

His Worship the Mayor
Councillors
CITY OF MARION



**NOTICE OF
STRATEGY COMMITTEE MEETING**

Notice is hereby given pursuant to the provisions under Section 83 of the Local Government Act 1999 that a General Council meeting will be held

Tuesday 7 June 2016

Commencing at 6.30pm

In the Chamber

Council Administration Centre

245 Sturt Road, Sturt

A copy of the Agenda for this meeting is attached in accordance with Section 83 of the Act.

Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to Committee Room 1 is via the main entrance to the Administration building on Sturt Road, Sturt.

A handwritten signature in purple ink, appearing to read "Adrian Skull", is positioned above the printed name and title.

Adrian Skull
CHIEF EXECUTIVE OFFICER

2 June 2016

**CITY OF MARION
STRATEGY COMMITTEE AGENDA
FOR THE MEETING TO BE HELD ON
TUESDAY 7 JUNE 2016
COMMENCING AT 6.30PM
THE CHAMBER
245 STURT ROAD, STURT**



1. OPEN MEETING

Meeting adjournment until 7.15pm.

2. KAURNA ACKNOWLEDGEMENT

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

3. MEMBER'S DECLARATION OF INTEREST (if any)

4. CONFIRMATION OF MINUTES

4.1 Confirmation of the Minutes for the Strategy Committee Meeting held on
5 April 2016

5. BUSINESS ARISING

5.1 Review of the Action Statement identifying business arising from previous
meeting of the Strategy Committee

6. REPORTS

6.1 Innovative Business
SC070616R6.1

7. CONFIDENTIAL ITEMS

Nil

8. ANY OTHER BUSINESS

9. MEETING CLOSURE

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

10. NEXT MEETING

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

Time: 6:30pm

Date: 2 August 2016

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

**MINUTES OF THE STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 5 APRIL 2016**



PRESENT

Elected Members

Councillors Veliskou (Chair), Westwood

His Worship the Mayor Kris Hanna

Independent Member

Mr Damian Scanlon

In Attendance

Cr Hull

Mr Adrian Skull

Ms Abby Dickson

Mr Tony Lines

Ms Fiona Harvey

Ms Kate McKenzie

Ms Elaine Delgado

Chief Executive Officer

General Manager City Development

General Manager Operations

Manager Innovation & Strategy

Manager Corporate Governance

Strategic Planner (minute taker)

1. OPEN MEETING

The meeting commenced at 6.30pm.

The Chair moved a motion to adjourn the meeting for up to 15 minutes.

Carried unanimously

The meeting resumed at 6.45pm.

2. KAURNA ACKNOWLEDGEMENT

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

3. MEMBERS DECLARATION OF INTEREST

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

No interests were disclosed.

4. CONFIRMATION OF MINUTES

Moved Councillor Westwood, Seconded Mr Scanlon that the minutes of the Strategy Committee meeting held on 2 February 2016 be confirmed as a true and correct record of proceedings.

Carried unanimously

5. BUSINESS ARISING

The statement identifying business arising from the previous meetings of the Committee was reviewed and progress achieved against identified actions noted.

Mr Scanlon made the following points relating to business arising from the 2 February 2016 Strategy Committee meeting:

- An external speaker to address Council relating to community energy models is being pursued
- There is high quality world-wide research findings available on Innovation Districts
- University students will be available to assist the City of Marion in projects relating to innovative ideas, workforce planning, project management, and those relating to the City of Marion's community survey findings

6. REPORTS

The following reports were discussed and it was noted that separate reports will be brought to Council for consideration of any recommendations from the Strategy Committee.

Council Business Plan 2016-2019
Reference No: SC050416R6.1

The following points were raised relating to the Business Plan:

- Council needs to be clear on its vision and how it is to be achieved – questions to be addressed regarding the vision should include: 'What is it?', 'Why is it good?', 'What are the benefits?'
- Council could review its Vision of 'Wellbeing' and develop a Mission statement to clearly articulate Council's role
- It is important there is sufficient resourcing in place to enable implementation of projects in the Business Plan
- Effective delivery mechanisms are a critical component in achieving visionary ideas
- Consideration needs to be given to Council's role in providing opportunities for lower skilled, under employed and unemployed workers
- Council needs to be clear on how indicators are informing the Business Plan
- Good examples/models of innovative ideas that meet market requirements and provide jobs, and identification of their 'drivers', could be explored including those in the private sector
- Two key opportunities that could benefit from innovative approaches in the City of Marion are: 1) Opportunities for an ageing population, and 2) Tonsley in its role

