

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 4 October 2016

Commencing at 6.30pm

In the Council 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 the Council Chamber is via the main entrance to the Administration building on Sturt Road, Sturt.

A handwritten signature in purple ink, appearing to read "Adrian", with a stylized flourish at the end.

Adrian Skull
CHIEF EXECUTIVE OFFICER

29 September 2016

**CITY OF MARION
STRATEGY COMMITTEE AGENDA
FOR THE MEETING TO BE HELD ON
TUESDAY 4 OCTOBER 2016
COMMENCING AT 6.30PM
THE COUNCIL CHAMBER
245 STURT ROAD, STURT**



1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

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

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

4. CONFIRMATION OF MINUTES

- 4.1 Confirmation of the Minutes for the Strategy Committee Meeting held on 7 June 2016I

Note: The Strategy Committee meeting scheduled for 2 August 2016 was not held. Strategy Committee members were invited to attend the Infrastructure Committee meeting held on 6 September 2016.

5. BUSINESS ARISING

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

6. REPORTS

- 6.1 Council's 10-year Strategic Plan
SC041016R6.1FG

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: TBA

Date: TBA

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

**MINUTES OF THE STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 7 JUNE 2016**



PRESENT

Elected Members

Councillors Veliskou (Chair), Gard, Westwood

His Worship the Mayor Kris Hanna

Independent Member

Mr Damian Scanlon

In Attendance

Cr Byram

Cr Hull

Mr Adrian Skull

Ms Abby Dickson

Mr Vincent Mifsud

Mr Tony Lines

Mr Mathew Allen

Mr Ray Barnwell

Ms Liz Byrne

Ms Fiona Harvey

Ms Carol Hampton

Mr Colin Heath

Ms Kate McKenzie

Mr Neil McNish

Ms Steph Roberts

Mr John Valentine

Ms Elaine Delgado

Chief Executive Officer

General Manager City Development

General Manager Corporate Services

General Manager Operations

Manager Engineering & Field Services

Manager Finance

Manager Community & Cultural Services

Manager Innovation & Strategy

Manager City Property

Manager Contracts

Manager Corporate Governance

Economic Development Manager

Manager Human Resources

Manager Strategic Projects

Strategic Planner (minute taker)

1. OPEN MEETING

The meeting commenced at 6.36pm.

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 Cr Gard that the minutes of the Strategy Committee meeting held on 5 April 2016 be confirmed as a true and correct record of proceedings.

Carried

Meeting Adjournment

The Chair proposed a motion to adjourn the meeting to reconvene at 7.15pm.

Moved Councillor Westwood, Seconded Councillor Gard that the meeting be adjourned until 7.15pm.

Carried

The meeting reconvened at 7.15pm.

The Chair welcomed Committee Members and attendees and declared the meeting reopened.

5. BUSINESS ARISING

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

6. REPORTS

Innovative Business

Report Reference: SC070616R6.1

Mr Skull introduced the guest presenter and workshop facilitator on the value of innovation, Mr Tom Hadju.

The following points are a summary of Mr Hadju's presentation/workshop, '*Marion City Council – How to Generate Ideas*,' that provided an introduction to the concept of 'Innovation':

- Innovative ideas come from using a structured approach
- A common barrier in identifying innovative ideas is the different perspectives/ways of thinking people preference and apply to innovation. These approaches can be labelled 'converging' (think and do), 'accommodating' (feel and do), 'diverging' (feel and watch), and 'assimilating' (watch and think)
- Research has demonstrated that broad cross-functional teams produce better results as they focus on all stages of the creative process, however often homogenous teams

are more satisfied with their team mates and team work as people tend to react positively to people of a 'like' nature

- In exploring innovation it is important leaders demonstrate commitment, trust and tolerance
- Imagination is now more important than knowledge as knowledge is limited to 'what is known' rather than 'what can be'
- People need to be cognisant of assumptions they bring to innovation that can lead to solutions that are 'programmed' (one right answer) rather than 'non-programmed' (a variety of answers)
- In the early stage of innovative thinking there is not the capacity to be able to discern which is the best ideas - many views are needed at the start of the process
- Key features in the innovative thinking process are:
 - Need to suspend judgement and logic – this is 'design thinking'
 - Need to practice, have fun, relax and care about the project – work with the process even if it feels inefficient
 - Have the courage to face fears – failure, embarrassment, ambiguity, rejection
 - Change lenses and angles – use transform verbs, e.g. twist, turn, reverse, rotate, adapt substitute, fuse, omit, rearrange, magnify, shrink – deliberately change perspectives, build metaphors and analogies, look for the 'next right answer'
 - Look for 'wild' ideas to tame – cast as far as possible and then draw the idea into reality
 - Build momentum – avalanche ideas, be provocative, don't try to understand what 'happened' but just let it flow
 - Cross-functional teams are required to find the best results
- Steps for a creative problem solving process that can be used by all levels of an organisation include:

1. Problem finding)	
2. Fact finding)	Problem formulation
3. Reframing problem)	
4. Idea finding)	Solution formulation
5. Evaluation and selecting)	
6. Planning)	
7. Gaining acceptance)	Solution implementation
8. Taking action)	

Points made in response to the presentation were:

- An organisational structure needs to facilitate opportunities for staff to share and work with others to identify innovative solutions
- Qualities required to foster innovation include not being risk averse, and leaders having the 'will' and being 'open minded' to explore and achieve innovative ideas
- Need to foster and nurture staff abilities to 'make a difference'
- There is an imperative to involve and inform the community as they are the benefactors of the work of Council
- Many small improvements across an organisation can collectively make a large positive difference.

Cr Veliskou thanked Mr Hadju for his presentation and leading discussion.

Mayor left the meeting during this agenda item at 7.40pm

Action: Mr Skull to further explore embedding Innovation in the work of Council through discussion with the Senior Leadership Team

Moved Councillor Gard, Seconded Westwood that the Strategy Committee:

1. Note the overview of the Innovation Workshop to be held as part of the Strategy Committee meeting.

7. CONFIDENTIAL ITEMS

Nil

8. ANY OTHER BUSINESS

Nil

9. MEETING CLOSURE

The meeting was declared closed at 9.20pm

10. NEXT MEETING

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

Time: 6:30 pm

Date: 2 August 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 4 OCTOBER 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
7.	7 June 2016	6.1	Mr Skull to further explore embedding Innovation in the work of Council through discussion with the Senior Leadership Team	Mr Skull	Prior to 2 August 2016		Completed
8.	2 August 2016		No meeting held				

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

Meeting was not held. Strategy Committee members invited to attend the 6 September 2016 Infrastructure Committee

Topic	Action
Any items deferred from 7 June 2016 meeting	
Tonsley Redevelopment	Presentation on Tonsley was given to the Elected Member Forum on 3 March 2016 and another is scheduled for 8 November 2016.
Darlington and broader north-south corridor upgrades	A Darlington/Tonsley update is scheduled for the Elected Member Forum on 8 November 2016
Innovative Business	Explore how Council can do business more effectively into the future An Innovation Workshop was facilitated by Tom Hadju, CEO Disrupter, at the Strategy Committee meeting on 7 June 2016
'Total Development Plan of Everything'	Option to combine with Urban Planning Committee Topic being progressed by Council's Urban Planning Committee
Work Area Plans and linkages	Topic to be addressed as part of the 'City of Marion Strategic Plan' Strategy Committee agenda item on meeting to be held 4 October 2016
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.

	This topic was discussed at a presentation by Peter Karidis from Palamir, on 'Smart and Resilient Cities' at the Infrastructure Committee meeting held on 5 July 2016
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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 Topic to be addressed as part of the 'City of Marion Strategic Plan' agenda item
Council's 10-Year Strategic Plan	

**CITY OF MARION
STRATEGY COMMITTEE
4 OCTOBER 2016**

Originating Officer: Fiona Harvey, Manager Innovation and Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: Council's 10-Year Strategic Plan

Report Reference: SC041016R6.1

REPORT OBJECTIVE

To support Council's continued consideration of its 10-year Strategic Plan.

RECOMMENDATIONS (2)

That the Strategy Committee:	DUE DATES
1. Notes the information provided as input into consideration of its 10-year Strategic Plan: <ul style="list-style-type: none"> - Comprehensive environmental scan (Appendix 4) - Health and wellbeing risk indicators (Appendix 5) - <i>Making Marion</i> community engagement summary (Appendix 6) - Key local issues raised with Elected Members (Appendix 7) 	4 Oct 2016
2. Participates in a workshop to continue its consideration of a 10-year Strategic Plan.	4 Oct 2016

BACKGROUND

Council's Strategic Management Framework (SMF – Appendix 1) provides the structure within which its strategic and operational plans are developed and integrated, based on the key principles of 'line of sight' between all staff and the community's vision, and simplicity.

Council has recently adopted a long term Community Vision (Appendix 2) which sets out the aspirations of the Community over the next 25 years under the purpose and community vision:

Purpose: To improve our residents' quality of life; continuously, smartly and efficiently.

