

His Worship the Mayor
Councillors
CITY OF MARION



**NOTICE OF
GENERAL COUNCIL 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 14 March 2017

Commencing at 6.30 p.m.

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 black ink, appearing to read 'Adrian Skull', is written over a faint, light-colored rectangular stamp or watermark.

Adrian Skull
CHIEF EXECUTIVE OFFICER

9 March 2017

**CITY OF MARION
GENERAL COUNCIL AGENDA
FOR MEETING TO BE HELD ON
TUESDAY 14 MARCH 2017
COMMENCING AT 6.30PM**



1. OPEN MEETING

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. DISCLOSURE

All persons in attendance are advised that the audio of this General Council meeting will be recorded and will be made available on the City of Marion website.

4. ELECTED MEMBER'S DECLARATION OF INTEREST (if any)

5. CONFIRMATION OF MINUTES

Confirmation of the Minutes for the General Council meeting held on 28 February 2017 4

6. ADJOURNED ITEMS

Elected Member Liaison on External Bodies
Report Reference: GC140317R01..... 21

7. DEPUTATIONS

Nil

8. PETITIONS

Petition – Development Application No: 100/2016/1785 – Four dwellings – 8 Fourth Avenue, Ascot Park
Report Reference: GC140317P01 32

9. COMMITTEE RECOMMENDATIONS

Confirmation of the Minutes of the Finance & Audit Committee Meeting held on 28 February 2017
Report Reference: GC140317R02..... 35

10. WORKSHOP / PRESENTATION ITEMS

Nil

11. CONFIDENTIAL ITEMS

Confidential Minutes for the Finance and Audit Committee Meeting held on 28 February 2017

Report Reference: GC140317F01 46

Local Government Association (LGA) Membership

Report Reference: GC140317F02..... 47

Local Government Association (LGA) Insurance Scheme Review

Report Reference: GC140317F03 48

External Audit Tender

Report Reference: GC140317F04 49

Organisational Service Review – Libraries Appendix 2

Report Reference: GC140317F05 50

12. CORPORATE REPORTS FOR DECISION

Development Assessment Panel Vacancy for Elected Member Representative

Report Reference: GC140317R03..... 51

Section 270 Review - Removal of Playground (Resolute Crescent, Hallett Cove)

Report Reference: GC140317R04..... 52

City of Marion Volunteer Program – Annual Report

Report Reference: GC140317R05..... 53

Update on potential to supply water into Tonsley

Report Reference: GC140317R06..... 67

Fleurieu Peninsula Tourism Proposal

Report Reference: GC140317R07..... 69

LGA Campaign Regarding Rate Capping

Report Reference: GC140317R08..... 71

13. CORPORATE REPORTS FOR INFORMATION/NOTING

Organisational Service Review – Status Report March

Report Reference: GC140317R09..... 80

MATTERS RAISED BY MEMBERS

14. Motions with Notice

Lorenzin Site
Report Reference: GC140317M01134

Legal Expenses Policy
Report Reference: GC140317M02 137

15. Questions with Notice

SA Aquatic Centre
Report Reference: GC140317Q01..... 140

Staff Wages
Report Reference: GC140317Q02.....141

16. Motions without Notice

17. Questions without Notice

18. OTHER BUSINESS

Nil

19. LATE ITEMS

Nil

20. MEETING CLOSURE

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

MINUTES OF THE GENERAL COUNCIL MEETING
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 28 FEBRUARY 2017



PRESENT

His Worship the Mayor Kris Hanna

Councillors

Coastal Ward

Ian Crossland
 Tim Gard

Mullawirra Ward

Jason Veliskou
 Jerome Appleby

Southern Hills

Janet Byram
 Nick Westwood

Warracowie Ward

Bruce Hull
 Nathan Prior

Warriparinga Ward

Luke Hutchinson
 Raelene Telfer

Woodlands Ward

Nick Kerry

In Attendance

Mr Adrian Skull
 Ms Abby Dickson
 Mr Tony Lines
 Mr Vincent Mifsud
 Ms Jaimie Thwaites
 Ms Sherie Walczak
 Ms Victoria Moritz

Chief Executive Officer
 General Manager City Development
 General Manager Operations
 General Manager Corporate Governance
 Acting Manager Corporate Governance
 Acting Unit Manager Governance & Records
 Governance Officer

COMMENCEMENT

The meeting commenced at 6:34pm.

KAURNA ACKNOWLEDGEMENT

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

DISCLOSURE

All persons in attendance are advised that the audio of this General Council meeting will be recorded and will be made available on the City of Marion website.

ELECTED MEMBER'S DECLARATION OF INTEREST

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

- No interests were disclosed.

CONFIRMATION OF MINUTES

6:35pm Moved Councillor Telfer, Seconded Councillor Byram that the minutes of the General Council Meeting held on 14 February 2017 be taken as read and confirmed.

Carried Unanimously

COMMUNICATION REPORTS

Moved Councillor Byram, Seconded Councillor Prior that the communication reports be moved en bloc.

Carried Unanimously

6:35pm Report on Mayoral Activities for November and December 2016 and January and February 2017

| Date | Event | Comment |
|------------------|--|---------------------------------------|
| 17 November 2016 | Glenelg Primary School Year 6 class visit | Gave talk re: Government |
| 18 November 2016 | International Mensday Luncheon | Attended |
| 18 November 2016 | Sheidow Park Primary School Twilight Fair | Gave speech |
| 19 November 2016 | AFOPA Black Tie Ball | Attended |
| 20 November 2016 | St Martine De Porres School Fete | Attended, won the raffle prize |
| 21 November 2016 | Hallett Cove R-12 Presentation Evening | Attended |
| 23 November 2016 | Graffiti Removal Volunteers Christmas Get Together | Attended |
| 23 November 2016 | Seaview High School Year 12 Graduation | Attended |
| 24 November 2016 | Coast FM Radio Segment | Interview |
| 24 November 2016 | Liberal Stakeholder Forum – Glenthorne Farm | Attended |
| 24 November 2016 | Mayor's Networking End of Year Function | Gave speech |
| 27 November 2016 | Launch Annual CoM Community Art Exhibition | Officially opened Exhibition |
| 27 November 2016 | South Adelaide Malayalee Community Christmas Celebration | Attended |
| 28 November 2016 | Community Care Volunteer Christmas Thankyou event | Attended |
| 28 November 2016 | Edwardstown Memorial Oval Committee AGM | Attended |
| 30 November 2016 | Redkite Christmas Campaign Launch | Launched SA campaign for this charity |
| 2 December 2016 | Hallett Cove Business Association Christmas Function | Attended |

| | | |
|------------------|---|---|
| 5 December 2016 | Cheque Presentation Ceremony Community Grants Round One | Presented cheques |
| 6 December 2016 | Mitchell park Neighbourhood Centre Volunteer Celebration | Attended |
| 7 December 2016 | Glandore Community Centres Carols in the Park | Welcomed people |
| 7 December 2016 | Marion Residents Association – Kingston Park Foreshore | Attended |
| 9 December 2016 | Vietnam Veterans Federation SA Brach Christmas Luncheon | Attended |
| 10 December 2016 | Marion Tennis Club official opening of new courts | Gave speech |
| 10 December 2016 | St Elizabeth Church – Welcome to Australia Event | Gave speech |
| 12 December 2016 | Mayors Multicultural Forum | Q&A / sang carols |
| 13 December 2016 | Reconciliation Action Plan and Chambers Gallery Art Commission Launch | Gave speech |
| 14 December 2016 | Active Elders Association – Christmas Lunch | Attended |
| 14 December 2016 | Hamilton Secondary College – Presentation Lunch | Presented Citizenship Award |
| 15 December 2016 | Edwardstown Meals on Wheels Christmas Party | Attended |
| 15 December 2016 | Mayors Christmas Celebrations | Hosted event |
| 16 December 2016 | Glandore Community Centre Volunteer Christmas Party | Attended |
| 17 December 2016 | City of Marion Christmas in the Park | Attended |
| 17 December 2016 | Glenelg Rebels 70 th Anniversary Celebration | Attended |
| 21 December 2016 | Trott Park Fencing Club 2016 Breakup event | Attended |
| 22 December 2016 | Coast FM Radio Segment | Interviewed |
| 25 December 2016 | Natalie Werekij 100 th Birthday | Attended, delivered flowers |
| 29 December 2016 | National RSL Bowls Carnival – Opening Ceremony | Welcomed guests to Marion |
| 7 January 2017 | Bharathaa Arts Adelaide – Gurubbyo Namaha | Gave speech |
| 17 January 2017 | Stage 1 – Start Tour Down Under | Attended |
| 18 January 2017 | Jervois St Reserve Baby/Toddler photo shoot | Attended, smiled |
| 22 January 2017 | Coast FM Oz Music Day / Citizenship Ceremony | Conferred citizenships “live” |
| 22 January 2017 | Book Launch – Gillian Chicowski – Reflection of the Moon | Gave speech |
| 26 January 2017 | Halltt Cove Lions Australia Day Breakfast | Conferred citizenships |
| 26 January 2017 | South Coast Cycling Club Australia Day Track Carnival | Attended |
| 26 January 2017 | City Of Marion Australia Day Awards presentation and citizenship ceremony | Presented awards and conferred citizenships |
| 28 January 2017 | Annual Al-Salam Peace Festival | Attended |
| 8 February 2017 | Tricia Clements Memorial Service | Officiated |
| 20 February 2017 | Tokyo Keizai University Visit – Multiculturalism Panel Discussion | Gave speech |

In addition, the Mayor has met with residents, MP's and also with the CEO and Council staff regarding various issues.

Moved Councillor Byram, Seconded Councillor Prior that the Mayoral Report be received

Carried Unanimously

Report on Deputy Mayor Activities for December 2016 and January and February 2017

| Date | Event | Comment |
|------------------|--|---|
| 1 December 2016 | Southern Hills and Coastal Ward briefing | Attended Site visit to Glade Crescent followed by ward briefing |
| 5 December 2016 | SWRA board meeting at Seaford Heights | Attended |
| 6 December 2016 | Meeting at Hallett Cove Beach Tennis Club | Met Staff member James O'Hanlon and club president |
| 6 December 2016 | People and Culture meeting | Attended |
| 11 December 2016 | Site visit and door knock Dwyer Road | Met with Cr Prior and visited residents |
| 12 December 2016 | Site meeting River Parade | Met staff member Matt Allen |
| 12 December 2016 | Cove Sports and Community Club AGM | Attended |
| 12 December 2016 | Mayors Multi Cultural forum | Attended |
| 13 December 2016 | Meeting with MP David Spiers | Attended |
| 15 December 2016 | Mayors Christmas Celebrations | Attended |
| 23 December 2016 | City of Marion Christmas Party | Attended |
| 13 January 2017 | Playspace design process meeting | Attended |
| 20 January 2017 | Meeting with resident Grand Central Avenue reserve | Attended |
| 23 January 2017 | Australia Day Awards ceremony | Attended on behalf of Mayor |
| 24 January 2017 | Meeting with Open Space Unit Manager | Attended |
| 26 January 2017 | Citizenship ceremony and Australia Day at Hallett Cove foreshore | Attended |
| 26 January 2017 | Adelaide Australia Day Celebrations | Attended on behalf of Mayor |
| 29 January 2017 | Meeting with Heron Way residents | Attended |
| 30 January 2017 | Meeting with staff re Heron Way Masterplan | Attended |
| 1 February 2017 | Site meeting with staff on Ragamuffin Drive | Attended |
| 6 February 2017 | SWRA meeting | Attended |
| 7 February 2017 | Review and Selection Committee | Attended as committee member |
| 10 February 2017 | Meeting with staff and KACHA committee at LKCC | Attended |
| 13 February 2017 | Site meeting with staff – Nannigai and Capella reserve | Attended |

| | | |
|--|------------------------------|----------|
| 20 February 2017 | Site visit and briefing SWRA | Attended |
| 21 February 2017 | Meeting R-12 school | Attended |
| In addition, the Deputy Mayor has met with residents, various groups and Council staff regarding various issues. | | |

Moved Councillor Byram, Seconded Councillor Prior that the Deputy Mayoral Report be received

Carried Unanimously

Report on Elected Member Activities for November and December 2016 and January and February 2017

Name of Elected Member: Councillor Raelene Telfer

| Date | Events Attended | Active Participation |
|------------------|------------------------------------|-------------------------------------|
| 27 November 2016 | Gallery M | Community Art |
| 29 November 2016 | People and Culture Committee | Chaired interview -Audit Committee |
| 4 December 2016 | Dover Gardens Obedience & Training | Met members |
| 5 December 2016 | Community Grants Awards | Presented cheques |
| 6 December 2016 | Mitchell Park Neighbourhood | Christmas party of volunteers/staff |
| 6 December 2016 | Warriparinga Ward Briefing | Participated |
| 7 December 2016 | Hamilton High Council | Meeting |
| 10 December 2016 | Marion Holiday Park | Celebration 35 yr and upgrade |
| 10 December 2016 | Welcome Refugees St Elizabeth | Met and talked to stall holders |
| 13 December 2016 | People and Culture Committee | Chaired interview Audit Committee |
| 20 December 2016 | Annie Doolan's Cottage | Management Committee liaison |
| 17 December 2016 | Mitchell Park Sports & Community | Monthly meeting |
| 23 December 2016 | Staff Christmas Party | Talked to staff |
| 21 January 2017 | Elected member planning | Goal setting for 2017 |
| 23 January 2017 | Campbelltown Council Cycling Plan | Presented Marion Cycling Plan |
| 26 January 2017 | Hallett Cove Australia Day | Citizenship ceremony |
| 26 January 2017 | Australia Day Celebration | Met those awarded for service |
| 7 February 2017 | Urban Planning Committee | Member on zone plans |
| 8 February 2017 | Tricia Clement's Memorial Service | Represented City of Marion |
| 20 February 2017 | Cosgrove Hall | Committee liaison |
| 21 February 2017 | Annie Doolan's Cottage | Committee liaison |
| 21 February 2017 | Mitchell Park Sports & Community | Management meeting |
| 22 February 2017 | Annabel Digance | re Mitchell Park upgrade |
| 23 February 2017 | Darlington Liaison advisory | Marion member |
| 24 February 2017 | Marion Croquet Club | Lease discussions |
| 28 February 2017 | Finance and Audit Committee | Elected member participation |

Moved Councillor Byram, Seconded Councillor Prior that the Elected Member Activities Report be received

Carried Unanimously

Report on CEO and General Managers Activities for November and December 2016 and January and February 2017

| Date | Activity | Attended by |
|------------------|---|--|
| 18 November 2016 | International Men's Day luncheon | Adrian Skull & Mayor Kris Hanna |
| 23 November 2016 | Graffiti Removal Volunteers Christmas celebration | Adrian Skull Tony Lines |
| 24 November 2016 | Grow your Business Expo | Adrian Skull |
| 28 November 2016 | Community Care Volunteer Christmas Function | Adrian Skull |
| 30 November 2016 | Council Solutions Board of Management meeting | Adrian Skull |
| 1 December 2016 | Opening Southern Recycling Centre | Adrian Skull Vincent Mifsud |
| 1 December 2016 | South Australian Aquatic & Leisure Centre Committee meeting | Adrian Skull |
| 2 December 2016 | Darlington Upgrade Project Meeting | Adrian Skull Abby Dickson |
| 2 December 2016 | Tonsley Steering Committee meeting | Adrian Skull Abby Dickson |
| 5 December 2016 | Quarterly SRWRA Board Meeting | Vincent Mifsud |
| 6 December 2016 | Mitchell Park Neighbourhood Centre Volunteer Celebration | Adrian Skull |
| 8 December 2016 | Onkaparinga Mayor's Christmas Function | Adrian Skull |
| 12 December 2016 | Gordon Sykes Funeral | Adrian Skull |
| 13 December 2016 | Meeting with LGA re Insurance Schemes Review | Adrian Skull Vincent Mifsud |
| 13 December 2016 | Meeting with Renewal SA re Morphettville Urban Renewal project | Adrian Skull Tony Lines |
| 15 December 2016 | Mayor's Christmas Celebration | Adrian Skull Tony Lines Vincent Mifsud Abby Dickson |
| 21 December 2016 | LGA Meeting – Community Housing | Adrian Skull |
| 23 December 2016 | Meeting City of Onkaparinga re WHS Initiatives | Vincent Mifsud |
| 23 December 2016 | Staff Christmas Celebrations | Adrian Skull Tony Lines Vincent Mifsud Abby Dickson |
| 10 January 2017 | Attending Joint-Council Collaboration – Community Housing Impacts (City of Charles Sturt and City of Port Adelaide Enfield) | Vincent Mifsud |
| 13 January 2017 | Council Solutions Procurement Review – Project Update | Adrian Skull Vincent Mifsud |

| | | |
|------------------|---|--|
| 17 January 2017 | DPTI - Discussion on Tonsley, Public Transport Options | Abby Dickson |
| 19 January 2017 | NDIS Opportunities - Discussion | Adrian Skull Tony Lines |
| 21 January 2017 | Elected Member Annual "Away Day" – Planning for 2017 | Adrian Skull Tony Lines Vincent Mifsud Abby Dickson |
| 26 January 2017 | Australia Day Awards and Citizenship Ceremony | Abby Dickson |
| 7 February 2017 | Community Housing meeting with Junction Australia | Adrian Skull |
| 10 February 2017 | Darlington Upgrade meeting with DPTI & City of Mitcham, | Adrian Skull |
| 10 February 2017 | Art of Respect Art Exhibition Launch | Abby Dickson |
| 16 February 2017 | Tonsley Project Steering Committee Meeting | Adrian Skull Abby Dickson |
| 22 February 2017 | Council Solutions Board of Management meeting | Adrian Skull |

Moved Councillor Byram, Seconded Councillor Prior that the CEO and General Managers Activities Report be received

DEPUTATIONS

6:36pm Deputation - Preservation of Community Facilities on Nannigai Reserve Ref No: GC280217D01

Mr Trevor Zwar gave a 5 minute deputation to Council relating to the preservation of the Nannigai Reserve Playspace and Tennis Court.

6:42pm Deputation – McConnell Reserve Courts Ref No: GC280217D02

Mr Travis Smith gave a 5 minute deputation to Council relating to McConnell Reserve Courts.

6:49pm Deputation – Marion City Band Funding Proposal Ref No: GC280217D03

Mr John Shinnick, Committee Member of the Marion City Band, gave a five minute Deputation to Council regarding the Marion City Band Funding Proposal.

The Mayor sought and was granted leave of the meeting to move forward the item GC280217R05 which is to be considered next on the agenda:

6:55pm Marion City Band Five Year Agreement
Report Reference: GC280217R05

The Mayor noted that he is Patron of the Marion City Band, however did not believe he had a conflict of interest and remained in the meeting for this item.

Moved Councillor Veliskou, Seconded Councillor Westwood that Council:

1. Notes the Marion City Band Business Plan 2012-2022 and 2017/22 Funding Proposal as the basis for considering a further five-year funding agreement, commencing from the 2017/18 financial year until the end of the 2021/22 financial year.
2. Refers an ongoing annual funding of \$33,842 plus annual CPI increases over the life of the five-year agreement, to the 2017/18 Annual Business Plan & Budget process for consideration and prioritisation.

Carried

PETITIONS

7:17pm Petition – Chamber Art Display
Reference No: GC280217P01

Moved Councillor Appleby, Seconded Councillor Crossland that:

1. Council notes the petition.

Carried

COMMITTEE RECOMMENDATIONS

Moved Councillor Hutchinson, Seconded Councillor Telfer that the minutes of the Council Committees be moved en bloc.

Carried Unanimously

7:18pm Confirmation of Minutes of the Review & Selection Committee meeting held on 7 February 2017

Report Reference: GC280217R01

Moved Councillor Hutchinson, Seconded Councillor Telfer that Council:

1. Receives and notes the minutes of Review & Selection Committee meeting held on 7 February 2017 (Appendix 1).
2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Review and Selection Committee.

Carried Unanimously

7:18pm Infrastructure and Strategy Committee - Confirmation of Minutes of Meeting held on 7 February 2017

Report Reference: GC280217R02

Moved Councillor Hutchinson, Seconded Councillor Telfer that Council:

1. Receives and notes the minutes of the Infrastructure and Strategy Committee meeting of 7 February 2017 (Appendix 1).
2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Infrastructure and Strategy Committee.

Carried Unanimously

7:18pm Confirmation of Minutes of the Urban Planning Committee meeting held on 7 February 2017

Report Reference: GC280217R03

Moved Councillor Hutchinson, Seconded Councillor Telfer that Council:

1. Receives and notes the minutes of the Urban Planning Committee meeting held on 7 February 2017 (Appendix 1).
2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Urban Planning Committee.

Carried Unanimously

WORKSHOP / PRESENTATION ITEMS

Nil

CORPORATE REPORTS FOR DECISION

7:19pm Infrastructure and Strategy Committee – Revised Terms of Reference

Report Reference: GC280217R04

Moved Councillor Byram, Seconded Councillor Westwood that Council:

1. Adopts the revised Terms of Reference for the Infrastructure & Strategy Committee (Appendix 1).

Carried Unanimously

7:20pm Councillor Kerry left the meeting and did not return.

7:22pm Tennis and Netball
Report Reference: GC280217R06

Councillor Hull noted that his daughter attends Seaview High School, however he did not believe this amounted to a conflict of interest and remained in the meeting for this item.

Moved Councillor Veliskou, Seconded Councillor Gard that Council:

1. Endorses the 3 year works program for Tennis and Netball Court and Facilities attached as Appendix 4 to this report.
2. Allocates funding of \$574,050 in Draft 2017/18 Budget towards capital works for tennis and netball facilities at the following sites; Woodforde Reserve, Sandery Avenue, Hallett Cove Beach Tennis Club, Trott Park (Southbank Tennis Club) Tennis courts, Warradale Tennis Club, and Marion Tennis Club.
3. Notes that a separate report, with identified costs, will be brought to Council for consideration, in relation to the direction Council established for McConnell Reserve (eastern side) when Council has considered community feedback.
4. Allocates funding of \$389,150 in 2018/19 and \$198,875 in 2019/20 in the Long Term Financial Plan for capital works at the following tennis and netball facilities; Hamilton Park, Ballara Park, Glandore Oval, Seacombe Heights Tennis Club Tarnham Road Reserve, Morphettville (Kendall Terrace) Tennis Club (as per Appendix 4).
5. Notes further reports will be developed for Council's consideration regarding detailed works and cost for individual sites which outline the scope of works, whole of life costs and partnering funds being sought.
6. Notes the planning for the Seaview High School tennis and netball complex is progressing and a further report will be developed identifying a potential Council contribution to be funded from the Community Facilities Partnership Program – Asset Sustainability Reserve for the proposed development. The report will also identify potential options for the Council owned Tarnham Road site for Council to consider once the school development has been completed.
7. Endorses the following works to be undertaken and funded within the existing 2016/17 budget:
 - removal of the court, fences and nets at Roy Lander Reserve and undertaking of minor landscaping work to restore the site.
 - removal of net posts and net at Yanyarrie Reserve and the modification of the site for sidewalk games and other recreation activities.
 - clubroom improvement works at Woodforde Reserve
 - court alterations to the existing tennis courts to provide additional netball facilities at Hazelmere Reserve.
 - undertake court improvement works at Stanley Street Tennis Club.
8. Endorses Administration to undertake site investigations into the western side of McConnell Reserve, Allotment 189 being portion of the land in Certificate of Title Volume 1234 Folio18 and report back at the conclusion of the site investigations.
9. Endorses the development of a precinct plan for Capella Reserve which will incorporate further consideration to the future directions for the tennis courts, playspace and toilet block at Nannigai

Reserve and allocates an additional \$30,000 in the open space planning draft 2017/18 budget and approves an additional resource of 0.2 FTE to support the project for a period of 12 months (2017/18).

10. Authorises administration to write to the head petitioners from the Nannigai and McConnell Reserve submissions advising of Council's decision.

7:36 Councillor Westwood left the meeting.

Carried Unanimously

**7:38pm Coastal Walking Trail
 Report Reference: GC280216R07**

7:40pm Councillor Westwood re-entered to the meeting.

Moved Councillor Crossland, Seconded Councillor Gard that Council:

1. Endorses the allocation of up to \$30,000 in the 2017/18 draft budget to prepare a detailed design including engineering survey and geotechnical testing.
2. Notes that administration will liaise with the Coastal Management board and undertake an assessment of any vegetation or heritage matters that may impact on the coastal walkway.
3. Notes a further report will be bought back to Council outlining the scope of works and required funding in the 2018/19 budget.

Carried Unanimously

**7:41pm Leasing and Licensing of Council Owned Facilities Policy
 Report Reference: GC280216R08**

Moved Councillor Veliskou, Seconded Councillor Westwood that formal meeting procedures be suspended for an appropriate time.

Carried Unanimously

7:42pm Formal meeting procedures suspended.

Councillor Westwood noted his involvement with the Trott Park Community Garden and remained for the discussion.

7:53pm Councillor Prior left the meeting.

7:55pm Councillor Prior re-entered the meeting.

8:09pm Formal meeting procedures recommenced.

Moved Councillor Veliskou, Seconded Councillor Byram that the item be adjourned to the meeting scheduled for 28 March 2017.

Carried Unanimously

8:10pm Recreation Plaza Oaklands Park Stage 2
Reference No: GC280217R09

Moved Councillor Hull, Seconded Councillor Prior that Council:

1. Endorses concept design option 3 for Stage 2 Recreation Plaza and landscape treatments surrounding and occupied by the Round House which is soon to be demolished.
2. Endorses allocation of funds up to \$705,500 for the preferred concept option 3 in the 2017/18 draft annual budget.
3. Endorses proceeding to community consultation, detailed design and construction of the preferred concept option.
4. Notes the whole of life cost of the endorsed option 3 and on-going annual operating and maintenance costs as per appendix 2.

Carried

8:25pm Expansion of the Food Waste Recycling Program
Report Reference: GC280217R10

8:29pm Councillor Appleby left the meeting.

8:31pm Councillor Appleby re-entered the meeting.

Moved Councillor Veliskou, Seconded Councillor Byram that Council:

1. Supports the expansion of the Food Waste Recycling Program.
2. Allocates funding of \$11,756 per year in the draft budget for 2017/18 and 2018/19 to deliver the expansion of the Food Waste Recycling Program in Marion, subject to Council receiving a grant of \$10,300 from Green Industries SA.
3. Notes a grant application has been submitted to Green Industries SA for \$10,300 (including GST) to contribute to the cost of expanding the program.
4. Seeks to encourage residents not to waste food.

Carried Unanimously

8:34pm Youth Development – Guidelines and Criteria
Report Reference: GC280217R11

Moved Councillor Crossland, Seconded Councillor Hull that Council:

1. Notes this report.
2. Endorses the Youth Development Grants - Guidelines and Criteria as outlined in Attachments 1 and 2.

Carried Unanimously

8:35pm Streetscape Project – Program of Works
Report Reference: GC280217R12

Moved Councillor Telfer, Seconded Councillor Hutchinson that Council:

1. Notes the report
2. Allocates \$1.8 million per annum in the Long Term Financial Plan for Streetscape upgrades in accordance with the Program of Works.
3. Allocates an additional \$200,000 per annum in the Long Term Financial Plan for tree planting.
4. Notes annual streetscape projects will be presented in the Annual Business Plan.

Carried

Moved Councillor Telfer, Seconded Councillor Crossland that Council:

1. To distribute resources of street-scaping to more streets throughout the City of Marion and the Streetscape 5 year program of works be deferred to the General Council meeting of 9 May 2017 to permit consideration of an Elected Member forum of more frugal treatments of the listed streets.

Carried Unanimously

8:55pm Ragamuffin Drive – Pedestrian / Traffic Movements
Reference No: GC280217R13

Moved Councillor Byram, Seconded Councillor Crossland that Council:

1. Notes the report.
2. Endorses Option 5, the provision of pedestrian information stickers at the main entrance to the Cove Civic Centre and pedestrian symbols on the pavement at either end of the road, with \$5,000 to be allocated within the 2017/18 Traffic Budget.

Carried

9:05pm Chief Executive Officer Performance Review Approach and Timeline
Report Reference: GC280217R14

Moved Councillor Telfer, Seconded Councillor Hull that Council:

1. Endorses the proposed approach and timeline for the CEO's performance and remuneration review as outlined in Appendix 1.

Carried Unanimously

9:07pm Oaklands Crossing Community Forum – Rescission Motion
Report Reference: GC280217R15

Moved Councillor Hull, Seconded Councillor Prior that Council:

Amends the resolution of 26 July 2016 that states:

1. That the City of Marion bring forward a planned community forum on Oakland crossing from September 2017 to before the end of March 2017. Invitations to include relevant politicians, DPTI, RAA, Emergency Services, Westfield Marion and Flinders University representatives.
2. That \$3,500 be allocated from identified savings to run the forum and a further \$3,500 be allocated to producing flyers to notify the community about the forum outcomes.

to the following new resolution:

1. That the City of Marion hosts a community forum on Oaklands crossing before the end of February 2018. Invitations to include relevant politicians, DPTI, RAA, Emergency Services, Westfield Marion and Flinders University representatives.
2. That a total of \$7,000 be allocated from 2016/17 identified savings to run the forum and produce flyers to notify the community about the forum outcomes.

Carried

CORPORATE REPORTS FOR INFORMATION/NOTING

9:11pm WHS Performance Report – January 2017
Report Reference: GC280217R16

Moved Councillor Veliskou, Seconded Councillor Telfer that Council:

1. Notes the report and statistical data contained therein.

Carried Unanimously

9:12pm Finance Report – January 2017
Report Reference: GC280217R17

Moved Councillor Hutchinson, Seconded Councillor Westwood that Council:

1. Receives the report “Finance Report – January 2017”.

Carried

MATTERS RAISED BY MEMBERS

Questions with Notice

Various questions were asked and either answered or taken on notice.

Motions with Notice

9:19pm Opportunity to Email Rates Notices to Ratepayers Ref No: GC280217M01

Moved Councillor Telfer, Seconded Councillor Prior that opportunities for email rates notices to ratepayers be explored.

Carried Unanimously

Questions without Notice

Nil

Motions without Notice

Nil

LATE ITEMS

Nil

CONFIDENTIAL ITEMS

9.22pm Confirmation of Confidential Minutes of the Review and Selection Committee Meeting held 7 February 2017 Report Reference: GC280217F02

Moved Councillor Prior, Seconded Councillor Telfer that pursuant to Section 90(2) and (3)(a) of the *Local Government Act 1999*, the Review and Selection Committee orders that all persons present, with the exception of the following persons: Adrian Skull, CEO, Steph Roberts, Manager HR and Jaimie Thwaites, Acting Manager Corporate Governance be excluded from the meeting as the Review and Selection Committee receives and considers information relating to CEO Key Performance Indicators for Quarter 2 2016/17 and information relating to the Development Assessment Panel – Vacancy for Independent Members, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to personal affairs of the Chief Executive Officer and potential candidates for the vacancy of Independent Members on the Development Assessment Panel.

Carried Unanimously

9.23pm the meeting went into confidence

Moved Councillor Crossland, Seconded Councillor Appleby that Council:

1. Receives and notes the confidential minutes of Review & Selection Committee meeting held on 7 February 2017 (Appendix 1)

2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Review and Selection Committee

Carried Unanimously

9.25pm the meeting came out of confidence

9.26pm Signatures Café
Reference No: GC280217F01

Moved Councillor Veliskou, Seconded Councillor Telfer that pursuant to Section 90(2) and (3)(d) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Chief Executive; Vincent Mifsud, General Manager Corporate Services; Abby Dickson, General Manager City Development; Jaimie Thwaites, Acting Manager Corporate Governance; Carol Hampton, Manager City Property and Tyson Brown, Unit Manager Cultural Services be excluded from the meeting as the Council receives and considers information relating to Signatures Café, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial operations of a confidential nature the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information .

Carried

9.26pm the meeting went into confidence

Meeting Extension

Moved Councillor Appleby, Seconded Councillor Prior that the meeting be extended for a period of 5 minutes.

Carried Unanimously

9.30pm the meeting was extended

Moved Councillor Appleby, Seconded Councillor Crossland that Council:

1. In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that this report, Signatures Café and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(d) of the Act, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2017.

Carried Unanimously

9.34pm the meeting came out of confidence

OTHER BUSINESS

Councillor Pfeiffer – Leave of Absence

Moved Councillor Prior, Seconded Councillor Crossland that due to a recent accident Councillor Pfeiffer be granted a leave of absence until the end of March 2017.

Carried Unanimously

CLOSURE - Meeting Declared Closed at 9.35pm.

CONFIRMED THIS 14 MARCH 2017

.....
CHAIRPERSON

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

ADJOURNED ITEM

Originating Officer: Sherie Walczak, Acting Unit Manager Governance & Records
Corporate Manager: Jaimie Thwaites, Acting Manager Corporate Governance
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: Elected Member Liaison Roles on External Bodies
Reference No: GC140317R01

The item 'Elected Member Liaison Roles on External Bodies', GC240117R09 (attached as Appendix 1) was adjourned at the 24 January 2017 General Council meeting to develop a list of responses from external bodies and a list of potential Elected Members offering to take up each of the requested liaison roles. At this meeting, Council resolved to:

1. Adjourn the item until the 14th March 2017 General Council Meeting to receive a developed list of responses from external bodies and a list of potential Elected Members offering to take up each of the requested liaison roles.
2. Current liaison positions remain valid until new positions are resolved.
3. External bodies which currently have a liaison Elected Member shall be excluded from these enquiries.

In accordance with the Local Government (Procedures at Meetings) Regulations, the debate on an adjourned item will resume and continue at the point it was adjourned. The motion for this item is yet to be Moved or Seconded.

DISCUSSION:

A preliminary review of the existing external bodies who currently have a nominated Council Liaison Officer, has been undertaken by Administration and it has been determined that those listed continue to operate and are likely to welcome the continuation of the role of Elected Member liaison.

A letter was distributed to over 300 external bodies from the City of Marion Clublink database providing them with the opportunity to accept the offer of a Council Liaison Officer. A list of respondents is provided at Appendix 2 together with details of their last known meeting cycle.