- attracting creative entrepreneurs to establish enterprises
- Consider inclusion of net tree goals
- A stronger reference to Council's relationship with its community should be made as this needs to be a priority

The following related points were raised:

In undertaking asset management and project implementation Council should:

- Ensure accessible opportunities for recreation and sport are provided in all neighbourhoods
- Ensure leasing/licencing conditions support the sustainability of community clubs and groups
- Review community capacity building concept and strategies
- Develop a comprehensive and accessible database of all properties including open space
- Have timely implementation of projects to completion following their endorsement by Council to avoid not meeting community expectations
- Consider allocation of funds in the master planning stage of projects to support staged implementation
- Develop a process that enables spending of savings in the second half of each financial year using contractors if required
- Ensure deliverables match community expectations
- Ensure partnership arrangements are explored and utilised where possible
- Pursue timely opportunities to advocate with relevant agencies on behalf of the community, particularly for issues that have implications at a regional or broader level, such as advocating for roll-out of the NBN to the premises rather than the node
- Communicate and 'tell the story' of how projects enhance community wellbeing
- Take time to celebrate successful completion of projects/delivery of outcomes
- Utilise Elected Members in community engagement activities

Moved Cr Westwood, Seconded Mr Scanlon that the Strategy Committee:

1. Provide feedback on the draft 2016-2019 Business Plan and Vision (as provided in Appendix 1 and 2)
2. Notes the draft Plan is proposed to be presented to Council for consideration and adoption for implementation from 1 July 2016 subject to inclusion of Strategy Committee feedback.

Carried unanimously

Strategy 'Road Map' – Key contributors to the community's long-term aspirations
Reference No: SC050416R6.2

The following points were raised:

- It is important plans are structured so they enable flexibility to meet needs as circumstances change
- In reference to Appendix 2 it was noted the development of Work Area Plans and Personal Development Plans are well underway
- On-going informal discussions and performance reviews with staff, rather than formalised annual performance reviews, is now an approach being used by organisations

Moved Mr Scanlon, Seconded Cr Westwood that the Strategy Committee:

1. Note the overview presentation of the Strategy Road Map.

Carried Unanimously

Environmental Scan and Global Trends
Reference No: SC050416R6.3

The following points were raised:

- 'Rate capping and state government control' should be included in the 'political environment' section of the Environmental Scan
- A library review is being undertaken that will identify usage levels and inform future service provision
- Energy efficiency is an important area for Council to further pursue
- There is scope for more innovative projects to be considered by Council
- Megatrends and wellbeing indicators that highlight areas for improvement should drive the work of Council

Action: Administration to document Council's role in addressing the wellbeing indicators

Moved Cr Westwood, Seconded Mr Scanlon that the Strategy Committee:

1. Notes the environmental scan and global trends information as presented in Appendix 1, 2 and 3 and relevant comments by the Strategy Committee.

Carried unanimously

Streetscape Project
Reference No: SC050416R6.4

The following points were raised:

- Streetscaping has been an ongoing Council priority and the draft Streetscape Policy articulates why Council is addressing streetscapes
- The Streetscape Program of prioritised capital and renewal works will identify funding requirements and opportunities for external funding will be explored where possible
- The scope of streetscape projects will vary with more significant projects requiring a staged approach for planning, design and implementation
- The Committee requested that NBN is added to the utilities section of the policy

Moved Cr Westwood, Seconded Mr Scanlon that the Strategy Committee:

1. Note the proposed approach of the Streetscape Project.
2. Considers and provides feedback on the draft Streetscape Policy.
3. Considers and provides feedback on the approach to develop a Streetscape Program of capital and renewal works.

Carried unanimously

Community Energy
Reference No: SC050416R6.5

The report was noted.

7. CONFIDENTIAL ITEMS

Nil

8. ANY OTHER BUSINESS

The forward program for the Strategy Committee was discussed.

