

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 28 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

23 March 2017

**CITY OF MARION
GENERAL COUNCIL AGENDA
FOR MEETING TO BE HELD ON
TUESDAY 28 MARCH 2017
COMMENCING AT 6.30PM**



1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

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

3. 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

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Report Reference: GC280317F0174

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17. Questions without Notice

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19. LATE ITEMS

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 14 MARCH 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

Tim Pfeiffer
Nick Kerry

In Attendance

Mr Adrian Skull
Ms Abby Dickson
Mr Tony Lines
Ms Jaimie Thwaites
Ms Victoria Moritz

Chief Executive Officer
General Manager City Development
General Manager Operations
Acting Manager Corporate Governance
Governance Officer

COMMENCEMENT

The meeting commenced at 6.31pm.

KAURNA ACKNOWLEDGEMENT

We acknowledge the Kurna 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.

- Councillor Hutchinson declared a conflict of interest in the following items:
 - *Petition – Development Application No: 100/2016/1785 – Four dwellings – 8 Fourth Avenue, Ascot Park (GC140317P01)*
 - *Local Government Association Membership (GC140317F02)*
- Councillor Westwood declared a conflict of interest in the following item:
 - *Petition – Development Application No: 100/2016/1785 – Four dwellings – 8 Fourth Avenue, Ascot Park (GC140317P01)*
- Cr Veliskou noted a perceived conflict of interest in the following item:
 - *Organisational Service Reviews – Status Report March '17 (GC140317R09)* as one of the programs in the Library Service Review relates to *ATO Tax Help*, which involves his employer, however as he is not directly associated, will remain for this item.

PERSONAL EXPLANATION

The Mayor sought and was granted leave of the meeting to make a personal explanation regarding a matter discussed at the General Council Meeting on 28 February 2017.

Mayor Hanna gave a personal explanation in relation to comments made at the 28 February 2017 General Council meeting *claiming*:

- Following the General Council Meeting on 28 February 2017 Councillor Gard expressed concerns regarding the comments I made during the item on streetscapes and the planting of trees.
- During the Council Meeting on 28 February:
 - o Councillor Gard asked Mr Lines (General Manager Operations) about a recent meeting he had held regarding issues of fairness and equity relating to the streetscape and tree planting programs and whether he could confirm in the minutes for this meeting what he would recommend.
 - o I intervened at this point as Chair of the meeting, stating that I was not sure that this was General Council business, however I invited Mr Lines to comment and noted that it is probably something that should happen outside the meeting.
 - o Mr Lines gave a summary of issues and finished his remarks with a reference to streetscapes as follows:

“as far as making a difference, we discussed that the streetscape program is essentially tied to the priority matrix which we have discussed and that the best way of prioritising your works in Marino is through the canopy tree program, and I take the Mayor's comments earlier about the prioritisation of those and the objectives which we can work out together with Councillors; and also David has the ability in his other planting and he does do 1000 or 1500 other plants, after the review of the Marino status to fill some gaps. The best thing I can do for you now is not to propose a resolution but to do that work and report back on that and how we are going.”

- I then issued a note of caution and made a general comment that “*there will be trouble if any Councillors are suggesting increase of allocation in their own streets*”
- I sincerely meant the caution as a general comment however I believe that, as Councillor Gard was the last Councillor to speak beforehand, he assumed I was referring to him.
- I was reinforcing that Councillors are here to inform staff of the areas which needed trees planted, not to promote benefit for their own personal circumstances.
- Since that meeting, Councillor Gard has made an objection to me in writing and also advised that he is advocating for trees within his street.

The Mayor invited Councillor Gard to make a personal explanation if he wished to do so.

Councillor Gard gave a personal explanation in relation to comments made at the 28 February 2017 General Council meeting *claiming*:

- I am satisfied with the Mayor’s comments given just now
- Highlighted that the matter of the words ‘own streets’, the lining of our own streets can be taken two ways, personally in our own street or in relation to our Wards
- I have been advocating heavily for fairness and equity and therefore increased planting in Marino over and beyond the matrix
- I have been advocating openly for fairness and equity across Council.
- 8 – 10 years ago I had dealings with the City of Marion regarding ‘my own street’ Angas Crescent in Marino which ended after 3 years with a letter from the then CEO (Mark Searle) stating they were going to go ahead with plantings of Banksias in Angas Crescent.
- Unfortunately the planting was a dramatic failure and there was an undertaking (last year) from a former Manager that the planting needed to be replaced
- I am trying to pursue making good promises that were made and failed 10 years ago.

CONFIRMATION OF MINUTES

Moved Councillor Veliskou, Seconded Councillor Crossland that the minutes of the General Council Meeting held on 28 February 2017 be taken as read and confirmed.

Carried Unanimously

ADJOURNED ITEMS

6.43pm Elected Member Liaison Roles on External Bodies
Reference No: GC140317R01

Moved Councillor Veliskou, Seconded Councillor Westwood that formal meeting procedures be suspended to enable discussion on the item “Elected Member Liaison Roles on External Bodies”.

Carried Unanimously

6.44pm formal meeting procedures were suspended

7.04pm formal meeting procedures were resumed

Moved Councillor Westwood , Seconded Councillor veliskou 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:
 - 1.1 Councillor Nick Kerry to the Active Elders Association Incorporated.
 - 1.2 Councillor Nick Kerry 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 and Nick Westwood 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 Jerome Appleby to the Plympton Sporting and recreation Club Incorporated.
 - 1.12 Councillor Jason Veliskou and Councillor Bruce Hull to the Red House Group.
 - 1.13 Councillor Raelene Telfer to the Seaview High School Council.
 - 1.14 Councillor Janet Byram to the Suneden Special School.
 - 1.15 Councillor Ian Crossland and Councillor Westwood to The Cove Sports and Community Club Incorporated.
 - 1.16 Councillor Tim Gard to The Marino Hall Committee of Management.
 - 1.17 Councillor Tim Gard to the Marino Residents Association.
 - 1.18 Councillor Janet Byram to The Marion Historical Society Incorporated.
 - 1.19 Councillor Nick Westwood 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 Janet Byram 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:
 - 2.1 Councillor Ian Crossland to the Cove Tigers Netball Club.
 - 2.2 Councillor Janet Byram to the Oasis Family Church.
 - 2.3 Councillor Raelene Telfer to the Glengowrie Uniting Church.
 - 2.4 Councillor Jason Veliskou to the Glengowrie Uniting Church Netball Club.
 - 2.5 Councillor Jerome Appleby to Gymnastics SA.
 - 2.6 Councillor Jerome Appleby to the Saint Maria Goretti Social Group.
 - 2.7 Councillor Janet Byram and Councillor Nick Westwood to the Sheidow Park Primary School.
 - 2.8 Councillor Nick Westwood and Councillor Janet Byram to the St Martin de Porres School.
 - 2.9 Councillor Bruce Hull to Swimming SA.
 - 2.10 Councillor Bruce Hull to The Corner Uniting Church.
 - 2.11 Councillor Raelene Telfer to the St Elizabeth's Anglican Church.
 - 2.12 Councillor Janet Byram and Councillor Nick Westwood to the Seaview Downs Primary School.
 - 2.13 Councillor Raelene Telfer to the Dover Gardens Kennel & Obedience Club Inc.
 - 2.14 Councillor Janet Byram to the Holdfast Model Aero Club Inc.
 - 2.15 Councillor Ian Crossland & Councillor Bruce Hull to the LKCC Committee
 - 2.16 Councillor Raelene Telfer to the MarionLIFE Community Services
 - 2.17 Councillor Jason Veliskou to the Marion Marlins Masters Swimming Club
 - 2.18 Councillor Tim Pfeiffer to the Rotary Club of Edwardstown
 - 2.19 Councillor Nick Kerry to the Edwardstown/ Melrose Park Residents Action Group
 - 2.20 Councillor Tim Pfeiffer to the 1st Ascot Park Scout Group
 - 2.21 Councillor Jason Veliskou 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.
- 4 Administration advises each of the external bodies of their nominated Council Liaison.

Carried Unanimously

DEPUTATIONS

Nil

PETITIONS

Councillors Hutchinson and Westwood declared a conflict of interest in the following item *Petition – Development Application No: 100/2016/1785 – Four dwellings – 8 Fourth Avenue, Ascot Park* as they are current members on the Development Assessment Panel and left the meeting.

7.04pm Councillor Hutchinson left the meeting

7.04pm Councillor Westwood left the meeting

7.05pm Petition – Development Application No: 100/2016/1785 – Four dwellings – 8 Fourth Avenue, Ascot Park Reference No: GC140317P01

7.06pm Councillor Kerry declared a conflict of interest in the item due to meeting with Mr Jack Pete (Developer) prior to this term of Council and left the meeting.

Moved Councillor Crossland, Seconded Councillor Veliskou that Council:

1. Notes the petition and comments provided by Administration.
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.

Carried Unanimously

7.07pm Councillor Hutchinson re-entered the meeting

7.07pm Councillor Westwood re-entered the meeting

COMMITTEE RECOMMENDATIONS

7.08pm Finance and Audit Committee - Confirmation of Minutes of Meeting held on 28 February 2017

Report Reference: GC140317R02

7.11pm Councillor Veliskou left the meeting

7.11pm Councillor Kerry re-entered the meeting

7.13pm Councillor Veliskou re-entered the meeting

Moved Councillor Gard , Seconded Councillor Prior that Council:

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

Carried Unanimously

WORKSHOP / PRESENTATION ITEMS

Nil

CONFIDENTIAL ITEMS

7.15 Finance and Audit Committee Confidential Minutes

Reference No: GC2140317F01

Moved Councillor Veliskou, Seconded Councillor Pfeiffer 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.

Lost

Moved Councillor Hull , Seconded Councillor Veliskou that Council:

1. Receives and notes the confidential minutes of the Finance and Audit Committee meeting of 28 February 2017 (Appendix 1)
2. In accordance with Section 91(7) and (9) of the Local Government Act 1999 orders that this report and Appendix 1 having been considered in confidence under Section 90(2) and (3)(a), (b), (d) and (h) 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

Councillor Hutchinson declared a conflict of interest in the following item- *Local Government Association Membership (GC140317F02)* due to his nomination on the Local Government Grants Commission and left the meeting.

7.32pm Councillor Hutchinson left the meeting

**7.32pm Local Government Association Membership
 Reference No: GC140317F02**

Moved Councillor Veliskou, Seconded Councillor Telfer 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.

Carried

7.34 the meeting went into confidence

7.34pm Councillor Crossland left the meeting
 7.36pm Councillor Crossland re-entered the meeting
 8.20pm Councillor Appleby left the meeting
 8.21pm Councillor Kerry left the meeting
 8.22pm Councillor Appleby re-entered the meeting
 8.23pm Councillor Kerry re-entered the meeting

Moved Councillor Telfer, Seconded Councillor Veliskou that Council:

1. Retain its membership with the Local Government Association of South Australia for the financial year 2017/18.
2. Requests the LGA to proactively focus on the following list of performance improvement areas, in order to provide a greater level of service and value to its members:
 - 2.1 LGA Value Proposition – regular review of the value provided by the member organisation.
 - 2.2 Insurance (Mutual) Schemes – communicate how the Auditor General's concerns are being addressed and release the independent review into the Scheme's operation.

- 2.3. Industrial Relations:
 - a. Provide IR advice to members on issues common to all Councils to obviate the need to go to legal companies and save ratepayer money;
 - b. Work towards one ASU and one AWU cross-sector Enterprise Bargaining agreement.
- 2.4 Annual member subscription fees – should be based on (1) the number of ratepayers and (2) Council revenue in bands that are equitable.
- 2.5 Council of the Future – work with Councils to assist and advise on them working together across boundaries to realise efficiencies.
- 2.6 Benchmarking – provide benchmarking data to assist in Councils realising efficiencies (provide regular benchmark metrics).
- 2.7 Training – relevant training, seminars and conferences that are offered at member rates.
- 2.8 Unity CMS Platform – more advanced and regular updates/enhancements to deliver higher quality services to the community.
- 2.9 LGAP – higher level of collaboration and consultation with Councils in regards to procurement opportunities (LGAP contracts).
3. Tenders for the replacement of the Unity CMS platform with the City of Marion website outside the LGA portal.
4. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, Local Government Association Membership, 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 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

The Mayor called for a division

Those for: Councillors Pfeiffer, Kerry, Telfer, Westwood, Byram, Veliskou, Gard and Crossland

Those against: Councillors Prior, Hull and Appleby

Carried

8.54pm the meeting came out of confidence

8.54pm Local Government Association Insurance Schemes Review
Reference No: GC140317F03

8.54pm Councillor Prior left the meeting
 8.54pm Councillor Byram left the meeting
 8.54pm Councillor Veliskou left the meeting
 8.55pm Councillor Hutchinson re-entered the meeting
 8.55pm Councillor Kerry left the meeting
 8.56pm Councillor Prior re-entered the meeting
 8.56pm Councillor Veliskou re-entered
 8.57pm Councillor Byram re-entered the meeting
 8.57pm Councillor Hull left the meeting
 8.59pm Councillor Kerry re-entered the meeting
 9.08pm Councillor Pfeiffer left the meeting and did not return
 9.09pm Councillor Hull re-entered the meeting

Moved Councillor Westwood, Seconded Councillor Kerry that:

1. Council Authorise the Chief Executive Officer to test the market for insurance coverage and present the results to a General Council Meeting.
2. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, Local Government Association Insurance Schemes in accordance with Section 90(2) and (3)(b) and (d) of the Act, except when required to effect or comply with the 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

9.24pm Councillor Gard left the meeting

9.24pm External Audit Tender
Reference No: GC140317F04

Moved Councillor Westwood, Seconded Councillor Telfer that:

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the Report, *External Audit Tender*, Appendix 1 to this report and the minutes, except when required to effect or comply with the 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

CORPORATE REPORTS FOR DECISION

9.28pm Development Assessment Panel – Vacancy for Elected Member Representative Report Reference: GC140317R03

Moved Councillor westwood, Seconded Councillor telfer that Council:

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

9.29pm Councillor Byram declared conflict of interest in the item as she was nominated for the position on the DAP and left the meeting.

Carried Unanimously

9.30pm Councillor Byram re-entered the meeting

9.30pm LGA Public Awareness Campaign Regarding Rate Capping Report Reference: GC140317R08

Moved Councillor Crossland that Council:

1. Notes the Letter from the President of the LGA, Mayor Lorraine Rosenberg, attached as Appendix 1;
2. Writes to the LGA objecting to the anti rate capping campaign because:
 - (a) Councils ought to be able to manage financially within reasonable rate rise limits provided there are exemptions for extraordinary circumstances eg when a Council has experienced a natural disaster or a Council can justify capital expenditure for an exceptional project;
 - (b) Whether the campaign is notionally funded from LGA membership fees or investment income, it is ultimately funded by ratepayers who would not want their rates used this way; and
 - (c) Clearly only the Liberal Party have adopted a policy of introducing rate capping, so the proposed public campaign will be seen as a partisan, anti-Liberal campaign leading up to the 2018 election, and local government including the LGA should be seen as scrupulously non-partisan when it comes to State and Federal elections.

9.31pm the Mayor declared the meeting closed prior to the item being seconded.

The following items were not considered:

- Organisational Service Reviews – Status Report March '17 – City of Marion Library Service Review” (Appendix two)
Reference No: GC140317F05
- Section 270 Review – Removal of Playground (Resolute Crescent, Hallett Cove)
Report Reference: GC140317R04
- City of Marion Volunteer Program – Annual Report
Report Reference: GC140317R05
- Update on potential to supply water into Tonsley
Reference No: GC140317R06
- Fleurieu Peninsula Tourism proposal
Report Reference: GC140317R07
- Organisational Service Reviews – Status Report March '17
Report Reference: GC140317R09
- Lorenzin Site
Ref No: GC140317M01
- Legal Expenses Policy
Ref No: GC140317M02
- SA Aquatic Centre
Reference No: GC140317Q01
- Staff Wages
Reference No: GC140317Q02

CLOSURE - Meeting Declared Closed at 9.31pm

CONFIRMED THIS 28 MARCH 2017

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CHAIRPERSON

Mayoral Communication Report

Date of Council Meeting: 28 March 2017

Name of Elected Member: Mayor Kris Hanna

Date	Event	Comment
23 February 2017	Coast FM radio segment with David Hearn	Interview
24 February 2017	Marion Football Club Juniors Night, raffle draw in honour of Zayne Colson RIP – Club Marion	Attended
26 February 2017	Model Car Racing State Championships – Mitchell Park	Attended
26 February 2017	Cove Cricket Club Fundraiser	Attended
27 February 2017	Marion Mall Walkers 16 th Birthday Breakfast	Gave speech
28 February 2017	Meet the Author @ Book Talk Tuesdays – Carol Le Fevre 'Quiet City: Walking in West Terrace Cemetery'	Attended
28 February 2017	Eldercare Opening of Allambi redevelopment at Glengowrie	Gave speech, cut ribbon
2 March 2017	University of South Australia, Research interview with Dr David Radford. Re: "new arrivals" in Marion	Interview
10 March 2017	Gallery M, Shahin Azadegan Exhibition	Opened Exhibition
12 March 2017	The Cove FC 2017 Season Launch	Attended
19 March 2017	Harmony Day panel	Interview
21 March 2017	2017 Governor's Multicultural Awards	Attended
<p>In addition, the Mayor has met with residents, MP's and also with the CEO and Council staff regarding various issues.</p>		

Deputy Mayoral Communication Report

Date of Council Meeting: 28 March 2017

Name of Elected Member: Deputy Mayor Ian Crossland

Date	Event	Comment
3 March 2017	Clipsal Event – with Cr Hutchinson	Attended
5 March 2017	Huntingtons Disease South Australia & Northern Territory Launch / Opening of new premises at Glandore Neighbourhood Centre	Attended
14 March 2017	Meeting with CEO	Attended
21 March 2017	Meeting with Tony	Attended
In addition, the Deputy Mayor has met with residents, MP's and also with the CEO and Council staff regarding various issues.		

CEO and Executive Communications Report

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

ADJOURNED ITEM

Originating Officer: Carol Hampton, Manager City Property
General Manager: Abby Dickson, General Manager City Development
Subject: Leasing and Licensing of Council Owned Facilities Policy
Report Reference: GC280317R01

The item '*Leasing and Licensing of Council Owned Facilities Policy, GC280217R08* (attached as appendix 2) was adjourned at the 28 February 2017 General Council meeting to enable further clarification and additional information to be provided on the minimal rental rate, community gardens and political signs.

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.*

ADDITIONAL INFORMATION

Rent

Council has requested further information on the following:

- organisations that would be impacted by the proposed minimal fee of \$1,000 (excluding GST);
- the impact if the minimal rent is lowered to \$300 per annum
- the impact if no minimal rent is applied

Consideration of changing, or not charging a minimal fee of \$1,000 (excluding GST) or reducing the minimum fee to \$300 needs to take into consideration the following:

- The purpose of the review was to ensure a consistent and equitable approach for organisations leasing council owned facilities.
- Will remove peppercorn rent arrangements of \$1 per annum.
- Clubs will no longer be charged building insurance.
- The financial modelling was prepared on the basis that organisations will be eligible for the total 93% subsidy and that there would be no net change to the cost to Council or revenue received.
- One of the aims is to increase facility utilisation. If clubs are not required to pay rent there will be no incentive to increase membership, hire out facilities, attract other users to maximise and obtain the maximum rental subsidy.
- A club can apply to Council seeking deferment or reduction of payment due to hardship. A review of the financial statements of the clubs indicates that for the majority this would not cause hardship.
- Recognition of the community value provided by Council is transparent and consistent.

Impact of a minimal rent of \$1000 per annum

Under the proposed changes a small number of clubs will have an increase in fees should the \$1000 minimum rent be applied, the impact to individual organisations is summarised below:

- One club will have an increase under \$100.
- One club will have an increase of \$500 (currently pay \$547 per annum). In this situation there has been a change to period of use from 6 months to 12 months as well as sole use of the facility, so the increase would be appropriate.
- Two clubs will have an increase of \$300 and \$700; these clubs have in excess of \$25k in the bank.
- Another club who would have an increase of \$600 and is currently relocating to another location so will no longer have a lease.
- A tennis club will have an increase of \$300. This club plays socially and divides the costs by the number of members. Based on the current membership this would be an increase of \$13 per member for the year. An option could be to offer a seasonal permit rather than a licence.
- A school which has an agreement to use a Council reserve will have an increase of \$678.
- Five organisations will have a reduction on current rent should the \$1,000 minimum rent be applied.
- **The financial impact of charging a \$1000 minimal rent would result in a \$26,302 increase income per annum based on the current rent and building insurance charges.**

Impact of a minimal rent of \$300 per annum

- Three organisations will have a reduction on current rent should the \$300 minimum rent be applied
- **The financial impact of charging a \$300 minimal rent would result in a \$17,654 increase in income per annum based on the current rent and building insurance charges.**

Impact of no minimal rent

Should Council opt not to charge a minimal rent the **financial impact would be \$17,060 increase in income** per annum based on the current rent and building insurance charges.

It should be noted that an assumption in the financial modelling was that organisations will be eligible for the total 93% discount. This will result in a number of organisations being required to pay less than \$1,000 and in most cases the minimum rate is less than what they currently pay e.g. rent and building insurance. On this basis five organisations will be required to pay \$1,000 and this will result in a reduction in their current charges.

It is recommended that the minimal rent for \$1,000 pa (plus GST) be applied due to the small number of organisations impacted and to align with the principles of a consistent application and equity.

Community Gardens

In 2012 Council endorsed the Community Garden Policy and Framework (GC240412R06), this policy and framework has since been implemented. The policy and framework refer to the Leasing and Licensing of Council owned facilities, consequently the two community gardens have been charged in line with this policy (Trott Park \$309 pa and Marino \$330 pa). As there are no buildings of significance there are no insurance costs.

In line with the aim of the policy for consistency and to encourage good governance, maximise utilisation/membership and to recognise the community value it is recommend that the a minimum and it is for land use that a minimum rent of \$300 be applied to community gardens.

Political Signs

Council as landlord can control signs that are placed on council facilities. The draft policy states that "*Council prohibits the display of any political signs on leased or licensing facilities in order to be bipartisan.*" Some Elected Members were concerned that this may impact on organisations that obtain funding though the federal and state government, others sought a definition on this and if it would only apply to registered political parties.

There was no feedback from organisations on this matter during the consultation period, with the majority of feedback focussing on the 93% subsidy and potential rental increases.

This matter may be best resolved through consultation with Clubs specifically on political signage. Council may wish to consider removing the prohibition of political signs under the new leasing and licencing policy to enable the adoption of this policy and request administration to undertake a review of political signage before the next policy review date in 2020. This would enable Clubs to transition to the new leasing and licencing policy before any further change is introduced regarding political signage. Consultation specifically regarding political signage will better support Council's decision making on this matter. The draft policy attached as appendix 2 removes reference to political signage.

CONCLUSION

Council provides an extensive range of facilities to a diverse range of organisations which provides a challenge to ensure and transition to a consistent and equitable approach to the leasing of council facilities. It is recognised there will be situations where it may be difficult to apply the policy, and that on occasions these will need to be bought to Council and could also result in the policy being modified.

The recommended changes in this report have been made to the draft policy which is attached as appendix 1 to this report.

That Council:

- 1. Adopts the Leasing and Licencing of Council Owned Facilities Policy as attached as Appendix 1 to this report which includes:**

28 March 2017

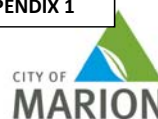
- a) \$1000 minimal rental fee per annum OR**
- b) \$300 minimal rental fee per annum OR**
- c) No rental fee being applied OR**

- | | |
|--|----------------------|
| 2. Endorses the progressive implementation of the Policy as leases and licences are renewed or newly entered into. | 28 March 2017 |
| 3. Notes administration will provide a response as set out in Appendix 1 to the nine organisations who provided a written response to the draft Policy. | 30 March 2017 |

Appendix 1 – Draft Leasing and Licensing of Council Owned Facilities Policy

Appendix 2 – Leasing and Licensing of Council Owned Facilities Policy Report GC280216R08 and associated appendices (adjourned item)

Leasing and Licensing of Council Owned Facilities Policy



1. POLICY STATEMENT

City of Marion may lease or license Council owned or managed land to meet Council's strategic plans based on community priorities. The aim of the policy is to make land and building facilities available to groups or organisations on a fair and equitable basis to meet community needs and support the optimal use of facilities.

2. CONTEXT

Council provides an extensive range of facilities from multipurpose sites with playing fields, halls, community gardens, commercial, tennis and netball clubs, kindergartens etc. Leases or licenses are provided to a diverse range of organisations ranging from small community groups, sporting clubs, state government agencies to commercial entities.

The Policy provides guiding principles and statements that will form the minimum negotiating position of Council as new leases are entered into for all organisations who occupy council owned facilities.

The aim of the Policy is to ensure an equitable and consistent approach to leases and licenses which encourages high utilisation rates, diversity of use and supports organisations occupying Council facilities to be sustainable.

3. VISION

Council will ensure facilities are fit for purpose and the term and conditions of leases are equitable, consistent, support good governance, accountability and optimise the use of Council facilities.