In order to appoint or re-appoint Elected Members to external bodies to act as Council Liaison Officers, the following process is suggested:

1. Council to review the list of external bodies provided in Appendix 1, who currently have a nominated Council Liaison Officer, at the 14 March 2017 General Council meeting and nominate Elected Members to undertake the role for each body.
2. Council to review the list of external bodies provided in Appendix 2, who have responded to Administration's enquiries regarding nominated Council Liaison Officers, and nominate Elected Members to undertake the role for each body, noting their preference when received.
3. If additional requests are received after this meeting, Council authorises the Mayor to nominate, after consultation with Elected Members, Council Liaison Officers to external bodies.
4. Administration to write to the list of external bodies requesting a Council Liaison Officer and advise accordingly of the nominated liaison together with their relevant contact details.

RECOMMENDATIONS**DUE DATE****That Council:**

- 1. Endorses the nomination of the following Councillors to act as Council Liaison Officers to the current external bodies with a nominated Council Liaison Officer for the remainder of this Council term:**
- 14 March 2017**
- 1.1 Councillor to the Active Elders Association Incorporated.**
 - 1.2 Councillor to the Clovelly Park Community Centre Committee.**
 - 1.3 Councillor Raelene Telfer to the Cosgrove Hall Committee of Management.**
 - 1.4 Councillor Tim Pfeiffer to Edwardstown Soldiers Memorial Recreation Ground Committee of Management.**
 - 1.5 Councillor Ian Crossland to the Hallett Cove School Council Incorporated.**
 - 1.6 Councillor Raelene Telfer to the Hamilton Secondary School Council Incorporated.**
 - 1.7 Councillor Tim Pfeiffer to the Marion City Band for the remainder of this Council's term.**
 - 1.8 Councillor Raelene Telfer to the Mitchell Park Sports Club Incorporated.**
 - 1.9 Councillor Jason Veliskou to the Morphetville Park Sporting Club Incorporated.**
 - 1.10 Councillor Jason Veliskou to the Park Holme Community Hall.**
 - 1.11 Councillor to the Plympton Sporting and recreation Club Incorporated.**
 - 1.12 Councillor Jason Veliskou to the Red House Group.**
 - 1.13 Councillor Raelene Telfer to the Seaview High School Council.**
 - 1.14 Councillor to the Suneden Special School.**
 - 1.15 Councillor Ian Crossland to The Cove Sports and Community Club Incorporated.**
 - 1.16 Councillor to The Marino Hall Committee of Management.**
 - 1.17 Councillor to the Marino Residents Association.**
 - 1.18 Councillor to The Marion Historical Society Incorporated.**

- 1.19 Councillor _____ to the Council on the Ageing (SA) Incorporated.
- 1.20 Councillor Raelene Telfer to the Marion Historic Village Project Group for the remainder of this Council's term.
- 1.21 Councillor _____ to the Marion Returned & Services League of Australia.
- 1.22 Councillor Jason Veliskou to the Plympton Glenelg Returned & Services League of Australia.
- 1.23 Councillor Raelene Telfer to the Council on the Management Committee of Annie Doolan's Cottage.
- 1.24 Councillor Raelene Telfer to the Darlington upgrade Liaison Advisory Group

2 Nominates the following Elected Members to act as Council Liaison Officers to the outlined external bodies with a new request for a Council Liaison Officer for the remaining Council term:

14 March 2017

- 2.1 Councillor _____ to the Ballara Park Tennis Club.
- 2.2 Councillor Ian Crossland to the Cove Tigers Netball Club.
- 2.3 Councillor _____ to the Oasis Family Church.
- 2.4 Councillor Raelene Telfer to the Glengowrie Uniting Church.
- 2.5 Councillor Jason Veliskou to the Glengowrie Uniting Church Netball Club.
- 2.6 Councillor Jerome Appleby to Gymnastics SA.
- 2.7 Councillor _____ to the Oaklands Estate Kindergarten.
- 2.8 Councillor _____ to the Saint Maria Goretti Social Group.
- 2.9 Councillor _____ to the Sheidow Park Primary School.
- 2.10 Councillor Nick Westwood to the St Martin de Porres School.
- 2.11 Councillor _____ to Swimming SA.
- 2.12 Councillor _____ to The Corner Uniting Church.
- 2.13 Councillor Raelene Telfer to the St Elizabeth's Anglican Church.
- 2.14 Councillor _____ to the Marion Swimming Club.
- 2.15 Councillor _____ to the Seaview Downs Primary School.

- 2.16 Councillor to the Kiwanis Bus Service Inc.
- 2.17 Councillor Raelene Telfer to the Dover Gardens Kennel & Obedience Club Inc.
- 2.18 Councillor Janet Byram to the Holdfast Model Aero Club Inc.
- 2.19 Councillor Ian Crossland & LKCC Committee to the
- 2.20 Councillor Raelene Telfer to the MarionLIFE Community Services
- 2.21 Councillor to the Warradale Kindergarten
- 2.22 Councillor to the Ascot Community Uniting Church
- 2.23 Councillor Jason Veliskou to the Marion Marlins Masters Swimming Club
- 2.24 Councillor to the Rotary Club of Edwardstown
- 2.25 Councillor to the Warradale Park Tennis Club
- 2.26 Councillor to the Edwardstown/Melrose Park Residents Action Group
- 2.27 Councillor to the 1st Ascot Park Scout Group
- 2.28 Councillor to the Hindu Society of SA Inc.

- 3 If additional requests are received after this meeting, Council authorises the Mayor to nominate, after consultation with Elected Members, Council Liaison Officers to external bodies. 14 March 2017
- 4 Administration advises each of the external bodies of their nominated Council Liaison. 31 March 2017

**CITY OF MARION
GENERAL COUNCIL MEETING
24 JANUARY 2017**

Originating Officer: Jaimie Thwaites, Acting Manager Corporate Governance
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: Elected Member Liaison Roles on External Bodies
Reference No: GC240117R09

REPORT OBJECTIVE AND EXECUTIVE SUMMARY

Elected Members are involved, as Council liaisons to a range of external bodies which comprise of community groups, school councils, management committees etc. These bodies are generally incorporated bodies (and thus legally constituted) that operate separately to Council's operations. Liaison with such external bodies is an important role for Elected Members in that it provides leadership within the community, and helps build the community's capacity and resilience.

It has been two years since Council appointed Elected Members as liaison to the various external bodies, and it is now timely to review those appointments. Accordingly, the purpose of this report is to re-affirm the liaison role, and to appoint or re-appoint Elected Members to the various external bodies.

RECOMMENDATIONS

DUE DATES

That:

- | | |
|--|--------------------|
| 1. Administration make enquiries of the external bodies identified at Appendix 1 to this report (GC240117R09) as to their needs in terms of Elected Members acting as liaison between the body and Council. | 3 Feb 2017 |
| 2. Subject to the outcomes of enquiries made by Administration regarding the needs of the External Body concerned, Council endorses the nomination of: | 17 Feb 2017 |
| 2.1 Councillor _____ to act as Council liaison to the Active Elders Association Incorporated for the remainder of this Council's term. | |
| 2.2 Councillor _____ to act as Council liaison to the Clovelly Park Community Centre Committee for the remainder of this Council's term. | |
| 2.3 Councillor _____ to act as Council liaison to the Cosgrove Hall Committee of Management for the remainder of this Council's term. | |

- 2.4 Councillor to act as Council liaison to the Council on the Ageing (SA) Incorporated for the remainder of this Council's term.
- 2.5 Councillor to act as Council liaison to the Council on the Cove Sports and Community Club Incorporated for the remainder of this Council's term.
- 2.6 Councillor to act as Council liaison to the Edwardstown Soldiers Memorial recreation Ground Committee of Management for the remainder of this Council's term.
- 2.7 Councillor to act as Council liaison to the Hallett Cove School Council Incorporated for the remainder of this Council's term.
- 2.8 Councillor to act as Council liaison to the Hamilton Secondary School Council Incorporated for the remainder of this Council's term.
- 2.9 Councillor to act as Council liaison to the Marino Hall Committee for the remainder of this Council's term.
- 2.10 Councillor to act as Council liaison to the Marino Residents Association for the remainder of this Council's term.
- 2.11 Councillor to act as Council liaison to the Marion City Band for the remainder of this Council's term.
- 2.12 Councillor to act as Council liaison to the Marion Historical Society Incorporated for the remainder of this Council's term.
- 2.13 Councillor to act as Council liaison to the Marion Historic Village Project Group for the remainder of this Council's term.
- 2.14 Councillor to act as Council liaison to the Mitchell Park Sports Club Incorporated for the remainder of this Council's term.
- 2.15 Councillor to act as Council liaison to the Morphettville Park Sporting Club Incorporated for the remainder of this Council's term.
- 2.16 Councillor to act as Council liaison to the Park Holme Community Hall for the remainder of this Council's term.
- 2.17 Councillor to act as Council liaison to the Plympton Sporting and recreation Club Incorporated for the remainder of this Council's term.

- 2.18 Councillor to act as Council liaison to the Red House Group for the remainder of this Council's term.
- 2.19 Councillor to act as Council liaison to the Seaview High School Council for the remainder of this Council's term.
- 2.20 Councillor to act as Council liaison to the Suneden Special School for the remainder of this Council's term.
- 2.21 Councillor to act as Council liaison to the Marion Returned & Services League of Australia for the remainder of this Council's term.
- 2.22 Councillor to act as Council liaison to the Plympton Glenelg Returned & Services League of Australia for the remainder of this Council's term.
- 2.23 Councillor to act as Council liaison to the Council on the Management Committee of Annie Doolan's Cottage for the remainder of this Council's term.
- 2.24 Councillor to act as Council liaison to the (add any additional external body identified by Council) for the remainder of this Council's term.
- 3 Administration advise Elected Members of the outcomes of enquiries made and the nominations made to respective external bodies. 17 Feb 2017

BACKGROUND

In the past, Council has nominated Elected Members in a liaison role to a range of external bodies comprising community groups, school councils, management committees etc. These bodies are generally incorporated bodies (and thus legally constituted) that operate separately to Council's operations.

Majority of the last appointments of Elected Member liaisons were made by Council in December 2014 for a period of two years, to be reviewed by January 2017 (GC091214R07). The appointments made at that time are represented in the '*Schedule of Elected Member Liaison on External Bodies (unless otherwise identified)*' provided at Appendix 1 to this report.

Council's subsidiary the Southern Region Waste Resource Authority (SRWRA) is not considered an external body as it has been established by Council under Section 43 of the *Local Government Act 1999* and is associated with the operations of Council. Furthermore, Committees established by parties such as the State Government that have local government representation arranged via the Local Government Association (e.g. the Volunteer Ministerial Advisory Group or the Dog and Cat Management Board) are not considered external bodies for the purposes of this report.

The liaison roles were structured such that the Elected Members were nominated as a liaison to assist in communication and exchange of information between the Council and the external

body concerned. The Elected Members were not appointed as members of the external body and did not have any voting rights when matters were brought before the body for decision.

The liaison approach, rather than a formal appointment to the external bodies as a voting member was taken on the basis of legal advice provided by Norman Waterhouse Lawyers.

In summary, the advice recommended that formal appointments to external bodies was not advisable as in these circumstances, Elected Members may not be covered by any indemnity provisions with respect to decisions made by the external body on which they are a voting member (i.e. either indemnity insurance taken out by the external body themselves, or the indemnity provisions under the Local Government Act 1999¹).

The advice also indicated that as voting members on external bodies, Elected Members must make decisions on behalf of, and in the best interests of the external body, and not on behalf of, or in the interests of Council. This circumstance has the potential to create a conflict of interest between an individual's role as a City of Marion Elected Member, and their role as a member of the external body.

As non-voting liaison to an external body, an Elected Member can, with the agreement of the external body concerned:

- Act as the point of contact for Council
- Observe and participate in discussions at a meeting of the external body
- Act as an information provider from Council to the external body and vice-versa
- Act as an advisor, mentor and support for the externally body;
- Support Council's approach to any matters associated with the external body

DISCUSSION

Provided at Appendix 1 is a list of identified external bodies together with details of the Elected Member liaison appointments in December 2014 (unless otherwise identified). Given two years has elapsed since the appointments were last considered by Council, the Elected Member liaison roles now require review.

Review Process

The following review process is suggested:

1. Council to review the list of identified external bodies during the 24 January 2017 General Council meeting and:
 - a. Identify any additional external bodies that could be added to the list.
 - b. Seek nominations from Elected Members who are interested in undertaking the role for each body. Should more than one Elected Member express an interest to act as liaison for a particular body, Council will need to conduct a ballot to determine the recommended liaison. In this circumstance, Council might like to consider nominating the additional person as a proxy.
2. Administration write to the external bodies identified to confirm their views on the appointment / re-appointment of an Elected Member liaison role and advising of the nominated liaison.

¹ Note that indemnity provisions are not of concern with respect to Council's subsidiary SRWRA or for Elected Member appointments to LGA arranged committees as either the indemnity provisions of the Local Government Act apply or it is confirmed that the committee has its own indemnity insurance.

Note that a preliminary review of the identified external bodies has been undertaken by Administration, and it has been determined that those listed continue to operate and are likely to welcome the role of Elected Member liaison. The Cove Youth Service, Youth Advisory Committee (YAC) and Friends of the Library have been removed from the previous list.

3. Following confirmation from the external body, Administration to advise Elected Members of the outcomes of the nominations, together with details of scheduled meetings for the external bodies.

Legal / Legislative and Risk Management

By nominating Elected Members in liaison roles rather than making formal appointments to the various external bodies that exist within the City of Marion, indemnity and conflict of interest risks for individual Elected Members are mitigated. Taking this approach has also been commended by the Local Government Association Mutual Liability Scheme, and has been cited as a best practice risk management strategy.

Financial Implications

Elected Member costs associated with travel to and from attendance at meetings of external bodies in a liaison role is a bona fide expense under the Local Government Act.

Accordingly, provision is made on an ongoing basis in the budget for Elected Member expenses for such attendance and are appropriately incorporated in the current approved Annual Budget and Long Term Financial Plan.

CONCLUSION

Leadership, representation, participation and engagement with the Community are key tenets of the City of Marion Strategic Plan, and also the role of Elected Members as identified in the Local Government Act 1999.

Elected Member involvement as Council liaisons to a range of external bodies comprising community groups, school councils and management committees provide an ideal opportunity not only for leadership within the community and helping to build community capacity and resilience, but also the opportunity to hear the views of the community on many and varied topics.

**Schedule of Elected Member Liaison on External Bodies –
As at January 2017 (unless otherwise identified)**

| | Company | Current Liaison(s) |
|-----|---|--|
| 1. | Active Elders Association Inc | Cr Nick Kerry |
| 2. | Clovelly Park Community Centre Committee of Management | Cr Nick Kerry |
| 3. | Cosgrove Hall Committee of Management | Cr Raelene Telfer |
| 4. | Edwardstown Soldiers Memorial Recreation Ground Committee of Management | Cr Tim Pfeiffer |
| 5. | Hallett Cove School Council Inc | Cr Ian Crossland |
| 6. | Hamilton Secondary School Council Inc | Cr Luke Hutchinson Cr Raelene Telfer |
| 7. | Marion City Band | Cr Tim Pfeiffer and Cr Nick Westwood |
| 8. | Mitchell Park Sports & Community Club Inc | Cr Raelene Telfer |
| 9. | Morphettville Park Sporting Club Inc | Cr Jason Veliskou |
| 10. | Park Holme Community Hall | Cr Jason Veliskou |
| 11. | Plympton Sporting and Recreation Club Inc | Cr Jerome Appleby |
| 12. | Red House Group | Cr Jason Veliskou |
| 13. | Seaview High School Council Inc | Cr Janet Byram Cr Raelene Telfer |
| 14. | Suneden Special School | Cr Janet Byram |
| 15. | The Cove Sports and Community Club Inc | Cr Janet Byram |
| 16. | The Marino Hall Committee of Management | Cr Tim Gard |
| 17. | Marino Residents Association | Cr Tim Gard |
| 18. | The Marion Historical Society Inc | Cr Luke Hutchinson |
| 19. | Council on the Ageing (COTA) | Cr Ian Crosswood and Cr Nick Westwood |
| 20. | The Marion Historic Village Project | Cr Raelene Telfer |
| 21. | Marion Returned & Services League of Australia (GC240215R09) | Cr Janet Byram (Jan 15 to Jan 17) Cr Raelene Telfer (Jan 15 to Jan 16) Cr Luke Hutchinson (Jan 16 to Jan 17) |
| 22. | Plympton Glenelg Returned & Services League of Australia (GC240215R09) | Cr Janet Byram and Cr Jason Veliskou |
| 23. | Management Committee of Annie Doolan's Cottage (GC280616R20) | Cr Raelene Telfer |
| 24. | Darlington Upgrade Liaison Advisory Group | Cr Raelene Telfer |

Requests for Elected Member Liaison on External Bodies

| | External Body | Meeting Times | EM Request |
|-----|--|---|---|
| 1. | Ballara Park Tennis Club | As required | |
| 2. | Cove Tigers Netball Club | 7pm Sundays 4-6 weekly | Cr Ian Crossland / Cr Janet Byram |
| 3. | Oasis Family Church | 10am Sundays | |
| 4. | Glengowrie Uniting Church | 10am Sundays | Cr Raelene Telfer |
| 5. | Glengowrie Uniting Church Netball Club | 12-4 winter Saturdays | Cr Jason Veliskou |
| 6. | Gymnastics South Australia | 6-8pm Wednesdays | Cr Jerome Appleby |
| 7. | Oaklands Estate Kindergarten | 7.30pm 1 st Thursday each month | |
| 8. | Saint Maria Goretti | 9.30am Mondays Monthly | |
| 9. | Sheidow Park Primary School | As required | Someone motivated to support young people |
| 10. | St Martin de Porres School | As required | Cr Nick Westwood / Janet Byram |
| 11. | Swimming SA | 6.30pm last Monday each month except Jul, Oct & Nov = Sat | |
| 12. | The Corner Uniting Church | As required | |
| 13. | St Elizabeth's Anglican Church | 7.30pm 3 rd Tuesday each month | Cr Raelene Telfer |
| 14. | Marion Swimming Club | Monthly | |
| 15. | Seaview Downs Primary School | 7pm week 4 & 9 of each term | Southern Hills Ward Councillor |
| 16. | Kiwanis Bus Service Inc. | 5.15pm first Monday each month | |
| 17. | Dover Gardens Kennel & Obedience Club Inc. | 7pm Mondays monthly | Cr Raelene Telfer |
| 18. | Holdfast Model Aero Club Inc. | 7.30pm 1 st Friday each month | Cr Janet Byram |
| 19. | LKCC Committee | As required | Cr Ian Crossland plus another Councillor |
| 20. | MarionLIFE Community Services | 7.30pm 20 March | Cr Raelene Telfer |
| 21. | Warradale Kindergarten | TBA twice per term | |
| 22. | Ascot Community Uniting Church | 10am Sundays | |
| 23. | Marion Marlins Masters Swimming Club | 7pm 1 st Wednesday each month | Cr Jason Veliskou |
| 24. | Rotary Club of Edwardstown | 6.15pm Tuesdays Weekly | Cr Tim Pfeiffer |
| 25. | Warradale Park Tennis Club | 6.45pm Mondays monthly (generally) | Cr Bruce Hull |
| 26. | Edwardstown/ Melrose Park Residents Action Group | As required | |
| 27. | 1 st Ascot Park Scout Group | 3 rd Monday every month | Cr Nick Kerry or Cr Time Pfeiffer |
| 28. | Hindu Society of SA Inc | Wednesdays monthly | |

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

Originating Officer: Rob Tokley, Team Leader - Planning
General Manager: Abby Dickson, City Development
Subject: Petition – Development Application No: 100/2016/1785 –
Four dwellings – 8 Fourth Avenue, Ascot Park
Reference No: GC140317P01

PETITION FROM: Mr Ray Howlett

NO OF SIGNATORIES: 3

DATE PETITION RECEIVED: 8 March 2017

CORRESPONDENCE:

The petition of residents of Fourth Avenue, Ascot Park draws the attention of the Council to overdevelopment of housing in Fourth Avenue which creates problems with 'on-street' parking and un-sustainable water drainage – relating to Development Application 100/2016/1785 on behalf of Mr Jack Pete for two, two storey dwellings and two, single storey dwellings at 8 Fourth Avenue, Ascot Park.

The petitioners therefore request that the Council reject the proposal because there is zero kerbside parking and this will have a negative effect on the street's available kerbside parking.

A copy of the petition is attached as **Appendix 1**.

COMMENTS: Rob Tokley, Team Leader - Planning

Development Application No: 100/2016/1785 proposing two, two storey dwellings and two, single storey dwellings at 8 Fourth Avenue, Ascot Park underwent Category 2 public notification from 22 February to 8 March 2017. Four (4) representations were received during the public notification period.

Each representor who lodged a representation during the public consultation period has received confirmation of receipt of their representation.

The applicant is yet to respond to the representations. Following receipt of which, the planning assessment of the application will continue.

In due course, the application will be presented to the Development Assessment Panel (DAP) for a decision. Each of the representors will be provided appropriate notice of the DAP meeting date and time and an opportunity to present directly to the Panel. The applicant will also have an opportunity to respond.

RECOMMENDATIONS

Due Dates:

That Council:

- | | |
|--|--------------------|
| 1. Notes the petition and comments provided by Administration. | 14 Mar 2017 |
| 2. That the head petitioner be advised that Council has noted the petition and that the application will be reported to the Development Assessment Panel for consideration and decision, and, all valid representors will be invited to present to the Panel at the relevant meeting. | 17 Mar 2017 |

Appendix 1: Petition

Office Use Only:
 Date ~~Partion~~ Received:

CITY OF MARION

PETITION

TO HIS WORSHIP THE MAYOR AND COUNCILLORS OF THE CITY OF MARION

Re Dev Application 10020161785

Petition Contact Person: RAY HOWLETT
 Telephone Number: 0411 728 872 or 8276 1939
 Address: 1A FOURTH AVENUE ASCOT PARK 5043
 Date Petition Initiated: 2ND MARCH 2017

The petition of (identify the individuals or group, eg residents of the City of Marion)

RESIDENTS OF FOURTH AVE CITY OF MARION

draws the attention of the Council (identify the circumstances of the case)(8 FOURTH AVE)

over development of housing in Fourth Avenue which creates problems with "on street" parking and un-sustainable water drainage.

The petitioners therefore request that the Council(outline the action that the Council should or should not take)

Reject the proposal because it has removed kerbside parking. With this proposal there is zero kerbside parking and this will have a negative effect on the streets' available kerbside parking.

| Name | Address | Signature |
|-------------|-------------------------|-------------------|
| R&KM ALKANE | 46 FOURTH AVE | <i>R Alkane</i> |
| S A Wright | U1-NO9 Fourth Ave | <i>S A Wright</i> |
| J.C. WHITE | 29 FOURTH AVE ASCOT.PK. | <i>J C White</i> |
| | | |
| | | |
| | | |
| | | |

CITY OF MARION
 DEVELOPMENT SERVICES
 - 1 MAR 17
RECEIVED

Please note this petition is a public document, by signing it, I understand that my name address and signature will be made available in the public realm. The City of Marion will record these details for the purpose of this petition only.

**CITY OF MARION
GENERAL COUNCIL MEETING
14 March 2017**

Originating Officer: Jaimie Thwaites, Acting Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Finance and Audit Committee - Confirmation of Minutes of Meeting held on 28 February 2017

Report Reference: GC140317R02

DISCUSSION:

The purpose of this report is to facilitate the receiving and noting of the minutes from the 28 February 2017 Finance and Audit Committee meeting.

A summary of the items considered are noted below.

- Elected Members Report
- LGA Insurance Schemes Review (confidential item)
- LGA Membership (confidential item)
- Organisational Service Reviews – Libraries 2017 (confidential item)
- Organisational Service Reviews – Public Litter Service Review 2017 (confidential item)
- External Audit Tender (confidential item)
- Financial Management Policies
- Policy Framework
- Draft Annual Business Plan and Budget & Long Term Financial Plan
- Corporate Risk Profile
- WHS Rebate Calculations
- Organisational Service Reviews
- Internal Audit Program Status Report

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|----------------------|
| 1. Receives and notes the minutes of the Finance and Audit Committee meeting of 28 February 2017 (Appendix 1). | 14 March 2017 |
| 2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Finance and Audit Committee. | 14 March 2017 |

**MINUTES OF THE FINANCE AND AUDIT COMMITTEE MEETING
HELD AT THE ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 28 FEBRUARY 2017**



PRESENT

Mr Greg Connor (Chair), Ms Kathryn Presser, Ms Emma Hinchey, Councillor Raelene Telfer and Councillor Nick Kerry

In Attendance

| | |
|--------------------|--|
| Mr Adrian Skull | Chief Executive Officer |
| Mr Vincent Mifsud | General Manager Corporate Services |
| Ms Abby Dickson | General Manager City Development |
| Mr Tony Lines | General Manager Operations |
| Ms Jaimie Thwaites | Acting Manager Corporate Governance |
| Mr Ray Barnwell | Manager Finance (items 8.1 – 8.7) |
| Mr Colin Heath | Manager Contracts and Operational Support (item 7.4) |
| Ms Sherie Walczak | Acting Unit Manager Governance & Records (items 7.1, 7.5, 8.4 & 8.5) |
| Ms Deborah Horton | Unit Manager Performance Improvement Team (items 8.1 – 8.7) |

1. OPEN MEETING

The meeting commenced at 9.32am. The Chair welcomed all those present to the meeting.

2. KAURNA ACKNOWLEDGEMENT

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

3. MEMBERS DECLARATION OF INTEREST

The Chair 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

4.1 Confirmation of Minutes for the Finance and Audit Committee held 15 December 2016

9.33am Moved Councillor Telfer, Seconded Ms Presser that the minutes of the Finance and Audit Committee meeting held on 15 December 2016 are confirmed as a true and correct record of proceedings.

Carried Unanimously

5. BUSINESS ARISING

**5.1 Review of the Business Arising from previous meetings of the Finance and Audit Committee
Report Reference: FAC280217R5.1**

9.34am The statement identifying business arising from the previous meetings of the Committee was reviewed and progress achieved against identified actions was noted. The

Committee was provided with an updated Business Arising statement that noted the following in relation to item 2 of the report:

- A new PMO role is being established to focus on developing a corporate program and project management framework, support for project officers, project governance and reporting. This role will firstly assess the current state of project management and then design and develop a framework over the coming months.
A key tool – Work Area Plan project reporting- has been developed to capture all key business plan, work area and 'CE special' projects. Monthly project updates are being provided by all SLT to ensure delivery of projects is tracked with strong accountability.

ACTION: The Committee requested that the Project Management Report be brought to the August 2017 Committee Meeting

6. ELECTED MEMBER REPORT

6.1 Elected Member's Report Report Reference: FAC280217R6.1

9.36am Councillor Telfer spoke to the report. In speaking to the report Councillor Telfer noted the following:

- Council had held a Planning Day on 21 January 2017 with the Executive Leadership team.
- The budget planning process for 2017/18 has commenced much earlier than previous years
- Council is currently looking at a number of heavy agenda items
- The proceeds from the sale of the former Hallett Cove Library building noted on page 18 of the agenda deserved a particular mention.
- Asset optimisation is a key focus of this current Council even though some assets may be hard to let go.

The Committee noted the report.

7. CONFIDENTIAL ITEMS

7.1 Local Government Association Insurance Schemes Review Reference No: FAC280217F7.1

9.40am Moved Councillor Telfer, Seconded Councillor Kerry that pursuant to Section 90(2) and (3)(d) of the *Local Government Act 1999*, the Finance and Audit Committee orders that all persons present, with the exception of the following persons: Adrian Skull, Chief Executive Officer; Tony Lines, General Manager Operations; Vincent Mifsud, General Manager Corporate Services; Abby Dickson, General Manager City Development; Jaimie Thwaites, Acting Manager Corporate Governance, Sherie Walczak, Acting Unit Manager Governance and Records, Gary Oakley, CEO Public Sector - Jardine Lloyd Thompson Pty Ltd (JLT); Tony Gray, General Manager Local Government Risk Services – JLT and Lyndon Parnell, Managing Director Finrisk Pty be excluded from the meeting as the Council receives and considers information relating to Local Government Association Insurance Schemes Review, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information the disclosure of which could prejudice the commercial position of Council and would on balance be contrary to the public interest.

Carried Unanimously

9.40am the meeting went into confidence

10.23am Councillor Nick Kerry re-entered the meeting

10.36am Mr Gary Oakley (JLT), Mr Tony Gray (JLT) and Mr Lyndon Parnell (Finrisk Pty) left the meeting

10.36am Ms Presser and Councillor Kerry left the meeting

10.37am Ms Presser re-entered the meeting

10.38am Councillor Kerry re-entered the meeting

Moved Councillor Telfer, Seconded Councillor Kerry that the Finance and Audit Committee in accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, Local Government Association Membership and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(b) of the Act, except when required to effect or comply with the Committee's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2017.

Carried Unanimously

11.08am the meeting came out of confidence

Meeting adjournment

The Chair sought and was granted leave of the meeting for a 5-minute adjournment.

11.09am Councillor Kerry left the meeting and did not return

11.09am meeting adjourned

11.16am meeting resumed

7.2 Local Government Association Membership

Reference No: FAC280217F7.2

11.19am Moved Ms Presser, Seconded Councillor Telfer that pursuant to Section 90(2) and (3)(b) and (h) of the *Local Government Act 1999*, the Finance and Audit Committee orders that all persons present, with the exception of the following persons: Adrian Skull, Chief Executive Officer; Tony Lines, General Manager Operations; Vincent Mifsud, General Manager Corporate Services; Abby Dickson, General Manager City Development; Jaimie Thwaites, Acting Manager Corporate Governance, Craig Clarke, Unit Manager Communications, be excluded from the meeting as the Council receives and considers information relating to Local Government Association Membership, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information the disclosure of which could prejudice the commercial position of Council and would on balance be contrary to the public interest and legal advice.

Carried Unanimously

11.19am the meeting went into confidence

Moved Ms Presser, Seconded Councillor Telfer that the Finance and Audit Committee in accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, Local Government Association Membership and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(b) and (h) of the Act, except when required to effect or comply with the Committee's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2017.

Carried Unanimously

11.47am the meeting came out of confidence

7.3 Organisational Service Reviews – Libraries Appendix 5 **Reference No: FAC280217F7.3**

11.48am Moved Councillor Telfer, Seconded Ms Hinchey that pursuant to Section 90(2) and (3)(d) of the *Local Government Act 1999*, the Finance & Audit Committee orders that all persons present, with the exception of: Adrian Skull Chief Executive Officer, Vincent Mifsud General Manager Corporate Services, Abby Dickson General Manager City Development, Tony Lines General Manager Operations, Liz Byrne Manager Community & Cultural Services, Jackie Dolling Acting Unit Manager Service Quality Libraries, Jayne Webster Acting Unit Manager Community Connections & Learning, Ola Wleklinski Unit Manager Libraries Collection & Outreach, Ray Barnwell Manager Finance, Jaimie Thwaites Acting Manager Corporate Governance, Deborah Horton Unit Manager Performance & Improvement, Melissa Nottle-Justice Business Improvement Officer be excluded from leaving the meeting as the Committee receives and considers information relating to the City of Marion Libraries Service Review (Appendix 5), upon the basis it is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential on the grounds that the report contains information relating to personnel matters.

Carried Unanimously

11.48am the meeting went into confidence

Moved Councillor Telfer, Seconded Ms Hinchey that the Finance and Audit Committee in accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, City of Marion Libraries Service Review (Appendix 5) and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(d) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2017.

Carried Unanimously

12.15pm the meeting came out of confidence

7.4 Organisational Service Reviews – Public Litter Appendix 6 **Reference No: FAC280217F7.4**

12.16pm Moved Councillor Telfer, Seconded Ms Presser that pursuant to Section 90(2) and (3)(d) of the *Local Government Act 1999*, the Finance & Audit Committee orders that all persons present, with the exception of: Adrian Skull Chief Executive Officer, Vincent Mifsud General Manager Corporate Services, Abby Dickson General Manager City Development, Tony Lines General Manager Operations, Ray Barnwell Manager Finance, Jaimie Thwaites Acting Manager Corporate Governance, Colin Heath Manager Contracts & Operational Support, Deborah Horton

Unit Manager Performance & Improvement, Melissa Nottle-Justice Business Improvement Officer be excluded from leaving the meeting as the Committee receives and considers information relating to the City of Marion Public Litter Service Review (Appendix 6), upon the basis it is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential on the grounds that the report contains information relating to commercial information of a commercial nature (not being a trade secret) the disclosure of which (i) could reasonably be Report Reference: FAC151216F7.4 expected to prejudice the commercial position of a person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest

Carried Unanimously

12.16pm the meeting went into confidence

Moved Councillor Telfer, Seconded Ms Presser that the Finance and Audit Committee in accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, City of Marion Public Litter Service Review and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(d) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2017.

Carried Unanimously

12.21pm the meeting came out of confidence

7.5 External Audit Tender **Report Reference: FAC280217R7.5**

12.21pm Moved Ms Hinchey, Seconded Ms Presser that pursuant to Section 90(2) and (3)(b) of the *Local Government Act 1999*, the Finance and Audit Committee orders that all persons present, with the exception of the following persons Adrian Skull (Chief Executive Officer), Vincent Mifsud (General Manager Corporate Services), Abby Dickson (General Manager City Development), Jaimie Thwaites (Acting Manager Corporate Governance), Ray Barnwell (Manager Finance), Sherie Walczak (Unit Manager Risk) be excluded from the meeting as the Committee receives and considers information relating to the tender for the provision of External Audit Services upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information is of a commercial nature.

Carried Unanimously

12.21pm the meeting went into confidence

Moved Councillor Telfer, Seconded Ms Hinchey that the Finance and Audit Committee in accordance with Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that this report, the minutes arising from this report and any other information distributed at the meeting having been considered in confidence under Section 90(2) and (3)(d) of the Act be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council meeting in December 2017.

Carried Unanimously

12.25pm the meeting came out of confidence

12.26pm Internal Audit Program Status Report **Report Reference: FAC280217R8.7**

12.26pm Mr Justin Jamieson, Engagement Partner - KPMG and Jared Lawrence, Engagement Director – KPMG joined the meeting

Mr Jamieson (KPMG) and Mr Lawrence (KPMG) spoke to each of the attached Internal Audit reports.