Action: Mr Skull to formally request Mr Scanlon organise a presenter for the June 2016 Strategy Committee meeting to address the 'Innovative Business' item

9. MEETING CLOSURE

The meeting was declared closed at 8.43pm

10. NEXT MEETING

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

Time: 6:30 pm

Date: 7 June 2016

Venue: The Chamber, Marion Council Offices, 245 Sturt Road, Sturt

CONFIRMED

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CHAIRPERSON

/ /

CITY OF MARION
BUSINESS ARISING FROM STRATEGY COMMITTEE MEETINGS
AS AT 5 APRIL 2016



	Date of Meeting	Agenda Item		Responsible	Due Date	Status	Completed / Revised Due Date
1.	2 Feb 2016	7.3	Seek an external speaker to address Council at a date to be determined. Cr Veliskou to meet with Mr Scanlon, the Mayor and CEO to discuss.	Cr Veliskou Mr Scanlon	Prior to 5 April 2016		Completed
2.	2 Feb 2016	7.3	Identify and distribute research findings for Innovation Districts	Mr Scanlon	Prior to 5 April 2016		Completed
3.	2 Feb 2016	7.3	Provide information for the Strategy Committee on community energy models for future discussion	Mr Scanlon	Prior to 5 April 2016		Completed
4.	2 Feb 2016	7.5	Seek university students for involvement in Council projects when opportunities identified.	Mr Scanlon	On an as-needs basis		Completed
5.	5 April 2016	6.3	Administration to document Council's role in addressing the wellbeing indicators	Ms Harvey	Prior to 7 June 2016		Completed
6.	5 April 2016	8	Mr Skull to formally request Mr Scanlon organise a presenter for the June 2016 Strategy Committee meeting to address the 'Innovative Business' item	Mr Skull	Prior to 7 June 2016		Completed

CITY OF MARION
Strategy Committee



SCHEDULE OF MEETINGS 2016			
Day	Date	Time	Venue
Tuesday	2 February 2016	6.30pm – 9.30pm	Administration Committee Room 2
Tuesday	5 April 2016	6.30pm – 9.30pm	Chamber
Tuesday	7 June 2016	6.30pm – 9.30pm	Chamber
Tuesday	2 August 2016	6.30pm – 9.30pm	Chamber
Tuesday	4 October 2016	6.30pm – 9.30pm	Chamber

INDICATIVE STRATEGY COMMITTEE WORK PROGRAM – 2016

TUESDAY, 2 February

Topic	Action
Introduction to the City Marion	
Committee's Terms of Reference and overview of skills	
Work Program 2016	
Priorities identified through the Strategic Directions Committee	Provide advice on next steps
Council's Business Plan 2016-2019	Consider draft and process for further development
Streetscape Policy and Program	Update on progress and provide advice on next steps
Environmental Scan and Global Trends	Provide advice on key opportunities and impacts

TUESDAY, 5 April

Topic	Action
Any items deferred from 2 February 2016 meeting	
Draft 2016-2019 Business Plan	Provide input into the finalisation of the Plan
Strategy 'road map'	Consider key contributors to the community's long-term aspirations
Environmental Scan and Global Trends	Provide advice on key opportunities and impacts (Adjourned from 2/2/16 Strategy Committee meeting)
Streetscape Project	Update on progress and provide advice on next steps for streetscaping across the city (Adjourned from 2/2/16 Strategy Committee meeting)

Community Energy	Discussion on outcomes of report scheduled to be presented to a General Council meeting on 23 February 2016
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TUESDAY, 7 June

Topic	Action
Any items deferred from 5 April 2016 meeting	
Innovation Workshop	A workshop to explore innovation in the context of the community's vision and council's strategic goals

TUESDAY, 2 August

Topic	Action
Any items deferred from 7 June 2016 meeting	
Tonsley Redevelopment	
Darlington and broader north-south corridor upgrades	
Innovative Business	Explore how Council can do business more effectively into the future
'Total Development Plan of Everything'	Option to combine with Urban Planning Committee
Work Area Plans and linkages	
Regional approaches / Benchmarking	Explore benchmarking with other councils for efficiencies and improvements and how we can work beyond Council boundaries
'Big Data'	Identify trends and strategic questions to inform data mining that in turn can inform Council's contribution to addressing community issues and opportunities

TUESDAY, 4 October

Topic	Action
Any items deferred from 2 August 2016 meeting	
Community	Explore how Council can ensure its work maximises community benefit, e.g. vulnerable community members

**CITY OF MARION
STRATEGY COMMITTEE MEETING
7 JUNE 2016**

Originating Officer: Fiona Harvey, Manager Innovation & Strategy
General Manager: Abby Dickson, General Manager City Development
Subject: Innovation Workshop
Reference No: SC070616R6.1

REPORT OBJECTIVE

The purpose of this report is to provide an overview of the Innovation Workshop to be held as part of the Strategy Committee Meeting.

