environment scan – Connected						S Tebyanian
ToR Review		Committee review in preparation for the November Council meeting				I Houridis
Best Practice Spotlight:		Productivity Commission				A Skull
Strategic item – guest speaker/expert		Transition the futures into Local Government – panel idea				

Infrastructure and Strategy Committee		Date: Tuesday 1 December		Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic	**Type of Report**	**Description**		**Duration**	**External Attendees**	**Staff Responsible**
Independent Member Review						R Colbourne
New Committee focus						

CONFIDENTIAL ITEMS - Nil

REPORTS FOR DISCUSSION

Strategic Theme Environmental Scan- Prosperous

Originating Officer	Strategic Planner - Sheree Tebyanian
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
Report Reference	ISC200804R04

REPORT OBJECTIVE

To provide the Infrastructure and Strategy Committee with an update on the overarching analysis of the key critical issues and opportunities that relate to Council's 'Prosperous' strategic theme.

EXECUTIVE SUMMARY

An Environmental Scan is undertaken periodically to inform the Risk Working Group, the Finance and Audit Committee and the Infrastructure and Strategy Committee. An Environmental Scan identifies critical issues and opportunities through application of the PESTLER framework (Political, Economic, Social, Technological, Legal, Environmental and Relationships).

The City of Marion's Strategic Plan 2019-2029 includes six key themes. In recent agendas the Committee has considered Valuing Nature, Liveable and Engaged.

This environment scan has a focus on 'Prosperous'. The City of Marion has a 10 year goal that states "By 2029 our city will see realisation of the full potential of the Tonsley Precinct and other key commercial-industrial-retail zones."

The next iteration of the 4 year business plan 2023-2027, of which planning will commence in approximately 18 months time, marks a mid-point towards reaching the 10 year goal that Council has outlined. Earlier planning may like to be considered by Elected Members due to the timeline of State and Federal election cycles.

Council's 10 year strategies are:
- P1: We will ensure that our development regulation and interaction with businesses allows for a thriving economy, increased visitation and vibrant atmosphere.
- P2: We will work with universities, business peak groups, Regional, State and Federal Governments to facilitate local economic growth.
- P3: We will encourage our residential and business communities to pursue education and training, innovation and local investment.
- P4: We will seek to activate our city through quality streetscapes and placemaking initiatives to deliver vibrant and prosperous business precincts.
- P5: We will bring people together through networking opportunities to provide more economic opportunities (e.g. business to business, landlord and tenant).

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Notes the analysis presented in the report.**

2. **Provides feedback on areas of the environmental scan that may have an impact on Council's strategic objectives, projects and service delivery for further consideration by staff.**

GENERAL ANALYSIS

An Environmental Scan undertaken on the 'Prosperous' strategic theme outlines a range of key issues and influences, as outlined below.

Strategic theme: Prosperous

'By 2027 our city will see realisation of the full potential of the Tonsley Precinct and other key commercial-industrial-retail zones.'

Political

Project Delivery
Council has endorsed 3 projects in the 4 Year Business Plan 2019-2023 that help to deliver the strategies outlined under 'Prosperous' in the Strategic Plan 2019-2029. The projects are:
- Partnering with key stakeholders to maximise the outcomes for the site of the Seacliff Park Development Plan Amendment; (complete)
- Partner to transition to the new Planning and Design Code; (in progress) and
- Activate the Edwardstown and Melrose Park Employment Precinct (in progress).

Community Indicators
Council has endorsed a baseline suite of community indicators (GC200211R06) that will help us to track progress against a suite of indicators that are linked to our strategic themes. Baseline community indicators were reported to Council on 11 February 2020 and are reported on every two years. The indicators for prosperous include Gross Regional Product, unemployment rate and the number of jobs in the City of Marion.

Council Tree Planting
Guided by our Streetscape Policy and program, and Tree Management Framework, significant funding is allocated to the budget annually to enhance streetscapes which serves to improve amenity, reduce urban heat and improve the environment. Additional State Government funding is currently being sought to continue to green the city. These initiatives link to strategies to deliver vibrant and prosperous business districts and improve amenity.

Draft Planning & Design Code
The code proposes a reduction in allotment sizes, in the number of car parks required per bedroom which has the possibility of exacerbating the current issues of cars parked on streets, as well as provisions for private certifiers to assess additional forms of development which may result in poor planning outcomes within the council area. Council has actively lobbied to have the code implementation pushed back to 2021 to allow for greater consultation with residents and for the process to be refined.

Morphettville Development Plan Amendment (DPA)
Morphettville DPA has been approved by the Minister. The SAJC are considering a master plan for the area and have indicated Council will be engaged throughout the process.

Seacliff Park Development Plan Amendment
Lodged with the Minister and awaiting approval.

Keeping Rates Low

Council has developed an Annual Business Plan and Budget with a 0% rate increase for 2020/21. Council is pleased to be in a position to support the community by keeping rates low and balancing service delivery, infrastructure responsibilities and economic stimulus. Rent relief for sports and community clubs that use council venues along with alternative rate payment options for residents has been provided by Council.

Economic

City of Marion key economic statistics
18.4% of employed persons live and work in Marion. Marion supports 22,983 jobs and has an annual economic output of $6.385 billion (COVID-19 impact has seen a fall in jobs for the month of May by 14.3%.) It is likely these statistics have since improved with the gradual re-opening of facilities and businesses. Local economic performance over the coming months will be dependent upon social lock-down policies, impacts to revenue changes in business and government policies around JobKeeper. (Remplan, ABS data)

COVID-19 Impacts:
- Unemployment: 8.8% for South Australia (ABS June 2020). Retail trade is the largest employment sector within the City of Marion and was severely impacted throughout the COVID-19 restrictions. Local economy performance over the coming months will be dependent upon social lock-down policies, impacts to revenue changes in business and government policies.

- Impacts To The Supply Chain: There is expected to be a flow on impact through the supply chain, highlighting vulnerabilities and revealing exposure of the current local, national and global supply chains.

- On-Going Business Survival: It has been widely reported that some businesses will not recover from the crisis. Retail was a sector that had already seen several large scale closures over the last 12 months as the shift towards online spending and low consumer spending was evident. Roy Morgan research indicated that 60% of businesses have already been affected by COVID-19 (Roy Morgan May 2020).

- Tourism/Visitation: Effectively all international flights and a high percentage of domestic air travel has ceased in Australia. Remplan forecast that this halt to tourism and visitation will result in a reduction in output of $383 million and a loss of 2,000 jobs in the council area.

- Migration: Prime Minister Scott Morrison said that Australia's net overseas migration numbers would drop by 85 per cent in the 2020/21 financial year, compared to 2018/19 numbers. (National Press Conference, 1 May 2020 reported in the Financial Review). Population growth is a major driver of economic growth and reductions will see impacts to the housing market and local economies.

External Grant Funding
The Federal Department of Infrastructure, Transport, Regional Development and Communications has provided over $1 million of funding for Council to bring forward eligible capital works into the 2020/21 financial year in order to help stimulate the local economy as a result of the COVID-19 pandemic. A number of initiatives were endorsed by Council at its 23 June 2020 meeting. Works carried out will support prosperous strategies by enhancing streetscapes and the amenity.

Business Mentoring
The Southern Business Mentoring Program had a significant increase in businesses seeking mentoring as a result of COVID-19.

Materials Recycling Facility

The Southern Region Waste Resource Authority (SRWRA) initiative will be important in building a foundation for the circular economy so that recyclables can be re-processed and manufactured locally, as well as creating 20 or more full time equivalent jobs at the new plant, and process approximately 30,000 tonnes of recyclable materials per annum, with the scope to move 60,000 tonnes if the need arises. In addition, SRWRA has recently received an updated proposal from LMS Energy (LMS) to develop a trial 600 kW solar system on the capped Northern area of the SRWRA landfill adjacent to LMS's newly constructed Gas Utilisation Facility (GUF).

Edwardstown Employment Precinct
A report presented at the June 2020 Infrastructure and Strategy committee provides a blueprint for the possible future use of the precinct. Partnerships with State and Federal Governments will be required to bring the vision to fruition.

Tonsley Innovation District:
- Continued commercial investment and residential development.
- Of the 297,607 sqm of non- residential land available across the life of the project, 98,348 sqm has been sold or is on hold. There are 35 companies on site with another 4 forecast in the FY 2020/21 (Renewal SA).
- Renewal SA figures indicate that 95 terrace homes and 67 apartments have sold to date. Recent Government building stimulus of $25,000 and a $15,000 first home builders grant are likely to have an impact on sales demand.
- Flinders University at Tonsley has 8,000 students per annum
- Focus sectors include health, medical and assistive technologies; cleantech and renewable energy; automation, software and simulation; mining and energy service.
- A new 'Export fundamental program' has been launched by the State Government to provide emerging and existing local exporters with the tools, connections and confidence to successfully market their products and services internationally and drive the growth of local jobs.
- Tonsley village $26 million stage one completed. The complete $265 M development will result in the development of 900 homes over 11 hectares and 1.5 ha of open space.
- Health and medical device company 'Micro-X' has experienced unprecedented global sales for its 'Nano X-ray units' which are in demand due to COVID-19.
- Over 7,400 solar panels installed across five hectares of roof at the Tonsley site will deliver clean and competitively priced energy to Tonsley tenants and residents via smart renewable technology. The 2.34 megawatt array is expected to generate up to 3.2 million kilowatt hours of energy that will be fed into a microgrid. (Tonsley.com.au)

Business Community Support
Funding is continuing for the two business associations, Southern Business Connections and Hallett Cove Business Association, to provide valuable networking and peer to peer support to the Marion business community.

Key Economic Precincts
Infrastructure SA '20-Year State Infrastructure Strategy' states 'An overarching strategy and governance structure across the key economic precincts in SA are needed to maximise their combined value and present a clear value proposition to potential investors'.

Marion Outdoor Pool
The last stage of the pool upgrade will be a major draw card for the City of Marion with expected increased visitation and flow on effects to the local economy.

Social

Population Growth
Part of any population growth stems from migration through overseas arrivals. (Migration numbers due to the COVID-19 pandemic will impact projections). Over the 2018/19 period the population in the City of Marion grew 1.23%, the three prior years had averaged 1%. DPTI issued population forecast modelling in November 2019 that indicates the population of Marion will be 95,717 by 2021. Planning outcomes within LGA boundaries can also impact population movement.

Median Sale Price of Housing
The median sale price in the City of Marion is $525,000 compared to $480,000 for Greater Adelaide.

Construction Growth
FY 2018/19 12% growth on new dwellings compared to the prior year. The Australian Construction Industry Forum forecast a 12% national decline in construction employment by the end of 2021 driven by a reduction in new projects (June 2020).

Southern Business Mentoring Program
The uptake of mentoring between November 2019 - March 2020 was 43 businesses, in April - June 2020 83 businesses sought mentoring through the program.

Cove Business Hub
Encouraging sole traders and other home based businesses to utilise co-working spaces to build connections and network. Between July 2019-June 2020 the average weekly occupancy rate for the co-working incubator space was 64% (equivalent to 5 or 6 co-workers per day). Post COVID-19 closure 9 new co-workers have commenced booking weekly desks since the re-opening of the co-working incubator space.

Household Income & Mortgage Stress
Compared to Greater Adelaide our council area has a slightly higher number of low income households (21.5% compared to 20.6%) and a slightly lower percentage of households earned a high income (15.6% compared to 16.7% for Greater Adelaide). In 2016, 9.5% of households purchasing their first dwelling were experiencing mortgage stress. Mortgage stress is where residents are paying more than 30% of their usual gross weekly income on mortgage repayments. Key mortgage stress areas are Ascot Park, Dover Gardens, Park Holme, South Plympton and Morphettville (Population ID).

Smart Communities Strategic Plan
Educating the community around the principles within the plan such as Collaborate - establishing enhanced relationships with our community by co-designing community-based solutions to problems.

'7 days in Marion'
A feature page on the City of Marion website that aims to provide a list of visitor experiences across the city that encompass 'eat, play, shop, stay'.

Technological

Rapid advancements in internet, mobile, artificial intelligence, data management and other technologies hold enormous potential to offer solutions to some of the most complex social and environmental problems.

Smart Cities
The deployment of technology to collect data, along with the ability for analysing data is crucial to enable data driven decision making. Council is in the process of drafting a Smart CoM Strategic Plan, aligning where appropriate the 4 Year Business Plan 2019-2023 projects to include technology and data to solve community-based problems, and to work towards achieving the UN Sustainable Development Goal 11: Sustainable Cities and Communities. Three smart goals will contribute to ensure we are designing and developing a more prosperous community.

Using data to measure what residents value
Several councils across Australia are engaging third party data analytics and advisory services to help provide consumable dashboard visualisation and analytics, allowing for the monitoring of councils' investment within the community. Platforms and software are currently being investigated as a part of the Oaklands Smart Precinct.

Hydrogen

A power-to-gas demonstration plant called Hydrogen Park SA (HyP SA) is being constructed by Australian Gas Infrastructure Group (AGIG) at the Tonsley Innovation District. HyP SA will produce hydrogen from water using renewable electricity, which will then be injected into the local gas distribution network at Tonsley Innovation District to provide low-carbon gas to homes and businesses. Opportunities for use of hydrogen as an alternative vehicle fuel are also progressing.

Cyber Collaboration Centre
State Government opened the 'Australian Cyber Collaboration Centre (A3C) at Lot 14 on 6 July 2020. The Minister for Innovation and Skills, David Pisoni said the A3C will engage internationally to bridge capability gaps, bring world class cyber capabilities to Australia, and champion collaboration, innovation, entrepreneurship and enterprise (premier.sa.gov.au).

Legal

Statutes Amendment (Local Government) Review Bill 2020
The Bill was introduced into Parliament on 17 June 2020 and are a result of the Local Government Reform Program that ran over 2019-20. Proposed reforms include a new conduct management framework for council members; an expansion of expert, independent advice to councils on a range of critical financial and governance matters; modern approach to public consultation; and a range of improvements to regulation to reduce council's costs.

Planning Reforms
Underpinned by the Planning, Development and Infrastructure Act 2016. Transition to the new Planning and Design code is in progress.

Shopping Trolley By-law
At the General Council meeting on 23 June 2020, Council endorsed the Shopping Trolley Amenity By-law. The next step is to progress the By-law through the Legislative Review Committee. It is intended that the By-law will be in operation in November 2020. Once in operation, the community safety team will enforce the By-law in accordance with Council's Enforcement Policy. A grace period will be provided to allow retailers and the community sufficient opportunity to understand and comply with the new requirements.

Environmental

Greening Grants
Council is seeking co- funding to pursue greening initiatives in the city including further greening along arterial roads and also within the Edwardstown Precinct.

Carbon Neutral Plan
Includes an overarching vision to achieve the goal of carbon neutrality by 2030 for its operations. The final plan is scheduled for Council's review in September 2020.

Climate Change
Extreme heat and consistent high temperatures contribute directly to deaths from cardiovascular and respiratory disease, particularly amongst elderly people (World Health Organisation 2020) Climate Change Policy, Climate-Change-Adaptation-Governance-Assessment-Report-for-Marion.

Tree Canopy Data
A recent update in tree canopy data provided by Aerometerex states the following: 'The total canopy cover of the City of Marion is 15.01%, the average canopy cover for metropolitan Adelaide Councils is 23.7%. Almost half of the City of Marion tree canopy falls on private land and about one third is under the direct control of council.' Council has engaged in tree planting efforts on council land and some state arterial roads (a net gain of 3,500 trees per annum for City of Marion), however loss of total urban green cover in non-Council land continues to outweigh the increase on council land. A key strategy under the 'Prosperous' theme is to activate our city through quality streetscapes and placemaking initiatives to deliver vibrant and prosperous business precincts. Tree canopy initiatives endorsed by Council will improve the visual character and public realm of our business precincts.

Future of Work & Impact to the Environment

Around one quarter of emissions are transportation-related, much of that from workers travelling to work or meetings. Improved technology has enabled many organisations to introduce work from home policies and conduct meetings remotely thereby reducing commuter and business related travel. Interestingly, the changed work practices introduced in response to the COVID-19 pandemic will have a positive environmental impact on air quality as more people work from home.

Relationships

Federal Government

Key funding opportunities provided by the Federal Government offer flow on impacts to the local economy, enhanced streetscapes and business precincts.

State Government

Staff have liaised with contacts within key government agencies including the Department of Planning, Transport and Infrastructure to seek, consult and advocate for amendments on the planning reforms. Future partnerships will be vital to help realise the vision of the Edwardstown Employment Precinct.

Members of Parliament

MP's in the City of Marion's electorate's are; Badcoe, Black, Elder, Gibson and Morphett. MP's play an active community role through their support and advocacy for funding. Several of the City of Marion's strategic projects have involved support from the Federal or State Government of which MP's play a significant role.

Cross-Collaboration

A regional partnership approach with the Cities of Onkaparinga and Holdfast Bay supports the Southern Business Mentoring Program. Collaboration with the Cities of Charles Sturt and Port Adelaide Enfield has resulted in greater cost efficiencies through a partnered strategic procurement approach.

Key Business Groups

Edwardstown business community, Southern Business Connections and Hallett Cove Business Association.

Smart South Consortium

A Memorandum of Understanding between Cities of Marion and Onkaparinga, Flinders University, Renewal SA and SAGE Automation was signed in 2019 to collaboratively explore how Smart Cities applications can address real community-based problems. The group is currently exploring Smart Transit looking at end-to-end community experience and liveability around mobility.

Resident Groups

The resident group of 5049 have provided feedback and engagement on a number of planning and development matters including the Seacliff Park DPA. Our other resident groups including Hallett Cove and Oaklands Estate provide valuable feedback that contribute to the betterment of our city.

REPORTS FOR NOTING

Neighbourhood Centre Service Review & Future Directions of Centres

Originating Officer	Manager Community Connections - Liz Byrne
Corporate Manager	N/A
General Manager	General Manager City Services - Tony Lines
Report Reference	ISC200804R05

REPORT OBJECTIVE

This report will share with the Committee the outcomes of the recent Service Review of Neighbourhood and Community Centres along with future directions of the sector.

EXECUTIVE SUMMARY

There are two components of this report; the presentation of the 22 recommendations as documented in the Neighbourhood and Community Centres Service Review Report and a visionary piece about future directions of the industry and sector.

The short-term future of our centres relates immediately to:
- The implementation of the service review outcomes.
- Being responsive to the community in it's recovery post COVID-19.
- The new development of the Mitchell Park Community Hub.

The longer term view of the sector continues to be the importance of supporting outcomes for our communities and these are the principles of:
- Communities are connected - people know and care for each other, and are involved in and contribute to their community.
- Communities are inclusive - people respect and value diversity and connect with people from different backgrounds.
- Communities are resilient - people help each other and build their community to get through tough times.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Notes the outcomes of the Neighbourhood and Community Centre Service Review and the 2-year implementation plan of these outcomes.**

DISCUSSION

Service Review

A review of City of Marion's (CoM) four Neighbourhood and Community Centres focussed on identifying improvement opportunities for current centre operations against the context of what will be required of them in the future.

The key findings of the review are:
- The centres offer a place that creates an opportunity for our community to meet, socialise and connect.

- Many centres across Australia and the world are increasingly redefining themselves as community 'hubs'.*
- There are inconsistent approaches to key processes and data collection/management across all CoM centres.
- As the industry evolves, it will become necessary to look for alternative sources of not only funding but also service provision.
- Each CoM centre has the capacity to increase overall utilisation.
- Programming to date has been based on funding criteria, staff ideas and feedback from evaluation.

*Hubs - housing different service providers that offer a range of activities and services to a broad demographic.

The key recommendations from the service review are:
- Council to continue to manage the four neighbourhood and community centres.
- Strategically monitor land and/or building opportunities to potentially house future community centric sites.
- Undertake a formal workforce planning exercise including centralising of program coordination and management of volunteers.
- Initiate further collaboration with other Local Government Councils who expressed interest through the benchmarking survey.
- Increase collaborative long term strategic partnerships to deliver programs designed to support our community.
- Revise and improve key processes and data collection/management practices.
- Establish outcome-based metrics and pre-defined measurable outcomes.
- Increase community involvement in needs analysis and program-related planning.
- Continue extended hours, including a trial at Cooinda during non-daylight saving months. A report back on the trial and consideration for additional funding will be presented to Council in September 2020.

An overview of the service review is summarised in Attachment 1. The full report is included as Attachment 2.

Future trends and opportunities

- Implementation of service review outcomes.
- Responding and supporting the community in their recovery post COVID-19.
- Mitchell Park Community Hub development.
- Sector wide trends.

Attachment

#	Attachment	Type
1	Attachment 1 - Service Review - Neighbourhood and Community Centres Overview	PDF File
2	Attachment 2 - Service Review - Neighbourhood and Community Centres REport	PDF File

Appendix 1 - Overview of Neighbourhood and Community Centres Service Review

What is it?

A review of City of Marion's (CoM) four Neighbourhood and Community Centres (N&C Centres) focussing on identifying improvement opportunities for current centre operations against the context of what will be required of them in the future.

How did it come about?

N&C Centres was identified in CoM's Service Review Program for review in FY2019/20.

What were the objectives?

- Test the operating model and utilisation,
- Conduct benchmarking of our service provision across Local Government in SA and assess for opportunities for collaboration,
- Test the capacity to increase programs and program attendance,
- Analyse and assess data from the third community bus trial,
- Analyse and assess data from the extended opening hours trial,
- Assess how the current overall operations support the strategic direction of Council and align to N&C Centres of the future; and
- Identify opportunities for broader process and system improvements.

What was the approach?

A broad range of analysis was undertaken including, but not limited to:

- Surveying of both users and non-users of the centres,
- Conducting Local Government benchmarking with 9 South Australian and 7 interstate Councils,
- Undertaking desktop research of future trend literature from different countries and entities,
- The use of smart technology (iBeacons) to collect additional statistical data; and
- Consulting with key stakeholders.

What were the key findings?