The Committee provided feedback on each of the scope documents as listed below:

- Accounts Receivable report (Attachment 1) - The Committee noted that the benchmarking data is from interstate councils. It was recommended that the Local Government Financial Managers Group or the Grants Commission could be approached for South Australian comparison data.
- Purchase Cards report (Attachment 2) - The Committee noted that there are a very low number of purchase cards in the organisation. This is perhaps due to the organisational culture however, consideration should be given to increasing the number of cards where appropriate to gain efficiencies.
- ICT – Cyber Security Maturity report (Attachment 3) - Compared to other organisations (Local Government and others) the City of Marion is situated appropriately in relation to cyber security. Historically the two biggest potential risks were financial and protection of customer data. Infrastructure risks has grown in focus more recently. It was recommended that the management of cyber security needs to be an ongoing priority. The Policy needs to be formally implemented and strong and specific training needs to be rolled out to ensure compliance. The Manager ICT confirmed for the Committee that penetration tests are regularly performed by CQR and the organisations ability to recover if an issue was to occur is part of the Business Continuity Planning.
- Policy Framework Scoping Document (Attachment 4) - The review will need to link to the Draft Policy Framework (Report Reference: FAC280217R8.2). The Acting Manager Corporate Governance confirmed that part of the review by KPMG will be to provide comment on the Draft Policy Framework particularly once the assessment of the policies has been undertaken and the ideal suite of policies has been drafted.
- Property Portfolio Management Scoping Document (Attachment 5) – noted the report.

12.56pm Mr Justin Jamieson, Engagement Partner - KPMG and Jared Lawrence, Engagement Director – KPMG left the meeting

8. Reports

Matters for Discussion

Corporate & Financial Management

12.57pm Financial Management Policies **Report Reference: FAC280217R8.1**

The Manager Finance gave an overview of the Budget, Treasury Management and Reserve Funds Policies.

The Committee provided feedback on each of the financial management policies as listed below:

- Budget Policy
 - Noted that the Policy has been updated to reflect the current new processes.
 - Point 6 in the Policy should be amended to reflect that Management do not “approve” budgets as that is Council’s role.
 - Under the heading ‘Budget Reviews’ (page 29 of the agenda) the Policy should include identifying unexpected expenses and overruns in addition to the savings opportunities mentioned.
- Treasury Management Policy
 - Under the Investments heading in the policy (page 33 of the agenda) the Committee suggested removing the words “without approval from Council” to give greater clarity around the investment criteria.
 - The sentence “Investment of surplus funds outside of the above investment choices must be reported to Council for approval” should also be removed from under the same heading.
 - Consideration should be given to the rating of specific instruments not just the rating of the financial institutions.
 - The policy notes (page 34 of agenda) that quotations are obtained to ensure competitive rates for investments are achieved, it would be useful to specify the minimum number of quotations required.
 - A definition of surplus funds should also be included.
- Reserve Funds Policy
 - under the heading Grants/Carry Forward Projects Reserve (page 38 of the agenda) it would be useful to expand the section “Use of Fund” to clearly distinguish funds held for grants not fully expended and funds held for capital works carried over from the previous year. It was noted during the discussion that future budgets are adjusted to embed savings of a recurrent nature identified during the year. It was suggested that the additional wording on page 40 ‘Council will contribute up to 50% of the funds’ should be changed to ‘Council may contribute up to about 50% of the funds’ in order to have a degree of flexibility around Council’s contribution to co-funded projects.

The Committee noted that the Policies be recommended to Council with the suggested amendments incorporated.

1.13pm Policy Framework **Report Reference: FAC280217R8.2**

The Committee provided the following feedback on Draft Policy Framework:

- A “Policy” should be high level
- A “Procedure” should deliver an outcome.
- The procedure template is quite short, ensure there is enough scope within the template to provide detail as required.
- EMG reference should be replaced by ELT (Executive Leadership Team)
- Remove the last bullet point on page 5 “Able to be implemented within Council resources”, as this is not necessary.

1.15pm Ms Presser left the meeting and did not return

1.15pm Annual Business Plan 2017/18 and Long Term Financial Plan Report Reference: FAC280217R8.3

The Committee questioned the 2% Assumption relating to employee costs, in particular noting the planned 0.5% increase each year for 5 years of the Super Guarantee from 2021/22. This is concerning given under the staff Enterprise Bargaining Agreement there are no forced redundancies and Council's position is that there will be no reduction in service standards therefore will this assumption of a flat 2% each year per be achieved? Is it realistic?

It was suggested that the details of what makes up the 2% Assumption be provided in the document.

The Committee noted the accounting Reserves are currently fully cash backed and noted that there are considerable cash reserves. Whilst it is good to have a war chest Council will need to consider how big this should be and what is the best use of those funds.

The Committee suggested the following amendments be considered in relation to the Corporate KPIs:

- As Council's budget is based on a balanced cash position then a positive cash indicator may be more useful as a KPI instead of the current +/-5% of Operating Budgeting
- staff net numbers be changed to a suitable indicator relating to total employee costs (a reduction in the number of staff does not necessarily translate to a reduction in employee costs)
- Requested that the key staff mentioned in the retention KPI be identified so that appropriate measurement could occur.

The Committee advised that in relation to the Environmental Scan it is difficult to know what we don't know particularly about changes in technology. For example, what impact would driverless cars have on taxi drivers, train drivers etc? It was also suggested that the item relating to technology change and enhancements should reference to the increased risk of cyber security threats.

The Committee noted the report.

Risk Management

1.33pm Corporate Risk Profile Report Reference: FAC280217R8.4

The Committee acknowledged that the report is a summary of a detailed register of some 200 plus risks. They noted however, that they would have liked to see the detail behind the summary.

It was acknowledged that it is positive that there are no extreme risks however it is a concern that some risks remain unchanged as high. The Acting Unit Manager Governance & Risk noted that there are some risk ratings that will not decrease unless there is investment in systems and resources. The Committee noted that the extra resources required to mitigate these risks sooner should be considered a priority, as it was not good practice that for three years running the risk ratings of high had remained unchanged.

The Committee recommended that all risks that exceed Council's risk appetite (e.g. above medium) should be reported to Council on a quarterly basis.

The Committee noted the report.

**1.42pm WHS Rebate Calculations
Report Reference: FAC280217R8.5**

The Committee noted the report.

Service Reviews and Internal Audit

**1.43pm Organisational Service Reviews 16/17 Update
Report Reference: FAC280217R8.6**

The Unit Manager Performance and Improvement provided an overview of the report. The Committee provided feedback on each of the financial management policies as listed below:

- Maintenance of Council facilities (Appendix 1) - noted
- Asset Systems (Appendix 2) – ambit of the review has been reduced. In response to the question if the depreciation of assets was considered best practice it was noted that comprehensive independent valuations are regularly carried out and interim desktop reviews are undertaken annually.
- Roads (Appendix 3) – include consideration of whether other opportunities may be available (e.g. utilising other companies)
- Marion Celebrates (Appendix 4) – review focusses on current practice, not opportunities to develop.
- Library (Appendix 5) – note separate confidential item above
- Public Litter (Appendix 6) - note separate confidential item above

The Committee agreed with the reasoning in the report to delay the items ‘Commonwealth Home Support Service’ and ‘Records Management’

The Committee raised concern that some of the reviews are taking up more of administrations time than was initially anticipated. A balance in effort is critical and consideration should be given to “best practical practice”. A review should be undertaken on the whole service review program and focus should be on the value add or cost versus benefit analysis of the service reviews.

ACTION: A report be bought to the May Finance and Audit Committee meeting regarding a review of the Service Review Program by the Performance Improvement Team, including learnings from the current process.

9. ANY OTHER BUSINESS

Nil

10. MEETING CLOSURE

The meeting was declared closed at 2.00pm.

11. NEXT MEETING

The next meeting of the Finance and Audit Committee is scheduled to be held on:

General Meeting of the Finance and Audit Committee

Time: 9.30am – 12.30pm

Date: 30 May 2017

Venue: Chamber, Administration Building

.....

CHAIRPERSON

/ /


**CITY OF MARION
GENERAL COUNCIL MEETING
14 March 2017**

CONFIDENTIAL REPORT

Corporate Manager: Jaimie Thwaites, Acting Manager Corporate Governance
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: Finance and Audit Committee Confidential Minutes
Reference No: GC2140317F01

If the Council so determines, this matter may be considered in confidence under Section 90(2) and (3)(a), (b), (d) and (h) of the *Local Government Act 1999* on the grounds that the report contains:

- information concerning the personal affairs of any person (living or dead);
- information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and would, on balance, be contrary to the public interest;
- commercial information of a commercial nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of a person who supplied the information, or to confer a commercial advantage on a third party; and would, on balance, be contrary to the public interest;
- information relating to legal advice.



**Adrian Skull
Chief Executive Officer**

RECOMMENDATION

1. That pursuant to Section 90(2) and (3)(a), (b), (d) and (h) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull Chief Executive Officer; Vincent Mifsud, General Manager Corporate Services; Abby Dickson, General Manager City Development; Tony Lines General Manager Operations; Jaimie Thwaites, Acting Manager Corporate Governance; Victoria Moritz, Governance Officer, be excluded from the meeting as the Council receives and considers the confidential minutes of the Finance and Audit Committee, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to personal affairs, commercial information of a confidential nature and legal advice.

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

CONFIDENTIAL REPORT

Corporate Manager: Jaimie Thwaites, Acting Manager Corporate Governance
General Manager: Vincent Mifsud, General Manager Corporate Services
Chief Executive Officer: Adrian Skull, CEO
Subject: Local Government Association Membership
Reference No: GC140317F02

If the Council so determines, this matter may be considered in confidence under Section 90(2) and (3)(b) and (h) of the *Local Government Act 1999* on the grounds that the report contains information relating to commercial information of a confidential nature and legal advice.

Adrian Skull
Chief Executive Officer

RECOMMENDATION:

1. That pursuant to Section 90(2) and (3)(b) and (h) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Chief Executive Officer; Tony Lines, General Manager Operations; Vincent Mifsud, General Manager Corporate Services; Abby Dickson, General Manager City Development; Jaimie Thwaites, Acting Manager Corporate Governance; Victoria Moritz, Governance Officer; Craig Clarke, Unit Manager Communications, be excluded from the meeting as the Council receives and considers information relating to Local Government Association Membership, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information the disclosure of which could prejudice the commercial position of Council and would on balance be contrary to the public interest and legal advice.

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

CONFIDENTIAL REPORT

Corporate Manager: Jaimie Thwaites, Acting Manager Corporate Governance
General Manager: Vincent Mifsud, General Manager Corporate Services
Chief Executive Officer: Adrian Skull, CEO
Subject: Local Government Association Insurance Schemes Review
Reference No: GC140317F03

If Council so determines, this matter may be considered in confidence under Section 90(2) and (3)(b) and (d) of the *Local Government Act 1999* on the grounds that the report contains information relating to commercial information of a confidential nature.

**Adrian Skull
Chief Executive Officer**

RECOMMENDATION:

1. That pursuant to Section 90(2) and (3)(d) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Chief Executive Officer; Tony Lines, General Manager Operations; Vincent Mifsud, General Manager Corporate Services; Abby Dickson, General Manager City Development; Jaimie Thwaites, Acting Manager Corporate Governance, Victoria Moritz, Governance Officer, Craig Clarke, Unit Manager Communications, be excluded from the meeting as the Council receives and considers information relating to the Local Government Association Insurance Schemes Review, upon the basis that Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information the disclosure of which could prejudice the commercial position of Council and the person who supplied the information and would on balance be contrary to the public interest.

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

CONFIDENTIAL REPORT

Manager: Ray Barnwell, Manager Finance
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: External Audit Tender
Reference No: GC140317F04

If the Council so determines, this matter may be considered in confidence under Section 90(3)(d) of the *Local Government Act 1999* on the grounds that the report contains information relating to commercial information of a commercial nature (not being a trade secret) the disclosure of which (i) could reasonably be expected to prejudice the commercial position of a person who supplied the information, or confer a commercial advantage on a third party: and (ii) would, on balance, be contract to public interest



**Adrian Skull
Chief Executive Officer**

RECOMMENDATION:

That pursuant to Section 90(2) and (3)(d) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull (Chief Executive Officer), Abby Dickson (General Manager City Development), Tony Lines (General Manager Operations), Vincent Mifsud (General Manager Corporate Services), Jaimie Thwaites (Acting Manager Governance), Ray Barnwell (Manager Finance), Tim Hoggan (Senior Contracts Officer), Victoria Moritz (Governance Officer) and Craig Clarke (Unit Manager Communications) be excluded from the meeting as the Council receives and considers information relating to the External Audit Tender, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relating to commercial information of a commercial nature (not being a trade secret) the disclosure of which (i) could reasonably be expected to prejudice the commercial position of a person who

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

CONFIDENTIAL REPORT

Originating Officer: Deborah Horton, Unit Manager Corporate Performance
Manager: Jaimie Thwaites, Acting Manager Corporate Governance
General Manager: Vincent Mifsud, General Manager Corporate Governance
Subject: Organisational Service Reviews – Status Report March '17
– City of Marion Library Service Review” (Appendix two)
Reference No: GC140317F05

If Council so determines, this matter may be considered in confidence under Section 90(3)(a) of the *Local Government Act 1999* on the grounds that it relates to matters that may affect personal affairs of a person/s living or dead.



**Adrian Skull
Chief Executive Officer**

RECOMMENDATION:

1. That pursuant to Section 90(2) and (3)(d) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of: Adrian Skull Chief Executive Officer, Vincent Mifsud General Manager Corporate Services, Abby Dickson General Manager City Development, Tony Lines General Manager Operations, Liz Byrne Manager Community & Cultural Services, Ray Barnwell Manager Finance, Jaimie Thwaites Acting Manager Corporate Governance, Victoria Moritz Governance Officer, Craig Clarke Unit Manager Communications, Deborah Horton Unit Manager Performance & Improvement be excluded from leaving the meeting as the Council receives and considers information relating to the City of Marion Libraries Service Review (Appendix Two), upon the basis it is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential on the grounds that the report contains information relating to personnel matters.

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

Originating Officer: Rob Tokley, Team Leader - Planning
General Manager: Abby Dickson, General Manager City Development
Subject: Development Assessment Panel – Vacancy for Elected Member Representative
Report Reference: GC140317R03

REPORT OBJECTIVES AND EXECUTIVE SUMMARY

Councillor Nick Kerry resigned from his position as a Member of the Development Assessment Panel (DAP), effective from 14 February 2017. Cr Kerry's term was due to expire on 1 December 2017, and as such, a replacement Member is required to fill this vacancy.

DISCUSSION

It is recommended the new Member be appointed effective for the first meeting in April 2017, to enable administration to provide the Member appropriate training (if required) prior to that meeting.

For reasons of consistency, it is sought for the term of the new Member to end at the same time as the two continuing Elected Members. As such, it is recommended the term expires on 1 December 2017, at which time, all three Elected Members' terms will expire.

Section 56A(3)(d) requires that a Development Assessment Panel must comprise at least one man and at least one woman. As a current Independent Member of the Panel is a woman, the Elected Member appointment can be either a man or woman.

Section 56A(3)(a) identifies that unless approval has been granted by the Minister, a Council DAP must comprise 7 members.

Section 56A(18a) identifies that for a DAP meeting with 7 members a quorum is achieved when no less than 4 members are in attendance.

Nominations will be sought during the meeting and a ballot will be held if more than one nomination occurs.

RECOMMENDATIONS

Due Date

That Council:

- | | |
|---|----------------------|
| 1. Appoints Councillor to the Development Assessment Panel for a term commencing from the first meeting in April 2017 and concluding on 1 December 2017. | 14 March 2017 |
|---|----------------------|

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

Originating Officer: Deborah Horton, Unit Manager Performance & Improvement

Manager: Jaimie Thwaites, Acting Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Section 270 Review – Removal of Playground (Resolute Crescent, Hallett Cove)

Report Reference: GC140317R04

REPORT OBJECTIVES

To be granted an extension of time for the review panel’s preliminary report to be provided to Council.

EXECUTIVE SUMMARY

This matter’s reporting history is as follows;

- 27 September 2016 Council resolved to remove a number of playgrounds Council wide (including Resolute Crescent).¹
- 5 December 2016 Grievance registered with Council by complainant (Resolute Crescent).
- 13 December 2016 Council adopted an internal panel to review the decision of 27 September 2017 requesting a report be brought back 14 February 2017.²
- 14 February 2017 Status report presented to Council satisfying December resolution of Council. Council resolved to accept a report on 14 March 2017.³

This report requests a preliminary report be brought back to Council on 11 April 2017 to allow further time to consult with the complainant, staff and Elected Members.

RECOMMENDATIONS

DUE DATES

That Council:

- 1. A preliminary report entitled “*Section 270 Review – Removal of Playground (Resolute Crescent, Hallett Cove)*” be presented to Council on 11 April 2017. **14 Mar 2017**

¹ (GC270916R07)

² (GC131216R22)

³ (GC140217R01)

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

Originating Officer: Vanita Schwarz, Volunteer Development Officer

Manager: Liz Byrne, Manager Community & Cultural Services

General Manager: Tony Lines, General Manager Operations

Subject: City of Marion Volunteer Program – Annual Report

Report Reference: GC140317R05

REPORT OBJECTIVES & EXECUTIVE SUMMARY

This report provides a copy of the Annual Report for the City of Marion Volunteer Program for the period of 1 January to 31 December 2016. The Annual Report focuses on volunteers registered within the eight Council volunteer programs. During this reporting period, 367 City of Marion registered volunteers contributed 41,489 hours of service to a variety of City of Marion programs and services. This equates to \$1,138,873 of value when calculated at the Australia Bureau Statistics recommended rate of \$27.45 per hour. The cost of supporting and managing volunteers during this period was \$236,506.

This report measures the effectiveness of the City of Marion's volunteer program through an annual audit using Volunteering Australia's National Standards. The past year has seen significant progress toward meeting the standards in full. Key highlights and achievements during this reporting period have been:

- Development of four Volunteer WH&S Action Plans addressing: Hazard Register Development, Training Needs Analysis, Volunteer Induction Review, Volunteer WH&S Consultation Committee Development.
- Review of the City of Marion Volunteer Policy (refer Appendix Two) & Volunteer Management Operations Manual.
- Provision of improved training and development opportunities were provided to volunteers.

This Annual Report provides full details of the volunteer program areas, the operational cost of maintaining the volunteer program and the contribution made by the volunteers. The report also measures the effectiveness of the City of Marion management framework of volunteer programs, as measured against Volunteering Australia's National Standards.

RECOMMENDATIONS

That Council:

- | | DUE DATES |
|--|----------------------|
| <ol style="list-style-type: none"> 1. Notes the Volunteer Program Annual Report (2016), including 41,489 volunteer hours achieved during the year valued at \$1,138,873. | 14 March 2017 |
| <ol style="list-style-type: none"> 2. Adopts the reviewed Volunteer Policy. | 14 March 2017 |
| <ol style="list-style-type: none"> 3. Acknowledges the contribution of both City of Marion registered volunteers and other volunteers working within the City of Marion. | 14 March 2017 |

BACKGROUND

This report provides an overview of the key components related to the management and costs of the City of Marion Volunteer Program. All volunteers in the program are supervised by City of Marion staff and contribute to Council programs and services. The report outlines the range of City of Marion volunteer programs, and measures volunteer contributions in dollars and hours, the operating costs of the Volunteer Program to Council, new volunteer programs and initiatives, current and future trends, volunteer celebrations, and an assessment of the Volunteer Program against Volunteering Australia's *National Standards for Volunteer Involvement*.

ANALYSIS

Legal/Legislative and Risk Management

The impact of legislative requirements on the volunteer workforce and relevant training has resulted in increased resources required for administration of these purposes. The WH&S Act has increased the need for training and review of volunteer programs across Local Government and the Not for Profit Sector. Changes to the Child Protection Act and screening are expected to increase again in 2017.

Social / Cultural Impact

The City of Marion volunteer program includes a diverse range of individuals, including new arrivals to Australia, retired people, and people who are seeking to further their skills to gain employment, from a range of ages. A positive and strong volunteer culture contributes towards increased community capacity and provides reciprocal benefits of community wellbeing for both those receiving a service and for the volunteers providing it.

Consultation

Extensive consultation has occurred with a range of external agencies and peak bodies, including Volunteering SA/NT, Volunteering Australia, and other Local Councils to ensure the City of Marion practices are in line with other organisations at both state and national level.

Policy Review

The City of Marion Volunteer Policy (Appendix 2) was reviewed with minor changes identified and made as listed below.

- Updated policy template
- Updated definition of volunteering (as adopted by Volunteering Australia 2015)
- Updated references to legislation, WH&S Act 2012 replaced OHS&W Act 1986
- Updated References to City of Marion policies/plans

CONCLUSION

The City of Marion provides support, training, supervision and recognition to ensure both the volunteers and recipients of the services are provided with a safe and professional environment for the benefit of both parties.

The report attached as Appendix One, identifies that the City of Marion has reached full competency in three National Standard Categories, and is focused on continuous improvement to reach 100% competency in the remaining five.

APPENDIX ONE

City of Marion Volunteer Program – Annual Report 1 January – 31 December 2016

1. INTRODUCTION

This report provides an overview of the key components related to the management and costs of the City of Marion Volunteer Program. All volunteers in the program are supervised by City of Marion staff and contribute to Council programs and services. This report outlines the range of City of Marion volunteer programs, and measures volunteer contributions in dollars and hours, the operating costs of the Volunteer Program to Council, new volunteer programs and initiatives, current and future trends, volunteer recognition and celebrations, and an assessment of the Volunteer Program against the Volunteering Australia's *National Standards for Volunteer Involvement*.

Volunteers provide support in a range of areas, including Community Buses, Community Care - Social Support and Home Maintenance, Justices of the Peace, Youth Development, Neighbourhood Centres, Libraries, Crime Prevention – Graffiti Removal, and Broadband for Seniors.

A number of new initiatives have occurred during the reporting period including the development of four Volunteer WH&S Action Plans addressing:

- Hazard Register Development
- Training Needs Analysis
- Volunteer Induction Review
- Volunteer WH&S Consultation Committee Development,
- Pilot project of 'Skilled Volunteer' Program¹
- Reviewed and updated the Volunteer Policy
- Review of Child Safe Environments for registered volunteers.

A total of 367 City of Marion volunteers contributed 41,489 hours of service to the dollar value of \$1,138,573 when calculated at the Australian Bureau of Statistics (ABS) recommended rate of \$27.45 per hour.² The total operational cost of maintaining all aspects of the volunteer program is \$236,506.

Volunteering Australia identifies eight categories and the actions required to attain the national standards. The City of Marion has achieved full competency in three of the categories and has identified the actions required to move towards full competency in the remaining five.

There are a number of emerging trends in Australia's volunteer sector that will impact on the City of Marion Volunteer Program. A summary of each of these issues is provided in this report.

¹ There is increasing demand from members of the community for volunteer roles which provide focussed, skill-based opportunities, relevant to the formal qualifications they may have. These applicants do not fit into traditional volunteer placements. The development of the Skilled Volunteer Program is in response to the perceived gap in volunteering opportunities for people who have finished their study and cannot find work or gain experience relevant to their qualifications in traditional volunteer roles. In 2017 the City of Marion will trial two skilled volunteer placements, one in the Arts & Culture team and one in the Clubs & Recreation area (Land & Property team).

² Taken from Economic Value of Volunteering in South Australia: A report commissioned by the Office for Volunteers, Government of South Australia

It is noted that during this reporting period the cost of maintaining volunteer programs increased. This is due to the rising costs of fulfilling legislative requirements including the increase in the number of DCSI (Department for Communities and Social Inclusion), National Police checks required and training costs.

2. OUR PROGRAMS AND ECONOMIC VALUE

The City of Marion's Volunteer Program consists of volunteers who are directly supervised by City of Marion staff and contribute value to City of Marion projects and programs. Over the last three years, volunteer numbers and their contributions have remained reasonably steady.

Volunteers provide support to the following City of Marion Programs:

- Community Bus
- Community Care - Social Support and Home Maintenance
- Crime Prevention – Graffiti Removal
- Libraries including Marion Heritage Research Centre
- Neighbourhood Centres
- Youth Development
- Justice of the Peace
- Broadband for Seniors

Table One: Summary of City of Marion Volunteer Program Volunteer Contribution

| Program | Number of Volunteers | Volunteer hours | Volunteer contribution in \$ ³ |
|--------------------------|----------------------|-----------------|---|
| Community Bus | 22 | 6,423 | \$176,310 |
| Community Care Services | 33 | 3,416 | \$93,757 |
| Graffiti Removal Program | 73 | 1,265 | \$34,724 |
| Libraries | 79 | 6,818 | \$187,154 |
| Neighbourhood Centres | 135 | 21,695 | \$595,528 |
| Youth Development | 3 | 140 | \$3,843 |
| Justice of the Peace | 17 | 1462 | \$40,146 |
| Broadband For Seniors | 5 | 270 | \$7,412 |
| TOTAL | 367 | 41,489 | \$1,138,873 |

3. OPERATING COSTS

Volunteers are by definition unpaid and therefore this can come with an assumption that the involvement of volunteers has no financial resource implications for the organisation or for the individuals who volunteer.

The total operational cost of maintaining all aspects of the Volunteer Program for City of Marion, including staff coordination costs is \$236,506. This cost includes staff supervision, training, recognition, travel reimbursement, advertising, police checks and equipment. Table Two provides details of the cost of operating the current volunteer base.

³ Calculated at \$27.45 per hour

Table Two: Summary of City of Marion Volunteer Programs showing operating cost

| Program | Staff Supervision/ Coordination | Staff Supervision/ Coordination required | Training, Recruitment & Equipment | Travel Reimbursement | Rewards & Recognition | Total Cost |
|--|---------------------------------|--|-----------------------------------|----------------------|--|------------------|
| Community Bus | 950 hours | \$37,116 | \$953 | \$4,597 | \$180 | \$42,846 |
| Community Care Services ⁴ | 1050 hours | \$28,823 | \$6,126 | \$20,017 | \$255 | \$55,221 |
| Graffiti Removal Program | 605 hours | \$20,570 | \$1,000 | \$1,705 | \$500 | \$23,775 |
| Libraries | 632 hours | \$21,488 | \$703 | 0 | \$800 | \$22,991 |
| Youth Development | 12 hours | \$552 | \$505 | 0 | 0 | \$1,057 |
| Neighbourhood Centres | 1,500 hours | \$56,188 | \$2,000 | 0 | \$1,200 | \$59,388 |
| Justice of the Peace | 12 hours | \$427 | \$60 | 0 | \$290 | \$717 |
| Broadband For Seniors | 65 hours | \$2,490 Ranstad \$1,982 | \$60 | 0 | 0 | \$4,232 |
| Overall Coordination of Volunteer programs | 1,850 hours | \$62,000 | \$9,000 | 0 | Admin \$4,500 Recognition \$6,000 | \$81,500 |
| Total (Including grant funding) | 6,676 hours | \$231,636 | \$20,407 | \$26,319 | \$13,725 | \$291,727 |
| Total (Excluding grant funding) | 5,626 hours | \$202,813 | \$14,281 | \$6,302 | \$13,470 | \$236,506 |

4. EVALUATION

Volunteering Australia identifies eight categories and the actions required to attain competency for each of the national standards. Since May 2007 the City of Marion Volunteer programs have been self-assessed against Volunteering Australia National Standards.

The 2016 self-assessment shows that the City of Marion has achieved 100% competency in three of the standards and is continuing to improve internal management systems to further meet the remaining National Standards and ensuring legal requirements are fully met. These actions will be addressed and worked towards completion in the next 12 months.

Volunteering Australia National Standards promote a model of best practice in the management of volunteers. Volunteering Australia updated the formal definition of volunteering in 2015.

Volunteering Australia defines volunteering as 'time willingly given for the common good and without financial gain'.

Volunteering Australia also provided some essential principles of volunteering which underpinned volunteer work in Australia. These principles included:

- Volunteering benefits the community and the volunteer
- Volunteer work is unpaid
- Volunteering is always a matter of choice
- Volunteering is an activity performed in the not for profit sector only and
- Volunteering is not a substitute for paid work.

⁴ Costs relating to this program are funded by the grant funding – Commonwealth Home Support Program.

The eight National Volunteer standards, addressing the key areas of volunteer involvement are:

1. Leadership and management
2. Commitment to volunteer involvement
3. Volunteer roles
4. Recruitment and selection
5. Support and development
6. Workplace safety and wellbeing
7. Volunteer recognition
8. Quality management and continuous improvement

Since May 2007, the City of Marion has used the benchmark criteria to measure its volunteer program and maintain a commitment to review, maintain and continue to improve its processes and practices.

The 2016 self-assessment identified that the City of Marion had reached full competency in three of the eight categories. This is a reflection of the continuous review and work undertaken by the Council to improve the way in which Volunteer Programs are managed. Table Three (at the end of this report) demonstrates improvement opportunities and outlines the actions planned to ensure the program moves towards achieving full attainment in all standards.

In 2016 five key developmental areas were addressed:

- Development of four Volunteer WH&S Action Plans addressing: Hazard Register Development, Training Needs Analysis, Volunteer Induction Review, Volunteer WH&S Consultation Committee Development.
- Review of the City of Marion Volunteer Policy & Volunteer Management Operations Manual.
- Improved training and development opportunities were provided to volunteers through an Office for Volunteers grant.

The next reporting period (2017) will focus on the following developmental areas:

- Implementation plans developed for Volunteer WH&S Action Plans addressing: Hazard Register Development, Training Needs Analysis, Volunteer Induction Review, Volunteer WH&S Consultation Committee Development.
- Implementation and evaluation of Skilled Volunteer Pilot Program.
- Review and development of volunteer roles, such as micro volunteering, in response to changes in the nature of volunteering across the sector.
- Research and development of potential Recruitment and Retention strategy for City of Marion Volunteer programs.
- Development of partnerships and strategies to support Clubs/Committees in the City of Marion.

RECOGNITION AND CELEBRATIONS

The National Volunteer Week (NVW) Volunteer Afternoon Tea (June 2016) was held at Marion Cultural Centre and was attended by 230 volunteers, partners, Elected Members and staff. The event recognised the work undertaken by City of Marion volunteers, who were presented with Years of Service Awards and Premiers Recognition Awards for Outstanding Volunteer Service. Volunteers were given a small gift from Charlesworth Nuts and a NVW Lapel pin.

To celebrate International Volunteer Day (December 5th 2016) the City of Marion issued each volunteer with a Volunteer Appreciation Certificate.

International Volunteer Managers Day (November 6th 2016) was acknowledged internally. The Volunteer Managers Group were nominated and recognised for their significant contribution to

their community, organisation and the volunteer sector through the work they do and their commitment to volunteers.

City of Marion volunteers are also recognised within their specific program areas throughout the year.

The Australian Bureau of Statistics (2011) report that 17.6% of Marion residents formally volunteer within the community and contribute to sporting clubs, associations, and not to for profit organisations etc. Volunteers within the broader Marion community are recognised via nominations for external awards such as the Premiers Recognition Award for Outstanding Volunteer Service. These volunteers are also offered free training and networking support.

Volunteers provide invaluable services across the City of Marion, positively contributing to the health, wellbeing, environment and vitality of our City.

5. NEW VOLUNTEER PROGRAMS AND INITIATIVES

- Development and trial of a pilot program – Skilled Volunteers
- The Volunteering Strategy for South Australia City of Marion – Development of DCSI Screening and WH&S Flowcharts for organisations involving volunteers
- Development support and promotion of ‘WE DO’ Volunteering App; Volunteering SA & NT
- Development of partnerships and strategies to support clubs/committees in the City of Marion.

6. ISSUES AND TRENDS

A number of issues and trends impact on the City of Marion’s volunteer programs, including:

- Increased demand for skilled volunteering opportunities for graduates from tertiary institutions
- Legislative requirements – background screening checks and WH&S
- Increase in episodic as opposed to long term volunteering
- Increased number of new arrivals volunteering.

There are a number of emerging trends in Australia’s volunteer sector:

- Legislative requirements: The impact of legislative requirements on the volunteer workforce and relevant training result in increased resources required for the administration of these requirements. The WH&S Act has increased the need for training and reviews of volunteer programs across Local Government and the not-for-profit sector, changes to the Child Protection Act and background screening checks are expected to increase in 2017.
- Episodic volunteering: While Australia’s volunteers are increasing in numbers, the median amount of time contributed to volunteering is decreasing⁵. It is becoming rarer for individuals to give a long-term commitment to volunteering for a specific organisation; rather preference is for short term (episodic) opportunities with a focus on a particular project or skill. This presents challenges and opportunities for programs that rely on a regular volunteer commitment to deliver services and the organisation’s investment of time to induct volunteers for minimal volunteer return.
- New arrivals: Volunteering is seen as a way to increase understanding of the Australian community, practice their English language skills, create new social networks, and build networks for future employment. Often highly skilled new arrivals come to seek a volunteer placement while they search for employment. Whilst City of Marion does not collect data re cultural and linguistically diversity (CALD), national data informs us that

⁵ <https://www.volunteeringaustralia.org/wp-content/uploads/State-of-Volunteering-in-Australia-2012.pdf>

28% of adults born overseas volunteered and 25% of adults spoke a language other than English at home⁶

Emerging trends impact on Council's capacity to meet community needs and successfully manage the volunteer program. Sources of these trends include feedback and observations from volunteers and Volunteer Managers, the community, Local Government Volunteer Managers Network, and sector peak bodies, research and reports from Volunteering Australia. The trends and issues will be considered in current practice and in planning for the future.

7. NETWORKING

The City of Marion works closely with other agencies and peak bodies to ensure the needs of volunteers are represented. City of Marion staff partner with other organisations including:

- Volunteering SA
- Local Government Volunteer Managers Network
- Volunteering Strategy For South Australia
- Office for Volunteers
- Volunteering Australia
- Local Government Association of South Australia
- Southern Volunteering

8. CONCLUSION

The City of Marion provides support, training, supervision and recognition to ensure both the volunteers and recipients of the services are provided with a safe and professional environment for the benefit of both parties.

Table 3: Measuring the City of Marion Volunteer Program against Volunteering Australia National Standards for Volunteering Involvement, identifies that the City of Marion has reached full competency in three National Standard Categories, and is focused on continuous improvement to reach 100% competency in the remaining five.