Community Vision: A community that is Liveable, Valuing Nature, Engaged, Prosperous, Innovative and Connected.

Council has also adopted its 2016-2019 Business Plan (Appendix 3) (GC270916R03) describing the priorities of the Council over the remainder of their term.

It is timely to review and revise the 10-year Strategic Plan to create alignment, and 'line of sight' for community and Council between the long term vision and the 3-year business plan.

DISCUSSION

Key inputs into Strategic Plan Development

A number of datasets and information sources are summarised as key inputs into the consideration of council's 10-year Strategic Plan:

1. **Comprehensive environmental scan** – a scanning exercise is undertaken on an annual basis to identify changes, emerging issues and opportunities in the community and business environment that may impact the progress of the community's aspirations and council vision. Many of these emerging issues and opportunities may have long term implications and therefore are put on a 'watching brief'. Others may have critical short term impacts and therefore are key considerations in setting short and medium strategies and tactics. The environmental scan is undertaken using the PESTLE model (Political, Economic, Social, Technological, Legislative/Legal and Environmental) considering both internal and external environments. This model is then aligned to the six themes of the community vision, with the latest scan provided in Appendix 4.
2. **Health and Wellbeing Risk Indicators** – as part of the environmental scan, and aligned with council's role under the SA Public Health Act, an in depth assessment of the health and wellbeing status of the community was undertaken in 2015. This identified a range of risk indicators present in the community and is provided in Appendix 5. Whilst council does not have a role in the management of primary health and ill health, it plays a significant role in influencing the causes of health/ill health, e.g. provision of sports infrastructure maximises opportunities for people to participate in sport and recreational activities which in turn impacts on people's health such as managing weight, cardiovascular health and mental health.
3. **Making Marion Community Engagement Summary** – In 2012 a major *Making Marion* Community Engagement program was undertaken with the information provided by the community used to inform the development of the Community Vision-towards 2040. The engagement exercise with the community was future focused and captured their needs and aspirations to 'take the City of Marion into the Future'. A summary of community feedback through this process is provided in Appendix 6.
4. **Local issues raised with Elected Members** – Elected Members play a dual role as elected officials. One part of their role is to engage with their local ward constituents to understand local issues and opportunities and reflect these through the Council. The other part of the role is to act at a strategic level as a governing body to set strategic directions and make decisions from a whole of city and community perspective. In developing a 10-year Strategic Plan, it is critical to understand the key local issues and how priorities in a strategic plan can address these through the alignment and cascading of strategies into tactics and operational actions. A list of the issues most frequently raised at the local level is provided in Appendix 7.

Strategic Plan Format

The 10-year Strategic Plan will be an aspirational document, setting out a 'roadmap' for the next 10 years. Priority actions for the next 3 years have been committed through the 3-year Business Plan, and a process put in place to develop a 4-year Business Plan for the next term of Council. A key element of the 10-year Strategic Plan will be to consider the outcome indicators that would track the progress of the strategic goals and community aspirations, beyond the delivery of actions in the Business Plan. Examples of 10-year plans using this framework will be provided at the Committee meeting, along with examples of potential community outcome indicators that would reflect progress of objectives and aspirations.

Workshop

A workshop is proposed to continue discussions on the 10-year Strategic Plan with the following process proposed:

- Under each of the six Community Themes consider the draft 10-year Strategic Goal
- Under each Strategic Goal consider the key data and information that is critical to inform the setting of strategies
- Workshop current strategies (as taken from the 3-year Business Plan) and consider new strategies, gaps where key issues and opportunities are not currently addressed, and any other required revisions.

Next Steps

It is proposed that the outputs of the workshop are summarised, and a draft 10-year Strategic Plan is developed for Members' further consideration.

Appendices

Appendix 1 – Strategic Management Framework

Appendix 2 – Community Vision Towards 2040

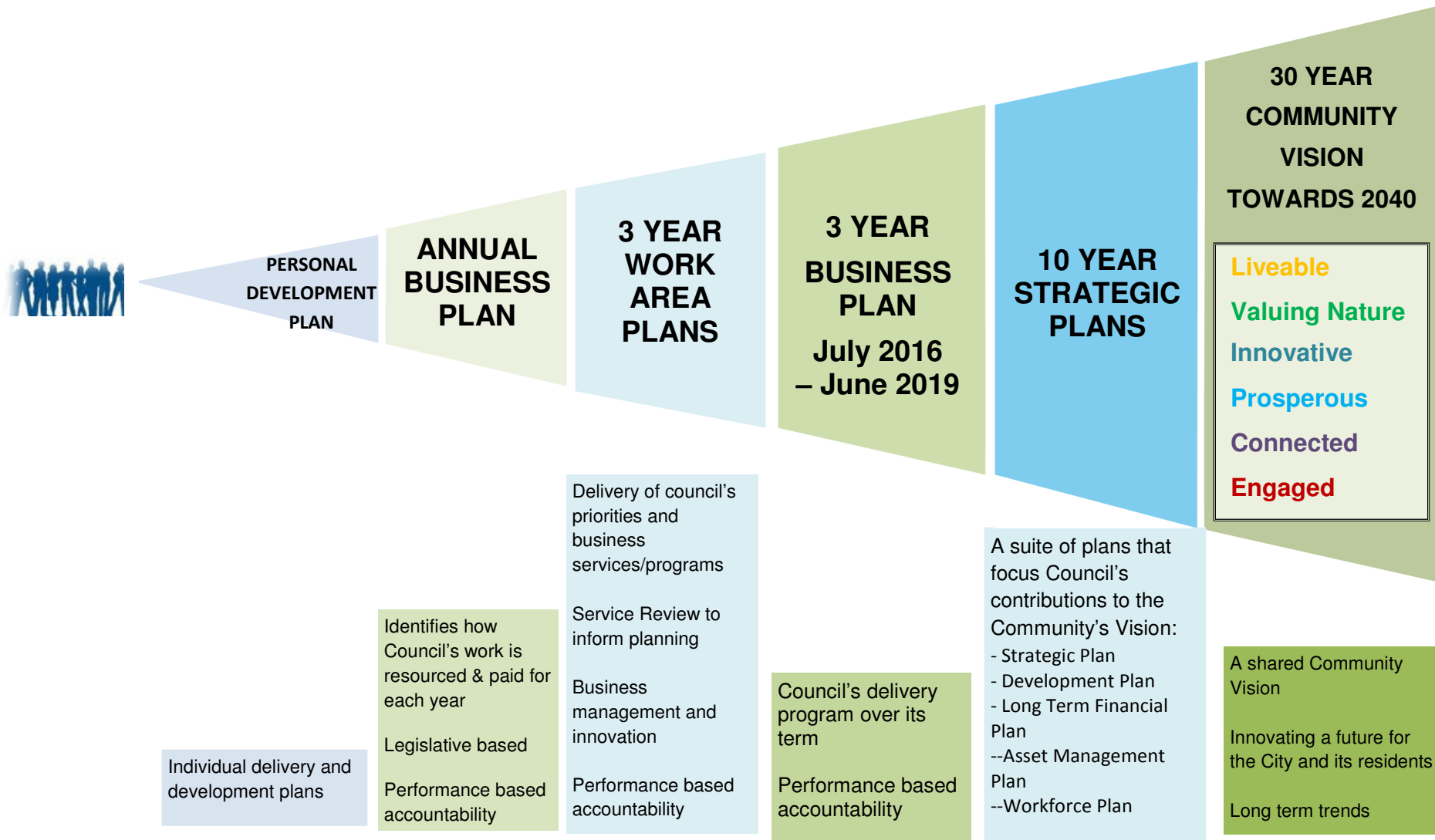
Appendix 3 – City of Marion Business Plan 2016 -2019

Appendix 4 – Comprehensive Environmental Scan

Appendix 5 – Health and Wellbeing Risk Indicators

Appendix 6 – Making Marion Community Engagement Summary

Appendix 7 – Local issues raised with Elected Members



Six themes of our Community Vision

These six themes represent the shared values and aspirations that will guide how our city develops.



LIVEABLE

By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated.

VALUING NATURE

By 2040 our city will be deeply connected with nature to enhance peoples' lives, while minimising the impact on the climate, and protecting the natural environment.

ENGAGED

By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods.

PROSPEROUS

By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

INNOVATIVE

By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all.

CONNECTED

By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially, and harnesses technology to enable them to access services and facilities.