- the centres offer a place that creates an opportunity for our community to meet, socialise and connect
- many centres across Australia and the world are increasingly redefining themselves as community 'hubs'*
- inconsistent approaches to key processes and data collection/management across all centres
- as the industry evolves, it will become necessary to look for alternative sources of not only funding but also service provision
- each CoM centre has the capacity to increase overall utilisation
- programming to-date has been based on funding criteria, staff ideas and feedback from evaluation

What were the key recommendations?

- council to continue to manage the four N&C Centres
- in collaboration with People and Culture, undertake a formal workforce planning exercise
- initiate further collaboration with other LG Councils who expressed interest through the benchmarking survey
- look to increase collaborative long term strategic partnerships to deliver programs designed to support our community
- centralise coordination of programs, activities and events and management of volunteers
- revise and improve key processes and data collection/management practices
- establish outcome based metrics and pre-defined measurable outcomes
- increase community involvement in needs analysis and program-related planning, use of centre spaces, and other modes of delivery
- continue extended hours including a trial at Cooinda during non-daylight savings months

What were the key outcomes/impacts?

| alignment of the workforce to current and future service demands | reduced reliance on external grant funding to run the centres | increased collaborative long term partnerships invested in community-centric outcomes and service provision | increased breadth of service offerings and the times they are offered reflective of what the community values | improved customer experience | increased utilisation, attendance at all centres (in particular at Trott Park) | improvements to internal systems and processes |

What were the financial impacts?

- While significant cost benefits in the short term will not be realised, it is anticipated that key changes to internal systems, processes and the adoption of a facilitative model would significantly reduce the reliance on grant and council funding into the future, with the hiring of spaces by service providers likely provide revenue of the centres; and
- The costs of implementing recommendations is estimated at $70k to cover expenses relating to extended hours and new technology.

*Hubs = housing different service providers that offer a range of activities, programs and services to a broad demographic

SERVICE REVIEW

Neighbourhood and
Community Centres

REPORT

May 2020

Service Review – Neighbourhood and Community Centres

CITY OF
MARION

Contents

1. Executive summary

The City of Marion (CoM) currently manages four Neighbourhood and Community Centres (N&C Centres) – Cooinda, Glandore, Mitchell Park and Trott Park.

The aim of the N&C Centres is to provide "…a fun, diverse and accessible range of social, recreational and educational activities and programs that develop personal growth, encourage wellbeing and a sense of identity and community" by responding "…to the health, welfare, individual and community needs…".[1]

Each of the centres facilitate a range of activities and events for the community, with Recreation and Social events (34%), Exercise (29%) and Art and Craft (14%) forming the top three categories of programs and activities attended by the community.

The centres mainly operate Monday – Friday between the hours of 9am – 4.00pm and Glandore, Cooinda and Trott Park open every Saturday morning 8:30am to 12:30pm (externally funded) plus have recently trialled extended opening hours (see *Section 12*). The centres and their rooms/spaces can also be hired both inside and outside of these opening hours for private events and programs.

The N&C Centres are predominately funded by grants (65% of the total income) and the overall team running the centres comprises of 9.99FTE (see *Section 16*), at an annual cost of $1.15M to Council (see *Section 9*). The largest expenditures for N&C Centres overall is staff costs (43%) followed by contractors for additional staff and tutors of programs, activities and events (31%). The average unit cost per attendee at a N&C Centre program, activity or event was estimated at $18 per person.

This service review (SR) has focussed on identifying improvement opportunities for current centre operations against the context of what will be required of them in the future. In considering the future of community services, research was undertaken as part of this review and has been included in *Section 8*. Attendance and utilisation data included in this report and in support of recommendations is indicative based on the quality of data available during the review.

If the recommendations identified in the SR are implemented the key outcomes will deliver:

- Continuation of management by CoM of the four N&C Centres,
- Capacity analysis of N&C Centre staff in line with the identified future skills required and provision of relevant training,
- Fostering of existing and new long-term committed partnerships, invested in community-centric outcomes and service provision,
- Reduction in the reliance on external grant funding to run the centres, programs, and events,
- Centralised coordination of programs, activities and events across centres,
- Revised data collection practices, improved data management, and the use of data as a tool to better understand N&C Centre customer personas and identify potential gaps,
- Increased breadth of services offered to be more inclusive, diverse and reflective of our community as a whole increasing attendance and engagement and attract new customers to the centres,
- Centralised management and coordination of volunteers,
- Engagement on the CRM project and gathering of business requirements for future use,
- Establishment of KPIs for centres, programs and events that management, council and funding bodies can use to monitor and measure performance,
- Enhanced customer experience through improved consistency across centres, diverse programming, and the provision of different options (channels) for the community to engage with N&C Centres programs and events,
- Increased utilisation, attendance and volunteer contributions at Trott Park,
- Continuation of extended hours at N&C Centres including a trial at Cooinda during non-daylight savings months; and
- Improvements to internal systems and processes to better facilitate staff rotation across all centres.

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[1] https://www.marion.sa.gov.au/venues-and-facilities/neighbourhood-centres/cooinda-neighbourhood-centre as viewed on 15/05/2020

While significant cost benefits will not be realised in the short term, it is anticipated that key changes to internal systems, processes and the adoption of a facilitative model would significantly reduce the reliance on grant and council funding into the future, with the hiring of spaces by service providers likely providing revenue for the centres.

The financial costs from implementing the recommendations of the SR are estimated at $70k to cover expenses relating to extended hours and new technology.

2. Background

At the 25 June 2019 meeting of General Council, Council adopted the SR Program for FY2019/20, and N&C Centres was identified in this program for review.

2.1 Service overview

CoM's four N&C Centres offer a place that create an opportunity for our community to meet, socialise and connect. They are inclusive hubs of activity in the CoM providing programs and services for all ages and levels of ability. Customers participate in a wide range of programs, including arts and crafts, health, fitness, dance, classes for parents, children and seniors, social outings and meals. The centres are Cooinda (Sturt), which is located centrally, Mitchell Park and Glandore serve the north east, and Trott Park is in the south. For an overview of each centre and further information refer to *Section 7.*

2.2 Objectives

The SR had the following objectives with regard to the in-scope services:

- Test the operating model and utilisation,
- Conduct benchmarking of our service provision across Local Government in SA and assess for opportunities for collaboration,
- Test the capacity to increase programs and program attendance, as per recent Council reports and resolutions,
- Analyse and assess data from the third community bus trial (commenced January 2020),
- Analyse and assess data from the extended opening hours trial (occurred during daylight savings months i.e. October 2019 to March 2020),
- Assess how the current overall operations support the strategic direction of Council and align to N&C Centres of the future; and
- Identify opportunities for broader process and system improvements.

2.3 Deliverables

The deliverables of the SR was a report with meaningful recommendations and an implementation plan.

2.4 Analysis approach

A broad range of analysis was undertaken in order to identify opportunities for improving outcomes for the community and customers in relation to N&C Centres, this included (but not limited to):

- Surveying of non-users of the centre to understand why they don't attend,
- Conducting Local Government benchmarking with 9 South Australian and 7 interstate Councils,
- Undertaking desktop research of approximately 20 community centres both in Australia and overseas,
- Undertaking desktop research of future trend literature from different countries and entities; and
- The use of smart technology (iBeacons) to collect additional statistical data,

Details on all approaches for the SR can be viewed in *Section 5.*

3. Recommendations

Table 1: Service Review Recommendations

No.	Recommendation
1.	Council to continue to manage the four N&C Centres.
2.	In collaboration with People and Culture, undertake a formal workforce planning exercise to include succession planning, professional development requirements and a staff skills audit to align the workforce to current and future service demands.
3.	Continue seeking and look to increase collaborative long term strategic partnerships to deliver programs designed to support our community. This would include targeting alternative sources of funding and service provision, including seeking service providers to deliver services from/through N&C Centres. *(benefits are partially dependent on Recommendation 4)*
4.	Explore the opportunity for centre hire income to be channelled into N&C Centre management and programming.
5.	Centralise coordination of programs and events for N&C Centres through a Program and Partnerships Coordinator, who would also work with other areas across CoM that deliver events or who have expressed an interest to collaborate (through the internal partners survey) to look for synergy and partnering opportunities (using existing FTE).
6.	Increase community involvement in needs analysis and program-related planning, use of centre spaces, and other modes of delivery to ensure that they are holistic and complementary and planned further in advance (>1yr).
7.	Engage and collaborate with the Inclusion Reference Group (members include people with a disability) to consider how N&C Centres could support non-NDIS funded programs.
8.	Initiate further collaboration with other Local Government Councils who expressed interest through the benchmarking survey in opportunities to share knowledge and resources, network, undertake joint projects and create partnerships.
9.	Centralise management and coordination of volunteers (using existing FTE).
10.	Undertake a 2 year program focusing on increasing utilisation, attendance and volunteer contributions at Trott Park Neighbourhood Centre.
11.	Trial Extended Hours at Cooinda Neighbourhood Centre only during non-daylight savings months.
12.	Continue Extended Hours at three N&C Centres (Cooinda, Trott Park and Glandore) during the daylight savings months with increased promotion of the offerings.
13.	Ensure N&C Centres are stakeholders in the development and roll out the new CRM system.
14.	Revise data collection practices, improve data management and instil the importance of data as a tool and part of everyone's role.
15.	Use data to better understand N&C Centre customer personas and identify potential gaps in service offerings to a broader cross section of our community.
16.	Establish outcome-based metrics to identify what success looks like for N&C Centres and measure performance against this criteria.
17.	Ensure programs, activities and events have pre-defined measurable outcomes.
18.	Upgrade televisions at three N&C Centres (Cooinda, Glandore and Trott Park), connect to the corporate digital system and centralise the marketing of content to these screens.
19.	Review and map key processes to look for opportunities to improve consistency and efficiency across the centres.
20.	Automate all manual processes (where possible). *(Dependency on Recommendations 19)*
21.	Continue with the trial of the third Community Bus until June 2021 (original expected trial end date) to gain further data to analyse the ongoing need. *(this is managed by the Positive Ageing and Inclusion Team)*

Industrial awards and enterprise agreements applying to the City of Marion require a consultative process to be undertaken with employees and their representative union where those employees will be impacted by the formulation of plans that have a direct impact on them. This requirement applies where the formulation of plans impacts on the composition, operation, size of the workforce or in the skills required, alteration in the hours of work, the need for retraining or transfer of employees to other work location and the restructuring of jobs.

The purpose of these industrial arrangements is to provide an opportunity for employees and their union to have their viewpoints heard and taken into account prior to a decision being made.

4. Implementation schedule

Proposed timing relating to the implementation of the SR recommendations are included in *Table 2*. These timings need to be validated with leaders as part of their program planning and may be subject to change.

Table 2: Implementation schedule

Recommendation (summarised)	FY2020/21				FY2021/22			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Council to continue to manage the four N&C Centres	X							
2. Formal workforce planning exercise	X							
3. Formalise the approach to increase collaborative long term strategic partnerships to deliver programs	X	X	X					
4. Explore the opportunity for centre hire income to be channelled into N&C Centres	X	X						
5. Centralise coordination of programs and events for N&C Centres through a Program and Partnerships Coordinator	X							
6. Formalise the approach to increase community involvement in needs analysis and program-related planning, use of centre spaces, and other modes of delivery	X	X	X	X				
7. Engage and collaborate with the Inclusion Reference Group (members include people with a disability)	X	X	X	X				
8. Initiate further collaboration with other Local Government Councils who expressed interest	X	X						
9. Centralise management and coordination of volunteers	X							
10. Increase utilisation, attendance and volunteer contributions at Trott Park Neighbourhood Centre (2 year program)	X	X	X	X	X	X	X	X
11. Trial Extended Hours at Cooinda Neighbourhood Centre only during non-daylight savings months	X		X	X	X	X		
12. Continue Extended Hours at three N&C Centres during daylight savings months		X	X				X	X
13. Stakeholders in the development and rollout of the new CRM	X	X						
14. Revise data collection practices to improve data management and instil the importance of data	X	X	X	X				
15. Formalise the approach to use data to better understand N&C Centre customer personas and identify potential gaps	X	X	X	X				
16. Establish outcome based metrics and measure performance against this criteria	X	X	X	X	X			
17. Formalise the approach to ensure programs, activities and events have pre-defined measurable outcomes.	X	X	X	X	X			
18. Upgrade televisions and central marketing of content	X	X	X	X	X	X		
19. Review and map key processes to look for opportunities	X	X	X	X	X	X	X	
20. Automate all manual processes	X	X	X	X	X	X	X	
21. Continue with the trial of the third Community Bus	X	X	X	X				

ANALYSIS, FINDINGS AND RECOMMENDATIONS

5. Analysis approach

A broad range of analysis was undertaken in order to identify opportunities for improving outcomes for the community and customers in relation to N&C Centres, the approaches for the SR can be viewed in *Table 3*.

Table 3: Analysis approach

Approach	Detail
Gathering, consolidating and analysing statistical data	To test the operating model and utilisation, with a focus on; • Resourcing (both staff and volunteers) • Funding • Programs and events offered • Attendance (at programs/activities/events and visitors*) • Utilisation of centres (CoM programmed hire and external hire) • Food/meals provided • Extended hours trial • Third community bus trial
Collecting additional statistical data	• Via manual recording, to understand how many and why visitors* attend centres • Via smart technology (iBeacons), to record attendance both inside and outside the centres
Consulting with the community	Surveying of current users of the centre to understand: • Their current utilisation • Why they attend • Their overall experience • What additional services, programs/activities and learning opportunities they would like offered • What centre elements are important to them e.g. community spaces (buildings and surroundings), access to support information, etc. • Their ideas for centres of the future Surveying of non-users of the centre to understand: • Why they don't attend • What centre elements are important to them e.g. community spaces (buildings and surroundings), access to support information, etc. • Their ideas for centres of the future
Consulting with key stakeholders	Surveying of CoM Elected Members to: • Gain insights into their experiences and interactions with centres • Understand feedback they have received from the community regarding centres • Understand the role that they see centres playing in the future • Identify potential opportunities to improve customer experience Surveying of internal partners (CoM staff) to: • Gain insights into their experiences and interactions with centres • Identify partnering opportunities • Understand their first impressions of centres • Identify potential opportunities to improve customer experience Surveying of CoM N&C Centre volunteers to: • Understand the current support they provide N&C Centres • Identify potential opportunities to improve volunteering at N&C Centres
Consulting with N&C Centre staff	Surveying, interviewing and group brainstorming with centre staff to: • Reflect on what they felt was working well • Understand what they would like changed or eliminated • Identify potential opportunities for improvement

*Visitors to N&C Centres who were not there to attend a scheduled program/activity or event.

Approach	Detail
Conducting Local Government benchmarking and research	Surveying of 9 South Australian Councils to understand: • Their management, programming and funding models • How they determine measures of success • Collaboration opportunities Surveying of 7 interstate Councils to understand: • Their management, programming and funding models • How they determine measures of success Undertaking desktop research of approximately 20 community centres both in Australia and overseas to understand: • Their management, programming and funding models • What they were doing differently to CoM • Identify potential opportunities for improvement
Assessing the current overall operations	Reflected through various activities including: • Testing the operating model and utilisation • Testing the capacity to increase programs and attendance • Analysing and assessing the data from the extended opening hours trial • Assessing how the current overall operations support the strategic direction of Council • Identifying opportunities for broader process and system improvements • Looking at what services could be provided that currently the National Disability Insurance Scheme (NDIS) to not provide
Researching future trends	Undertaking desktop research of future trend literature from different countries and entities to: • Identify future profiles of community services industry • Forecast what the future needs/requirements are • Outline the imperatives for success • Identify potential opportunities for improvement
Reviewing of core processes	• Interviewing centre staff regarding core process that impact all N&C Centres • Undertaking an exercise with centre staff to understand what activities and processes they are spending their time on • Identifying streamlining opportunities

6. Delivery against objectives

Table 4: Delivery against objectives

SR Objectives	How it was delivered								
	Gathering, consolidating and analysing statistical and financial data*	Collecting additional statistical data*	Consulting with the community*	Consulting with key stakeholders**	Consulting with N&C Centre staff	Conducting LG benchmarking*	Assessing the current overall operations*	Researching future trends	Reviewing core processes*
Test the operating model and utilisation	■	■	■	■	■		■		■
Conduct benchmarking of our service provision across LG in SA and assess for opportunities for collaboration						■		■	
Test the capacity to increase programs and program attendance, as per recent Council reports and motions	■	■	■	■	■		■		
Analyse and assess data from the third community bus trial	■	■							
Analyse and assess data from the extended opening hours trial	■	■					■		
Assess how the current overall operations support the strategic direction of Council and align to N&C Centres of the future					■		■	■	
Identify opportunities for broader process and system improvements	■	■	■	■	■		■		■

The Finance and Audit Committee provided the following comments when the scope was presented to them for consideration:

1. Look outside for opportunities, not just at the bricks and mortar but the service profile,
2. Look at what services could be provided that currently the National Disability Insurance Scheme cannot do through their current structures as it may provide the ability to get non rate income while providing a service to the community; and
3. Encourage an agile approach to the service review that focuses on opportunities for improvement.

Both comment and 1 and 2 have been considered in the SR. An agile approach was unable to occur due the need for manual entry of data (that had not been collated or entered electronically) required for the review and impacts from the COVID-19 pandemic.

*Work undertaken in collaboration with various staff across N&C Centres and SR Delivery Group members.

**Key stakeholders include: Elected Members, CoM internal partners and CoM volunteers.

7. Overview of N&C Centres

Table 5: N&C Centre service parameters (2019 calendar year, unless stated otherwise)

	Cooinda	Glandore	Mitchell Park	Trott Park	TOTAL	Comments
Facts						
N&C Centre building age	41	130 & 100	33	34	NA	• Years
Resourcing						
CoM staff						
Headcount	4	3	1	2	**14**	• Includes 4 additional staff (2.39FTE) who rotate sites.
FTE	2.5	2.6	0.7	1.8	**9.99**	• Based on current staff.
Volunteers						
Headcount	47	46	23	13	**129**	• Contribution based on $43.65 per hour.
Contribution (hours)	10,300	6,000	5,200	2,800	**24,300**	
Contribution ($s)	$450k	$262k	$227k	$122k	**$1.06M**	
Financial performance						
Income	-$507k	-$121k	-$63k	-$50k	**-$741k**	• FY1819 actuals.
Expenditure	$808k	$642k	$171k	$236k	**$1.85M**	• Includes expenditure and income that is distributed to Land & Property Team.
Transfers	-	$42k	-	-	**$42k**	
Total (cost to Council)	**$301k**	**$563k**	**$108k**	**$186k**	**$1.15M**	
Centre performance						
Programs, activities and events						
Programs and activities offered	565	493	211	230	**1,499**	• Excludes extended hours trial.
One off events offered	19	57	18	34	**128**	
Total offered	**584**	**550**	**229**	**264**	1,627	
Programs and activities attendance	25,989	15,099	7,362	10,700	**59,150**	
One off events attendance	203	2,542	413	738	**3,896**	
Total attendance	**26,192**	**17,641**	**7,775**	**11,438**	63,046	
Most attended program or activity area	Recreation & Social	Recreation & Social	Recreation & Social	Exercise	**NA**	
Most attended one off event	Animal Encounters	Carols in the Park	Christmas in the Park	Orchestra Fantastica	**NA**	
Extended hours trial						
Programs, activities and events offered	56	41	NA	31	**128**	• Oct 2019 to Mar 2020. • Includes recurring events.
Attendance	720	305	NA	452	**1589**	
Drop ins/calls	73	40	NA	104	**217**	
Visitors to the centre						
Visitors	2,694	1,627	704	457	**5,482**	• Manual count. • Jan to Feb 2020 only. • Excludes attendees at a program, activity or event.
Attendance (inside)	2,877	3,414	543	474	**7,308**	• iBeacon count.
Attendance (outside)	9,089	3,900	696	522	**14,207**	• Feb to Mar 2020 only.
Food/Meals						
Provided (events)	5,214	1,876	1,322	961	**9,373**	• Funded by CHSP (99%).
Provided (extended hours)	636	95	NA	11	**742**	• Funded by Family and Community Development (100%).
Utilisation						
External hire bookings	5%	36%	13%	13%		• Includes recurring bookings. • Based on: − Regular opening hours, − 49 week opening; and − Available spaces.
Utilisation of centre	94%	71%	35%	25%		

KEY POINTS AND OBSERVATIONS

Section: Overview of N&C Centres

- Cooinda and Glandore had the greatest number of volunteers, 47 and 46 respectively, while Trott Park had the least (13).
- Cooinda had the greatest volunteer contribution (10,300 hours) and Trott Park had the least (2,800 hours).
- Cooinda and Glandore offered the most number of programs, activities and events and Mitchell Park offered the least.
- Cooinda and Glandore had the greatest number of attendees at programs, activities and events and Mitchell Park had the lowest attendance.
- During the extended hours trial, Cooinda had the greatest number of attendees and provided the most food/meals.
- Glandore had the lowest attendance during the extended hours trial.
- During the recorded 2 month period, Cooinda had the greatest number of visitors (2,694) and Trott Park had the least visitors (457).
- Cooinda provided the greatest number of food/meals (5,214) and Trott Park provided the least (961).
- Cooinda had the greatest utilisation rate of the entire centre (94%) and Trott Park had the lowest utilisation (25%).
- Glandore had the most external hire bookings (36%) and Cooinda had the lowest (5%).
- There is great capacity to increase utilisation, attendance and volunteer contribution at Trott Park.
- There is also opportunity to increase utilisation, attendance and volunteer contribution at Mitchell Park, however, this

8. Future trends of N&C Centres

N&C Centres worldwide have arisen to strengthen and support social cohesion, inclusion and the infrastructure required to promote community resilience and empowerment to the community at whole and also particularly within vulnerable groups. They strive to deliver a sense of place and community where everyone is welcome.

N&C Centre staff and volunteers progressively experience communities with increasingly complex needs and demands, often without additional funding, training or support to be able to assist them. There can be no doubt, however, regarding the commitment and positive intent of everyone who works in the N&C Centres, both staff and volunteers alike and their dedication to supporting the community.

It is important to note that N&C Centres have traditionally been place-based, with programs and events run from them. They are places for people to meet and connect. Through the COVID-19 pandemic, however, the idea of community and how we connect has shifted. Community is a mindset and if the pandemic has shown us anything, then it has been how we continue to connect in a virtual world both to ease isolation and provide support to one another.