4. PRINCIPLES

The following principles guide the provision and management of Council owned facilities:

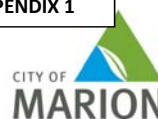
Community Benefit & Social Inclusion:

- Ensure Council-owned facilities are used to meet demonstrated community needs consistent with Council's policies and the Community Vision
- Optimise use of Council's community facilities and provides equitable and inclusive access by the City of Marion community
- Support and encourage diversity of programs and activities offered from Council facilities
- Assist not-for-profit and volunteer-based organisations that offer activities and services in the City of Marion;
- Encourage active and healthy lifestyles

Good Governance & Accountability:

- Ensure a transparent and equitable process of granting new leases or licences and renewals by having clear assessment criteria
- Ensure lessees pay fair and reasonable rentals based on established eligibility criteria and calculation methodologies

Leasing and Licensing of Council Owned Facilities Policy



- Facilitate a shared approach between Council and lessee as to the cost of management and maintenance of Council-owned facilities;
- Ensure lessees are accountable for meeting operational responsibilities for venue management and meeting agreed targets
- Ensure sound financial management and effective administration of community facility leasing and licensing.
- Ensure that Council-owned facilities are appropriately maintained as Council assets

Environmental Sustainability:

- Ensure Council facilities maximise the use of solar, energy and water efficiency initiatives to reduce the environmental impact
- Encourage and support Lessees to implement environmental initiatives

5. SCOPE

This Policy applies to the leasing or licensing of Council owned or managed land and facilities.

6. ELIGIBILITY FOR LEASE OR LICENCE

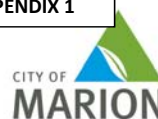
6.1 Council will enter into a lease or licence agreement with a *not for profit organisation*, once the organisation can demonstrate

- It is a not for profit organisation under Australian tax office definitions
- It is an incorporated/legitimate body under the auspice of an incorporated body or under the auspice of an incorporated body
- It has an Australian Business Number (ABN)
- It is financially viable by providing 3 years of annual financial statements to Council
- It complies with relevant legislation and regulations governing its activities
- It is able to demonstrate it will meet a community need
- It has good governance capability

6.2 Council will consider a lease or licence agreement, for a commercial organisation once the organisation demonstrates:

- It is able to demonstrate it will meet a community need
- It provides a financial benefit or return to Council
- It has the professional capacity and experience
- It does not generate income from gambling (including poker machines)
- It provides an economic benefit to the City of Marion

Leasing and Licensing of Council Owned Facilities Policy



6.3 Council will consider a lease or licence agreement with a *school or kindergarten* where:

- The use does not impact on the broader community needs or result in a facility being used beyond its capacity
- Consideration is given to a contribution to the maintenance of the facilities used by the school, the level of contribution reflecting the level of use
- Fees are consistent with community fees, although a reduction could be considered to reflect the school's socio economic status
- A school, DECD or other education body have appropriately contributed to the capital development of the facility they will be provided with exclusive use
- The school or kindergarten has adequate insurance

7. ANNUAL FEE

Rent will be based on the market rate supplied by an external valuer appointed by Council. The fee will be provided to the organisation at the time of entering into a new lease or renewing the lease. Rent will increase annually by CPI and the market rate will be reviewed every 5 years.

Not for profit organisations will be eligible for up to 93% discount based on meeting the criteria for good governance, facility utilisation, social inclusion, volunteer management and environmental initiatives (refer Appendix 1).

Where a building is acquired by or gifted to Council consideration will be given to the terms of this arrangement when determining the annual fee. In this situation a contribution to the ongoing repairs, maintenance and renewal costs will be considered when determining the annual fee to ensure alignment with the market rate and subsidy.

A minimum fee of \$1,000 (excluding GST) per annum shall be payable should the market rate and subsidy be calculated at less than \$1,000.

The minimum fee of \$300 (excluding GST) per annum shall be payable by Community Gardens.

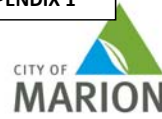
8. TERM OF AGREEMENT

Terms of agreement will not be greater than 5 years unless Council resolves to grant a longer term lease. In these circumstances consideration will be given to developing a management plan in partnership with the organisation which seeks to develop the facility long term.

Where a lease or licence is to be granted for greater than 5 years and is located on Community Land community consultation will be undertaken in line with the Local Government Act 1999.

Where the term of the lease or licence is to be less than 5 years, and Section 20B of the Retail and Commercial Leases Act 1995 applies, the Lessees or Licensee shall be required to provide Council with a certificated exclusionary certificate duly signed by the Lessee's or Licensee's solicitor waiving the minimum statutory term of five years in the form required by the Act.

Leasing and Licensing of Council Owned Facilities Policy



This certificate must be provided to the Council prior to the Lessee or Licensee taking possession of the premises.

9. MAINTENANCE, REPAIRS AND REPLACEMENTS

A comprehensive list of building items will be provided to organisations when providing a Letter of Offer which will clearly set out responsibilities. Council will take responsibility for structural items in buildings this will include items relating to footings, floor (not including coverings), walls (not including applied finishes), roof members and cladding and provision of services to the external walls.

10. UTILITIES, OUTGOINGS AND WASTE DISPOSAL

Organisations will be responsible for the cost of all utilities, outgoings and waste disposal associated with their operations.

Council will work with organisations to assist them to implement environmental initiatives such as waste reduction, recycling and energy efficient practices.

11. WATER USAGE

11.1 Buildings

Where the lease or licence refers only to a building and there is no open space attached to the leased or licensed area then the Lessee/Licensee shall be responsible for the payment of all water and sewer charges levied against the leased area.

11.2 Open Space

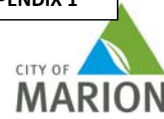
Where there is an associated playing field that is accessible to the general community the lessee/licensee will be responsible for 10% of the cost of the water used. Where the facility is fenced or not accessible to the community the lessee / licensee shall be responsible for the payment of all water and sewer charges levied.

Council encourages water conservation techniques and when considered appropriate shall place a cap on the amount contributed by Council. The amount of the cap shall be determined at the time of negotiating a lease or licence by Council. Access to stormwater reuse will be encouraged.

Where there are shared meters on the site consideration will be taken on community access to the site and the proportion will be negotiated with the organisation to ensure it is in line with like facilities.

Leasing and Licensing of Council Owned Facilities Policy

APPENDIX 1



12. SPORTING GROUNDS AND COURTS

Council maintains playing fields that are open to the public for passive recreational activities.

There are some circumstances where Council may negotiate with a Club to take on the responsibility of maintaining sporting grounds which are specialist in nature such as bowling greens.

Council will work in partnership with tennis and netball clubs, peak bodies and other funding organisations when courts are required to be resurfaced. Clubs will be expected to contribute funds either through a combination of club funds, external grants or a loan from Council. In determining the club contribution consideration will be given where courts are made available for community use.

13. FLOOD LIGHTING

Council will be responsible for the regular inspecting of light poles and ensuring they are maintained; lessee and licensees will be responsible for the replacement of lamps.

Should a lessee/licensee seek to install new lights, they will be expected to make a financial contribution. Council will work in partnership with the lessee to seek external funding and/or negotiate a Council loan.

14. SUB-LETTING OR HIRING OUT OF LEASED FACILITIES

It will be a condition of the lease that all sub-letting arrangements will be in line with this Policy and that lessees must seek Council approval to the terms and conditions prior to sub-letting.

Where an organisation enters into a sub-licence for part or all of the premises to another club or a commercial activity, Council reserves the right to assist the sub-tenant in negotiating a sub-licence fee based on the nature and quantum of the sub-licence

Clubs are encouraged to hire out facilities to maximise the use of the facilities and to generate income to support them to be sustainable. It is expected that these rates do not exclude the community from being able to access them due to the cost

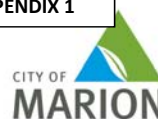
15. HARDSHIP

Where a Lessee/ Licensee is able to produce evidence that the fee will cause undue hardship (after subsidies are applied) then the Lessee or Licensee can make an application to Council seeking deferment or reduction of payment.

The City of Marion is under no obligation to accept such a request and will make its decision based on the financial position of the lessee or licensee at the time of making the application.

Leasing and Licensing of Council Owned Facilities Policy

APPENDIX 1



16. GAMING MACHINES

Council does not support the introduction or increase of gaming machines in premises on Council owned land for any new Lessee or Licensee.

~~17. POLITICAL SIGNS~~

~~Council prohibits the display of any political signs on leased or licensing facilities in order to be bipartisan.~~

17. DEFINITIONS

Community Buildings – Buildings primarily available to facilitate community activities in line with Council's corporate strategies and community land management plans.

Community Club or Organisations – Organisations that are incorporated for the benefit of the community and any profit is distributed back into the facility and does not restrict its services to its members and provides one or more

Incorporated Body – Any Committee or Organisation that is incorporated under the Associations Incorporation Act 1985

Lease – Such agreements shall be used where the occupier has full and exclusive use of the premises.

License – Such agreements shall be used where the occupier does not have full and exclusive use of the premises

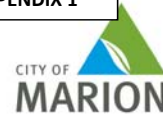
Maintenance – Means that facilities are maintained; in good repair and condition; conform to relevant legislation and codes; are free of graffiti and other acts of vandalism; and includes preventative maintenance approaches.

Non-community organisations – Organisations that are specifically a 'business' and are in business for the purpose of making a profit or which are so constituted that the assets may be distributed amongst the members of the organisations.

Open space – is leased outdoor facilities which is available for community use outside formal sporting use excluding sport related facilities such as clubrooms, storage sheds

Leasing and Licensing of Council Owned Facilities Policy

APPENDIX 1



49-18. RELATED DOCUMENTS

The following key City of Marion policies and plans relate to leased and licensed facilities:

- City of Marion Community Vision – Towards 2040
- City of Marion 10-Year Strategic Plan (under revision)
- City of Marion Community Facilities Strategy – (under development)
- City of Marion 3-Year Business Plan 2016-2019
- City of Marion Development Plan
- City of Marion Long Term Financial Plan
- Asset Management Plans
- Community Land Management Plans
- Irrigation Management Plan
- Asset Management Policy
- Disposal of Land and Assets Policy
- Community Consultation and Engagement Policy
- Liquor Licensing Policy

20-19. REFERENCES

- Local Government Act 1999
- Real Property Act 1886
- Law of Property Act 1936
- Retail and Commercial Leases Act 1995
- Associations Incorporation Act 1985
- Disability and Discrimination Act
- Gaming Machine Act
- Liquor Licensing Act
- Development Act 1993

Policy Name and version no.	Leasing and Licensing of Council Owned Facilities Policy – V2.0
Last update	2006
Last Council review (report reference)	
Next review due	2020

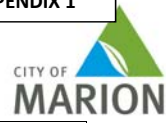
Leasing and Licensing of Council Owned Facilities Policy - (February 2017)

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City of Marion 245 Sturt Road, Sturt, 5047 (PO Box 21, Oaklands Park, 5046)
T 8375 6600 F 8375 6699 www.marion.sa.gov.au

APPENDIX 1

Leasing and Licensing of Council Owned Facilities Policy

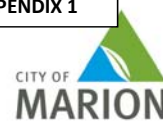


Responsibility	Manager, City Property
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DRAFT

APPENDIX 1

Leasing and Licensing of Council Owned Facilities Policy



Annual Fee - Subsidy Criteria for Sporting and Community Organisations

Annual lease/licence fee will be calculated at up to 93% of the market rental rate of the leased area/s. Council will offer the following subsidies on the annual fee for not for profit organisations.

Subsidy Criteria	%
Good Governance The organisation can demonstrate; <ul style="list-style-type: none"> Compliance with conditions of current or previous lease/licence agreements with Council Provision of Annual General Meeting reports and minutes including financial reports (to be audited upon request) Financial viability, have not incurred a debt with Council and have repaid any loans to Council in line with the loan agreement Quality Management is integrated into operations - capacity building, good governance and planning etc., evidenced through provision of an annual business plan, current constitution, policies and procedures etc. 	33%
Facility Utilisation The organisation is able to; <ul style="list-style-type: none"> Provide evidence of membership/user/participant numbers and hours of use on an annual basis. Provide evidence of activities and initiatives undertaken to increase the utilisation of the facility Initiatives planned to increase use or participant numbers Evidence of shared use of the facility by the community and other community clubs and organisation to ensure optimal use of the facility 	30%
Social Inclusion The organisation can demonstrate; <ul style="list-style-type: none"> The activity or service they provide is non-discriminatory and is open to all residents who meet stated criteria for participation. The use of the facility will increase social inclusion, increase community participation and/or will promote health and well-being in the community Activities support wider social inclusion targets which may include such groups as: <ul style="list-style-type: none"> Low socio-economic background Over 60's years of age Aboriginal and Torres Strait Islander Culturally and Linguistically Diverse (CALD) Children Under 17 years of age Physically and intellectually disabled Female participation in sport 	20%
Volunteer Management The organisation can demonstrate that it promotes, supports and develops volunteers	5%
Environmental Initiatives The organisation can demonstrate that is promotes and implements environmental initiatives e.g. waste reduction, recycling, energy efficient practices including investments e.g. solar panels	5%
Maximum subsidy available	93%

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

Manager: Carol Hampton, Manager City Property

General Manager: Abby Dickson, General Manager City Development

Subject: Leasing and Licensing of Council Owned Facilities Policy

Report Reference: GC280317R01

REPORT OBJECTIVES

The objective of this report is for Council to consider feedback on the draft Leasing and Licensing Policy and consider adopting the policy for implementation.

EXECUTIVE SUMMARY

At the General Council meeting on 13 December 2016 (GC1312R20) Council considered the draft Leasing and Licensing Policy and approved it for community consultation.

The draft Policy was sent to 42 organisations who have leases and licences with a covering letter identifying the key changes and providing information on the potential financial impact. Written feedback was provided by 9 organisations. In addition, information was provided on the Making Marion web site where 23 people accessed the information with 2 people providing feedback.

Further feedback has been provided by members and staff which has been incorporated in the review of the draft Policy.

Details of the feedback from organisations including comments is provided in Appendix 1. Most organisations requested further information on maintenance arrangements, the rent review process and the subsidies. Meals on Wheels highlighted that they gifted the assets to Council and fund all maintenance and improvements.

All feedback has been considered, details of which are provided in the report. It is recommended that some changes be made to the Policy and these have been provided in Appendix 2.

RECOMMENDATIONS

DUE DATE

That Council:

- | | |
|--|-------------------------|
| 1. Adopts the Leasing and Licencing of Council Owned Facilities Policy as attached as Appendix 2 to this report. | 28 February 2017 |
| 2. Endorses the progressive implementation of the Policy as leases and licences are renewed or newly entered into. | March 2017 |
| 3. Notes administration will provide a response as set out in Appendix 1 to the nine organisations who provided a written response to the draft Policy. | March 2017 |

BACKGROUND

Council provides an extensive range of facilities from multipurpose sites with playing fields, halls, community gardens, cafes, tennis and netball clubs etc. Leases or licenses are provided to a diverse range of organisations ranging from small community organisations, sporting clubs, state government agencies to commercial organisations.

Prior to 2006 leases and licences were considered on a case by case basis and this resulted in some organisations paying \$1 rent, ambiguity around repairs and maintenance and an inconsistent approach to utility charges etc.

The review of the Policy has considered a broad range of areas:

- Rent calculations
- Building Insurance
- Maintenance, repairs and replacement responsibilities
- Sporting grounds and courts
- Flood lighting
- Utilities and outgoings
- Sub-letting and hiring
- Political signs

The Policy seeks to achieve a transparent and equitable approach to lease management that supports and enables community and sporting organisations to thrive and deliver community and social value to City of Marion residents.

At the General Council meeting on 13 December 2016 (GC131216R20) Council adopted a draft Leasing and Licensing of Council Owned Facilities Policy for community consultation.

The draft Policy was sent to 42 organisations who have leases and licences with a covering letter identifying the key changes and providing information on the potential financial impact. Written feedback was provided by 9 organisations. In addition, information was provided on Making Marion website where 23 people accessed the information with 2 people providing feedback.

DISCUSSION

The main concerns raised in the feedback were in relation to rent, subsidies, maintenance and acknowledgement of previous and future investments in facilities.

Details of the feedback are provided in Appendix 1, this includes specific information provided in the 9 written responses, comments and acknowledgement where it is proposed to make changes to the Policy. The draft Policy (Appendix 2) has been revised taking into consideration the feedback.

1. Rent

The new Policy increases the minimum fee from \$250 (excluding GST) to \$1,000 (excluding GST), this will impact 19 organisations. Two organisations have provided feedback that this would have a considerable financial impact, on review of these organisations most recent financial statements it appears they are in a good financial position.

Where there is an increase, the organisations can request Council to consider their financial situation and have a period to transition to the new rate. Council will continue to consider rent assistance due to hardship on a case by case basis.

There are two specific groups that need further consideration, this includes Meals on Wheels and community gardens;

- **Meals on Wheels**

Meals on Wheels (MOW) operate out of three sites within the Council area; Edwardstown, Hallett Cove and Warradale. As the leases were entered into at various times since 1974 they have varying terms and conditions. All sites currently pay \$1 per annum for rent and only Hallett Cove and Warradale pay building insurance. Details of the leases, maintenance responsibilities and proposed financial changes are provided in Appendix 3.

As outlined in the submission received from MOW the facilities they occupy are purpose built buildings that were erected by MOW at their expense on community land managed by council. They have continued to fund all maintenance and improvements since the buildings were built. Currently they pay \$1 per annum rent per site and a total of \$1,160 building insurance.

Under the proposed new policy, the combined proposed annual rental will be \$9,411. MOW have indicated that the proposed changes will have a considerable impact on their operations. While annual financial reports are provided by MOW they are for the whole organisation, this does not provide financial information on specific sites so it is unknown the extent of the cost of repairs and maintenance on the buildings.

Enquires have been made with other councils in regard to the arrangements they have with MOW, these vary considerably:

- Rent ranges from \$1 to \$2,400 per annum
- Building insurance is reimbursed
- Required to paint the building every 5 years
- Responsible for all costs to Council for maintenance, repair, replacement and renovation
- Responsible for all costs to Council for cleaning, lighting, heating and air conditioning
- Council maintains grounds and gardens
- MOW responsible to maintain, repair or replace items which are specified that are damaged or worn with items of same or similar quality
- Agreed plans and specifications and contract for work to be undertaken by MOW
- The majority of leases are for longer than 5 years

As the buildings are purpose built and MOW appear to have the capacity to undertake repairs and maintenance it is recommended that Council consider changing the Policy. It is proposed to add the following words to the policy under Annual Fee (this is included in Appendix 2)

Where a building is acquired by or gifted to Council consideration will be given to the terms of this arrangement when determining the annual fee. In this situation a contribution to the ongoing repairs, maintenance and renewal costs will be considered when determining the annual fee to ensure alignment with the market rate and subsidy.

It is important to Council that buildings are appropriately maintained and do not become a liability to Council. The cost of repairs, maintenance and renewal should be agreed to between Council and MOW via a works programs and incorporated into the lease. The Building Condition Audit as well as MOW planned works will be considered when negotiating the works program. Evidence of expenditure would be required annually and

is expected to be in line with the market rental. The cost of building insurance is to be reimbursed for all sites.

- **Community Gardens**

Currently there are three community gardens located at Glandore, Marino and Trott Park.

Council has adopted a Community Gardens Policy which states the terms of the lease arrangements will be in accordance with Council's current Leasing and Licensing Policy

Currently Trott Park pay \$309 per annum, the lease expires in October 2018 and there no further rights of renewal. Marino pay \$330 per annum; the lease expires in 2018 with a right to extend for a further 3 years. There is no building insurance payable. The Glandore Neighbourhood Centre provides the community garden as one of the centres program, consequently there is no requirement for a lease.

It is evident through the financial reports provided by Trott Park and Marino that they would need to seek rent assistance due to hardship. The other option would be to set a minimum rate for Community Gardens for the first 5 years of operation at which time the financial position of the gardens would be reviewed to determine if they would be able to afford the current minimum rate.

An option for Council to consider is to make rental provisions for community gardens which recognises that the lease only involves land and the insurance, maintenance and renewal costs are immaterial. Council may wish to consider setting a minimum rental fee for community gardens at \$400 per annum.

2. Subsidies

A number of the organisations provided feedback on the proposed subsidies. Key concerns included:

- The additional administrative burden for organisations to provide the information to qualify for subsidies
- Transparency in the process for assessing an organisation's eligibility for subsidies
- Options for appealing subsidy decisions
- Will the timing of the subsidy determination provide sufficient time for organisations to plan and budget for rental expenses.

It is acknowledged that most organisations are very reliant on volunteers and a request for additional information may pose an additional burden however staff will work with clubs and community groups to assists them to improve their governance arrangements in order meet this requirement. It should also be noted most organisations are required to provide AGM reports on an annual basis and this information will form the basis of their subsidy application.

Council will provide the following support:

- City Property staff will assist organisations to understand the subsidy requirements.
- Organisations will be given until the end of November of each year to provide the information which will be assessed by City Property and confirmation of the percentage of subsidy to be provided for the following financial year will be provided by February the following year.
- A subsidy application template will be provided to all organisations

- Where Clubs demonstrate they have a transition plan in place to meet the subsidy criteria within a 3-year period they will be provided with the maximum subsidy.
- Organisations who have a current lease will be offered to commence the reporting process in preparation to the renewal of their lease. It is proposed that further information be provided to all organisations in relation to subsidies and the process.
- Should an organisation have a concern with the subsidy they can put a request in writing within 30 days of receipt of the subsidy advice. All new leases contain a dispute clause.

The management of subsidies is an operational matter which will be governed by procedures described above. No changes are proposed to the Policy.

Financial Analysis

Financial modelling has been undertaken to determine the financial changes for Clubs and for the majority of Clubs there will be a reduction on the current rent and building insurance cost. Clubs that currently pay a \$1 or the minimal annual rent of \$250 however will experience an increase in rent. Staff will work with organisations facing a rental increase under the new policy and take into consideration consider their financial situation and appropriate transition periods. Council will still consider hardship requests on a case by case basis.

Once all organisations have transitioned to the new arrangements there will be no overall financial impact to Council as the building insurance expense will absorbed by the increase in rental income due to some clubs moving from \$1 rental and minimal rent of \$250 to the new rate. This is in line with ensuring there are equitable arrangements for all organisations.

A number of leases and licences have been holding over pending the adoption of the Policy (and the completion of the Tennis and Netball Courts Review), in most case the new Policy will provide a financial benefit to clubs and organisations. It is acknowledged that some Clubs will need to work towards meeting some of the subsidy criteria and appropriate levels of support will be provided to enable them to transition to the new model.

CONCLUSION

The Policy aims to minimise the financial impact of occupying a Council owned facility, as well as achieving a consistent approach to leases and licences. The aim of the policy is to make land and building facilities available to organisations on a fair and equitable basis, support good governance, meet community needs and support the optimal use of facilities.

Appendix 1	Community Engagement
Appendix 2	Leasing and Licensing of Council Owned Facilities Policy
Appendix 3	Meals on Wheels Information

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Community Engagement Outcomes 6 February 2017

Community consultation was undertaken from 13 January to 6 February 2017.

Feedback on Leasing & Licencing Policy Review 2017 was sought via Making Marion, social media posts.

Information promoting engagement opportunities was provided via email to the key stakeholder groups.

The engagement was published on our front page of the City of Marion under current consultations inviting people to read the Policy and provide feedback.

The engagement asked people to respond to: A Quick poll question: *I support the draft Leasing/Licencing Policy*, and/or to provide comments via an online comment form.

Community feedback statistics

The following feedback received from the community on the Leasing & Licencing Policy Review 2017:

- A total of 42 organisations who have leases and licences were provided with a covering letter identifying the key changes and information on the potential financial impact.
- 9 written responses were received
- A total of 68 people visited the Making Marion website and 8 people downloaded the document.

Quick Poll response

1 person who participated in the Online Poll indicated they either strongly supported or supported what was in the Plan. 1 person strongly do not support what is in the Plan.

Other Feedback

A number of organisations contacted City Property to clarify specific points. Also the Leasing Officer meet with organisations to discuss the changes.

Further feedback has been provided by ward members and staff.

During the consultation phase some areas were identified that need to be reviewed and considered and potentially included in the Policy e.g. licences on land only, storm water reuse.