LIVEABLE



VALUING NATURE



ENGAGED



PROSPEROUS



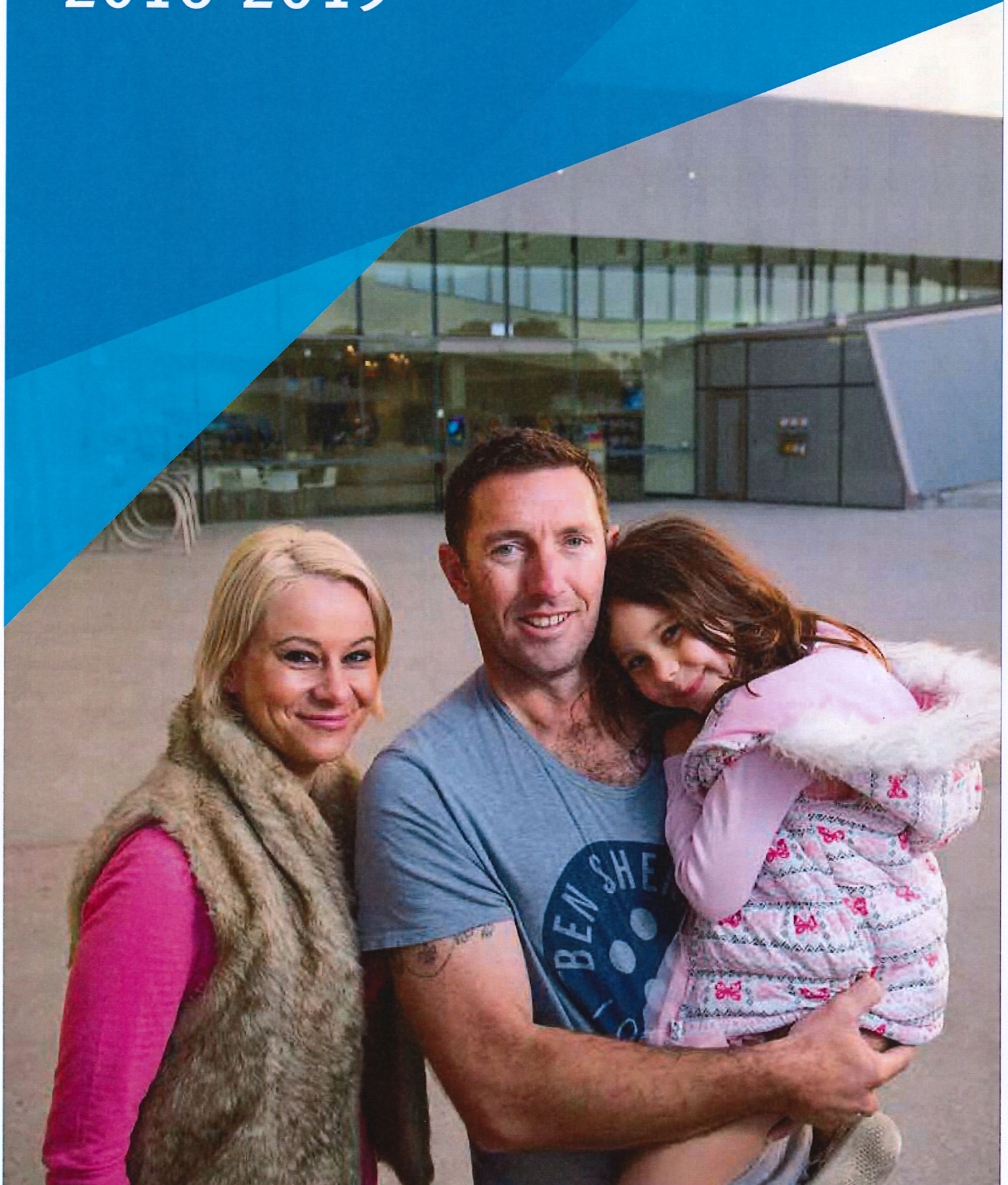
INNOVATIVE



CONNECTED



City of Marion Business Plan 2016-2019



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WELCOME

Welcome to the *City of Marion Business Plan 2016-2019*.

Our city is undergoing exciting change, and there has never been a better time to present a clear plan for the future.

The development of Tonsley, Australia's first innovation district, is attracting investment to the region and creating new opportunities for businesses, training and education, while the Darlington Road upgrade will make our city more accessible.

This document explains the projects and programs Council will deliver to develop a city in line with our community's wishes.

You will learn about the modern sporting and community facilities we will build, our work to improve the transport network, including walking and cycling paths, create more open space, enhance the natural environment, and grow the economy.

We remain determined to develop our city in a smart and efficient way without placing an undue burden on ratepayers.

The *City of Marion Business Plan 2016-2019* is a significant step towards building a city that meets the aspirations of our community.



Kris Hanna
Mayor



COMMUNITY VISION ➤ TOWARDS 2040

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OUR PURPOSE, VISION AND VALUES

OUR PURPOSE

(Why we exist)

To improve our residents' quality of life;
continuously, smartly and efficiently

OUR COMMUNITY VISION

(What we want to become)

A community that is Liveable, Valuing Nature,
Engaged, Prosperous, Innovative and Connected

OUR VALUES

With the community and safety at the forefront
of everything we do, we value:

Respect - Treating everyone as we want to be
treated, where all contributions are valued

Integrity - Fostering trust and honesty in all of
our interactions

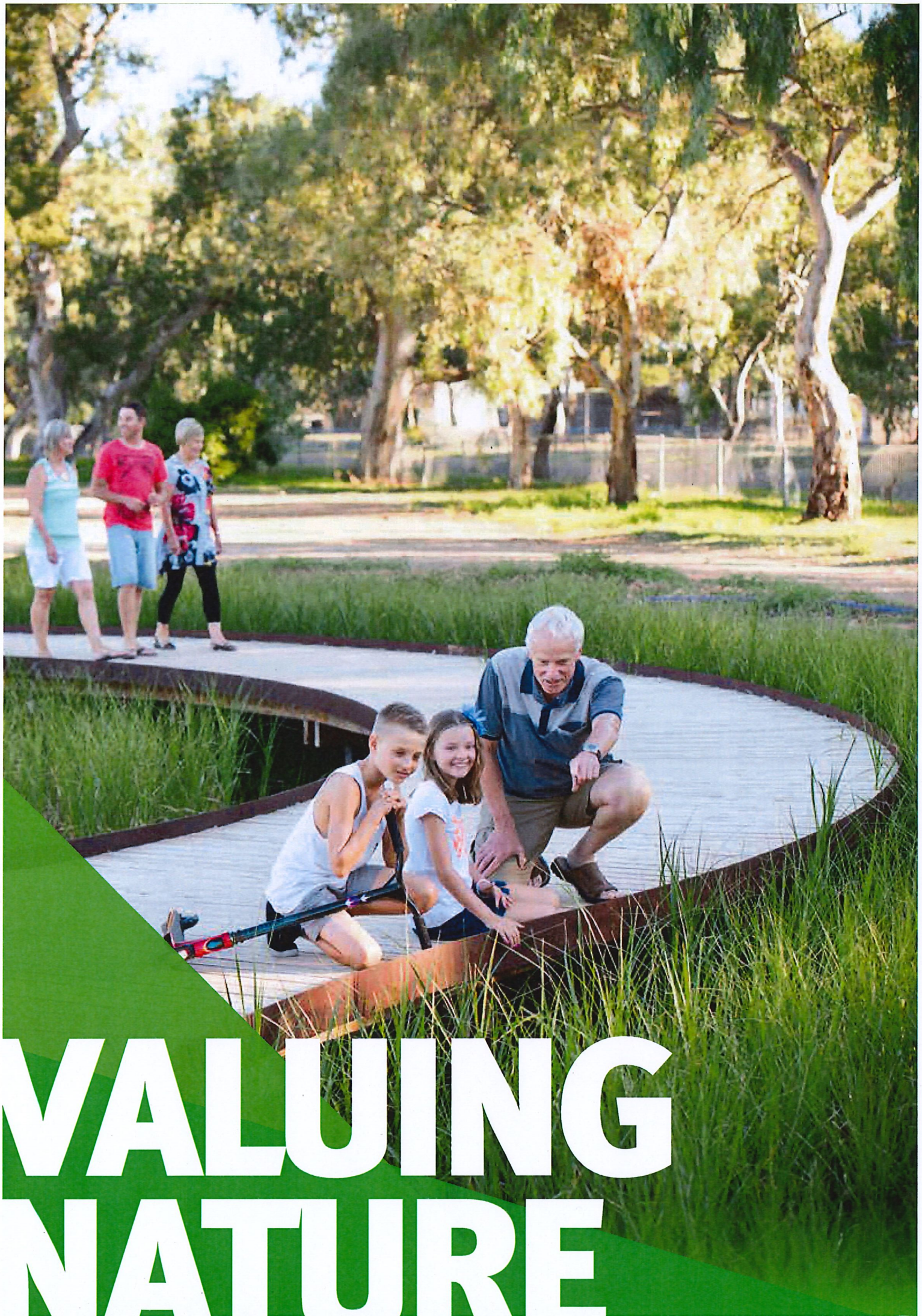
Achievement - Enhancing our knowledge and
performance to reach our shared goals, while
being dedicated to supporting one another

Innovation - Encouraging new ideas, and
learning from our experience to do things better