Going forward, this has shone a light on the opportunity to provide community services through different channels to continue to connect with people who are not always able to connect in person. Classes can be live streamed, virtual catch ups organised, online groups set up as community services become less place-based and more facilitative and can be run from any location. This would also incorporate other programs and events run by other departments at CoM and would benefit from a centralised coordinated approach.
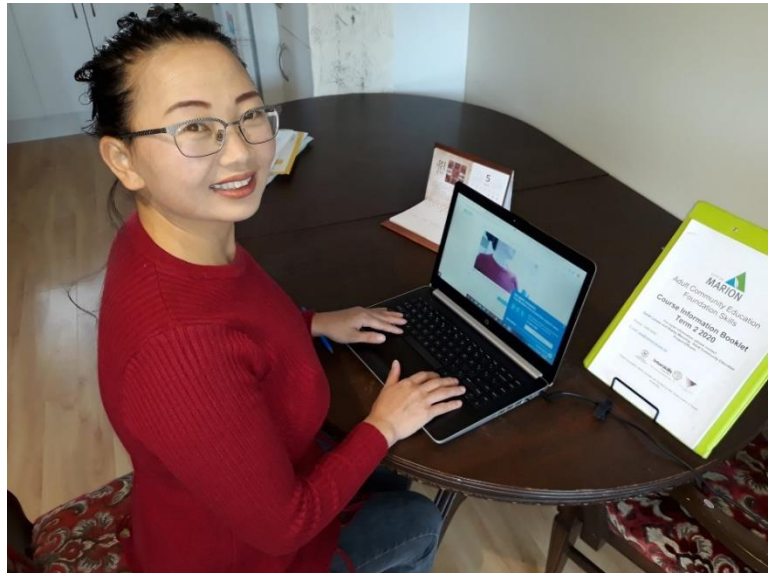
Image 1: Local resident Byambasyren (Bymba) making the most of her time during COVID-19 restrictions by learning the skills to find a job for free thanks to N&C Centres. Bymba signed up to five new online Adult Community Education (ACE) courses, which Council delivered online for the first time during the COVID-19 pandemic

In researching the future state of community services, literature from different countries and entities was reviewed for insight on current practices, lessons learnt, different models, and the strategic thinking taking place on the future of these services. Closely resonating with CoM's experience was a report by Deloitte Access Economics, authored in April 2016.

The report provides a "…future profile of the Community Services Industry in Queensland…"[2] and was co-commissioned by the Community Services Industry Alliance and the Department of Communities, Child Safety and Disability Services in Queensland. Titled Forecasting the future: community services in Queensland 2025 (PDF, 5 MB) Forecasting the future: community services in Queensland 2025 (RTF, 646 KB), the report outlined imperatives for success for the Community Services industry per the below:

Imperatives for success as defined by Deloitte Access Economics[3]
- *Outcomes focus* – approaching service planning and provision of services based on the desired end state for the client or community;
- *Research and innovation* – the process of systematically investigating and studying new materials and methods (research), and the process of applying these materials and methods to improve products and processes (innovation);
- *Digital disruption* – the impact of digital innovation, including advances in computing, networks and devices, and the capabilities they hold;
- *Funding and financing* – the mechanisms by which services are commissioned and paid for, by private investors, Government, and clients;
- *Productivity* – focus on the efficient delivery of goods and services to achieve the desired outcome;

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[2] https://www.communities.qld.gov.au/industry-partners/forecasting-future-community-services-queensland-2025 as viewed 6/03/2020
[3] https://www.communities.qld.gov.au/resources/dcdss/industry-partners/forecasting-future/forecasting-future-community-services-qld-summary.pdf as viewed 4/03/2020, Pg. 23

- ***Collaboration and cooperation*** – partnerships and collaborative models within the Industry, with other businesses, institutions, investors, clients and communities; and
- ***Policy and regulation*** – principles, plans and courses of action developed by Government to enable or discourage certain behaviours of individuals, communities and industries.

The current service offerings at CoM N&C Centres are broadly reviewed against what is considered imperatives for success by Deloitte, and considers what future success might look like for CoM and the subsequent benefits.

8.1 Funding in the future

Through the literature reviewed, it is anticipated that as the community services industry evolves and grant funding is either reduced or the requirements change, it will become necessary to look for alternative sources of not only funding but also service provision. Building partnerships will be critical and those partnerships are increasingly likely to require demonstrable and measurable social impact to attract and retain funding[4].

Evidence-based data particularly around social impact initiatives will be required by partners and/or investors to ensure that their support is producing measurable results that benefit the intended recipients. Long term committed partnerships will require data and evidence in order to collectively adapt programs in real time[5] to ensure outcomes are met.

"Government investment in community services is unlikely to be able to keep pace with growing demand. This will drive organisations to **seek diversified revenue and funding sources…Investors in service provision**, whether they be the Government, private partners, consumers, or organisations themselves, will be **seeking better value for money and return on investment**. Insufficient collection of, and access to, appropriate and accurate data will limit the **ability for Government and other organisations to strategically plan and evaluate programs**."[6]

8.2 Programs and Events – Future Trends and Opportunities

N&C Centres worldwide are increasingly offering facilitated support to communities via service offerings such as parenting skills, education, health, and income generation, particularly where entrenched disadvantaged exists. This is a shift from the traditional focus of N&C Centres around social cohesion to supporting community strengthening and functioning through integrated service offerings.

This shift, however, would require multi-layered integrated partnerships to develop and implement strategies that focus on disadvantage in the community. Key to this is working with the community to create partnerships both with funding and implementing partners and also the community. Through the development of community partnership N&C Centres are able to understand their lived experience, their needs, and aspirations to inform strategies and work on co-designing programs. This is turn fosters ownership and uptake of programs as the community and N&C Centres "…take collective action and generate solutions to common problems…".[7]

"…focusing on collective and collaborative action, active engagement and partnership with communities so that all stakeholders see themselves as active participants…"[8]

To ensure the programs are more community-centred and inclusive of all groups, needs analysis and improved data collection would be required to undertake gap analysis. This would help ensure that we have measurable outcomes in mind and that we are reaching our intended customers, including the most vulnerable people within our community.

"A key component is **data collection and analysis that efficiently provides an understanding of community-level outcomes, as well as effective data systems at other levels that provide markers of success and progress**."[75]

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[4] https://www.communities.qld.gov.au/resources/dcdss/industry-partners/forecasting-future/forecasting-future-community-services-qld-summary.pdf p. 19 as viewed 24/02/2020

[5] https://www.communities.qld.gov.au/community/place-based-approaches/overview as viewed 26/02/2020

[6] https://www.communities.qld.gov.au/resources/dcdss/industry-partners/forecasting-future/forecasting-future-community-services-qld-summary.pdf p. 25 as viewed 4/03/2020

[7] https://web.archive.org/web/20140714225617/http://unterm.un.org/DGAACS/unterm.nsf/8fa942046ff7601c85256983007ca4d8/526c2eaba978f007852569fd00036819?OpenDocument as viewed 5/03/2020

[8] https://www.communities.qld.gov.au/community/place-based-approaches/overview as viewed 26/02/2020

8.3 Location – Future Trends and Opportunities

The rationale regarding where N&C Centres should be located varies in the literature reviewed based on the intent or vision for the centre. The common theme across the literature, however, proposes that centres should be located where they are easily accessible via public transport whilst factoring in the intended targeted community.

The following description is a common shared experience that is relevant to CoM N&C Centres:

"Current community buildings were purchased and provided to organisations up to 45 years ago based on a single purpose, single service model. This results in a lack of coordinated service delivery, a culture of competition, a lack of shared space and a lack of fit-for-purpose accommodation."[9]

Many community centres are increasingly developing or redefining themselves as community 'hubs'. Community hubs are typically defined as public spaces that house different service providers that offer a range of activities, programs and services to a broad demographic.

The co-location of services or 'hubs' would present the opportunity to provide a holistic and responsive approach to community needs and provide better access to limited resources[10]. Renting space or making it bookable for 'anchor' tenants and partnerships as mentioned above would have a twofold benefit of delivering programs and events while reducing the reliance on external funding and resources.[11]

8.4 Resourcing - Skills required: Digital Literacy, Data Collection and Analysis – Future Trends and Opportunities

The Deloitte report suggests that:

"The current skills profile of the workforce will need to adjust to meet future needs of the Industry to **address skills shortages in growing areas** of need such as data management and analysis, outcome measurement, ability to adopt digital solutions, and finance and business acumen."[12]

Training in the areas described above and digital literacy in general would be recommended to address and prepare for improved centre management and future requirements, particularly in light of COVID-19. These skills are seen as a critical component to future success.

"Pursuing adoption of digital solutions to improve efficiency of data collection will be vital to ensure the accuracy of data sets, whilst preserving core service provision."[13]

Centralised coordination and processes and the adoption of digital solutions and working with the community to also embrace them would be advantageous not only in the current COVID-19 environment but moving into the future and working through ways to connect with the community virtually. Going forward this may look like a consolidated list of all activities and events offered by CoM and options on how to attend them, either in person when restrictions lift, or in the place of the community's choosing, virtually.

It will be critical that the centres embrace data and its collection moving forward.

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[9] https://www.ryde.nsw.gov.au/files/assets/public/community/community-hubs/community-hubs-model-the-seven-stages-of-creating-community-hubs.pdf p. 5 as viewed 24/02/2020

[10] https://www.ryde.nsw.gov.au/files/assets/public/community/community-hubs/community-hubs-model-the-seven-stages-of-creating-community-hubs.pdf p. 2 as viewed 24/02/2020

[11] https://www.ryde.nsw.gov.au/files/assets/public/community/community-hubs/community-hubs-model-the-seven-stages-of-creating-community-hubs.pdf p. 19 as viewed 24/02/2020

[12] https://www.communities.qld.gov.au/resources/dcdss/industry-partners/forecasting-future/forecasting-future-community-services-qld-summary.pdf p. 26 as viewed

[13] https://www.communities.qld.gov.au/resources/dcdss/industry-partners/forecasting-future/forecasting-future-community-services-qld-summary.pdf p. 29 as viewed 4/03/2020

"…we need to make better use of data. The current approach to data use is fragmented and too focused on compliance. We need to see data not as a means of punishment but as a tool – one that can allow us to identify or 'find' those most in need of support before they fall into disadvantage."[14]

Currently N&C Centres use event management and room booking applications and in addition, Excel for some data collection. These applications and practices, however, have not been uniformly adopted across the four centres creating inconsistent data management processes and data entry. With the introduction of a new Customer Relationship Management (CRM) system at CoM, it is recommended that the N&C Centres use this for all community engagement data management.

Use of the future CRM will improve data management, analysis and reporting exponentially going forward. This will also facilitate being able to reach out and make contact with our community during a crisis, such as what we are currently experiencing through COVID-19. It would also facilitate analysis of our community and how they connect with us through N&C Centres and provide a deeper understanding of the community's pain points from which to inform programming and the various delivery modes required.

"Insufficient collection of, and access to, appropriate and accurate data will limit the **ability for Government and other organisations to strategically plan and evaluate programs**."[15]

Use of a CRM will also facilitate agility in potentially putting together information easily for different audiences as the data and subsequent analysis will be readily available and staff won't be reliant on their current practices (time-consuming paper-based collation and entry of information).

KEY POINTS AND OBSERVATIONS
Section: Future Trends of N&C Centres
- N&C Centres have traditionally been place-based, the idea of community and how we connect has shifted and there is an opportunity to provide community services through different channels.
- Imperatives for success for the Community Services industry include:
  - Outcomes focus
  - Research and innovation
  - Digital disruption
  - Funding and financing
  - Productivity
  - Collaboration and cooperation
  - Policy and regulation
- It is anticipated that as the community services industry evolves and grant funding is either reduced or the requirements change, it will become necessary to look for alternative sources of not only funding but also service provision.
- There is a shift from the traditional focus of N&C Centres around social cohesion to supporting community strengthening and functioning through integrated service offerings.
- A key for success is working with the community to create partnerships both with funding and implementing partners and also the community.
- To ensure programs are more community-centred and inclusive of all groups, needs analysis and improved data collection would be required to undertake gap analysis.
- Centres should be located where they are easily accessible via public transport whilst factoring in the intended targeted community.
- Many community centres are increasingly developing or redefining themselves as community 'hubs' housing different service providers that offer a range of activities, programs and services to a broad demographic.
- The current workforce will need to be able to adjust and address skills shortages to meet future needs of the Industry including data management and analysis, outcome measurement, finance and business acumen and have the ability to adopt digital solutions.
- CoM N&C Centres need to improve data management and analysis and make better use of data.

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[14] https://www.ceda.com.au/CEDA/media/General/Publication/PDFs/CEDA_DisruptingDisadvantageS1brochure_Nov2019.pdf, p. 2, as viewed 24/02/2020 - Committee for Economic Development of Australia (CEDA)

[15] https://www.communities.qld.gov.au/resources/dcdss/industry-partners/forecasting-future/forecasting-future-community-services-qld-summary.pdf p. 25 as viewed 4/03/2020

9. Funding of Neighbourhood Centres at CoM (current state)

Current programs run through N&C Centres are funded by (and dependent on) funding from Council and grants to operate. The largest expenditures for N&C Centres overall is staff costs (43%) followed by contractors for additional staff and tutors of programs, activities and events (31%).

Grants acquired to contribute to funding of the N&C Centres account for approximately 65% of the total overall income received by CoM and currently fund approximately 2.71FTE positions and various programs, activities and events delivered across the centres. The grant provider stipulates how the funding is to be used, intended community recipients, and have reporting requirements. There are two main grants received from the State Government that account for 56% of the total overall income received by CoM, these include:

Family and Community Development
$250k per financial year (approximate)
The purpose of this funding is to offer a range of opportunities and activities with a focus on alleviating social isolation to enable people to form friendships and build personal and collective capacity to address future needs and issues.

Skills SA
$165k per financial year (approximate)
The purpose of this funding is to deliver the Adult Community Education (ACE) program, a pathway to traditional formal learning. The program is designed to improve learning skills and can be the first step towards further training, employment or volunteering opportunities.

Should the State Government reallocate or redistribute the current funding made available to N&C Centres, the financial sustainability of these programs and services would be unlikely[16] given that the programs and services are unbudgeted by CoM.

There are additional staff members (approximately 2.36FTE) that are housed at N&C Centres delivering CHSP funded activities. These staff report to the Positive Ageing and Inclusion Team and fund approximately 50% of programs delivered at Cooinda.

The full operating statement of N&C Centres for FY2018/19 can be viewed in *Table 6*, note the following annotations:

- Expenditure and income is distributed between both N&C Centres and the Land and Property Team e.g. Land and Property receive all income for hire charges and rent, however pay for the majority of maintenance on buildings.
- While the State Government Subsidy resides in one centre's budget it is distributed across the centres.
- During 2020 work has been undertaken in conjunction with Finance to combine individual budgets into one holistic view, the external grant funds will be kept separate from operational and program CoM budgets.
- The CHSP funded programs are not included in the operating statement.

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[16] https://www.ryde.nsw.gov.au/files/assets/public/community/community-hubs/community-hubs-model-the-seven-stages-of-creating-community-hubs.pdf p. 1 as viewed 24/02/2020

Table 6: Operating statement FY2018/19 $'000s

	Cooinda	Glandore	Mitchell Park	Trott Park	TOTAL
Income	**-507**	**-121**	**-63**	**-50**	**-741**
State Government subsidy	-437	-	-	-	-437
Tuition income	-35	-54	-	-41	-130
Hire charges	-15	-41	-6	-9	-71
Other grants	-	-1	-45	-	-46
Rent	-	-16	-	-	-16
Other user charges	-	-2	-12	-	-14
Sales income	-11	-	-	-	-11
Donations and contributions income	-5	-	-	-	-5
Other subsidies	-	-5	-	-	-5
Other reimbursements	-1	-2	-	-	-3
Council facilities - internal recovery	-2	-	-	-	-2
Transfers	**-**	**42**	**-**	**-**	**42**
Expenditure	**808**	**642**	**171**	**236**	**1850**
Wages	403	228	98	64	793
Contractors (other*)	64	128	13	100	305
Contractors (staff)	205	47	9	15	276
Contractors (maintenance)	56	138	22	36	252
Other	26	26	14	7	74
Materials	28	10	6	4	49
Electricity	6	28	6	4	44
Insurances	11	11	3	3	28
Water	1	20	-	-	21
Furniture and fittings	7	5	-	2	15
Grand Total (cost to Council)	**301**	**563**	**108**	**186**	**1150**
Unit cost (average per attendee)**					**$18**

KEY POINTS AND OBSERVATIONS

Section: Funding of N&C Centres (current state)

- N&C Centres are funded by (and dependent on) funding from Council and grants to operate.
- The largest expenditures to operate N&C Centres overall is staff costs (43%) followed by contractors for additional staff and tutors of programs, activities and events (31%). Grants acquired to contribute to funding of the N&C Centres account for approximately 65% of the total overall income received by CoM.
- There are two main grants received from the State Government that account for 56% of the total overall income received by CoM.
- Should the Government reallocate or redistribute the current funding made available to N&C Centres, the financial sustainability of these programs and services would be unlikely.
- Expenditure and income is distributed between both N&C Centres and the Land and Property Team e.g. Land and Property receive all income for hire charges and rent, however pay for the majority of maintenance on buildings. This is not a consistent approach across CoM e.g. libraries receive all their hire income and are able to utilise at their discretion.

* Tutors for programs, activities and events.

**Approximate based on total cost divided by total attendance per centre. Will be different if the State Government subsidy was correctly distributed across the centres.

10. Programs and Events at Neighbourhood Centres (current state)

*Image 2: Member at the
Trott Park Community Garden*

With the noted reliance on grant funding, the N&C Centres are compliance-driven and output-focused. Programming and events at CoM N&C Centres are largely based on the eligibility criteria and reporting requirements stipulated by the funding body. Programming is therefore largely 'supply-based' dependent on the funding received and not people-centred or demand-driven.

The outcome of this is that the people attending programs and events at CoM N&C Centres represent a particular demographic based on the programs offered and are not necessarily representative of the communities as a whole living in the surrounding suburbs of the N&C Centres or CoM. Anecdotally, retirees, the elderly and CALD form the majority of the N&C Centres base who attend programs and events on a regular basis which is a reflection of the services offered and the times they are offered within (Monday to Friday 9am – 4.00pm). There has been a recent trial of extended hours (see *Section 12*), however, demographic data was not collected to be analysed.

The limited opening hours from 9am – 4.00pm Monday to Friday (and additionally Saturday mornings at Cooinda and Glandore 8:30am to 12:30pm – for the last 2 years and Trott Park from October 2019), suggests that services are for those in the community who are not working (retirees (approx. 17.4%), unemployed (7%) or stay-at-home parents). Ongoing programs are generally on a term-by-term basis and not during school holidays. Some programs have started to be run during the school holidays but need better coordination and promotion. *Table 7* provides a snapshot of ABS data provides an overview of CoM's community.

Table 7: CoM's Community - City of Marion – ABS Quick Stats[17]

Descriptor	Statistic
Median Age	39
Aged 65+	17%
Birth Country Overseas	32%
Birth Country of Parent/s Overseas	35%
Language other than English spoken at home	19%
ATSI	1%
Median Weekly Household Income	$1,263
Household Income <$650/Week	23%
Unemployed	7%
Internet not accessed at home	16%

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[17] https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA44060 as viewed on 23/04/2020

The programming model for each N&C Centre is a combination of scheduled activities, programs, events and venue/room hire (venue/room hire is predominately out of hours and on weekends), although the extent of each varies from centre to centre.

During 2019, Cooinda and Glandore offered the most number of programs (584 and 550 respectively), activities and events and Mitchell Park offered the least (229). This was also reflected in the attendance data with Cooinda and Glandore having the greatest attendance (26,192 and 17,641 respectively) at programs, activities and events and Mitchell Park having the lowest (7,775).

Recreation and social activities, programs and events were the most popular program areas overall followed by exercise. The top 5 attendance by program area can be viewed in *Table 8*.

Table 8: Top 5 attended program type (all N&C Centres)

Program area	Cooinda	Glandore	Mitchell Park	Trott Park	Grand Total	% of total attendance
Recreation and social	10,708	4,924	2,304	2,112	20,048	34%
Exercise	5,819	3,330	1,945	6,070	17,164	29%
Art and craft	3,673	2,300	1,909	591	8,473	14%
Literacy and numeracy	3,287				3,287	6%
Children and youth	695		345	1,189	2,229	4%

Analysis undertaken on the utilisation of each centre during 2019 displayed varying capacity to increase utilisation at each centre through both CoM programed activities and events and venue/room hire. Trott Park has the greatest capacity to increase overall utilisation of the centre (utilisation = 25%). Cooinda had the lowest external hire bookings (5%), however has the least capacity to increase overall utilisation (utilisation = 94%). Both Mitchell Park and Trott Park has capacity to increase external hire bookings (external utilisation for both = 13%).