⁶ <https://www.volunteeringaustralia.org/wp-content/uploads/VA-Key-statistics-about-Australian-volunteering-16-April-20151.pdf>

Table Three: Measuring the City of Marion Volunteer Program against Volunteering Australia National Standards

This report is taken from the online self-assessment tool.

| National Volunteering Standard | Measurements | Competency | Action Required |
|---|--|-------------------|--|
| Standard 1: Leadership and Management <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> - Volunteer Leadership - Volunteer Management - Volunteer Records - Partnerships for Volunteer Activities | 85% | <ul style="list-style-type: none"> - Establish processes for regular review of volunteer related partnerships. - Document and implement processes for managing relationships with volunteer partner agencies which address practice principles, roles, expectations and evaluation. - Document and implement processes for securely managing volunteer personal and confidential information which is compliant with privacy legislation. |
| Standard 2: Commitment to Volunteer Involvement | Commitment to Volunteer Involvement | 89% | <ul style="list-style-type: none"> - Identify and provide needed training, supervision and resources to staff with volunteer involvement responsibilities - Incorporate the reasons and benefits for involving volunteers into planning process and documents, and ensure all people of the organisation know and can articulate them. |
| Standard 3: Volunteer Roles | Volunteer roles | 100% | <ul style="list-style-type: none"> - Continuous Improvement: Review volunteer roles and requirements through completion of WH&S Action Plans |
| Standard 4: Recruitment and Selection | Volunteer Recruitment and Selection | 100% | <ul style="list-style-type: none"> - Continuous Improvement: Review recruitment processes and explore/develop retention strategy |
| Standard 5: Support and Development | Volunteer Support and Development | 95% | <ul style="list-style-type: none"> - Establish comprehensive orientation practice to ensure volunteers understand and agree to their rights, responsibilities and code of conduct |

| | | | |
|--|---------------------------------|------|---|
| Standard 6: Workplace Safety and Wellbeing | Volunteer Safety and Wellbeing | 89% | - Incorporate volunteer health and safety needs into the organisation's WHS policies and procedures. |
| Standard 7: Volunteer Recognition | Recognising Volunteers | 100% | - Continuous Improvement: Continuous research and review of volunteer recognition initiatives for all volunteers |
| Standard 8: Quality Management and Continuous Improvement | Improving Volunteer Involvement | 95% | - Establish a system for identifying required changes to volunteer involvement policies and procedures, and how those changes are implemented and communicated. |

Volunteer Policy



1. RATIONALE

The City of Marion values the contributions of volunteers and recognises the benefits and positive impacts of volunteering across the City. Volunteering provides people with strong social and community networks, building the capacity and resilience of our community.

The City of Marion is committed to providing a comprehensive volunteer management framework to support the skills, time, talents, and energy of volunteers. The City of Marion has a legislative obligation to provide the registered volunteer workforce with appropriate policies and procedures.

2. POLICY STATEMENT

This aim of this policy outlines the responsibilities of staff members relating to the recruitment, supervision, and development of volunteer roles and the volunteer program, and also the rights and responsibilities of volunteers.

3. OBJECTIVES

The City of Marion recognises through its Business Plan that volunteer involvement is a vital component in achieving its vision to build community capacity; improving health and wellbeing; creating pathways to paid work and in the delivery of effective and relevant service provision.

Volunteering promotes civic participation and encourages local people to be active, shape, contribute and make a difference to their local community. Volunteering provides opportunities for group and personal development through service to the community. It can help forge sustainable links with the community benefiting all stakeholders. The City of Marion's volunteer program is designed to complement, not replace, the roles of paid staff.

Volunteering Australia also provided some essential principles of volunteering which underpin volunteer work in Australia. These principles included:

- Volunteering benefits the community and the volunteer
- Volunteer work is unpaid
- Volunteering is always a matter of choice
- Volunteering is an activity performed in the not for profit sector only
- Volunteering is not a substitute for paid work.

4. POLICY SCOPE AND IMPLEMENTATION

This policy is relevant to all City of Marion employees, especially those who supervise and/or work with volunteers. It is only relevant to volunteers registered within the City of Marion volunteer programs. It includes any group or program run/facilitated by City of Marion staff that takes direction from Council and works towards guidelines and outcomes as set by Council.

This policy does not apply to the following groups who may operate within the City of Marion:

- Reference Group participants
- Advisory Committee members
- Community Development project participants
- Students and work experience participants

5. DEFINITIONS

Volunteer: An individual who offers their 'time willingly given for the common good and without financial gain'.

Manager: In the context of this document, Manager refers to all Manager/Supervisor positions within Council irrespective of their actual title (e.g. Manager, Team Leader, Co-ordinator, Development Officer etc).

6. ROLES AND RESPONSIBILITIES

6.1 City of Marion is entitled to:

- Require a volunteer to understand and agree to fill in the appropriate forms, such as Volunteer Application Form, Position Description, and all others designated by the relevant Volunteer Manager.
- Negotiate and expect a commitment from a volunteer
- Require volunteers to undergo a Probationary Period
- Require a volunteer to undergo appropriate training
- Require a volunteer to conduct themselves in a manner that is consistent with the image of the City of Marion
- Be informed in advance if a volunteer is unable to undertake duties
- Withdraw a volunteer from particular duties
- Instruct volunteers not to accept unauthorised monetary or gifts from clients (or their families) or organisations for services provided
- Request the return all property of council when leaving their volunteer role. This may include name badges, resources, uniforms, access keys or any other items provided by council specific to the volunteer role.

6.2 City of Marion has a responsibility to:

- Ensure all volunteers in 'Prescribed Positions' have a satisfactory National Police Clearance or DCSI clearance prior to beginning placement
- Ensure all volunteer forms are completed
- Provide volunteers with a position description, orientation, ongoing training opportunities and information
- Ensure volunteers have adequate skills to carry out the tasks required of them
- Provide ongoing support and supervision for volunteers
- Ensure volunteers are adequately insured in accordance with the City of Marion's Risk Management Policy
- Adhere to the principles of the Work Health and Safety Act 2012
- Maintain confidentiality relating to volunteers and information given to the City of Marion by volunteers
- Ensure all volunteer programs have sufficient resources and supervision to achieve their /tasks goals set
- Ensure any new volunteer roles or programs undertaken are within City of Marion's current and future capacity to supervise and resource
- Ensure volunteers are not asked to take responsibility for duties normally carried out by paid staff

6.3 Volunteers are entitled to:

- Be provided with a clearly written Position Description
- Receive an appropriate orientation and ongoing training
- Have access to designated paid staff with queries or support relating to their volunteer role.
- Be given work that is matched with the volunteer's skills, abilities, interests and availability.
- Be able to negotiate the job, times and days
- Have access to the right tools for the job.
- Be consulted, valued and welcomed, regarding ideas and suggestions for improvements of the program with which they work
- Be provided the opportunity to contribute to the decision-making process, where appropriate
- Be covered by appropriate insurance whilst engaged in any voluntary work directly connected with or on behalf of council
- A safe working environment
- Have complaints or grievances heard by an appropriate supervisor and to be aware of the grievance procedures.
- Receive recognition for their extraordinary contribution to the community

- Receive reimbursement for approved out of pocket expenses
- Receive ongoing support and direction from the Program Coordinator, Volunteer Coordinator and other appropriate staff
- Access support through the Employee Assistance Program
- Be treated with respect and as a valued member of the team

6.4 Volunteers have a responsibility to:

- Promote a positive image, in line with the City of Marion's values and as outlined in the relevant Position Description
- Attend all mandatory training as requested by their supervisor
- Be conscientious
- Undertake the roles and duties as outlined in the relevant Position Description
- Be punctual and reliable
- Let their Supervisor know if unable to work
- Maintain confidentiality
- Support other volunteers
- Know their limitations (time, money, physical needs, family & friendship responsibilities).
- Return all property of City of Marion when leaving their volunteer role. This may include name badges, resources, uniforms, access keys or any other items provided by council specific to the volunteer role.

6.5 Managers of Volunteers have a responsibility for:

- The general management, support and resourcing of the volunteer program.
- Implement of policy and procedures relevant to their volunteer program and are responsible for addressing any gaps, concerns recognised within this.

6.6 Volunteer Development Officer has a responsibility for:

- The design and implementation of the council's internal volunteer management system in consultation with the Volunteer Managers Group and other relevant stakeholders such as Risk and Organisational Development.
- Annual recognition events and tasks relevant to the volunteer programs.

7. REFERENCES

City of Marion:

- Community Vision – Towards 2040
- 10-Year Strategic Plan
- 3-Year Business Plan 2016-2019
- Annual Business Plan
- Equal Opportunity, Discrimination, Harassment and Workplace Bullying
- Social Media Policy

Federal Government:

- Age Discrimination Act, 2004
- Australian Human Rights Commission Act, 1986
- Child Protection Act, 1993
- Disability Discrimination Act, 1992
- Racial Discrimination Act, 1975
- Sex Discrimination Act, 1984
- Privacy Act, 1988
- Work Health & Safety Act, 2012

- Equal Employment Opportunity (Commonwealth Authorities) Act, 1987

State Government:

- Disability Services Act, 1993
- Equal Opportunity Act, 1984
- Volunteer Protection Act, 2001

Other:

- National Standards for Volunteering Involvement - Volunteering Australia

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

Originating Officer: Glynn Ricketts, Water Resources Coordinator

Corporate Manager: Mathew Allen, Manager Engineering and Field Services

General Manager: Tony Lines, General Manager Operations

Subject: Update on potential to supply water into Tonsley

Reference No: GC140317R06

REPORT OBJECTIVE AND EXECUTIVE SUMMARY

The objective of this report is to update Council on the current status regarding options to supply surplus water from the Oaklands ASR Scheme to the Tonsley development.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|--------------------|
| 1. Notes the Report. | 14 March 17 |
| 2. Notes that a further report detailing the Minister's response will be presented in April 2017. | 14 March 17 |

BACKGROUND

The design intent of Oaklands was always to provide an opportunity to supply water to 3rd parties. Both the State and Federal Governments provided funding and a land donation with the knowledge that the site was designed and built to be capable of supplying water to the Tonsley Development.

Council is unable to service this demand without significant investment and taking on supply risks. Therefore, a partnership approach is preferred and has been investigated.

DISCUSSION

Since 2013 regular contact has occurred with Renewal SA and SA Water regarding the supply of alternative water to the Tonsley site. Early discussions were promising, in that:

- The volumes required for Tonsley were estimated at 120 ML per year;
- At these relatively low volumes a partnership approach between SA Water and Council was the considered the best delivery option. The intent was to combine treated water from the Oaklands Scheme with the Glenelg waste water treatment scheme; deliver it to the Tonsley 'gate' where additional treatment would occur;
- This approach would enable a secure all year round water supply capable of servicing internal demand (toilets and washing machines) and external water requirements for irrigating the public open space;
- Preliminary economic modeling and basic engineering assessment was conducted and this further supported a joint SA Water and Council delivery model.

However, in late 2016, two events occurred that significantly altered the situation, these were:

1. The announcement of the residential developer for the Tonsley site. This resulted in the decision to supply alternative water becoming urgent and important; and

2. The Flinders University released their draft Master Plan that indicated that a possible 520 ML per year demand for alternative water would be likely (from 2020 onwards).

Subsequently, SA Water decided to model the supply of alternative water to both Tonsley and Flinders University utilising their own dedicated supply option from the Glenelg waste water plant. This modelling produced a positive net value and delivered good returns on investment for SA Water and ultimately would provide a more cost effective solution for Tonsley's residential developer. This was then the preferred model for SA Renewal.

To further examine the supply of treatment water to Tonsley from Oaklands Wetland, Council has informally approached a commercial water retailer. An initial analysis has been undertaken to develop a connection price and a supply price, which while qualified, are subject to further due diligence and ultimately would require Council endorsement. Although the unit rate for the supply of water is competitive there is a substantial gap in the capital outlay required (estimated \$1.5million).

These prices have been provided to Renewal SA and the residential developer. Given the funding gap, at this stage the residential developer and Renewal SA have indicated that the SA Water are still the preferred supplier.

In January 2017, Council sent a letter to the Minister for Sustainability, Environment and Conservation (the Hon Ian Hunter MP) requesting a review of the supply of alternative water to the Tonsley site. The Minister's Chief of Staff has since spoken to Council's General Manager Operations and SA Water to further understand the issues and a formal reply from the Minister is expected shortly.

Council concerns cited were:

- Oaklands recycled water is already available to Tonsley
- The Oaklands scheme was funded with Tonsley (and other 3rd parties) in mind
- SA Water would only provide recycled water after 5 years of development, with mains (potable) water being used till then.

CONCLUSION

Negotiations on the supply of alternative water to the Tonsley site have been focussed on demand and economics. As a result, SA Water utilising their Glenelg waste water treatment plant is the preferred option.

In order to ensure that any decision is based on regional assessments, delivering on previous Government grants, environmental considerations, and social & cultural objectives, Council (via the Mayor) has sent a letter to the Minister for Sustainability, Environment and Conservation.

Council will be updated on the project in April 2017, once a reply from the Minister is received.

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

Originating Officer: Tania Baldock, CEO Executive Assistant
Manager: Adrian Skull, Chief Executive Officer
Subject: Fleurieu Peninsula Tourism proposal
Report Reference: GC140317R07

REPORT OBJECTIVES

For Council to consider a proposal to rename the Southern Expressway.

EXECUTIVE SUMMARY

Fleurieu Peninsula Tourism (FPT) is seeking a letter of support from the City of Marion to change the name of the Southern Expressway as part of their Branding and Wayfinding Strategy.

The Strategy has the following components

1. Renaming the Southern Expressway to “The Fleurieu Expressway”
2. Installing a Gateway to the Fleurieu signage along the Expressway
3. Undertaking a holistic Fleurieu Peninsula Wayfinding strategy building on the Fleurieu Expressway as the key channel (gateway to the Fleurieu)

RECOMMENDATIONS

DUE DATES

That Council:

1. **Authorises the Mayor to write a letter to Fleurieu Peninsula Tourism supporting the Fleurieu Branding and Wayfinding Strategy.**

**14 March
2017**

BACKGROUND

The four Fleurieu councils to Marion’s south promote the region via the FPT. The FPT aims are to:

- Increase visitor spend and visitor nights on the Fleurieu Peninsula
- Increase brand awareness of the Fleurieu Peninsula
- Increase wayfinding for the Fleurieu Peninsula and key tourism destinations within the Fleurieu Peninsula region.

A Branding and Wayfinding strategy has been developed and the FPT is seeking a letter of support from the City of Marion prior to undertaking further planning (Appendix 1). The

Southern Expressway begins in the City of Marion, making our Council the start of the Fleurieu journey.

The FPT have held preliminary discussions with the Department of Planning, Transport and Infrastructure (DPTI) in relation to the proposed strategy, with DPTI providing guidance on the process.

The proposed strategy is aligned with the works currently being undertaken with the Darlington Upgrade Project, providing an opportunity to use the infrastructure for branding and wayfinding initiatives. Financial contributions from the four participating Fleurieu councils will finance the proposed branding strategy. There is no cost to Marion ratepayers.

Conclusion

Fleurieu Peninsula Tourism strategy proposal if approved by DPTI will commence in 2017/18 financial year with completion in 2018/19 financial year.

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

Originating Officer: Sherie Walczak, Acting Unit Manager Governance & Records

Corporate Manager: Jaimie Thwaites, Acting Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: LGA Public Awareness Campaign Regarding Rate Capping

Report Reference: GC140317R08

EXECUTIVE SUMMARY

The President of the Local Government Association (LGA), Mayor Lorraine Rosenberg, has recently written to Mayor Hanna (Appendix 1) regarding the LGA Board's decision to run a public awareness campaign to positively position the local government sector in the lead up to the next State election in March 2018.

Council previously resolved, at its meeting 9 June 2015 (GC090615R02), to endorse a written response to the Local Government Association of South Australia which stated *"The City of Marion is strongly focused on achieving ongoing productivity improvements to reduce operational costs, whilst maintaining existing services standards. However, this is not sustainable without there inevitably being a service delivery impact at some point in time. The introduction of rate capping would only exacerbate this situation and risks prejudicing the sound, long-term financial management of local government, in turn threatening the overall sustainability of the sector. In conclusion the City of Marion believes that the responsibility for setting rates should remain with councils in consultation with their community"*.

The LGA President is now requesting that Council support the Public Awareness campaign and, in response, feedback is sought in regards to how Council would like to respond. The request includes the following suggested resolution for Council's consideration:

That the Council:

1. Notes the unanimous decision from South Australian councils at the 2016 LGA Ordinary General Meeting to reject rate capping;
2. Opposes rate capping in any form;
3. Agrees to support and participate in the LGA's public awareness campaign including placing material in quarterly rates notices; and
4. Notes the LGA will continue to work with all Members of Parliament and political parties to ensure rate capping is not imposed on South Australian communities.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Notes the Letter from the President of the LGA, Mayor Lorraine Rosenberg, attached as Appendix 1; 2. Provides feedback in regards to how Council would like to respond to the LGA's suggested resolution. | <p>14 March 2017</p> <p>14 March 2017</p> |
|---|---|

APPENDICES

Appendix 1: Letter from the President of the LGA, Mayor Lorraine Rosenberg

Report Reference: GC140317R08

Office of the President

In reply please quote our reference: ECM 647455 LT/DB



3 March 2017

Mayor Kris Hanna
City of Marion
PO Box 21
OAKLANDS PARK SA 5046

Dear Mayor Hanna

Public Awareness Campaign

I'm writing regarding the LGA Board's decision to run a public awareness campaign this year, as part of a three-phase strategy to positively position the local government sector in the lead up to the next state election in March 2018.

This campaign is part of the LGA's ongoing efforts to inform, activate and encourage our communities to support the extent and value of services provided by councils, and highlight the importance of the local government sector in enhancing the communities we live in and delivering the services they expect.

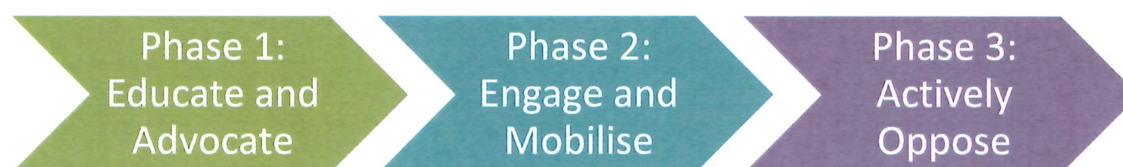
Putting it simply, local government is being taken for granted by some members of the State Parliament. We need to let our communities know what is at stake if they lose their democratic right to decide what services they want us to provide in their communities.

This is consistent with the unanimous decision from councils to reject rate capping at our Ordinary General Meeting last April.

Regrettably the Liberal Party has flagged their intent to introduce rate capping amendments into the Boundary Adjustment Bill currently before Parliament. This is despite substantial efforts by the LGA to work with the Liberals on other initiatives to drive efficiencies and reduce cost of living pressure on communities other than rate capping. Should the policy be successful, councils will be forced to cut services such as libraries, dog parks and helping South Australians in need, as has been the case where rate capping is enforced interstate.

Strategy

The awareness campaign messages will evolve over the coming months to support the following three phase campaign:



Research

To inform the campaign's development, the LGA commissioned research company Hudson Howells to undertake quantitative market research.

A survey of thousands of South Australian residents (metro and regional), and council staff, elected members and union representatives, has recently been completed.

The research confirms that with the right messaging and campaigning, South Australians are willing to vote against rate capping.

We have engaged an advertising agency to develop a multi-media campaign based on the insights gathered from the research.

The approach taken by the Western Australian Local Government Association (the only state to successfully resist the introduction of rate capping where it has been proposed) has also informed the campaign.

The campaign will also include traditional media, community engagement, and advocacy at both a state and local level including targeted and marginal seat campaigning. We will report on the details of the campaign with councils after the March LGA Board meeting.

Council support

While the LGA will spearhead this campaign, the support of councils at a local level is crucial to its success.

Included with this letter is a draft council report, with a resolution seeking the formal support of your council.

I would be appreciative if you would table this report before your council at the earliest possible opportunity.

Over the campaign period, the LGA will provide councils with a range of materials to co-brand or adapt for use at a local level.

This will include artwork for rate notice inserts, email footers, social media and web banners, posters, outdoor banners, and advertisements for council produced magazines and newsletters. This collateral and messaging will all be based on the results of the Hudson Howell market research.



The next round of material will be provided in March for distribution in the June rate notices, which are distributed by most councils in mid-April.

Next steps

The LGA will continue to update all elected members on the awareness campaign via my fortnightly e-newsletter and the LGA intends to ring every council member in South Australia about rate capping.

We will continue to work closely with council CEOs and communication teams and rate administrators directly as we roll out the campaign.

In summary, the next steps in the process are:

| Action | Responsibility | Timing |
|--|----------------|----------------|
| Finalise awareness campaign creative and share with sector | LGA | March |
| Provide materials for June rate notices | LGA | Mid-late March |
| Table report to council | Councils | March |
| Advise LGA of council resolution | Councils | April |
| Implement campaign | LGA & Councils | May |

The LGA commits to not spending one single cent of subscription fees on Phase 3 of this campaign.

Phase 3 will be funded through LGA investment returns.

Note that political parties are publicly funded by tax payers to run federal election campaigns, for example the Liberal Party received more than \$23 million of tax payers' money for the last Federal election, and this is only a first instalment.

Political parties will be able to access public funding for State Elections from next year. More information on the public funding of political campaigns can be found here:

<http://aec.gov.au/media/media-releases/2016/07-27e.htm>.

Make no mistake, rate capping is the biggest threat our sector faces.

It has decimated services and infrastructure for councils and communities interstate.

The LGA - with your support - will muster all available resources to ensure this policy does not harm South Australian communities.

I look forward to working with you and your council on this campaign to promote the role of local government, and secure the future of local decision making.

You can find more information on the destructive impact of rate capping here:

www.lga.sa.gov.au/RateCapping

As always, please feel free to contact me if you have any questions.

Yours sincerely



Mayor Lorraine Rosenberg
President

Telephone: (08) 8224 2022

Email: lgapresident@lga.sa.gov.au

Attach: ECM 647328 – Draft council report – promoting greater awareness of council services

Promoting greater awareness of council services

That the Council:

1. Notes the unanimous decision from South Australian councils at the 2016 LGA Ordinary General Meeting to reject rate capping;
2. **[Continues to]** oppose**[s]** rate capping in any form;
3. Agrees to support and participate in the LGA's public awareness campaign including placing material in quarterly rates notices; and
4. Notes the LGA will continue to work with all Members of Parliament and political parties to ensure rate capping is not imposed on South Australian communities.

Discussion

The Local Government Association of South Australia (LGA) is implementing a public awareness campaign this year, as part of a three-phase strategy to positively position the local government sector in the lead up to the next state election in March 2018.

Endorsed by the LGA Board, this campaign is part of ongoing efforts to inform, activate and encourage our communities to support the extent and value of services provided by councils. It highlights the importance of the local government sector in enhancing the communities we live in and delivering the services they expect.

This is consistent with the unanimous decision from councils to reject rate capping at the LGA Ordinary General Meeting in April 2016 (see **Appendix A**)

Despite substantial efforts by the LGA to work collaboratively with the Liberal Party on alternative initiatives to drive efficiencies and reduce cost of living pressure on communities, the Party has attempted to introduce rate capping into legislation currently before the Parliament of South Australia (Parliament) and to take this policy to the state election.

The introduction of a rate capping policy is the biggest threat our sector faces. Where rate capping has been enforced interstate it has significantly reduced council infrastructure and services, with many councils being forced to cut a range activities that are valued by local the community, such as libraries, parks and community support services.

The reality is that rate capping limits a council's ability to provide local services, creates infrastructure backlogs, restricts budgetary authority and undermines local democracy. These adverse outcomes are becoming evident in Victoria, and have already occurred in NSW where rate-capping has been in place many years.

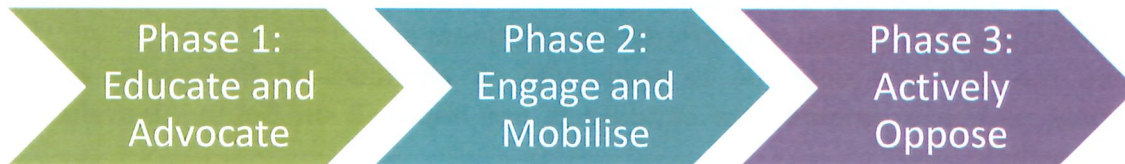
The LGA is seeking support from councils to ensure that this policy does not harm South Australian communities.

It is evident that local government is being taken for granted by some members of Parliament. In response, the LGA's campaign aims to let communities know what is at stake

if they lose their democratic right to decide what services they want councils to provide in their communities.

Strategy

The LGA's public awareness campaign messages will evolve over the coming months to support the following three phases:



Research

To inform the campaign's development, the LGA commissioned research company Hudson Howells to undertake quantitative market research. A survey of thousands of South Australian residents (metro and regional), council staff, elected members and union representatives has recently been completed. The research confirms that, with the right messaging and campaigning, South Australians are willing to vote against rate capping.

The approach taken by the Western Australian Local Government Association (the only state to successfully resist the introduction of rate capping where it has been proposed) has also informed the campaign.

The LGA has engaged an advertising agency to develop a multi-media campaign based on the insights gathered from the research. The campaign will also include traditional media, community engagement, and advocacy at both a state and local level including targeted and marginal seat campaigning.

Council support

While the LGA will spearhead the campaign, they are seeking the support of all member councils. Formal support from councils and collaboration throughout the campaign are crucial to its success.

Over the campaign period the LGA will provide councils with a range of materials to co-brand or adapt for use at a local level. This will include artwork for rate notice inserts, email footers, social media and web banners, posters, outdoor banners, and advertisements for council produced magazines and newsletters. This collateral and messaging will all be informed by the Hudson Howell market research.

Following Council's consideration of this report, the first round of material will be distributed in the next quarterly rates notice. Further campaign materials will be provided by the LGA as they are developed.

Risk of rate capping in South Australia

The Liberal Party (SA Branch) has a policy to *'impose a cap on council rate rises, to stop rates being dramatically increased by local government and putting undue pressure on homeowners'*.

'Rate capping' is an externally imposed upper limit, expressed as a percentage increase from the previous year, on the rates revenue able to be generated by a council. In this form, it has been in place since 1977 in New South Wales and was introduced (by the Labor Government) in Victoria in 2016-17.

On 26 March 2016 the then Shadow Minister for Local Government, Steven Griffiths MP, introduced the *Local Government (Rate Increases) Amendment Bill 2016* (the Rates Increases Bill). This was voted down in Parliament on 9 June 2016.

Subsequently, on 15 February 2017, the Liberal Party has indicated to Parliament that they will seek an amendment to the *Local Government (Boundary Adjustment) Amendment Bill 2016* to introduce rate capping.

The Liberal Party has committed to taking this policy to the state election in March 2018. They propose that rate capping functions would be undertaken by the Essential Services Commission of SA (ESCOSA), with councils being required to apply for variations above the determined percentage increase with the support of their communities.

This policy should not be confused with a cap a council might itself apply to amounts payable by an individual ratepayer in any year under section 153(3) of the *Local Government Act 1999*. Approximately 50 per cent of councils within South Australia restrict increases on individual properties to no more than a nominated percentage every year. However, these council decisions do not constrain total rate revenue generated.

Independent commentary on setting council rates

In line with legislative obligations, councils continually strive to improve the efficiency and effectiveness of their services and consult with their community on the setting strategic priorities, annual business plans, and rates. Debate around the setting of rates should be welcomed as it focuses attention on how the funds raised through council rates are reinvested for the benefit of the local community.

Several recent independent reports and academic studies have provided commentary on council rates and the implications of rate capping policies in NSW and Victoria. For example, through the McKell Institute, the University of Technology Sydney released a report *Giving Local Governments the Reboot, Improving the Financial Sustainability of Local Governments*, which recommended *rate capping should be abandoned as a matter of priority as the policy erodes the link between revenue and expenditure and diminishes financial efficiency and sustainability*. Further examples of third party commentary on the effects of rate capping in NSW and Victoria are provided in **Appendix B**.

Appendix A

The LGA Ordinary General Meeting on 14 April 2016 unanimously resolved to:

1. *reaffirm the view that decisions concerning council rates are better informed, and the impacts better understood, when made by the respective councils in consultation with their communities;*
2. *reject the State Opposition's policy on rate capping; and*
3. *endorse the LGA President and CEO to continue to work with all Members of Parliament to ensure rate capping is not imposed on South Australian councils.*

Appendix B

NSW Treasury Corporation

NSW Treasury Corporation report, *Financial Sustainability of the NSW Local Government Sector, 2013*, proposed a concise definition of financial sustainability for councils as:

A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community.

Professionals Australia

A Professionals Australia report, *Rate Capping: Exacerbating the infrastructure problem*, argued against a cap on local government rates in Victoria on the basis that it *will not positively contribute to better local government and will likely exacerbate the already growing backlog of infrastructure projects in local government*. Professionals Australia also noted that *previous attempts to cap rates in Victoria and in other states have led to inadequate maintenance of existing infrastructure and serious backlogs in infrastructure delivery*.

Independent Local Government Review Panel (NSW)

In 2012, an Independent Local Government Review Panel appointed by the then NSW Local Government Minister, the Hon Don Page MP (National Party), to look at the NSW rate capping system concluded that the system led to various unintended consequences, including:

- unrealistic community expectations that rates should be contained indefinitely;
- excessive cuts in expenditure on infrastructure leading to mounting asset renewal and maintenance backlogs;
- despite the ability to apply to IPART for a special rates variation over and above the rate cap, there is a reluctance amongst Councils to do so as it is seen as politically risky and the process is too costly and complex – requiring a disproportionate effort for an uncertain gain; and,
- underutilisation of borrowing finances due in part to the uncertainty whether any increases in rates, needed to repay loans, would be approved by IPART (Comrie, 2015).

The Panel concluded that 'whilst there is certainly a case for improving efficiency and keeping rate increases to affordable levels, the rate [capping] system in its present form impacts adversely on sound financial management.' (Independent Local Government Review Panel, 2013. Page 42).

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

Originating Officer: Deborah Horton, Unit Manager Performance & Improvement

Manager: Jaimie Thwaites, Acting Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Governance

Subject: Organisational Service Reviews – Status Report March ‘17

Report Reference: GC140317R09

REPORT OBJECTIVES

To provide Elected Members with a status report of the 2016/17 Service Review Program (Appendix one) noting a change to the list of services to be reviewed for the remainder of the 2016/17 schedule and to seek Council approval of five recommendations as a result of the Library Service Review (Appendix two).

EXECUTIVE SUMMARY

The organisational service review program is progressing as planned and adopted by Council on 27 September 2016 (GC270916R05). There are two services listed in the Service Review Program for 2016/17 that are recommended to be deferred due to extenuating factors;

- Commonwealth Home Support Service (CHSP) - At this point in time there is insufficient information from the Commonwealth to provide good advice or make informed recommendations/decisions on this issue.
- Records Management - The integration and implementation of the new platform (RecordPoint and SharePoint) is not scheduled to be fully operational across the organisation until June/July 2017 and it is therefore considered premature to proceed with a review at this stage.

However, two alternative service reviews are being undertaken in lieu of these;

- Marion Celebrates
- Public Litter

The replacement of these two alternative services to the program will ensure the organisation exceeds the service review goal for 2016/17 (nine service reviews) as identified in the City of Marion Business Plan 2016-2019.

In addition, the library service review has concluded and a separate report is attached seeking Council discussion and approval (Appendix two).

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|--------------------|
| <ol style="list-style-type: none"> 1. Note the report “<i>Organisational Service Reviews – Status Report March ‘17’</i>” including Appendix one and two. | 14 Mar 2017 |
|---|--------------------|

BACKGROUND

At its meeting on the 27 September 2016 (GC270916R05), Council adopted a list of 12 services to be reviewed for the 2016/17 financial year.¹ These services are in various stages of progress (see Appendix one). At the same meeting, Council adopted the 2016 – 2019 Business Plan (GC270916R03) and revised wording for the 2016/17 financial year, that Council “*Undertake an evaluation and review of at least nine council services to ensure they continue to provide maximum value to our community, now and in the future.*”

ANALYSIS - EXPLANATION FOR DEFERRAL

Commonwealth Homes Support Program (CHSP)

In December 2016, an email was circulated to Elected Members advising them of the approaching Commonwealth reforms in relation to the CHSP. At this point in time there is insufficient information from the Commonwealth to provide good advice or make informed recommendations/decisions on this issue. All South Australian Councils receiving CHSP funding share this view and have come together to form a working group (the Aged Care Reform Working Group), to advocate for the ongoing role of local government in the provision of services for older people in our communities. The LGA are taking a lead role in this issue and are currently developing a paper which is expected to be circulated to all Councils in early 2017. Staff will continue to participate in the working party and will share information as appropriate.

Records Management

This service was identified at stage one of the organisations service review analysis to align with the technology platform transition which included new information/record keeping software. The integration and implementation of the new platform (RecordPoint and SharePoint) is not scheduled to be fully operational across the organisation until June/July 2017 and it is therefore considered premature to proceed with a review at this stage.

ANALYSIS - EXPLANATION FOR REPLACEMENT

Marion Celebrates

A service review was considered timely to assess the event’s value to the community (outcomes), strategic alignment and efficiency of resources to deliver given preparations are being undertaken for the event in March 2017.

Public Litter

A service review was considered timely to assess the best practice delivery model and identify any efficiencies in its delivery. A preliminary report was presented to the Finance & Audit Committee (FAC) on 28 February 2017 (FAC280217R7.4). Further consultation is occurring with impacted staff and the Australian Workers Union (AWU).

Libraries (Appendix two)

This report provides service level options for the City of Marion Library service as a result of an internal service review.

A draft confidential report was presented to the Finance & Audit Committee (FAC) on 28 February 2017 (FAC140217R7.3), with FAC making the following observations in relation to the item, which has since been addressed in the report attached (Appendix two);

- The increase in the number of visits to libraries was due to the increase in visits at Hallett Cove. The numbers had decreased at the Cultural Centre and Park Holme libraries.

¹ The author acknowledges there are 13 service reviews – the Library Service Review was identified and commenced prior to the current organisational service review program with 12 services as approved on 27 September 2016 (GC270916R05).

- The report focused on the current library service not on the future of the service (for example the 'library of the future').
- One budget for all libraries may hide inefficiencies.
- There are conflicting statements in the report. For example, people are not coming to libraries because they are using the internet and then people are visiting the library to use the internet and Wi-Fi.
- The internet connection statistics are from 2011 however given the iPad was only released in 2010 more up to date figures are required.