LIVEABLE

GOALS	2016/17	2017/18	2018/19
Communities that are safe and inclusive, embracing active living, and healthy lifestyles	Amend the zoning of key sporting areas/hubs to support revitalised, modern sports facilities		
	Deliver excellent Sport and Recreation Facilities across the City: <ul style="list-style-type: none"> Community club and indoor sports stadium at Mitchell Park Sports and community complex at the Edwardstown Soldiers Memorial Oval A new regional soccer facility in the South in partnership with Football SA An International standard BMX complex in the South, led by BMX SA Capella Reserve redevelopment in partnership with the Cove Football Club to pursue funding opportunities Modern sustainable tennis and netball facilities across the City to meet the needs of the Community now and into the future 		
	Present the Marion Outdoor Pool Masterplan	Complete the detailed design of the Marion Outdoor Pool Masterplan and seek grant/partnership funding	
	Deliver Open Spaces and Playspaces across the City: <ul style="list-style-type: none"> South Australia's first Inclusive Playspace at Hendrie Street Reserve Jervois Street South Plympton Playspace Hallett Cove Foreshore precinct redevelopment Reserve Street Reserve Trott Park dog park, plus location and design for a second dedicated dog park 8 local/neighbourhood scale playspaces, plus plans for a further 4 playspaces Priority open space developments based on our Open Space plan, to meet the needs of a growing and changing community into the future High quality public toilets in our priority reserves and parks 		
Access to housing choice and services for a growing and diverse population	Review housing zones to preserve the character of areas in the north of our city and create housing choice in the south		
	In partnership with State Government, the SA Jockey Club and adjoining councils, support the housing development at Morphettville Racecourse		
	Develop and deliver an Age Friendly Strategy in partnership with neighbouring councils		
	Support our community to 'age well' through participation in the Adelaide Living Laboratory		
	Review under-utilised council reserves and facilities to ensure community use is optimised	Continue implementation of priorities from the review of reserves and facilities	
Neighbourhoods that reflect local character, heritage and enable a sense of belonging	Undertake an evaluation and review of at least 9 council services to ensure they continue to provide maximum value to our community, now and into the future	Undertake an evaluation and review of at least a further 12 council services to ensure they continue to provide maximum value to our community, now and into the future	Undertake an evaluation and review of at least a further 12 council services to ensure they continue to provide maximum value to our community, now and into the future
	Celebrate and recognise our Kaurna heritage through delivery of the 2016-2019 Reconciliation Action Plan (RAP)		
	Build strong relationships with the Elders of the Kaurna community, facilitated by the RAP Committee		
	Better manage traffic in Marion and Oaklands Park	Commence delivery of priority elements of the Streetscape Masterplan	Continue delivery of priority elements of the Streetscape Masterplan
	Deliver youth partnership programs focused on providing diverse and exciting opportunities for youth leadership, engagement and services		



VALUING NATURE

GOALS	2016/17	2017/18	2018/19
A healthy and climate resilient urban environment	Significantly increase energy efficiency across our council facilities		
	Develop a business case and commence delivery of the transition to safe and sustainable street and public lighting	Deliver sustainable lighting program priorities	
	Implement the Climate Change Policy and Plan (Resilient South Program)		
	Design the final stages of the Oaklands Reserve redevelopment	Ensure all elements of the redevelopment project are in place to support construction	Commence construction of redevelopment
	Expand the Oaklands Wetland water distribution network to support sustainable irrigation of our parks and reserves		
		Investigate the potential to establish a water supply business using the Oaklands Wetlands water distribution network	Subject to investigation outcomes, plan of a water supply business in conjunction with the ongoing local distribution of Oaklands Wetland water
	Advocate for residents across our city on toxic contamination mitigation measures		
	Manage stormwater in close partnership with our neighbours		
	Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes		
	Continue to transform the Glade Crescent Wetlands scheme		
	Develop and deliver a Regional Coastal Management Plan to support effective coastal management		
A City that reflects a deep value of the natural world	Plan and deliver a program for the protection of remnant native vegetation in our reserves		
Improved condition, diversity and connectivity of ecosystems	Strive for the opening up of Glenthorne Farm for community benefit in partnership arrangements	Working closely with key partners, maximise Glenthorne Farm community benefits	



ENGAGED

GOALS	2016/17	2017/18	2018/19
Communities that embrace volunteering and social interaction	Strive to become renowned for volunteers through targeted growth and diversity, and harnessing the skills and experience of our volunteers		
	Launch a Marketing Plan to enhance community engagement and partnering in council's services		
Meaningful opportunities for community engagement, partnerships and co-creation	Support our lease and licence holders to develop their club management capacity		
	Work in partnership with the Edwardstown Region Business Association and the Hallett Cove Business Association to grow membership and sustainability		
	Maximise community benefits through community led initiatives		
	Implement our reformed Community Grants programs with emphasis on diversity and community capacity building		
	Expand our network of community gardens in partnership with community groups		
	Pilot a place activation project focused on the use of vacant commercial properties in partnership with local community groups	Subject to the outcomes of the pilot, expand the place activation program	
	Develop and deliver a Business Engagement Plan in consultation with the local business community to provide valuable business information to support small business growth		
	Grow the Community Leadership Program to support and harness the ideas and skills of emerging leaders within our community		



INNOVATIVE

GOALS	2016/17	2017/18	2018/19
A community that harnesses creativity, research and collaboration to pursue innovative ideas	Establish partnerships with innovation mentors, including hosting university students to work on innovation projects		
	Launch a marketing plan for all neighbourhood centres that supports creative use, programming and participation within the centres		
	Maximise community feedback through a range of surveys, digital tools and campaigns to support our ongoing focus on innovation and improvement		
A City that provides infrastructure and support that enables innovation to flourish	Deliver a solar panel network at key council sites across the City	Expand the solar panel network to maximise the use of renewable energy at council facilities	
	Renew the Leasing and Licensing Policy to set up a strong support and collaboration model for clubs and organisations to continue to innovate their businesses		
	Continue to promote and provide valuable programs at the Cove Enterprise Hub to support start-ups and small businesses in the southern region		
	Investigate 'Smart City' technology and infrastructure opportunities		



PROSPEROUS

GOALS	2016/17	2017/18	2018/19
An exciting urban environment that attracts business investment and economic activity	Work in partnership to progress the Tonsley Redevelopment as a state of the art advanced manufacturing and urban environment		
	Work with key partners on the Darlington project and the Flinders Link rail project to maximise business and employment opportunities		
	Advocate for the future developments of the North-South Corridor to improve east-west connectivity, which maximises community access and connection with the valuable adjacent areas		
	Review the Edwardstown Industry/Commerce Planning framework to support future business needs		
	Support the development of priority precincts that cater for a range of residential and business needs, and services that are aligned with the 30 Year Plan for Greater Adelaide		
A City that promotes and supports business growth and offers increased local employment and skills development opportunities	Develop, in close cooperation with other councils and State Government, a business attraction plan that support jobs growth		
	Re-invigorate the Southern Adelaide Economic Development Board to establish an industry-led, independent advocacy and advisory group for the southern Adelaide region	Implement the priority actions of the Southern Adelaide Economic Development Board	
	Deliver the Tonsley Small Business Advisory Service, providing free advice to start up and early stage businesses	Work with key partners in the region and State Government to extend the Tonsley Small Business Advisory Services beyond June 2017	
	Reduce red-tape to support and promote business growth and employment opportunities		
	Deliver digital economy education programs for businesses to capitalise on the NBN roll-out		
A welcoming City offering both residents and visitors a wide range of leisure and cultural experiences	In partnership with local businesses, grow visitation and increase spending in the region through the delivery of a Visitor Economy Strategy		



CONNECTED

GOALS	2016/17	2017/18	2018/19
A road network that connects neighbourhoods and supports safe walking, cycling and vehicle travel	Expand the Walking and Cycling network linking key destinations across the City and beyond	Subject to funding, deliver key extensions to the shared use path along the Adelaide to Marino Rocks Greenway	
	Complete Glandore Laneways project to finalise council ownership of the laneways and improve safety and traffic flow		
	Deliver a Policy and Program to enhance streetscapes across the City		
A City that advocates improved public transport systems, linkages and networks that connect people to destinations	Advocate for key rail infrastructure including the grade separation at the Oaklands Rail crossing		
	Support the rail expansion from Tonsley to Flinders Medical and University precinct		
A City that supports equitable access to diverse information sources and reliable digital technologies	Expand our communication and engagement network through our website and social media platforms		
	Deliver valuable digital literacy programs in our libraries and neighbourhood centres		
	Develop a business case for a innovative 'Creative Space' that showcases leading edge technologies for the community's creative and learning opportunities	Subject to funding, deliver the 'Creative Space' and a range of programs to harness technologies and equipment	

OUR COUNCIL OF EXCELLENCE

To progress the community vision over the next 3 years, it is critical that we continue to improve our business through an ongoing focus on efficiency and effectiveness of our services, building workforce skills and capacity for the future, and having a strong focus on ensuring the safety of our community and staff.