Chart 1: Utilisation of each N&C Centre

	Cooinda	Glandore	Mitchell Park	Trott Park
Total	(94%)	(71%)	(35%)	(25%)
CoM utilisation	89%	35%	22%	12%
External utilisation	5%	36%	13%	13%

■ External utilisation ■ CoM utilisation
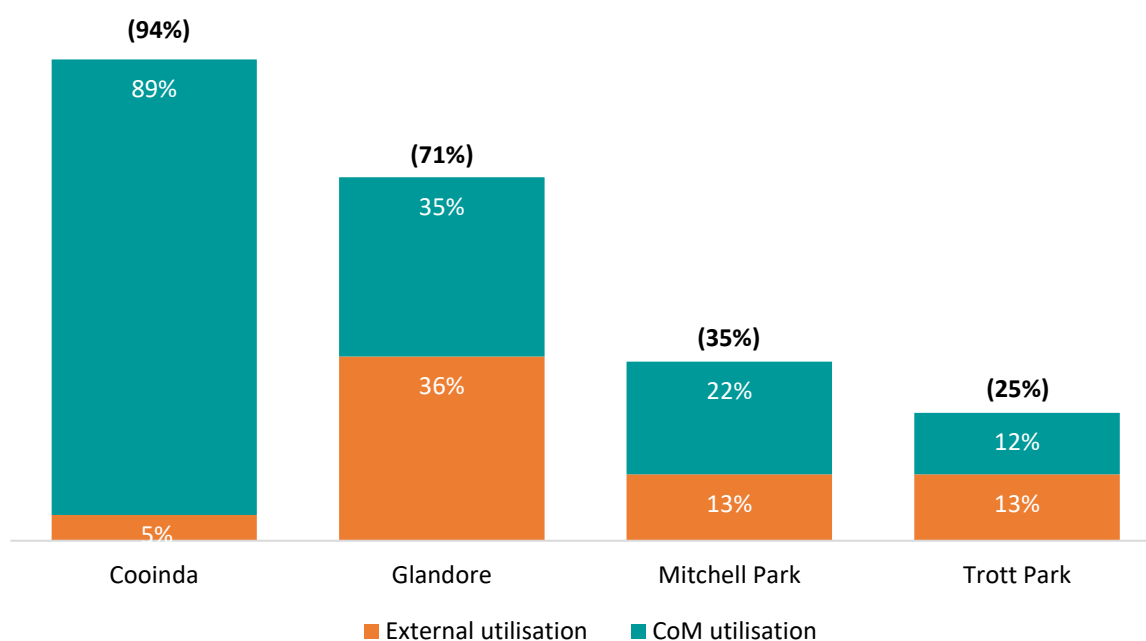
Note: Utilisation based on regular opening hours, 49 week opening and available spaces.

Coordination of programs and events would be optimised if centralised. This would mean not organising programs and events out of each centre independently. It would be anticipated that centralised coordination would work with other departments at CoM that run events to look for synergy, opportunities to collaborate, and potential support from those areas.

Centralised coordination would also enable programs and events to be planned much further in advance and look to increase overall utilisation. Currently programs and events at N&C Centres are planned on a term-by-term basis. An example where longer term planning has worked well is the City of Unley.

The City of Unley produces a booklet of programs and events for the year ahead at its N&C Centres. They deliver few of the programs themselves, instead attracting regular service providers who book space and run their programs through the centres. The advantage of this approach is that there is less of a reliance on grant funding.

CoM N&C Centres could seek Expressions of Interest from service providers to run events compatible with the community's requirements and that are complimentary to other services provided[18]. The range of services would need to be curated and should be broad enough that it is not exclusive to a particular portion of the community/demographic.

Fundamentally, this approach would lead to an improved and consistent experience for our community.

To support a coordinated model across all centres, processes would need to be mapped and made consistent across all N&C Centres so that staff and volunteers can move between the centres as required. This has been done to some extent but would need to be worked through further if a centralised coordination is adopted.

Through the course of this SR, N&C Centre staff have provided anecdotes of the increasingly complex needs of the community that staff are not always in a position to be able to provide direct support. Moving towards a more facilitative model would enable staff to assist the community connect and access programs, services and/or the support they need.

An example of this is the City of Rockingham which has a facilitative approach and produces a Community Support Services Directory that is available both online and as a hardcopy which provides information of all of the support services, community groups and other providers in their Council area by category or need.[19]

Having services listed would enable staff to facilitate connection between the community and a service or even better, a service provider who is available at the N&C Centres or runs regular events from them. The intent is not to turn people in need away, but better assist them in accessing specialised services and support by having it listed and ready to refer to. Booklets and other information are currently available within centres this approach however, would provide an overview of support and services available.

Queensland has a slightly different approach to this having identified centres located in areas with high need communities. They offer Community Connect Services whereby Community Service workers within the N&C Centres work *"…closely with local specialist services and develop networks across the region for advocacy, referrals and assistance…"* which effectively frees up N&C Centre staff to focus on managing the N&C Centre.[20] It also reduces stress on N&C Centre staff to assist in areas best suited to specialist services.

The recent impact of the global pandemic COVID-19 has forced closures of N&C Centres and has further highlighted the importance of coordination, processes and data collection across the centres. These are essential to deliver services and programs via different modes in an effort to ensure community connectedness while social distancing is in place.

Digital delivery of particular programs has emerged through closures, which has required upskilling in digital literacy not only of N&C Centre staff and volunteers but also the community in order to facilitate and optimise their engagement through this mode. Virtual connection has proved critical during socially restricted and uncertain times. Refer to *Section 28* to review the N&C Centres response to COVID-19.

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[18] https://www.ryde.nsw.gov.au/files/assets/public/community/community-hubs/community-hubs-model-the-seven-stages-of-creating-community-hubs.pdf p. 6 as viewed 24/02/2020
[19] https://rockingham.wa.gov.au/communitysupport as viewed 27/04/2020
[20] https://www.communities.qld.gov.au/community/neighbourhood-community-centres as viewed 26/02/2020

Image 3: Collage of different programs, activities and events across the N&C Centres

KEY POINTS AND OBSERVATIONS

Section: Programs and Events at Neighbourhood Centres (current state)

- Programming is largely 'supply-based' dependent on the funding received and not people-centred or demand-driven.
- People attending programs and events at CoM N&C Centres represent a particular demographic based on the programs offered and are not necessarily representative of the communities as a whole.
- The limited opening hours suggests that services are for those in the community who are not working.
- The programming model for each N&C Centre is a combination of scheduled activities, programs, events and venue/room hire (venue/room hire is predominately out of hours and on weekends), although the extent of each varies from centre to centre.
- During 2019, Cooinda and Glandore offered the most number of programs (584 and 550 respectively)
- Cooinda and Glandore had the greatest attendance (26,192 and 17,641 respectively) at programs, activities and events.
- Recreation and social activities, programs and events were the most popular program areas overall followed by exercise.
- Trott Park has the greatest capacity to increase overall utilisation of the centre (utilisation = 25%).
- Both Mitchell Park and Trott Park have capacity to increase external hire bookings (external utilisation for both = 13%).
- Coordination of programs and events would be optimised if centralised.
- Currently programs and events at N&C Centres are planned on a term-by-term basis.
- Centralised coordination would also enable programs and events to be planned much further in advance and look to increase overall utilisation.
- Staff provided anecdotes of the increasingly complex needs of the community that staff are not always in a position to be able to provide direct support.
- Moving towards a more facilitative model would enable staff to assist the community connect and access programs, services and/or the support they need.

11.   Support for non-NDIS funded programs

When presented the SR scope, the Finance and Audit Committee suggested to consider during the SR how N&C Centres could support non-National Disability Insurance Scheme (NDIS) funded programs.

NDIS funding supports Australian residents who are aged between 7 to 65 years old who require support and/or specific equipment because of a permanent and significant disability. Funding is also available for early intervention support which is deemed to reduce the future need for support for children under the age of 7 with a permanent and significant disability.[21]

NDIS funding does not support anything that is unrelated to:
- a person's disability,
- services which are the responsibility of another government system or community service
- costs unrelated to support needs
- anything that would pose harm to the individual or another person.[22]

Anecdotally, CoM N&C Centres focus and funding has been to support services to retirees and the CALD community.

For CoM N&C Centres to become a registered NDIS provider, staff and centres would need to have relevant qualifications and approvals pertaining to specific support that might be proposed to provide.

Recently, however, the Cities of Marion, Mitcham and Holdfast Bay established an Inclusion Reference Group whose purpose is to assist in shaping an inclusive community and enhance consumer voice in influencing services and matters affecting them. It aims to be instrumental in creating change and help to raise awareness of matters impacting on people with a disability. Engaging with this group in the future could gain insights on what services not covered by the NDIS could be potentially provided by N&C Centres.

KEY POINTS AND OBSERVATIONS
Section: Support for non-NDIS funded programs
- NDIS funding supports Australian residents who are aged between 7 to 65 years old who require support and/or specific equipment because of a permanent and significant disability.
- There is opportunity to engage and collaborate with the Inclusion Reference Group (members include people with a disability) to consider how N&C Centres could support non-NDIS funded programs.

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[21] https://www.ndis.gov.au/understanding/supports-funded-ndis as viewed on 12/05/2020
[22] https://www.ndis.gov.au/understanding/supports-funded-ndis as viewed on 12/05/2020

12. Extended hours trial

Image 3: Twilight barbeque in full swing at Cooinda Neighbourhood Centre

As per the *CoM Business Plan 2019 -2023* (project 10), the N&C Centres trialled the implementation of extended operating hours at three centres. The trial occurred during daylight savings months (October 2019 through to March 2020), finishing one week early than planned due to the COVID-19 pandemic. The centres were open until 7pm at Cooinda (Tuesdays), Glandore (Wednesdays) and Trott Park (Thursdays). Various programs and activities were run from each centre with food/meals also available.

From analysing the trial's attendance data, it would be recommended to undertake a trial at Cooinda during non-daylight savings months to test the ongoing desire for all year round. It would also be recommended to continue with extended hours at all three centres during daylight savings months with increased promotion of the offerings. Although Glandore had the lowest uptake, it still had uptake displaying a desire for extended hours in this area.

Chart 2: Total attendance at programs and activities (extended hours trial)

Legend:
- Trott Park
- Glandore
- Cooinda

Week #	Cooinda	Glandore	Trott Park
1	32	20	18
2	31	28	40
3	30	18	22
4	65	20	53
5	38	12	29
6	35	13	28
7	62	8	33
8	52	4	
9	15		
10	15	6	15
11	13	18	31
12	30	2	13
13	38	14	29
14	38	27	37
15	39	26	39
16	42	21	17
17	39	24	17
18	26	29	17
19	34	15	14
20	46		

Christmas/ New Year break between weeks 8 and 9

October 2019 — Week # — March 2020

	No. of programs and activities offered (total)	Attendance at programs and activities (total people)	Greatest attended programs and activities (total)	Food/meals provided (total)	Drop ins/phone calls (total)
Cooinda	56	720	English class (280)	636	73
Glandore	41	305	Yoga (118)	95	40
Trott Park	31	452	Hip Hop (267)	9	104
TOTAL	128	1,477	NA	740	217

KEY POINTS AND OBSERVATIONS
Section: Extended hours trial

- The extended hours trial was completed, finishing one week earlier due to the COVID-19 pandemic.
- Cooinda and Trott Park had the highest attendance during the trial.
- There is opportunity to test the desire for all year round extended hours at Cooinda.
- The trial highlighted a desire from community to have extended hours during daylight savings months.

13. Location of Neighbourhood Centres (current)

In trying to attract and accommodate future service offerings including combined 'hub' services the current N&C Centres may find that the buildings are not 'fit for purpose', are somewhat limited in being able to accommodate hubs and/or may not be easily accessible to the intended community.

Image 4: Cooinda Neighbourhood Centre

Cooinda Neighbourhood Centre

Address: 245 Sturt Road, Sturt, South Australia
Building age: 41 years old
Owned by: State Government (pay peppercorn rate)
Number of bookable spaces: 6
Median age: 37 years old
Nearby: CoM's Administration Centre, a State Government's Housing SA Centre, Westfield Marion Shopping Centre, Marion Sports and Community Club and Marion Bowling Club.
Transport: The bus interchange hosted at Westfield, has numerous bus routes that run nearby to Cooinda.

Image 5: Glandore Community Centre

Glandore Community Centre

Address: 25 Naldera Street, Glandore, South Australia
Building age: 130 and 100 years old (multiple buildings)
Owned by: CoM (heritage listed)
Number of bookable spaces: 8
Median age: 38 years old
Nearby: Glandore Sports and Community Club and Oval
Transport: Nearby access to public transport via the tramway, railway and Mike Turtur Bikeway. The closest bus stop requires an approximate 2 minute walk (for an able bodied person) to get to the centre.

Image 6: Mitchell Park Neighbourhood Centre

Mitchell Park Neighbourhood Centre

Address: 1 Cumbria Court, Mitchell Park, South Australia
Building age: 33 years old
Owned by: CoM land, built over a boundary
Number of bookable spaces: 2
Median age: 38 years old
Nearby: A reserve, kindergarten and is an approximate 15 minute walk (for an able bodied person) to the Tonsley Innovation District.
Transport: Nearby access to transport including buses and trains.

As per the *CoM Business Plan 2019 -2023* (project 20), this centre will relocate from its current site to the rebuilt Mitchell Park Sport and Community Facility in 2022. In addition to housing the centre, the new facility will cater for the needs of a range of outdoor sporting and community groups, dog training facilities and indoor courts.

Image 7: Trott Park Neighbourhood Centre

Trott Park Neighbourhood Centre

Address: 34 Hessing Crescent, Trott Park, South Australia
Building age: 34 years old
Owned by: CoM
Number of bookable spaces: 5
Median age: 37 years old
Nearby: Resides on a reserve within a housing district. The closest facilities include the Trott Park Shopping Centre, Hallett Cove Shopping Centre and Cove Civic Centre (Hallett Cove facilities are approximately a 12 minute drive away). The topography of this area is different to the other 3 sites (incline is steeper).
Transport: The closest bus stops require an approximate 8 minute walk (for an able bodied person) to get to the centre.

During the SR, a discussion paper was undertaken to understand the feasibility of moving the programs, activities and events from Trott Park to CoM's Cove Civic Centre, with Trott Park remaining as a 'hall for hire'. The conclusion from this paper was that:

- Combining libraries and N&C Centres is a great concept, but should ideally be done at the concept/design/build phase.
- Combining Trott Park and Cove Civic Centre is possible but would now be a challenge, particularly from scheduling, space and community expectation perspectives, and is not recommended.

A map highlighting the N&C Centres locations and other community facilities is viewable in *Image 11.*

Recent surveys of the community and studies of CoM have been undertaken which have captured some of the desires and needs of the community from future N&C Centres.

During the SR, a Community Survey was undertaken to gain insights from community members who do and don't attend the N&C Centres with 563 respondents. Eighty one percent of all respondents felt community spaces (buildings and surroundings) were either very important or important elements of a N&C Centre.

 * Median age based on the age of population in suburbs surrounding the centre.

The top three categories identified as desirable by respondents who do not attend N&C Centres included: programs and activities, diversity, and a welcoming environment. A similar response was provided by those who currently attend N&C Centres, however, they also identified that they would like the centres of the future to be similar to what they are now.

CoM recently commissioned the Australian Industrial Transformation Unit at Flinders University to undertake a study of The Liveability for Older Residents for CoM which, in regard to Community Programs noted that:

Older residents' access to community gardens and community centres is limited in some areas, particularly in the central and southern parts of the council. Provision of additional community services in alternate venues and establishment of new community gardens would benefit older residents and aid in creating a cohesive, connected and inclusive community.[23]

Areas such as Seacombe Heights and Seaview Downs have poor access to services such as community programs or community gardens and above average older residential populations. Council could explore options for introducing services to these areas, or better connecting these residents to services in other areas (where this isn't already available). The terrain in these areas is quite steep so residents will need to be supported by community bus services.[24]

The Youth Engagement and Consultation Report 2019-2023 noted that young people wanted *"…safe, welcoming and free spaces to meet, socialise with friends and family to connect with their community."*[25]

Young people were also interested in "maker space[s]" to share tools, technology and ideas, greater access to digital community noticeboards to keep them informed of upcoming events and opportunities, information and support to create entrepreneurial and sustainable business opportunities and practices, and pathways to employment.[26]

Similarly, Community Survey respondents also highlighted they would like to utilise the N&C Centres for informal use (non-programmed) for various purposes including book swaps, produce swaps, social hang out, maker spaces and meal nights.

KEY POINTS AND OBSERVATIONS
Section: Location of Neighbourhood Centres (current)
- To attract and accommodate future service offerings including combined 'hub' services the current N&C Centres may find that the buildings are not 'fit for purpose'.
- Trott Park is the least accessible location when compared to the other three centres.
- Mitchell Park will move from its current site to the rebuilt Mitchell Park Sport and Community Facility in 2022.
- 81% of all community survey respondents felt community spaces (buildings and surroundings) were either very important or important elements of a N&C Centre.
- Older residents' access to community gardens and community centres is limited in some areas, particularly in the central and southern parts of the council.
- Young people desire "…safe, welcoming and free spaces to meet, socialise with friends and family to connect with their community".
- Young people were also interested in "maker space[s]" to share tools, technology and ideas, greater access to digital community noticeboards to keep them informed of upcoming events and opportunities, information and support to create entrepreneurial and sustainable business opportunities and practices, and pathways to employment.
- Community Survey respondents also highlighted they would like to utilise the N&C Centres for informal use (non-programmed) for various purposes including book swaps, produce swaps, social hang out, maker spaces and meal nights.

[23] Crossman, S and Hordacre, A, "Liveability for Older Residents, City of Marion", Australian Industrial Transformation Institute, Flinders University, January 2020, p. 69
[24] Ibid, p. 69-70
[25] *City of Marion and Youth Affairs Council of SA*, Youth Engagement and Consultation Report 2019-2023 – City of Marion, p.15
[26] *City of Marion and Youth Affairs Council of SA,* Youth Engagement and Consultation Report 2019-2023 – City of Marion, p.15 - 16

14. Other community facilities in CoM

There are numerous other community facilities in CoM, a combination of council operated and externally operated, a map highlighting these is viewable in *Image 11*. The CoM operated community facilities include the following:

Image 8: Cultural Centre Library

Libraries

Park Holme, Cove Civic Centre and Cultural Centre

In addition to the hiring out of physical and digital resources through the One Card* network, the CoM libraries offer adult, youth and digital literacy programs. They also offer free internet and computer services at each library. Both the Cove Civic Centre and Cultural Centres are located within close proximity to major shopping centres.

Sports and leisure

Edwardstown Soldiers' Memorial Recreation Ground

This centre, a sporting and recreation complex, hosts football, bowling, cricket, triathlon and cycling clubs. The complex also has a fully functioning bar and offers venue hire. In February 2020, CoM terminated the lease of Edwardstown Soldiers' Memorial Community Club board and took over the management of the complex. Council took this step after a review of the Board's financial records found it was trading insolvent. Council decided to manage the facility to protect ratepayers' money and secure the future of the club. Council will continue to run the facility while seeking an Expression of Interest for future management options.

Marion Outdoor Pool

The pool, open during daylight savings months, offers an array of water activity spaces including an Olympic Pool, learner and toddler pools, waterslides, an obstacle course, a kiosk, barbeques and grassy areas. The pool also offers services to improve fitness and training and venue hire.

Arts and Culture

Marion Cultural Centre and Gallery

The Marion Cultural Centre houses a performing arts space being the Domain Theatre, in addition it incorporates the Cultural Centre Library, Gallery M, Next Chapter Gourmet Cafe and meeting spaces and rooms for hire.

Image 9: Living Kaurna Cultural Centre

Living Kaurna Cultural Centre

The centre is located at Warriparinga and offers Aboriginal and environmental education programs, events and performances and is also available for hire.
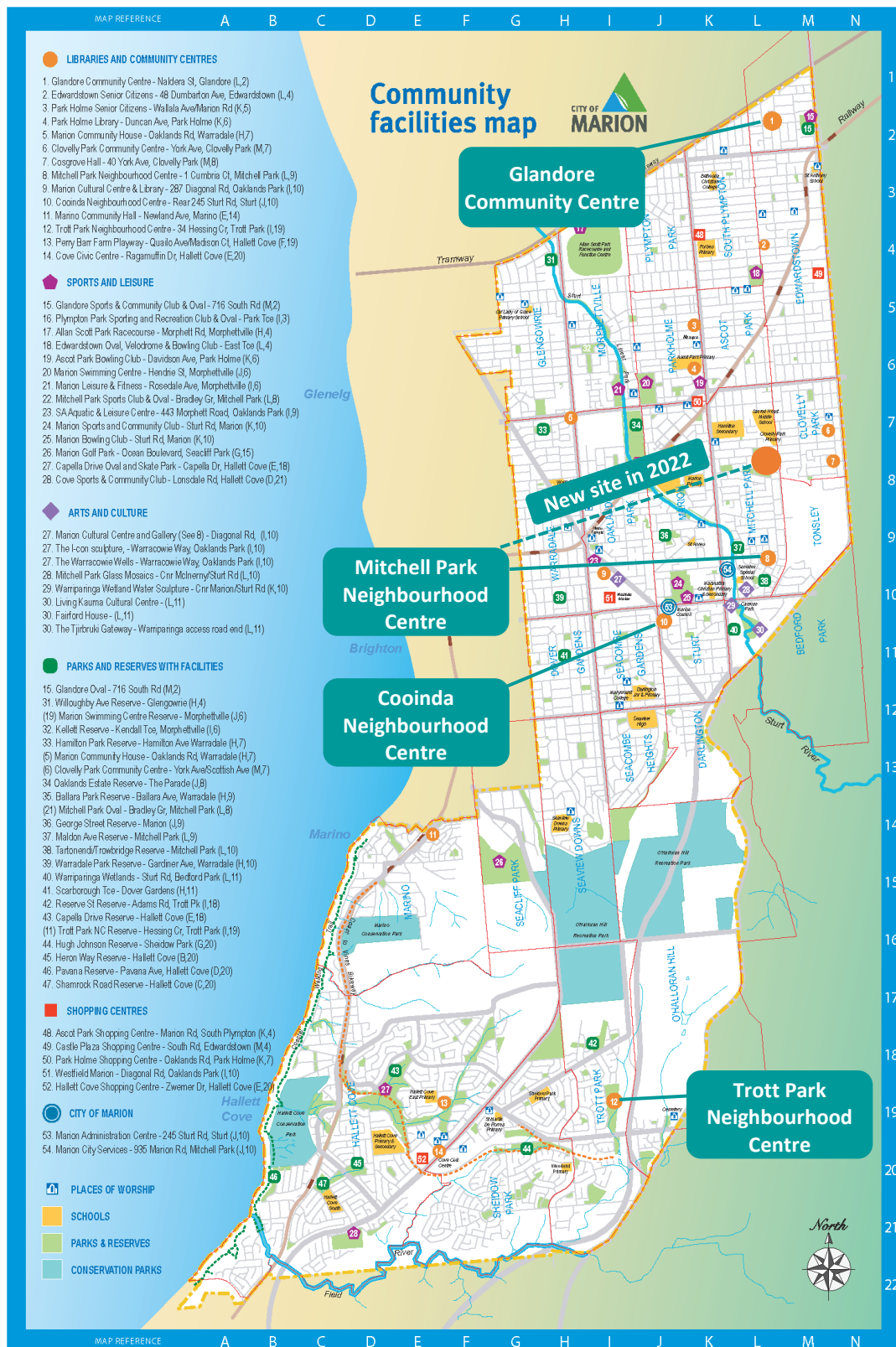
Business

Cove Civic Centre

In addition to housing a library, Cove Civic Centre is the home to the Cove Business Hub, a place for local businesses to meet, network and acquire new skills. The centre also has meeting rooms and conference facilities (with various technologies) available for hire.