Details of the 9 written responses and comments is provided below:

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Organisation	Feedback	Comments
<p>Active Elders</p>	<p>Your figures.....would the end charge be calculated on the value of the land and buildings? This could amount to much more that you have stated depending on the value of the area, or is it a figure you have come up with no matter what the value?</p> <p>I on behalf of Active Elders would challenge you on the Maintenance, repairs and replacement as we under our lease do most of it and have done for over 50 years to maintain the hall and as we have now been asking the council to replace our ceiling for over 2 years how quickly will the council be able to complete these tasks. This has reached its use by date over and over.</p> <p>Will our hall be maintained as well as it is at the moment when we not you pay most of the bills? Will the maintenance etc. cover all the hall not as it is at the moment..... we pay for everything except structural in the hall including toilet blockages that are not caused from the trees outside. What about gutters cleaned regularly because of the large tree that you will not allow to be cut down. What about the weed spraying we have to pay for? What about the grease trap we have to pay for? What about the maintenance and the replacement of the equipment in the kitchen... we have done all of this ourselves in the past.</p> <p>There are many questions I and Active Elders would like to ask and have answered.</p>	<p>The Leasing Officer met with Club representatives on 18 January 2017 to discuss their feedback and Club understand the proposed changes and indicated they have no strong objections.</p> <p>The Market Value is based on the whole site.</p> <p>City Property have had ongoing discussion with Active Elders in relation to the ceiling. The ceiling tiles are no longer available and the structure does not allow for a new suspended ceiling to be installed. The Building Condition Audit indicated replacement in 2019. The team are continuing to investigate a suitable option to replace the tiles.</p> <p>Specific maintenance responsibilities will be discussed and clarified with the club when renewing the lease. City Property is currently scoping and costing a gutter maintenance program.</p>

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	<p>Subletting and hiring.....this is our life line and what pays for the maintenance of the hall to Marion Council specifications what are you proposing here? One in particular..... are you really asking the groups what they would prefer and think about this or is this just face value and it will be going ahead anyway? We would value and strongly request a face to face with you about this, please can this be arranged in the near future before the meeting in February. If you cannot do this I will request a meeting with the Mayor or some other executive as we feel very strongly about this.</p>	<p>The intent of sub-letting is to ensure arrangements are under the same terms and conditions as the Lessor. Council strongly supports clubs to hire facilities and this is reflected in the subsidies.</p>
<p>Cosgrove Hall Committee</p>	<p>The Cosgrove Hall Committee of Management Inc. ("Committee") discussed the draft Policy at its January meeting and developed a baseline position. Members of the Committee were then invited to take the policy back to their constituent groups to seek feedback from the perspective of individual User Groups. The feedback from User Groups was then considered alongside of the Committee's baseline position and a final position was developed, as set out below. It is important to note that the Committee views its role as one of managing Cosgrove Hall ("Hall") for Council and not on behalf of individual User Groups. That is, the Committee puts the interests of the Hall first but balances this with the needs of User Groups.</p> <p>Our overall feedback is as follows:</p> <p>The Committee</p> <ul style="list-style-type: none"> The Committee's overall concern is financial: will the draft Policy result in higher costs to the Committee, and will the Committee be able to afford to operate with any increased costs, noting that the entirety of increased costs will be passed on to User Groups. 	<p>The Policy will see an increase in the amount payable. Currently the rent is \$875 and building insurance \$4,779, a total of \$5,654, the proposed new charge is \$9,228.62 and increase of \$3,574.95. The Committee can seek rent assistance due to hardship.</p>

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	<ul style="list-style-type: none"> • The Committee welcomes the Council taking increased responsibility for maintenance work on the Hall, as this is one of the costliest expenses for the Committee in managing the Hall. • The Committee is of the view that Council still seems to be basing the leasing of Council owned facilities on 'commercial' lines. We note that the Committee is a non-profit organisation as are the Hall's regular User Groups. Like the Hall, many Council owned facilities are managed by local Committees of Management made up of volunteers most of whom have been involved with the facility from the beginning when it was usually gifted to Council to be used for the benefit of the Community. • Council should provide as much support as is necessary for Volunteer Groups to successfully manage such facilities without adding too many onerous administrative and financial operational requirements. <p>We have the following specific areas of concern with the draft Policy:</p> <ol style="list-style-type: none"> 1. More detail is required regarding maintenance responsibilities: who is responsible for what, and precisely what does 'responsible' mean? Two key issues for the Committee are (1) the condition of the floor of the Hall, which needs to be brought up to a standard that is fit for sporting use, and (2) the basketball backboard winders are most likely the original ones installed in the Hall and are beyond their useful life - they need to be replaced 	<p>The aim of using market rental is to recognise the community value</p> <p>The subsidies recognise the value of volunteers</p> <p>Council will continue to allocate resources to build club capacity and support them to transition to the new policy.</p> <p>The schedule provided as part of the consultation process is considerable more comprehensive than previously provided to organisations. The intent is for Council to be responsible for structural works and for organisations to undertake minor maintenance requirements. This will be discussed with organisations at the time of initiating discussions on a lease.</p> <p>City Property is currently scoping and costing a gutter maintenance program.</p>
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	<ol style="list-style-type: none"> 2. Is the Market Value and rent agreed for the term of the Lease period? or will it be reviewed annually. 3. More detail is required about the exact level of subsidy the Committee could expect. 4. If the market value and rent increases above CPI will the subsidy also increase? 5. How will Council ensure from the beginning of any new Lease that the facilities are fit for purpose and to such a standard that there is no substantial risk to the Committee? 6. Will Council assist with the proposed Environmental Initiatives e.g. Solar Panels etc.? 7. Is the requirement to have an ABN number necessary? 8. How will maintenance and requests for Committee assistance be dealt with by Council in a timely manner? 	<p>The Building Condition Audit identified the floor for replacement in 2024, this will be reviewed by City Property. A quote is being obtained for the replacement of the backboard winders.</p> <p>Policy changed - Market Value would be agreed at the term of the lease with annual CPI. Market Value would be reviewed every 5 years</p> <p>Clubs will be supported to ensure they are able to obtain the maximum subsidy and will be provided a transition period to assist them to meet the requirements.</p> <p>Rent will increase annually by CPI. The subsidy percentage will remain unchanged with a subsidy of up to 93% being applied.</p> <p>This will form part of the negotiations and will take into account the Building Condition Audit.</p> <p>Yes</p> <p>Yes</p> <p>City Property is continually reviewing the process to improve customer service. All requests go into the Customer Event System and</p>
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	<p>9. The Committee should not be responsible for the maintenance of the park area adjacent to the Hall, including water, landscaping, and flood lighting.</p>	<p>organisations are to be provided with a reference number should they need to follow up the request.</p> <p>This will form part of the negotiations and will depend on whether the area is included in the leased area. The Policy proposes that Council will be responsible for flood lighting structures and maintenance.</p>
<p>Clovelly Park Memorial Community Centre Inc</p>	<p>It is important to note that the Committee views its role as one of managing the Clovelly Park complex for the benefit of the Community and not on behalf of individual User Groups. That is, the Committee puts the interests of the Complex first but balances this with the needs of User Groups. It was in fact Clovelly Park residents that raised money to build the Hall and associated buildings and then handed it to Council.</p>	<p>The aim of the Policy is to encourage the maximum use of facilities.</p>
	<p>The draft Policy may result in higher costs to the Committee, and will the Committee be able to afford to operate with any increased costs, which will be passed on to User Groups.</p>	<p>The proposed charges will result in a reduction in the vicinity of \$400</p>
	<p>The Committee agrees that the Council should be taking an increased responsibility for maintenance work on the Hall and Courts, as this is one of the costliest expenses for the Committee in managing the Complex.</p>	
	<p>It seems that Council is still basing the Lease of Council owned facilities on 'commercial' lines. Our Committee is a non-profit organisation as are the Hall's regular User Groups. Like the Hall, many Council owned facilities are managed by local Committees of Management made up of volunteers most of whom have been involved with the facility from the beginning when it was usually gifted to Council to be used for the benefit of the Community</p>	<p>The aim of using market rental is to recognise the community value.</p>

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	<p>Council should provide as much support as is necessary for Volunteer Groups to successfully manage such facilities without adding too many onerous administrative and financial operational requirements.</p>	<p>The subsidies recognises the value of volunteers</p> <p>Council will continue to work with clubs and community groups to build their capacity and support them to transition to the new policy.</p>
	<p>More detail is required regarding maintenance responsibilities: who is responsible for what, and precisely what does 'responsible' mean?</p>	<p>The schedule provided as part of the consultation process is considerable more comprehensive than previously provided to organisations. The intent is for Council to be responsible for structural works and for organisations to undertake minor maintenance requirements. This will be discussed with organisations at the time of initiating discussions on a lease</p>
	<p>Is the Market Value and rent agreed for the term of the Lease period? or will it be reviewed annually.</p>	<p>Market Value would be agreed at the term of the lease with annual CPI. Market Value would be reviewed every 5 years</p>
	<p>More detail is required about the exact level of subsidy the Committee could expect.</p>	<p>The schedule provided for consultation sets out the level of subsidies. Administration will work with organisation to ensure they are able to achieve the maximum subsidy.</p>
	<p>If the market value and rent increases above CPI will the subsidy also increase?</p>	<p>Market Value would be agreed at the term of the lease with annual CPI. Market Value would be reviewed every 5 years</p>

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		The subsidy percentage will remain unchanged with a subsidy of up to 93% being applied.
	How will Council ensure from the beginning of any new Lease that the facilities are fit for purpose and to such a standard that there is no substantial risk to the Committee?	This would be discussed at the time of negotiating the lease. Council has increased budgets aligned to a Building Condition Audit and is actively working on improving facilities.
	Will Council assist with the proposed Environmental Initiatives eg Solar Panels etc.?	Yes
	How will maintenance and requests for Committee assistance be dealt with by Council in a timely manner?	City Property is continually reviewing the process. All requests go into the Customer Event System and organisations are to be provided with a reference number should they need to follow up the request.
	How will Council process our request for another Lease to the Wildcats Netball Club to manage all the Netball/Tennis Courts.	Once the Leasing and Licensing Policy is adopted Council will process the request.
Marion Sports and Community Club	<p>7 ANNUAL FEE (and not included in subsidy criteria appendix)</p> <p>We do accept that the council can be charging a “rental” fee for buildings provided by Council but have no right to charge an Organisation for buildings or building improvements constructed or provided by and maintained by that Organisation.</p> <p>There are the questions of, Who adjudicates this percentage discount? When and how is this percentage review?</p>	<p>It is recognised that both Council and organisations will contribute to the development of facilities.</p> <p>Clubs will be required to provide information and complete templates annually. Information will be assessed by City Property. It is anticipated</p>

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	<p>What is the method of appeal?</p> <p>*This recommendation is to encourage the lessee to continue to improve the council asset and not be penalised in the form of being charged a higher rent value.</p>	<p>there will be a transition period to assist clubs to provide the information.</p> <p>The subsidy percentage will be reviewed as part of the Policy review (bi annually) or as requested by Council.</p> <p>Should an organisation have a concern with the subsidy they can put a request in writing within 30 days of receipt of the subsidy advice. All new leases contain a dispute clause.</p>
	<p>16 GAMING MACHINES Delete the word “club” form the first sentence. also Delete the second sentence.</p> <p>*These recommendations are to make the policy applicable to all premises and to align this policy with the “GAMING MACHINE ACT”.</p>	<p>Policy Amended</p> <p>Policy Amended - Deleted sentence and added “or increase” in the preceding sentence.</p>
<p>Meals on Wheels Edwardstown, Hallett Cove and Warradale</p>	<p>Meals on Wheels have been a long-standing community service provider to your local community through meal supply activities at branches in Hallett Cove, Warradale and Edwardstown.</p> <p>Over these years, council has recognized our work by imposing a pepper-corn rental for Edwardstown and a nominal rental of \$1.00 per annum for both Hallett Cove and Warradale.</p> <p>The proposed changes to our current leasing agreements have been received with a great deal of consternation. We would, therefore, wish to provide the following feedback for council’s consideration:</p>	

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	<p>1. All three properties were erected by Meals on Wheels (SA) Inc. entirely at our expense on community land managed by council. We have continued to fund all maintenance and improvements since.</p> <p>The buildings were designed and fitted out for the purpose of undertaking a delivered meal service.</p>	<p>Propose that Policy be change to reflect where Council has agreed to accept a building being "gifted" that as part of the agreement ongoing maintenance and renewal is considered and where the organisations agrees to take full responsibility to maintain and renew no rent will charged as long as they can demonstrate the level of funding invested is in line with the Market Rent and Building Condition Audit.</p>
	<p>2. The terms of the initial leases saw the structures transfer to council at the end of the leases. Therefore, meals on Wheels has gifted council these assets, for which council now appears to expect our volunteers and clients to contribute towards an arbitrary market valuation, for a property which is not creating a council expense. This is unacceptable to Meals on Wheels.</p>	<p>As above</p>
	<p>3. The combined proposed annual rental of \$9411 far exceeds the associated insurance premiums paid by Meals on Wheels and does not offset the increase.</p>	<p>There is no charge for Meals on Wheels Edwardstown</p>
	<p>4. We propose that an additional subsidy criterion be applied to organizations that have gifted assets to councils and that they remain financially responsible for insurance, structure maintenance and any improvements. A further criterion relating to the design and purpose of the building (ie. Its likely suitability for alternate use), could also be considered.</p>	<p>As it is proposed that Meals on Wheels are not to pay rent it would not be necessary for the subsidy to be applied</p>

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	<p>5. We anticipate considerable community anger from the 375 volunteers who selflessly perform their duties at the three branches and also from the 475 clients who benefit from our community service providing meals and performing checks on their welfare during delivery times. The proposed change would add \$0.15 per meal to our operating costs which would need to be passed on to those who can least afford it.</p>	Noted
	<p>6. Meals on Wheels has leasing arrangements with local government for twenty-eight of our kitchens throughout the state of South Australia and thus far, the City of Marion is the only council who have suggested such marked changes to tenure requirements.</p>	
<p>Morphettville Park Tennis Club</p>	<p>The committee of Morphettville Park Tennis Club met on Monday Night 23/1/2017 to discuss the draft you sent us about Policy on the Leasing and Licencing of Council Owned Facilities. First and foremost, our response initially is that we disagree with Marion Council's Proposal. Some initial "generalization" points before I get into specifics.:</p> <ul style="list-style-type: none"> • We feel it is outrageous to even suggest a rise of our current rent from around \$630 per year to \$6400. This is obviously before we begin the arduous process of assessing how much of the 93% discount which appears to have many grey areas in your proposal. If our club had to pay near \$6400 we would close. Our club has been operating for over 50 years We've made every Marion Council payment so does historic value of being a great tenant have any bearing? • From our perspective, It's as though we are being penalized despite the \$105K of our own raised money we have put into upgrading your facility over and 10-year period and at the same time growing membership (usage) numbers. We have presented all this numerous times recently to many council members. A lot of time and effort to 	<p>Should the Club be eligible for 93% subsidy, the proposed change would be a reduction of \$900</p> <p>It is recognised that both Council and organisations will contribute to the development of facilities.</p>

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	<p>collate all the information. So, has this information been ignored or not taken into consideration in drafting your proposal?</p> <ul style="list-style-type: none"> • It creates is a massive amount of additional administration to a group of people volunteering their own unpaid time. Are the council aware how difficult it is to find any volunteers of fill a committee? Surely committees should be freed to improve their facility or promote their sport by cooking a Bunnings BBQ, organizing an open day for the local neighbourhood, maintaining and cleaning the facility. All time better spent than hours and hours of paperwork focused on justifying a 93% discount which is "grey" at best. How does a club budget rent every year which would perhaps be judge on CPI for instance? • The overload of information that is expected to be handed over is an intrusion of privacy on sporting clubs. Lease the facility with an agreement on who is responsible for what, what the reasonable rent is and you collect the rent just like any other leaser, lessee relationship. It's incumbent on you the council to make leasing the facility to community groups as easy as possible. • There is little help in the whole draft offered to us so how do we get benefit out of it? 	<p>Support will be provided to organisations to minimise the administrative burden.</p> <p>The intent of providing subsidies is to support good governance. Appropriate support will be provided to clubs and community organisations to support them to transition to the new policy. The aim is to support clubs to achieve the maximum subsidy</p>
	<p>Specific Point on your proposal.</p> <p>Maintenance, Repair & Replacement.</p> <p>You've named some items council will take responsibility for however currently council took responsibility for fencing etc. Is that still part of council's responsibilities?</p>	<p>The schedule provided as part of the consultation process is considerably more comprehensive than previously provided to organisations. The intent is for Council to be responsible for structural works and for organisations to undertake minor maintenance requirements. This will be discussed with</p>

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		organisations at the time of initiating discussions on a lease
	<p>Sporting Grounds and Courts</p> <p>We are seeking clarification in this section on council working in partnership with tennis and netball clubs resurfacing courts etc. You want the courts open to the public but there is no solid commitment from council to pay for court resurfacing, damages etc. What is the council's clear commitment to these costs incurred for public use?</p>	This is still to be considered as part of the Tennis and Netball Review.
	<p>Rent increase</p> <p>Please clarify if it's \$1k or \$413 if we meet all the requirements. If it's \$1k, then that's a significant increase (circa 60%) on current rent of approx.: \$630 per year (plus we pay Marion council building insurance of \$1,145 per year).</p> <p>Clarify if building insurance is on top of this, or if there are any other new expenses we will incur. I assume the insurance will remain the responsibly of us to fund as there isn't anything specific in the document about changing the current arrangement</p>	<p>Currently pay \$1,290 new rate would be the minimum of \$1,000 so a reduction of \$290</p> <p>Building Insurance is included in the \$1,000 minimum rate</p>
	<p>Rebate for market rate of rent</p> <p>We need some clarification on the level of documentation/justification required meet the conditions for rebates for:</p> <ul style="list-style-type: none"> o Facility utilisation (30%) o Social inclusion (20%) o Volunteer management (5%) o Environmental initiatives (5%) <p>If it is a simple one to two-page document, it will be acceptable.</p>	A template will be provided to organisations to complete and it will be no more than two pages

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	<p>What level of evidence do you need (e.g. emails to community groups for social inclusion, facility utilisation log)?</p> <p>How do you assess each criteria, is it simply a pass or fail, how do you grade it, e.g. for facility utilisation (30% of the today rebate)?</p> <ul style="list-style-type: none"> o Pass/Fail: your facilities were underutilised; therefore, you get 0% of the 30% rebate for that criteria, or o Graded: we think your facilities were utilised 60% of the time, so you get 18% of the rebate (60%x30%) 	
	<p>How long and how often do we have to prepare this information?</p>	<p>Annually for the term of the lease</p>
	<p>Will there be a warning if we have missed the deadline or will they just charge us \$6400k.If we are charged \$6400k, our club is not sustainable.</p>	<p>Council will work with Clubs so there will be plenty of notice. The aim is to support clubs to achieve the maximum subsidy</p>
<p>Trott Park Community Garden Inc</p>	<ol style="list-style-type: none"> 1. We are adding value to the community, in providing a place to: <ol style="list-style-type: none"> a. Share gardening knowledge, b. Facilitate more community interaction and development c. Produce fresh food that can be eaten at home, and so encourage healthier eating, d. Offer our surplus produce to others attending the Neighbourhood Centre, for which the consumers contribute a donation, which also helps us raise funds for further work at the community garden, and help cover our costs. 2. The proposed rent would be a hardship. 3. We would lose members, and so membership fees, which contribute to covering our costs. 4. We are a non-profit organisation, and in fact the value of our labour far outweighs the monetary value we derive from growing food that we 	<p>As there is only land involved need to consider how this is calculated</p> <p>Council may wish in the leasing policy to make provisions for community gardens which recognises that the lease only involves land and the insurance, maintenance and renewal costs are immaterial. An option for Council to consider is to set the minimum rental fee for community gardens at \$400.</p>

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	<p>can consume. Our main aim is, of course, to share knowledge and encourage others to grow food at home, as well as at TPCG Inc.</p> <ol style="list-style-type: none"> 5. The \$1,000 minimum fee is not good for us, and would be seen by various members as not being worth remaining a member. The Council charges are in addition to the volunteer hours we contribute, part of which we often spend in conversing with local residents who are either walking by or visiting the Neighbourhood Centre for some event, particularly private day-time parties. 6. Raising our fees would not be helpful for the community garden to succeed and continue, and would work against the accessibility by residents to our facility and the social and health benefits that could be enjoyed by local residents and ratepayers. 7. We are not a Westfield type of organisation. We have been frugal with the money we have been granted so far. 8. If we are fundraising, our focus is not on the main aims of the organisation, which generally is gardening, learning and socialising with other local residents. 9. Currently we have a membership of 12 people. We lost 2 members (they resigned) when we raised the fees modestly in 2016, and a couple of others left due to ill health. 10. We facilitate for disabled and isolated, e.g., Bedford day-care clients, and are open to wheelchair members, as well as being prepared to interact and engage with various members of the community who care to visit our community garden. 	
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	<p>11. The draft Leasing and Licensing Policy is not consistent with the aims of Council to improve and promote healthy lifestyles to increase the wellbeing of our residents.</p> <p>12. Our original opportunity to create a community garden was framed on the basis of a \$339 annual rent plus water charges. We feel that we have been "led down the garden path"!</p> <p>The area we use was not being used for any other purpose, and was unlikely to be for years to come, if ever. We have created a facility, with modest funding assistance from Council, which makes use of the land and is contributing to the social functioning of the area and the practical promotion of healthier eating and lifestyle.</p> <p>Our organisation has been a catalyst in the redevelopment of the social space at the back of the Trott Park Neighbourhood Centre, and we look forward to collaborating with the Co-ordinator and customers of the Neighbourhood Centre, particularly those attending the Men's Shed, when this project is completed.</p> <p>The kind of money mentioned in the draft policy would certainly kill off our organisation, along with the broad contribution it has so far made to our local community, which will hopefully increase, as we develop more strategies for community engagement.</p>	
<p>Wesley Netball Club</p>	<p>Points 1-6: these appear to be reasonable</p>	<p>Noted</p>

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	<p>Point 7: Annual Fee: we consider our Club would be eligible to receive the 93% discount as we anticipate that we would currently meet the criteria for good governance, social inclusion etc.</p> <p>Our concern relates to the minimum lease fee of \$1000 being charged OR if we somehow failed to achieve the criteria to obtain the maximum discount. We can't afford to have uncertainty in our ongoing lease costs each year particularly as the indicated market rate is \$11302.00 and should we not receive the full subsidy of 93%, could simply could not afford to pay more than the 7% (\$725.93) which is what we have been quoted at this point in time.</p> <p>Our other concern is the amount of time and cost in reporting information for our compliance with the subsidy criteria. We are a small, not for profit netball club run entirely by volunteers, we run the netball club in our spare time. Our Club has no clubrooms and we only use the two netball courts for winter training and matches. We work hard to minimise costs to our members to ensure as many people as possible are able to participate.</p>	<p>Need to check there is no insurance so is this a land only arrangement</p>
	Points 8-10: these appear to be reasonable	
	Point 11: not applicable to our lease	
	Point 12: Wesley Netball Club contributed \$10,000.00 toward court resurfacing in 2011.	Noted
	Point 13-17: these appear to be reasonable	

Leasing and Licensing of Council Owned Facilities Policy



1. POLICY STATEMENT

City of Marion may lease or license Council owned or managed land to meet Council's strategic plans based on community priorities. The aim of the policy is to make land and building facilities available to groups or organisations on a fair and equitable basis to meet community needs and support the optimal use of facilities.

2. CONTEXT

Council provides an extensive range of facilities from multipurpose sites with playing fields, halls, community gardens, commercial, tennis and netball clubs, kindergartens etc. Leases or licenses are provided to a diverse range of organisations ranging from small community groups, sporting clubs, state government agencies to commercial entities.

The Policy provides guiding principles and statements that will form the minimum negotiating position of Council as new leases are entered into for all organisations who occupy council owned facilities.

The aim of the Policy is to ensure an equitable and consistent approach to leases and licenses which encourages high utilisation rates, diversity of use and supports organisations occupying Council facilities to be sustainable.

3. VISION

Council will ensure facilities are fit for purpose and the term and conditions of leases are equitable, consistent, support good governance, accountability and optimise the use of Council facilities.

4. PRINCIPLES

The following principles guide the provision and management of Council owned facilities:

Community Benefit & Social Inclusion:

- Ensure Council-owned facilities are used to meet demonstrated community needs consistent with Council's policies and the Community Vision
- Optimise use of Council's community facilities and provides equitable and inclusive access by the City of Marion community
- Support and encourage diversity of programs and activities offered from Council facilities
- Assist not-for-profit and volunteer-based organisations that offer activities and services in the City of Marion;
- Encourage active and healthy lifestyles

Good Governance & Accountability:

- Ensure a transparent and equitable process of granting new leases or licences and renewals by having clear assessment criteria
- Ensure lessees pay fair and reasonable rentals based on established eligibility criteria and calculation methodologies

Leasing and Licensing of Council Owned Facilities Policy



- Facilitate a shared approach between Council and lessee as to the cost of management and maintenance of Council-owned facilities;
- Ensure lessees are accountable for meeting operational responsibilities for venue management and meeting agreed targets
- Ensure sound financial management and effective administration of community facility leasing and licensing.
- Ensure that Council-owned facilities are appropriately maintained as Council assets

Environmental Sustainability:

- Ensure Council facilities maximise the use of solar, energy and water efficiency initiatives to reduce the environmental impact
- Encourage and support Lessees to implement environmental initiatives

5. SCOPE

This Policy applies to the leasing or licensing of Council owned or managed land and facilities.

6. ELIGIBILITY FOR LEASE OR LICENCE

6.1 Council will enter into a lease or licence agreement with a *not for profit organisation*, once the organisation can demonstrate

- It is a not for profit organisation under Australian tax office definitions
- It is an incorporated/legitimate body under the auspice of an incorporated body or under the auspice of an incorporated body
- It has an Australian Business Number (ABN)
- It is financially viable by providing 3 years of annual financial statements to Council
- It complies with relevant legislation and regulations governing its activities
- It is able to demonstrate it will meet a community need
- It has good governance capability

6.2 Council will consider a lease or licence agreement, for a commercial organisation once the organisation demonstrates:

- It is able to demonstrate it will meet a community need
- It provides a financial benefit or return to Council
- It has the professional capacity and experience
- It does not generate income from gambling (including poker machines)
- It provides an economic benefit to the City of Marion

Leasing and Licensing of Council Owned Facilities Policy



6.3 Council will consider a lease or licence agreement with a *school or kindergarten* where:

- The use does not impact on the broader community needs or result in a facility being used beyond its capacity
- Consideration is given to a contribution to the maintenance of the facilities used by the school, the level of contribution reflecting the level of use
- Fees are consistent with community fees, although a reduction could be considered to reflect the school's socio economic status
- A school, DECD or other education body have appropriately contributed to the capital development of the facility they will be provided with exclusive use
- The school or kindergarten has adequate insurance

7. ANNUAL FEE

Rent will be based on the market rate supplied by an external valuer appointed by Council. The fee will be provided to the organisation at the time of entering into a new lease or renewing the lease. Rent will increase annually by CPI and the market rate will be reviewed every 5 years.

Not for profit organisations will be eligible for up to 93% discount based on meeting the criteria for good governance, facility utilisation, social inclusion, volunteer management and environmental initiatives (refer Appendix 1).

Where a building is acquired by or gifted to Council consideration will be given to the terms of this arrangement when determining the annual fee. In this situation a contribution to the ongoing repairs, maintenance and renewal costs will be considered when determining the annual fee to ensure alignment with the market rate and subsidy.

A minimum fee of \$1,000 (excluding GST) per annum shall be payable should the market rate and subsidy be calculated at less than \$1,000.