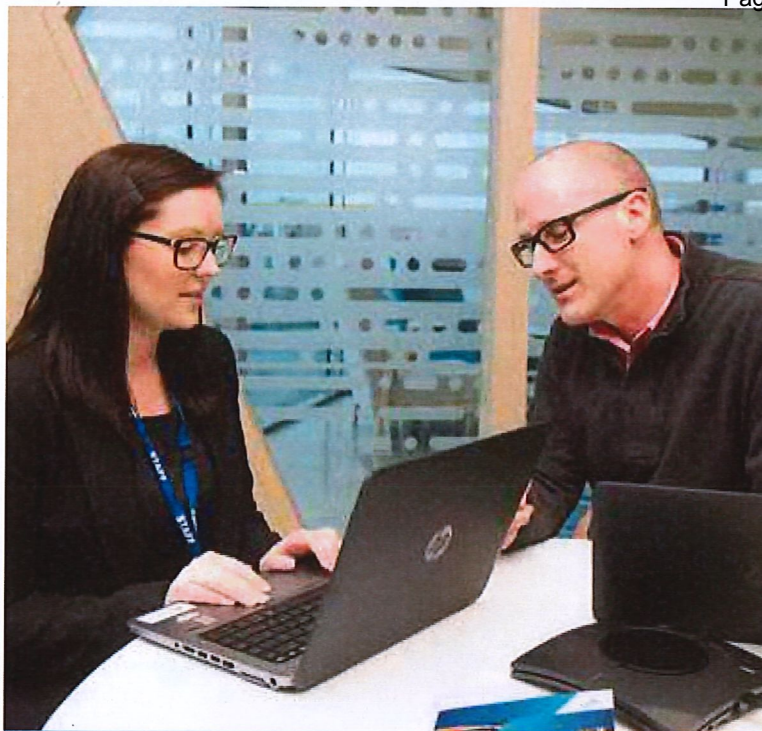
The foundation of our business will continue to be strengthened through excellent financial management, strong and transparent decision making and an ongoing assessment of our changing local, regional and national

issues and opportunities. We will continue to be accountable for our performance against our strategic and corporate priorities and are committed to seeking feedback from our community to strengthen this.

To maximise community value we place strong emphasis on working with partners and collaborators across the city and region, acknowledging the expertise, knowledge and creativity these diverse groups contribute to the shared pursuit of community aspirations.

We are committed to ongoing improvement in this area and as such will continually review our involvement and membership with partner bodies such as the Local Government Association.





CONNECT WITH US ONLINE



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Marion specific items (as opposed to general societal trends) have been highlighted in **bold** text.

Issues, opportunities and initiatives newly identified for 2017/18 are shown in **green**

Current or emerging issues and opportunities			Criticality for action				2016-2019 Business Plan initiative reference	2016-2019 Business Plan initiative detail	Other initiatives / further detail
	Headline	Detail	Short term: 12 months	Medium term: 2-4 years	Long term: 5-10 years	Watching brief / Ongoing			
Liveable	Population growth of around 1% per annum & concerning public health demographics increasing demands on public places and spaces and public services	Higher than metropolitan average proportion of people with physically chronic conditions, mental health problems and psychological distress particularly in central and northern Marion - High % of adults overweight/obese, high cholesterol, high blood pressure, asthma, arthritis - High proportion of premature mortality due to circulatory system, heart disease, cancers and self-inflicted injury - High proportion of females with osteoporosis - High % of adults with psychological distress - High % of people with multiple chronic health conditions - High proportion of hospital admissions due to mental health conditions - High % of older people not participating in sufficient physical activity - Higher proportion than metropolitan average of children not achieving recommended amount of physical activity (SAMSS data)	✓	✓			1.1.1	Amend the zoning of key sporting areas/hubs to support revitalised, modern sports facilities	Reconsideration of place based urban design and other Council services to encourage active living, healthy lifestyles and social connectivity for all age profiles
			✓	✓	✓		1.1.2	Deliver State of the Art Sport and Recreational Facilities across the City: • Community Club and indoor sports stadium at Mitchell Park • Sports and community complex at the Edwardstown Soldiers Memorial Oval • A new regional soccer facility in the South in partnership with Football SA • an International standard BMX complex in the South, led by BMX SA • Capella Reserve redevelopment in partnership with the Cove Football Club to pursue funding opportunities • Modern sustainable tennis and netball facilities across the City to meet the needs of the Community now and into the future	Continue and expand Crime Prevention Through Environmental Design Place-making opportunities in Tonsley, transport hubs, Hallett Cove Foreshore redevelopment, local and main streets also linked with community governance approaches The changing role of Council in disease prevention, health promotion and health protection, embedding the four priority areas of Public Health legislation: - Increasing Opportunities for Healthy Living, Healthy Eating & Being Active - Preparing for Climate Change - Sustaining and Improving Public and Environmental Health Protection - Stronger & Healthier Communities & Neighbourhoods for All Generations
			✓				1.1.3	Present the Marion Outdoor Pool Masterplan	
			✓	✓	✓		1.1.4	Deliver iconic Open Spaces and Playspaces across the City: • South Australia's first Inclusive Playspace at Hendrie Street Reserve • Jervois Street South Plympton Playspace • Hallett Cove Foreshore precinct redevelopment • Reserve Street Reserve Trott Park dog park, plus location and design for a second dedicated dog park • 8 local/neighbourhood scale playspaces, plus plans for a further 4 playspaces • Priority open space developments based on our Open Space plan, to meet the needs of a growing and changing community into the future • High quality public toilets in our priority reserves and parks	Maximise connectivity in and around major projects (to address physical activity; isolation and disadvantage; poor health outcomes; access to education, training and employment; access to open space with walking distance of homes and businesses; access to arts and culture and public safety Alignment with PERMA + Positive Emotion, Engagement, Relationships, Meaning and Accomplishment PLUS Optimism, Resilience, Physical Activity, Nutrition and Sleep messages
	Limited housing choices	Urban demographics: - Limited housing choice to meet the needs of everyone in the community - Population growth and urban infill cause increased traffic and limited on-street parking with increasing demands on public places and spaces and public services	✓	✓			1.2.1	Review housing zones to preserve the character of areas in the north of our city and create housing choice in the south	Housing Diversity DPA will reflect the unique topography of Marion requiring different urban solutions: - create more choice in southern Marion due to increased density - decrease density in the north to protect character and heritage areas, open space and trees whilst meeting 30 Year Plan for Greater Adelaide and review of Southern Growth Corridor population targets Collaborate on Main South Road / Darlington DPA - higher Tonsley density, Sturt Triangle and Lot 707
			✓	✓			1.2.2	In partnership with State Government, the SA Jockey Club and adjoining councils, support the housing development at Morphettville Racecourse	
	National and international trends on people remaining independent as they age	Increase in 85+ year olds and pensioners Opportunity to focus more on individual quality of life	✓	✓	✓		1.2.3	Develop and deliver an Age Friendly Strategy in partnership with neighbouring councils	
			✓	✓	✓		1.2.4	Support our community to 'age well' through participation in the Adelaide Living Laboratory	
	Reconciliation		✓	✓	✓		1.3.1	Celebrate and recognise our Kaurna heritage through committed delivery of the 2016-2019 Reconciliation Action Plan (RAP)	
			✓	✓	✓		1.3.2	Build strong relationships with the Elders of the Kaurna community, facilitated by the RAP Committee	
	Disengaged young people	Low % of young people involved in arts/ cultural activities, student leadership, and youth groups	✓	✓	✓		1.3.4	Deliver transformed youth partnership programs focused on providing diverse and exciting opportunities for youth leadership, engagement and services	
	The National Disability Insurance Scheme (NDIS) roll-out	By July 2018, an estimated 26,000 people will access the NDIS, including 17,000 people from the existing SA specialist disability system. The agreement provides for another 6,500 people who are not currently receiving disability services to enter from July 2018 onwards.				✓			