RECOMMENDATION (1):

DUE DATES

That the Strategy Committee:

- | | |
|---|--------------------|
| 1. Note the overview of the Innovation Workshop to be held as part of the Strategy Committee meeting | 7 June 2016 |
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DISCUSSION

The City of Marion has recently adopted a set of organisational values, to ensure the organisation is positioned to support the behaviour required to effectively and efficiently achieve the strategic direction of the Council.

Innovation is one of these values:

With the community and safety at the forefront of everything we do, Marion values Innovation. This will be pursued through 'Encouraging new ideas, and learning from our experience to do things better':

- We look for ideas and opportunities to better deliver
- We pursue informed risk-taking
- We practice creative problem solving
- We explore and share best practice

The Strategy Committee is well placed to support the pursuit of this value given its objectives:

- Providing advice to Council regarding matters of strategic importance
- The development and monitoring of Council's strategic management plans as defined under Section 122 of the Act
- Providing advice to Council on the changing and emerging nature of the community, region and area in which it operates, and specifically the public policy objectives of other councils, State and Commonwealth governments

- Providing advice to Council on the extent or levels of service required to be provided by the Council to achieve its long-term objectives.

Consideration of innovation within the context of the community's vision and council's strategic goals is important to support the ongoing improvement in service delivery and the provision of new services to maximise community value.

Workshop

A workshop will be held to explore the pursuit of innovation, with focus on Intrapreneurship i.e. innovation within the organisation.

The objectives of the workshop are:

1. To understand the key elements of building intrapreneurship in our organisation through exploring:
 - what truly innovative thinking is
 - what environmental factors make for a place that will be creative, inspiring and innovative
 - what is happening in those organisations that are welcoming of innovative ideas
 - how ideas best get turned into innovation
 - how innovation is rewarded
 - where are innovators found
 - how we embrace risk and uncertainty
 - how we make this part of way we do business, integrated with strategy and planning.
2. To consider the role of the Strategy Committee in supporting innovation and intrapreneurship through exploring:
 - what questions need to be asked in a forum such as the Strategy Committee and in the leadership team to elicit innovative ideas and thinking
 - the structure of roles and meetings to support the ongoing focus on innovation
 - How much structure/definition of roles, systems and processes is needed to pursue innovation.
3. To consider a small number of innovative ideas in context of the insights gained through the workshop.

To open the workshop Tom Hadju will provide a presentation on innovation.

Tom Hadju

Tom is a Hollywood music composer, communications innovator and CEO of Disrupter, a strategic innovation company, who recently moved to SA from Canada. Over several years Tom's company has developed a rare core competency that allows the firm to create deeper and more creative strategic technologies more quickly. The company has a large IP portfolio as a result. Tom is also CEO of Umbilical a mobile entertainment platform company.

In 1990, Tom co-founded tomandandy, which he built into one of the largest music production companies in the world. As CEO, he helped reshape the role of music in the film, television and advertising industries by introducing a new process that lowered music production costs to a fraction of previous levels while improving creative quality. He has collaborated with Oliver

Stone, U2, Laurie Anderson, William Burroughs, David Byrne, Lou Reed to name a few and he has worked with the top brands, film and TV studios and best of breed advertising agencies worldwide.

Tom has sat on many award juries and chaired and spoken at universities and international conferences about the impact of technology on content including TED, CalTech/MIT Enterprise Forum, Digital Hollywood and CBS Radio.

He holds a B.A. from the University of British Columbia, and M.F.A. and Ph.D. degrees from Princeton University and a Presidential/ Key Executive MBA from Pepperdine University's Graziadio School of Business and Management.

Tom recently received Australia's Distinguished Talent Visa awarded to individuals who have an internationally recognized record of exceptional and outstanding achievement in a profession, a sport, the arts, academia and research.