8. TERM OF AGREEMENT

Terms of agreement will not be greater than 5 years unless Council resolves to grant a longer term lease. In these circumstances consideration will be given to developing a management plan in partnership with the organisation which seeks to develop the facility long term.

Where a lease or licence is to be granted for greater than 5 years and is located on Community Land community consultation will be undertaken in line with the Local Government Act 1999.

Where the term of the lease or licence is to be less than 5 years, and Section 20B of the Retail and Commercial Leases Act 1995 applies, the Lessees or Licensee shall be required to provide Council with a certificated exclusionary certificate duly signed by the Lessee's or Licensee's solicitor waiving the minimum statutory term of five years in the form required by the Act.

This certificate must be provided to the Council prior to the Lessee or Licensee taking possession of the premises.

Leasing and Licensing of Council Owned Facilities Policy - (February 2017)

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Leasing and Licensing of Council Owned Facilities Policy



9. MAINTENANCE, REPAIRS AND REPLACEMENTS

A comprehensive list of building items will be provided to organisations when providing a Letter of Offer which will clearly set out responsibilities. Council will take responsibility for structural items in buildings this will include items relating to footings, floor (not including coverings), walls (not including applied finishes), roof members and cladding and provision of services to the external walls.

10. UTILITIES, OUTGOINGS AND WASTE DISPOSAL

Organisations will be responsible for the cost of all utilities, outgoings and waste disposal associated with their operations.

Council will work with organisations to assist them to implement environmental initiatives such as waste reduction, recycling and energy efficient practices.

11. WATER USAGE

11.1 Buildings

Where the lease or licence refers only to a building and there is no open space attached to the leased or licensed area then the Lessee/Licensee shall be responsible for the payment of all water and sewer charges levied against the leased area.

11.2 Open Space

Where there is an associated playing field that is accessible to the general community the lessee/licensee will be responsible for 10% of the cost of the water used. Where the facility is fenced or not accessible to the community the lessee / licensee shall be responsible for the payment of all water and sewer charges levied.

Council encourages water conservation techniques and when considered appropriate shall place a cap on the amount contributed by Council. The amount of the cap shall be determined at the time of negotiating a lease or licence by Council. Access to stormwater reuse will be encouraged.

Where there are shared meters on the site consideration will be taken on community access to the site and the proportion will be negotiated with the organisation to ensure it is in line with like facilities.

Leasing and Licensing of Council Owned Facilities Policy



12. SPORTING GROUNDS AND COURTS

Council maintains playing fields that are open to the public for passive recreational activities.

There are some circumstances where Council may negotiate with a Club to take on the responsibility of maintaining sporting grounds which are specialist in nature such as bowling greens.

Council will work in partnership with tennis and netball clubs, peak bodies and other funding organisations when courts are required to be resurfaced. Clubs will be expected to contribute funds either through a combination of club funds, external grants or a loan from Council. In determining the club contribution consideration will be given where courts are made available for community use.

13. FLOOD LIGHTING

Council will be responsible for the regular inspecting of light poles and ensuring they are maintained; lessee and licensees will be responsible for the replacement of lamps.

Should a lessee/licensee seek to install new lights, they will be expected to make a financial contribution. Council will work in partnership with the lessee to seek external funding and/or negotiate a Council loan.

14. SUB-LETTING OR HIRING OUT OF LEASED FACILITIES

It will be a condition of the lease that all sub-letting arrangements will be in line with this Policy and that lessees must seek Council approval to the terms and conditions prior to sub-letting.

Where an organisation enters into a sub-licence for part or all of the premises to another club or a commercial activity, Council reserves the right to assist the sub-tenant in negotiating a sub-licence fee based on the nature and quantum of the sub-licence

Clubs are encouraged to hire out facilities to maximise the use of the facilities and to generate income to support them to be sustainable. It is expected that these rates do not exclude the community from being able to access them due to the cost

15. HARDSHIP

Where a Lessee/ Licensee is able to produce evidence that the fee will cause undue hardship (after subsidies are applied) then the Lessee or Licensee can make an application to Council seeking deferment or reduction of payment.

The City of Marion is under no obligation to accept such a request and will make its decision based on the financial position of the lessee or licensee at the time of making the application.

Leasing and Licensing of Council Owned Facilities Policy



16. GAMING MACHINES

Council does not support the introduction or increase of gaming machines in premises on Council owned land for any new Lessee or Licensee.

17. POLITICAL SIGNS

Council prohibits the display of any political signs on leased or licensing facilities in order to be bipartisan.

18. DEFINITIONS

Community Buildings – Buildings primarily available to facilitate community activities in line with Council's corporate strategies and community land management plans.

Community Club or Organisations – Organisations that are incorporated for the benefit of the community and any profit is distributed back into the facility and does not restrict its services to its members and provides one or more

Incorporated Body – Any Committee or Organisation that is incorporated under the Associations Incorporation Act 1985

Lease – Such agreements shall be used where the occupier has full and exclusive use of the premises.

License – Such agreements shall be used where the occupier does not have full and exclusive use of the premises

Maintenance – Means that facilities are maintained; in good repair and condition; conform to relevant legislation and codes; are free of graffiti and other acts of vandalism; and includes preventative maintenance approaches.

Non-community organisations – Organisations that are specifically a 'business' and are in business for the purpose of making a profit or which are so constituted that the assets may be distributed amongst the members of the organisations.

Open space – is leased outdoor facilities which is available for community use outside formal sporting use excluding sport related facilities such as clubrooms, storage sheds

Leasing and Licensing of Council Owned Facilities Policy



19. RELATED DOCUMENTS

The following key City of Marion policies and plans relate to leased and licensed facilities:

- City of Marion Community Vision – Towards 2040
- City of Marion 10-Year Strategic Plan (under revision)
- City of Marion Community Facilities Strategy – (under development)
- City of Marion 3-Year Business Plan 2016-2019
- City of Marion Development Plan
- City of Marion Long Term Financial Plan
- Asset Management Plans
- Community Land Management Plans
- Irrigation Management Plan
- Asset Management Policy
- Disposal of Land and Assets Policy
- Community Consultation and Engagement Policy
- Liquor Licensing Policy

20. REFERENCES

- Local Government Act 1999
- Real Property Act 1886
- Law of Property Act 1936
- Retail and Commercial Leases Act 1995
- Associations Incorporation Act 1985
- Disability and Discrimination Act
- Gaming Machine Act
- Liquor Licensing Act
- Development Act 1993

Policy Name and version no.	Leasing and Licensing of Council Owned Facilities Policy – V2.0
Last update	2006
Last Council review (report reference)	
Next review due	2020
Responsibility	Manager, City Property

Leasing and Licensing of Council Owned Facilities Policy - (February 2017)

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Leasing and Licensing of Council Owned Facilities Policy

Annual Fee - Subsidy Criteria for Sporting and Community Organisations

Annual lease/licence fee will be calculated at up to 93% of the market rental rate of the leased area/s. Council will offer the following subsidies on the annual fee for not for profit organisations.

Subsidy Criteria	%
<p>Good Governance The organisation can demonstrate;</p> <ul style="list-style-type: none"> • Compliance with conditions of current or previous lease/licence agreements with Council • Provision of Annual General Meeting reports and minutes including financial reports (to be audited upon request) • Financial viability, have not incurred a debt with Council and have repaid any loans to Council in line with the loan agreement • Quality Management is integrated into operations - capacity building, good governance and planning etc., evidenced through provision of an annual business plan, current constitution, policies and procedures etc. 	33%
<p>Facility Utilisation The organisation is able to;</p> <ul style="list-style-type: none"> • Provide evidence of membership/user/participant numbers and hours of use on an annual basis. • Provide evidence of activities and initiatives undertaken to increase the utilisation of the facility • Initiatives planned to increase use or participant numbers • Evidence of shared use of the facility by the community and other community clubs and organisation to ensure optimal use of the facility 	30%
<p>Social Inclusion The organisation can demonstrate;</p> <ul style="list-style-type: none"> • The activity or service they provide is non-discriminatory and is open to all residents who meet stated criteria for participation. • The use of the facility will increase social inclusion, increase community participation and/or will promote health and well-being in the community • Activities support wider social inclusion targets which may include such groups as: <ul style="list-style-type: none"> - Low socio-economic background - Over 60's years of age - Aboriginal and Torres Strait Islander - Culturally and Linguistically Diverse (CALD) - Children Under 17 years of age - Physically and intellectually disabled - Female participation in sport 	20%
<p>Volunteer Management The organisation can demonstrate that it promotes, supports and develops volunteers</p>	5%
<p>Environmental Initiatives The organisation can demonstrate that is promotes and implements environmental initiatives e.g. waste reduction, recycling, energy efficient practices including investments e.g. solar panels</p>	5%
Maximum subsidy available	93%

MEALS ON WHEELS

	Edwardstown	Hallett Cove	Warradale
Lease	Initial lease commenced 28 February 1974 for 21 years with option for a further 21 years, this expired in 2015. MOW have requested a 5 x 5-year lease, as the Policy was being reviewed the lease has been holding over.	Initial lease commenced on 14 August 2000 for 10 years, with 2 renewal options of 5 years and consequently will expire in 2020.	Initial lease commenced on 1 August 1990 with one renewal option for 10 years with the expiring July 2010. By a Memorandum of Extension of the lease a further right of renewal for 10 years was granted consequently the lease does not expire until August 2020
Maintenance	Under the current lease they are required to <i>“to keep improvements on the premises and all windows doors locks fasteners water closets cistern pipe drains in good order repair and condition and to do all repairs and work necessary to put and keep the same in such repair and condition”</i> which provides some ambiguity. The recent Building Condition Audit indicated that there were no major repairs, renewal or replacements due until 2021	Under the lease MOW are responsible for internal and external maintenance and replacement and reimburse Council for building insurance. The Building Condition Audit indicates no significant renewal or replacement due until 2021.	The lease indicates MOW is responsible to <i>Maintain repair and clean</i> , the lease does not provide specific details on these items. MOW is co-located at the Marion Community House, the Building Condition Audit was provided for the total building there are no major repair, replacement or renewal items until 2021
Building Insurance	Council is responsible to insure and pay for building insurance	MOW pay \$553 building insurance	The lease is silent on building insurance, currently MOW reimburse Council for the cost of this insurance. MOW pay \$607 building insurance
Current Rent	\$1pa	\$1pa	\$1pa
Proposed Changes	Market Rate - \$37,500 Less 93% subsidy \$2,408 Net increase: \$1,150	Market Rate - \$26,250 Less 93% subsidy \$1,703 Net increase: \$ 2,408	Market Rate - \$82,500 Less 93% subsidy \$5,300 Net Increase: \$4,691

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

Originating Officer: Victoria Moritz, Governance Officer
Corporate Manager: Jaimie Thwaites, Acting Manager Corporate Governance
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: Deputation – Marion Outdoor Pool
Ref No: GC280317D01

SPEAKER:

Mr Paul Reachill

ORGANISATION:

Speaking on behalf of the 'Friends of Marion Outdoor Pool'

COMMENTS:

Mr Paul Reachill has requested to give a deputation to Council relating to the Marion Outdoor Pool.

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

Originating Officer: Victoria Moritz, Governance Officer
Corporate Manager: Jaimie Thwaites, Acting Manager Corporate Governance
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: Proposed Hughes Court Reserve Development
Ref No: GC280317D02

SPEAKER:

Mr Matt Krieg

ORGANISATION:

Nil

COMMENTS:

Mr Matt Krieg has requested to give a five minute deputation to Council regarding the proposed Hughes Court Reserve Development (Woodend Primary School Carpark) at Trott Park.

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

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

Manager: Jaimie Thwaites, Acting Manager Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Infrastructure and Strategy Committee -
Confirmation of Minutes of Meeting held on 7 March 2017

Report Reference: GC280317R02

DISCUSSION

The purpose of this report is to facilitate the receiving and noting of the minutes from the 7 March 2017 Infrastructure and Strategy Committee meeting. A summary of the items considered are noted below.

7.1 Infrastructure and Strategy Committee 2017 Work Program and Meeting Schedule

Feature projects discussed were the Tonsley Project, Morphettville Sports Club, Renewal SA's transfer of ex Housing Trust homes in Morphettville to Junction Australia, Morphettville Renewal SA Project, Infrastructure Assessment Studies and the Services Review.

7.2 Marion Outdoor Swimming Centre

The Committee noted the report and discussed various components (including the staged design, improving disability access and fast-tracking a second waterslide) to assist in developing the report being finalised for submission to Council.

7.3 Overview of Strategic Management Framework

The Committee noted the report and discussed various components (including community surveys, inclusion of feature projects and the inclusion of a governance commitment) to assist in developing the report being finalised for submission to Council.

7.4 Community Data

The Committee noted the report and discussed various components (including method of collection, the data that is collected and the undertaking of a gap analysis) to assist in developing the report being finalised for submission to Council.

7.4 Oaklands ASR

The Committee noted the verbal update and discussed various components (including sale of water, park beings watered and consideration for more parks to be watered) to assist in developing the report being finalised for submission to Council.

10. Letter from Hon Leon Bignell

The Committee noted a letter tabled with regards to the regional football facility proposed for Majors Road O'Halloran Hill.

RECOMMENDATIONS

That Council:

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

DUE DATES

28 March 2017

28 March 2017

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 7 MARCH 2017**



PRESENT

Elected Members

Councillor Byram (Chair), Councillor Hull and Councillor Westwood

His Worship the Mayor Kris Hanna

Independent Member

Mr Christian Reynolds

In Attendance

Councillor Raelene Telfer

Councillor Jason Veliskou

Mr Adrian Skull

Ms Abby Dickson

Ms Sherie Walczak

Ms Jaimie Thwaites

Ms Carol Hampton

Ms Fiona Harvey

Ms Patrice Pearson

Mr Tony Lines

Chief Executive Officer

General Manager City Development

Acting Unit Manager Governance & Records (minute taker)

Acting Manager Governance

Manager City Property

Manager Innovation and Strategy

Engagement Officer

General Manager Operations

1. OPEN MEETING

The meeting commenced at 6.34pm.

2. KAURNA ACKNOWLEDGEMENT

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

3. MEMBERS DECLARATION OF INTEREST

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

No interests were disclosed.

4. 6.35pm CONFIRMATION OF MINUTES

Moved Councillor Westwood, Seconded Christian Reynelds that the minutes of the Infrastructure and Strategy Committee Meeting held on 7 February 2017 be taken as read and confirmed with the following amendments:

Item 7.1 *Infrastructure and Strategy Committee Terms of Reference and Overview of Skills* dot point 3 to read: *A quorum for a meeting of the Committee shall be four Members of the Committee.*

Carried Unanimously

5. BUSINESS ARISING

The business arising statement was noted and no comments made.

6. PRESENTATION

Nil

7. REPORTS

7.1 6.36pm Work Program and Meeting Schedule for 2017 Report Reference: ISC070317R7.1

The Committee noted the Work Program and Meeting Schedule for 2017 and provided feedback as outlined:

- Tonsley Project and the value of the Infrastructure and Strategy Committee providing guidance with regards to a strategic approach during the project:
 - Potential for internal participation regarding the site itself ie street beautification
 - It links community with the TOD connection, Glenelg walkway and rail overpass
- Morphettville Sports Club –recently won \$500k state funding with work commencing soon
 - Opportunity for staff to meet with the Club regarding a concept plan
 - Consideration for inviting them to a meeting
 - Question raised if Council should be matching the grant funding
 - Prioritise for discussion at the next meeting scheduled for 4 April 2017
- Renewal SA's transfer of 387 (ex Housing Trust) homes in Morphettville to housing association provider, Junction Australia
 - Impact to Council is a 75% rate reduction to housing association providers
 - When one house is knocked down it will be replaced with 2 or 3
 - Renewal SA are not developers so they have no obligation with regards to infrastructure
 - There is an opportunity for Council to meet growing expectation to provide infrastructure
 - Some concern that the density of Morphettville development is below expectation in the 30-year plan and should be bigger, however it may be dense enough with urban infill
 - Strategic design avoids adhoc development issues such as parking on one side of street and restricting vehicle movement which attracts long term versus short term residents
 - Renewal SA increased level of density following Council's response to the original plans
 - A fiscal responsibility remains regarding approval of high density - Long term, Councils will be impacted for not ensuring density as per State Government requirements
- Morphettville Renewal SA project

- Working on a Partner Agreement as Council have been asked to contribute to costs of existing infrastructure (sewer, kerb & water table, footpaths). Negotiations are progressing.
- Rates will increase as a result of the project will take 2 or 3 years to realise the cost to offset the upfront cost to Council
- Great work on this project was acknowledged
- Infrastructure Assessment Studies
 - City's assets groaning under pressure of higher urban density... roads, sewer, water, utilities, internet with more people 'hooking in'
 - Time for review with major projects in Tonsley, Morphettville and Castle Plaza
 - Council has great assessments of its own assets but not of others (eg gas, electricity)
 - Consideration for further studies to be undertaken but noted the Urban Planning Committee may be undertaking some
 - Suggestion that we should be undertaking infrastructure assessment studies across Council eg Castle Plaza redevelopment will max out sewerage in the area if it goes ahead in its current proposal – noted that developers interstate are required under legislation to contribute to infrastructure but this is not a requirement in South Australia
- Service provision
 - This is an agenda item for June 2017 meeting
 - Review ability to deliver services better – expand session to look at road map of how technologies are integrated services into current services not stand alone
 - Alternative energies / solar panels plus other ie wind – use buying capacity – identify the gap between the current plan and what is achievable
 - Smart cities to be further explored
 - Emulate Melbourne Councils approach to carbon efficient fleet including trucks
 - Plus other costs mechanisms that can be leveraged on or consolidated into the business ie solar, generators, battery backups etc...
 - Create energy roadmap instead of being reactive to incidents ie power outage
 - Acknowledged ICT has advanced significantly which provides new opportunities
- Feature project every second month
- Key risks need to be assessed with regards to projects and analyse the impact on Council
- Mid-year review on the performance of the Committee scheduled for 4 July 2017

Actions:

- Morphettville Sports Club to be placed on 4 April 2017 Agenda
- Members are to submit their feedback on the Work Program and Meeting Schedule for 2017 which will be incorporated into the program for further discussion at the next meeting.

**7.2 7.16pm Marion Outdoor Swimming Centre
 Report Reference: ISC070317R7.2**

The Unit Manager Cultural Facilities gave a presentation on the Marion Outdoor Swimming Centre (MOSC) Master Plan and provided feedback as outlined:

- Foyer redevelopment:
 - There have been no changes to foyer since inception.
 - As part of the foyer redevelopment there must be synergies with Touched by Olivia (TBO) inclusive playground and Oaklands Plaza and ensure equitable access to people with a disability
 - The entrance needs to be creative and inviting
 - Concerns were raised that customers can walk through without paying

- Opportunities to combine staff services ie ticket staff/ kiosk staff should be considered
- Timing of Stages
 - Suggestion to switching the Waterslide in Stage 1 and Splash pad in Stage 2
 - It was noted that the slide generates income and without it, patronage could decrease.
 - Consideration for adding a waterslide next financial year, separate to this plan, so its delivery is not delayed. Manager City Property to check prudential advice with regards to waterslide being an 'add-on' or part of the holistic project
 - Suggestion to align the timing of the car park with the timing with TBO playground
 - Mr Reynolds suggested undertaking a review of patronage numbers, with 75000 (known/paying) users, to prioritise the components of the stages.
- Energy efficiency
 - The energy efficiency ratings were discussed and the possibility of cogeneration of energy – reference was made to a report which had already been provided to Council.
 - Confirmation was given that solar panels are being installed
 - Discussed the use of gas as an energy source given concern energy costs will increase 300% however this will be included in whole of life costs as part of the Section 48 prudential report
 - Request to upgrade the aging change facilities, with consideration for dual flush toilets, metered showers, which will have a positive environmental impact
- Accessibility to disabled patrons
 - Plans need synergy with TBO to ensure accessibility to people with a disability
 - Consideration should be given to modifications to the pool design for ramp accessibility
- General comments with regards to the plan:
 - Discussed the multipurpose room use and the proposed functionality
 - Support was noted for the upgrade of change facilities and storage for clubs
 - Mr Reynolds questioned if a benchmarking exercise was undertaken against other outdoor pools, will proposed upgrades align contemporarily to other pools? It was noted that the improvements will raise the outdoor swimming centre above others in this area.
- Challenge to Council: how do we make use of the facility during the off season?
- Financial comments with regards to the plan:
 - Original MOSC masterplan of \$11.6m has been scaled down
 - Proposing upgrades around \$4m undertaken in a staged approach.
 - Need to market the upgrades to capitalise on the upgrades. General Manager City Development responded that it will be included in the Section 48 prudential report. Also noted that a marketing plan has been developed and the Facebook page has 3.5k engaged likers.
 - Manager City Property seeking funding for the next step of design and prudential reporting via an upcoming report to Council.
 - Mr Reynolds understands that fiscal loss is outweighed by community benefit however advised Council to develop plans to stabilise the position.
- Community engagement and benefits:
 - Consultation was questioned, specifically the Community Survey Study in the Master Plan. The online survey didn't specify elements that would increase patronage. Consensus is that the slide will be the income generator and should be prioritised.
 - It was noted that the City of Marion is well served with aquatic facilities where kids learn to swim and can carry through to Olympic Swimmers and/or divers.

As this was the first feature project, discussion was had in terms of the value of the feedback. The Committee acknowledged it was of value and staff in attendance agreed that it contributed to them moving forward with the next stage of reports and plans

7.3 8.16pm Overview of Strategic Management Framework Report Reference: ISC070317R7.3

8.17pm Councillor Veliskou left the meeting and did not return

Manager Innovation and Strategy tabled draft 10-year plan, environment scan and a suite of community trend indicators which resulted in the following discussion:

- It was noted that with no commitment for a regular survey there will be no longitudinal result.
- It was confirmed that last year's survey is to be run this year and an annual survey is a KPI.
- Mr Reynolds advised that strategy plans should be live documents and customer feedback surveys are important to advise improvements.
- It was suggested that we need to take heed of the environment but we need to get on with making it happen even if it needs tweaking along the way.
- It was noted that the term Biophilia has been removed
- Reference was made to a statement from a battalion team at Warradale "deeds and not words" and the need for achieving outcomes.
- Mr Reynolds suggested annual review of the 3 or 4 year plans would be beneficial.
- New and/or changing feature projects will impact on the long-term plan as other infrastructure may need to be bolstered.
- To ensure responses are collective opinions of the community, can we send a sheet in annual rates notices to bolster numbers of responses?
- Mr Reynolds to provide some tools to the group that will assist raise numbers in the survey.
- The Mayor has a number of minor amendments to make with regards to the plan... eg the wording of 'playspaces' but will consolidate and provide to staff.
- Reference was made to page 48 regarding rate capping by the State and raised the question on how do we respond to manage and assess them strategically. Need to ensure we advocate for the voices on issues such as rate capping and that Council may need to consider them in the current 3-year plan.
- Questions were raised regarding the 'blacked out areas' and how these will be reported through to Council. Manager Innovation and Strategy responded that they are a watching brief and if anything in those areas spiked, they would be reported. The Finance and Audit Committee was identified as the appropriate forum for reporting.
- It is amazing that we can see where we have been and where we are going.
- Does the year 2026 align with Council terms?
- A missing component is a governance commitment. How we are going to become a Council of Excellence? This strategy can be built in when it is submitted to Council in April.

Actions:

- **Any further comments are to be submitted to General Manager City Development and/or Manager Innovation and Strategy by 30th March 2017.**

7.4 8.41pm Community data Report Reference: ISC070317R7.4

The Committee noted the report on Community Data and provided feedback as outlined:

- Survey items categorised as: People, places and services... used to inform planning.
- The survey provides good information about satisfaction levels but doesn't provide information about what the respondents value.
- Question raised if data is available to identify patterns etc that can inform decisions.

- Is there technology with regards to attendances at tennis clubs and swimming centres etc... Are their opportunities like DPTI use ie mobile phone technology to count cars going through Oaklands Crossing?
- A requirement to build in an ethics component is needed when collecting data (ie staff looking through resident's bins to collect data).
- Need to identify what data is missing and what data be collected, including people value?
- Mr Reynolds questioned how data is aggregated to analyse, build profiles, select key metrics and provide for informed decisions.
- ABS data will be available starting next month through till October.
- Parramatta City Council's Importance Vs Satisfaction modelling was provided
- Concern raised regarding the depth and breadth of our current data collection, specifically playgrounds, including how it is used in reporting. Like service reviews, data review needs to be undertaken. Once data identified, how can the data be accessed?
- It was agreed that a better matrix is required in order to make better decisions.
- It was suggested that past data was manipulated to give a certain result (eg statistics done on incoming direct calls vs number of calls to the call centre)
- Information was provided about the Pulse survey currently being undertaken with staff.
- Mr Reynolds spoke to the correct methodology to collect data given the demographic split and honing in on 'what the customer/resident wants'. Potential for business intelligence tool called teamguage. Hard data and soft data coming together to deliver a strategy. Digital solutions are needed.
- Better marketing is required to remove the perception that all we provide is 'bin night'.
- Mr Reynolds advised undertaking a gap analysis of community engagement for asset and project management.
- The Members agreed that a report from Administration is required, including options and costings, prior to money being committed.

7.5 9.19pm Oaklands ASR

9.20 pm Mayor Hanna left the meeting and did not return

General Manager Operations, presented an update on Oaklands ASR.

- It was questioned if selling water commercially over South Road was core business of Council and it was suggested that we should focus on core business being watering parks and reserves. The General Manager Operations responded that 10 parks are being irrigated and the inclusion of more would require an investment in capital expenditure.
- Drought concerns were raised and our contingencies if there is no water to recycle.