Current or emerging issues and opportunities			Criticality for action				2016-2019 Business Plan initiative reference	2016-2019 Business Plan initiative detail	APPENDIX 4 SC041016R6.1	
	Headline	Detail	Short term: 12 months	Medium term: 2-4 years	Long term: 5-10 years	Watching brief / Ongoing			Other initiatives / further detail	
Valuing Nature	Opportunities in Water Sensitive Urban Design, energy efficiency and 'green' infrastructure	Opportunities in biophilia, WSUD, energy efficiency and green infrastructure including whole-of-government green infrastructure strategy (SA) and the Living Adelaide initiative to mitigate the adverse impacts of urban planning and infill development on biodiversity/natural environments/ecosystems/water resources management/renewable energy and stormwater infrastructure requirements. Improving energy efficiency to combat the increasing maintenance and utility costs impact on the cost of delivering services SA Government 50% renewables commitment by 2025 & net zero emissions by 2050	✓	✓	✓		2.1.1	Significantly increase energy efficiency across our council facilities		
			✓	✓	✓		2.1.2	Develop a business case and commence delivery of the transition to safe and sustainable street and public lighting		
			✓	✓	✓		2.1.8	Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes	CoM contribution to the Water Sensitive SA project that delivers WSUD capacity building initiatives for Council staff, etc Influence DPTI to include biophilia and green infrastructure in projects within CoM Resilient South partnership projects such as Urban heat Island mapping project & developing a business case for urban trees project	
			✓	✓	✓		2.1.9	Continue to transform the Glade Crescent Wetlands scheme	Complete stage 1A (access road, Gross Pollutant Traps, sedimentation basin and high flow bypass) - complete December 2016 and 1B (wetland cells, overflow weirs, additional drainage the planting and landscaping) construction works package at Glade Crescent Wetlands scheme	
			✓	✓	✓		2.3.1	Strive for the opening up of Glenthorne Farm for community benefit in partnership arrangements		
			✓	✓	✓		2.1.7	Manage stormwater in close partnership with our neighbours	Implement the two adopted Regional Stormwater Management Plans; Hallett Cove Creeks, and the Coastal Catchment between Glenelg and Marino. Complete draft Stormwater Management Plans for the catchments of 'East of Sturt River' and 'Urban area abutting Field River' for Council consideration and public consultation. Commence the Stormwater Masterplan DPA in 2017 with Completion in 2018.	
	Adverse impacts of pest plants and animals on natural ecosystems		✓	✓	✓		2.2.1	Plan and deliver a program for the protection of precious remnant native vegetation in our reserves		
	Impacts of climate change	Limited natural resources and increased impacts on the natural environment and waste production Impacts of increasing temperatures, longer heatwaves, reduced rainfall but increased rainfall intensity, increased fire danger days and increased sea levels) on: - natural resources and ecosystems (including coastal and marine environments and water resources) - natural resources and ecosystems (including coastal and marine environments and water resources) - infrastructure and built environment (urban heat islands) - service level expectations for the public realm - essential services - manufacturing and business (business continuity support) - community health and wellbeing	✓	✓	✓		2.1.3	Implement the Resilient South Climate Change Policy and Plan		
			✓	✓	✓		2.1.10	Develop and deliver a Regional Coastal Management Plan to support sustainable coastal management		
			✓	✓	✓		2.1.4	Design the final stages of the renowned Oaklands Reserve redevelopment		
			✓	✓	✓		2.1.5	Expand the Oaklands Wetland water distribution network to maximise sustainable irrigation of our parks and reserves		
	Emergence of Nature Play	Increased desire for recreational spaces for young people without needing built form				✓			Recognition of Nature Play within new Playspace Strategy Bio Blitz Nature Play activities, design of reserves and playspaces	
	Growth of localism	Links to community gardening, urban bee keeping, verge gardening, food forager movement, etc.				✓			Increasing number of community gardens Citizen Science, Bio Blitz and Common Thread events - move to more community led events Increased promotion of related Neighbourhood Centre and Library resources	
	Greening supply chains					✓				

Current or emerging issues and opportunities			Criticality for action				2016-2019 Business Plan initiative reference	2016-2019 Business Plan initiative detail	APPENDIX 4 SC041016R6.1	
	Headline	Detail	Short term: 12 months	Medium term: 2-4 years	Long term: 5-10 years	Watching brief / Ongoing			Other initiatives / further detail	
Engaged	Increased numbers of volunteers	Increasing community interest in volunteerism is providing a varied skill base but higher expectations. Longer working hours are reducing the capacity for long-term volunteering and increasing the desire for more flexible periodic and short-term volunteering opportunities	✓	✓	✓		3.1.1	Strive to become renowned for volunteers through targeted growth and diversity, and maximising the skills and experience of our volunteers		
	Community governance – growing expectation and desire to be effectively engaged in decision making requiring more active stakeholder management	High % of community not involved in social, recreational or community activities	✓	✓	✓		3.1.2	Launch a Marketing Plan to enhance community engagement and partnering in council's services		
		Low % of community on decision- making board or committees	✓	✓	✓		3.2.1	Support our valued lease and licence holders to develop their club management capacity	Review Leasing and Licensing Policy. Focused program to ensure 80% of facility leases are up to date (subject to negotiations with major lease holders) by June 2016	
			✓	✓	✓		3.2.2	Work in partnership with the Edwardstown Region Business Association and the Hallett Cove Business Association to grow membership and sustainability		
			✓	✓	✓		3.2.3	Maximise community benefits through community led initiatives		
			✓	✓	✓		3.2.4	Implement our reformed Community Grants programs with emphasis on diversity and community capacity building		
			✓	✓	✓		3.2.5	Expand our network of community gardens in partnership with community groups		
			✓	✓	✓		3.2.6	Pilot a place activation project focused on the use of vacant commercial properties in partnership with local community groups		
			✓	✓	✓		3.2.8	Grow the Community Leadership Program to support and harness the ideas and skills of emerging leaders within our community		
			✓	✓	✓		3.2.7	Develop and deliver a Business Engagement Plan in consultation with the local business community to provide valuable business information to support small business growth		
Prosperous	Development of the Tonsley site	The regional focus on job creation in key growth areas of clean technology, advanced manufacturing and tourism including food and wine	✓	✓	✓		4.1.1	Work in partnership to progress the Tonsley Redevelopment as a state of the art advanced manufacturing and urban environment		
	The number of GST registered businesses in Marion is falling		✓	✓	✓		4.1.2	Work with key partners on the Darlington project and the Flinders Link rail project to maximise business and employment opportunities		
			✓	✓	✓		4.1.4	Review Edwardstown Industry/Commerce Planning framework to support future business needs		
	The number of jobs in Marion remains static although our population is increasing		✓	✓	✓		4.1.5	Facilitate the development of priority precincts that cater for a range of residential and business needs, and services that are aligned with the 30 Year Plan for Greater Adelaide		
			✓	✓	✓		4.2.1	Develop, in close cooperation with other councils and State Government, a business attraction plan that support jobs growth		
	Growth in higher/tertiary education particularly at Flinders University and Tonsley.		✓	✓	✓		4.2.2	Re-invigorate the Southern Adelaide Economic Development Board to establish an industry-led, independent advocacy and advisory group for the southern Adelaide region		
			✓	✓	✓		4.2.3	Deliver the Tonsley Small Business Advisory Service, providing free advice to start up and early stage businesses		
	Trend toward people wishing to work, shop and play locally		✓	✓	✓		4.2.4	Reduce red-tape to support and promote business growth and employment opportunities		
			✓	✓	✓		4.2.5	Deliver digital economy education programs for businesses to capitalise on the NBN roll-out		
			✓	✓	✓		4.3.1	In partnership with local businesses, grow visitation and increase spending in the region to secure additional economic benefit and increased jobs through the delivery of a Visitor Economy Strategy		
			✓	✓	✓					
	Retail everywhere – e-commerce and pop-up shops	The continuing shift towards digital and knowledge based economies				✓				

Current or emerging issues and opportunities			Criticality for action				2016-2019 Business Plan initiative reference	2016-2019 Business Plan initiative detail	APPENDIX 4 SC041016R6.1	
	Headline	Detail	Short term: 12 months	Medium term: 2-4 years	Long term: 5-10 years	Watching brief / Ongoing			Other initiatives / further detail	
Connected	Rapid technological change, specifically the rollout of NBN in some City of Marion areas	Rapid technological change and wide application of social media, mobile devices and wireless and broadband networks	✓	✓	✓		6.3.1	Expand our communication and engagement network through our website and social media platforms	Opportunities in location aware service information, augmented reality and tourism apps for smart devices	
	Many residents don't have ready access to internet, data or information	The increasing "Digital divide" within our community given varied levels of digital literacy to access services, employment opportunities, social and cultural networks, lifelong learning, teleworking and information.	✓	✓	✓		6.3.2	Deliver valuable digital literacy programs in our libraries and neighbourhood centres	Changing digital economic conditions and global employment opportunities	
			✓	✓	✓		6.3.3	Develop a business case for an innovative 'Creative Space' that will showcase leading edge technologies for the community's creative and learning opportunities	Free Wi-Fi at Council sites and libraries. Free power, e-reference, learning and low cost printing facilities at libraries. Library review is being undertaken that will identify usage levels and inform future service provision Analysis of Library 'One Card' borrowing and collection data - potential for shared and specialised collection management across all formats Vision 2030 Smart Libraries... Smart Communities - Our libraries are valued as institutions of civil democracy and community engagement. They are hubs of knowledge, creativity and innovation, bringing together the physical and digital worlds and providing opportunities for learning and leisure, linking the people of South Australia to each other and the world - 'Tomorrow's Libraries' by Libraries SA	
	The joy of missing out - trend in de-digitising to reconnect with people in person					✓				
	South Road & Darlington Interchange upgrades	Marion's road/rail/freight network: - Poor east-west connectivity - Competing/overlapping transport systems - Multiple arterial roads carrying high volume of through traffic - Transit corridors dividing communities - Rail corridor, Lonsdale Road, South Road, Sturt drain _ Poor transport linkages to public places and spaces, goods and services, local business and industry - Unique terrain of the South combined with current transport services poses potential risk of isolation to residents that are ageing and mobility impaired increasing demand on community bus, neighbourhood centres and mobile library	✓	✓	✓		6.2.2	Support the rail expansion from Tonsley to Flinders Medical and University precinct		
	Train extension from Tonsley to Flinders University		✓	✓	✓		6.2.1	Advocate for key rail infrastructure including the grade separation at the Oaklands Rail crossing		
	Potential risk of isolation to residents that are ageing and mobility impaired		✓	✓	✓		4.1.3	Advocate for the future development of the North-South Corridor to improve east-west connectivity, maximised community access and the valuable adjacent development		
	Increased walking, cycling and public transport usage with fewer young drivers	Insufficient and poorly integrated walking & cycling networks					6.1.1	Expand the Walking and Cycling network linking key destinations across the City and beyond	Implement high priority projects identified in the Walking and Cycling Strategy including the Tonsley Greenway, Sturt River Linear Park Greenway and other local cycling connections between Tonsley and the Marion Central precinct Reconstruct the next section(s) of Railway Terrace to extend the off road shared use path along the Adelaide to Marion Rocks Greenway	