Image 10: Cove Civic Centre

*A network where members can borrow and return items to any public library in South Australia.

Image 11: CoM community facilities map

Community facilities map
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Glandore Community Centre

Mitchell Park Neighbourhood Centre

Cooinda Neighbourhood Centre

Trott Park Neighbourhood Centre

New site in 2022

KEY POINTS AND OBSERVATIONS

Section: Other community facilities in CoM

- There are numerous other community facilities in CoM, a combination of council operated and externally operated.
- The CoM managed community facilities provide various functions including:
  - Programs, events and activities
  - Venue/room hire
  - Access to technology
  - Food/meals
- There is opportunity to work with other CoM managed facilities to look for synergy and opportunities for collaboration.

15. Third Community Bus trial

As per the CoM Business Plan 2019 -2023 (project 9), the N&C Centres were a key stakeholder in the trial of a third community bus which was managed and lead by the Positive Ageing and Inclusion Team.

Implementation of the third bus was hindered due to vehicle suitability, difficulty recruiting volunteers, community engagement activities and analysis of feedback.

Through community consultation undertaken by the Positive Ageing and Inclusion Team, two previously unvisited Centres were identified as potential additional destinations. Although the third bus did not physically attend, both Trott Park and Glandore were added to the Community Bus route made possible due to freed up capacity of the other buses.

Image 12: Facebook post introducing the third community bus

The third bus commenced being utilised 3 to 4 times a week from the end of January, however, due to the COVID-19 pandemic all regular Community Bus services were suspended in March 2020 and extensive data is not available to determine the success, however, the data available is displayed below. It is recommended to continue with the trial to gain further data to analyse the ongoing need.

Chart 3: Total attendance on third Community Bus (trial) to various locations
Majority of trips were two way e.g. drop off and then pick up each person has only been counted once)

Week #	1	2	3	4	5	6	7	8
Attendance	16	10	20	21	5	18	19	9

1 — 28th January 2020

8 — 17th March 2020
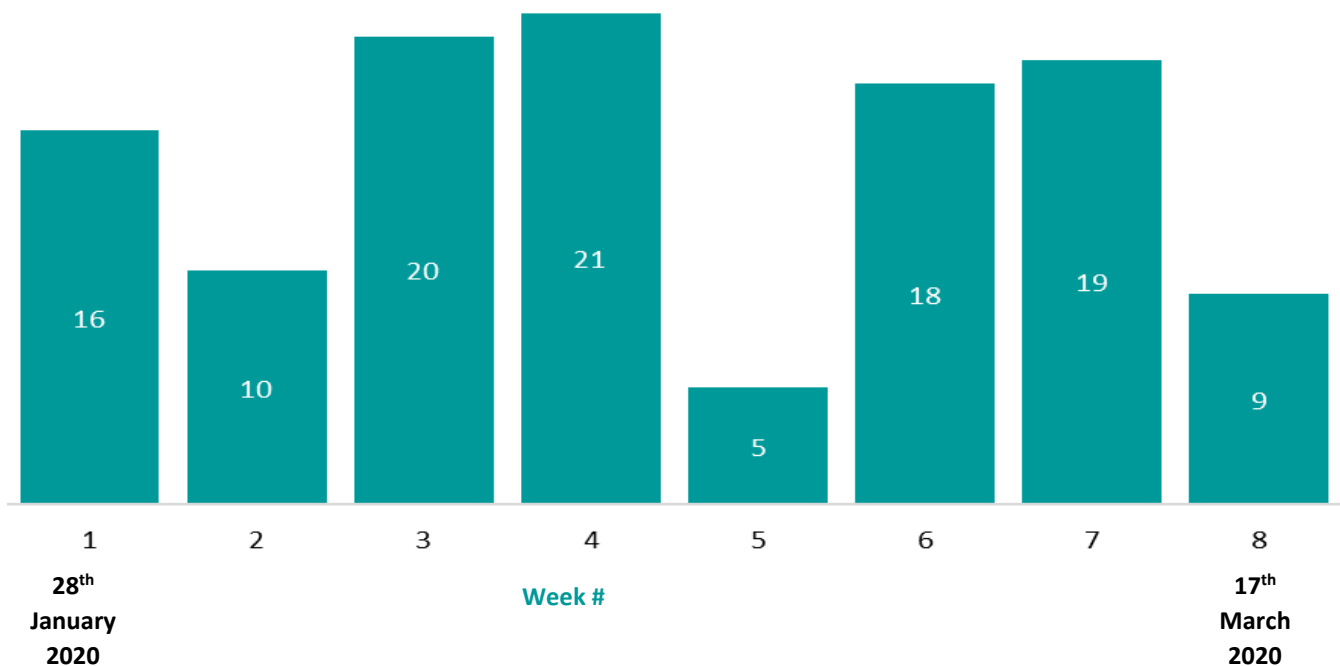
KEY POINTS AND OBSERVATIONS
Section: Third Community Bus trial
- Implementation of the third bus was hindered resulting in a later start date of the trial.
- The trial was suspended due to the COVID-19 pandemic.
- Further data is needed to analyse the ongoing need of a third bus.

16. Resourcing (current) – N&C Centre staff

There are 14 different staff members (9.99FTE) who form the N&C Centres Team and are funded by three main bodies CoM, Family and Community Development and Skills SA. Two roles (0.78FTE) are currently contracted to cease on 30 June 2020 and another 3 roles (2.6FTE) on 30 June 2021.

The average length of service for N&C Centre staff is 11 years with 43% of staff having worked 10 years or more in the centres.

In 2018 a Team Leader role was created to encompass leadership, planning and management of the four N&C Centres.

A Unit Manager overseas the N&C Centres along with other Council areas including the Positive Ageing and Inclusion Team, Community Bus, other transport options and the Vibrant Communities Team forming the Community Wellbeing Department. This position, however, has been vacant since July 2019. Through discussions it was highlighted that through this vacant position there has seen an increase in workload for leaders and less capacity for cross departmental leadership and collaboration.

Image 13: Collage of N&C Centre staff

There are additional staff members (approximately 2.36FTE) that are housed at N&C Centres delivering CHSP funded activities. These staff report to the Positive Ageing and Inclusion Team and at times provide back up support to N&C Centre staff, however, this support is limited (as they are only able to undertake specific tasks and at certain times) and is not considered sustainable or reliable, particularly if the CHSP arrangements were to change.

Table 9: Headcount, FTE and funding body by role (all centres)

Role	Headcount	FTE	CoM	Family and Community Development	Skills SA
				(funding body)	
Team Leader	1	1	1	-	-
Coordinator	2	2	2	-	-
Support Officer	8	5.29	4.28	1.01	-
Project Officer	2	1.6	-	1.6	0.6
Catering & Meals Coordinator	1	0.1		0.1	
TOTAL	**14**	**9.99**	**7.28**	**2.11**	**0.6**

Chart 4: Length of service (all centres)

- Less than 2 years — 39%
- 2 - 7 years — 15%
- 11 - 15 years — 15%
- 31 - 35 years — 8%
- 36 years — 8%
- (15%)

Chart 5: FTE by role (per centre)

- Cooinda — 2.5FTE (Support Officer 1.4, Coordinator 1, Catering & Meals Coordinator 0.1)
- Glandore — 2.6FTE (Support Officer 1, Coordinator 1, Project Officer 0.6)
- Mitchell Park — 0.7FTE (Support Officer 0.7)
- Trott Park — 1.8FTE (Support Officer 0.8, Project Officer 1)
- Various Centres — 2.39FTE (Support Officer 1.39, Team Leader 1)

Legend:
- Support Officer
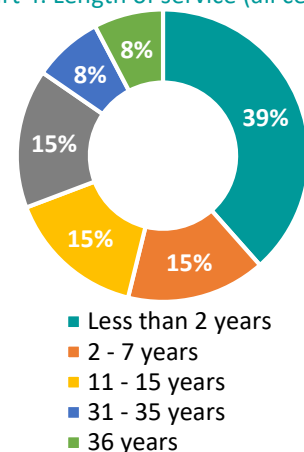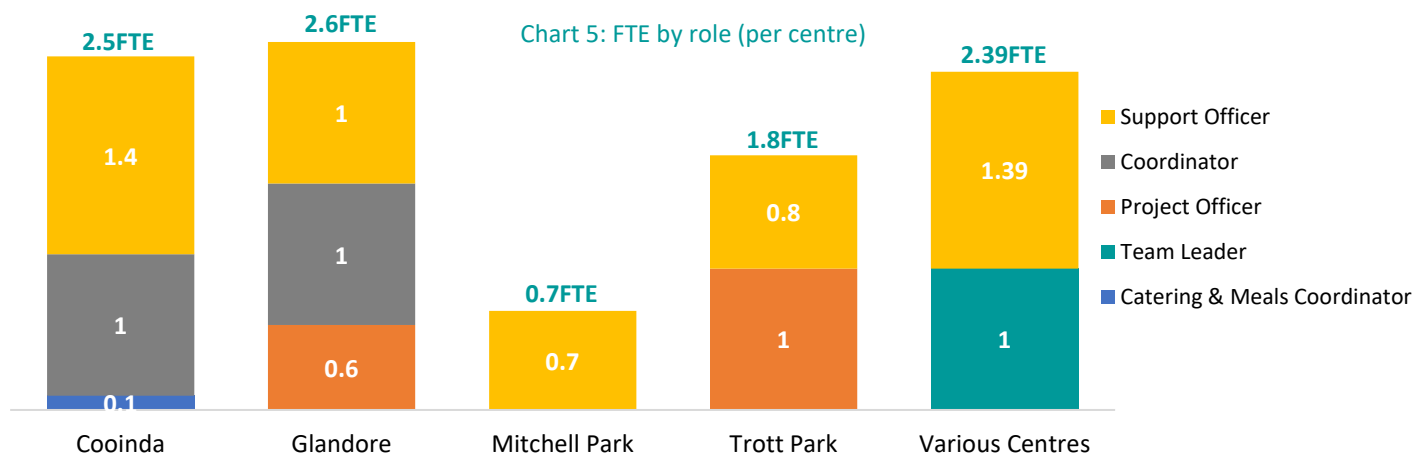- Coordinator
- Project Officer
- Team Leader
- Catering & Meals Coordinator

KEY POINTS AND OBSERVATIONS
Section: Resourcing (current) – N&C Centre staff
- The average length of service for N&C Centre staff is 11 years.
- 40% of N&C Centre roles are reliant on external grants.
- The additional staff housed at N&C Centres may give a false impression that centres are staffed more than the reality.
- The vacancy of the Unit Manager position has seen an increase in workloads for leaders, less capacity for cross departmental leadership and collaboration.

Service Review – Neighbourhood and Community Centres

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17. Resourcing (current) - Volunteers

In 2019, there were 129 different volunteers providing contributions to N&C Centres. The average length of service of volunteers was 6 years with 37% of volunteers having worked 5 years or more in the centres.

Table 10: Headcount and contributions (all centres)

Centre	Headcount	Contribution (hours)
Cooinda	47	10,334
Glandore	46	5,967
Mitchell Park	23	5,173
Trott Park	13	2,831
TOTAL	**129**	**24,305**

$1.06m
value created from contributions from volunteers

(based on $43.65 per hour)

Chart 6: Length of service (all centres)

- 33% Less than 2 years
- 40% 2 - 7 years
- 15% 8 - 10 years
- 6% 11 - 15 years
- 1% 16 - 19 years
- 5% 20 years and over
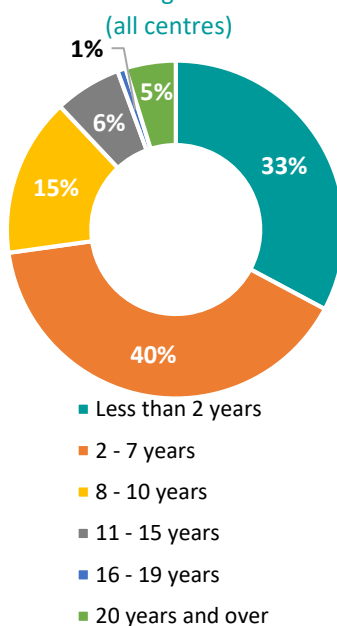
Table 11: Hours by program area (all centres)

Program area	Contribution (hours)
Kitchen, café and food prep	5,815
Reception/administration	4,643
Art and craft	4,094
Literacy and numeracy	2,308
General coordination	1,750
Unclassified	1,365
Recreation and social	1,303
IT	924
Handyman and maintenance	804
Exercise	735
General program assistance	244
Housekeeping	213
Once off events	108

Image 14: Collage of various N&C Centre volunteers

KEY POINTS AND OBSERVATIONS

Section: Resourcing (current) - volunteers

- In 2019, the value of contributions provided by volunteers at N&C Centres equated to $1.06m.
- Volunteers provide contributions to a range of N&C Centre activities.
- There is capacity to increase the number of volunteers at both Trott and Mitchell Park.

18. Data Collection (current)

Data collection in N&C Centres to-date has been done haphazardly and to support reporting requirements to funding bodies generally. The collection of data has been inconsistent both between centres and within individual centres and has not been collected to inform customer base and/or programming analysis. Currently N&C Centres use event management and room booking applications and Excel data collection. These applications and practices, however, have not been uniformly adopted across the four centres creating inconsistent data management processes and data entry.

An example of this identified through this review was that attendance and room booking data for the last half of 2019 had not been collated or entered electronically for most of the centres by March 2020. Staff from each centre were subsequently required to enter the information manually from collected hard copies for inclusion in this SR.

As a result, understanding the customer base of CoM's N&C Centres is anecdotal with a predominant view that CoM has an ageing community. This view is understandable given program criteria for the funding received, subsequent types of programs and events offered by the centres, and the times for which they are offered, which largely limits attendance to a particular subset of the community, not the wider community as a whole.

A critical component moving forward is the collection and entry of data; who is attending the centres, for which events, and how frequently. From this information, those who are not attending N&C Centres can also be determined.

KEY POINTS AND OBSERVATIONS
Section: Data Collection (current)
- Data collection in N&C Centres to-date has been done haphazardly.
- Collection of data has been inconsistent both between centres and within individual centres.
- Currently N&C Centres use event management and room booking applications and Excel for some data collection, however these have not been fully adopted uniformly across the four centres.
- Understanding the customer base of CoM's N&C Centres is anecdotal with a predominant view that CoM has an ageing community.
- A critical improvement opportunity moving forward is the collection and entry of data.

19. Processes (current)

During the SR, interviews were held with N&C Centre staff at each centre to discuss key processes that impact all centres including:

- Programming,
- Facilities management (hiring),
- Facilities management (maintenance),
- Attendance recording,
- Engagement regarding N&C Centres,
- Volunteer management; and
- Cash handling.

Through these discussions it became apparent that similar processes are done differently (although sometimes only slightly) at each centre. This was also highlighted by staff who work across multiple centres. An example includes programming, at some centres the regular programs are historically 'rolled' over each term whereas one centre tries to reinvent and introduce new programs each term.

The change in requirements to meet CoM's Volunteer Strategy has increased N&C Centre staff responsibilities to ensure our volunteers are managed in line with standards. This has seen an increase in administrative and management processes which have not been implemented consistently across the centres. Two centres have been hesitant in bringing on new volunteers due to the increased workload and lack of knowledge of the new processes.

The room/venue hiring process is a main focus at one centre providing in-depth inductions of the facilities and grounds prior to hiring where others do not go to this level. Another centre is required to also manage minor maintenance e.g. unblocking of toilets. The other centres manage maintenance by contacting CoM's Building Maintenance Officers in the first instance.

To gain further insights, an exercise was undertaken over a week's period with all N&C Centre staff to provide an example of what activities they were spending their time on. A snapshot of this exercise is viewable in *Table 9*.

Table 12: Snapshot of processes and activities undertaken (all staff combined)

Category	Activities included	% of time spent on category
Administration	• Emails • Phone calls • Report writing • Data entry	36.6%
Reception	• Customer interactions • Cash handling	14.6%
Program management (ongoing)	• Advertising/developing marketing materials • Program planning • Setting up rooms	14.4%
Meetings	• Internal, external and corporate	10.4%
Other minor categories (each less than 3%)	• Hirers • Building related • Volunteer management • Engagement • Café	10.3%
Events (one off)	• Organising • Delivering	6.3%
Financial management	• Reconciliation • Payments • Banking	4.3%
Human Resources	• Rostering • Staff management	3.1%

KEY POINTS AND OBSERVATIONS
Section: Processes (current)
- There are 7 key processes that impact all centres.
- Similar processes are done differently (although sometimes only slightly) at each centre, there is opportunity to streamline.
- The exercise undertaken (snapshot over a week's period) highlighted staff spent a lot of their time on administrative activities which includes data entry. Data entry was inflated during the exercise as staff were entering the last half of 2019 data that had not been collated or entered electronically for use in the SR.

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20.   Insights from the community

During the SR, a survey was undertaken over a 4 week period to gain insights from community members who do and don't attend the N&C Centres. The community survey was circulated for a month, promoted electronically (via City of Marion Facebook pages, website and email) and paper based (through centres only).

Note: All percentages are based on the number of responses for each particular question (not all respondents answered all questions).

Survey results (February 2020)

563

Community members completed the survey

Attended a centre in the last 12 months?

94% (529) ✓

6% (34) ✗

Respondent age

	Min	Max	Ave
	18	96	63
	20	76	49

Respondent gender

	Female	Male	Other*	Prefer not to say
	395	77	1	56
	25	8	0	1
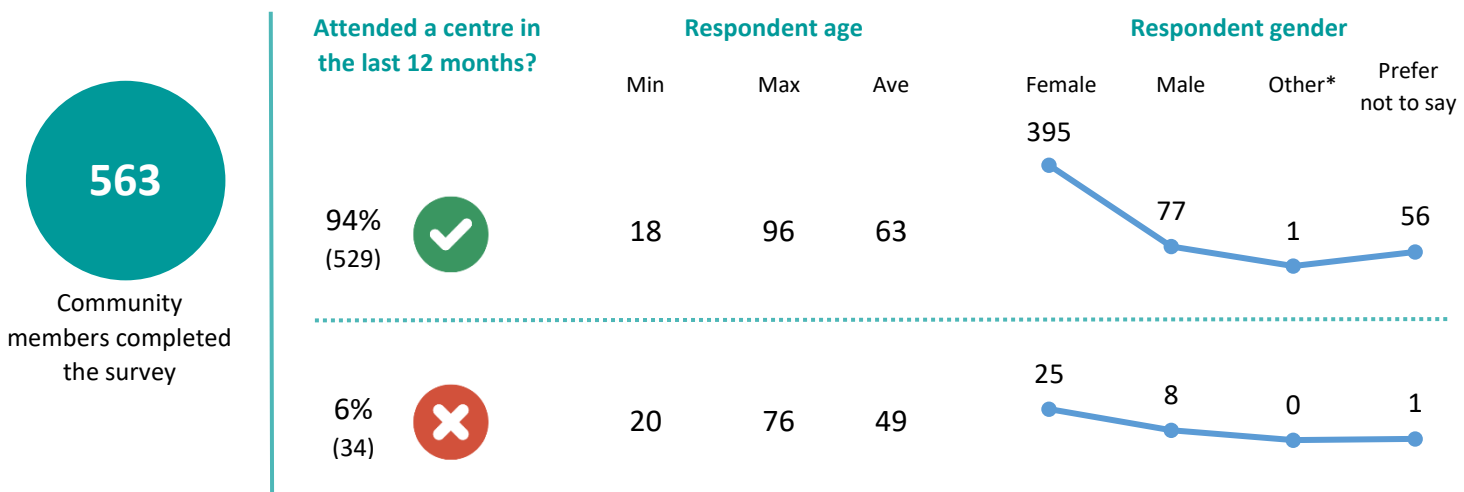
Chart 7: Centres visited in the last 12 months

Glandore	Cooinda	Mitchell Park	Trott Park
309	165	114	60

20% (103) of respondents attended more than 1 centre
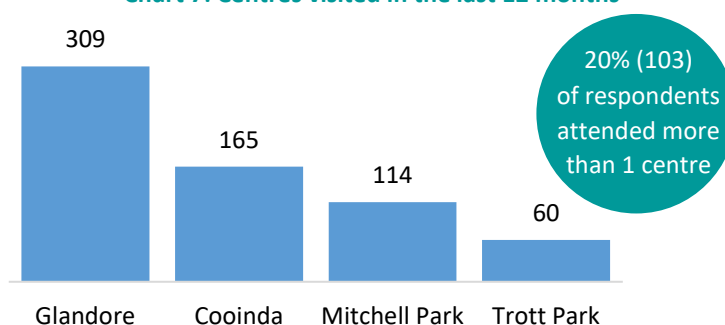
Chart 8: How often they attended the centre/s

- Daily 2%
- 1-3 times a week 31%
- Weekly 50%
- Fortnightly 1%
- Monthly 7%
- Term/program length 2%
- Once 4%
- Adhoc 3%
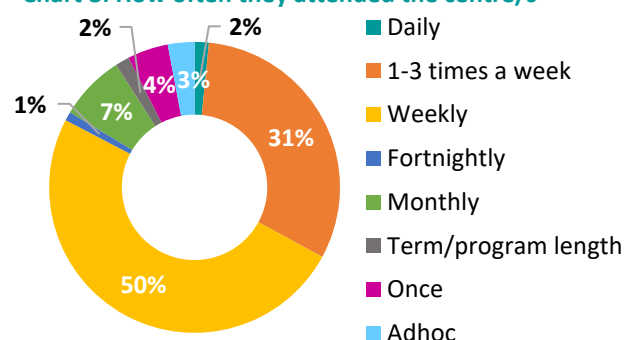
Where the respondents live
(the larger the circle = more respondents live in that area)