9.32pm Moved Councillor Hull, Seconded Christian Reynolds that the meeting be extended by 10 minutes

Carried Unanimously

- Mr Reynolds suggested analysis was required through a lens of commercial viability.
- If there was more use for water, the cost per kl would reduce given infrastructure costs having been already spent. The Committee was uncertain regarding the amortization of the capital costs. This should be considered in the report to Council.

8. WORKSHOP

Nil

9. CONFIDENTIAL ITEMS

Nil

10. ANY OTHER BUSINESS

9.35pm Letter from Hon Leon Bignell, Minister for Recreation and Sport

Councillor Byram, tabled a letter (Appendix 1) with regards to the regional football facility proposed for Majors Road O'Halloran Hill.

Moved Councillor Westwood, Seconded Councillor Hull that the Infrastructure and Strategy Committee:

1. Note the letter.
2. Refer the letter to the CEO to take appropriate action.

Carried Unanimously

11. MEETING CLOSURE

The meeting was declared closed at 9.40pm

12. NEXT MEETING

The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on Tuesday 4 April in the Council Chamber, 245 Sturt Road, Sturt.

CONFIRMED

.....

CHAIRPERSON

/ /

Appendices

Appendix 1: Letter from Hon Leon Bignell, Minister for Recreation and Sport

**CITY OF MARION
GENERAL COUNCIL MEETING
28 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: GC280317F01

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)(a) 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
28 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: GC280317R03

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. | 28 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?

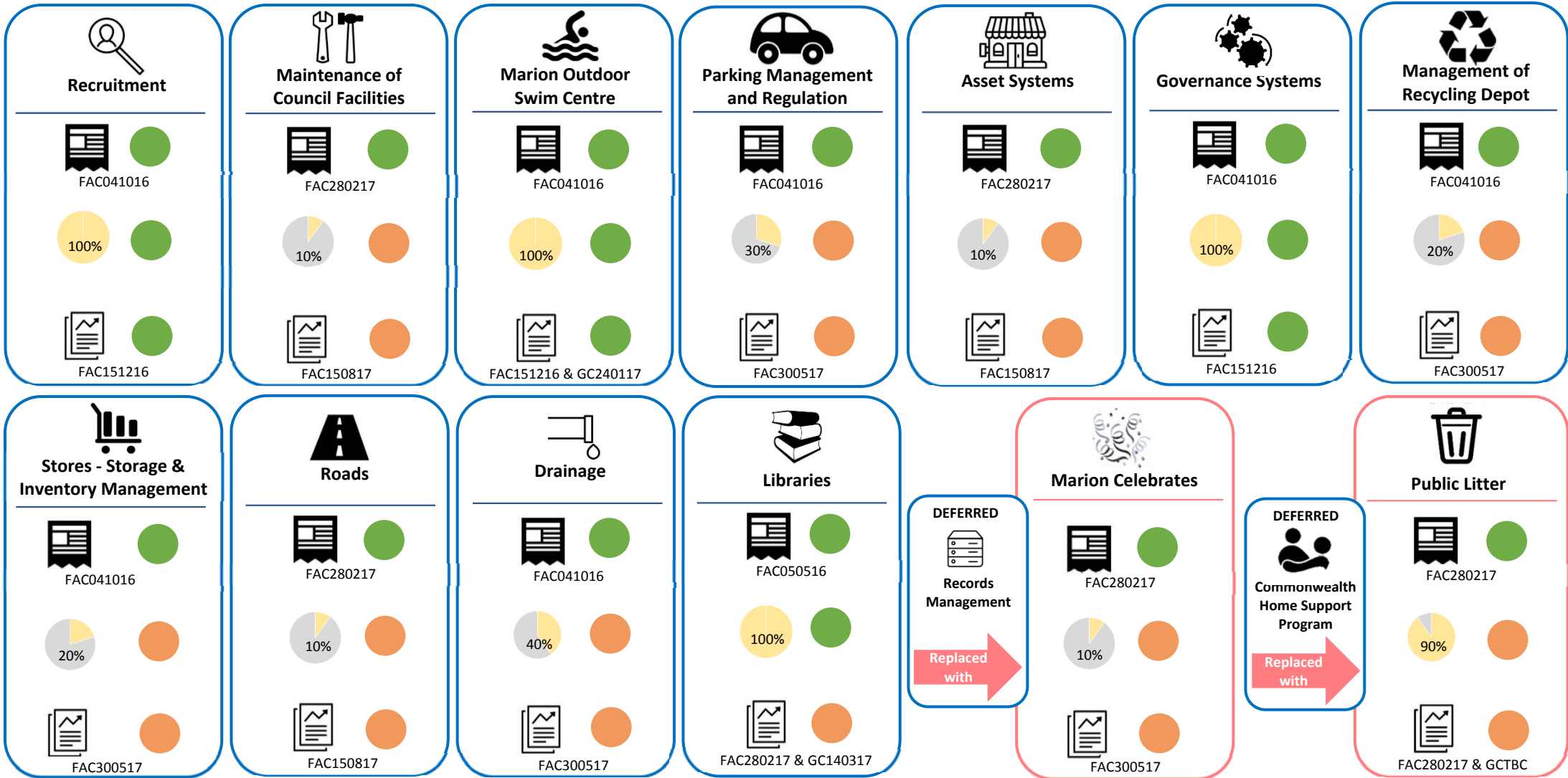



Service Reviews 2016/17 Appendix 1

Where are we at?

LEGEND

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





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

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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.

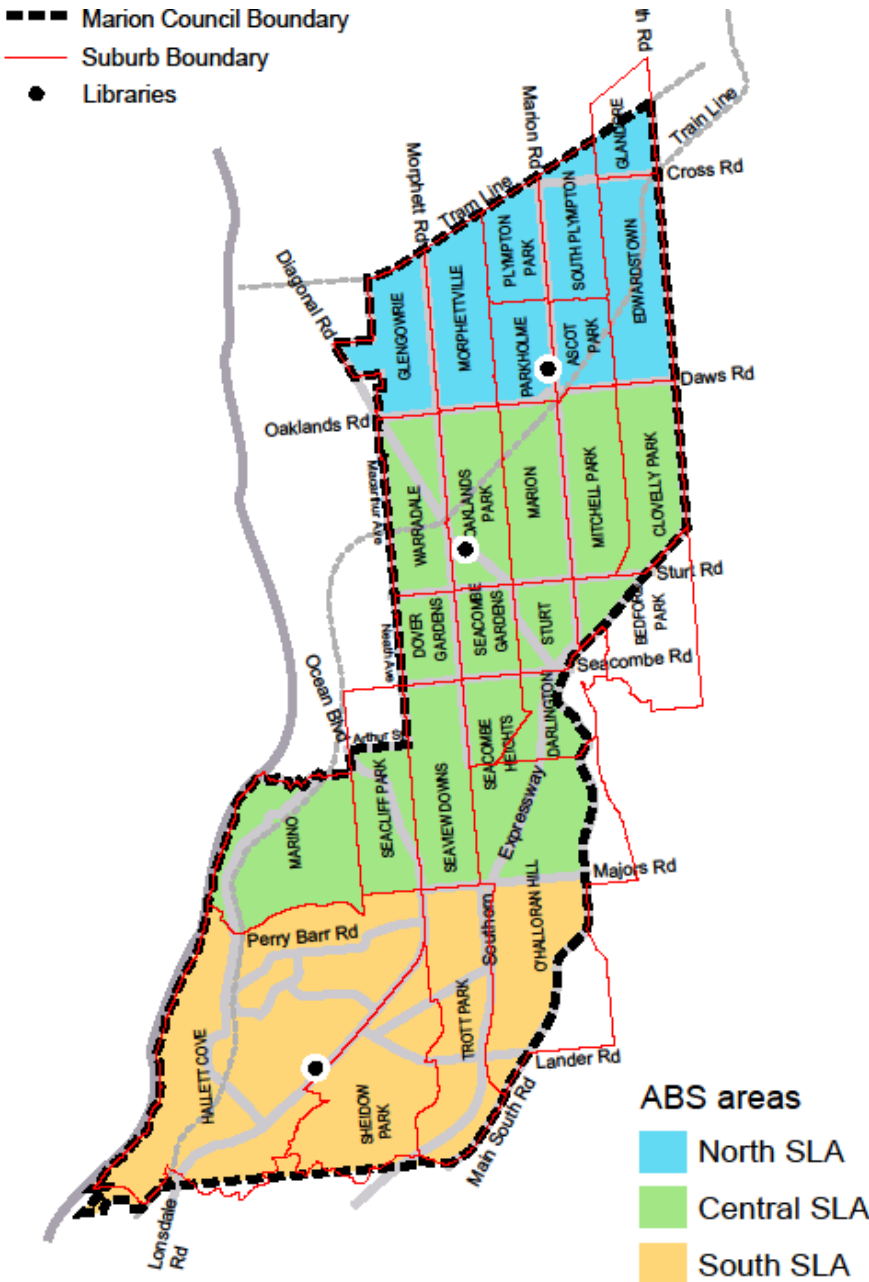
2 Key Findings

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:

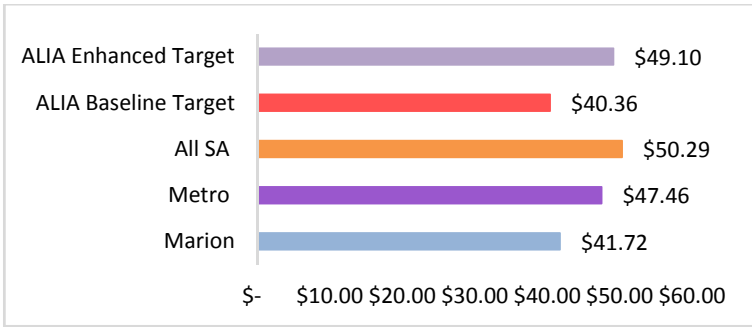
- Library collections (physical and digital resources and content)
- Staffing numbers and levels
- Library building standards
- Budget (operational, salary, and capital)
- Technology and other web based services.

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)

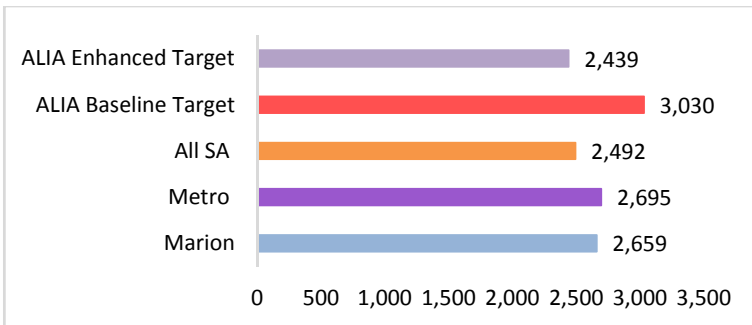


S.1	2014/15	2015/16
Marion	\$39.21	\$41.72
Metro	\$43.80	\$47.46
All SA	\$46.43	\$50.29
Marion Ranking (out of 19)	12	13

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

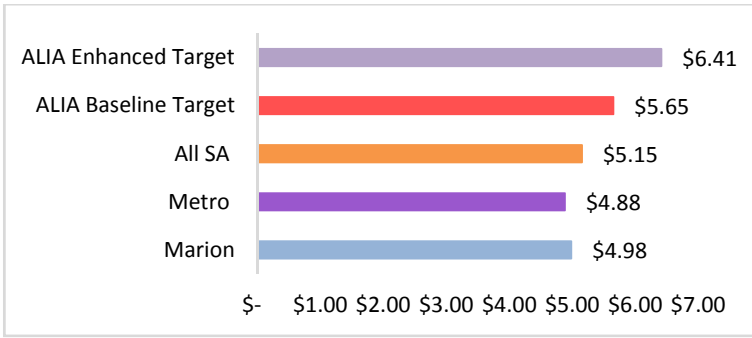


S.2	2014/15	2015/16
Marion	2,573	2,659
Metro	2,746	2,695
All SA	2,536	2,492
Marion Ranking (out of 19)	6	11

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

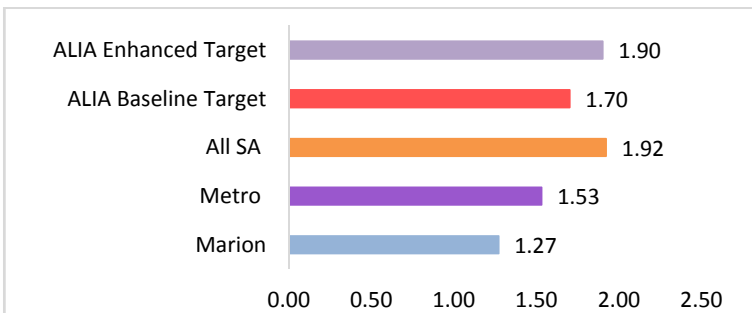
Collections are at the heart of libraries. Therefore having sufficient funds to purchase materials relevant to community needs is important. It also ensures that older stock can be replaced while still ensuring that customers can find relevant and interesting collection items.

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

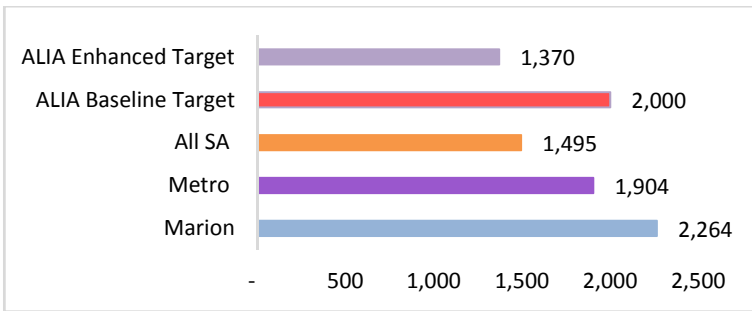


S.5	2014/15	2015/16
Marion	1.28	1.27
Metro	1.62	1.53
All SA	2.11	1.92
Marion Ranking (out of 19)	18	15

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



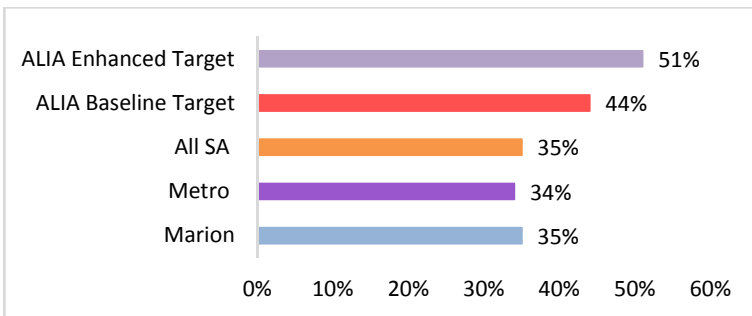
S.7	2014/15	2015/16
Marion	3,396	2,264
Metro	2,151	1,904
All SA	1,578	1,495
Marion Ranking (out of 19)	16	14

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

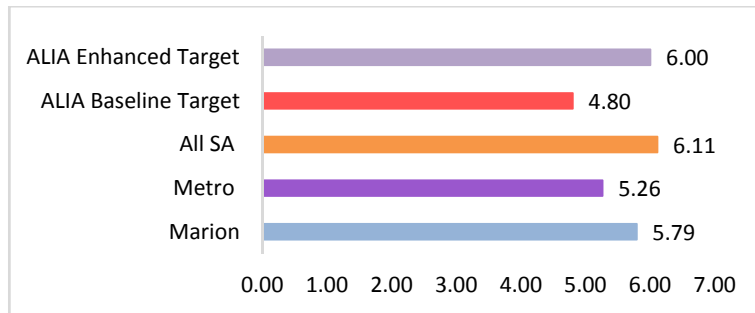


S.8	2014/15	2015/16
Marion	33%	35%
Metro	35%	34%
All SA	36%	35%
Marion Ranking (out of 19)	11	8

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

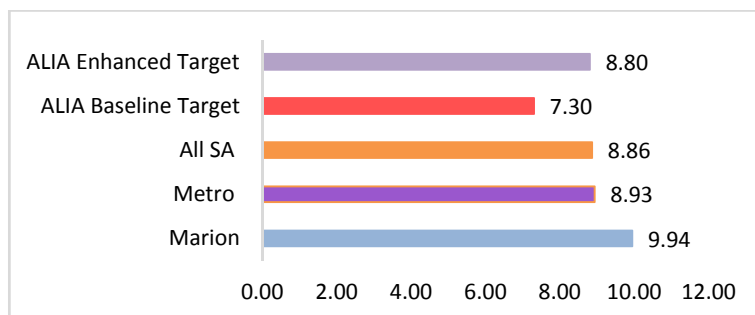


S.9	2014/15	2015/16
Marion	5.18	5.79
Metro	5.32	5.26
All SA	6.12	6.11
Marion Ranking (out of 19)	9	7

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



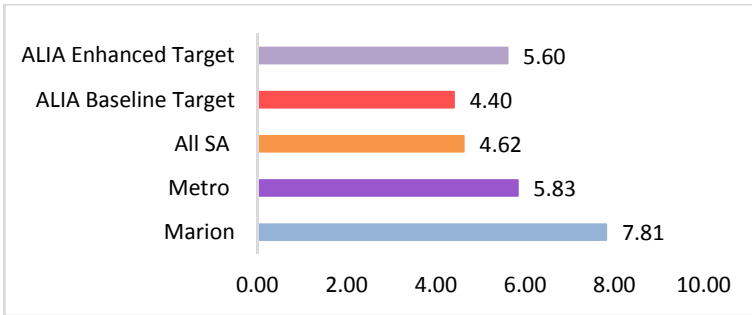
S.11	2014/15	2015/16
Marion	9.66	9.94
Metro	9.02	8.93
All SA	8.90	8.86
Marion Ranking (out of 19)	9	8

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)

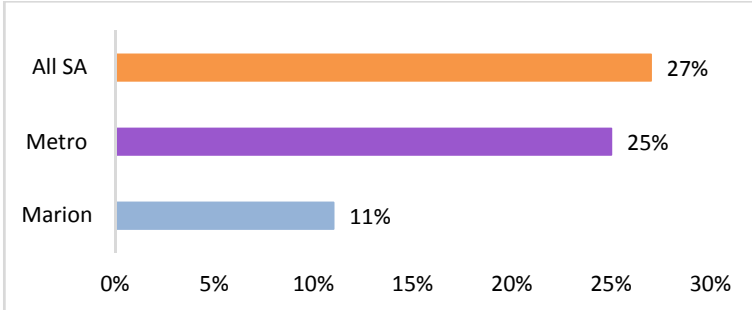


S.12	2014/15	2015/16
Marion	7.53	7.81
Metro	5.56	5.83
All SA	4.21	4.62
Marion Ranking (out of 19)	1	1

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:

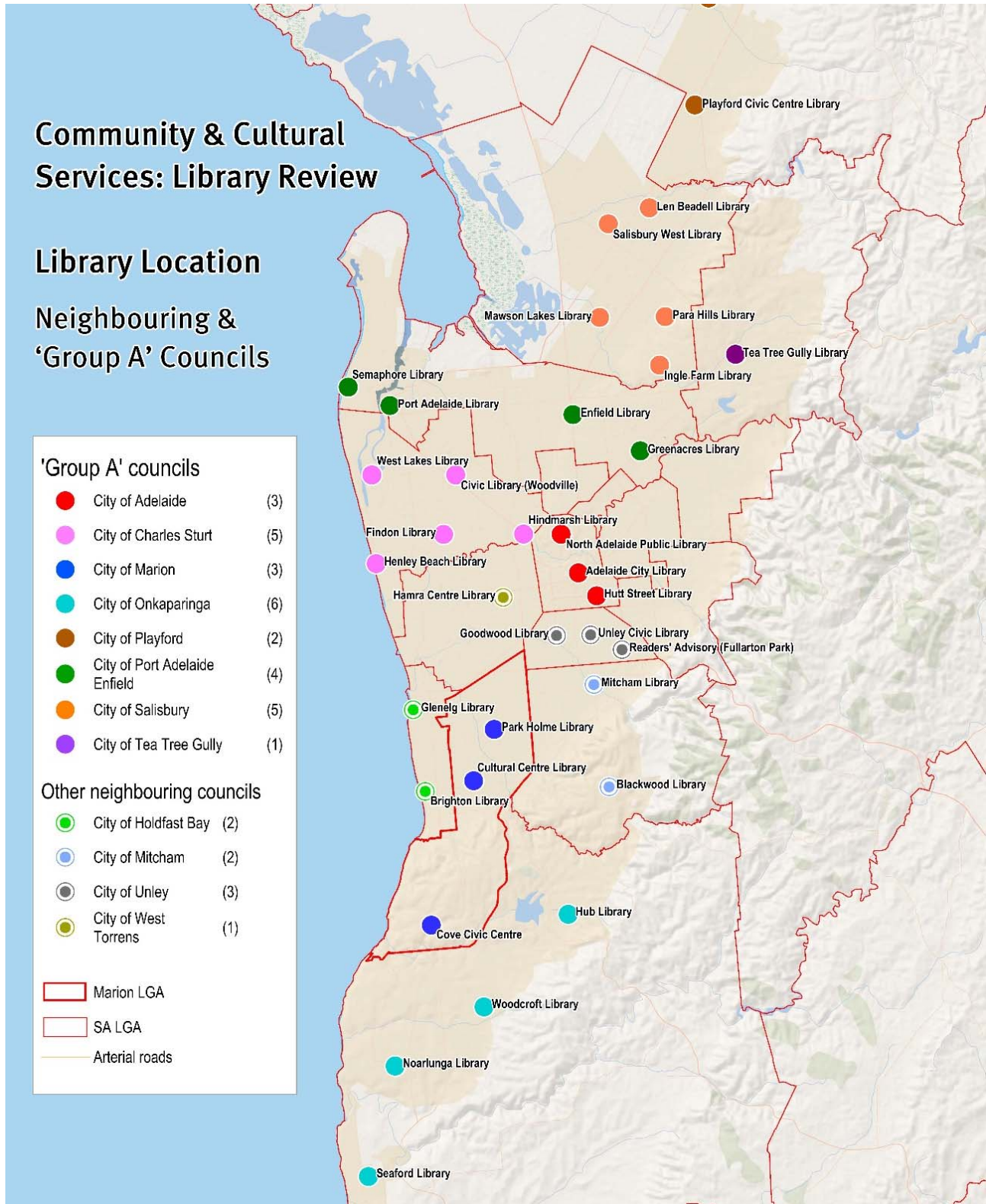
12. Marion's total library space of 2,848 m² from its three library sites falls between the two quasi standards in Australia for sizing library space.

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

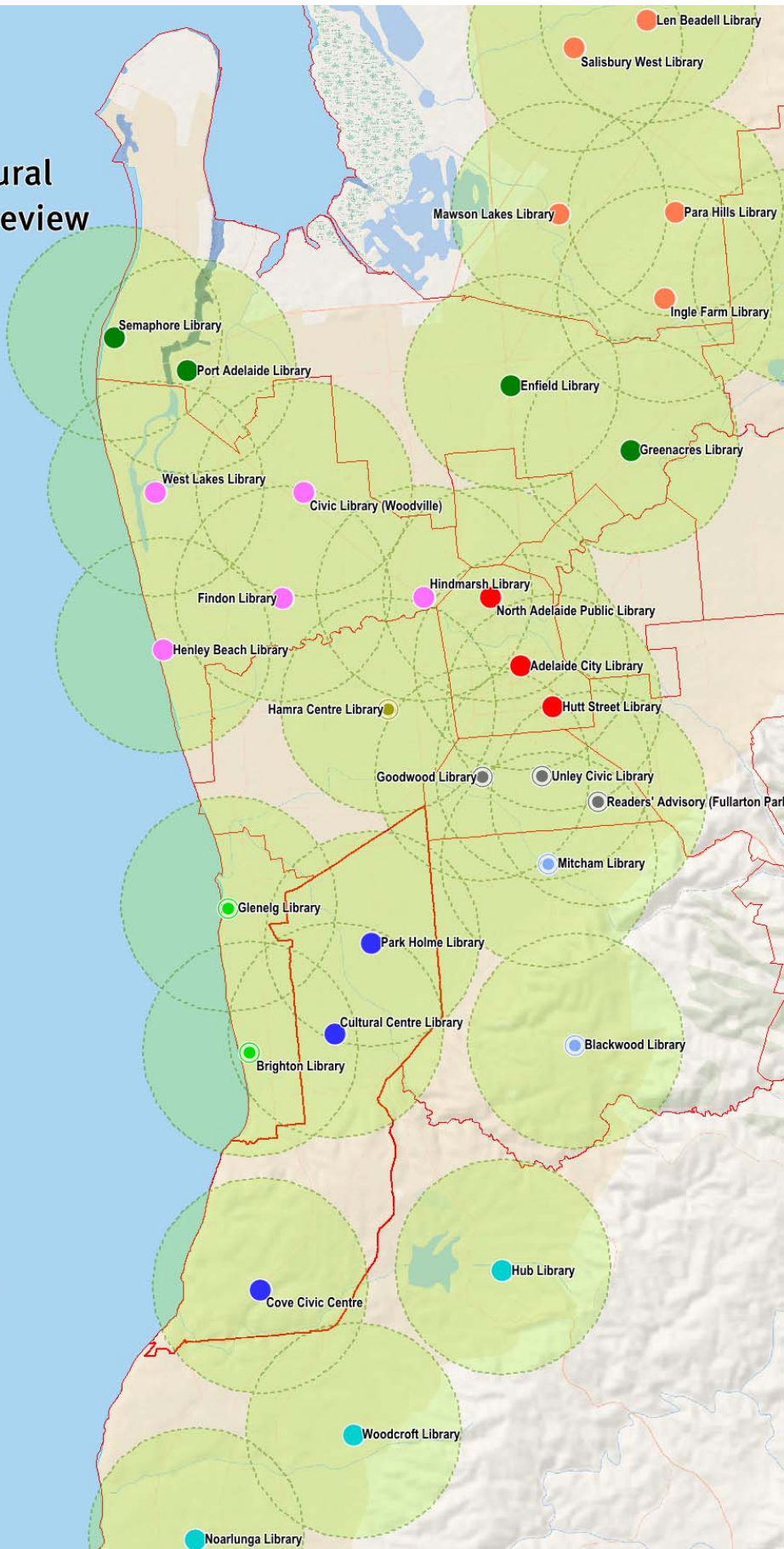
- City of Adelaide (3)
- City of Charles Sturt (5)
- City of Marion (3)
- City of Onkaparinga (6)
- City of Playford (2)
- City of Port Adelaide Enfield (4)
- City of Salisbury (5)
- City of Tea Tree Gully (1)

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
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Project Sponsor

Name	Signature	Date
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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. *Ars Technica*. <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
28 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: GC280317R04

BACKGROUND

Report GC140317R08 was presented to Council at its meeting on 14 March 2017 where it was moved by Councillor Crossland that Council:

1. Notes the Letter from the President of the LGA, Mayor Lorraine Rosenberg, attached as Appendix 1;
2. Writes to the LGA objecting to the anti-rate capping campaign because:
 - (a) Councils ought to be able to manage financially within reasonable rate rise limits provided there are exemptions for extraordinary circumstances eg when a Council has experienced a natural disaster or a Council can justify capital expenditure for an exceptional project;
 - (b) Whether the campaign is notionally funded from LGA membership fees or investment income, it is ultimately funded by ratepayers who would not want their rates used this way; and
 - (c) Clearly only the Liberal Party have adopted a policy of introducing rate capping, so the proposed public campaign will be seen as a partisan, anti-Liberal campaign leading up to the 2018 election, and local government including the LGA should be seen as scrupulously non-partisan when it comes to State and Federal elections.