Current or emerging issues and opportunities			Criticality for action				2016-2019 Business Plan initiative reference	2016-2019 Business Plan initiative detail	APPENDIX 4 SC041016R6.1	
	Headline	Detail	Short term: 12 months	Medium term: 2-4 years	Long term: 5-10 years	Watching brief / Ongoing			Other initiatives / further detail	
Connected (continued)	Narrow footpaths with limited resting/seating places – poor accessibility for mobility impaired	The dependency on and prevalence of cars on our roads, coupled with the significant number of major arterial roads and transit corridors throughout the City					1.3.3	Marion Historic Village Transformation: Reduce traffic volumes on George Street and Dwyer Road, Traffic controls on Diagonal Road and Crew Street, Commence delivery of remaining elements of the Streetscape Masterplan		
	Inadequate car parking for public transport commuters		✓	✓	✓		6.1.2	Complete Glandore Laneways project to finalise council ownership of the laneways and improve safety and traffic flow		
	Dominance of cars causing congestion on roads and increased on-street parking demands		✓	✓	✓		6.1.3	Develop a Policy and Program to enhance streetscapes across the City		
	Lightweight vehicles developed					✓				
	Driverless cars - SA legislation reform underway (Motor Vehicles Act, Road Traffic Act)					✓				
	Smart parking systems – greater use of technology					✓				
	Car and bike sharing e.g. GoGet (Sydney) and Flexicar (Melbourne)					✓				
	Big data, smarter transport for trucking and freight etc.					✓				
Innovative	Embracing and developing new ideas and technologies providing opportunities for all		✓	✓	✓		5.1.1	Establish partnerships with innovation mentors, including hosting university students to work on innovation partnerships		
			✓	✓	✓		5.1.2	Launch a marketing plan for all neighbourhood centres that supports creative use, programming and participation within the centres		
			✓	✓	✓		5.1.3	Maximise community feedback through a range of surveys, digital tools and campaigns to support our ongoing focus on innovation and improvement		
			✓	✓	✓		5.2.1	Deliver a state of the art solar panel network at key council sites across the City		
			✓	✓	✓		5.2.2	Renew the Leasing and Licensing Policy to set up a strong support and collaboration model for clubs and organisations to continue to innovate their businesses		
			✓	✓	✓		5.2.3	Continue to promote and provide valuable programs at the Cove Enterprise Hub to support start-ups and small businesses in the southern region		
			✓	✓	✓		5.2.4	Investigate Smart City technology/infrastructure opportunities for the city		
				✓			2.1.6	Investigate the potential to establish a water supply business using the Oaklands Wetlands water distribution network		
	Collaborative consumption, co-working spaces and sharing economy					✓				

Current or emerging issues and opportunities			Criticality for action				2016-2019 Business Plan initiative reference	2016-2019 Business Plan initiative detail	APPENDIX 4 SC041016R6.1	
	Headline	Detail	Short term: 12 months	Medium term: 2-4 years	Long term: 5-10 years	Watching brief / Ongoing			Other initiatives / further detail	
Political	Rate capping & State Government control					✓			Participating in the 'Council of the future' review regarding the potential future direction, structure and amalgamation of local government, regional approaches and the ongoing debate regarding constitutional recognition for local government. Provide Council with a feasibility analysis of boundary realignment opportunities between the City of Marion and adjoining Councils and commence implementation	
	Maximise funding opportunities in the lead up to the next Federal election	Next Federal election March 2018	✓						Ensure projects are spade ready. Build relationships and lobbying partnerships - become a voice for the South	
Financial sustainability	<p>Continued focus on driving innovation and continuous improvement in a constrained budgetary environment</p> <p>The opportunity for Council shared services - need for greater collaboration, partnering and innovative funding solutions</p>	<p>Most revenue comes from rates with compromised financial capacity of ratepayers in economic climate and decreasing grant opportunities</p> <p>Increases in State Government fees and levies impact on the cost of delivering services</p> <p>Opportunity to work more collaboratively with regional Councils in cost sharing</p> <p>Limited funding capacity for competing strategic projects or incremental service improvements given current rates assumptions and funding position - need for greater collaboration, partnering and innovative funding solutions to achieve community outcomes in a challenging fiscal environment</p>	✓	✓	✓		1.2.6	Undertake reviews on all services to ensure they continue to provide maximum value to our community, now and into the future	<p>Ongoing review of the Long Term Financial Plan to ensure council remains in a sound and sustainable financial position. Low rate increases modelled for next 10 years</p> <p>Further models of collaborative procurement, public private partnership, cost sharing and funding streams investigated</p> <p>Uncertainty of future interest rates and its impact on our future loan portfolio</p> <p>Council Solutions' pilot program - data mining and benchmarking</p> <p>Further reduction of carry-overs</p>	
Asset reliability and sustainability	<p>Significant ageing infrastructure and assets</p> <p>Investigating innovative asset management/ownership models</p> <p>Potential for asset disposals</p> <p>Potential for non-asset solutions for service delivery</p>	<p>Reviewing our existing asset base:</p> <ul style="list-style-type: none">- In light of increasing costs and customer service requests to maintain and renew our existing asset base- Understanding which assets could be repurposed, reused or disposed of in order to enhance other assets to better meet community needs- Investigating innovative asset management models e.g. share community use, public private partnerships and related business and retail opportunities	✓	✓	✓		1.2.5	Deliver an asset optimisation program to ensure assets deliver services in a sustainable and valuable way to meet community needs	<p>Embedding the Asset Sustainability matrix into prioritisation of customer service request resolution actions</p> <p>Undertake a building/facilities condition audit</p> <p>Develop a building renewal plan</p> <p>Develop an asset disposal / consolidation program and commence implementation</p>	

Current or emerging issues and opportunities			Criticality for action				2016-2019 Business Plan initiative reference	2016-2019 Business Plan initiative detail	APPENDIX 4 SC041016R6.1	
	Headline	Detail	Short term: 12 months	Medium term: 2-4 years	Long term: 5-10 years	Watching brief / Ongoing			Other initiatives / further detail	
Service provision	Need to provide the appropriate technology tools and information resources for staff to connect, collaborate and do their jobs efficiently and effectively		✓	✓	✓				COMConnect replacement of Lotus Notes within 12 months - Invest in new technology to modernise City of Marion's technology platform including retiring ageing Lotus Notes systems as a priority in 2016	
									Opportunities to automate back office functions e.g. order & print out your own dog licence online	
									Increased use of video technology for 'how-to' information and video calls	
									Improved contract management under wider review of procurement management	
	More insightful understanding of customer service needs	Opportunity to develop more insightful understanding of customer value, service needs and satisfaction levels, including customer perspective in the development of service range and required service levels	✓	✓	✓				Develop and implement a community feedback program, including an annual community satisfaction survey	
									Deliver an annual Stakeholder survey on satisfaction with Council facilities	
									Greater effective use of evidence for decision making	
	The need for all work groups to be aligned in terms of the Strategic Plan and Business Plan 2016-19	Alignment of the organisation to deliver the aspirations of the Strategic Management Framework Continued building of leadership and workforce capability and skills, particularly in the areas of project management, partnership models and industry experience Vacancy Policy: positions are not filled unless a clear case can be made	✓	✓	✓				Endorsement of 3-year Business Plan and roll-out of new 10-year Strategic Plan	
									Roll-out of values, Leadership Development Plans and Personal Development Plans	
									Working collaboratively to deliver the 3-year Business Plan through integrated work area planning	
									'Living' the values	
									Develop and deliver consistent Project and Program Management	
									Develop and deliver a Workforce Plan	
									E3 learning & 70/20/10 training and development program	
									LEAD leadership program	
									Increased knowledge transfer from contractors	
	Safety focus		✓	✓	✓				Focus on reduction of Lost Time Injuries	
									Improved Admin building security	
	An organisation possibly too averse to risk	Transition to an agile & responsive delivery model whilst maintaining prudent financial management Alignment of risk management throughout the organisation	✓	✓	✓				Review of frameworks and procedures to support delivery: Monitoring of risk registers, reformed Risk Working Group	
									Changes to regional emergency management planning - update of emergency management procedure	