CONCLUSION

There has been a slight amendment to the list of services to be reviewed due to extenuating circumstances however, the timeframes for reviews to be completed remain unchanged. At this point in time, the City of Marion is on track to exceed the 2016/17 service review goal identified within the City of Marion Business Plan 2016 – 2019.

How are we progressing overall?

3

Service Reviews complete

2

Service Reviews deferred

2

Service Reviews added to replace deferred reviews

10

Service Reviews in progress and on track



Service Reviews 2016/17 Appendix 1

Where are we at?

LEGEND

- = Scope
- = Service Review progress
- = Service Review Report
- = Completed
- = On Track
- = Not on Track

| | | | | | | | |
|--|--|---|--|--|--|--|--|
| <p>Recruitment</p> <p>FAC041016</p> <p>100%</p> <p>FAC151216</p> | <p>Maintenance of Council Facilities</p> <p>FAC280217</p> <p>10%</p> <p>FAC150817</p> | <p>Marion Outdoor Swim Centre</p> <p>FAC041016</p> <p>100%</p> <p>FAC151216 & GC240117</p> | <p>Parking Management and Regulation</p> <p>FAC041016</p> <p>30%</p> <p>FAC300517</p> | <p>Asset Systems</p> <p>FAC280217</p> <p>10%</p> <p>FAC150817</p> | <p>Governance Systems</p> <p>FAC041016</p> <p>100%</p> <p>FAC151216</p> | <p>Management of Recycling Depot</p> <p>FAC041016</p> <p>20%</p> <p>FAC300517</p> | |
| <p>Stores - Storage & Inventory Management</p> <p>FAC041016</p> <p>20%</p> <p>FAC300517</p> | <p>Roads</p> <p>FAC280217</p> <p>10%</p> <p>FAC150817</p> | <p>Drainage</p> <p>FAC041016</p> <p>40%</p> <p>FAC300517</p> | <p>Libraries</p> <p>FAC050516</p> <p>100%</p> <p>FAC280217 & GC140317</p> | <p>DEFERRED</p> <p>Records Management</p> <p>Replaced with</p> | <p>Marion Celebrates</p> <p>FAC280217</p> <p>10%</p> <p>FAC300517</p> | <p>DEFERRED</p> <p>Commonwealth Home Support Program</p> <p>Replaced with</p> | <p>Public Litter</p> <p>FAC280217</p> <p>90%</p> <p>FAC280217 & GCTBC</p> |



Marion Library Service Service Review Report



| | |
|---------------|--|
| Version: | V6 |
| Date: | March 2017 |
| Prepared by: | Tony Lines and Liz Byrne |
| Contributors: | Jackie Dolling, Ola Wleklinski, Jayne Webster |

Index

| | |
|---|----|
| Executive Summary | 2 |
| 1 Background | 3 |
| 1.1 Service Reviews | 3 |
| 1.2 Marion Library Service Review Objectives | 3 |
| 1.3 Review Methodology and Project Stakeholders | 3 |
| 1.4 Service Requirements Under Legislative Provisions | 3 |
| 1.5 Service History | 4 |
| 1.6 Current Service Delivery | 6 |
| 1.7 Current Staffing Level | 9 |
| 1.8 Participation Rates | 10 |
| 1.9 Satisfaction of the Service | 11 |
| 1.10 Expenditure and Income | 12 |
| 1.11 Risks Associated with the Service | 12 |
| 1.12 Linkages with Other Service Reviews | 13 |
| 1.13 Public Value | 13 |
| 1.14 Building Asset Assessment | 14 |
| 2 Key Findings | 15 |
| 2.1 Assessment of Demographics | 15 |
| 2.2 Assessment of Library Membership | 18 |
| 2.3 ALIA Benchmarking Analysis | 18 |
| 2.4 Benchmarking Library Space | 24 |
| 2.5 Distance Between Library Locations | 25 |
| 2.6 The Future of Libraries | 28 |
| 3 Options Considered for the Service | 31 |
| 3.1 Staffing and Resourcing | 31 |
| 3.2 Library Costs | 31 |
| 3.3 Library Services | 31 |
| 3.4 Knowledge Driven Innovation and Measurement of Outcomes | 32 |
| 3.5 Library Service Points | 33 |
| 3.6 Library Budgets | 34 |
| 4 Recommendations | 35 |
| 5 Operational Outcomes | 36 |
| Attachment 1: Service Review Scope | 37 |
| Attachment 2: Service Requirements under Legislative Provisions | 40 |
| Attachment 3: Library Trends | 42 |
| Attachment 4: Staffing and Resourcing | 49 |

Executive Summary

This Service Review examines the Marion Library Service, and considers current service standards and costing; benchmarking with other library services; the changing role and scope of public libraries; community expectations and the demographic profile of our community; and optimising resource usage.

The review observes that:

- Customer visits have increased at each of the three library branches over the two years 2013/14 to 2015/16.
- Total customer visits have increased by 20.0% over the two years 2013/14 to 2015/16, principally due to the opening of the Cove Civic Centre.
- Increased life expectancy and longer active retirement periods will only increase attendances at libraries.
- Libraries are the third most popular cultural venue attended by Australians.
- Total loans have decreased by 2.4% over the two years 2013/14 to 2015/16, although total attendance at programs and events has increased by 7.7% over the two years 2013/14 to 2015/16.
- The current library service delivery model has one branch in each of the three ABS Statistical Local Areas (SLAs), offering local access to the majority of the population.
- Marion libraries are efficiently run with low expenditure per capita compared to Metro and SA libraries, and the number of staff FTE on par with Metro and SA libraries.
- Marion collections are well selected and 'working hard', with high loans per capita compared to the Metro and SA libraries, and probably the highest number of loans per stock in SA.
- Marion library membership is slightly above the Metro average, and the visits per capita is above the Metro average.
- Marion's total library space of 2,848 m² from its three library sites falls between the two quasi standards in Australia for sizing library space.
- Marion's number of libraries per population (1 library per 29,430 people) is in the middle of the range for metropolitan Adelaide Councils, but below the national average of 1 library per 15,000 people.
- Marion's closest distance between its libraries and its average distance between its libraries are both in the middle of the range for metropolitan Adelaide Councils.

In addition to the identification of 23 operational outcomes, this Service Review makes the following recommendations, to:

1. Retain the three existing libraries at Cove Civic Centre, Cultural Centre, and Park Holme.
2. Retain the existing Library @ Home service.
3. Retain the Marion Heritage Research Centre in its current location, and consider any other building opportunity as it arises.
4. Consider a new library as part of any future Council facility in the northern area of the city: possibly in combination with a community / neighbourhood centre, heritage centre and sporting clubs; possibly in conjunction with neighbouring council(s); and probably requiring the relocation of the existing Park Holme library.
5. Prepare a Business Case for a Council presence at Tonsley in partnership with other Council business units.

1 Background

1.1 Service Reviews

The purpose of a service review is to understand the current and likely future state of a service. This report is a result of the implementation of the City of Marion Service Review Framework. Council identified Community Services as a priority for Service Reviews. The Marion Library Service has been identified as one of these Community Services. The approved service review scope is included in Attachment 1.

1.2 Marion Library Service Review Objectives

The objectives of this review are to undertake an analysis of the current Marion Library Service in terms of strategic alignment and determine the future direction of the service. The review includes consideration of:

- Current service standards and service costing
- Benchmarking with other library services
- Changing role and scope of public libraries
- Changing community expectations and the demographic profile of our community
- What technology makes possible
- Changing library workforce
- Optimising resource usage.

This Marion Library Service Review provides analysis on the history of the service, current operations, public value, financial sustainability, and recommends future directions for service delivery.

The Marion Library Service aligns to the Community Vision, Towards 2040 in the Liveable, Prosperous and Connected themes. Our libraries provide opportunity for the community to engage, learn and be introduced to new ideas and technologies in a safe and supportive environment for individual and society's benefit. Values that underpin the library service are equity of access, freedom of information and expression, right to know and trust.

1.3 Review Methodology and Project Stakeholders

The review of the Marion Library Service has been undertaken by the:

- General Manager Operations
- Manager Community and Cultural Services
- Unit Manager Library Collections and Outreach
- Acting Unit Manager Service Quality
- Acting Unit Manager Community Connections and Learning.

The review has been supported by the library wider leadership team as well as key stakeholders such as Public Library Services, City of Marion Community Engagement Coordinator and City of Marion Finance Department. Roger Henshaw Consultancy Services (RHCS) was engaged to provide information about the future strategic directions and challenges that the public library industry is faced with.

1.4 Service Requirements Under Legislative Provisions

Public libraries operate locally within a global context. Key documents provide the basis on which public library policy is determined. These are outlined below:

At an international level, the *IFLA¹/UNESCO² Public Library Manifesto 1994* states that "The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent

¹ IFLA – International Federation of Library Associations and Institutions

² UNESCO – United Nations Educational, Scientific and Cultural Organisation

decision-making and cultural development of the individual and social groups. This Manifesto proclaims UNESCO's belief in the public library as a living force for education, culture and information, and as an essential agent for the fostering of peace and spiritual welfare through the minds of men and women. UNESCO therefore encourages national and local governments to support and actively engage in the development of public libraries."

At a national level, the Australian Library and Information Association (ALIA) is the professional organisation for the Australian library and information sector who provide leadership, advocacy, professional development and support. The ALIA Public Libraries Summit 2009 looked at how public libraries contribute to a wide variety of government agendas, including health, economic prosperity, digital citizenship, social inclusion, lifelong learning, literacy, stronger communities, wellbeing, supporting families, multiculturalism and the environment. Several clear themes emerged:

- Children, early reading and a literate Australia
- Encouraging the digital economy and digital citizenship
- Social inclusion and community partnerships – safety, fairness and participation
- Health and ageing.

At a state level, the Libraries Board of South Australia's *The Libraries Act 1982 Part 2, section 7* states that the objectives of the act are (among others) to achieve and maintain a coordinated system of libraries and library services that adequately meets the needs of the whole community, including the lending of library materials without direct lending charge or the payment of a membership fee.

The South Australian Public Library Network (SAPLN) operates within the Libraries Act and a Memorandum of Agreement (MOA) between the Minister for the Arts and the President of the Local Government Association (LGA) for funding public library and community information services, 2011-2021. South Australia's 135 public libraries are operated or supported by 74 Local Government Authorities. Funding is allocated to Councils on a per capita basis.

Further information on legislative provisions for libraries is included in Attachment 2.

1.5 Service History

The Marion Library Service has been delivering its services to the community since 1960.

In May 2012, the Marion Library Service joined other Public Libraries in South Australia and formed a state-wide consortia sharing the same library management system, colloquially known as the One LMS (1LMS). Since this time our Marion library collections (approximately 115,000 items) have become easily accessible to the rest of the state while, at the same time, Marion customers (approximately 35,000 members) have use of over 3 million items from other South Australian Public Libraries, generating 857,252 loans and 510,999 library visits in 2015/16 within Marion.

Currently there are three library sites spread across the City of Marion to offer facilities, collections and programs to the community:



Cultural Centre Library (Warracowie Way, Oaklands Park)

The Cultural Centre Library was opened in November 2001, following the closure of the Sturt Road branch and redevelopment of the local area. Its membership oscillates around 20,000, generating 390,446 loans and 241,425 library visits in 2015/16. It is open 7 days and 3 evenings per week. The library is located within the Marion Cultural Centre building and shares the space with the Domain Theatre, art gallery, and café.



Park Holme Library (Duncan Avenue, Park Holme)

The Park Holme Library opened in 1980 at its current location and has remained largely unchanged during this period. Prior to the opening of the Cultural Centre Library in 2001, Park Holme Library was considered the 'main' library in the municipality. It currently has approximately 8,000 members, generating 264,975 loans and 143,173 library visits in 2015/16. It is open 6 days and 1 evening per week.



Cove Civic Centre (1 Ragamuffin Drive, Hallett Cove)

A new multi-purpose facility including the Hallett Cove Library was opened in July 2015, when the old shopfront branch closed its doors to the public. It is a modern, attractive building, combining a library, community spaces and business/enterprise hub together. The library has over 7,000 members, generating 201,831 loans and 126,401 library visits in 2015/16. It is open 7 days including 2 evenings per week.



The Mobile Library operated for over 50 years (1963-2014) and supplemented the main library service. Following multiple reviews and extensive community consultation, the service was eventually replaced in 2014 with the **Library @ Home**. This service delivers library materials to people's home for free. The service is for customers who are unable to get to a library due to disability, ill health, mobility problems or caring commitments. This service has since expanded rapidly and is projected to continue to grow due to an ageing population.



Marion Heritage Research Centre (MHRC) (Red House, 245 Sturt Road, Sturt)

Historically the City of Marion provided limited heritage services to its community via its local history service. In 2011 Council opened the Marion Heritage Research Centre for the preservation of our heritage; to develop opportunities to record, preserve, manage and interpret our diverse local heritage; to foster a culture that plans for the future and values the needs of future generations; and to build strong and positive connections with the Community.

The MHRC forms part of the Marion Library Service and is run by a 0.6 FTE Coordinator with volunteers working to make the collections accessible to the community. The Centre is supported by Library staff and resources. Any issues faced by the Centre affect, in varying degrees, the library

operations and staff. The MHRC is digitally accessible via Portfolio³. As the Centre is facing a functional space crisis this will be reflected in recommendations of the Library Service Review.

1.6 Current Service Delivery

The Marion Library Service provides a wide range of services, events, classes, workshops, and learning opportunities for the community.

1.6.1 Library Collections and Services

The collection within Marion Library Service is modern, vibrant and contemporary with an emphasis on broad general knowledge. Items available for use in the library and loan include the following. Unless otherwise stated, all services are offered at all three sites.

- Books (including large print for the visually impaired)
- Magazines and newspapers
- Audio books
- Community Languages – items in languages other than English that reflect our community demographics, e.g. Chinese, German, Hindi, Italian, Japanese, Polish and Russian
- Bilingual collections for children
- Language and Literacy collections – assisting people to learn a different language or to develop/learn English language skills
- E-books and e-magazines
- DVD's, Blu-Ray, & CDs
- Online databases
- Graphic novels
- Toy Library – including games and puzzles (based at Park Holme and Cove Civic Centre)
- Nintendo DS games
- Cultural Heritage collection (local history)
- Specialist collections such as Lifestyle, Business and Indigenous collections

Services currently provided by the Marion Library Service include:

- Personal computers with internet access and Microsoft office suite (nominally 1 hour)
- Photocopying and scanning
- Secure document bin
- Wireless printing service
- Wi-Fi (high speed broadband connection with high security, up to 1 GB daily total upload/download per user, funded by SA Government. Downloads for 2015/16 were 52,573.19 GB for 137,457 users, or 0.38 GB per user.)
- Tax help – partnership with the Australian Tax Office, during August to October annually, to help individuals lodge a tax return if they earn under \$50,000
- Justice of the Peace
- Library @ Home

1.6.2 Library Programs

Library programs consist of a variety of activities and events for all ages. Most activities are free to attend or request a minimal charge to part cover costs of materials or consumables etc.

| Babies & toddlers | |
|--------------------------------|--|
| Baby Bounce (0-2 years old) | For parents/carers and babies. Consists of 20-30 minutes of songs and rhymes. Session is interactive and fun and benefits both parent and child. Singing and rhymes are part of early literacy. Singing develops a child's communication, voice development and helps their emotional wellbeing. |

³ Portfolio is a module of One LMS and is a digital asset management and discovery tool. Marion uses Portfolio to store PDFs, images, videos and audio files of the local history collection and links directly to the online catalogue.

| | |
|--|---|
| Storytime for pre-schoolers (3-5 years old) | Storytime is a fun and interactive session for parents/carers and children. Each session consists of stories, songs and activities which aim to encourage literacy and a love of reading in children. A great preparation for starting school, as it gives children a chance to participate in a group and introduces them to books and reading. |
| Young people | |
| School holiday activities | An interactive range of workshops to encourage children to explore, create, and become inspired. Aimed at children and families the program is held during each of the school holidays across the three library sites. |
| Summer Reading Club | A national program held annually. Allows children and young people to develop a sense of community with other children across the country. Children and young people participate in activities aligned to the annual theme, discover great authors and illustrators, and share their voice by engaging in literary and creative activities, both online and in the library. |
| Book Busters (10-13 years) | This fun-based book club connects likeminded young people. Participants have an opportunity to browse the new books, magazines and graphic novels, have a chat, learn an exciting craft and write stories. |
| Children's Book Week | Celebrated nationally each year. Schools, libraries, booksellers, authors, illustrators and children celebrate Australian Children's literature. Class groups and the community attend programs aligned to the central Book Week theme and celebrate the prestigious Book of the Year nominations. |
| Code Club – Digital Literacy for kids | Coding and robotics are part of the growing global trend in the STEAM ⁴ fields and many people in communities, including children, young people, and families wish to keep up to date with developing technology. |
| Adults | |
| Digital Literacy | Digital literacy is the ability to confidently and critically use digital information sources, communication tools and networks for learning, communication, collaboration and creation. A variety of programs, workshops and activities are delivered within the library environment to assist individuals with their digital literacy development. |
| Writing workshops | Held throughout the year to support local writers and further develop their skills. Each session focuses on a different part of the writing process, e.g. self-publishing, writing a romance, developing a character. |
| Book Discussion Groups | Offer interested adults an opportunity to read, discuss and engage with literature in a social setting. Groups meet monthly throughout the year to discuss that month's book selection. |
| Art & Craft activities | Inspiring adults to learn a new skill, rekindle a passion for a forgotten talent, create or make something in a safe, friendly and welcoming environment. |
| Weekly groups e.g. Scrabble, Chess, Writers, Knitting | Across the three branches people come together each week to play Scrabble, Chess or to knit in the library. With strong links to library collections these programs offer people with a common interest a way to socialise, make friends and vitalise our library spaces. |
| Meet the Author events | Highly regarded throughout the state, these events attract large audiences with high calibre authors. Offers the community the opportunity the hear Australian and international authors speak about their writing processes, area of expertise and latest publication |
| Local Authors, Local Stories | Local writers have the opportunity to apply to be a part of the twice yearly event. Four local self-published authors are chosen to talk as part of a panel about their book, their process or their experiences. This event is held to support and empower self-published authors. |

⁴ Science Technology Engineering Arts Mathematics

1.6.3 Venue Hire and Use

With the opening of the Cove Civic Centre in July 2015, an added service provision to the Marion Library Service has been venue hire. Hire revenues are shown in Section 1.10. From July 2015 to June 2016 there were 767 bookings. The table below summarises bookings by organisation type. Note that Marion Cultural Centre hires (the Domain Theatre, Green Room, Sturt Room, Gallery M) are not included in Marion Library Service figures as this operates as a separate business unit.

| Bookings by Organisation Type | | |
|--|----------|------------|
| City of Marion | Internal | 65 |
| Community | External | 87 |
| Corporate | External | 230 |
| Cove Enterprise Hub (Business functions) | Internal | 76 |
| Government | External | 3 |
| Library | Internal | 306 |
| Total | | 767 |

These 767 bookings totaled 2,587 hours of usage with an average duration of 3.5 hours per booking. The venue has been utilised heavily by internal library programs, activities and meetings. Corporate organisations have also embraced the centre and this has been reflected in the numbers of their bookings. Corporate bookings have been for programs, meetings, training and seminars.

The library team has recently introduced an online survey that is sent to individuals and groups who book the centre. This feedback will be collected about the facility, hire process and customer service experience.

It is anticipated that usage may increase with some targeted marketing strategies and this is currently being developed through the drafting of the Libraries Marketing Plan. The Marketing Communications Coordinator is also working on specific promotional materials to promote the venue, community and business spaces for hire.

1.6.4 Library Marketing

The Marion Library Service and its programs and activities are promoted through:

- City of Marion website
- Enterprise – library online catalogue (allows libraries to customise the discovery tool and create a positive interface and search experience for library users)
- Marion Libraries Facebook page and Instagram
- Digital screens in libraries and other council facilities
- What's On booklet – quarterly publication (in-house designed publication with a print run of 3,500 copies)
- Library Loop – online newsletter (in-house online publication distributed to over 6,000 people subscribed to the mailing list)
- What's Happening – fortnightly Messenger newspaper column
- Word of mouth
- Direct email
- Public Library Services – OneForum, In the Limelight.

Each library staff member has a responsibility to promote the library service positively and to 'upsell' the library services to the community. The Marketing Communications Coordinator is responsible for customer focused communications and coordinating promotional and marketing strategies.

Library users provide feedback about programs and services through the following:

- Customer Feedback Form – available online and hard copy
- Library Facebook page
- Library Instagram feed
- In person (customer/staff interactions)
- Feedback Form provided to program participants

- Email
- Event Booking system – at the time of booking events and programs individuals are prompted to indicate where they found out about event and program.

1.7 Current Staffing Level

There are three separate library teams each based at a different library location. Each team has a responsibility to deliver on their focus area across the whole library service. At times staff travel between library locations to ensure service delivery requirements are met.

The teams are as follows:

| Service Quality Team – based at the Cultural Centre | Level | FTE | Responsible for Service Quality |
|---|--------------|--------------|--|
| Unit Manager (currently vacant) | 7 | 1 | Implementing service quality initiatives within the library service and ensuring a customer focused culture across all branches. This team ensures that all service-based functions, including ICT, are developed according to customer needs. |
| Coordinator - Customer Service (currently vacant) | 5 | 1 | |
| Coordinator - ICT System and Training | 5 | 1 | |
| ICT Support Officers | 3 | 2 | |
| Branch Operations and Accounts Officer | 3 | 1 | |
| Resource Officer | 3 | 1 | |
| Customer Service Officers | 2 | 4.31 | |
| Sub-total | | 11.31 | |
| Community Connections and Learning Team – based at Cove Civic Centre | Level | FTE | Responsible for Community and Learning |
| Unit Manager (currently vacant) | 7 | 1 | Developing and delivering library programs and events to stimulate community learning. This team provides marketing strategies to maximise community outcomes and effectively communicate the value of libraries to key stakeholders. Also supports the Business Enterprise Centre and community facilities. |
| Coordinator - Life Long Learning | 5 | 1 | |
| Coordinator Digital Literacies | 5 | 1 | |
| Children's Services Support Officer | 3 | 1 | |
| Adult Programs Support Officer | 3 | 0.57 | |
| Venue Operations Officer | 3 | 1 | |
| Customer Service Officers | 2 | 3.96 | |
| Current Customer Service Vacancies | 2 | 0.78 | |
| Sub-total | | 10.31 | |
| Collections and Outreach Team – based at Park Holme | Level | FTE | Responsible for Collections |
| Unit Manager | 7 | 1 | Providing an innovative and responsive collection that meet community needs and is responsive to new formats. This team ensures that access to resources and information is maximised for all community members through modern and equitable outreach activities. |
| Coordinator Collection Development | 5 | 1 | |
| Coordinator Outreach and Information Services | 5 | 1 | |
| Collection Development Support Officer | 3 | 1 | |
| Home Library Support Officer | 3 | 0.8 | |
| Branch Operations and Volunteer Support | 3 | 1 | |
| Customer Services Officers | 2 | 5.78 | |
| Sub-total | | 11.58 | |
| Library Staff Full Time Equivalent (FTE) | | 33.2 | |

Libraries operate on a 7 day roster and all library staff have an evening and/or weekend component as part of their normal work roster pattern.

In addition to the 33.2 FTE required to support the Library Service, the following Community and Cultural Services department roles are funded and included in the library budget:

- SLT Manager, Package

- Business Unit Support Officer, Level 4
- Coordinator - Marketing and Communications, Level 5.

1.8 Participation Rates

Participation rates demonstrate that the Marion Library Service is a highly valued and well utilised community service. Usage patterns are relatively consistent with a trend of small upward growth. The number of loans includes all borrowable library items.

| Year | 2013/14 | 2014/15 | 2015/16 |
|--|----------------|----------------|----------------|
| Customer Visits | | | |
| Park Holme | 135,456 | 134,666 | 143,173 |
| Cultural Centre | 223,971 | 260,448 | 241,425 |
| Cove Civic Centre | 66,277 | 62,526 | 126,401 |
| Total | 425,704 | 457,640 | 510,999 |
| Loans | | | |
| Park Holme | 289,810 | 278,141 | 264,975 |
| Cultural Centre | 432,958 | 426,914 | 390,466 |
| Cove Civic Centre | 154,841 | 146,775 | 201,831 |
| Total | 877,609 | 851,830 | 857,272 |
| Programs and Events - Attendance | | | |
| Adult programs | 1,112 | 3,287 | 3,076 |
| Author talks | 1,811 | 1,040 | 743 |
| Kids programs | 5,924 | 6,887 | 5,709 |
| Total | 8,847 | 11,214 | 9,528 |
| Public Computer Bookings⁵ | | | |
| Park Holme | 16,796 | 15,031 | 16,280 |
| Cultural Centre | 37,573 | 35,727 | 31,400 |
| Cove Civic Centre | 6,116 | 4,921 | 9,293 |
| Total | 60,485 | 55,679 | 56,973 |
| Other | | | |
| E-books - loans | 13,249 | 17,172 | 24,432 |
| E-book loans as % of physical loans | 1.50 | 2.00 | 2.80 |
| Digital Literacy (customers) | 0 | 22 | 195 |
| Outreach ⁶ (visits by Library @ Home Service) | 877 | 1,109 | 1,275 |
| Enterprise ⁷ website sessions | 135,213 | 129,013 | 147,461 |
| Enterprise new visitors ⁸ | 42,660 | 27,995 | 37,772 |
| Online database sessions ⁹ | 9,559 | 11,348 | 261,284 |

⁵ In 2015/16 Park Holme (9 PCs) was booked 50% of available hours; Cultural Centre (13 PCs) was booked 54% of available hours; and Cove Civic Centre (8 PCs) was booked 28% of available hours.

⁶ Outreach refers to library programs and services specifically tailored for targeted populations but offered outside of the library building or through the Internet.

⁷ Enterprise is the library online catalogue, which is accessible via the City of Marion webpage or a mobile device App.

⁸ Enterprise new visitors haven't used the system for two years, or are using a different browser or device.

⁹ includes Ancestry, Your Tutor, Zinio, Lynda, Road to IELTS, online newspapers, The computer school, various reader advisory tools. Increase has been due to the introduction of Zinio, an e-magazine resource that provides access to full colour digital magazines.

34% of the Australian population visited a library in 2013/14, and public libraries regularly attract frequent repeat visitors. Only cinemas (66%) and botanic gardens (37%) were more popular cultural venues to attend.¹⁰

Observations:

1. Customer Visits have increased at each of the three sites over the two years 2013/14 to 2015/16.
2. Total Customer Visits have increased by 20.0% over the two years 2013/14 to 2015/16.
3. Total Loans have decreased by 2.4% over the two years 2013/14 to 2015/16.
4. Total Attendance at Programs and Events has increased by 7.7% over the two years 2013/14 to 2015/16.
5. Libraries are the third most popular cultural venue attended by Australians.

There are over 6,000 individuals registered to receive the library's online newsletter, Library Loop, which is published and distributed 4 to 6 times a year.

As at December 2016 there are 1,574 people registered who have a Toy Library Membership. These people pay a small annual fee to access the items – toys, games, puzzles and some sporting equipment.

1.9 Satisfaction of the Service

Customer service is not a department, it's everyone's job - Anonymous

Public Libraries generally experience high customer satisfaction due to repeat business or visitations and loyalty from their customers. It has been some time since a user-satisfaction survey was undertaken by the Marion Library Service and this is identified as an area of improvement.

Customer satisfaction with services provided is consistently high. The most recent customer survey (October 2010) provided the following feedback:

- That staff go out of their way to assist them and satisfy their needs
- That staff act with integrity providing innovative and creative products and services
- That staff take the initiative to solve problems, make things happen and deliver what they promise
- That staff make them feel welcome and treat them in a courteous and friendly way

The service outcomes for the Marion Library Service were:

- Above average for customer satisfaction
- Above average for loyalty
- Above average for advocacy.

The previous survey conducted about user-satisfaction was undertaken in 2008. Data from this survey indicated that:

- 91% of people felt welcomed when they visited the library
- 90% of people indicated that they felt comfortable in asking for help
- 97% of people indicated that their library was an important place for themselves and the community.

Almost all individuals surveyed agreed that library staff are friendly and courteous, willing to assist and knowledgeable. In general, the library staff were highly regarded by library customers.

¹⁰ ABS (2015) Cat. No. 4114.0 Attendance at Selected Cultural Venues and Events, Australia 2013 -14
<http://www.abs.gov.au/ausstats%5Cabs@.nsf/0/39BCCBB0187DF4A5CA256DCD0081889A?Opendocument>
 2016]

In relation to library programs and events, 505 customer feedback forms have been returned since 2014. Of them, 279 responses rated the program they attended as 10/10, and 173 responses rated the program as 8-9/10.

Some of the verbatim comments made by survey respondents include:

- Cove Civic Centre – lovely start, great holiday program
- Love story time at Marion and Park Holme library's
- Marion Cultural Centre Library – great location
- Park Holme Library – very useful especially now I'm a pensioner
- The library service at Marion provide excellent collections, events and customer service
- The Park Holme toy library was invaluable for our little ones.

1.10 Expenditure and Income

| | 2013/14 | 2014/15 | 2015/16 |
|---|------------------|------------------|------------------|
| Operating Income | | | |
| Library Income | 64,215 | 55,060 | 65,696 |
| Cove Civic Centre Hire Income | - | - | 27,734 |
| Grant Income | 252,717 | 246,581 | 279,192 |
| Total Income | 316,932 | 301,641 | 372,622 |
| Operating Expenditure | | | |
| Staffing Costs | 2,949,978 | 3,059,809 | 3,142,442 |
| Collection Costs | 142,267 | 138,838 | 132,174 |
| Operating Expenses | 545,078 | 515,920 | 478,844 |
| Total Operating Expenditure | 3,637,323 | 3,714,567 | 3,753,460 |
| Building Maintenance | | | |
| Maintenance Expenses | 276,321 | 294,725 | 361,705 |
| Capital Improvements | 64,530 | 32,600 | 43,321 |
| Total Building Maintenance Expenditure | 340,851 | 327,325 | 405,026 |
| Depreciation | 768,519 | 755,860 | 955,924 |
| Total Expenditure | 4,746,693 | 4,797,752 | 5,114,410 |
| Net Expenditure (Total minus Income) | 4,429,761 | 4,496,111 | 4,741,788 |
| Net Expenditure minus Depreciation | 3,661,242 | 3,740,251 | 3,785,864 |

Notes:

- Collection Costs reflect Library Stock Additions (includes both digital and hardcopies of library materials)
- Staffing costs include 3 x Community and Cultural Services Department roles which are currently fully costed to the library budget
- Depreciation includes all buildings, plant and equipment for Libraries only, excluding Business Enterprise Centre
- Cove Civic Centre Hire Income includes all hire income, not just income relating to Library activities.
- Operating costs include employee costs, minor equipment purchases, library items, office supplies, contractors, insurance, etc.
- Maintenance costs include lease of equipment such as RFID, print and PC management and software, etc.

1.11 Risks Associated with the Service

The following risks apply to the provision or non-provision of library services.

| Event or Hazard | Possible Impact | Control |
|--|---|---|
| Asset management and building maintenance schedules not adhered to | Personal injury to staff and visitors, not delivering on strategic initiatives (liveable city – safe and welcoming) | Site safety controlled through safe on-site practices and Building Operations Committee review, Work Area inspection schedule |
| Customer incidents | Customer incidents including theft and inappropriate behaviour | CCTV cameras, Customer Incident Framework, Security Guard patrols, Incident Management Training |
| Event Hazards | Physical and emotional injuries, financial loss, damaged reputation | Hazard Management Training, First Aid facilities, First Aid training |
| Non-compliant, inappropriate and/or ineffective customer service | Failure to deliver appropriate service, jeopardizing community trust and CoM credibility | Business continuity plan, review of Library Service policies |
| Reduction in Library Services provision | Loss of reputation, not meeting community expectations, removal of community resources, reducing opportunities for learning and literacy, not meeting recognised standards and guidelines | Service Review and Council decisions, Community Consultation, Connected Community Spaces Report |
| Site emergency | Loss of power, flooding, etc. | Implement Business Continuity Plan, SOPs and SWPs |
| Withdrawing from LGA membership | Potential impact on membership of 1LMS Library Network, potential reduction of state government funding and loss of income, loss of reputation | Council decision and associated controls/actions |

1.12 Linkages with Other Service Reviews

There have been six service reviews considered by Council in relation to the Library Service:

- 28 April 2015 – GC280415R07 – Library Opening Hours: overall increase in opening hours for the Library Service within existing resourcing in preparation for Cove Civic Centre opening.
- 23 July 2013 – GC230713R04 – Library Outreach Services Review: noting the outcomes of community engagement, decommissioning the oversized mobile library vehicle (semi-trailer truck) and implementing the new service delivery model
- 23 October 2012 – GC231012R10 – Library Outreach Services Review: endorsing the community engagement approach on proposed outreach service delivery model
- 26 August 2008 – GC260808R04, 14 August 2007 – GC140817R03, 13 June 2006 – GC130606R03 – Toy Library Review and associated progress reports
- 1 June 2005 – Park Holme Library Redevelopment Plan
- 1 September 2003 – Library Services Strategic Review Report.

1.13 Public Value

Public libraries mean different things to different people; such is the malleability in being able to satisfy the wide-ranging needs of a diverse community. Public libraries can sustain the community in social, cultural, environmental and economic terms.

Social Wellbeing – Liveable, Engaged, Connected

- The library's value as a place that is safe, harmonious, welcoming and inclusive environment – promoting acceptance and understanding of others by acting as neutral meeting places accessible to the whole community.

- Availability of library collections addresses disadvantage by ensuring free, equitable access to collections for all community members; address the needs of specific target groups; contribute to developing, maintaining and improving literacy levels; and preserve the past through extensive local and family history collections.
- Library programs and services complement collections and enable library services to specifically target and contribute to social wellbeing within niche groups.

Cultural Wellbeing – Liveable, Connected, Engaged, Innovative

- Library staff play an active role in local cultural events and activities.
- Writers in residence programs and participating in literary events such as poetry festivals, writing workshops, competitions and visiting author programs.
- Celebrating cultural diversity through events and festivals held at significant times and involving performances by musicians, dancers, poets and actors.
- Utilising library space to exhibit work by local artists and travelling exhibitions.

Economic Wellbeing - Prosperous

- Enables users to avoid or reduce expenditures.
- Enables job seekers to research the employment market, develop resumes, lodge online applications and communicate via email with prospective employers.
- Supports local businesses.
- Contribute to tourism through participation in events.