The meeting was closed prior to the motion being seconded or subsequently resolved and therefore it is currently not a formal motion.

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*

Report Reference: GC280317R04

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:

- | | |
|--|----------------------|
| 1. Notes the Letter from the President of the LGA, Mayor Lorraine Rosenberg, attached as Appendix 1; | 28 March 2017 |
| 2. Provides feedback in regards to how Council would like to respond to the LGA’s suggested resolution. | 28 March 2017 |

APPENDICES

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

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.

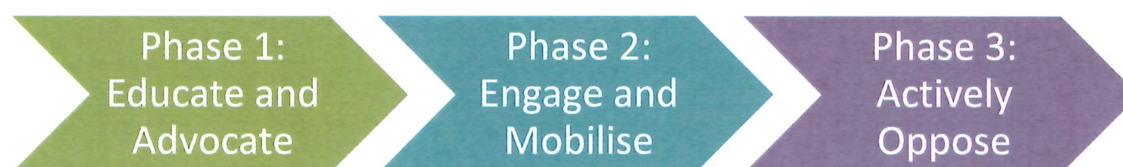
Putting it simply, local government is being taken for granted by some members of the State Parliament. We need to let our communities know what is at stake if they lose their democratic right to decide what services they want us to provide in their communities.

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

A handwritten signature in black ink that reads 'Lorraine Rosenberg'. The signature is written in a cursive, flowing style.

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.

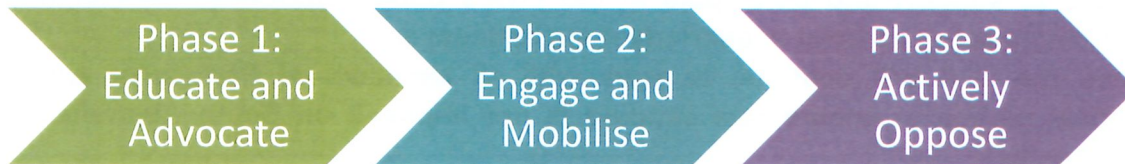
The LGA is seeking support from councils to ensure that this policy does not harm South Australian communities.

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
28 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: GC280317R05

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 “ <i>Section 270 Review – Removal of Playground (Resolute Crescent, Hallett Cove)</i> ” be presented to Council on 11 April 2017. | 28 Mar 2017 |
|--|--------------------|

¹ (GC270916R07)

² (GC131216R22)

³ (GC140217R01)

**CITY OF MARION
GENERAL COUNCIL MEETING
28 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: GC280317R06

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 |
|--|----------------------|
| 1. Notes the Volunteer Program Annual Report (2016), including 41,489 volunteer hours achieved during the year valued at \$1,138,873. | 28 March 2017 |
| 2. Adopts the reviewed Volunteer Policy. | 28 March 2017 |
| 3. Acknowledges the contribution of both City of Marion registered volunteers and other volunteers working within the City of Marion. | 28 March 2017 |

- 4. Encourages the recruitment of volunteers who have come from countries other than the main English speaking countries and reports on the results in the Volunteer Program annual report.**

28 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 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.
- Implementation of policy and procedures relevant to their volunteer program, and addressing any gaps or 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
- Equal Employment Opportunity (Commonwealth Authorities) Act, 1987
- Racial Discrimination Act, 1975
- Sex Discrimination Act, 1984
- Privacy Act, 1988
- Work Health & Safety Act, 2012

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
28 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: GC280317R07

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.

28 March 17

2. Notes that a further report detailing the Minister's response will be presented in April 2017.

28 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
28 MARCH 2017**

Originating Officer: Tania Baldock, CEO Executive Assistant
Manager: Adrian Skull, Chief Executive Officer
Subject: Fleurieu Peninsula Tourism proposal
Report Reference: GC280317R08

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. | 28 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.



30th January 2017
Adrian Skull, CEO
City of Marion

Dear Adrian,

Fleurieu Peninsula Tourism (FPT) is seeking support from the **City of Marion** for the Fleurieu Branding and Wayfinding Strategy, and in particular the 'Fleurieu Expressway' proposal. A copy of the framework for the initiative is attached for your information.

As the northern end of the freeway is in the City of Marion local government area, the FPT Board considers it appropriate that consultation occur with your Council on the proposal prior to undertaking further planning.

By way of background, preliminary discussions have been held between FPT representatives and the Department of Planning, Transport and Infrastructure (DPTI) staff about the project. DPTI have indicated an openness to considering the proposal further and have also provided advice on process. It has also been suggested that such a proposal may be timely given the significant infrastructure work taking place associated with the expressway as part of the Darlington Upgrade Project. In due course, the Darlington Upgrade Project will require signage and as such, alignment with a renaming of the expressway could be possible. In the event that the proposal is successful, this would potentially help to defray costs that would occur as a result of sign rebranding for that particular location.

The FPT Board considers that the proposal has good merit, is relatively inexpensive and would provide high impact exposure for the Fleurieu Peninsula region. Should your Council be supportive of this initiative, we would kindly request a letter of support from you. This would give FPT the confidence to continue discussions and planning around the project.

Thank you for your consideration of this very worthwhile proposal.

To assist us with the planning and timeframes for this project, I would be most appreciative to receive your response by the **end of March 2017**.

Please contact me directly should you require any clarification.

Kind regards,

A handwritten signature in black ink that reads "M Lang".

Miranda Lang
Executive Officer, Fleurieu Peninsula Tourism
M: 0407 335 543

Culture. Adventure. Life.



Fleurieu Expressway Framework

January 2017

Fleurieu Peninsula remains the most visited tourism region!

The latest National Visitation Survey (June 2016) confirms that the Fleurieu is the most visited destination in South Australia outside of Adelaide. Fleurieu visitation contributes \$429m to the South Australian Economy annually and provides over 33,000 South Australian jobs.

Key Issue:

Over 20 years ago, the four councils that together comprise the Fleurieu region - City of Onkaparinga, the City of Victor Harbor, Alexandrina Council and the District Council of Yankalilla, realized that whilst, individually, there are excellent tourist offerings in each of the Council areas, by working together to promote the Fleurieu, the destination offering was more compelling and more competitive for international and interstate visitation. Hence, the Fleurieu Peninsula Tourism Board was created to cooperatively build brand awareness for The Fleurieu Peninsula.

The opportunity:

The Southern Expressway is a key infrastructure asset for the state that makes the Fleurieu vastly more accessible for both tourists, commuters and business. The opportunity exists to use this infrastructure for key branding and wayfinding initiatives.

Key Outcomes:

Increasing the state's profitability through:

1. Increasing visitor spend, and visitor nights in the Fleurieu Peninsula
AND
2. Building on the population boom of the Fleurieu Peninsula
THROUGH
 - I. Increasing brand awareness and building on brand equity for the Fleurieu Peninsula
 - II. Increasing wayfinding for the Fleurieu Peninsula and key tourism destinations within the Fleurieu Peninsula region.



The Strategy

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

The Fleurieu Expressway

"The Fleurieu Expressway" is the preferred road name, pending approval by the Geographical Names Board.

The name is short and easy to remember. A key attribute of the road is that it is a quick and direct route to the Fleurieu, hence it is appropriate to maintain the word "Expressway" as a part of the name.

Renaming the road would comprise the installation of plates over the top of existing signs containing the name "Southern Expressway", and using the new name for all new signage.

There is currently 40 existing signs.

As an inexpensive, quick to implement, high impact activity it is recommended that this item is completed first.

Estimated cost: \$30,000. Shared \$10,000 DPTI, \$20,000 Fleurieu Councils

Planned timeline: 2017 calendar year

Installing Gateway to the Fleurieu artistic treatments along the expressway

Artistic treatments with the words "Gateway to the Fleurieu" and artistic imagery describing the Fleurieu installed along the untreated bridges along the expressway, as well as sculptural entry and exit statements identifying the Fleurieu Expressway as The Gateway to the Fleurieu.

Estimated cost: \$15,000 for concept plans. Cost of install and build pending concept plans.

Planned timeline: Concept plans 17/18 staged build across following financial years depending on cost

Fleurieu Peninsula Wayfinding Strategy

Undertaking an holistic Fleurieu Peninsula Wayfinding strategy building on the 'The Fleurieu Expressway' as the key channel (Gateway) to the Fleurieu.

The strategy would identify:

1. Key destinations within the Fleurieu
2. Identify routes to those destinations
3. Build on the SATC's road trips strategy
4. Replace the outdated Fleurieu way touring route with a strategy more in line with current infrastructure, destinations and touring route strategies



5. Provide a plan and template for future public signage to the Fleurieu and within the Fleurieu

Estimated Cost: \$20,000 for strategy. Request contribution of \$5000 from each of the 4 Fleurieu Councils

Note: Cost is subject to change and projected figure was first estimated in July 2016.

Timeline: Strategy Development 17/18 Implementation 18/19 staged across financial years.

Action Plan

1. Form a working group under the Fleurieu Peninsula Tourism Committee
 - a. Working group would be 'Fleurieu Expressway sub-committee'
 - b. Working will consist of 1 delegated representative from each of the 4 Fleurieu Councils, 1 delegate from the City of Marion (if required), and the FPT Executive Officer
 - c. Working group will develop a project strategy
 - d. Working group will be responsible for planning and activating all initiatives outlined in strategy

Fleurieu Expressway Working Group will consider the following;

2. Round table gathering of stakeholders to agree to the strategy
3. Letter of support from four Fleurieu Councils and City of Marion
4. Permission from Geographical names board
5. Implementation of "The Fleurieu Expressway" renaming
6. Commencement of concept plans for "Gateway to the Fleurieu" treatments
7. Letter of support from key associations such as McLaren Vale Grape Wine & Tourism
8. Letter of support from local Members of Parliament

Financial Year 17/18

9. Commencement of build for Gateway to the Fleurieu treatments
10. Preparation of Fleurieu Wayfinding Strategy.

Financial Year 18/19

11. Stage 2 of Gateway to the Fleurieu treatments
12. Implementation of Fleurieu Wayfinding Strategy

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

Manager: Adrian Skull, Chief Executive

General Manager: Abby Dickson, General Manager City Development

Subject: Tennis and Netball Review – Rescission Motion

Report Reference: GC280317R09

REPORT OBJECTIVE

For Council to consider amending further the recommendation of a previous resolution (GC280217), which dealt with the allocation of funds associated with the Tennis and Netball review.

The amendment is required to reflect and clarify the requirements previously set out for Council's contribution for the Marion Tennis Club works scheduled for 2017-18, Council's contribution was incorrectly shown as \$20,000 and should have been shown as \$45,000.

DISCUSSION

Pursuant to regulation 21 of the Local Government (Procedures at Meetings) Regulations 2013, the CEO may submit a report to the Council recommending the revocation or amendment of a resolution of Council passed since the last general election of the Council.

At the 28 February 2017 General Council meeting (GC280217), Council passed the following resolution:

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 Folio 18 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.*

Whilst preparing the works schedules for the 2017/18 financial year it was noticed that the quotation supplied by the proposed vendor was set out in a way that resulted in a misinterpretation of the figures for quoted works for the Marion Tennis Club. It has been confirmed that the total project is \$100,000k, requiring an allocation of \$45,000 from Council. This change will require the total allocation for 2017/18 to be changed from \$574,050 to \$599,050.

Also it has been noted that there was an error under the total project costs for the Hallett Cove Beach Tennis club which was incorrectly shown as \$38,000 and should be \$148,500, this does not change funding allocations. This error has been corrected in Appendix 4.

RECOMMENDATION

DUE DATE

That Council:

Amends the resolution of 28 February 2017 that states:

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.

28 March 2017

to the following new resolution:

- 1. Allocates funding of \$599,050 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.**

28 March 2017

- 2. Endorses the amended 3 year works program for Tennis and Netball Court and Facilities attached as Appendix 4 to this report which shows**

 - The amended total allocation for 2017/18 works from \$574,050 to \$599,050**
 - The total project cost for Hallett Cove Beach Tennis Club from \$38,000 to \$148,500**

28 March 2017

Tennis and Netball – 3 year work program and budget

APPENDIX 1

Site	Proposed works	Total project Cost	Project Partner cost sharing	Council Funding			
				2016/17	2017/18	2018/19	2019/20
Woodforde Family Reserve	<ul style="list-style-type: none"> Extend Courts Resurface as 4 multipurpose courts Upgrade lighting Clubroom Improvements Playspace alterations 	\$336,000	NA	\$55,000	\$281,000		
Hamilton Park Reserve	<ul style="list-style-type: none"> Demolish courts and clubroom Landscape Reserve 	\$85,000	NA			\$85,000	
Weaver Street Reserve	<ul style="list-style-type: none"> Allocate funds in the LTFP for a whole of site upgrade when playspace renewal is scheduled Remove two courts in the longer term Upgrade two courts as multipurpose courts Consider replacement of the clubroom with more appropriate facilities 	LTFP	NA				
Seacombe Heights Tennis Courts (Tarnham Rd)	<ul style="list-style-type: none"> Demolish the Tarnham Rd site when the new tennis/netball facilities are opened at Seaview High School. NOTE; Council contribution towards the total upgrade of the school site with be detailed in a Report to Council 	\$185,000 Tarnham Rd reserve	NA				\$185,000
Seaview High School Tennis Courts							
Morphettville Tennis Club, Kendall Tce Courts	<ul style="list-style-type: none"> New lights New Shelter Root Barriers and new fencing 	\$102,000	Morphettville Tennis Club			\$102,000	
Stanley Street	<ul style="list-style-type: none"> Council contribution towards court upgrade 	\$25,000	Stanley Street Tennis Club	\$25,000			
Ballara Park	<ul style="list-style-type: none"> Remove the courts and shelter Landscape the reserve 	\$15,000	NA			\$15,000	
Sandery Ave	<ul style="list-style-type: none"> Provide new shelter, site power and storage to support the Ballara Park club relocation 	\$25,000	NA		\$25,000		
Hazelemere Reserve	<ul style="list-style-type: none"> Line mark and install equipment for netball 	\$6000	NA	\$6,000			
Hallet Cove Beach Tennis Facility	<ul style="list-style-type: none"> Resurface courts with new 30 mm hot mix asphalt New acrylic surface to asphalt Upgrade lighting 	\$148,500	Hallet Cove Beach Tennis Club Tennis Australia Office for Rec and Sport		\$38,000		
Warradale Tennis Facility	<ul style="list-style-type: none"> New lighting New Fencing Court upgrade Clubroom upgrade Landscaping 	\$500,000	Warradale Tennis Club Federal Gov Office for Rec and Sport		\$125,000 (Council contribution to total cost)		
Trott Park Tennis Facility	<ul style="list-style-type: none"> New lighting Court upgrade 	\$145,000	Southbank Tennis Club Tennis Australia Office for Rec and Sport		\$45,000 (Council's contribution)		
Marion Tennis Club	<ul style="list-style-type: none"> Upgrade Lighting 	\$100,000	Marion Tennis Club		\$45,000		
McConnell Reserve (east side)	Details and costs to be developed subject to Council's consideration of community feedback		NA				
Nannigai Reserve	<ul style="list-style-type: none"> Clean courts General maintenance 	\$5000		\$5,000			
Roy Lander Reserve	<ul style="list-style-type: none"> Remove the court and landscape 	\$6,500	NA	\$6,500			
Yanyarrie Reserve	<ul style="list-style-type: none"> Remove fencing and provide new line markings for other recreation activities 	\$2,000	NA	\$2,000			
Glandore Oval	<ul style="list-style-type: none"> Demolish 6 courts and tennis clubroom Develop two new multipurpose courts 	\$160,000	NA			\$160,000	
Sub Total		\$1,680,500		\$100,000	\$534,000	\$362,000	\$185,000
Contingency	7.5%				\$40,050	\$27,150	\$13,875
TOTAL					\$599,050	\$389,150	\$198,875

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

Originating Officer: Tyson Brown, Unit Manager Cultural Facilities
Corporate Manager: Carol Hampton, Manager City Property
General Manager: Abby Dickson, General Manager City Development
Subject: Marion Outdoor Swimming Centre Master Plan
Ref No: GC280317R10

REPORT OBJECTIVE:

To present to Council a proposal to progress detailed designs and costings for upgrades to the Marion Outdoor Swimming Centre (MOSC) facility. The proposal has been developed through discussions at Elected Member forums the Infrastructure and Strategy Committee and through the master planning process.

The report outlines an approach for Council's consideration which recommends that up to \$150,000 be allocated towards architectural and cost consultancy services.

EXECUTIVE SUMMARY:

The MOSC is an appreciated, community owned facility that has well carved market segments for the dedicated outdoor lap swimmers and families seeking a low cost and enjoyable day out to engage in water based activities.

The facility is becoming outdated and tired. The strength of the facility compared to other outdoor pools throughout metropolitan Adelaide is the size of the footprint, this provides an opportunity to create diverse water play experiences catering for differing ages and interests within one location.

Council has requested in its 2016-19 three-year Business Plan that the Master Plan is presented in 2016/17 and detailed design developed and partnership funding sought in 2017/18 and 2018/19.

Council has previously considered the Master Plan at Elected Member Forums on 17 May and 20 Sept 2016 and a presentation was delivered at the Infrastructure and Strategy Committee meeting on 7 March 2017.

This report seeks the allocation of funding in the draft 2017/18 budget to undertake detailed designs and to prepare a Section 48 prudential management (due diligence) report, including a detailed business case, whole of life project costs and financial modelling and would be subject to Council's strategic priorities and assessment of Council's Long Term Financial Plan (LTFP) funding capacity.

The components included within the design works include:

- Foyer reconfiguration e.g. multipurpose/party room, improved security, new counter
- Façade upgrade
- New speed water slide (suitable for young people aged 12+)

- Renewal of shade structures
- Splash Pad (suitable for children aged birth to five years)
- New BBQ and picnic area (near toddler's pool)
- Improved pathway accessibility
- Bus drive through
- CCTV in car park
- Carpark upgrade
- Water play structure including plant upgrade (suitable for 4-12 year olds)

The key components proposed will progress the upgrade of the pool to improve the amenity, ensure the facility remains competitive with other Adelaide metropolitan pools, increase income generation to offset operating costs and enhance experiences for children and families.

These items will upgrade the MOSC and improve the quality and appeal at a lower cost to the Master Plan whilst enhancing user experiences for the years ahead and strengthening the connectivity between the Oaklands Plaza and the proposed Touched by Olivia Inclusive Playground. These sites individually and collectively will have positive impact on the local economy bringing more visitors to our City on a regular basis whilst contributing to offsetting operational costs.

Funding of up to \$150,000 will be required in the 2017-18 Budget should Council wish to progress to detailed design for the upgrade of the MOSC.

RECOMMENDATIONS

That Council:

Due Dates:

- | | |
|--|---------------|
| 1. Endorses an allocation of up to \$150,000 for design development and documentation for the Marion Outdoor Swimming Centre in the draft 2017-18 budget. | 28 March 2017 |
| 2. Endorses undertaking detailed design for the scope of works outlined within this report. | 28 March 2017 |
| 3. Notes that a Section 48 prudential management report will be prepared for Council's consideration which incorporates whole of life costs for further consideration and assessment of Councils funding capacity. | February 2018 |

BACKGROUND

The MOSC is the largest outdoor swimming facility located in the Marion area. It has operated since 1976 and has provided a valued family friendly, recreational and fitness facility within the City of Marion.

The following facilities are available at the MOSC:

- Olympic Pool
- Learners & Toddlers Pool
- 70 Metre Water Slide
- BBQs and Kiosk

The Centre is open from October to April and provides a number of programs and services including swimming lessons, school swimming programs, swim fitness coaching and birthday parties. These programs are supplemented by additional events throughout the season including open and picnic days and other “one-off” events.

On average the centre attracts 75,000 visits per season.

The MOSC contributes to delivering value to rate payers through a focus on Council’s strategic theme of liveability by promoting active lifestyles, providing family friendly recreational facilities and by building community connections.

The facility has not been renewed for many years and is no longer meeting modern day standards in aquatic facilities. The facility requires enhancements such as water play features, improved BBQ and picnic areas, a modern entrance and ticketing systems. In addition, safety and accessibility need to be considered. The need to upgrade and enhance the facility has been identified in previous reports regarding the MOSC including the *BDO Services Review (2013) and the 2016 MOSC Service review*.

The master planning process concluded with the preferred option which was high level cost estimated at \$11.6 million which is currently unfunded. This report outlines an approach which capitalises on the market segment of children and families and is a clear point of difference from the additional five closely located indoor pools. In focussing the facility upgrades on this segment at this time has seen a reduced project cost estimate.

DISCUSSION

Analysis was undertaken to ascertain potential key priorities for upgrade which included compiling Elected Member feedback, previous Council reports, assessing demographic data and projections, benchmarking with like sites across Adelaide, assessing current and past attendance data, reviewing attendee feedback and consultation with staff about patterns of attendance, demographic profiles and trends for recreational participation and physical activity.

The analysis indicated the point of difference for the MOSC is the facility being on a large natural space with extensive grassed areas and shade offering a considerable area for families and children to attend for several hours to enjoy low cost and entertaining activities. In addition, the pool provides a safe place for physical recreation to increase individual’s healthy lifestyles in an informal atmosphere.

It is anticipated that with increased activities for children aged birth to 15 years to enjoy in conjunction with a targeted marketing and communication plan, Council will increase the presence of MOSC as the outdoor family friendly swimming pool and amusement attraction of choice in southern Adelaide.

In developing the proposal additional key factors of influence include enhancing:

- income generation opportunities
- point of difference
- safety and accessibility
- aligning pool standard
- financial viability.

The results of the analysis included the following components:

- Foyer reconfiguration e.g. multipurpose/party room, improved security, new counter
- Façade upgrade
- New speed water slide (suitable for young people aged 12+)

(Note: This item can be installed as a standalone item and does not impact additional components within the master plan and current proposal.)

- Renew shade structures
- Splash Pad (suitable for children aged birth to five years)
- New BBQ and picnic area (near toddler's pool)
- Improved pathway accessibility
- Bus drive through
- CCTV in car park
- Carpark upgrade
- Water play structure including plant upgrade (suitable for 4-12 year olds)

For more detailed rationale for the listed components see **Appendix 1**.

The next stage of the project will involve:

- on-going stakeholder engagement including Elected Members, key staff and the wider community
- improved service delivery and efficiency through design
- end user needs
- environmental sensitive design
- CPTED principles
- DDA requirements
- pedestrian and cycle friendly traffic design
- detailed design of car parking facilities and treatment
- connection to the surrounding facilities
- detailed costings to establish a project budget and delivery plan
- life cycle costs (whole of life costs)
- staging and delivery options which minimise service interruptions and are cost effective

The detailed design and documentation will achieve:

- greater certainty of the design (as the design can be progressed with input from Council and other key stakeholders);
- greater certainty of whole life costs (as the project moves from concept to design documentation); and
- the ability to identify delivery options (ie staged approach) and refine the nature and extent of the development whilst minimising impact on the subsequent swimming seasons.

The proposed work will be undertaken in 2017-18 including the two key stages of design development and design documentation.

Environmental Considerations

Minimising impact to the environment and seeking opportunities to reduce cost are key to long term management of the facility as such environmental sensitive design practices will be incorporated within the design brief. Several measures have been implemented or assessed to date including:

- Use of cogeneration and energy efficiency opportunities - Cogeneration was considered within the 'Energy efficient buildings project' and tabled at the 13 December 2016 General Council meeting, (GC131216R18) noting:

'To be financially viable a cogeneration plant needs to have a high level of utilisation. This is best suited to applications with a large and continuous demand for heat and electricity. As the Centre is closed for many months of the year it is not well suited to a cogeneration plant.'

- Energy efficiency and solar project report 14 June 2016 General Council report (GC140616R06) included:
 - 20kw Solar installation.

Estimated cost \$27,000 with estimated \$4,100 annual cost savings. Approved, contractor appointed and installation to be completed prior to June 2017.

- Energy efficiency and solar project report 23 February 2016 General Council report (GC230216R04) included:
 - Upgrading outdoor flood lighting to LED
 - Pumping: resetting overnight recirculation rates

Estimated cost of \$14,800 with estimated \$1,579 annual cost savings. Considered but not approved.