City of Marion
High and Medium Risk Wellbeing Indicators
 November 2015

APPENDIX 5
 SC041016R6.1

Wellbeing Indicator	Scope of Indicator	Wellbeing outcomes sought
Demographic		
High proportion of lone person households	Marion LGA	Social interaction
High percentage of age pension recipients	Marion LGA	Affordable opportunities for physical activity, recreational activities and social interaction
High percentage of Housing SA rentals	Marion LGA	Affordable opportunities for physical activity, recreational activities and social interaction
Environment		
Increase in the incidence of heatwaves of 2 days greater than 40 degrees celsius	Southern Adelaide	Mitigation of the impacts of the urban heat island effect by creating cooler environments
Increase in the incidence of heatwaves of 3 day sequences with average temperature greater than 32 degrees celsius	Southern Adelaide	Mitigation of the impacts of the urban heat island effect by creating cooler environments
Increase in extreme daily rainfall	Southern Adelaide	Improved stormwater management
Health & health affecting behaviour		
High proportion of females with osteoporosis	Marion LGA	Participation in physical activity
High proportion of hospital admissions due to mental health conditions	Marion LGA	Affordable and accessible opportunities for social interaction
Proportion of male children with sufficient vegetable consumption	Marion LGA	Equitable access to the produce of fresh food through community gardens/orchards
Proportion of male adults with sufficient vegetable consumption	Marion LGA	Equitable access to the produce of fresh food through community gardens/orchards
Proportion of adults with sufficient vegetable consumption	Marion LGA	Equitable access to the produce of fresh food through community gardens/orchards
High percentage of community not involved in social, recreational or community activities	Marion LGA	Involvement in social, recreational and community activities
Low percentage of community on decision-making board or committees	Marion LGA	Clubs and community groups offer opportunities for community leadership
High percentage of female adults overweight or obese	Marion LGA	Participation in physical activity
High percentage of adults aged 45-64 years overweight or obese	Marion LGA	Participation in physical activity
High percentage of adults aged 55-64 years with high cholesterol	Marion LGA	Participation in physical activity
High percentage of adults aged over 65 years with high cholesterol	Marion LGA	Participation in physical activity
Proportion of children with asthma	Marion LGA	Participation in physical activity
High percentage of female adults with psychological distress	Marion LGA	Participation in physical activity and involvement in social, recreational and community activities
High percentage of children self-reporting health as fair/poor	Marion LGA	Participation in physical activity and involvement in social, recreational and community activities
High percentage of males self-reporting health as fair/poor	Marion LGA	Participation in physical activity and involvement in social, recreational and community activities
Low percentage of young people involved in arts / cultural / music activities	Marion LGA	Participation in youth activities
Low percentage of young people involved in student leadership activities	Marion LGA	Participation in youth activities
Low percentage of young people involved in youth groups and clubs	Marion LGA	Participation in youth activities

City of Marion
Community Vision – Towards 2040

Summary of feedback from the *Making Marion* community engagement undertaken in 2012

Inventory of needs identified from postcard and workshop sources, clustered into themes	
Healthy	Connected
<ul style="list-style-type: none"> • Eat well / nutritiously • Engage in sport, recreation and fitness activities • Feel close to nature • Grow my own or local / community produce • Have a good work-life balance • Have access to medical professionals • Have access to groceries and food • Have free time for myself 	<ul style="list-style-type: none"> • Encourage diversity and acceptance • Have QoL / time with my family and friends • Know my neighbours • Move around quickly and efficiently • Provide and care for my children • Share activities • Share space • Volunteer or help my neighbours in need
Safe	Informed
<ul style="list-style-type: none"> • Adopt renewable energies and fuels • Be safe from crime • Be safe on the road • Care for and protect our environment • Have a choice of housing types • Have access to affordable housing • Have access to shopping and entertainment • Have open space around my home • Have pleasant surroundings • Manage our natural resources such as air, water and land • Recycle • Support local businesses • Work and earn money 	<ul style="list-style-type: none"> • Have access to education • Have access to information • Learn to better my skills and knowledge • Contribute to how my community is managed in relation to council matters (e.g. waste collection / rates / services)
Creative	
<ul style="list-style-type: none"> • Be artistic • Be creative • Gain exposure to art, music, cultural activities and events 	

Inventory of characteristics identified from postcard and workshop sources, clustered into themes	
Transportation	Environment
<ul style="list-style-type: none"> • Have more reliable and frequent buses • Have more reliable and frequent trains • Have more reliable and frequent trams • Discourage car use • Have better-maintained and more walk paths • Have better-maintained and wider bike paths • Have better traffic and road management to reduce traffic • Have better-maintained roads • Improve traffic at Oakland rail crossing • Provide more parking (free, easy access) • Provide more affordable/free community bus to shopping/community centres • Provide smaller community buses 	<ul style="list-style-type: none"> • Plant more trees on the streets, parks, etc. • Encourage energy efficiency • Build more parks, playgrounds • Build more community gardens • Have more free open space for people to meet, exercise, etc. • Promote the use of renewable energy (e.g. solar panelling on homes & buildings) • Promote and encourage recycling • Discourage production of excessive waste • Discourage use of excess packaging • Encourage preservation/recycling of rain and storm water (e.g. water tanks for households) • Encourage eco-friendly cars (e.g. electric/hybrid cars, etc.) • Build shared community gardens to grow veggies, fruit • Use renewable energy for public transport (e.g. electric bus, train, etc.) • Encourage energy efficient and environmentally friendly buildings and infrastructure
Community activities/facilities	Housing
<ul style="list-style-type: none"> • Organise more affordable/free community activities • Have more and better-maintained recreational facilities (e.g. equipment in playgrounds) • Organise fairs/activities for people to get together (e.g., Sunday market, etc.) • Build more community centres • Communicate events and activities via the internet • Have faster broadband • Organise more interest clubs/courses • Promote a sense of acceptance regardless of race, religion, ethnicity • Organise more cultural events to learn about different cultures and to get people together • Organise more activities to care for older people (e.g. visits) 	<ul style="list-style-type: none"> • Build more apartments/units • Build more smaller blocks (1/8 acre) • Build more larger blocks (1/4 acre or bigger) • Have denser dwellings • Build more homes with backyards/gardens • Build more shared housing • Build more affordable housing • Have less dense dwellings • Build more homes 2-storeys or greater • Build more homes 2-storeys or less • Build more courtyard homes • Build more townhouses • Build more high-rise • Build more public housing • Build more homes in the suburbs • Build more single storey homes

<p>Community activities/facilities (cont'd)</p> <ul style="list-style-type: none"> • Build more nursing homes, retirement housing to care for older people • Build more gym, fitness centres, etc. • Promote being friendly to people • Organise farmers' markets • Promote being supportive to neighbours • Organise more volunteer activities • Build more libraries • Promote the importance of respecting people • Build more health centres • Organise more sporting events • Provide more affordable/free sporting classes • Create more shade in parks and playgrounds • Create more shade at public transport stops and on streets • Organise more activities for youth • Have more public toilets in parks, near public transport stops, etc. • Change automatic/electric toilets to normal toilets 	
<p>Education</p>	<p>Economy and Employment</p>
<ul style="list-style-type: none"> • Have good schools and teachers 	<ul style="list-style-type: none"> • Promote home-based business opportunities • Provide more support for small and local businesses • Provide more local job opportunities • Increase support for local shops (e.g. coffee shops, stores, etc.) • Reduce rates • Promote flexible work arrangements (e.g. flexi hours, part-time, etc.) • Encourage the development of manufacturing industries • Encourage the development of health care industries • Build business centres to provide advice and network opportunities

Local issues raised with Elected Members

Urban environment

- Effects of higher density and infill development
- Preservation of neighbourhood character
- Streetscaping
- Parking

Community facilities and infrastructure

- Sport and community facility provision
- Reserves/ovals/playspace provision and maintenance
- Provision of walking and cycling network

Natural environment

- Opportunities for solar energy
- Opportunities for effective stormwater management

Economic and Business Development

- Opportunities relating to higher density development and NBN
- Business investment barriers

Council services

- Road and footpath repair and maintenance
- Rubbish dumping/collection
- Sign repairs and removals
- Tree maintenance
- Verges
- Graffiti removal