Environmental Wellbeing – Valuing nature

- Business model is based on resource sharing. The practice of borrowing is seen as less demanding on scarce physical resources than if individuals purchased their own copies.
- Holding sub-collections of environmental titles across a range of formats.
- Serving as collections points for the recycling of products such as mobile telephones.

1.14 Building Asset Assessment

An independent audit was undertaken in March 2016 to assess the integrity and overall condition of the library buildings and associated assets within each library site.

| Facility | Overall Rating | ERUL* | Total Replacement Value |
|---------------------------|---|------------|-------------------------|
| Cultural Centre Library** | 3 average condition (50%) | 25 years | \$7,514,987 |
| Park Holme Library | 2.5 between good and average (75%) | 31.5 years | \$2,783,820 |
| Cove Civic Centre | Building not included in the audit process in March 2016. | | |

*Estimated Remaining Useful Life

**The audit was for the entire Marion Cultural Centre. The library component was not presented separately.

The Marion Cultural Centre is in average condition and will require scheduled maintenance. The highest value components identified for replacement in the next ten years include power points, internal lighting, fire services, ceiling and wall finishes, HVAC (heating, ventilation, air conditioning and ventilation).

The Park Holme Library building is in good to average condition and will require scheduled maintenance. The highest value components identified for replacement in the next ten-year forecast include fire services, carpet, external lights, hot water system, internal and external taps, wall finishes and gates.

The Cove Civic Centre is yet to be formally inspected and will be included in future audits.

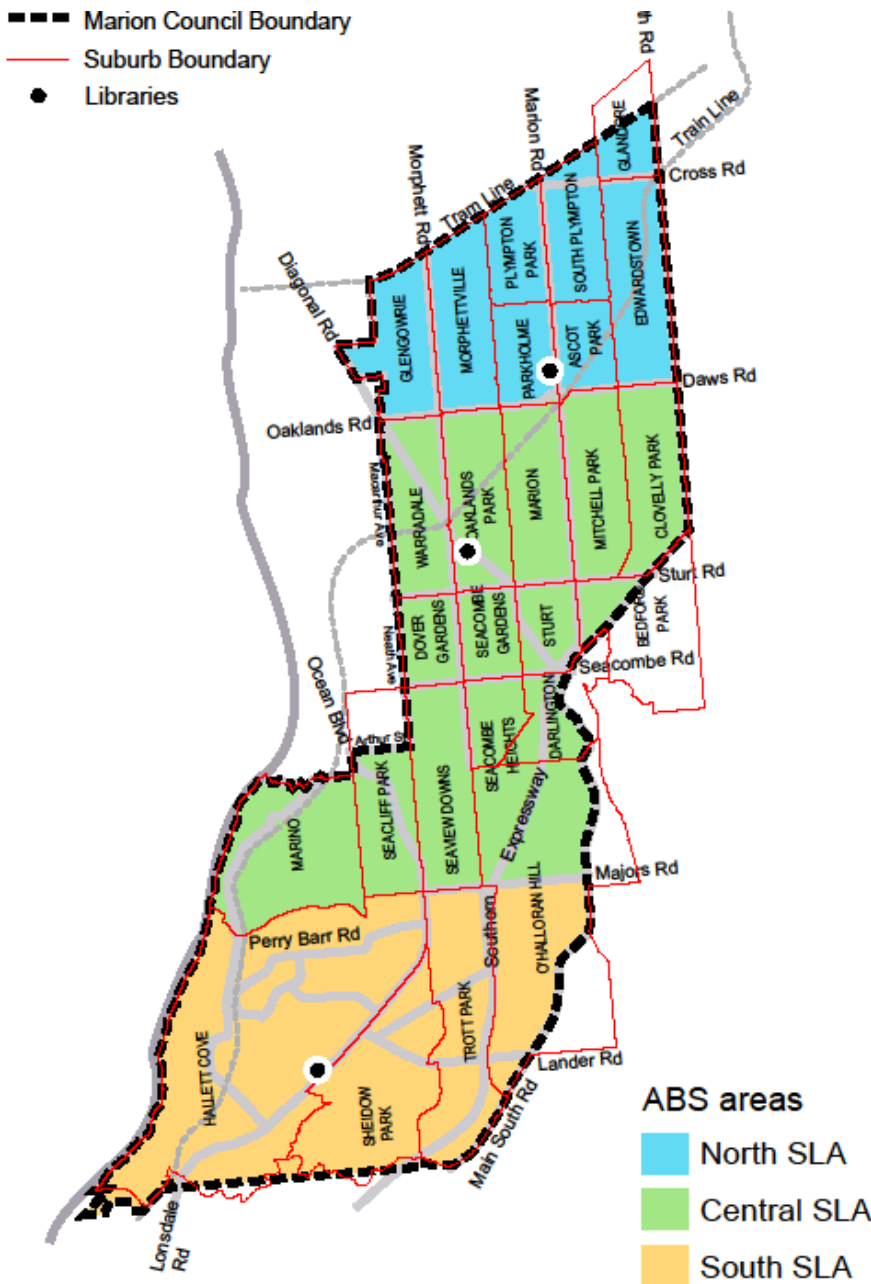
2 Key Findings

2.1 Assessment of Demographics

ABS 2001 data was utilised to undertake the demographic analysis because the 2016 data has yet to be fully collated and published.

2.1.1 Population Growth

The Marion estimated resident population for 2015 was 88,983, with some growth projected into the future. The population is evenly spread across the three Statistical Local Areas: 42% in the central SLA, 31% in the northern SLA, and 26% in the south. The median age is 39, the age structure is stable and the cultural diversity is growing.



Observations:

6. The current library service delivery model has one branch in each of the three ABS Statistical Local Areas (SLAs), offering local access to the majority of the population.
7. Increased life expectancy and longer active retirement periods will only increase attendances at libraries.

2.1.2 Cultural and Linguistically Diverse (CALD)

The most common ancestries in Marion are English (38.7%), Australian (34.1%), and Irish (8.7%), and almost 71% of people were born in Australia. 14.1% were from a non-English speaking background.

The most common languages spoken at home were Chinese, Greek and Indo-Aryan (for example, Hindi, Urdu, Bangali).

The numbers of CALD residents is not currently of significance to the Marion library's collections, services etc. Demand for non-English materials is being met through inter-library lending from the multicultural collections of the public library network. Marion contributed over 5% of the Community Languages Levy.¹¹

Aboriginal and Torres Strait Islander people make up only 1.1% of the population. The number of people identifying as Aboriginal or Torres Strait Islander is not currently of major significance to the library's collections, services etc. However, many libraries have now begun creating Indigenous literacy kits, containing books, activity ideas and themed toys to encourage literacy-based play and parent-child interactions, as well as kits for older children and teens. The kits also help to raise awareness of other services available for indigenous young people and their families.

2.1.3 Education

Marion features two tertiary institutions (TAFE SA and Flinders University) and numerous private and public schools. 48% of persons over 15 had completed Year 12 schooling (compared to the Greater Adelaide average of 47%). 45% of the Marion population have no tertiary qualification (compared to 46% of the Greater Adelaide population). 28% of the population are attending educational institutions.

2.1.4 Access to Technology

In 2011 35% of Marion households indicated there was no internet connection at their dwelling. Comparatively, in the City of Mitcham there were 16.8% that lacked internet access, 18.6% in the City of Onkaparinga, 20.8% in the City of Holdfast Bay and 21.2% across greater Adelaide.

There may be some implications for the need for Wi-Fi accessibility and the bandwidth provided by the library service i.e. increased expectation of access to connectivity outside the home, school or work; opportunity to deliver value-added services e.g. specific content or database access over library W-Fi and within the library via public computers

There will be an increasing need for technology services provided to older persons to enable them to maintain a place in the wired world or to be able to access it on a needs basis e.g. Internet tutorials for seniors. Staff are likely to have an on-going role as tutors in the use of technology and Internet searching using the facilities provided in the libraries.

There will be an ongoing need for training of staff to keep up with the rapid changes in technology and to continue to service customers.

Observations:

8. Relative to neighbouring Councils, there are a high number of people that do not have internet access at their dwelling. These people often rely on free Wi-Fi services at libraries.

2.1.5 Economic indicators

Overall, 11.7% of the households earned a high income (greater than \$2,500 per week) and 25.3% were low income households (less than \$600 per week), compared with 13.5% and 23.7% respectively for Greater Adelaide.

¹¹ <http://www.plsa.org.au/committees/community-languages/>

Lower income households rely more on public libraries for educational and recreational reading material; are less likely to have access to the latest technology, and may have an increased need to access Government websites. Their capacity to pay for value-added services or programs is limited.

2.1.6 Employment

Over 42,548 people reported being in the labour force in the week before Census night (2011) in Marion. Of these 56.9% were employed full time, 36.3% were employed part-time and 5.4% were unemployed. The most common occupations in the Marion Local Government Area included Health Care and Social Assistance (15.6%), Retail trade (11.8%), Manufacturing (8.3%) and Education and Training (8.3%).

The planning and timing of events and activities need to take into account working hours to attract more users into the library.

In future, libraries may need to extend their opening hours, as they become workplaces for telecommuters and small business operators.

2.1.7 Volunteers

18% of persons living within Marion reported that they did some form of volunteer work during 2011.

Volunteer opportunities exist within libraries for:

- Home library services / delivery of books to people who are housebound
- Sharing of knowledge through assistance with, or provision of, tutorials, workshops or lectures on a regular or occasional basis
- Assisting with family and school holiday programs, and other library programs
- Assisting with homework help and adult literacy classes
- Local studies project and research.

2.1.8 Disadvantage and Need for Assistance

The information provided here has been extracted from the SEIFA Index of Relative Socio-Economic Disadvantage. The Socio-Economic Index for Areas (SEIFA) measures the relative level of socio-economic disadvantage based on a range of Census characteristics including income, educational attainment, unemployment and occupations. A score higher than 1,000 means a lower level of disadvantage and a score lower than 1,000 means a higher level of disadvantage. Marion scored 999.7 on the SEIFA Index, indicating a medium level of socio-economic disadvantage, compared to Greater Adelaide (993.2). However, small area data for Mitchell Park indicates a SEIFA score of 898, indicating a high level of socio-economic disadvantage, and for Marino (1,085.3) a low level of socio-economic disadvantage.

5.5% of the population in Marion City in 2011, reported needing help in their day-to-day lives due to disability; and 11.6% of the population reported providing unpaid care to assist family members or others due to a disability, long-term illness or problems related to old age. There may be an increasing need for housebound services.

2.1.9 Households with Children

37.4% of households in Marion include children, (compared to the Greater Adelaide average of 39.5%). 17.7% of households include children under 15. The demand for resources and services for children will continue.

2.1.10 Number of Cars per Household

47% of households had one to two motor vehicles per dwelling, and 10.1% of households reported they had no vehicle. 68% of residents travel to work by car as driver or passenger. Public transport is available in Marion, including bus, train and tram networks.

Any new library (or changed location) will need adequate car parking spaces. The location of any new library buildings will need to be carefully considered in relation to co-location with other services / retail / recreation facilities, etc.; and the availability of public transport for those without cars.

2.2 Assessment of Library Membership

Current library membership numbers reflect a customer's choice for their 'home' library. This nominated library of choice will not necessarily reflect their library usage, i.e. where the items they are borrowing come from, which libraries they visit, and where they return items.

The number of SA residents who have the Marion Library Service as their nominated library of choice is 29,743. Of these, 23,328 are residents in Marion, and the remainder live elsewhere or are unknown. Customers who reside in other Council areas but have Marion as their nominated home library predominately come from the Holdfast bay, Onkaparinga and Mitcham council areas.

The number of Marion residents who have a library membership is 27,713. Of these, 23,328 have Marion as their nominated library of choice, and the remainder have nominated other Councils. Marion residents who have non-Marion libraries of choice predominantly go to Holdfast Bay, Onkaparinga and Mitcham libraries. 31.4% of Marion residents have an active library card (have used their card for a library transaction in the last 3 years).

It is a difficult and lengthy exercise to accurately determine library cardholders by their Council and suburb of residence, given the sheer volume of data and that suburbs don't always align with Council boundaries. However, in hypothetically considering the need for an additional northern library, the library membership of Glandore residents was examined. Glandore straddles the boundaries of both Marion and West Torrens councils. 774 residents have a library membership, with 174 having Marion as the nominated library of choice, 238 with West Torrens as their library of choice, and 128 with Unley as their library of choice. This level of analysis is not helpful in determining library usage in this area.

2.3 ALIA Benchmarking Analysis

In 2016 I & J Management Services was commissioned by ALIA to update the guidelines for Australian Public Libraries. The purpose of the project was to establish national standards and guidelines for public libraries that reflect the role and expectations of contemporary public libraries.

The 2016 project sought to update and review library guidelines and standards in relation to:

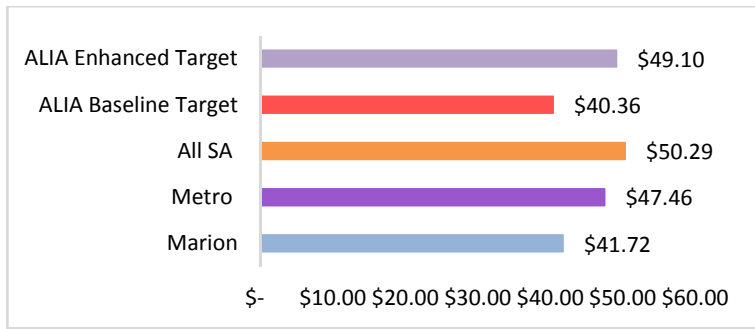
- Library collections (physical and digital resources and content)
- Staffing numbers and levels
- Library building standards
- Budget (operational, salary, and capital)
- Technology and other web based services.

In addition, the project enabled reporting on KPIs on the basis of the library service's contribution to community outcomes. The project established a set of standard outcome indicators for public library services to enable consistent reporting and evaluation impacts such as:

- Lifelong learning (non-formal learning)
- Community engagement
- Early childhood development
- Technology/digital inclusion
- Economic and workforce development.

The document provides an evidence-based guide for the development of public library services in Australia. 2015/16 benchmarking data, together with 2014/15 comparative results, are shown below.

2.3.1 ALIA STANDARD S.1 Library expenditure per capita (excluding library materials)

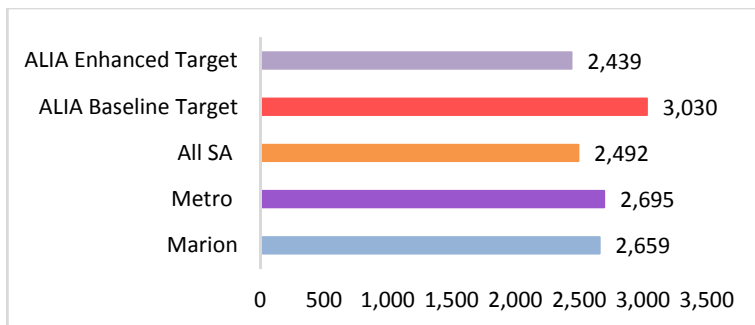


| S.1 | 2014/15 | 2015/16 |
|----------------------------|---------|---------|
| Marion | \$39.21 | \$41.72 |
| Metro | \$43.80 | \$47.46 |
| All SA | \$46.43 | \$50.29 |
| Marion Ranking (out of 19) | 12 | 13 |

This figure is a relatively unsophisticated measure of the value a community is prepared to assign to the operation of its library service. The range of figures for the nineteen metro library services range from a high of \$80.67 to a low of \$23.18.

Marion library expenditure per capita is low against Metro and SA libraries, indicating a cost efficient service.

2.3.2 ALIA STANDARD S.2 Population served by FTE

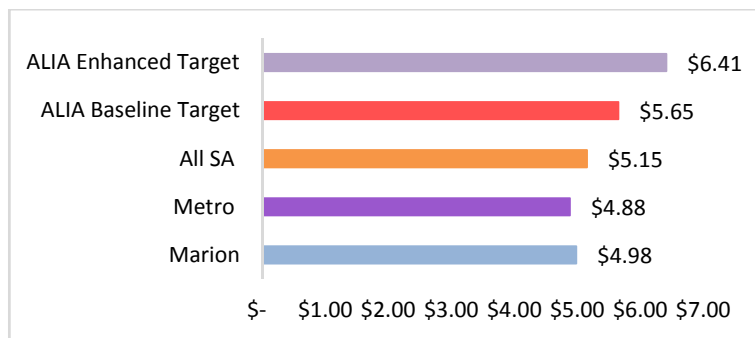


| S.2 | 2014/15 | 2015/16 |
|----------------------------|---------|---------|
| Marion | 2,573 | 2,659 |
| Metro | 2,746 | 2,695 |
| All SA | 2,536 | 2,492 |
| Marion Ranking (out of 19) | 6 | 11 |

This figure divides the total council population by the number of full time equivalent staff the library employs. This measure should be read that a smaller number is more desirable. Figures range from 4,927 to 1,758 people serviced by each FTE.

Marion population served by FTE is on par with Metro libraries, but has slipped since 2014/15.

2.3.3 ALIA STANDARD S.4 Library Materials Expenditure per capita



| S.4 | 2014/15 | 2015/16 |
|----------------------------|---------|---------|
| Marion | \$4.81 | \$4.98 |
| Metro | \$5.77 | \$4.88 |
| All SA | \$5.91 | \$5.15 |
| Marion Ranking (out of 19) | 12 | 12 |

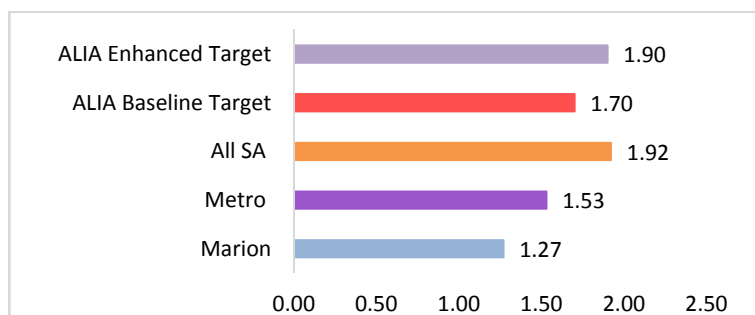
Collections are at the heart of libraries. Therefore having sufficient funds to purchase materials relevant to community needs is important. It also ensures that older stock can be replaced while still ensuring that customers can find relevant and interesting collection items.

Materials include all items, both hard copy and digital, purchased for the library collection (refer to list in Section 1.6.1).

The Libraries Board provides a grant of \$ per capita for metropolitan libraries, with most councils providing additional funds to purchase materials for the collection.

Figures range from \$3.55 to \$6.47 expenditure per capita. Marion Library Materials Expenditure per capita is on par with Metro and SA libraries.

2.3.4 ALIA STANDARD S.5 Collection Items per capita

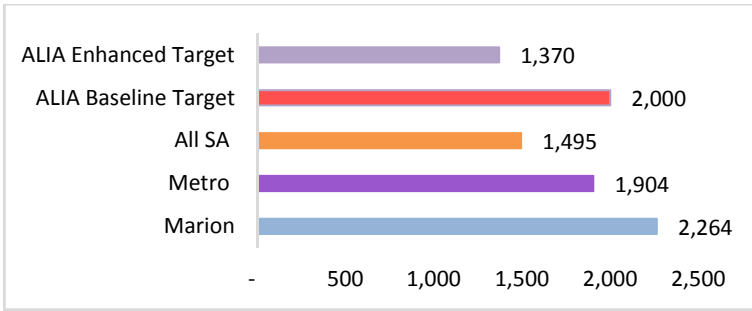


| S.5 | 2014/15 | 2015/16 |
|----------------------------|---------|---------|
| Marion | 1.28 | 1.27 |
| Metro | 1.62 | 1.53 |
| All SA | 2.11 | 1.92 |
| Marion Ranking (out of 19) | 18 | 15 |

Collections need to be of a size and diversity to meet community expectations and sufficient that they don't leave people waiting too long to obtain specific items that they have reserved.

Figures range from 0.92 to 2.67 items per capita. Marion Collection Items per capita is one of the lowest in SA. However it is a 'hard working' value collection – refer S.12 below.

2.3.5 ALIA STANDARD S.7 Population serviced by internet device



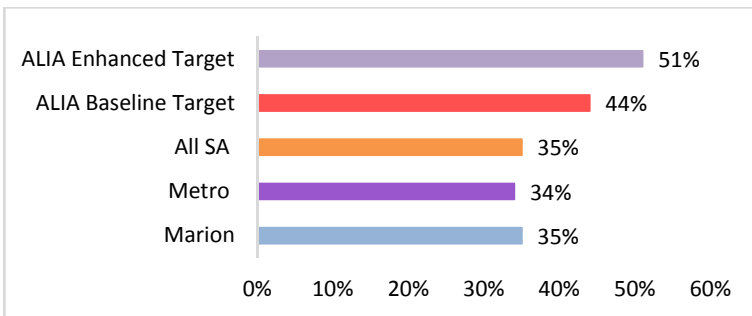
| S.7 | 2014/15 | 2015/16 |
|----------------------------|---------|---------|
| Marion | 3,396 | 2,264 |
| Metro | 2,151 | 1,904 |
| All SA | 1,578 | 1,495 |
| Marion Ranking (out of 19) | 16 | 14 |

A key role of libraries is to provide access to information in various forms, including online through the Internet. It should be noted that all libraries also provide free Wi-Fi allowing customers to access the internet using their own devices.

This measure should be read that a smaller ratio is a good indicator of a library that is attempting to meet the online information needs of its community.

Figures of population per computer range from 4,137 to 906. Marion population serviced by internet device is one of the lowest in SA, but has not resulted in significant queues of people waiting to use devices. Many people bring their own device to use Marion’s free Wi-Fi.

2.3.6 ALIA STANDARD S.8 Membership as a % of population as at 30 June 2016

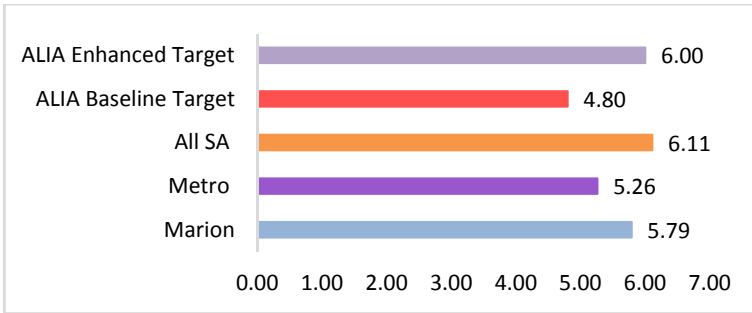


| S.8 | 2014/15 | 2015/16 |
|----------------------------|---------|---------|
| Marion | 33% | 35% |
| Metro | 35% | 34% |
| All SA | 36% | 35% |
| Marion Ranking (out of 19) | 11 | 8 |

This figure provides an indicator about the penetration of the library into community awareness.

Figures range from 25% to 52% population membership. Marion membership as a % of population is above the Metro average.

2.3.7 ALIA STANDARD S.9 Visits per capita

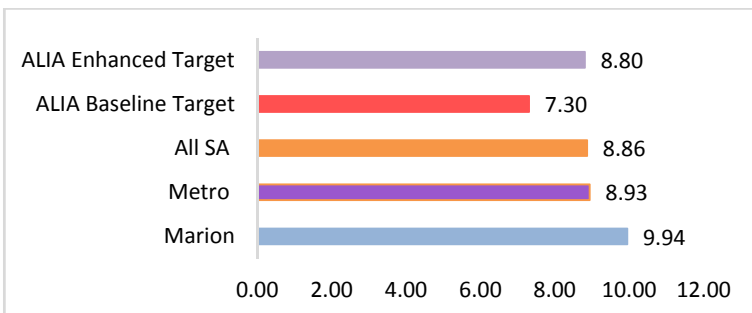


| S.9 | 2014/15 | 2015/16 |
|----------------------------|---------|---------|
| Marion | 5.18 | 5.79 |
| Metro | 5.32 | 5.26 |
| All SA | 6.12 | 6.11 |
| Marion Ranking (out of 19) | 9 | 7 |

This measure provides a broad indicator of how useful and relevant library users find their library.

Figures range from 3.03 to 9.85 visits per capita. Marion Loans/stock (S12) is well above the ALIA Enhanced Target and best in Metro libraries (and probably SA), meaning a 'hard working' / value for money collection that has been well-selected collection to match the communities needs. visits per capita is above the Metro average.

2.3.8 ALIA STANDARD S.11 Loans per capita



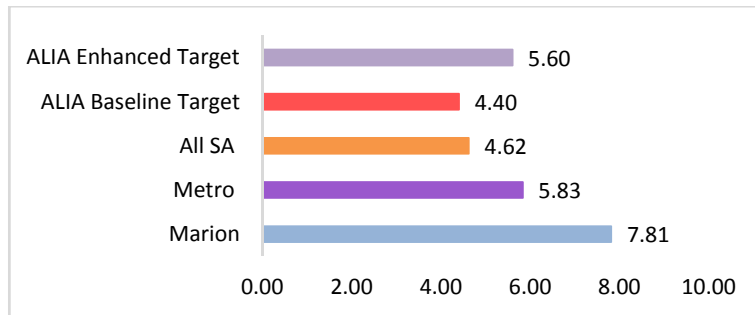
| S.11 | 2014/15 | 2015/16 |
|----------------------------|---------|---------|
| Marion | 9.66 | 9.94 |
| Metro | 9.02 | 8.93 |
| All SA | 8.90 | 8.86 |
| Marion Ranking (out of 19) | 9 | 8 |

This measure attempts to indicate whether the collections are matching the needs of the community.

Metropolitan libraries have collections which are generally performing very well. The loans per capita figures range from a low of 4.0 to a high of 15.77. Included in these loan figures are items which are lent to local customers, but are transferred from other libraries' collections.

Marion loans per capita is above the Metro and SA averages, meaning an active community and a collection that is well-matched to the communities needs.

2.3.9 ALIA STANDARD S.12 Loans per stock (turnover)

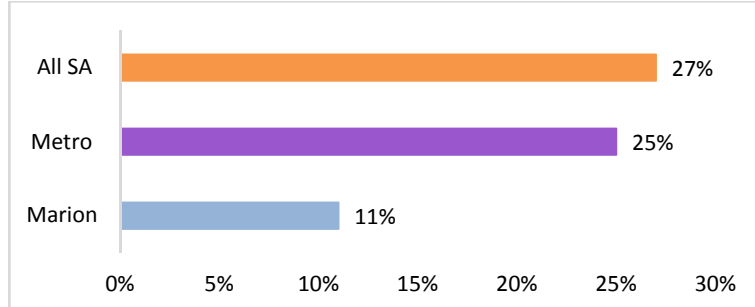


| S.12 | 2014/15 | 2015/16 |
|----------------------------|---------|---------|
| Marion | 7.53 | 7.81 |
| Metro | 5.56 | 5.83 |
| All SA | 4.21 | 4.62 |
| Marion Ranking (out of 19) | 1 | 1 |

The quality of a library's collection is often reflected in the frequency of its use. However popularity needs to be balanced against ensuring that less popular items are available to meet the information needs of a diverse range of customers some of whom have very specific information needs.

Figures range from 3.66 to 7.81 stock loans per year. Marion loans per stock (turnover) is the best in Metro libraries (and probably SA), meaning a 'hard working' / value for money collection that has been well-selected collection to match the communities needs.

2.3.10 ALIA STANDARD S.13 Percentage of population that attend library events



| S.13 | 2014/15 | 2015/16 |
|----------------------------|---------|---------|
| Marion | 10% | 11% |
| Metro | 25% | 25% |
| All SA | 27% | 27% |
| Marion Ranking (out of 19) | 17 | 17 |

While ALIA has added in a standard for the provision of public attendance at library programs, national comparative data is not available yet.

It is recognised that the figure of "percentage of population attending programs" is not an accurate measure as many people are repeat visitors to programs. However it is one way of turning raw numbers into some consistent comparison between libraries of differing populations.

The average figure for all metropolitan libraries is 25%, with the range being from 6% to 68%. Marion percentage of population that attend library events shows poor results. This will be explored further, particularly with a view to incorporating Youth Partnership funding opportunities and program outcomes.

Observations:

9. Marion libraries are efficiently run with low expenditure per capita compared to Metro and SA libraries, and the number of staff FTE on par with Metro and SA libraries.
10. Marion collections are well selected and 'working hard', with high loans per capita compared to the Metro and SA libraries, and probably the highest number of loans per stock in SA.
11. Marion library membership is slightly above the Metro average, and the visits per capita is above the Metro average.

2.4 Benchmarking Library Space

While South Australia does not have recognised standards for planning public library buildings, guides produced by the State Libraries of both New South Wales and Queensland have gained wider, national prominence and are increasingly recognised across Australia.

Although written specifically for public libraries in NSW, *People Places: a guide for public library buildings in NSW*¹² contains practical advice and tools to assist in the planning of all public library buildings, and recommends:

- 35 m² of library space per 1,000 people for populations between 35,000 and 65,000 people
- 31 m² of library space per 1,000 people for populations between 65,000 and 100,000 people
- 28 m² of library space per 1,000 people for populations over 100,000

The Queensland guide recommends:

- 2,400 m² of floor area for populations of around 60,000 people
- 2,800 m² of floor area for populations of around 70,000 people
- 3,200 m² of floor area for populations of around 80,000 people
- 3,600 m² of floor area for populations of around 90,000 people

Across the three sites the Marion Library Service has a collective total of 2,848 m² of library space. The NSW guide suggests Marion should have 2,790 m² of library space, and the QLD guide suggests Marion should have 3,600 m² of library space.

Observations:

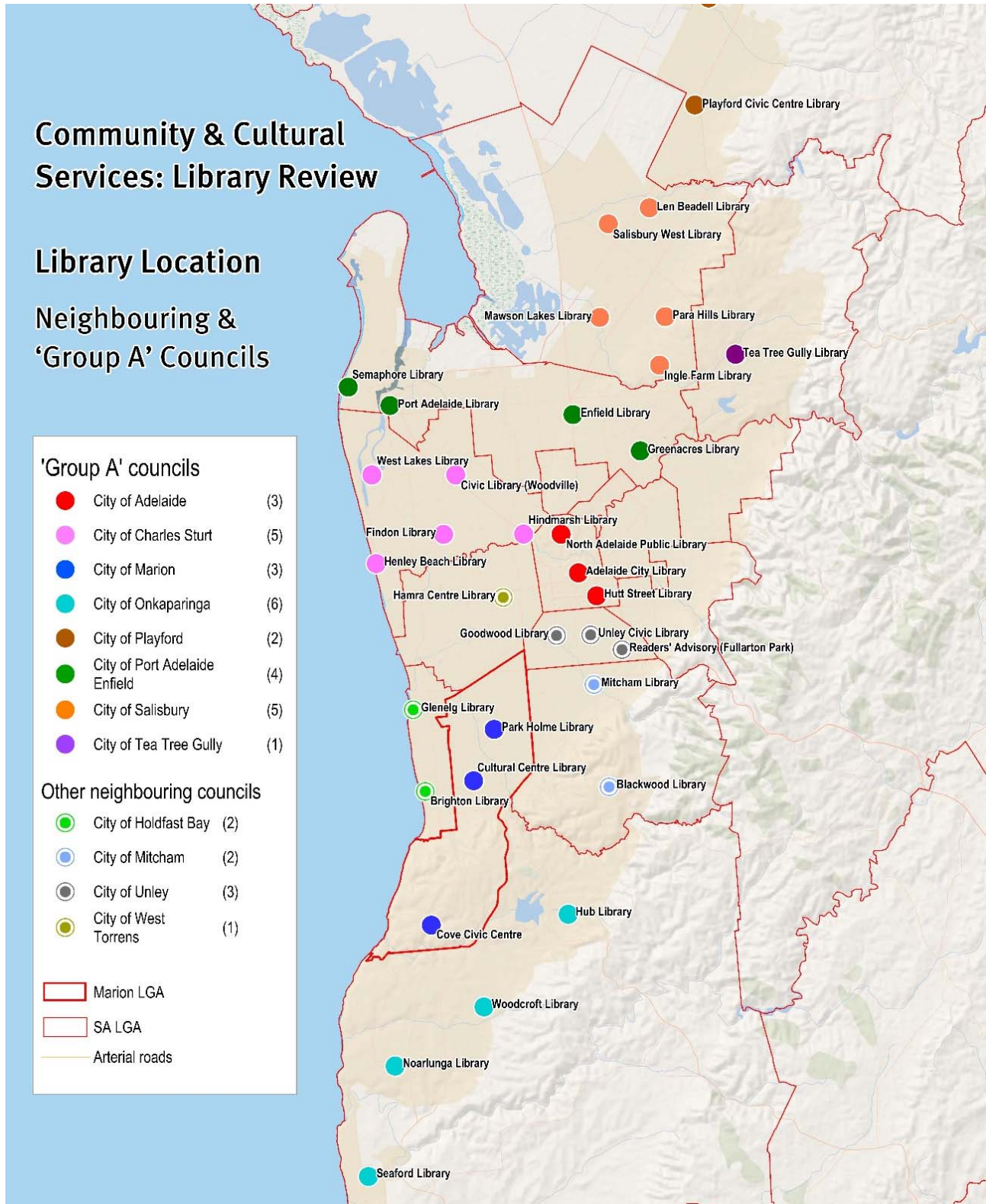
12. Marion's total library space of 2,848 m² from its three library sites falls between the two quasi standards in Australia for sizing library space.

In November 2016 PLS invited all libraries in the SAPLN to complete a survey about their buildings. This benchmarking exercise will audit library spaces against the People Places blueprint and will complete one of the actions in the *Tomorrow's Libraries* strategies for success about Connected Community Places. This audit will also allow the Marion Library Service to further benchmark against our peers. The report is scheduled for release in the first half of 2017.

¹² *People Places: a guide for public library buildings in NSW* - an important planning tool for New South Wales public libraries. http://www.sl.nsw.gov.au/sites/default/files/people_places_0.pdf [Accessed August 2016]

2.5 Distance Between Library Locations

The chart below shows the libraries around metropolitan Adelaide.



A 3 km 'buffer' distance is shown around each library in the next chart.