- Water saving measures, in the 2016/17 financial year the swimming centres irrigation was connected to the Oakland's Wetlands recycled water program reducing the annual water expenditure. Additionally, pool covers are used daily to reduce heat loss and evaporation.
- Public change rooms water saving timed showers and dual flush toilets are being phased in and will be completed prior to June 2017.

The detailed design phase will further consider environmental initiatives.

EXCLUSIONS

Additional components that have been raised and are not currently included within this proposal include:

- Change rooms upgrade
- Disability access to swimming pools
- Kiosk servery to carpark

Should Council seek further investigation of these components additional resources will be required to enable consideration within the detailed design and cost process.

It should be noted that change room maintenance and renewal would be included in the property maintenance work program.

TIMELINE

<i>Activity</i>	<i>Duration</i>
Council budget adopted	July 2017
Scope of works, tender and procurement of the design team including: <ul style="list-style-type: none"> • Landscape Architect • Architect • Specialist water play contractors • Other consultants as required 	July – October 2017 (8 weeks)
Concurrently procure an independent cost planner	
Detailed design and cost phase	October – Mid November (6 weeks)
Elected Member progress Update	October 2017

Contractual documentation developed	Mid November 2017 – Mid February 8 Weeks (allowance for Christmas closures)
Cost analysis via cost planner	February 2018 (2 weeks)
Financial analysis	March 2018 (4 weeks)
Elected Member Forum update	February/March 2018
Section 48 Prudential report development	March – Mid April 2018
Presentation at Finance and Audit committee	End April 2018
Council consider Section 48 Report and funding strategy	Early May 2018

CONSULTATION

Internal

The project is an organisation wide project and will involve consultation with multiple stakeholders which include:

- Elected Members
- Executive Leadership Team
- MOSC staff
- Environmental Sustainability
- Communications
- Contracts
- Development Services
- Economic Development
- Finance
- Land and Property
- Open Space & Facilities
- Strategic Projects

External

The master plan development process provided opportunities for extensive community involvement, which informed the proposed elements.

Should Council endorse the recommendation to attain detailed costings on the specified elements we would reengage previous stakeholders to inform them of the projects direction utilising the Making Marion website. This includes but is not limited to:

- Touched by Olivia Foundation
- Friends of Marion Outdoor Swimming Centre
- MOSC customers

This reengagement seeks to maintain the strong community ownership of the MOSC noting it has been some time since formal communication about the project was feedback.

FINANCIAL ANALYSIS

The allocation of up to \$150,000 in the 2017/18 draft budget will enable Council to undertake the next stage of design development and documentation which will identify the funds required to undertake capital works and the whole life costs for further consideration by Council as part of the LTFP process and assessment of funding capacity in terms of Council's strategic priorities.

The development of detailed design and project delivery plan will enable the project to become investment ready which will in turn support the development of a funding strategy ie. the pursuit of grant funding opportunities which seek partnership funding towards the capital costs of the project.

CONCLUSION

The MOSC contributes to delivering value to rate payers through a focus on Council's strategic themes to build the Liveability of the City by promoting active lifestyles, providing family friendly recreational facilities and by building community connections. The proposed facility upgrade for the MOSC delivers a revitalised facility that better serves the current and future needs of residents and visitors to the City as well as supporting Council in considering sound strategic decisions regarding asset management.

This would form the basis for the preparation of a Section 48 prudential management (due diligence) report, including a detailed business case, project whole of life costs and financial modelling and would be subject to Council's strategic priorities and assessment of Council's Long Term Financial Plan (LTFP) funding capacity.

APPENDIX 1

- Additional 'Speed' waterslide and plant upgrade (ages 12+ years)

The success of the waterslide installed in 2014 has been a key draw card for attendees including families and young people of approximately 12 years and older. Feedback from users and observations of staff is the long waiting time to use the slide and the speed of the slide can be a deterrent. The proposed new waterslide will be faster, reduce wait time to access a slide and will not require additional staff. The existing slide plant will need some modifications to accommodate the new slide.

- Foyer reconfiguration
- Façade upgrade
- Renew shade structures
- New splash pad and additional plant (ages 1-6 years)
- BBQ and picnic area

The current foyer and reception area are unattractive and the configuration results in underutilised space and incorporates an old ticketing booth which is not used.

Reconfiguring the area will create a more attractive and effective use of the space incorporating product and sales items, turn styles for security (monitoring attendance), and the inclusion of a multi-use room for birthday parties, functions and meetings.

The entrance to the swimming centre is old and requires upgrading to align with the professional image of other council facilities. This will include the replacement of the bike rack and planters with more attractive items.

The swimming centre has several unattractive shade structures made of galvanised pipe and shade cloth. It is proposed that all old shade structures will be renewed and aligned to the existing attractive shades creating a uniformed and attractive look throughout the site.

The largest market segment and competitive advantage is families with young children who can attend the facility for several hours at low cost due to the ability to have a picnic and capitalise on the large space for unstructured play.

A new splash pad that has many interactive features and amusements whilst on a surface that does not have pooled water will enable the safe enjoyment for attendees of various ages but predominantly younger children crawling to 5 years old with their parents/caregivers. The zero pooled water is safer for users as it eliminates drowning risks and therefore does not require additional staff supervision.

The inclusion of this activity will require the reconfiguration of the plant, this will require two separate plant rooms. The new plant room would be accommodated within the existing main building on the Hendrie street side and would service the new splash pad, toddlers pool and learners pool. Currently if there is a maintenance issue or if there has been an incident in one of the pools all pools need to be closed, the additional plant room will enable the operation of the various pools to be isolated, therefore only the pool requiring maintenance or to be closed can be done minimising the impact of users.

Shade is at a premium and the existing BBQ's are at the far end of the facility some distance from the children's' pools/amusements. Relocation of the BBQ's to the new 'family' area and increased shade structures and area will enable meal preparation within view of the pools.

- Disability pathways
- Bus drive through
- Carpark upgrade
- CCTV in car park

The pool has a portable lifter enabling use of the pool by people who require assistance to enter the pool. Currently people with mobility impairments requiring wheelchairs or families with pushers cannot access all of the structures. It is proposed to create an improved network of pathways in accord of DDA compliance to enable viewing and efficient connection to all of the centres structures.

School students are bused in during school terms to participate in swim school sessions and vacation care providers also bus large groups of young people to the centre. Currently the buses do not have a dedicated safe location away from other vehicles. The proposed drive through provides a dedicated drop off and collection zone to accommodate these groups.

The carpark will increase its demand with the proposed inclusive play space and reconfiguration and upgrade to increase functionality, connection and safety is suggested with clear walkways, DDA vehicle spaces and connections to public transport and modelling to encourage pedestrian and cycling is required.

The current security measures are limited to within the swimming centre however we are aware incidents can occur within the car park. The installation of CCTV camera's will increase safety.

- Water play structure and plant upgrade (ages 5-12 years)

To further cement the MOSC as the premier facility for young people and families who can '*come to play and stay for the day*' we propose the inclusion of a water play structure that is suitable for all ages but predominantly 5-12 years old. This structure will require additional supervision due to safety measures as such would be programmed for set periods throughout the day minimising the additional operational costs.

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

Originating Officer: Sean O'Brien, Community Facilities Planner

Corporate Manager: Carol Hampton, Manager City Property

General Manager: Abby Dickson, General Manager City Development

Subject: Hallett Cove Beach Tennis Club Facility Improvements

Report Reference: GC280317R11

REPORT OBJECTIVES

This report seeks Council consideration and approval of a proposal submitted by the Hallett Cove Beach Tennis Club and Tennis SA to upgrade 3 court surfaces, install new lighting to 2 courts and upgrade lights on 3 courts. The proposal includes a Council contribution towards the project of up to \$38,000.

EXECUTIVE SUMMARY

The Hallett Cove Beach Tennis Club (HCBTC) currently occupies the Council owned tennis facility at Shamrock Reserve at Hallett Cove. The HCBTC and Tennis SA are committed to working with Council and other key stakeholders on the development of a strategic plan for the ongoing improvement of the facility.

The HCBTC courts are in the southern area of Marion where the supply and demand analysis indicates all courts should be retained. The club also opens two of its courts for public use.

Currently courts 3, 5 and 6 are rapidly deteriorating in condition and a proposal developed by Tennis SA and submitted to Council by the Club indicates an acrylic resurface is required to make the courts safe for competition and community use. The proposal also seeks Council's support for the installation of new LED lights to courts 5 and 6 as well as support to undertake lighting upgrades on courts 1, 2 and 3. The total budget for these works will be in the order of \$148,500.

The HCBTC is committing \$20,000 and Tennis Australia has approved a contribution of \$13,000 towards the project. The Club plans to submit a grant application to the Office for Recreation and Sport (ORS) for \$77,500.

In order to meet the funding level required for the necessary works, the HCBTC is requesting a contribution of up to \$38,000 from the City of Marion. This contribution would be made subject to the Club being successful with a funding application to the Office for Recreation & Sports Community Recreation and Sport Facilities Program and Tennis Australia contribution.

This partnering funding arrangement is in accordance with the draft Licensing and Leasing Policy whereby it is proposed Council will share responsibility for all structural maintenance of the courts with contributions from the club.

RECOMMENDATIONS**DUE DATES****That Council:**

- | | |
|---|----------------------|
| 1. Grants landlord consent for the upgrade of courts 3, 5 and 6, to install LED lighting on courts 5 and 6 and to replace court lighting with LED lights on courts 1, 2 and 3 at Hallett Cove Beach Tennis Club, Shamrock Road Reserve, Hallett Cove, Certificate of Title Volume 4165 Folio 463, subject to the Club obtaining the required funds to meet the project cost of \$148,500. | 28 March 2017 |
| 2. Notes landlord approval is subject to development approval. | 28 March 2017 |
| 3. Supports the Club submitting an application for \$77,500 to the Office for Recreation & Sports Community Recreation and Sport Facilities Program by the Hallett Cove Beach Tennis Club. | 28 March 2017 |
| 4. Endorses an allocation of up to \$38,000 towards these works being made from Council's Asset Sustainability Reserve – Community Facilities Partnering Program subject to the Club obtaining the required funds to meet the full project costs. | 28 March 2017 |
| 5. Advises that the Hallett Cove Beach Tennis Club will be responsible for any project related cost overruns and will be responsible for all future maintenance and repairs to the tennis courts and lights. | 30 March 2017 |
| 6. Endorses an allocation of \$10,395 per annum for operating and maintenance and an allocation of \$7,920 per annum for renewal/depreciation into Council's 2017/18 annual budget and Long Term Financial Plan. | 28 March 2017 |

BACKGROUND

The HCBTC are affiliated with the Glenelg Districts Tennis Association and the club facilities are used for night tennis, club tennis tournaments, and regular Saturday competition tennis. The club currently has 45 members registered with Tennis SA. The club offers a range of accredited tennis programs and activities expected of a successful community based tennis facility which includes provision of a qualified coach, social and competitive tennis along with casual usage. The club always provides full public access to 2 courts maintained by the club with the local community using the courts throughout the week and weekends.

The HCBTC supports a school tennis program with Hallett Cove South Primary School run by the Club Coach at no charge. This program enables the school to benefit from the facilities; provides free access to equipment supplied by Tennis SA for their students; and showcases the Club to parents and their children.

The HCBTC has held a licence agreement over the Shamrock Reserve facility since 2003, the current agreement will expire in 2018. The HCBTC is not in breach of their obligations under the licence agreement has no current debts to Council. The HCBTC has submitted their financial reports to City of Marion to support their application and demonstrate they are financially viable.

Under the Licence agreement the HCBTC is required to obtain landlord's approval prior to undertaking the upgrade works. The HCBTC will also be required to obtain Development Approval for the proposed new lights on courts 5 and 6.

This partnering funding arrangement is in accordance with the draft Licensing and Leasing Policy whereby it is proposed Council will share responsibility for all structural maintenance of the courts with contributions from the club.

HCBTC submitted an unsuccessful application for \$69,000 to the Office for Recreation & Sports Community Recreation and Sport Facilities Program in 2016. The club intends to reapply in April 2017.

DISCUSSION

Tennis SA was invited to inspect the condition of the HCBTC courts and provide an assessment of the facility condition against the objectives and vision of the HCBTC committee. As a first step for improving the facility the courts have been pressure cleaned to increase grip, improve the aesthetics and ensure that the playing surface remains safe for all participants.

Generally, the structural integrity of the site's 6 courts is sound and the acrylic surfaces of the courts are only 5 years old and mainly in good condition. However, on courts 6, 5 and particularly 3, part of the base / pavement has failed and targeted reconstruction needs to be undertaken prior to the application of an approved acrylic coating to the affected and extended areas.

Importantly the HCBTC committee is keen to increase the playing opportunities for the members and the community and by increasing lighting to an additional 2 courts along with an upgrade of the existing lights. This is considered essential to the sustainability and growth of the club. Of note is that LED lighting is being installed which not only has environmental benefits but is able to produce operational savings of over 50% of that of metal halide.

This initiative fits with the Tennis Australia's recommendations for a modern tennis facility and provides opportunities for innovative social and competitive activities, coupled with healthy sun free benefits.

SCOPE OF WORKS

To restore the courts to an excellent playing condition with optimum lifecycle, the installation of additional lights on 2 courts and an upgrade of the existing lighting, the following is recommended by Tennis SA:

- Undertake cleaning and preparation works as necessary
- Excavation, base and pavement repair as required
- Apply an approved multi-coat acrylic surface system to courts 3, 5 and 6
- Line mark as required
- Undertake fencing repairs as needed
- Establish one court featuring Hot Shots blended lines
- Trench for lighting, install cages and wire to upgrade switchboard
- Supply and install LED court lighting to courts 5 and 6 to meet competitive standards
- Replace luminaries on courts 1, 2 and 3 with LED fittings
- Aim and test lighting

ANALYSIS

The Tennis and Netball review forms part of Council's strategic objectives to improve sporting and recreational facilities across the City and address both the over-supply of tennis courts and under-supply of netball courts facilities across the City. The HCBTC courts are in the southern area of Marion where the supply and demand analysis indicates all courts should be retained and open for community use.

The consultation process for the Tennis and Netball review highlighted the Club's desire to progress the project and resubmit an application for \$69,000 being submitted to the Office for Recreation & Sports Community Recreation and Sport Facilities Program following its unsuccessful application in 2016. The Grant application is due on 10 April 2017 and successful grant applications are expected to be announced in August 2017.

This project will support Councils broader planning and strategic directions to:

- Increase opportunities for the community to participate active healthy lifestyles;
- Deliver an equitable spread of quality community facilities across the City of Marion;
- Supporting the ongoing viability of the Clubs;
- Maintains the facility in a fit for purpose condition.

Risk Management

The project is dependent on a successful application to the Office for Recreation and Sport grants program. It is unlikely the Club will be able to proceed with the court resurfacing if the application is unsuccessful.

The installation of new floodlights will also be subject to Development Approval.

FINANCIAL ANALYSIS

Cost estimates are based on the scope of work described above and associated costs as provided by Tennis SA with reference to industry and Tennis Australia standards and specifications. Details of costs are provided below:

Courts refurbishment including Hotshots	\$30,000
Lighting upgrade to existing 3 courts	\$50,000
Lighting new to 2 courts (courts 5 and 6)	\$55,000
Contingency	<u>\$13,500</u>
Total	\$148,500 ex GST

The project budget of \$148,500 includes a contingency of \$13,500 (10%) and is proposed to be funded as follows:

Hallett Cove Beach Tennis Club	\$20,000
Tennis Australia Nation Rebate	\$13,000
Marion Council	\$38,000 TBC
ORS Community Grant	<u>\$77,500</u>
Total	\$148,500 ex GST

At the General Council meeting 28 February 2017 (GC280217R06) Council endorsed a three-year capital works program for the upgrade of Tennis and Netball facilities which included a funding contribution towards the Hallett Cove Beach Tennis Club improvements. This report recommends Council allocate this funding from the Community Facilities Partnering Program contained within the Asset Sustainability Reserve.

Council's whole of life cost for the project will include a provision for the replacement of the lights after the expiry of their useful life estimated to be 25 years and courts after 10 years. The net increase to operations and maintenance will be \$10,395 and the increase in annual net depreciation cost will be \$7,920 as outlined in the table below.

Whole of Life Cost Analysis					
Description	Acquisition Cost	Contingencies & Professional Fees	Net Increase O&M pa	Net Increase Depreciation/ Renewal pa	Whole of Life Increase Cost of Proposal based on capital component with longest life
<i>Manual input</i>	<i>Manual input</i>	<i>Manual input (if not separated out)</i>			
Lighting Upgrade	55,000	24,750	3,850	2,200	231,000
New Lighting	60,500	27,225	4,235	2,420	254,100
Court upgrade	33,000	14,850	2,310	3,300	188,100
Total (whole of life cost based upon 25 years)	148,500	66,825	10,395	7,920	673,200

**Whole of life costs include acquisition, operating & maintenance expenditure and depreciation/renewal using current values.*

Resource (capacity) Impact

The City of Marion will project manage the project and all contractors will be engaged in accordance with Council's Procurement Policy.

CONCLUSION

The HCBTC proposal will address the declining quality of the club's courts which is critical for the club's long term sustainability and growth. Council's commitment to the project will also provide support to the Club's funding application to the Office for Recreation and Sport.

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

Originating Officer: James O’Hanlon, Unit Manager Sport & Recreation
Corporate Manager: Carol Hampton, Manager City Property
General Manager: Abby Dickson, General Manager City Development
Subject: Marion Tennis Club Facility Improvements
Report Reference: GC280317R12

REPORT OBJECTIVES

This report informs Council of the proposal to be submitted by the Marion Tennis Club to upgrade existing lighting and install additional new lighting to the remaining courts which currently have no lighting; and seeks approval for a Council contribution towards the project and Landlord Approval.

EXECUTIVE SUMMARY

The Marion Tennis Club (MTC) currently occupies the Council owned tennis facility within the Marion Sports and Community Club grounds. The MTC and Tennis SA are committed to working with Council and key stakeholders on the development of a strategic plan for the ongoing improvement of the facility.

The MTC courts are in the central area of Marion where the supply and demand analysis indicates all courts should be retained. The club also opens three of its courts for public use.

Currently courts 1, 2 & 3 have metal halide lighting in a rapidly deteriorating condition. Courts 4, 5 & 6 have no lighting which limits the club’s ability to expand programs for new members and cater for the needs of its existing membership base. It is proposed to replace the existing lighting on courts 1, 2 & 3 for LED lighting utilizing the existing light poles whilst installing new poles and LED lighting on courts 4, 5 & 6. The total budget for these work will be \$100,000.

The MTC is committing \$10,000 and will submit a grant application to the Office for Recreation and Sport (ORS) for \$45,000.

In order to meet the funding level required for the necessary works, the MTC is requesting a contribution of up to \$45,000 from the City of Marion. This contribution would be made subject to the Club being successful with a funding application to the ORS Community Recreation and Sport Facilities Program.

RECOMMENDATIONS**DUE DATES****That Council:**

- | | |
|--|----------------------|
| 1. Grants landlord consent for the upgrade of lighting on Courts 1,2 and 3 to LED lighting and install new poles and LED lighting to courts 4, 5 & 6 at Marion Tennis Club, Norfolk Road Marion, subject to the Club obtaining the required funds to meet the project cost of \$100,000. | 28 March 2017 |
| 2. Notes landlord approval will be subject to development approval. | 28 March 2017 |
| 3. Supports the Club submitting an application for \$45,000 to the Office for Recreation & Sports Community Recreation and Sport Facilities Program by the Marion Tennis Club. | 28 March 2017 |
| 4. Endorses an allocation of up to \$45,000 towards these works being made from Council's Asset Sustainability Reserve – Community Facilities Partnering Program subject to the Club obtaining the required funds to meet the full project costs | 28 March 2017 |
| 5. Endorses an allocation of \$5,750 per annum for operating and maintenance and an allocation of \$4,000 p.a. for renewal / depreciation into Council 2017/18 annual budget and Long Term Financial Plan. | 28 March 2017 |
| 6. Advises that the Marion Tennis Club will be responsible for any project related cost overruns with council responsible for maintenance of the lighting structures excluding globe replacement. | 30 March 2017 |

BACKGROUND

The MTC are affiliated with the Glenelg Districts Tennis Association and the club facilities are used for night tennis, club tennis tournaments, and regular competition tennis. The club currently has 80 members registered with Tennis SA. The club offers a range of accredited tennis programs and activities expected of a successful community based tennis facility which includes provision of a qualified coach, social and competitive tennis along with casual usage. The club always provides full public access to 3 courts maintained by the club with the local community using the courts throughout the week and weekends.

Under the Licence agreement the MTC is required to obtain landlord's approval prior to undertaking the upgrade works. The MTC will also be required to obtain Development Approval for the proposed new lights on courts 4, 5 & 6.

The MTC continues to meet their obligations under the licence agreement and the Club has no current debt to Council. The MTC has submitted their financial reports to City of Marion to support their application and demonstrate their financial viability.

SCOPE OF WORKS

Currently courts 1, 2 & 3 have metal halide lighting in a rapidly deteriorating condition. Courts 4, 5 & 6 have no lighting which limits the club's ability to expand programs for new members and cater for the needs of its existing membership base. It is proposed to replace the existing lighting on courts 1, 2 & 3 for LED lighting utilizing the existing light poles whilst installing new poles and LED lighting on courts 4, 5 & 6.

For the installation of additional lights on 3 courts and an upgrade of the existing lighting on the other 3 courts, the following is recommended by Tennis SA:

- Trench for lighting, install cages and wire to upgrade switchboard
- Supply and install LED court lighting to courts 4, 5 & 6 to meet competitive standards
- Replace luminaries on courts 1, 2 and 3 with LED fittings
- Aim and test lighting

PROPOSAL COSTING SUMMARY

Cost estimates are based on the scope of work described above and associated costs as provided by Councils preferred supplier with reference to industry and Tennis Australia standards and specifications.

Lighting upgrade to existing 3 courts	\$39,000
New Lighting for 2 courts	\$51,000
Contingency	<u>\$10,000</u>
Total	\$100,000 ex GST

The MTC courts are in the central area of Marion where the supply and demand analysis indicates all courts should be retained and open for community use.

ANALYSIS

The Tennis and Netball review forms part of Council's strategic objectives to improve sporting and recreational facilities across the City and address both the over-supply of tennis courts and under-supply of netball courts facilities across the City.

This project will support Councils broader planning and strategic directions to:

- Increase opportunities for the community to participate active healthy lifestyles;
- Deliver an equitable spread of quality community facilities across the City of Marion.
- Supporting the ongoing viability of the Clubs;
- Maintains the facility in a fit for purpose condition

The Grant application is due on 10 April 2017 and successful grant applications are expected to be announced in August 2017.

Risk Management

The project is dependent on a successful application to the ORS grants program. It is unlikely the Club will be able to proceed with the lighting refurbishment if the application is unsuccessful.

The installation of new lighting will also be subject to Development Approval.

FINANCIAL ANALYSIS

At the General Council meeting 28 February 2017 (GC280217R06) Council endorsed a three-year capital works program for the upgrade of Tennis and Netball facilities which included a funding contribution towards the Marion Tennis Club. This report recommends Council allocate this funding from the Community Facilities Partnering Program within the Asset Sustainability Reserve.

The total recommended budget for the project is \$100,000 which includes a contingency of \$10,000 (10%) it is proposed to be funded as follows:

Marion Tennis Club	\$ 10,000
ORS Grant	\$ 45,000
City of Marion	<u>\$ 45,000</u>
Total	\$100,000 ex GST

Council's whole of life cost for the project will include a provision for the replacement of the lights after the expiry of their useful life estimated to be 25 years. Council's annual depreciation cost in relation to the existing lights is \$2250 per annum. This provision for depreciation is set to increase by \$ 5,750 per annum over the life of the asset. The increase in annual net depreciation cost will be \$4,000 as outlined in the table below.

Whole of Life Cost Analysis					
Description	Acquisition Cost	Contingencies & Professional Fees	Net Increase O&M pa	Net Increase Depreciation/ Renewal pa	Whole of Life Increase Cost of Proposal
Court Lighting Towers	100,000	38,500	5,750	4,000	138,500
Total (whole of life cost based upon 25 years)	100,000	38,500	5,750	4,000	138,500

**Whole of life costs include acquisition, operating & maintenance expenditure and depreciation / renewal using current values.*

Resource (capacity) Impact

The City of Marion will project manage the project and all contractors will be engaged in accordance with Council's Procurement Policy.

CONCLUSION

The MTC proposal will improve the lighting situation and will assist the club's long term sustainability and growth. Council's commitment to the project will also provide support to the Club's funding application to the Office for Recreation and Sport.

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

Originating Officer: James O’Hanlon, Unit Manager Sport & Recreation
Corporate Manager: Carol Hampton, Manager City Property
General Manager: Abby Dickson, General Manager City Development
Subject: Southbank Tennis Club Facility Improvements
Report Reference: GC280317R13

REPORT OBJECTIVES

This report seeks Council consideration and approval as landlord of a proposal submitted by the Southbank Tennis Club and Tennis SA to upgrade 6 court surfaces at the Southbank Tennis Club - 34 Hessing Crescent, Trott Park.

EXECUTIVE SUMMARY

The Southbank Tennis Club (SBTC) currently occupies the Council owned tennis facility at Hessing Crescent, Trott Park. The SBTC and Tennis SA are committed to working with Council and key stakeholders on the development of a strategic plan for the ongoing improvement of the facility.

The SBTC courts are in the southern area of Marion where the recent Tennis & Netball review indicates these courts should be retained (refer GC280217R06). The club currently opens two of its courts for public use.