Those who had attended a centre
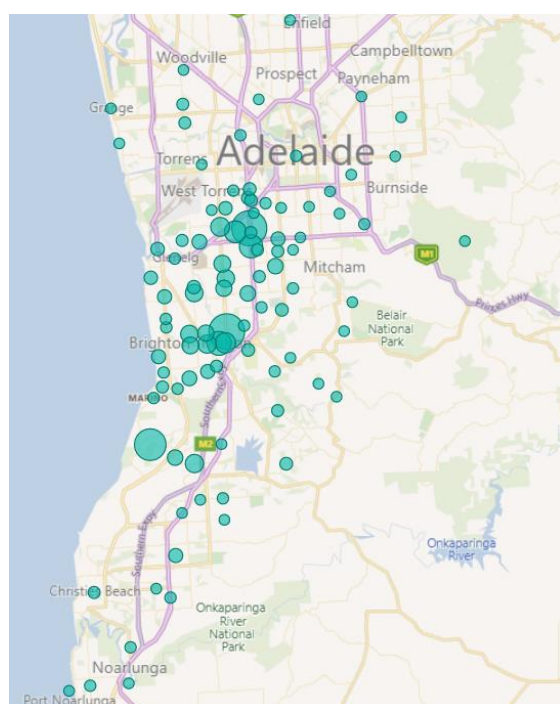
Those who hadn't attended a centre
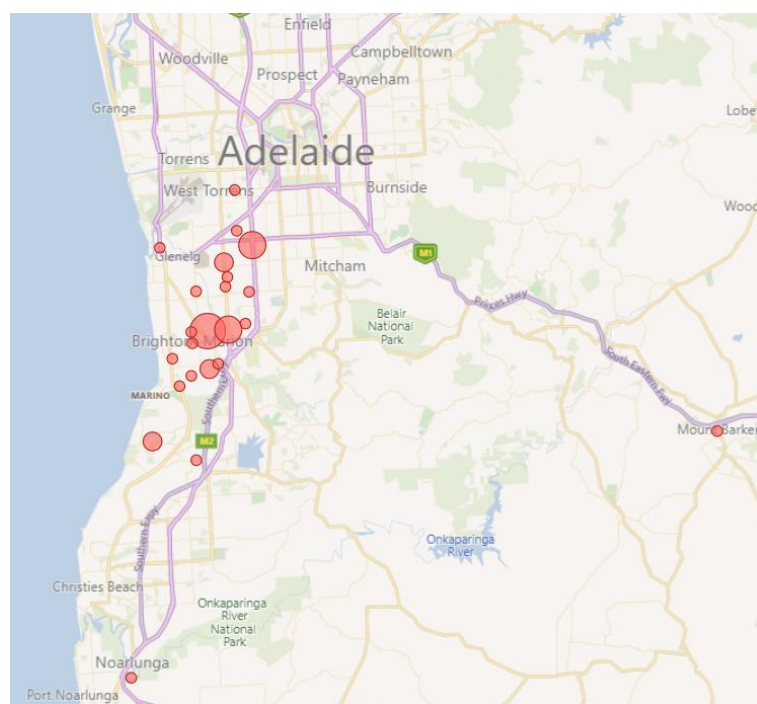
*Adults who identify as non-binary, gender diverse or with descriptors other than man or woman

Service Review – Neighbourhood and Community Centres

CITY OF MARION

Survey results (February 2020)

Chart 9: Main reasons for attending the centre/s

- Recreational/social — 221
- Art/craft — 148
- Exercise — 123
- Other* — 89
- Short course — 39
- Children/youth — 38
- Accredited courses — 34
- Literacy/numeracy — 22

28% (142) of respondents provided more than 1 reason
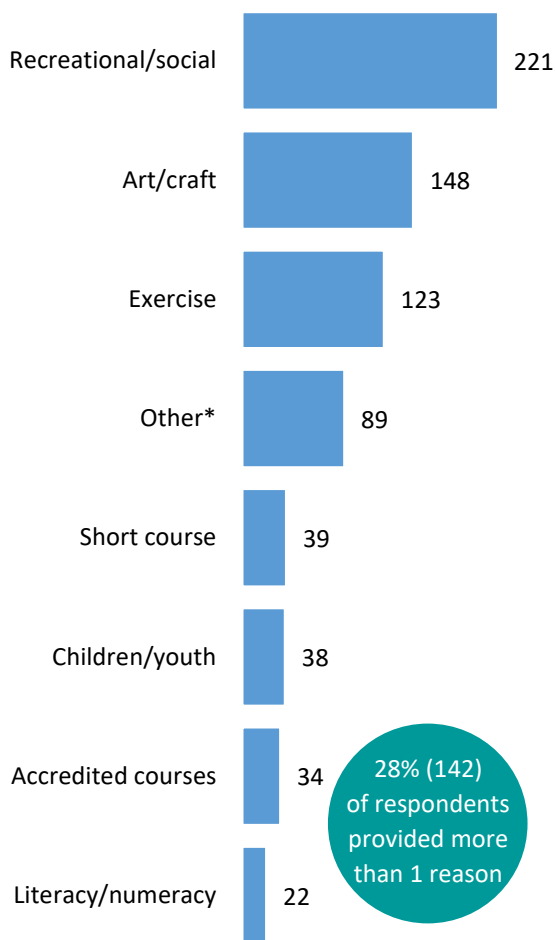
Chart 10: How they got to the centre/s

- Drove themselves — 364
- Walked — 86
- Family/friend — 48
- Public transport — 41
- Other** — 36

9% (49) of respondents used more than 1 mode of transport
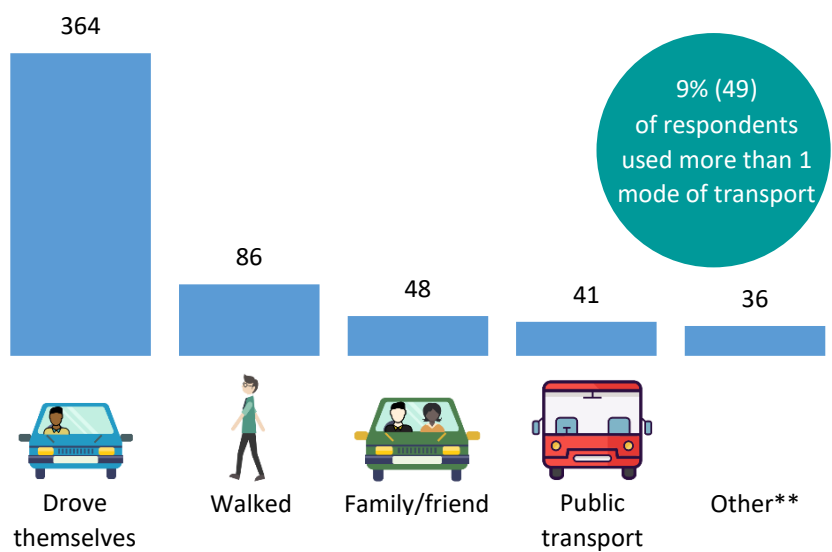
Overall experience when they attended the centre/s

- 59% Very happy
- 37% Happy
- 3% Neutral
- -% Unhappy
- 1% Very unhappy
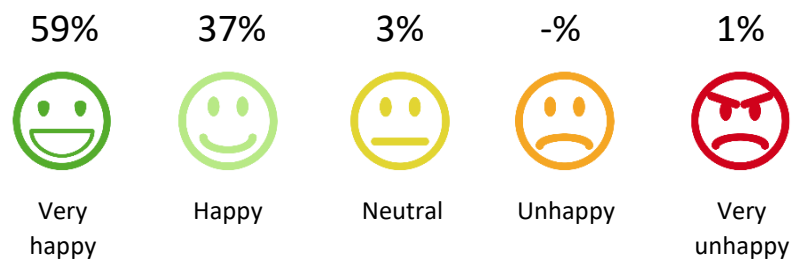
Chart 11: Ideas for additional services, programs/activities and learning opportunities to be on offer
(of those who attended a centre)

- Recreation & social — 83
- Exercise — 54
- Other*** — 49
- Art/craft — 42
- Training — 14
- Open after hours/on weekends — 12
- Diversity in programs and activities — 12
- Once off events — 10

Recreation & social:
- social groups, 27%
- other (18 minor categories), 25%
- cooking, 14%
- languages, 12%
- mindfullness/wellbeing, 10%
- gardening, 5%
- recycling, 4%
- ukulele, 4%

Exercise:
- general, 19%
- zumba, 17%
- other (8 minor categories), 15%
- dancing, 15%
- yoga, 11%
- pilates, 9%
- chair based yoga, 7%
- hula hoop, 4%
- self defence, 4%

*Includes a combination of 12 different reasons, each provided by less than 20 respondents

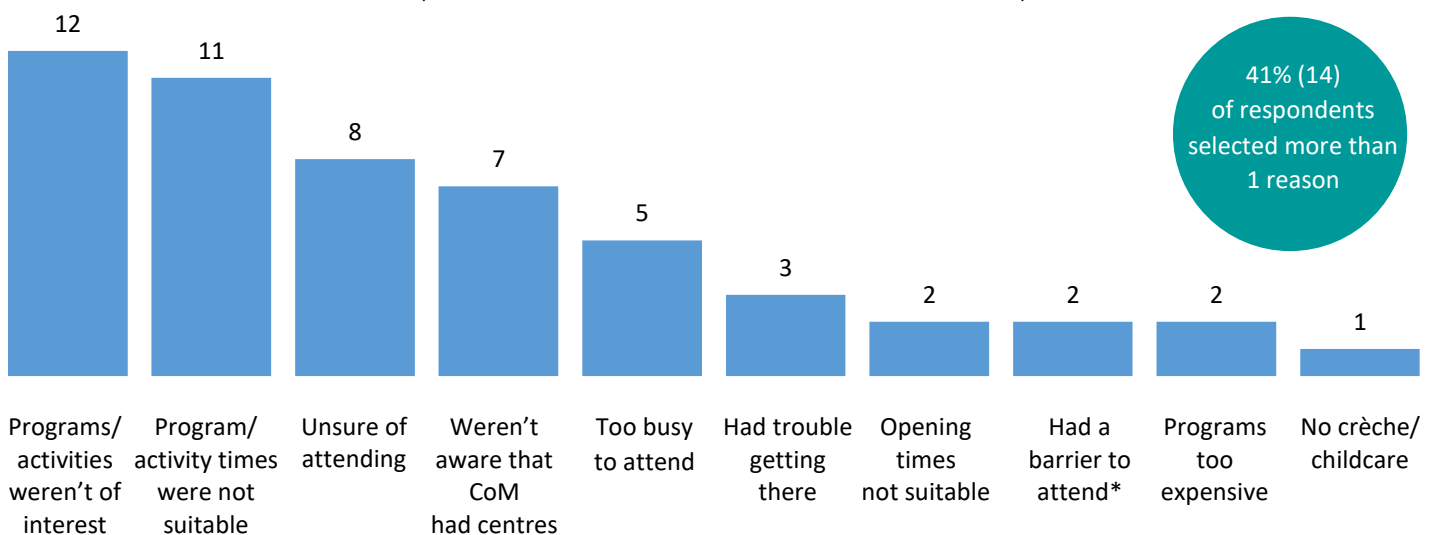**Includes a combination of 6 different modes of transport, each provided by less than 20 respondents

** Includes a combination of 16 different suggestions to be on offer, each provided by less than 10 respondents

34 of 58

Service Review – Neighbourhood and Community Centres

CITY OF MARION

Survey results (February 2020)

= those who **had** attended
= those who **hadn't** attended

Chart 12: N&C Centre elements by importance

Elements	Level of importance					
	Very important	Important	Neutral	Slightly important	Not important	Don't know
Community spaces (buildings and surroundings)	13 / 223	17 / 210	1 / 51	1 / 12	9	2 / 16
Access to support information and referral services	10 / 214	15 / 195	4 / 53	1 / 18	2 / 19	2 / 18
Access to programs and activities	20 / 285	10 / 182	1 / 23	5	2 / 6	1 / 13
Opportunities for formal and informal learning	12 / 213	16 / 197	2 / 18	15	2 / 18	2 / 19
Opportunities to make social connections	12 / 237	15 / 181	4 / 37	1 / 20	1 / 7	1 / 10

Chart 13: Main reasons why people didn't attended a centre
(of those who did not attended a centre in the last 12 months)

41% (14) of respondents selected more than 1 reason

Reason	Count
Programs/activities weren't of interest	12
Program/activity times were not suitable	11
Unsure of attending	8
Weren't aware that CoM had centres	7
Too busy to attend	5
Had trouble getting there	3
Opening times not suitable	2
Had a barrier to attend*	2
Programs too expensive	2
No crèche/childcare	1

*Barriers including language, cultural or disability

Service Review – Neighbourhood and Community Centres

Survey results (February 2020)

Ideas for N&C Centres of the future

CITY OF MARION

Chart 14: Those who attended a centre in the last 12 months (responses summarised)

Programs/activities	75
Inviting/welcoming	68
Similar to how centres currently are	65
Diverse*	32
Abundance of open spaces	29
Well maintained community spaces (buildings and surroundings)	26
Affordable	26
Abundance of car parking spaces	24
Informal use of the centre**	23
Spacious community spaces (buildings)	23
Inclusive***	21
Opportunities to make social connections	17
Opportunities for formal and informal learning	16
Food/café	12
Open after hours/ on weekends	10
Minimal noise disruptions	10
Disability friendly	10
Community minded	10

54% (151) of respondents provided more than 1 idea

(there were another 40 different ideas, provided by less than 10 respondents each)

Chart 15: Those who did not attended a centre in the last 12 months (responses summarised)

Programs/activities	14
Diverse*	13
Inviting/welcoming	12
Opportunities for formal and informal learning	8
Inclusive***	6
Open after hours or at weekends	4
Well maintained community spaces (buildings and surroundings)	4

53% (18) of respondents provided more than 1 idea
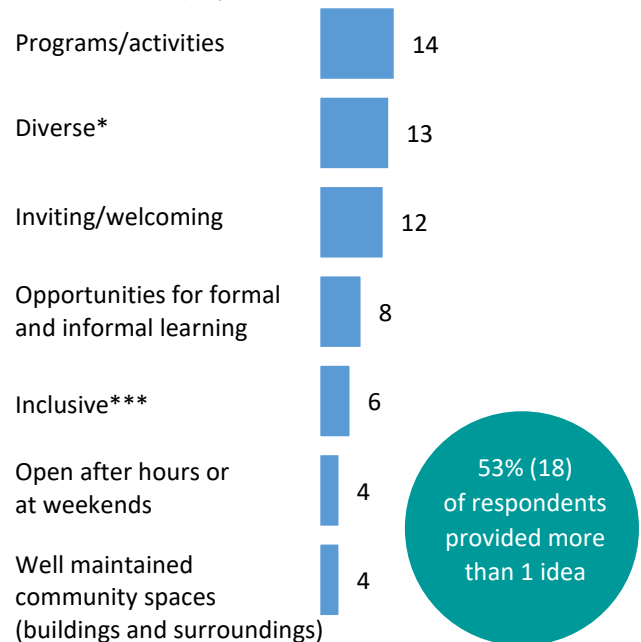
(there were another 20 different ideas, provided by less than 4 respondents each)

*Provides opportunities for different ages, genders, ethnicity, religion, socio-economic status, life experiences, disability, sexual orientation, education and national origin.

**Non-programmed use of the centre e.g. book swap/produce swap/social hang out/maker spaces/meal nights/etc.

***Provides a sense of belonging, feeling respected and valued as individuals or members of a group.

KEY POINTS AND OBSERVATIONS

Section: Insights from the community

- 563 community members completed the survey (less than 1% of CoM population).
- 6% of the survey respondents had not attended a centre in the last 12 months.
- The average age of survey respondents was 63 years old for those who had attended a centre and 49 years old for those hadn't attended.
- 50% of those who attended said they attended the centre/s weekly.
- The main reason for attending centre/s was for recreation and social activities, programs and events (221 responses).
- The main mode of transport used was car where respondents drove themselves (364 responses).
- 96% of those who attended said they were either 'very happy' or 'happy' with their overall experience at the centre/s.
- Of those who attended the centre/s they highlighted a need for additional programs and activities to be on offer in various areas with 'recreation and social' being the highest opportunity for improvement.
- Access to programs and activities was of highest importance to both those who had and hadn't the centre/s.
- The two main reasons why people hadn't attend a centre in the last 12 months was due to the programs and activities not being of interest (35%) and the times of these not being suitable (32%).
- When asked for ideas of the future for N&C Centres various opportunities were identified, the highest being:
  - Programs and activities and inviting/welcoming (both those who had and hadn't attended).
  - Similar to how they currently are (those had attended the centre/s)
  - Diverse (those who hadn't attended).

Service Review – Neighbourhood and Community Centres

21. Insights from Elected Members

During the SR, a survey was undertaken to gain insights from Elected Members (EMs) regarding the N&C Centres and to identify potential opportunities to improve customer experience. The survey was forwarded to 13 people with seven surveys completed (54% response rate).

Survey results (January 2020)

Current N&C strengths and improvement opportunities

	Strengths	Improvement opportunities
Programs and services on offer	**3** felt this was a strength	**4** felt this could be improved
Spaces (buildings and surroundings)	**3** felt this was a strength	**3** felt this could be improved
Customer experience	**4** felt this was a strength	**1** felt this could be improved

Satisfaction with services provided to the community

3.6 star average satisfaction rating of the services provided to the community

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Other commentary

Strengths
- Building social cohesion.

Improvement opportunities
- After hours programs that cater for all.
- Offer to people from all backgrounds – not restricted to those that are disadvantaged.
- Limited transport to Trott Park.
- Additional programs targeting young people, especially the socially excluded.

Feedback EMs have received from the community (verbatim)

- Those that go love them and put up with infrastructure deficiencies.
- Over time N&C Centres provide services for particular clique groups at specific activities.
- I have had good reports about all the centres.
- Negative about changes to costs and the process.
- All that use the N&C Centres become possessive of them and the programs that they attend and do not like anything to change.
- Some of the programs were cut short during the school holidays.
- There are often requests for more programs for after school but it is difficult for the youth as they rely on the parents to take them.

Role that EMs see N&C Centres playing in the future (responses summarised)

- Greater role (1)
- Vital for social cohesion (1)
- Avoiding loneliness (1)
- Diverse and inclusive (1)
- Focal point for retirees (1)
- Respond to community need (1)
- Welcoming and safe (1)
- Utilised by third party providers to provide bespoke services to the community (1)
- Training for youth (1)

KEY POINTS AND OBSERVATIONS
Section: Insights from Elected Members
- 7 surveys were completed (54% response rate).
- 3.6 star average satisfaction rating of the services provided to the community.
- There is opportunity to improve programs and services on offer to respond to the community needs.

22. Insights from internal partners (CoM staff)

During the SR, a survey was undertaken to gain insights from internal partners (CoM Staff) regarding their experiences with N&C Centres and to identify potential opportunities to improve customer experience. The survey was forwarded to all CoM staff.

Note: All percentages are based on the number of responses for each particular question (not all respondents answered all questions).

Survey results (February 2020)

46 internal partners completed the survey from **13** different departments

- City Activation
- City Property
- Community Wellbeing
- Corporate Governance
- Customer Experience
- Development & Regulatory Services
- Engineering & Field Services
- Executive Team
- Human Resources
- ICT
- Innovation & Strategy

Chart 16: How they generally interact with N&C Centres

Interaction	Value
Knowledge sharing	24
Deliver services/programs/activities together	24
Undertake joint projects or partnerships	19
Networking	19
Utilise centre spaces for meetings/workshops	17
Share resources like people, plant and equipment	11
Go for lunch/meals	8
Other*	6
Don't currently attend or interact with centres	4
Provide a service to centres e.g. maintenance on buildings/grounds	3

Chart 17: Whether they could see themselves partnering with N&C Centres

- Yes: 68%
- Maybe: 28%
- No: 4%

72% (33) of respondents selected more than 1 interaction type

What these partnering opportunities could be
(of those who provided a response)

Department	Deliver services/programs/activities together	Joint projects/partnerships	Utilise centre spaces	Share knowledge	Share resource	Provide a service
City Activation	✓	✓	✓	✓		
Community Wellbeing	✓	✓	✓	✓	✓	
Corporate Governance			✓			
Customer Experience	✓					
Development & Regulatory Services						✓
Finance	✓					
Human Resources	✓				✓	
ICT						✓

*Includes a combination of 6 different interactions, each provided by 1 respondent only

Survey results (February 2020)

Chart 18: What they think N&C Centres offer to the community
(comments have been summarised)

30	Opportunities to make social connections
25	Programs and activities
14	Opportunities to feel part of the community
11	Formal and informal learning
9	Safe space
8	Access to support information and referral services
8	Opportunities for formal and informal learning
6	Food/meals
2	Room, hall and building hire facilities

80% (37) of respondents identified more than 1 offering type

Chart 19: N&C Centres would be even better if…
(comments have been summarised)

Upgrade/improve community spaces (buildings and surroundings)
13

Open after hours/on weekends
9

Other*
9

Increase internal promotion
8

Increase resourcing
7

Improved access to technology for staff/community
5

Attract/target more demographics
4

Increase external promotion
5

Increase internal collaboration
4

Become a Community Hub
2

KEY POINTS AND OBSERVATIONS
Section: Insights from internal partners (CoM staff)
- 46 internal partners completed the survey from 13 different departments.
- Internal partners highlighted that their greatest interactions with N&C Centres was 'knowledge sharing' and 'delivering services/programs and activities together'.
- 68% of respondents said they could see themselves partnering with N&C Centres.
- 8 departments identified the areas in which they could partner with N&C Centres.
- Internal partners identified many opportunities for improvement with upgrades/improvements to buildings and surroundings and being open after hours/on weekends the highest.

*Includes 9 different ideas, each provided by 1 respondent only.

23.   Insights from N&C Centre volunteers

During the SR, a survey was undertaken to gain insights from N&C Centre volunteers. The survey was forwarded to all N&C Centre volunteers.