Community & Cultural Services: Library Review

Library Location

Neighbouring & 'Group A' Councils

'Group A' councils

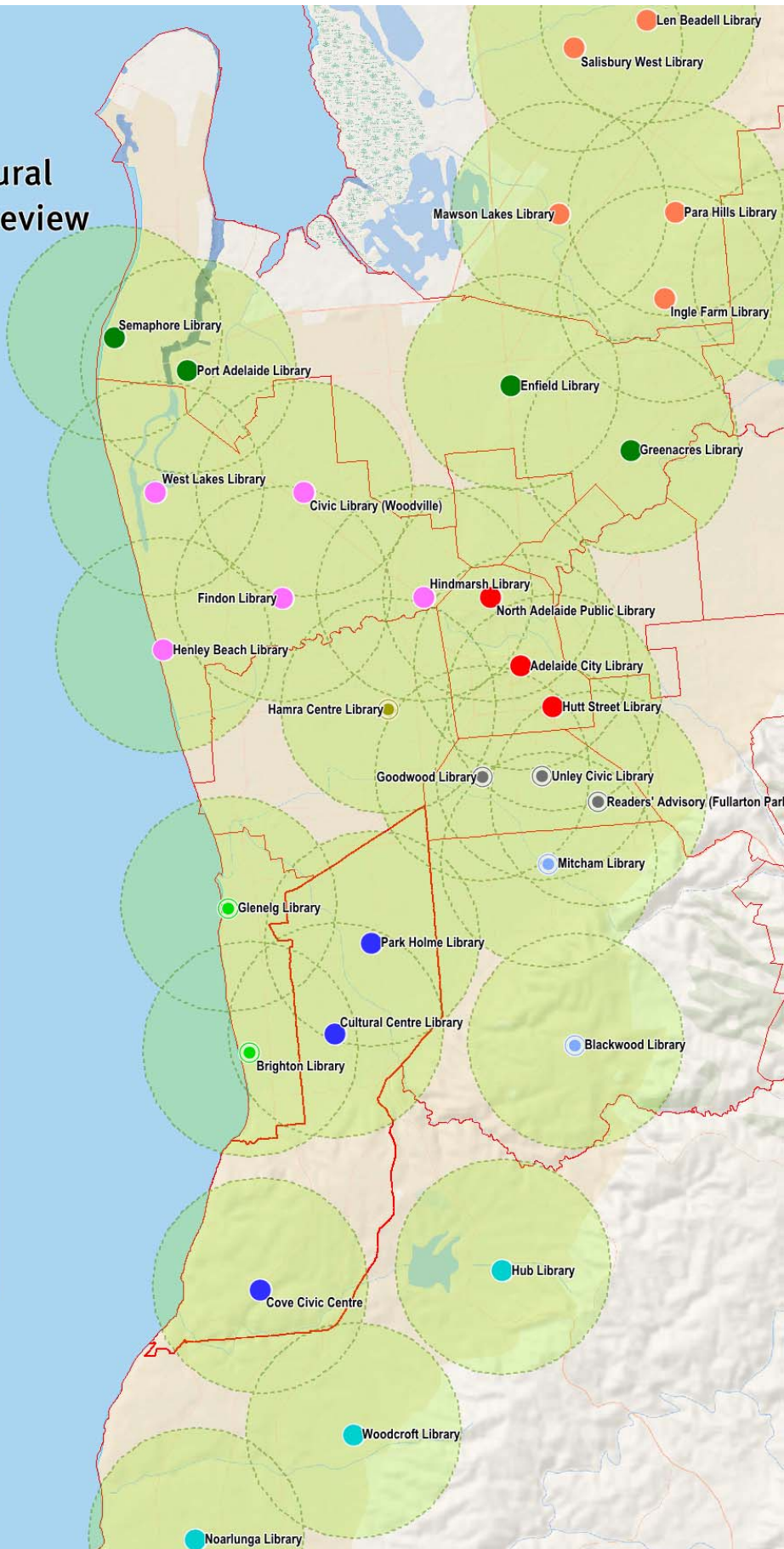
- City of Adelaide (3)
- City of Charles Sturt (5)
- City of Marion (3)
- City of Onkaparinga (6)
- City of Playford (2)
- City of Port Adelaide Enfield (4)
- City of Salisbury (5)
- City of Tea Tree Gully (1)

Other neighbouring councils

- City of Holdfast Bay (2)
- City of Mitcham (2)
- City of Unley (3)
- City of West Torrens (1)

3km radius buffer

- Marion LGA
- SA LGA
- Arterial roads
- Region



The table below shows the number of library sites per population for metropolitan Councils. Note that nationally there is one public library service point for every 15,000 people.

| Council | Population | Library Points | No. libraries / pop |
|-------------------------------|---------------|----------------|---------------------|
| City of Adelaide | 22,690 | 3 | 7,563 |
| City of Unley | 36,842 | 3 | 12,280 |
| City of Holdfast Bay | 37,006 | 2 | 18,503 |
| City of Charles Sturt | 112,714 | 5 | 22,542 |
| City of Salisbury | 137,310 | 5 | 27,462 |
| City of Onkaparinga | 167,659 | 6 | 27,943 |
| City of Marion | 88,292 | 3 | 29,430 |
| City of Port Adelaide Enfield | 122,205 | 4 | 30,551 |
| City of Mitcham | 66,182 | 2 | 33,091 |
| City of Playford | 86,869 | 2 | 43,434 |
| City of West Torrens | 58,625 | 1 | 58,625 |
| City of Tea Tree Gully | 98,575 | 1 | 98,575 |
| Average (excl ACC) | 92,025 | 3 | 36,585 |

The table below shows the distance between libraries for metropolitan Councils.

| Council | Closest distance between libraries | Average distance between libraries |
|-------------------------------|------------------------------------|------------------------------------|
| City of Adelaide | 2.1 km | 2.2 km |
| City of Unley | 2.1 km | 2.2 km |
| City of Salisbury | 2.7 km | 6.2 km |
| City of Charles Sturt | 3.2 km | 6.0 km |
| City of Port Adelaide Enfield | 3.3 km | 9.8 km |
| City of Marion | 4.1 km | 7.0 km |
| City of Holdfast Bay | 5.1 km | 5.1 km |
| City of Mitcham | 6.8 km | 6.8 km |
| City of Onkaparinga | 7.3 km | 16.8 km |
| City of Playford | 7.4 km | 7.4 km |
| City of West Torrens | NA | NA |
| City of Tea Tree Gully | NA | NA |

The closest libraries to the Marion Library Service are located within the Holdfast Bay local government area. A number of contributing factors may prevent people from visiting the neighbouring libraries including ease of parking; physically getting to the library – public transport options and vehicle ownership; ambience of the facilities; customer service experience; diversity of collections; services and programs provided; and not considered to be their “local” library.

The *30 Year plan for Greater Adelaide 2016 Update* (page 69) discusses Healthy Neighbourhoods and one of the seven objectives is “close access to local shops, services and community centres”. A characteristic of this close proximity is “up to a 15-minute walk (1 km) to an activity centre which includes shops, services and community gathering places such as libraries”.

Observations:

13. Marion’s number of libraries per population (1 library per 29,430 people) is in the middle of the range for metropolitan Adelaide Councils, but below the national average of 1 library per 15,000 people.
14. Marion’s closest distance between its libraries and its average distance between its libraries are both in the middle of the range for metropolitan Adelaide Councils.

2.6 The Future of Libraries

The library's role in the 21st Century is proactive and complex. The library is no longer a passive institution rather it has taken on the role of developer, facilitator, manager and provider of a wide range of services and activities – predominantly to ensure our communities have equitable access to information, the internet, the written word (in print, eBook or audio) and a large range of programs for both learning and recreational purposes. Additional information is included in Attachment 3.

2.6.1 Collections

I ransack public libraries, and find them full of sunk treasure. Virginia Woolf

The demand for borrowing and/or using library material in-house is still high. Public libraries have been getting better and better at collecting material that is in demand by borrowers, while also maintaining a good range of materials that will or may be needed by users. In South Australia, the One Card system rolled out by PLS has been an enormous boon for borrowers as they can borrow and return material from and to any SA library.

eBooks have attracted new borrowers and have also offered traditional borrowers another choice of format in which to read. Many public libraries are now expanding their role as content creators or facilitating content creation in their local communities through the provision of creative spaces such as recording studios, or green screen rooms, hosting writers' groups or running photography classes. The increasing use of technology has seen a change from traditional content creation (book lists, help sheets for database use, local studies notes, etc.) to videos, podcasts, blog posts, apps, etc.

2.6.2 Programs

I spent three days a week for 10 years educating myself in the public library, and it's better than college. People should educate themselves - you can get a complete education for no money. Ray Bradbury

Public libraries have always provided programming or activities, especially for children. Research has clearly indicated that children who read are more likely to do well at school¹³, and thus the children's literacy role that libraries play has become more important than ever - especially in light of Australia's poor functional literacy (e.g. not able to read a bus timetable or medicine bottle) rate (over 40% have literacy skills at or below level 2)¹⁴.

Now public libraries are playing an even more pivotal role in community self-learning and improvement via their programming, activities and events. Some libraries (including Marion) throughout Australia are now offering maker spaces, which include activities such as learning to code e.g. for gaming, and app development, providing access to, and learning about new technologies e.g. 3D printing. These type of programs and this level of access is often out of the reach of many community members - this is the library's key role in equitable access, information provision, and the development of community capacity.

Programs and activities also offer an opportunity for partnering with other organisations and providers in the community.

2.6.3 Technology

Books are no more threatened by Kindle than stairs by elevators. Stephen Fry

There is a common belief (assumption) that most people have access to the Internet. The reality is that not everyone has access to the Internet (or access to a fast and unlimited connection), or an up to date computer or smart device. In Marion, 35% of the population do not have broadband access to the Internet¹⁵. Those that do cannot always afford to have the bandwidth they need, or do not

¹³ Victoria Department of Education and Early Childhood Development (2013). *Reading to Young Children: a Head Start in Life*. <http://www.education.vic.gov.au/Documents/about/research/readtoyoungchild.pdf>

¹⁴ The Information Access Group (2013). *Literacy in Australia*. www.informationaccessgroup.com/docs/PIAAC_A4booklet_web.pdf

¹⁵ <http://profile.id.com.au/marion/internet-connection>

have a device for each member of the family. There is also the growing issue of digital literacy - like reading literacy and numeracy these skills have to be learnt.

The transformation to digital centres featuring computer and Wi-Fi access has challenged what used to be the norm. There are a number of emerging technology trends:

- iPads / tablets for use in the library or for loan
- Virtual reality as a new form of storytelling and educational gaming
- Maker stations / fablabs / creative spaces – these can also be mobile
- Robotics – used to teach coding and programming
- Drones – libraries are using drones to photograph significant places and events for inclusion in local studies collections, and they may be used in the future for deliveries of library materials.

2.6.4 Information

In the nonstop tsunami of global information, librarians provide us with floaties and teach us to swim. Linton Weeks

Public libraries continue to provide reference and information services despite easier access online to information. This includes helping people locate hard to find information or information that comes at a cost. Information services have expanded to mean anything from a reference enquiry, through to visitor information, local history, genealogy, online government information and forms, how to use smart devices and Council information.

Public libraries have become facilitators and creators rather than just providers of information. Many public libraries also collect and/or create unique sources of information for their communities, for example, local history material, and community created content such as family histories.

It is becoming increasingly common for libraries, particularly in rural areas, to offer visitor and tourist information. The Cultural Centre library has a small collection of local and state tourist information.

2.6.5 Outreach

The most important asset of any library goes home at night – the library staff. Timothy Healy

Library patrons are as various and oddball and democratic as library books. Elizabeth McCracken

Outreach services are, generally, services delivered externally to library members, the community and other stakeholder groups, and can be a version of services, programs or other activities already being delivered at the physical branch e.g. a children's storytime in the park, or they may include programs specifically designed for individuals or groups that do not or cannot access the physical branch network e.g. Library @ home patrons, or prison inmates. Pop-up services fit under this umbrella, and their locations, scope and purpose will vary over time.

Types of outreach services include but are not limited to:

- Home Library Service
- Pop-up libraries (multiple use)
- Express libraries that may house paperback books for loan; access terminal for eMaterials, magazines and newspaper collections for browsing. These are not usually staffed branches.
- Vending machine libraries (machines that are operated with a library card and that can dispense printed materials such as popular paperbacks). These are often placed at high use commuter points (like Oaklands Park Railway Crossing).
- External programs for various target groups e.g. children's activities delivered externally; programs for the aged, or special interest groups etc.
- Delivery by mail / courier e.g. in the case of remote users
- Homework centre / after school centre
- Kiosk service points (temporary and moveable).

Outreach services may also include those library services delivered remotely via the Internet, for example access to databases and the library catalogue, online book clubs, ask a librarian etc. Delivering outreach services also enables the library to promote its static services and resources.

2.6.6 The Library as Place

The only thing you absolutely have to know is the location of the library. Albert Einstein

Public libraries vary greatly in their ability to provide space for programs, activities, study and meetings. Almost without exception new libraries built in the last 10-15 years have included more activity and multi-use (flexible) space in recognition of the changing needs of users. The library as a venue offers a range of study spaces, connection spaces (personal, group and electronic) and in some cases an income stream e.g. from meeting room bookings.

While ensuring they continue to have the capacity to provide traditional library services, our future public libraries must be buildings that (excerpt from: People Places¹⁶):

- Provide a cultural hub and focal point for the community
- Are functional and multipurpose, accommodating a range of activities and uses
- Enable user-friendly access to the latest in technology
- Attract a wide range of users providing areas for relaxation, research, leisure and learning
- Have effective and efficient delivery of services
- Develop from a co-operative approach between all stakeholders to ensure that the changing needs of the community are met
- Are good value in the longer term and contribute to Environmental Sustainability.

2.6.7 Marketing, Promotion and Public Relations

The library uses public relations and promotion to:

- Ensure that the community is made aware of library services and programs
- Facilitate easy access to library facilities, services and programs
- Establish, maintain and grow the reputation of the library.

The following guidelines are from *Guidelines Standards and Outcome Measures for Australian Public Libraries*¹⁷, and highlight the key elements that need to be considered:

- The library develops a formal PR/promotions plan
- Specific promotional strategies are developed to provide information about targeted library services and programs, including in languages other than English
- Library services are communicated and promoted on a regular basis (e.g. through participation in events and gatherings and inclusion of information on the library's website, virtual networks and the social media, or through appropriate community organisations)
- Library staff, as the public face of the library to their communities, have a proactive role in promoting library resources and services to the community
- Examples of PR and promotional techniques used by libraries include:
 - Using positive third party and word-of-mouth endorsement through partnering with local community groups and engaging with people and influencers on social media
 - Speaking at events (including library events)
 - Displays and distribution of library brochures in a wide range of community locations
 - Press releases and regular features in local media highlighting library programs and services
 - Library cards, bags, bookmarks, notices and signage
 - Welcome packs for new library members.

¹⁶ State Library of NSW (2012) *People Places*

http://www.sl.nsw.gov.au/sites/default/files/people_places_0.pdf

¹⁷ ALIA (2016) *Guidelines Standards and Outcome Measures for Australian Public Libraries*
https://www.alia.org.au/sites/default/files/20160714%20Guidelines%20Standards%20and%20Outcome%20Measures%20for%20Australian%20Public%20Libraries%20-%20MANUSCRIPT%20VERSION_0.pdf [accessed November 2016]

3 Options Considered for the Service

Marion Libraries will need to consider a new service delivery model to better deliver and maintain services for the community into the future. The options considered are:

3.1 Staffing and Resourcing

This section is included as a Confidential matter in Attachment 4.

3.2 Library Costs

The salary component of the 2015/16 budget is \$3.1 million out of \$4.7 million, a significant proportion. These salaries are generally linked to Enterprise Agreements. The number of staff will be reviewed as outlined in Section 3.1.

Many expenses are fixed, e.g. \$150,000 is spent on digital technologies (room booking software, print management and print release software, One LMS annual maintenance fee, subscriptions) and RFID.

Most equipment is leased on a contractual basis for a period of 3 to 5 years, offering value for money.

Marion's library expenditure per capita is ranked 13 out of 19 for Adelaide libraries, and 3 out of 5 against neighbouring councils (Onkaparinga, West Torrens, Holdfast Bay and Mitcham). This demonstrates overall cost efficiency.

3.3 Library Services

3.3.1 Opening Hours

The Marion Library Service last reviewed its opening hours in early 2015 in preparation for the opening of the Cove Civic Centre. Prior to this the opening hours had remained unchanged since 2001 when the Marion Cultural Centre opened. Recommendations from the 2015 opening hours review included:

- A consistent opening time of 9:30 am Monday to Friday across the three branches.
- All branches close at 7:00 pm on the nights they remain open with the Cultural Centre Library open in the evening three times per week, Cove Civic Centre open two evenings per week, and that Park Holme continues to open one evening per week.
- Existing weekend opening hours remain unchanged.

Given that the Cove Civic Centre now has been operating for approximately 18 months, it would be useful to undertake a minor review of the library service opening hours to ensure hours are reflective of customer needs and usage patterns.

3.3.2 Fees Payments

The Marion Library Service will be introducing PayPal as a payment option for the community in April 2017. As a component of the One Card system introducing PayPal will allow library users across the state to pay for lost library items and fines without visiting or calling a library service that is not considered their 'local'. The online payment option is an improvement to customer service and has the potential to ensure that revenue is recuperated appropriately and seamlessly using available mainstream technology.

3.3.3 Council Rates Payments

Some residents prefer to pay their Council rates in person, and currently this service is only provided at Customer Services in the Administration Building. It is considered that it would be good service to also provide this service at libraries, so that residents don't have to make a separate trip to the Administration Building.

A card only (non-cash) payment system would require the:

- Reclassification of Level 2 staff to Level 3 (on a competency basis) to cover cash handling due to Award and industrial expectations (even though it is card payments not cash). The additional cost of this reclassification is estimated at \$27,500 per annum.

- Once off installation of hardware and software to process the payments, including allowing specific staff logins for receiving payments such that an audit trail exists (staff currently use generic logins). The cost of this installation is estimated at \$7,500 plus staff time.

As an interim it is recommended that Council rate payments be accepted by referring customers to the library computers for on-line payment. This would also educate customers on this type of payment. In parallel staff will scope and implement the process for card payments at library branches, to be fully implemented by 1 July 2018.

3.3.4 Use of Volunteers

The Marion Library Service had 79 volunteers registered for the 2016 calendar year. The volunteers contributed 6,818 hours of their time to library activities and programs.

Utilising the Volunteering Australia's hourly wage rate of \$27.45, library volunteers contributed \$187,154 of additional value to the Marion Library Service. Tasks of the Library volunteers include shelving and tidying of library items, end processing of library items (spine labels, and genre stickers, etc.), cleaning scratched DVDs to get increased usage out of items, assistance with program delivering such as photocopying, craft activity preparation, local history research and digitisation of local history collection and the delivery of basic digital literacy training.

Volunteers play an important role in the support of delivering library services to our community. There is a need to explore further how volunteers can be increased in numbers and be utilised to support other library programs such as Outreach and the home delivery service.

3.3.5 Youth Partnerships

The new model of Youth Development provides an opportunity for the library service to develop additional programs and activities aimed at the 'tween' and older teenager demographic. To maximise the benefit of this opportunity, further partnerships will be developed with libraries and other partners such as Flinders University and the New Ventures Institute at Tonsley. The partnership will focus on STEAM (Science Technology Engineering Arts Mathematics) which complements the learning received by young people in the school environment.

Such youth partnerships would help young people to view the library environment as a place for engagement, social connectedness, exploration of creativity and the pursuit of innovation and entrepreneurship.

3.3.6 Refreshments

The idea of a vending machine for cool drinks, etc. has been raised for installation at library branches. This was considered as part of the Cove Civic Centre building design and not included as it was deemed not to be in keeping with the business hub concept and philosophy. Any post installation of a vending machine would need to respect the integrity of the building design.

Coffee and cooled water is already available at Cove Civic Centre, and customers are welcome to consume food and beverages within library facilities

It is suggested that the interest in a vending machine be tested in the next customer satisfaction survey.

3.4 Knowledge Driven Innovation and Measurement of Outcomes

In the past, libraries have relied on quantitative measures such as visitor numbers, loans and attendance count to measure success and effectiveness.

To remain adaptable and responsive it is imperative that we continue to collect data, undertake analysis and stay abreast of trends to understand changing community needs. We must ensure we understand who are customers are, what motivates them and what library services they access. Marion Library Service needs to develop and promote innovative and collaborative approaches to community engagement, service delivery and community connections.

Key performance indicators and outcomes should be developed to provide both quantitative and qualitative measurements of the services we provide to the community including:

- Measuring the importance of service features
- Identifying whether expectations are being met in service delivery
- Identify strengths to leverage and areas for improvement
- Align with Council and Community Plans
- Benchmark against other Libraries to encourage best practice and equity in service delivery.

A customer experience survey will be developed and then implemented every two years to measure these areas. The library service will also gather library stories (What my library means to me ...) to assist in understanding library significance and for promotional use.

3.5 Library Service Points

3.5.1 Library Branches

In the short to medium term the three branch library network should continue 'as is', and further research regarding a library presence in the north of the city should be conducted. Future opportunities in the north of the Council area could consider combinations of a new library, community / neighbourhood centre and sporting clubs, possibly in conjunction with neighbouring council(s). Such a facility would probably require the relocation of the existing Park Holme library.

The Marion Heritage Research Centre is at its limit of space, and may need additional space in the future due to housing a collection that does not get debited. It can continue 'as is' in the short term to medium, but all considerations of future Council facilities should include options for housing the Heritage Research items.

3.5.2 Impact from Westfield Expansion

The Marion Culture Centre library is located next to Westfield Marion, the largest shopping centre in South Australia. Customer feedback and staff experience indicate that car parking is at a premium at peak retail times, and this impacts on customer visitation to the library. Advice from Westfield is that boom gates for paid parking are proposed to be located between the library and the shopping centre. The impact of these boom gates and the availability of parking for library customers will need to be monitored.

3.5.3 Presence at Tonsley

There are opportunities to locate new library facilities within commercial or residential developments. Public libraries in mixed use or residential developments contribute to quality of life and safety. They help build a community's capacity for economic activity and resilience.

The long-term tenancy of public libraries can reduce some of the financial risk associated with building mixed-used developments. Public libraries also attract foot traffic and can serve the 'anchor tenant' function in commercial areas without directly competing with local businesses.

It would be beneficial to the Council, businesses and residents to investigate the establishment of a kiosk / pod type presence at Tonsley. Renewal SA has expressed significant interest in this.

3.5.4 Collaboration Between Neighbouring Councils

Victorian public libraries are delivered by a partnership between state and local governments. There are several examples of regional libraries in Victoria operating as cooperatives or corporations. There are 11 regional library corporations that provide library services to a number of councils. The advantages of this model are economies of scale in areas such as procurement; users have access to a broader range of library items; while frontline services, mobile library services, volunteer management and recruitment, some back office functions (e.g. IT support and Library item processing) are amenable to shared service arrangements. Challenges of such a model include loss of control, loss of local identity and branding, harmonising staff pay scales, job descriptions and conditions of employment.

Whilst the Victorian model of regional collaboration is successful for that state, South Australian public libraries already exist on strong foundations of shared resourcing. The Marion Library Service already operates within a shared services model within the South Australian Public Library Network (SAPLN). This model of collaboration covers the entire State and has delivered economies of scale with the purchase and maintenance of a library management system (One Card), centralised e-

procurement and contract management as well as three million library items available across the State.

Public libraries in South Australia, due to the nature of their funding agreement, have always had a cooperative approach to the provision of library services. It is considered that any further development of a regional model approach would not achieve any further economies of scale.

One approach could be to establish a southern council libraries group to determine benefits, if any, of further collaboration between neighbouring Councils.

3.6 Library Budgets

Currently the libraries operate as one service and a majority of any costs incurred by the service are split three ways or paid directly from Library Overheads. An example of this is Lease Payments where the Paytech leased equipment is split three ways to each branch and maintenance for the equipment is paid via Library Overheads.

Staff work across the whole service. Salaries in 80842 (Park Holme), 80862 (Cove Civic Centre) and 80844 (Cultural centre) are currently simply split 33/34/33% for each staff member which payroll input as part of the payroll process.

It is recommended that the three library budgets be combined into one. This process would provide efficiencies for library officers as well as the finance and payroll sections. There is no need to determine what an individual branch is costing as staff-supplied services all different at each branch. Further, currently allocated costs are not accurate against actual costs.

4 Recommendations

The following recommendations are made in relation to this Library Service Review:

1. Retain the three existing libraries at Cove Civic Centre, Cultural Centre, and Park Holme.
2. Retain the existing Library @ Home service.
3. Retain the Marion Heritage Research Centre in its current location, and consider any other building opportunity as it arises.
4. Consider a new library as part of any future Council facility in the northern area of the city: possibly in combination with a community / neighbourhood centre, heritage centre and sporting clubs; possibly in conjunction with neighbouring council(s); and probably requiring the relocation of the existing Park Holme library.
5. Prepare a Business Case for a Council presence at Tonsley in partnership with other Council business units. (December 2017)

5 Operational Outcomes

The following operational outcomes have been identified from this Library Service Review:

STAFFING

1. Adopt the proposed high-level staffing structure. (March/April 2017)
2. Recruit a Library Manager as per the proposed high-level staffing structure. (June 2017)
3. With the new Library Manager, complete the detailed staffing structure and numbers under the proposed high-level staffing structure, and allocate staff accordingly. (August 2017)
4. Identify positions that would be enhanced with qualified staff, and update position descriptions as required. (August 2017)
5. Undertake a staffing review to include succession planning, professional development requirements and a staff skills audit. (December 2017)
6. Review the staffing of the Cove Civic Centre business enterprise hub. (August 2017)

SERVICES

7. Develop a Library Business Plan aligned to Council's Community Vision, Business Plan and Work Area Plans. (June 2018)
8. Consider how volunteers could be used more in library services. (December 2017)
9. Review library opening hours (minor only) with the new Library Manager. (December 2017)
10. Work with Council's Youth Partnerships and other learning partners to deliver educational sessions at library branches. (June 2018)

MARKETING & PROMOTIONS

11. Complete and implement the Libraries Marketing Plan with targeted actions. (June 2017)
12. Develop and implement a Customer Experience Survey, to be undertaken every two years. (December 2017)
13. Maximise hire revenues through the Libraries Marketing Plan. (ongoing)
14. Invite ACE and WEA courses to be presented at libraries. (December 2017)

FACILITIES

15. Initiate meetings with the southern Council library managers to determine benefit of further collaboration between our neighbours. (December 2017)
16. Survey interest in the installation of a cool drink vending machine at libraries (noting that coffee and cooled water are already available). (June 2017)
17. Reconfigure one meeting room at Cove Civic Centre with lounge chairs and a coffee table, at an estimated cost of \$8,000. (July 2017 – budget permitting)
18. Complete the external signage at all library branches. (June 2017)

OTHER

19. Combine the three library budgets into one budget. (June 2017)
20. Introduce PayPal and EFTPOS at library branches. (June 2017)
21. Accept Council rate payments at all library branches by signage directing customers to computers for on-line payments. (June 2017)
22. Implement a process for card payments of Council rates at all library branches, at an estimated cost of \$5,000 (once off) and \$27,500 (annually). (July 2018 – budget permitting)
23. Consider provision of additional customer services at libraries following implementation of payment arrangements.

Attachment 1: Service Review Scope

| | |
|-------------------------|---|
| Project Name: | Service Review – Marion Library Service |
| Project Number: | tba |
| Project Sponsor: | Tony Lines |
| Project Manager: | Liz Byrne |
| Date: | May 2016 |

1. Description of Project:

The Marion Library Service Review will assist Council to determine the future directions of the entire library service – including services, programs and activities. The Library Service Review will provide analysis on current operations, the effectiveness of the service, and the relevance of its services and resources. The outcomes of the Service Review will report on the public value and financial sustainability of the Library Service whilst ensuring its services meets current and future community and customer expectations.

2. Project Objectives

The objectives of the service review are to undertake an analysis of the Marion Library Service in terms of strategic alignment, bench marking against national standards and guidelines to determine the most effective business model for the Marion Library Service.

The review will include consideration of:

- The role and functions performed by the Marion Library Service;
- The associated community value;
- Service levels and standards;
- How Marion Libraries assist with the achievement of the Community Plan for the City and Council
- Consulting with key stakeholders including customer focus groups;
- Performance of the Marion Library Service;
- Cost and potential savings;
- Exploring alternative funding arrangements including user charges and grants.
- Improved resource usage;
- Benchmarking with other library services;
- Exploring service delivery models including service sharing, strategic relationships, community enterprises;
- Reviewing internal operations including staffing structure, processes, and work practices;
- Exploring methods to optimise resource usage, including rationalising and making better use of assets;
- Service and activity innovations;
- Identify and recommend opportunities for improvement

3. Deliverables

To achieve the project objectives, the review will involve the following stages:

- Define purpose – the purpose will be clarified and linkages with the Community Plan;
- Map Core Services – the core services will be defined and mapped;
- Gathering of data on Library usage, income generation, customer satisfaction systems and processes;
- Engagement of external consultant to assist with gap analysis, future directions, peer review and expertise;

- Review organisation structure of Marion Library Service;
- Community and stakeholder engagement;
- Identify Service improvements;
- Prepare report – a final report with recommendations will be prepared for Council and Finance & Audit Committee review.

4. Description of Project Constraints:

Potential constraints on undertaking the service review include:

Staffing and resourcing: There are interim staffing arrangements in place across the library service due to a number of positions being vacant and being undertaken in an acting capacity since July 2015.

Community consultation: the review of the Marion Library Service will require community and stakeholder consultation, the timing and context of which is yet to be determined.

5. Justification/Comments supporting the Project:

Council has requested Service Reviews across the organisation. Council identified the Marion Library Service as a priority.

The service review is timely due to the number of staff positions being fulfilled in an acting capacity and the opening of Cove Civic Centre in late July 2015.

6. Project Stakeholders

Internal Stakeholders

Operational support – manager and staff

Human resources

Internal users of the facility

Executive Leadership Team

Finance & Audit Committee

Council

External Stakeholders

Public Library Services

Education Department – school & kindergartens

Residents/Community

South Australian Public Library Network (SAPLN)

Libraries Board of South Australia

Businesses

Australian Services Union

7. Program & Milestones

Project brief to Finance and Audit Committee for review and feedback 31 May 2016

Project Scope preparation for External Consultant June 2016

Engagement of External Consultant July 2016

Project team – first meeting scheduled July 2016

Elected Member forum scheduled for August 2016

Undertake review process July 2016 – March 2017

Consultants final report March – 30th June 2017

Project Plan for implementation of outcomes July – September 2017

Implement outcomes of review to be completed by June 2018

8. Estimated Project Cost



This project is to commence on the basis that internal resources are available to collect and collate relevant data. External consultants will be engaged to contribute/undertake the following:

1. Compilation of project plan and order of priorities
2. Financial analysis of service provision data
3. Gap analysis and future directions
4. Completion of final report

A budget of \$25,000 has been assigned from the Service Reviews budget to undertake this work.

9. Project Governance

Project Sponsor: Executive Leadership Team – CEO, General Manager
Project Manager: Liz Byrne, Manager Community and Cultural Services
Project Team (internal):
 Kate McKenzie, Manager Corporate Governance
 Rachel Read, HR partner
 Patrice Pearson, Community Engagement Officer
 Michelle Stewart, Planning and Performance Officer
 Jackie Dolling, Ola Wleklinski, Jayne Webster, Unit Managers - Libraries
 Business Unit Support Officer – Community and Cultural Services
Project Team (external): to be determined by Consultant

10. Risk Management Approach

Risk may include:

- Need for specialist knowledge or available resources to undertake research
- Time and appropriate resources to complete a thorough review of the service
- Potential lack of relevant data and information
- Union involvement

Project Brief Sign-Off

Project Manager

| | | |
|-------------|------------------|-------------|
| Name | Signature | Date |
|-------------|------------------|-------------|

Project Sponsor

| | | |
|-------------|------------------|-------------|
| Name | Signature | Date |
|-------------|------------------|-------------|

Attachment 2: Service Requirements under Legislative Provisions

Public libraries operate locally within a global context. Key documents provide the basis on which public library policy is determined. These are outlined below:

International

IFLA¹⁸/UNESCO¹⁹ Public Library Manifesto 1994 states:

Freedom, prosperity and the development of society and of individuals are fundamental human values. They will only be attained through the ability of well-informed citizens to exercise their democratic rights and to play an active role in society. Constructive participation and the development of democracy depend on satisfactory education as well as on free and unlimited access to knowledge, thought, culture and information.

The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent decision-making and cultural development of the individual and social groups.

This Manifesto proclaims UNESCO's belief in the public library as a living force for education, culture and information, and as an essential agent for the fostering of peace and spiritual welfare through the minds of men and women.

UNESCO therefore encourages national and local governments to support and actively engage in the development of public libraries.

The Public Library is the local centre of information, making all kinds of knowledge and information readily available to its users. The services of the public library are provided on the basis of equality of access for all, regardless of age, race, sex, religion, nationality, language or social status. Specific services and materials must be provided for those users who cannot, for whatever reason, use the regular services and materials, for example linguistic minorities, people with disabilities or people in hospital or prison.

National

The Australian Library and Information Association (ALIA) is the national professional organisation for the Australian library and information sector who provide leadership, advocacy, professional development and support.

ALIA has two statements about "free access to information" and "public library services" both of which assert "freedom can be protected in a democratic society only if its citizens have unrestricted access to information and ideas" which is in the "interests of all Australians and a thriving culture and democracy".

ALIA further explains that the "freedom of access to public library and information services is essential to the democratic process and to the social wellbeing of the Australian community".

- Each member of the Australian community has an equal right to public library and information services regardless of age, race, gender, religion, nationality, language, disability, geographic location, social status, economic status and educational attainment.
- A public library services its community through the provision of access to knowledge, information and works of imagination through a range of resources and services. It does this through access to materials in any format in order to meet the needs of individuals and groups for education, information and personal development including recreation and leisure.
- Public libraries have an important role in the development and maintenance of a democratic society by giving individuals access to a wide and varied range of information, ideas and opinions.

¹⁸ IFLA – International Federation of Library Associations and Institutions

¹⁹ UNESCO – United Nations Educational, Scientific and Cultural Organisation (a specialised agency of the United Nations)

- Public libraries serve as a first point of access for information for the general public and for the public's access to the national and state system of library and information services.
- The satisfaction of a person's information needs must be independent of an ability to pay.
- Local, state/territory and Commonwealth governments have an obligation to provide public library services to all members of the library's clientele without direct charge to the user.
- Public libraries have a responsibility to monitor and respond to the changing demographic characteristics and trends their communities, to consult with their communities and to meet information, learning and recreational needs of an increasingly diverse society.