Survey results (February 2020)

41

N&C Centre volunteers completed the survey

Chart 20: Respondent gender

- 72% Female
- 23% Male
- 5% Prefer not to say
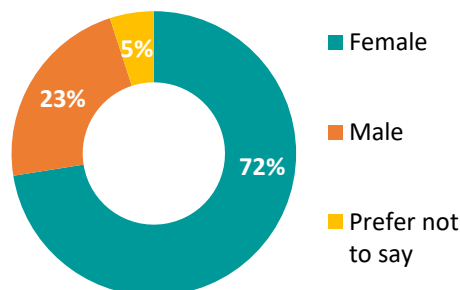
Chart 21: Where they volunteered

7% (3) of respondents identified more than 1 centre

Mitchell Park	Cooinda	Glandore	Trott Park
16	14	9	5
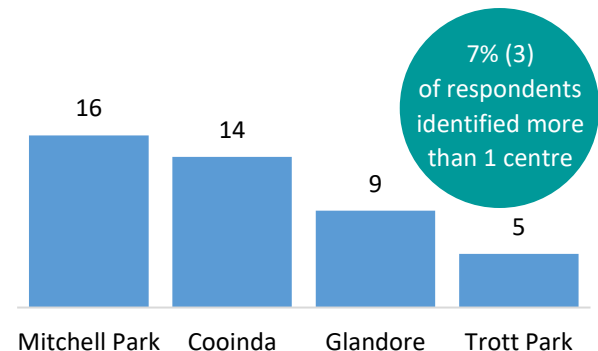
Chart 22: What area/s were they providing support?

Area	
Programs/activities – art and craft	10
Programs/activities – general	9
Reception or administration	8
Kitchen, café or food preparation	8
Recreation or social programs/activities	6
Once off events	5
Programs/activities - literacy and numeracy	5
Programs/activities – general coordination	3
Handyman and maintenance	2
Programs/activities - exercise	1
Gardening	1

32% (13) of respondents identified more than 1 area

Chart 23: How they got to the centre/s

5% (2) of respondents used more than 1 mode of transport

Drove themselves	Walked	Public transport	Family/ friend
29	7	6	1
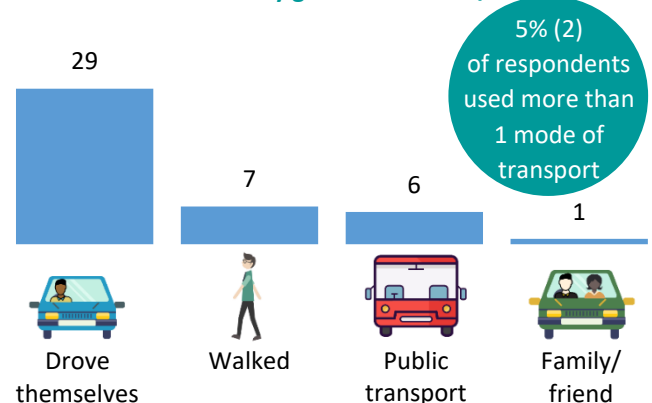
Chart 24: How long they have volunteered for

- 14% 6 months or less
- 44% Over 6 months up to 5 years
- 27% 6-10 years
- 10% 11-15 years
- 5% 20 years or more

(no responses for 16 to 19 years)
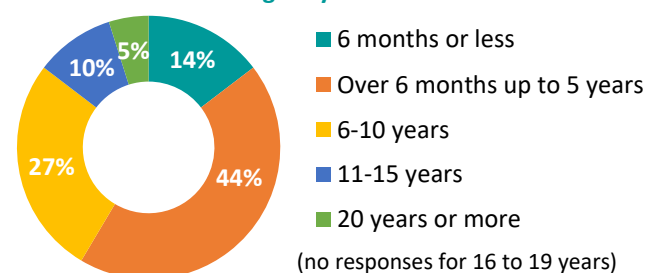
Chart 25: How often they volunteer

- 37% 2-3 times a week
- 59% Weekly
- 2% Fortnightly
- 2% Adhoc
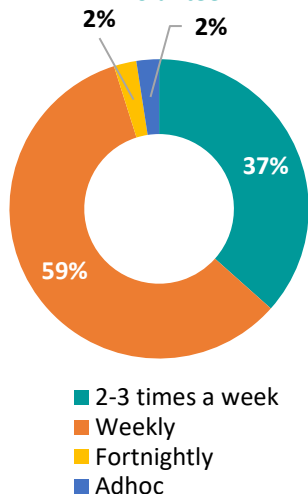
100% felt their skills match their volunteer role

12% felt they needed further training to undertake their volunteering role

22% found the sign in/out process difficult

4.5/5 average satisfaction rating regarding their volunteering role

Ideas for improving volunteering at N&C Centres

(comments have been summarised)

- Increasing programs/activities to allow for more volunteers (2).
- More and better working maintenance tools (1).
- Improved communication between staff and volunteers (1).
- More male volunteers (1).
- Program/activity interactions to be less formal (1).
- Buildings and spaces were upgraded/ improved (1).
- Less expectation on volunteers to do the same as paid staff (1).

KEY POINTS AND OBSERVATIONS

Section: Insights from N&C Centre volunteers

- 41 volunteers completed the survey (approximately 32% of all current volunteers).
- The greatest area in which volunteers contributed was programs and activities for art and craft (10) and general (9).
- The majority of respondents drive themselves to the centre/s.
- 44% have volunteered over 6 years and up to 5 years.
- 59% volunteer weekly.
- 100% felt their skills match their volunteer role, with 12% feeling they need further training.
- 22% found the sign in/out process difficult.

24. Insights from N&C Centre staff

During the SR, N&C Centre staff were asked to reflect on what they felt was working well, what they would like changed or eliminated and suggestions for improvement. Staff were given the opportunity to reflect through completing an online survey and via one-on-one and group discussions.

Reflections (January and February 2020)
(comments have been summarised and combined into common themes)

What's working well?
- Extended hours trial
- Regular team meetings
- Staff characteristics
- Programs and events
- Delivery of N&C Centres marketing plan
- Increased promotion through Social Media
- Support and opportunities provided to volunteers
- Introduction of online booking systems
- Welcoming/embracing new centre attendees
- Positive impact centres make on the community
- New offerings provided (programs and events)

What's not working well?
- Consultation with the community (not enough)
- Some one off and weekend events and youth programs (low attendance)
- Online booking (elderly)
- Room availability (not enough space for everyone)
- Data collection
- Communication (both internally and externally)
- Job insecurity
- Language in promotional materials
- Paper based processes
- Fair distribution of work
- Online booking system (cumbersome)

What should we do more of?
- Collaboration both internally and externally
- Program planning
- Utilise technology
- Rotating staff across centres
- Standardisation
- Programs/events out of hours
- Consultation and communication with the community
- Research based programming
- Professional development

What should we do less of?
- Continuing programs year after year
- Events without proper planning and thought of outcomes
- Party hire
- Large events that require lots of planning and staffing
- Providing volunteering opportunities
- Assisting multi-cultural people to complete documents
- Identifying outcomes

Improvement and innovation opportunities
- Reduce outdated programs
- Coordinated approach to programming
- Digitise processes
- Record data in one system
- Collect visitor* data
- Have key people responsible for certain activities
- Rebrand as Wellbeing Centres
- Student to capture attendees stories
- Simplify complex processes
- Operate as one centre across 4 locations
- Combine the Venue Manager and Special Event Permit positions

*A visitor is someone who may attend a centre with an enquiry or to socialise, however does but does not participate in a planned program or event.

Service Review – Neighbourhood and Community Centres

25. Local Government Benchmarking (South Australia)

During the SR, a benchmarking survey was circulated to various South Australian councils with 10 councils (including CoM) participating. The exercise aimed to understand management, programming and funding models in place, how measures of success are determined and identify collaboration opportunities.

Survey results (2020)

Chart 26: # of centres in council area

Onkaparinga Centres: 8 (population = 166,766)	Charles Sturt Centres: 8 (population = 111,759)	Salisbury Centres: 7 (population = 137,979)	Marion Centres: 5 (population = 88,618)	Unley Centres: 4 (population = 37,721)	Holdfast Bay Centres: 4 (population = 35,360)
			Mitcham Centres: 5 (population = 64,805)	Burnside Centres: 4 (population = 43,911)	Tea Tree Gully Centres: 4 (population = 97,734)
					Playford, Centres: 2 (population = 89,732)

Management models

	Fully managed by Council	Partially managed by Council and other	Fully managed by a group, board or other (not managed by Council)
CITY OF MARION	80%	-	20% (Marion LIFE Community Services)
Other councils (excludes CoM)	61%	4%	35%

Chart 27: Programming models
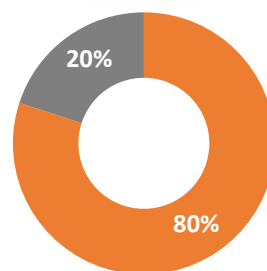
CITY OF MARION

20%
80%

Other councils (excludes CoM)

4% 4%
4%
88%
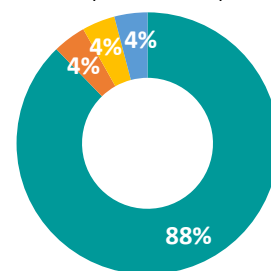
● Combination of scheduled activities, programs and venue/room hire
● Scheduled activities & programs (venue/room hire at night/weekend only)
● Scheduled activities & programs only (no venue/room hire)
● Used for venue/room hire only (no scheduled activities & programs)
● Unknown

Chart 28: Centre locations

CITY OF MARION

20%
40%
40%

Other councils (excludes CoM)

6% 2%
14%
78%

● Stand-alone centre e.g. a house or separate building
● In a community precinct (hub) e.g. separate centre but in direct proximity of other community services
● Other
● In a series of buildings e.g. separate centre but physically connected to other buildings providing other services

Collaboration

100% of councils were willing to collaborate through knowledge sharing, networking and undertaking joint projects/partnerships

71% were willing to share service delivery

43% were willing to share resources

Service Review – Neighbourhood and Community Centres

Survey results (2020)

Table 13: Funding sources

Council	Funding sources - operations					Funding sources - programs and projects				
	Council	External grant	Self-funded	Hire income	other	Council	External grant	Self-funded	Hire income	Other
Burnside	✓	✓		✓		✓			✓	
Charles Sturt	✓					✓		✓	✓	
Holdfast Bay	✓	✓	✓			✓	✓	✓		
Marion	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mitcham	✓			✓		Details not provided				
Onkaparinga	✓	✓	✓	✓		✓	✓	✓	✓	
Playford	✓	✓	✓	✓		✓	✓	✓	✓	
Salisbury	✓	✓				✓	✓	✓		
Tea Tree Gully	✓	✓				✓	✓	✓	✓	
Unley	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Table 14: How each council determines success
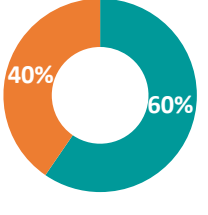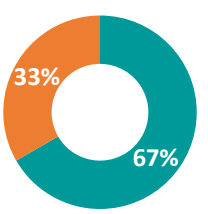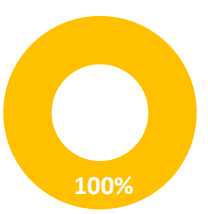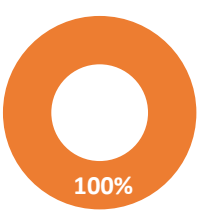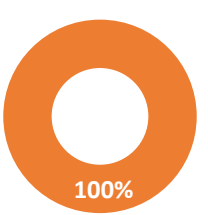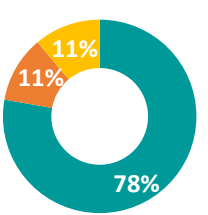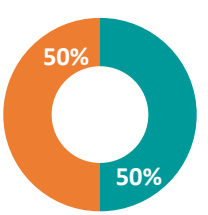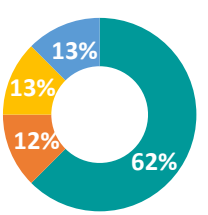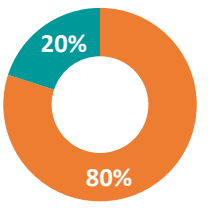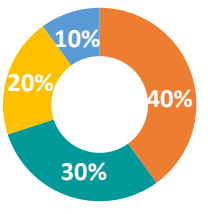
Council	Measures of success
Burnside	• Attendance numbers • Utilisation (hours of use)
Charles Sturt	• Attendance numbers • Number of programs offered • Income derived
Holdfast Bay	• Attendance numbers • Key performance indicators (increase attendance by % each year)
Marion	• New attendees • Developing relationships with others • Learning something new • Attending more than 1 program
Mitcham	• Through community engagement
Onkaparinga	• Key performance indicators (attendance numbers, utilisation (hours of use), volunteer numbers and hours) • Results Based Accountability practices
Playford	• Through annual community engagement • Targets (attendance and satisfaction) • Results Based Accountability practices
Salisbury	• Attendance numbers • Utilisation (hours of use) • Attendees are connected and participating • Developing relationships with others • Learning something new
Tea Tree Gully	• Results Based Accountability practices • Budget and return on investment
Unley	• Attendance numbers • Utilisation (hours of use) • Key performance indicators

KEY POINTS AND OBSERVATIONS

Section: Local Government Benchmarking (South Australia)

- The main management model for all centres was 'fully managed by council' (CoM = 80% and other councils = 61%).
- The main programming model for other council centres was a 'combination of scheduled activities, programs and venue/room hire' (88%), whereas CoM was 'scheduled activities & programs (venue/room hire at night/weekend only) (80%).
- 78% of other council centres were identified as a 'stand-alone centre e.g. a house or separate building' (CoM = 40%).
- 100% of councils were willing to collaborate through knowledge sharing, networking and undertaking joint projects/partnerships.
- All with the exception of two councils rely on external grants to fund centre operations.
- There is opportunity to learn from (and adopt where applicable) each councils approach to measuring success.

Service Review – Neighbourhood and Community Centres

26. Local Government Benchmarking (interstate)

Council	# of centres	Management model	Programming model	Funding model	How they determine success
City of Gold Coast	47	40% / 60%	100%	Combination of: • Council • External grants • Hire income	• Increase in attendance • Increase in utilisation (hours of use)
Bundaberg Regional Council	3	33% / 67%	100%	Combination of: • Council • Self-funding • External grants • Hire income	• Meeting government requirements • Key performance indicators
City of Port Stephens	14	100%	100%	Combination of: • Council • Hire income	• Not applicable – managed by volunteers
Yarra City Council	9	100%	11% / 11% / 78%	Combination of: • Council • Self-funding • External grants • Hire income	• Results Based Accountability practices
De-identified council	8	50% / 50%	13% / 13% / 12% / 62%	Combination of: • Council • Self-funding • External grants • Hire income	• Offering a variety of programs and activities across all age groups and demographics
City of Hobart	10	20% / 80%	10% / 20% / 30% / 40%	Combination of: • Council • Self-funding • Hire income	• Increase in utilisation (hours of use) • Offering diverse programs and activities
City of Perth	1	100%	100%	Combination of: • Council • Self-funding • Hire income	• Key performance indicators

LEGENDS

Management model
- Managed by council
- Managed by a group/board/other
- Managed by volunteers

Programming model
- Combination of scheduled activities, programs and venue/room hire
- Used for venue/room hire only (no scheduled activities & programs)
- Scheduled activities & programs only (no venue/room hire)
- Scheduled activities & programs (venue/room hire at night/weekend only)

KEY POINTS AND OBSERVATIONS

Section: Local Government Benchmarking (interstate)

- Management models varied from state to state with 'managed by council' and managed by a group/board' being the most prominent.
- The main approach to programming was a combination of scheduled activities, programs and venue/room hire
- Each council relies upon council and hire income to fund proportions of their centres.
- There is opportunity to learn from (and adopt where applicable) each councils approach to measuring success.

## 27.	Alignment to the CoM Strategic Plan

Table 15: Alignment to City of Marion Business Plan 2019 - 2023

Community Vision Theme	Project/Initiative	Project Delivery	Role	How have N&C Centres delivered/supported this?
INNOVATIVE	Deliver an expanded online booking service for community managed facilities. *(reference: Business Plan Project 5)*	FY2019/20	Key stakeholders	An online booking system has been developed through CoM's Customer Experience Department. N&C Centres have been a key stakeholder in trialling and testing this software providing feedback as required.
CONNECTED	Trial a third community bus. *(reference: Business Plan Project 9)*	FY2019/20	Key stakeholder	Through community consultation undertaken by the Positive Ageing and Inclusion Team, two previously unvisited centres were identified as potential additional destinations. Both Trott Park and Glandore centres have been added to the Community Bus route through the third Community Bus trial.
CONNECTED	Trial implementation of extended operating hours at N&C Centres. *(reference: Business Plan Project 10)*	FY2019/20	Lead	Extended operating hours trialled from October 2019 to March 2020 at three centres. **Cooinda:** Had the greatest uptake and it is recommended to continue extended hours all year round. **Glandore and Trott Park:** Recommended to continue extended hours during daylight savings months.
LIVEABLE	Renew the Mitchell Park sports and community facilities. *(reference: Business Plan Project 20)*	FY2019/20 FY2020/21 FY2021/22	Key stakeholder	The Mitchell Park Neighbourhood Centre will relocate from its current site to the rebuilt Mitchell Park Sports and Community Facility. Leaders of N&C Centres are key stakeholders in this project providing advice and direction on community needs and expectations for the rebuild of the community centre.

Table 16: Alignment to City of Marion Strategic Plan 2019 - 2029

Community Vision Theme	10 year goal	How are N&C Centres supporting this strategic direction?
LIVEABLE	By 2029 we will have attractive neighbourhoods with diverse urban development, vibrant community hubs, excellent sporting facilities, open spaces and playgrounds. *(reference: Strategic Plan L1, L2, L3, L4)*	- All centres run regular programs and events and introduce and trial new. - Three centres are open on Saturday mornings. - Extended opening hours trialled (October 2019 to March 2020). - Two centres have gardens, however, the garden at Trott Park is run independently from the Centre. - All centres offer art and craft programs and activities.
VALUING NATURE	By 2029 we will improve stormwater management, increase energy efficiency, promote biodiversity and improve opportunities for people to play in open spaces and interact with nature. *(reference: Strategic Plan VN2, VN3)*	- In partnership with CoM's Environmental Team, climate and sustainability workshops/events have been held at two centres. - CoM energy efficiency and renewable energy workshops and presentations are held from one centre. - Two centres have community gardens (see above), with another identified as a future community garden site. - Solar panels are installed on the rooves at one centre. - Nature play programs are held during school holidays at each centre. - Two centres have a playground, Mitchell Park is located next to a reserve with another identified as a future playground site.

Table 16: Alignment to City of Marion Strategic Plan 2019 - 2029

Community Vision Theme	10 year goal	How are N&C Centres supporting this strategic direction?

ENGAGED	By 2029 our community will feel engaged and empowered to influence the improvement of their own neighbourhood. *(reference: Strategic Plan E1, E2, E3, E4, E5)*	• All centres act as a community gathering point, creating opportunity for the community to meet, socialise and connect.
		 • A number of Government funded programs are delivered out of the centres including:
		   – Community Services Support Program – Hubs Program (CSSP)
		   – Commonwealth Home Support Programme (CHSP)
		   – Adult Community Education (ACE)
		 • Programs are often trialled first to determine the community want and need.
		 • Feedback is sought from all participants by way of evaluation forms and conversations.
		 • Centres provide volunteering opportunities and links to organisations to new arrivals.
		 • Volunteers support each centre.
		 • Centres frequently host work experience and placement students.
		 • A *Neighbourhood Centres Marketing Plan 2016-2019* was developed to raise the profile of centres, attract new customers and build a brand.

INNOVATION	By 2029 we will be constantly ready to adapt to technological advances. We will be better and quicker at sharing relevant information. *(reference: Strategic Plan I1, I3, I4)*	• iPads are provided at centres for volunteers to track their attendance hours. • Standalone television screens at each centre sharing information (not connected to the centrally managed corporate digital system). • One centre has a computer suite, with 15 additional tablets/laptops recently ordered for community use. • As part of the *Neighbourhood Centres Marketing Plan 2016-2019* online presence has been increased via CoM website, social media and the introduction of podcasts. • Online evaluation forms have been developed and are being trialled.
PROSPEROUS	By 2029 our city will see realisation of the full potential of the Tonsley Precinct and other key commercial – industrial – retail zones. *(reference: Strategic Plan P2, P3)*	• Centres frequently host work experience and placement students. • Research projects have been undertaken in collaboration with centres. • Adult educational courses are delivered from centres, which are designed to improve learning skills and be the first step towards other training and education opportunities.
CONNECTED	By 2029 it will be easier and safer to move around our city which will have accessible services and plenty of walking and cycling paths. New technology and community facilities will better connect our community. *(reference: Strategic Plan C1, C2, C3)*	• Centres act as a community gathering point, creating opportunity for the community to connect. • One centre has a computer suite. • Three centres are located within close proximity to public transport . • All centres provide free Wi-Fi access to the community.

KEY POINTS AND OBSERVATIONS
Section: Alignment to the CoM Strategic Plan
- N&C Centres have displayed alignment to both CoM's Business Plan and Strategic Plan.
- The greatest area of alignment was in the 'engaged', 'connected' and 'liveable' spaces.
- There is opportunity to increase alignment in the 'innovation' space.

28. COVID-19 response

In response to the COVID-19 pandemic, the N&C Centre's team changed the way they deliver to ensure that service continuity to the community was maintained. This required pivoting to an online and digital service delivery model. Examples of this adapted service delivery, feedback from participants and staff, and key learning (qualitative) can be reviewed in *Image 15*.

OUR TEAM CONTACTED OVER **4,000** PEOPLE ACROSS **202** PROGRAMS AND **31** VARIOUS EXTERNAL HIRERS TO ADVISE THAT ALL FOUR CENTRES WERE CLOSING. STAFF ACTED QUICKLY AND WERE ABLE TO ACHIEVE THIS IN ONLY TWO DAYS.

WE ADAPTED OUR STRUCTURE TO 'ONE CENTRE'.
Senior staff took on roles to ensure the whole team stayed focussed and strategic in their thinking. Virtual programming, Adult Community Education, Administration and External Funding are our streams. All NHC staff stayed working within the Centres to ensure we were able to support new ways of working. *"Nothing will be the same again and we need to continue to connect and support people"*.

PHYSICALLY DISTANCED SOCIALLY + CONNECTED

One of the single most important things we did was to be very clear in our messaging and made a promotion around it! Being physically distanced whilst staying socially connected with our community helped the team to focus and understand what was needed.

ACE

129 CLASSES WERE MOVED ONLINE OVER 13 DIFFERENT COURSES

INTERNAL & EXTERNAL PARTNERSHIPS WERE FORMED TO MOVE COURSES TO ONLINE PLATFORMS.

COMMUNICATIONS | GOVERNANCE | LIBRARIES | INTERSKILL
ICT | DEPT OF INDUSTRY & SKILL | COMMUNITY CENTRES SA

WE SUCCESSFULLY LOBBIED THE DEPT. OF INDUSTRY & SKILLS ON BEHALF OF THE WHOLE SECTOR TO ROLL OVER ACE FUNDING FOR 20/21. WE CAN NOW PROVIDE SERVICES FOR ANOTHER YEAR.

125 NEW PEOPLE SIGNED UP FOR ONLINE ACE COURSES AFTER RESTRICTIONS WERE IMPLEMENTED.

43 PREVIOUS BOOKINGS

288% ▲

INTEREST IN MINDFUL LIVING COURSES INCREASED SO DRAMATICALLY THAT AN EXTRA CLASS WAS CREATED TO COPE WITH DEMAND.

ONLINE PROGRAMS

127 PEOPLE HAVE JOINED TWO FACEBOOK GROUPS AS PART OF THE APART PROJECT. THESE ENABLE OUR COMMUNITY TO CONTINUE TO CONNECT WITH OUR ART TUTORS ONLINE AS WELL AS SHARE THEIR THOUGHTS & FEELINGS THROUGH THEIR CREATIVE PURSUITS.

apART ONLINE
Being apART JOURNAL

12 GROUPS OF FOUR

36 PEOPLE HAVE SIGNED UP TO 'WALK AROUND AUSTRALIA', WHICH ENCOURAGES PEOPLE TO STAY PHYSICALLY ACTIVE IN A NEW AND FUN WAY DURING THIS TIME.

$20,000 IN FUNDING WAS SECURED THROUGH THE DEPT. OF HUMAN SERVICES TO HELP ROLL OUT DIGITAL LITERACY SUPPORT FOR OUR COMMUNITY.

FILLING IN THE BLANKS

A NEW INITIATIVE OFFERING **YOUNG PEOPLE AGED 16-25** THE CHANCE TO MAKE A DIFFERENCE IN THEIR COMMUNITY WHILE UPSKILLING THEM IN AREAS SUCH AS SOCIAL MEDIA, GRAPHIC DESIGN, EVENT MANAGEMENT AND LEADERSHIP.

OUR VERSION OF CARPOOL KARAOKE PROVED A HUGELY SUCCESSFUL POST ON FACEBOOK.

👍 ❤️ 😆 **191** POST REACTIONS
👁️ **2,398** PEOPLE REACHED

COMMUNITY FEEDBACK

The 'A-Team' has made a world of difference to my kids; they love it. It's not easy to find activities for three siblings who experience autism differently to enjoy at the same time.

LISA, A-TEAM ACTION PACK RECIPIENT

Thank you Val for your continuing support and encouragement. I support City of Marion's Facebook initiative, to keep us motivated to practice art and stay connected during these challenging times.

MIRA, ApART ONLINE PARTICIPANT

Every day is a celebration for me isolated or not. It is full of firsts.

KATHY, BEING ApART JOURNALS PARTICIPANT

STAFF FEEDBACK

"Very proud of the way the Team has come together, keen to learn and understand the changes and adapt. Plus the amazing support from other Departments to help us get online – thank you.

"I was on leave as Covid-19 started taking affect in Australia. I returned to an empty centre at the end of March. It has been quite isolating, however the weekly Zoom meetings, thinking creatively on how to connect with our community, visits from managers, and working with a wide variety of Council Departments has been a positive outcome for our team and will for our community as we move forward.

"We had frozen food in all our four Centre freezers and I gathered them all up and delivered it to MarionLife – they were so appreciative.

"In the ACE (Adult Community Education) Program we have pivoted very quickly. I feel proud and dizzy!!!!. My head is still spinning. I know this is having a huge impact in our student's lives and we know that many people need this support to move forward in this changing climate.

LEARNINGS

People whom are vulnerable do have some capacity to take action and support themselves.	Don't always assume older people cannot use Digital Literacy.	Volunteers have been flexible and willing to take on new roles.	The Team has increased their Digital Literacy skills.	Speed at which the Team launched into the changes.

ACE LEARNINGS

Managing expectations of the tutors and how a couple have not been easy to adapt.	The amount of work needed to bring these courses online and meet funding requirements for the RTO.	We would not have been able to "pivot" so quickly without our internal IT Department.	Good conversations with the participants up front gave them the opportunity to advise if they wished to continue or not. Many continued.	Mindset for adaptation and change is paramount for this to have been successful – across the team, tutors and participants.

29. Recommendations, key findings and benefits

Table 17: Recommendations, key findings and benefits

No.	Recommendation	Findings	Benefit
1	Council to continue to manage the four N&C Centres.	• Currently centres are managed and operated by N&C Centre staff and volunteers. • Of the other South Australian councils surveyed in the benchmarking exercise, 61% of the total N&C Centres were fully managed by council.	• CoM are able to continue to manage strategic direction of centres and programs and the subsequent curation of service providers and events to ensure inclusivity and diversity objectives are met.
2	In collaboration with People and Culture, undertake a formal workforce planning exercise to include succession planning, professional development requirements and a staff skills audit to align the workforce to current and future service demands.	• Workforce plans are not formally in place. • Current and future requirements need to be further identified and a staff skill audit undertaken against the requirements e.g. understanding capacity of existing staff to improve their ability to manage and understand data.	• It will assist N&C Centres to grow and adapt in a strategic way. • Provides opportunity to upskill current staff. • Assists to match skills to current and future business needs and goals. • Ensures the right people are recruited, developed and retained to enable quality service delivery and improved outcomes. • Supports the successful move from where N&C Centres are now to where they need to be in the future and continually adapt to changing needs.

3	Continue seeking and look to increase collaborative long term strategic partnerships to deliver programs designed to support our community. This would include targeting alternative sources of funding and service provision, including seeking service providers to deliver services from/through N&C Centres.
	
	(benefits are partially dependent on Recommendation 4)
		• Currently centres are funded by Council and grants.
		• Grants acquired by CoM for centres account for approximately 65% of the total overall income (based on FY2018/19).
		• Centres have relied on funding to deliver programs and events and would not be able to continue with their current operating model without it.
		• Of the nine South Australian councils surveyed in the benchmarking exercise:
		  – 78% of councils rely on grant funding to fund operations.
		  – 88% of the total N&C Centres have a combination of scheduled activities, programs and venue/room hire.
		• Each centre has the capacity to increase overall utilisation.
		• CoM generally only provides venue/room hire at night or on weekends.
		• The proportion of private bookings of N&C Centres is approximately 17%, predominantly outside of Centre business hours.
			• Reduce reliance on external grant funding to run programs and events.
			• Increase the breadth of services offered to be more inclusive, diverse and reflective of our community as a whole.
			• A shift in service offerings will broaden the demography of attendees at the centres and is likely to increase numbers and engagement.
			• Long term committed partnerships invested in community-centric outcomes and service provision.
			• Improve connectivity, engagement and partnerships with service providers.
			• Holistic and complementary approach to services with targeted benefits and outcomes.
			• Provide a 'hub' experience for community.
			• CoM are able to continue to manage strategic direction of centres and programs and the subsequent curation of service providers and events to ensure inclusivity and diversity objectives are met.

4	Explore the opportunity for centre hire income to be channelled into N&C Centre management and programming.	• Expenditure and income is distributed between both N&C Centres and the Land and Property Team e.g. Land and Property receive all income for hire charges and rent, however pay for the majority of maintenance on buildings.	• The hire income generated could be used to fund programs and events, reducing reliance on CoM and grant funding (hire income FY2018/19 $87K/approx. $18pp = approx. 4,800 people through N&C Centres on hire revenue).

Table 17: Recommendations, key findings and benefits

No.	Recommendation	Findings	Benefit
		• Approximately $87k income generated in FY2018/19 through hire and rent was provided to Land and Property Team.	
5	Centralise coordination of programs and events for N&C Centres through a Program and Partnerships Coordinator, who would also work with other areas across CoM that deliver events or who have expressed an interest to collaborate (through the internal partners survey) to look for synergy and partnering opportunities (using existing FTE).	• Programming and promotion is managed independently at each centre. • Programming is largely 'supply-based' dependent on the funding received and not people-centred or demand-driven. • Programming is planned on a term-by-term basis. • N&C Centre staff reflected that they would like to have a coordinated approach to programming. • Other areas at CoM (such as Libraries, Marion Cultural Centre and Living Kaurna Cultural Centre) deliver events and are not engaged or coordinated with when programming occurs. • N&C Centre staff reflected that they want to collaborate more both internally and externally. • Of the internal partners (CoM staff) surveyed: – 52% identified that they already deliver services/programs and activities with N&C Centres; and – 68% identified that they could see themselves partnering with N&C Centres.	• Coordination of programs, activities and events would be optimised across centres • Holistic approach of what's on offer from CoM and promotion of events. • Breakdown of silos across the centres and within CoM. • Coordinated planning would allow programs, activities and events to be planned much further in advance, which would as a result would facilitate the production of annual programs of events for the community. • N&C Centre Staff could focus on the management of the centres. • Improved service offerings. • Improved customer experience, which is consistent across centres. • Opportunity across CoM to collaborate and: – Share knowledge, – Undertake joint projects/partnerships, – Share service delivery; and – Share resources.
6	Increase community involvement in needs analysis and program-related planning, use of centre spaces, and other modes of delivery to ensure that they are holistic and complementary and planned further in advance (>1yr).	• Programming to-date has been based on funding criteria, staff ideas (supply-based) and feedback from evaluation forms. • Of the non-users of the centres survey respondents: – 86% identified that programs/activities weren't of interest to them; and – 79% identified that program/activity times were not suitable for them. • N&C Centre staff reflected that they want to : – Consult more with the community; and – Reduce outdated programs. • Anecdotally retirees, the elderly and CALD form the majority of the N&C Centres base and are the main sources of program feedback. • Those who do not attend centres have minimal opportunities for input and might feel reluctant to. • Programs and events are organised on a term-by-term basis. • Some programs and events are 'rolled' over (repeated).	• Enables better informed decision making when coordinating programs, activities and events. • A shift in service offerings will broaden the demography of attendees at the centres and is likely to increase numbers and engagement. • Programs and events are inclusive and diverse and reflect what our community values, how they would like to engage with the centres and what they would like to participate in. • Promotes community-centred buy-in and ownership. • Improved customer experience. • Coordinated planning would allow programs, activities and events to be planned much further in advance, which would as a result would facilitate the production of annual programs of events for the community.

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Table 17: Recommendations, key findings and benefits

No.	Recommendation	Findings	Benefit
		• Elected Members who undertook the survey, identified there is opportunity to improve programs and services on offer to respond to the community needs.	
7	Engage and collaborate with the Inclusion Reference Group (members include people with a disability) to consider how N&C Centres could support non-NDIS funded programs.	• Newly established cross-council Inclusion Reference Group whose purpose is to assist in shaping an inclusive community and enhance customer voice for people with a disability.	• Provision of new service offerings for people with disabilities, not covered by NDIS. • Help raise awareness of matters impacting people with a disability. • Promote community-centred buy-in and ownership. • Provide an inclusive and diverse approach to planning. • Programs and events are inclusive and diverse and reflect what our community values, how they would like to engage with the centres and what they would like to participate in.

8	Initiate further collaboration with other Local Government Councils who expressed interest through the benchmarking survey in opportunities to share knowledge and resources, network, undertake joint projects and create partnerships.	• Of the nine South Australian councils surveyed in the benchmarking exercise:
		  – 100% were willing to collaborate through knowledge sharing or networking,
		  – 71% were willing to share service delivery; and
		  – 43% were willing to share resources.
			• Opportunity to:
			  – Gain knowledge,
			  – Network,
			  – Undertake joint projects/partnerships,
			  – Share service delivery; and
			  – Share resources.

9	Centralise management and coordination of volunteers (using existing FTE).	• To align with change in requirements there has been an increase in administrative and management processes which have not been implemented consistently across the centres. • Two centres have been hesitant in bringing on new volunteers due to the increased workload and lack of knowledge of the new processes.	• Consistent approach and process to volunteer management and coordination. • Potential to increase number of volunteers with improved coordination.
10	Undertake a 2 year program focusing on increasing utilisation, attendance and volunteer contributions at Trott Park Neighbourhood Centre.	• Low attendance to programs, activities and events. Overall attendance in 2019 approximately (10,700 total). • Centre not being utilised to its full capacity (approximately 25% utilisation in 2019). • Low usage by external hirers (approximately 13% utilisation in 2019). • Capacity to increase number of volunteers at Trott Park (currently 13). • Promotion of programs, activities and events will need to be a continued focus going forward.	• A shift and increase in service offerings and the times they are offered will broaden the demography of attendees at the centres and is likely to increase numbers, engagement and participation at Trott Park.

Service Review – Neighbourhood and Community Centres

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Table 17: Recommendations, key findings and benefits

No.	Recommendation	Findings	Benefit

11	Trial Extended Hours at Cooinda Neighbourhood Centre only during non-daylight savings months.	• Original trial for three centres occurred during daylight savings months (from October 2019 through to March 2020).
		• Cooinda Neighbourhood Centre had the greatest uptake and Trott Park Neighbourhood Centre second greatest during the extended hours trial.
		• Although Glandore Community Centre had the lowest uptake during the extended hours trial the uptake of it demonstrated that the community embraced the extended hours in this area.
		• Of the non-users of the centres surveyed:
		  – 32% identified that programs/ activities weren't at a suitable time for them to attend; and
		  – 6% identified that centre opening times weren't suitable for them to attend.
		• Promotion of programs, activities and events will need to be a continued focus going forward.
			• A shift and increase in service offerings and the times they are offered will broaden the demography of attendees at the centres and is likely to increase numbers, engagement and participation at these three centres.
			
			Estimated costs
			Extended hours trial during non-daylight savings at Cooinda = $10k (once off – further costs if continued after trial)
			Based on 24 weeks x 3 hours per week x 2 staff members.
			
			Extended hours during daylight savings months at Cooinda, Glandore and Trott Park = $30k (yearly ongoing – will increase with CPI)
			Based on 24 weeks x 3 hours per week x 2 staff members x 3 centres.
			
			Programming = $10k (total for both)

12	Continue Extended Hours at three N&C Centres (Cooinda, Trott Park and Glandore) during the daylight savings months with increased promotion of the offerings.		
13	Ensure N&C Centres are stakeholders in the development and rollout of the new CRM system.	• Consistent data collection and data management is not integrated into the roles of centre staff. • The focus of data collection is for reports for funding bodies. • Demographic data of customers is not collected consistently, stored in a database, or used other than for reports for funding bodies. • Unable to use what data there is to form single view of a N&C Centre attendee or any statistics on their attendance at events, or pattern of events attended. • Lack of a CRM during COVID made it difficult to maintain consistent communication via a preferred channel to stay connected as collected variously. • Information currently collected and stored via Eventbrite, hard copy attendance forms, and in spreadsheets.	• A CRM database of N&C Centre customers. • Identify how our community would like to be contacted and connected with (mailing lists, sms, etc.). • N&C Centres are able to easily maintain contact with customers, many of whom are vulnerable, during a crisis via a specified preferred channel (phone, sms, email, etc.) as the data is collected and stored consistently • Improved data management, analysis and reporting. • Improved data integrity. • Improved ease and efficiency in sourcing and reporting on information. • Potential to replace numerous manual reports. • Facilitate analysis of our community and how they connect with N&C Centres. • Provide an understanding of our community's pain points.
14	Revise data collection practices, improve data management and instil the importance of data as a tool and part of everyone's role.	• Data collection in N&C Centres to-date has been done haphazardly. • Data collection is generally only done to support reporting requirements to funding bodies. • Majority of data is collected on paper then transferred to spreadsheets, often with significant delay.	• Establishment of N&C Centre customer personas. • Identification and analysis of segments of the community not attending centres and why. • Facilitate analysis of our community and how they connect with N&C Centres and how they would like to into the future via different channels. • Identification of gaps in service offerings.
15	Use data to better understand N&C Centre customer personas and identify potential gaps in service		

Table 17: Recommendations, key findings and benefits

No.	Recommendation	Findings	Benefit
	offerings to a broader cross section of our community.	• Some paper based data had not been collated or entered electronically (requiring manual entry for the SR). • N&C Centre staff reflected that they felt data collection was onerous and wasn't working well. • Data is generally undervalued by the centres and typically only used for funding-related reporting purposes.	• Opportunity to improve service offerings and delivery, thus improving customer experience. • Enables monitoring and management of centre performance.
16	Establish outcome based metrics to identify what success looks like for N&C Centres and measure performance against this criteria.	• Each council benchmarked against has various measures of success that could be used as a starting point. • Success currently is largely anecdotal and numbers based. • Centres need to better define what success looks like and set up measures to manage performance against the success criteria.	• Shift from day-to-day operational focus to a medium to longer term strategic focus with measurable goals and outcomes. • Monitoring and tracking performance provides the necessary visibility to adapt programs to ensure success. • Centres and management can celebrate their successes and work on opportunities for improvement.
17	Ensure programs, activities and events have pre-defined measurable outcomes.	• Many programs and events are short term impact or impact is not measured. • Measurable outcomes however are evident with Adult Community Education (ACE) programs amongst others. • A shift towards more programs with measurable outcomes would be beneficial to understand need, impact, effectiveness and also performance.	• Ensure targeted groups are being reached. • Measurable and adaptable outcomes based on monitoring and analysis findings. • Strategic and sustainable outcomes. • Evidence based data can be used to attract future funding, investors and/or service providers.
18	Upgrade televisions at three N&C Centres (Cooinda, Glandore and Trott Park), connect to the corporate digital system and centralise the marketing of content to these screens.	• Standalone televisions at each centre which are not connected to the centrally managed corporate digital system. • Content and design is managed individually by each centre.	• Enable better and faster at sharing of relevant information. • Centralised and coordinated approach to marketing content at centres. • Supports N&C Centres to align better to CoM 'innovation' value. • Holistic approach of what's on offer from CoM and promotion of events. **Estimated cost**: $18k (once off) *Based on 1 screen and installation ($6k) x 3 centres, includes purchase and installation (Mitchell Park not included due to relocation to new centre).*

19	Review and map key processes to look for opportunities to improve consistency and efficiency across the centres.	• Similar processes including programming and facilities management are done differently (although sometimes only slightly) at each centre.
		• The difference in processes was highlight by staff who work across multiple centres.
		• N&C Centre staff reflected that they want to :
		  − Simplify complex processes; and
		  − Rotate more staff across centres.
			• Processes are clearly mapped and documented.
			• Ensures that N&C Centre staff have a strong understanding of their key process which will:
			  − Support staff and volunteers who currently work across all centres.
			  − Instil confidence in staff and volunteers to work across centres.
			• Ensures a consistent customer experience.
			• Increases accountability for processes and reliability of information.
			• Provides opportunity to continually review and improve processes.

20	Automate all manual processes (where possible).	• Many processes (including data) collection are manual.	• Potential to increase productivity and operational efficiency. • Improved customer experience.

Table 17: Recommendations, key findings and benefits

No.	Recommendation	Findings	Benefit
	(Dependency on Recommendations 19)	• N&C Centre staff reflected that they want to digitise processes.	
21	Continue with the trial of the third Community Bus until June 2021 (original expected trial end date) to gain further data to analyse the ongoing need. *(this is managed by the Positive Ageing and Inclusion Team)*	• Third bus trial was hindered due to vehicle suitability, difficulty recruiting volunteers and community engagement. • Bus was trialled from 28/1/20, however due to COVID-19 pandemic all Community Bus services were suspended in March 2020. • Extensive data is not available to determine the success.	• Will provide further data to analyse the ongoing need.

*Industrial awards and enterprise agreements applying to the City of Marion require a consultative process to be undertaken with employees and their representative union where those employees will be impacted by the formulation of plans that have a direct impact on them. This requirement applies where the formulation of plans impacts on the composition, operation, size of the workforce or in the skills required, alteration in the hours of work, the need for retraining or transfer of employees to other work location and the restructuring of jobs.

The purpose of these industrial arrangements is to provide an opportunity for employees and their union to have their viewpoints heard and taken into account prior to a decision being made

30. Acknowledgement

In January 2020, the SR of N&C Centres commenced, the process involved consultation and engagement across the CoM by Mel Nottle-Justice and Karen Brewster. The process has been supported and contributed to by many people in particular:

SR Steering Group
The role of the Steering Group was to ensure that the deliverables of the SR were achieved.
- Tony Lines, General Manager City Services
- Liz Byrne, Manager Community Connections
- Anne Minion, Team Leader Community Hubs (also a member of the Delivery Group)
- Rachel Read, Unit Manager People and Culture
- Cass Gannon, Performance and Innovation Leader
- Mel Nottle-Justice, Business Improvement Officer (also a member of the Delivery Group)
- Karen Brewster, Business Analyst (also a member of the Delivery Group)

SR Delivery Group
The role of the Delivery Group was to support by reviewing and advising with regard to the day-to-day activities of the SR.
- Jill Daviess, Coordinator Neighbourhood Centres
- Cathlin Day, Coordinator Glandore Community Centre
- Sarah Lesses, Adult Community Education Project Officer
- Yasmin Neal, Community Hubs Project Officer
- Eileen Phan, Neighbourhood Centres Officer
- Jackie Dolling, Business Unit Support Officer, Community and Cultural Services

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.