State

The Libraries Board of South Australia

The Libraries Act 1982 Part 2, section 7 states that the objectives of the act are:

1. (a) to achieve and maintain a coordinated system of libraries and library services that adequately meets the needs of the whole community;
(b) to promote and facilitate the establishment and maintenance of libraries and library services by councils and other appropriate bodies;
(c) to promote a co-operative approach to the provision of library services;
(d) to ensure that the community has available to it adequate research and information services providing access to library materials and information stored in libraries and other institutions both within and outside the State.
2. The library services referred to in the subsection (1) include the lending of library materials without direct lending charge or the payment of a membership fee.

Local Government

The Local Government Act 1999 contains no specific mention of libraries however the Act does mention that the function of a council are to provide "services and facilities that benefit its area, its ratepayers and residents, and visitors to it area and to provide for the welfare, well-being and interests of individuals and groups within its community".

A) The Memorandum of Agreement

The Memorandum of Agreement (MOA) between the Minister Assisting the Premier in the Arts and the President of the Local Government Association regarding the funding from 2011-12 to 2020-21 provides the framework within which both parties contribute to ensuring that all South Australians have access to modern, free public library services. Local government provides the major proportion of funding for public libraries (approximately 75%), with the State providing key funding which supports the 'network' approach to the provision of services across the state. This approach is underpinned by the services provided to public libraries by Public Library Services²⁰ (PLS).

The MOA sets out the following public library outcome:

- Equitable access to public library collections and services for all South Australians
- Access to the information economy and free public access to the Internet through public libraries
- Public libraries as centres to facilitate lifelong learning for all south Australian
- Access to public library services across Council boundaries.

²⁰ Public Library Services is a business unit of the State Library of South Australia and operate within the Department of State Development. PLS auspice the MOA funding and provides centralised e-procurement and contract management, outsourced cataloguing of all items purchased, free Internet and Wi-Fi access and a number of state wide collections and services to the South Australian Public Library Network (SAPLN).

Attachment 3: Library Trends

Societal trends influencing public libraries

Public libraries operate in a world experiencing “massive demographic change colliding with huge technological growth and significant social change.”²¹ These changes place significant demands on public libraries to support their communities at a time when local government in many parts of Australia is itself undergoing transformation in a constrained fiscal environment. Therefore, while there are ongoing shifts in the way public libraries work and are managed (e.g. increased efficiency through technology, increased emphasis on evaluation and advocacy), the major drivers of change in provision of library services over the next five to ten years will come from outside the library sector. Some of the more significant external impacts on public libraries may include:

- access to technology and digital literacy skills are now integral to effective participation in society, access to government services and information, and engagement with learning and community activities, however significant numbers of the population lack the confidence and skills in using computers and devices and look for community support
- managing the deluge of unfiltered information when many people, including the digital natives and millennials, do not have the information management and discovery skills to match their ability to access information online (e.g. the demands on library staff to assist users to navigate the massive growth in online health information, not all of which is authoritative and reliable)
- the move from an industrial to a knowledge economy and the demand for people entering and moving through the workforce to have the necessary 21st century literacy skills (including digital literacy), at the same time as Australia’s international rankings on early years, youth and adult literacy are falling
- the desire of people who are constantly connected to find a place and space where they can take time to unplug from technology and reflect and recharge
- demographic transformation which is seeing:
 - increasing cultural and ethnic diversity and a greater number of languages spoken across communities, accompanied by greater demand for libraries to offer English language programs
 - an ageing national population, with a projected increase of people aged 65 years and over from 6.4% of the population in 2012 to 14.4% in 2060, leading to a need to ensure that older adults are given opportunities for involvement in the social, learning and creative life of their communities
- the quest for local identity and culture in a globalised world, and the need for communities to find places where they can come together, reflect, learn, share, create and grow.

Public libraries have, over many years, proved to be adept at adapting to changes in their environment. They have evolved to encompass a wider role in community engagement and support through targeted programming. They have embraced the exponential growth in technology and the rise of social media, and are now tracking with the move to wireless access, mobile devices, apps and user-created content. The balance between physical and digital content and collections continues to shift, and public libraries and their staff will, as they have done before, lead and guide their communities through these changes.

Trends Relevant to Libraries and their Communities

The American Library Association has established The Centre for the Future of Libraries²² to:

- Identify emerging trends relevant to libraries and the communities they serve

²¹ McCrindle, Mark, Australia’s Changing Household Landscape, 2013, http://www.mccrindle.com.au/australiancommunities-blog/tag/baby_boomers/.

²² <http://www.ala.org/transforminglibraries/future>

- Promote futuring and innovation techniques to help librarians and library professionals shape their future
- Build connections with experts and innovative thinkers to help libraries address emerging issues

The trends currently identified by the Center, and their potential impact on public libraries are briefly summarised below.

Aging Advances

- Increased life expectancy
- Longer active retirement period
- Increased input of older people into government policy making

Impact on libraries

- A change in the profile of library users – greater involvement of older people
- A change in collections and services required by older library users
- Political change – interests of younger people may be less well represented

Anonymity

Social media developed to allow the ‘sharing’ of information. New apps are now marketing anonymity as a feature, back to the days of On the Internet no-one knows you’re a dog.

Impact on libraries

Libraries may be called upon to provide accurate reputable information to counter the possibility of offensive / false statements made anonymously.

Badging

Digital badges signify accomplishments such as completion of a project, mastery of a skill, or marks of experience. They can be regarded as a form of ‘micro credentialing’, previously only seen on gaming sites but now widespread.

Impact on libraries

Libraries are using badges to recognise attendance at training events or skills attainment (e.g. Summer Reading Club badges)

Collective Impact

In the face of limited resources and big social issues (poverty, violence, education, public safety, the environment etc.) organisations from different sectors are adopting common agendas to combat issues within their communities.

Impact on libraries

Libraries and librarians may need to reframe library strategies to align with the big social issues with which society struggles; duties, missions and priorities may change.

Connected Learning

Connected learning is learning that is highly social, interest-driven, and oriented toward educational, economic, or civic opportunity.

Impact on libraries

- Reinforces the fundamental value of a library – free access for everyone to a broad range of information, including access to technology.
- Opportunity for libraries to engage communities in the production of new knowledge and resources to connect and integrate with the library.

Data Everywhere

New technologies have greatly improved the opportunities to collect, store, and analyse data and information. As data is collected, organisations can use the information to develop products and services, improve marketing and communications, or earn revenue.

Impact on libraries

- Ethical and technical challenges on storage and access to data collected by libraries.
- Librarians will be required to help navigate the data, and to help users compile information from multiple sources.

Digital Natives

- Children born into and raised in a digital world (post 1980) work, study, and interact in very different ways from those who were born before.
- Differences are identified in the ways that digital natives conduct business, gather news and information, spend money, define personal privacy, experience entertainment, and engage socially.

Impact on libraries

- Libraries may need to adapt services and programs to attract and keep these clients
- This cohort uses and appreciates library spaces as places for quiet study and as places to collaborate and hang out
- Libraries can also provide an opportunity for everyone to experience new technologies, resources, and collaborations.

Drones

Drones or Unmanned Aerial Vehicles (UAVs) will become a regular part of life, used in research, transportation and delivery, artistic production, news coverage and reporting, law enforcement and surveillance, and entertainment.

Impact on libraries

- Potential for provision of Internet access in remote places²³
- Drones could improve outreach efforts, delivering resources or connecting people via video equipped drones
- Provide opportunities for community and local studies content creation (photographs, videos etc.)

Emerging Adulthood

People are now taking longer to achieve sociologists' five milestones of adulthood – completing school, leaving home, becoming financially independent, marrying, and having a child.

Impact on libraries

- Libraries might begin thinking about programs and services that capitalise on this demographic, borrowing some ideas from young adult services (video games, media, socials) and adult services (career resources) to appeal to this category.
- Libraries may need to adjust their services if their community's demographic changes e.g. fewer children, more people studying and not in paid work etc.

Fandom

²³ Brodtkin, J (2014) Google testing drones that could provide Internet access to remote lands. *ArsTechnica*. <http://arstechnica.com/information-technology/2014/09/google-testing-drones-that-could-provide-internet-access-to-remote-lands/>

Fandom refers to a community of people who are passionate about something, for example, a film, a band, a television show, a book, or a sports team. The Internet has allowed Fandom to happen anywhere and around anything. Fandoms provide opportunities to connect with other like-minded individuals and the network of fandoms allows easier discovery from one interest into a whole range of interests.

Impact on libraries

- Fandoms may help libraries bring together diverse individuals around shared culture and/or engage individuals who had not previously participated in the library's service. Libraries involved in the Pokémon Go²⁴ augmented reality game have recognised this.
- Fandoms often involve creation – writing, drawing, role-playing – and libraries could leverage into these face-to-face social activities.
- Fandoms can partner with libraries in promoting literacy, engagement with culture, and media creation.

Fast casual

Fast casual is a new and growing concept in restaurants, featuring counter service, customised menus, freshly-prepared and higher quality foods, and upscale and inviting dining spaces.

Impact on libraries

- These restaurants are reflective of changing consumer values, including desires for more social and aspirational experiences. Libraries that emphasise not only the affordability and value of libraries, but also the social and experiential value of their programs and services might be able to capitalise on the popularity of the fast casual concept.
- Fast casual will influence how users encounter spaces. Empty lobbies, formal service counters, and other traditional features of library spaces may be at odds with fast casual experiences.

Flipped Learning

Sometimes known as schoolwork at home and homework at school, flipped learning happens when students review content (USUALLY) online and assignments are completed during class times, with students and teachers working through and solving questions together.

Impact on libraries

- Libraries can help students find resources and can assist with recording, uploading, and managing online lectures
- Students seeking environments where they can view recorded lectures without distraction, may use spaces in the libraries for focus and serious study

Gamification

Gamification (the application of game elements and digital game design techniques to non-game settings) and game-based learning (game playing that has defined learning outcomes) are seeing greater adoption and recognition in educational and professional settings.

Impact on libraries

- Gaming offers an important opportunity to develop emerging and traditional forms of literacy. Players are motivated to seek out information. Libraries, recognised as spaces for interest-driven learning and self-directed discovery, are ideal for the type of learning and discovery promoted by games.
- Libraries as public gathering spaces can capitalise on the benefits of co-play, helping to improve players' social skills by encouraging play together, in small groups, or large classes.

²⁴ Poke Guide (2016) <http://libguides.fiu.edu/pokemonGO/librariesedu>

- The skills that games help develop - digital literacy and understanding how systems (computer and otherwise) work, for example - will become increasingly important in a work environment where jobs and responsibilities are regularly changing. Libraries and librarians interested in supporting next generation job skills may find benefit in promoting games and game-based learning.

Haptic Technology

Haptic technology or haptics, is technology that incorporates tactile experience or feedback as part of its user interface, creating a sense of touch through vibrations, motion, or other forces.

Impact on libraries

As libraries work to make text-based or image resources available to a wider audience, including those with visual or audio disabilities, haptic technologies could become a significant part of accessibility.

Income Inequality

- The distribution of income within a population - wealth in Australia is highly concentrated, with the top 10% of wealth holders owning 45% of all wealth.
- Inequality of income is also linked to an educational achievement gap.

Impact on libraries

- Libraries will need to support growing numbers of economically disadvantaged patrons, requiring access to technology and resources they cannot afford at home.
- Library spaces will be increasingly important as places for the community to come together.
- Libraries in areas of high disadvantage will face critical resourcing issues.

Internet of Things

As technology becomes smaller and cheaper, it is possible to embed computing, wireless communication, and radio devices into objects and connect them so that they can collect and transmit data and be controlled by other objects and connect to the larger internet infrastructure.

Impact on libraries

- Libraries may soon be lending such objects.
- The data generated by these objects has tremendous value. The data may be used to improve and/or create new services or to market additional services or products. The data could also help increase understanding of events and trends.

Maker Movement

Makers take advantage of the availability of new technology and traditional crafts, improved communication between community members, and new market pathways (e.g. e-commerce, crowdsourcing).

Impact on libraries

- Makerspaces may provide libraries with new opportunities to further technological innovation and entrepreneurship in the community.
- Libraries, traditionally collecting institutions, may now provide their communities with opportunities to create or co-create content for an individual's own use, for use by the community, or for inclusion in the library collection.
- Local governments, through their libraries, may capitalise on the maker movement as an opportunity to build small businesses, attract investment, or revive neighbourhoods

Privacy Shifting

- The way that society and individuals value privacy will change, especially as technologies require the supply of more and more personal information; and become smaller, cheaper, and more available.
- Individuals will need to balance their value for privacy with the benefits of these new technologies.

Impact on libraries

- The less technologically skilled may need to be made aware of the privacy concerns raised by new technologies and may need help in managing their privacy while benefiting from its use. The library can provide or facilitate training and public awareness.

Resilience

- Resilience²⁵ incorporates preparations for and rapid recovery from physical, social, and economic disruptions, including environmental disasters, terrorist attacks, or economic collapse.
- Some of the indicators of resilient communities include access to public transport, innovation inspired by nature (biomimicry), communication networks, community-supported agriculture, and more.

Impact on libraries

- As governments adopt resiliency, libraries may need to align their facilities, services, and programs to demonstrate a resilient strategy, and may find themselves competing for funding with resilient programs or initiatives, especially in an increasingly limited pool of government spending.
- Libraries are ideal partners or providers in helping individuals adopt resilient practices by encouraging individuals to make decisions, providing resources and information, and offering programs and services.
- Resilience may also align with library values of equity and access.

Robots

Robots are moving from industrial and factory settings to more everyday work, educational, research, and living spaces. These collaborative robots will increasingly perform repetitive tasks and work alongside humans.

Impact on libraries

- Many libraries have already introduced robots, as either part of their operations (book sorting and return for example) or as part of their community technology offerings. Robotics is the next disruptive technology coming into our lives and we felt it was important to make it accessible to people so they could learn about it...From an economic-development perspective and job- and career-development perspective, it's so important.²⁶
- There is still concern that robots will be used to displace human workers. Libraries may have a role in developing new skills for displaced workers and/or improving skills so that workers can transition to new roles and responsibilities in environments where robots assume significant portions of the workflow.

²⁵ O'Neill, R (2014). The Critical Ingredients of Community Resiliency. www.governing.com/columns/smart-mgmt/col-critical-ingredients-community-resiliency-environment-economy-well-being.html

²⁶ Waldman, L (2014). Coming Soon to the Library. <http://www.wsj.com/articles/coming-soon-to-the-library-humanoid-robots-1412015687>

Sharing Economy

A sharing economy (also referred to as collaborative consumption or peer-to-peer collaboration or rental), often using social technologies, allows users to share resources, goods, services, and even skills, for example Airbnb and Air Tasker.

Impact on libraries

- Libraries have always been leaders in demonstrating the value and potential for free, shared resources and spaces. Libraries will need to see what they can do - and share - to stay relevant in the sharing economy and to meet the needs of people interested in sharing. Examples are libraries lending seeds, musical instruments, cake tins and so on.
- Libraries may also have the opportunity to align themselves with sharing economy services (repair cafes, garden sharing, work spaces) that promote social good and community engagement.

Unplugged

- In a world where information and technology are everywhere and ever-present, opportunities to unplug are becoming essential, benefiting both professional and personal experiences.
- New products, including clothing, phone cases, and bags, are being developed with the express purpose of disabling technology and limiting incoming communication.

Impact on libraries

- Libraries may capitalise on users' perceptions of them as quiet spaces, marketing at least some space in their buildings as places to unplug, concentrate, and focus. This may be a rebranding from quiet reading spaces to 'unplug zones or WiFi cold spots'.
- Programming and services that encourage quiet reflection or that limit the use of technology may become novel and popular as they contrast with the everyday connectivity that people normally encounter.
- Library workers may increasingly seek opportunities to unplug, be reflective, or quietly focus on specific work activities – and this may be a challenge in a culture that does not provide opportunities for that type of work time.

Urbanisation

- More and more people will migrate to urban areas, resulting in both the growth of existing urban areas and the urbanisation of suburban areas or the greater integration of suburban areas into larger metro areas.
- Urbanisation can lead to more concentrated economic and government activity; new transportation demands; increased need for job development; and demographic changes, including lowered fertility and increased aging.

Impact on libraries

- Libraries in cities may be expected to play larger roles in economic and skill development even as they compete for resources in strained economies.
- Suburban and "edge cities" may move to become more urban in nature, luring new residents with increased vertical development, investing in mass transit, and encouraging walking and cycling. For libraries, this may result in increased community usage, new locations and outposts, or adaptation to new usage patterns of urban dwellers.
- Urban libraries will work with their cities to responsibly leverage available resources in response to increasing needs. They may develop sustainable programs, services, and facilities with other organisations within the city or through cooperation or partnership with organisations in other urban centres that face similar issues.



Attachment 4: Staffing and Resourcing

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

Notice Received from: Councillor Gard

Subject: Lorenzin Site

Ref No: GC140317M01

MOTION:

That, in coordination with the City of Holdfast Bay, management take action to ensure that the Seacliff Park (Lorenzin) Development site be secured to its satisfaction during any remaining waiting period for its development transformation.

COMMENTS: Councillor Gard

Members are well aware that final dealings are underway for the development of this site by companies owned by Messrs Gasparin and Brazzale.

Equally we are uncomfortably aware of the continual threats to public safety and comfort, associated with the undeveloped site.

At the very least there is a need for the developers to show a genuine concern for public wellbeing and comfort by means of securing the property and presenting it in a reasonable fashion. Our ratepayers quite rightly expect no less.

It is expected that there will be some two years or more of planning requirements, starting with public consultation, before the physical development actually commences. This is too long a period for the site to remain 'as is', especially given that the latest alarm was initiated in late February, due to teenagers being on the site simultaneously with the smell of smoke coming from that direction.

Scores of lives and residences are in jeopardy, should a fire on the site get out of control and be driven westwards by gully winds through the very dense fuel area. At least three large fires have been attended by the MFS in recent years. In addition, we are aware of a complaint from a local mother, new to the area, that her young children have been abused through the fence on Clubhouse Road, and enticed to enter the property by older children or adolescents. Enough said in this regard.

Prior to Christmas, effort was made to improve the boundary of the property by resurrecting shade cloth and fixing broken down fencing panels. All this work has been undone, and more, by intruders and the eyesore is back with us. The most visible section of boundary is within the City of Holdfast Bay and therefore a consistent and co-ordinated approach to manage the issues is likely to yield better results for the residents of the area.

The old dilapidated and burnt out buildings should be demolished as a matter of priority. That would serve to reduce the incentive for intruders to enter the property. It is doubtful however that this initiative will suffice as a complete deterrent.

The boundary is such that, short of the building of a substantial boundary fence or wall, the issues will persist. It seems that the only reasonable measure is to check the boundary more regularly for fence line destruction, whilst arranging for the property to be monitored, especially during night hours from now on.

COMMENTS: David Melhuish – Senior Policy Planner

A site visit was undertaken on 28 February 2017 and the following points are of note:-

- There is evidence of at least 9 holes in the perimeter fence along Scholefield Road, within Les Scott Reserve (CoHB), and adjacent the quarry haulage road.
- There is evidence of previous repairs to holes in the fence and new shade cloth being erected along Scholefield Road.
- There is graffiti on both the inside and outside of most buildings and a significant number of spray cans litter the inside of buildings and site in general.
- There was evidence of fires being lit within buildings (for non-destructive reasons)

It appears that the site, and the buildings in particular, are used as a place to 'hang-out' and produce graffiti.

In relation to liability for issues related to the site, it is understood that because the site is in private ownership the responsibility falls to the site owner. However, under certain situations (e.g. breaches of Development Act or other relevant legislation) if Council is aware of an issue that constitutes a threat to safety, there is a duty of care to advise the site owner and seek actions be taken, if necessary.

Council has advised the site owner of the site visit undertaken by Council and has been requested to ensure that a more regular inspection of the perimeter of the site is undertaken and subsequent repairs made where necessary. The site owner has advised that he has arranged for his fencing contractor to attend the site and make any necessary repairs.

Council also advised the site owner of the most recent fire at the site and asked to assess the situation and remove roof/ceiling materials if it contained asbestos. This appears to have been done.

Council has also made contact with the City of Holdfast Bay to advise them of the situation. They have informally agreed that they are prepared to work with the City of Marion in regards to further actions.

The site owner has previously advised that once a satisfactory agreement on the quarry haulage road between Boral and the owners is reached and signed, the site will be cleared of all structures. Development approval has already been granted for demolition of these structures. Without shelter and a canvass for graffiti, the site may not have the same attraction to those who currently visit.

If the motion is successful, there are several actions that Council/s may wish to consider to secure the site:-

- 1. Council can continue its informal relationship with the site owner to ensure they undertake regular inspections of the fence and repairs are made when necessary.**

Unfortunately, history has shown that within a short period of time after the fence being made secure, its integrity is compromised again. A more regular inspection of the site may improve the situation.

- 2. The owner of the site can be ordered to undertake repairs to the perimeter fence and/or make the site safe under section 69 and/or 84 of the Development Act, 1993.**

An order can be issued if the site owner refuses to act reasonably to Council's requests to undertake necessary repairs to the fencing, rendering the buildings on site, in Council's opinion, to be a threat to safety arising out of their condition or use. This opinion can be disputed and time consuming and may be of little benefit in the short term.

The risks associated with undertaking this approach is the breakdown in relationship between Council and the site owner and if the fence is further compromised after the site owner makes good, Council would need to take out another order.

Prosecution may be difficult as Council would need to prove that the damage to the fence has existed for some time and was not a recent occurrence.

3. Council can undertake any necessary repairs to the perimeter fence and seek the costs from the owner of the site.

If options 1 and 2 prove unsuccessful, Council may undertake the necessary work. The risks associated with this approach is that Council may then become responsible for the work undertaken and any liability issues resulting from that work.

All things going well in regards to the progress of the agreement on the quarry access road and the DPA process, the buildings may be demolished and removed from the site by July 2017. In the meantime, the recent agreement from the site owner to undertake regular inspections of the fence and undertake repairs when necessary, should assist mitigate the ongoing issues.

It should be noted that the local nuisance provisions of the 'Local Nuisance and Litter Control Act 2016' will be effective from 1 July 2017. This gives Council's authorisation to make decisions on 'unsightly conditions' on premises. Amongst other things, it covers graffiti and buildings in a state of disrepair, dilapidation or damage that have an adverse effect on the amenity value of the area and empowers Council to seek that owners/persons 'make good' the issue. If there are still concerns after 1 July 2017, the issue can be revisited to consider further actions available under the new provisions.

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

Notice Received from: Mayor Hanna
Subject: Legal Expenses Policy
Ref No: GC140317M02

MOTION:

That Council:

**Amend the Legal Expenses Policy to add a third dot point in "Principles ",
* Planning and Development matters, as soon as it is anticipated that a dispute is likely
to be adjudicated by the ERD Court, must have any further legal fees approved by the
Chief Executive Officer (and the Chief Executive Officer is to advise the Mayor)**

With a corresponding amendment of the checklist appended to the Policy.

COMMENTS: Mayor Hanna

In 2014 the Mayor expressed concern to management about legal fees related to planning disputes, particularly the practice of engaging legal representation in ERD Court matters when the real contest is between a developer and an objector. Usually both the developer and objector are actively arguing their respective points of view, very often both sides have lawyers, yet Council engages solicitors to send a barrister off to Court to make (usually) identical arguments as one of the contesting parties. This use of ratepayer's funds is common practice for Councils around the State. I think it is deplorable because it usually amounts to duplication of legal arguments, and the motivation must be seen as either:

- (a) backing one particular party in the dispute; or
- (b) setting out to justify the Council officer's recommendation to the DAP.

Council should not be seen to be signing up to either of those objectives.

In the recent case of a dispute about a house in Marino, Council legal fees exceeded \$250,000.

Approval of legal fees by the CEO, with the Mayor being informed (in the most problematic cases ie if they are going beyond the conciliation stage toward a full Court hearing) should assist drastic reduction in expenditure.

COMMENTS: Adrian Skull, CEO

The recommended amendments can be made to the policy.

A "marked – up" version of the Legal Advice Policy and Checklist is attached at Appendix 1 for Elected Members reference.

Appendix 1 – "Marked-up" version of "Legal Advice Policy"

1. PURPOSE

To set out the requirements for obtaining legal advice by staff of the City of Marion effective - 27 August 2015.

2. POLICY OVERVIEW

The City of Marion operates in a complex environment and will from time to time require legal advice or assistance in various specialist areas including;

| | |
|-----------------|----------------------|
| Commercial law | General litigation |
| Employment law | Local Government Act |
| Property law | Administrative law |
| Environment law | Planning law |

The City of Marion is a member to the G6 Legal services contract and may access legal advice and assistance in line with the provisions of this contract. The contract is not exclusive and therefore services from other legal firms may also be accessed if deemed in the City of Marion's best interest.

3. PRINCIPLES

Contact with a legal firm for advice or assistance is to be made promptly with use of the 'Legal Instruction Checklist'. All requests for legal advice or assistance must have Director approval in advance of obtaining the advice, with the following exceptions;

- Governance matters by the Manager of Governance
- Planning and development matters by the Manager of Development Services.
- Planning and Development matters, as soon as it is anticipated that a dispute is likely to be adjudicated by the ERD Court, must have any further legal fees approved by the Chief Executive Officer (and the Chief Executive Officer is to advise the Mayor)

4. POLICY SCOPE AND REPORTING

This policy applies to all City of Marion staff. The Manager Governance will report on organisational legal activities and expenditure on a quarterly basis to the Chief Executive Officer as part of the quarterly budget review process.

5. REVIEW AND EVALUATION

This policy will be reviewed in keeping with the City of Marion internal policy review process managed by Governance.

.....
Adrian Skull
Chief Executive Officer

| Internal Policy - EMG Approval. Responsibility of Manager Corporate Governance | | | | | |
|--|------------------------------|---------------|-----------------|------------------|--------------------|
| Revision Ref. No. | Approved/ Amended/ Rescinded | Ratified Date | Evaluation Date | EMG or Committee | Document Reference |
| 2 | Amended | 14/03/17 | n/a | n/a | n/a |

| REQUEST TO | | | |
|---|--------------------------|--------------------------|----------|
| Name: | | Position: | |
| REQUESTED BY | | | |
| Name: | | Position: | |
| REQUEST DETAILS (reason for legal advice/assistance) | | | |
| | | | |
| | | | |
| | | | |
| CHECKLIST | YES | NO | COMMENTS |
| Is there a non-legal option that hasn't been pursued as yet? | <input type="checkbox"/> | <input type="checkbox"/> | |
| Do you have a budget for legal costs? | <input type="checkbox"/> | <input type="checkbox"/> | |
| Have you enquired across the organisation whether anyone has sought similar advice? | <input type="checkbox"/> | <input type="checkbox"/> | |
| Have you asked your colleagues at other Councils? | <input type="checkbox"/> | <input type="checkbox"/> | |
| Have you determined exactly what you need – what are you seeking to achieve? | <input type="checkbox"/> | <input type="checkbox"/> | |
| Have you spoken to different firms to discuss your desired outcome? | <input type="checkbox"/> | <input type="checkbox"/> | |
| Have you sought preliminary advice or a 'no obligation' meeting or telephone? | <input type="checkbox"/> | <input type="checkbox"/> | |
| Have you had regard to the legal firms' culture and values? | <input type="checkbox"/> | <input type="checkbox"/> | |
| Have you chosen the firm based upon the 'best and most appropriate' approach? (Not just quote \$) | <input type="checkbox"/> | <input type="checkbox"/> | |
| Have you agreed upon an 'action' plan and fee arrangement (total project costs)? (if applicable) | <input type="checkbox"/> | <input type="checkbox"/> | |
| Have you confirmed total project fee/cost in writing? | <input type="checkbox"/> | <input type="checkbox"/> | |
| Have you delivered a clear statement of need and desired outcome? | <input type="checkbox"/> | <input type="checkbox"/> | |
| Have you developed the questions for advice? (the questions asked will shape the advice) | <input type="checkbox"/> | <input type="checkbox"/> | |
| Have you delivered copies of all relevant documents to save the lawyer time? | <input type="checkbox"/> | <input type="checkbox"/> | |
| <u>Is it anticipated that the dispute is likely to be adjudicated by the ERD Court?</u> | <input type="checkbox"/> | <input type="checkbox"/> | |

| | Name/Position | Signature | Date |
|--|---------------|-----------|----------|
| Name of requestor | | | __/__/__ |
| Approved by Team Leader/Manager | | | __/__/__ |
| Approved by Department Manager | | | __/__/__ |
| Approved by General Manager | | | __/__/__ |

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

Question Received from: Councillor Bruce Hull

Subject: SA Aquatic Centre

Reference No: GC140317Q01

QUESTION: Apart from a very small array of free standing PV panels near the grassed area of the State Aquatic Centre, has the State Government met its specific commitment/promise to our City (as project partners) of significant solar energy capture at the State Aquatic Centre? Does the State Aquatic Centre meet the SA Government's own environmental policy requirements for energy efficiency and energy capture?

COMMENTS: Councillor Bruce Hull

Nil

COMMENTS: Adrian Skull, CEO

The Office of Sport and Recreation has budgeted \$1.2 million in 2017/18 for solar power for the South Australian Aquatic and Leisure Centre.

A detailed response has been requested from the Office of Sport and Recreation.

**CITY OF MARION
GENERAL COUNCIL MEETING
14 MARCH 2017**

Question Received from: Councillor Ian Crossland

Subject: Staff Wages

Reference No: GC140317Q02

QUESTION:

The South Australian Municipal Salaried Officers Award 2016 “the Award” sets the minimum wages for local government administration staff. (Indoor staff)

1. Please supply a comparison of City of Marion wage payments with the wages recommended in the Award. (contained in Schedule 2 and 3).
2. Please show the differences as a percentage and explain the reason for the difference and or deviation from the Award.
3. What will the City of Marion indoor staff wage amount be in the 2016/17 budget and what would it be if the Council had made payments at the level stated in the Award.

COMMENTS: Councillor Ian Crossland

Many of our rate payers have had very low pay increases over the last decade with some reporting no pay rises during some of those years. Previous excessive rate rises have become another cash grab for many struggling families.

Recent advertised vacancies in the City of Marion seem to show that our wages are significantly higher than other public service workers and private businesses.

I continue to seek ways to achieve lower rate increases. Staff wages account for around 44% of our budget and have a significant impact on the rates we can set.

The Award sets out a generous remuneration, access to tea and coffee, and a range of additional payments and penalty rates.

I am concerned that Council wages have outpaced those of our residents or any other employment sector.

I would like to confirm that our remuneration rates are comparable with other public service rates and that our current payments are available for public scrutiny and comment.

COMMENTS: Steph Roberts, Manager Human Resources

1 and 2 Comparison of Award to Council wage payments, including the % difference.

- Schedule 2**

| LEVEL | SAMSOA (AWARD) Schedule 2 General Officers | ASU EA | % difference between Award and EA |
|--------------|---|---------------|--|
| level 1A | 36123 | 43169 | 19.5% |
| | 36873 | 44510 | 20.7% |
| | 37625 | 45766 | 21.6% |
| | 39127 | 48367 | 23.6% |
| level 1 | 40055 | 49111 | 22.6% |
| | 40681 | 49798 | 22.4% |
| | 41682 | 51949 | 24.6% |
| | 42621 | 53724 | 26.1% |
| | 43561 | 55496 | 27.4% |
| | 44370 | 57267 | 29.1% |
| level 2 | 45324 | 58373 | 28.8% |
| | 46262 | 60153 | 30.0% |
| | 47201 | 61928 | 31.2% |
| | 47824 | 64398 | 34.7% |
| level 3 | 48762 | 65038 | 33.4% |
| | 49359 | 66817 | 35.4% |
| | 50298 | 68593 | 36.4% |
| | 51237 | 70370 | 37.3% |
| level 4 | 52176 | 71880 | 37.8% |
| | 53115 | 73655 | 38.7% |
| | 54053 | 75433 | 39.6% |
| | 54866 | 77210 | 40.7% |
| level 5 | 55804 | 78979 | 41.5% |
| | 56614 | 80753 | 42.6% |
| | 57554 | 82529 | 43.4% |
| level 6 | 59120 | 85484 | 44.6% |
| | 60683 | 88437 | 45.7% |
| | 62250 | 91399 | 46.8% |
| level 7 | 63815 | 94358 | 47.9% |
| | 65379 | 97312 | 48.8% |
| | 66945 | 100269 | 49.8% |
| level 8 | 68823 | 103818 | 50.8% |
| | 70700 | 107367 | 51.9% |
| | 72579 | 110916 | 52.8% |

- **Schedule 3 – Senior Officers Stream - is not applicable as Council does not employ Senior Officers**

- **The reason for the difference and or deviation from the Award**

Council's pay grades for our administrative (internal) staff are based on the General Officer's stream in the Municipal Officers (SA) Award 1998. The City of Marion pays above the award as a result the Administrative staff's Enterprise Agreement having been negotiated over many years between staff and the Australian Services Union (ASU).

Roles are assessed using an external specialist against the criteria in the Award and with consideration of relativities to other roles.

Up until the 2016 ASU Enterprise Negotiations, the City of Marion Administrative Staff Enterprise Agreement included a Salary Guarantee, to achieve an equal sixth salary ranking with the reference group of councils, comprising Port Adelaide Enfield, Mt Barker, Unley, Holdfast Bay, Salisbury, Adelaide City Council, Adelaide Hills, Onkaparinga, Tea Tree Gully, Norwood Payneham & St Peters, West Torrens, Burnside, Charles Sturt and Mitcham. This ensured sixth ranking alignment and relativity with other councils was achieved through the negotiations. This has since been removed from the Enterprise Agreement and replaced with a 2% annual salary increase or CPI, whichever is the greater, for the life of the Agreement.

- 3 City of Marion administrative staff wage amount in the 2016/17 budget compared to what it would be if the Council had made payments at the level stated in the Award.

| 2016/2017 Budget Comparison | |
|--|--------------|
| Budget ASU staff (excluding the Executive Leadership and Senior Leadership teams) | \$23,288,596 |
| Budget ASU at Municipal Officers (SA) Award 1998 rates | \$15,983,922 |