The SBTC is committing \$20,000 and Tennis Australia has approved a contribution of \$15,000 towards the project. The Club plans to submit a grant application to the Office of Recreation and Sports (ORS) for \$65,000 in April 2017, funding outcomes will be released by the ORS in August 2017.

In order to meet the funding level required for the necessary works, the SBTC is requesting a contribution of up to \$45,000 from the City of Marion. This contribution would be made subject to the successful funding application to the ORS in April 2017 for the Community Recreation and Sport Facilities Program funding rounds.

This partnering funding arrangement is in accordance with the draft Licensing and Leasing Policy whereby it is proposed Council will share responsibility for all structural maintenance of the courts with contributions from the club.

Should all funding requests be successful, the total project budget will be \$145,000 which includes sufficient contingencies for the project.

RECOMMENDATIONS**DUE DATES****That Council:**

- | | |
|---|----------------------|
| 1. Grants landlord consent to the upgrade of six courts at 34 Hessing Crescent, Trott Park. Certificate of Title Volume 4020 Folio 236, subject to Southbank Tennis Club obtaining the required funds to meet the project cost of \$145,000. | 28 March 2017 |
| 2. Supports an application for \$65,000 being submitted to the Office for Recreation & Sports 2017 Community Recreation and Sport Facilities Program by the Southbank Tennis Club. | 28 March 2017 |
| 3. Endorses an allocation of up to \$45,000 towards these works being made from Council's Asset Sustainability Reserve – Community Facilities Partnering Program subject to the Club obtaining the required funds to meet the full project costs | 28 March 2017 |
| 4. Endorses an allocation of \$8,650 per annum for operating and maintenance and an allocation of \$8,491 for renewal/depreciation into Council's 2017/18 annual budget and Long Term Financial Plan. | 28 March 2017 |
| 5. Advises that the Southbank Tennis Club will be responsible for any project related cost overruns. | 30 March 2017 |

BACKGROUND

The SBTC are affiliated with Tennis SA holding club tennis tournaments, and regular Saturday competition tennis. The club currently has 70 members registered with Tennis SA. The club offers a range of accredited tennis programs and activities expected of a successful community based tennis facility which includes provision of a qualified coach, social and competitive tennis along with casual usage. The Club always provides full public access to 2 courts maintained by the Club with the local community using the courts throughout the week and weekends.

The SBTC continues to meet their obligations under the licence agreement and the Club has no current debt to Council. The SBTC has submitted their financial reports to City of Marion to support their application and demonstrate their financial viability.

Tennis SA has assisted the Club in defining viable but cost effective upgrade options for the courts to enable the Club to offer a quality playing experience. Unfortunately, due to the vastly competitive nature of the Community Recreation and Sport Facilities Grant Program SBTC, although having submitted a quality application were unsuccessful in the previous round. The Club will be re-submitting an application to grants scheme in April 2017. The Grant application is due on 10 April 2017 and successful grant applications are expected to be announced in August 2017.

DISCUSSION

Tennis SA inspected the condition of the SBTC courts and provided an assessment of the facility overall against the objectives and vision of the SBTC committee. It was found that the structural integrity of the courts is sound however the acrylic surface is approaching the end of its useful life. All courts need to be re-sheeted and have an approved acrylic surface applied to all 6 courts and lined as appropriate.

Tennis SA further recommended that 'Hotshots courts' be established on one of the court modules and the upgrading will lend itself to the application of blended lines to achieve this. Hotshots is a Tennis Australia children's starter program and the suggested direction supports the introduction of the program at SBTC.

This project will support Councils broader planning and strategic directions to;

- Increase opportunities for the community to participate active healthy lifestyles;
- Deliver an equitable spread of quality community facilities across the City of Marion;
- Supporting the ongoing viability of the Clubs;
- Maintains the facility in a fit for purpose condition.

SCOPE OF WORKS

To restore the courts to a high quality playing condition with optimum lifecycle, the following is recommended by Tennis SA:

- Undertake cleaning and preparation works as necessary
- Undertake grinding and minor base works where required to restore a sound base.
- Machine lay 30mm of Hotmix Asphalt to Tennis Australia standards to all courts.
- Apply an approved multi-coat acrylic surface system to courts.
- Line mark as required including Hotshots markings

Risk Management

The project is dependent on a successful application to the ORS grants program. It is unlikely the Club and Council will be able to proceed with the court resurfacing if the application is unsuccessful. In the event of this occurring Council along with the Club would undertake remedial repairs and maintenance to keep the courts operational until further funding can be obtained.

FINANCIAL ANALYSIS

A total recommended budget for the project is \$145,000 including a 10% contingency, the proposed funding is as follows:

South Bank Tennis Club	\$ 20,000
Tennis Australia Nation Rebate	\$ 15,000
ORS CRSFP Grant	\$ 65,000
Marion Council	<u>\$ 45,000</u>
Total	\$145,000 ex GST

At the General Council meeting 28 February 2017 (GC280217R06) Council endorsed a three-year capital works program for the upgrade of Tennis and Netball facilities which included a funding contribution towards the SBTC. This report recommends Council allocate funding towards the works from the Community Facilities Partnering Program within the Asset Sustainability Reserve.

Council's whole of life cost for the project will include a provision for the replacement of the courts after the expiry of their useful life estimated to be 25 years. Council's annual depreciation cost in relation to the existing courts is \$3,500 per annum for the courts. The net

increase to operations and maintenance will be \$8,650 for the new courts. This increase in annual net depreciation cost will be \$8,491 as outlined in the table below.

Whole of Life Cost Analysis					
Description	Acquisition Cost	Contingencies & Professional Fees	Net Increase O&M pa	Net Increase Depreciation/ Renewal pa	Whole of Life Increase Cost of Proposal
Court re-surfacing	145,000	44,000	8,650	8,491	189,000
Total whole of life costs based upon 25 years					
	145,000	44,000	8,650	8,491	189,000

**Whole of life costs include acquisition, operating & maintenance expenditure and depreciation/renewal using Current values.*

Resource (capacity) Impact

The City of Marion will project manage the project and all contractors will be engaged in accordance with Council's Procurement Policy.

CONCLUSION

The SBTC proposal will address the declining quality of the club's courts which is critical for the club's long term sustainability and growth. Council's commitment to the project will also provide support to the club's funding application to the ORS.

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

Originating Officer: Alicia Clutterham, Team Leader Open Space and Recreation

Manager: Fiona Harvey, Manager Innovation and Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: Playground Framework Progress Report

Report Reference: GC280317R14

REPORT OBJECTIVES

To provide a progress report regarding the Playground Framework.

EXECUTIVE SUMMARY

At the Council meeting held on 24 January 2017 (GC240117R04) Council resolved:

1. *Endorses the draft Playspace Policy including the proposed standardised palette approach and draft Playspace Service Levels as provided in Appendix 1 and Appendix 2, except that the term 'Playground' shall be used instead of 'Playspace', with the following amendments:*
 - *Neighbourhood level and above include consideration of shade over playground equipment.*
2. *Endorses community consultation on the draft Playspace Policy and draft Playspace Service Levels for a three week period in February 2017.*
3. *Notes the final Playspace Policy and Playspace service levels will be presented to Council as part of the Playspace Framework for consideration and adoption in March 2017.*

An Elected Member forum was held on 21 March 2017, at which time clarification on a number of items within the framework was sought including the provision of shade to playgrounds, a Destination Playground, reclassifications and new playgrounds.

Substantial work has progressed on these items with discussions continuing at ward briefings. Further time is required to work through some of these issues before providing a report back to Council.

RECOMMENDATION

DUE DATES

That Council:

1. Notes the final Playground Policy and Playground service levels will be presented to Council as part of the Playground Framework for consideration and adoption in May 2017.

28 March 2017

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

Originating Officer: Brett Grimm, Landscape Architect
Manager: Fiona Harvey, Manager Innovation & Strategy
General Manager: Abby Dickson, General Manager City Development
Subject: Hallett Cove Stage 5 Amphitheatre Implementation
Report Reference: GC280317R15

REPORT OBJECTIVE AND EXECUTIVE SUMMARY

To provide Council with a detailed design for Stage 5 Amphitheatre of the Hallett Cove Foreshore Master Plan, the whole of life costing and seek approval to proceed to tender and construction of works to enable completion prior to community events planned for March 2018.

RECOMMENDATIONS

That Council:	DUE DATES
1. Endorses detailed design of Hallett Cove Foreshore Stage 5 (Amphitheatre) with funding of up to \$1.035m from the approved funding of \$1.355m to be utilised in 2017/18 for the completion of stage 5.	28 March 2017
2. Endorses commencement of development approvals, tender and construction for stage 5 amphitheatre.	28 March 2017
3. Endorses an allocation of \$13,938 for operations maintenance in the 2017/18 Budget and increased funding of up to \$71,424 per annum for operating, maintenance and renewal requirements into the Long Term Financial Plan from 2018/19.	28 March 2017
4. Notes that the CEO will authorise the construction contract in accordance with delegated authority.	28 March 2017

BACKGROUND

Council endorsed the Hallett Cove Foreshore Master Plan at its 25 March 2014 General Council meeting (GC250314M03). In addition, Council endorsed the first stage of implementation being commemorative space elements (GC080714R01). The commemorative space elements were completed April 2015.

The following table illustrates Councils progress to date;

25 March 2014	GC250314M03	Council endorsement of masterplan
08 July 2014	GC080714R01	Endorsed the first stage Commemorative space for detailed design and construction
March 2014		Completion of Stage 1 Commemorative space
11 August 2015	GC110815R01	Endorsed staging plan for the Master Plan
26 May 2015	GC260515R09	Endorsed allocation of \$62,000 (2014/15) to leverage for stage 2 dune works coastal protection board grant submission. (Grant was unsuccessful)
24 February 2015	GC240215M03	Resolution to review the scope and scale of the master plan
November 2016- February 2017		Completion of Stage 3 Storm Water GPT and pipe works
22 November 2016	GC221116R08	Endorsed revised Master Plan scope and design budget
14 February 2017	GC140217M03	Endorsed revised concept to include an extension of irrigated grass and mulch garden beds to Grand Central Reserve

Council received a report on 22 November 2016 (GC221116R08) which referred to the revised Master Plan and endorsed to proceed to detailed design of stage 5 amphitheatre and stage 4 playground in 2017/18 financial years. Council resolved the following;

1. *Notes the consultation findings report provided in Appendix 1.*
2. *Endorses the revised concept master plan for Hallett Cove Foreshore (Appendix 2) and commencement of stage 4 (Playspace and Reserve), and stage 5 (Amphitheatre) detailed design.*
3. *Endorses progressing Stages 4 and 5 separately – for program delivery and council reporting for detailed design, opinion of whole of life costs and funding options.*
4. *Receives a report with Stage 5 Amphitheatre detailed design and whole of life costs in March 2017.*
5. *Receives a report with Stage 4 Playspace and Reserve detail design and whole of life costs in August 2017.*
6. *Provides endorsement to submit a grant funding application to DPTI for Open Space Funds (2016/17 grant application) leveraging Council existing funds allocated to this project.*

Furthermore, a Council report responding to a motion with notice (GC140217M03) referred to alterations to the endorsed stage 5 concept plan. The following was resolved:

- that Council amends the endorsed concept plan and subsequent detailed design documentation by making provisions for the following scope of works;*
- *Additional 1000m² of turf and shrub plantings to the stepper batters which supports practical maintenance*
 - *Turf areas located to continue the amphitheatres functional space further south*
 - *Shrub planting to provide screening and amenity to the periphery of the turf area and to buffer surrounding residents*

- *Shrub planting to control pedestrian movement towards the pathways minimising goats track formation for an increased Cost of:*
- *Capital: \$102,650*
- *Increased Operating and Maintenance: \$4,762 per annum'*

Further to this discussion was a request to resolve landscape grading to the western side of Heron Way to support future events and marque placement. This revision to the master plan is anticipated to increase the capital cost by \$12,228 and has been factored into the detailed design and costings.

ANALYSIS

Consultation

Community consultation on the revised masterplan was conducted on 20 September 2016. The findings indicated strong support for the revised Hallett Cove Foreshore Concept Master Plan. Since the revised concept was endorsed in November 2016, staff have received several resident requests to review the native grass plantings to Grand Central Reserve due to native Wallaby grass seed heads blowing. Council resolved to alter the plan (GC140217M03) to provide increased irrigated turf and mulch and tubestock planting beds.

Subject to endorsement to proceed to tender and construction, Council will inform the community of Stage 5 Amphitheatre construction works through letter box drops to adjacent residents, web page and facebook.

Financial Implications

Refer to attachment 2 for clarification on the budget and pre tender opinion of cost for Stage 5 Amphitheatre works.

Whole of life costs for Stage 5 amphitheatre are provided in attachment 2.

Increased operations, maintenance and renewal funding of \$71,424 per annum will be required as of 2018/19 annual budget. Due to capital works anticipated to be complete February 2018 a maintenance budget of \$13,938 is required for 2017/18.

Council currently has allocated funds of \$1,355,650 within the Heron Way Reserve Development budget. This includes \$102,650 recently allocated for the revised scope of works to include an extension of irrigated grass and mulch shrub plantings including earthworks profiling to Grand Central Reserve (GC140217M03). The completion of Stage 5 is forecast to utilise \$1,034,648 of this available budget in 2017/18.

Council has applied for matching funds for Stages 4 Playground and 5 Amphitheatre through the DPTI Open Space Grant Funding (February 2017). Pending the success of the grant these funds will be provided as cost savings to Council. Anticipated acknowledgement of grants is May/ June 2017.

Resource implications and program delivery

Current resources are committed to the project as per the Open Space endorsed works program GC260416R10. Council's Landscape Architect will be project managing and administering the construction of Stage 5 amphitheatre works.

Due to the timing of a Concert at the Cove at the end of March 2018 (GC GC251016R03) and ANZAC Day Centenary event on 25 April 2018, the following delivery program is proposed:

Proposed Program of Delivery of works for Stage 5 works

Scope	Dec. 2016	Jan. 2017	Feb. 2017	March 2017	April 2017	May 2017	June 2017	July 2017	August 2017	Sep. 2017	Oct. 2017	Nov. 2017	Dec. 2017	Jan. 2018	Feb. 2018	March 2018	March- April 2018 Community Events	
Detailed Design Stage 5	✓	✓	✓															
Council Report Stage 5				✓														
Development Approval Stage 5					✓	✓	✓											
Tender Stage 5						✓	✓	✓										
*Construction Stage 5									✓	✓	✓	✓	✓	✓	✓			

(*Subject to development approvals)

CONCLUSION

This report has provided the detailed design and whole of life costs for Stage 5 Amphitheatre. Due to the timing for the Concert in the Cove (March 2018) and ANZAC Day 2018 centenary festivities, the timing of Stage 5 Amphitheatre construction works will need to commence by August 2017 to ensure completion by early 2018.

Stage 4 works playground detail design will commence May 2017 with a council report to be presented to Council in August 2017.

APPENDICES

Attachment 1 Stage 5 Amphitheatre Detail design drawings package

Attachment 2 Stage 5 Amphitheatre Budget, Opinion of Cost and Whole of Life Costing

LANDSCAPE WORKS HALLETT COVE FORESHORE MASTER PLAN STAGE 5

LANDSCAPE DRAWINGS

DWG NO.	DRAWING	SCALE
HCF_S5 WD01	TITLE SHEET AND LOCATION PLAN	1:650@A1
HCF_S5 WD02	DEMOLITION PLAN	1:200@A1
HCF_S5 WD03	SURFACE TREATMENT PLAN	1:200@A1
HCF_S5 WD04	SURFACE TREATMENT PLAN	1:200@A1
HCF_S5 WD05	SET OUT PLAN	1:200@A1
HCF_S5 WD06	SET OUT PLAN	1:200@A1
HCF_S5 WD07	PLANTING PLAN	1:200@A1
HCF_S5 WD08	PLANTING PLAN	1:200@A1
HCF_S5 WD09	DETAILS	AS SHOWN
HCF_S5 WD10	DETAILS	AS SHOWN
HCF_S5 WD11	IRRIGATION INTENT	1:500@A1

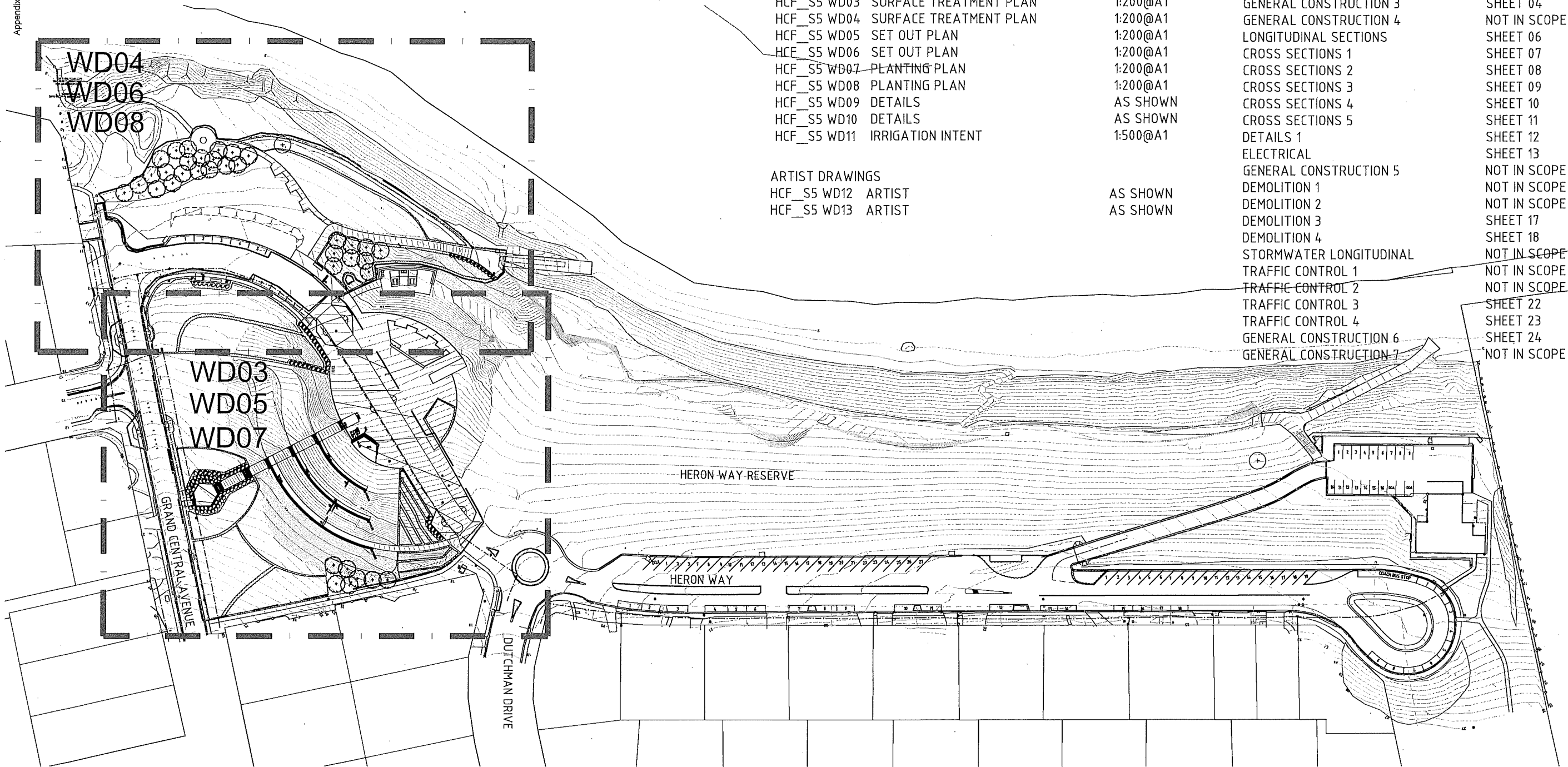
ARTIST DRAWINGS

HCF_S5 WD12	ARTIST	AS SHOWN
HCF_S5 WD13	ARTIST	AS SHOWN

ENGINEERS DRAWINGS

LOCATION PLAN & DRAWING INDEX	SHEET 01
GENERAL CONSTRUCTION 1	SHEET 02
GENERAL CONSTRUCTION 2	SHEET 03
GENERAL CONSTRUCTION 3	SHEET 04
GENERAL CONSTRUCTION 4	NOT IN SCOPE
LONGITUDINAL SECTIONS	SHEET 06
CROSS SECTIONS 1	SHEET 07
CROSS SECTIONS 2	SHEET 08
CROSS SECTIONS 3	SHEET 09
CROSS SECTIONS 4	SHEET 10
CROSS SECTIONS 5	SHEET 11
DETAILS 1	SHEET 12
ELECTRICAL	SHEET 13
GENERAL CONSTRUCTION 5	NOT IN SCOPE
DEMOLITION 1	NOT IN SCOPE
DEMOLITION 2	NOT IN SCOPE
DEMOLITION 3	SHEET 17
DEMOLITION 4	SHEET 18
STORMWATER LONGITUDINAL	NOT IN SCOPE
TRAFFIC CONTROL 1	NOT IN SCOPE
TRAFFIC CONTROL 2	NOT IN SCOPE
TRAFFIC CONTROL 3	SHEET 22
TRAFFIC CONTROL 4	SHEET 23
GENERAL CONSTRUCTION 6	SHEET 24
GENERAL CONSTRUCTION 7	NOT IN SCOPE

Appendix 1

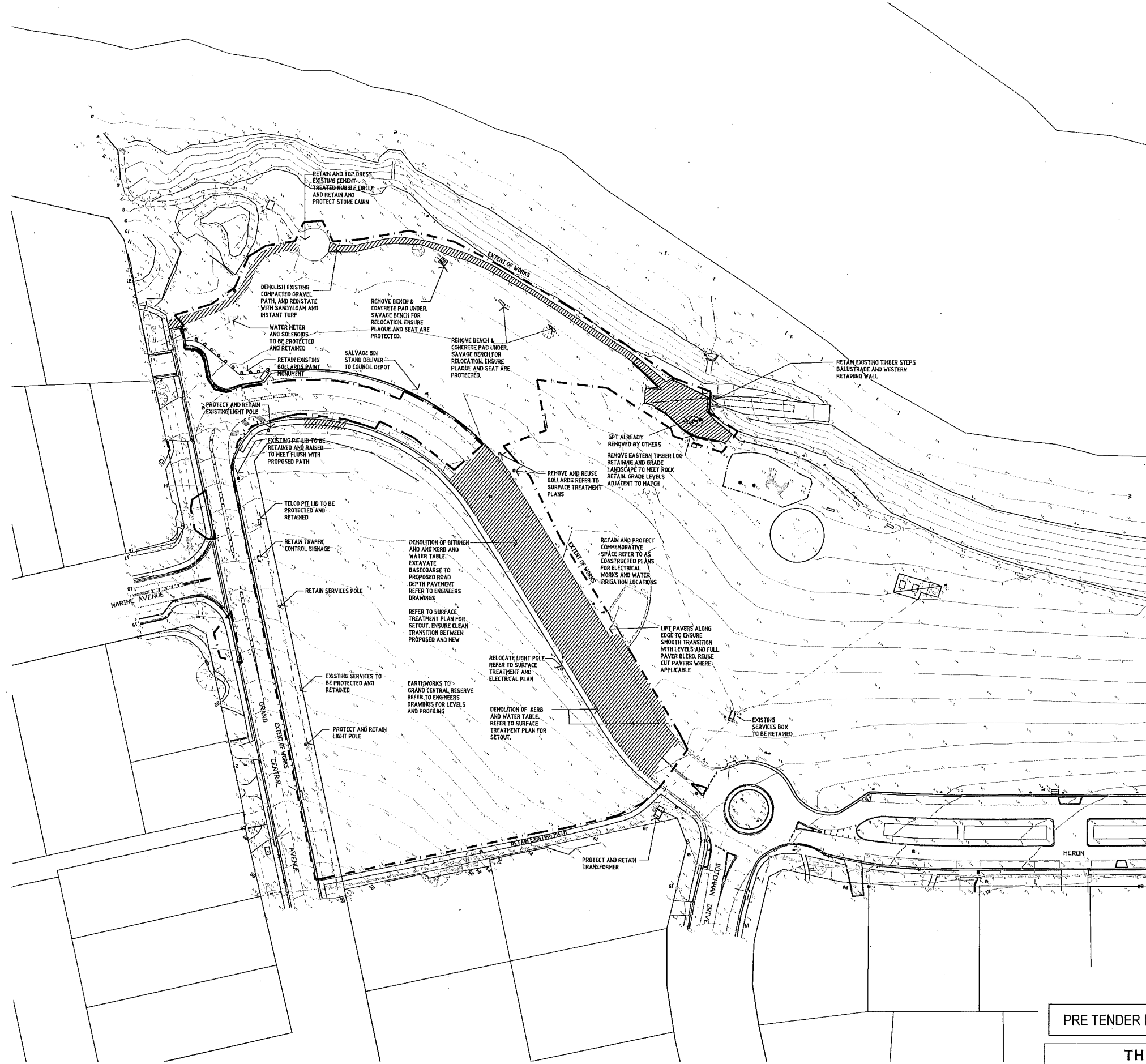


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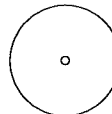

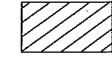
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	AMENDMENTS		-/-/-

LOCATION PLAN
SCALE 1:650

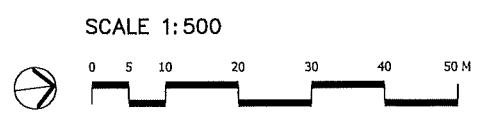
THE CORPORATION OF THE CITY OF MARION			
PROJECT No.	Drawn	Date 13/2/2017	
HALLETT COVE FORESHORE UPGRADE	Designed	REVISION No.	
LOCATION PLAN	Checked	RG	Sheet No.
Plan 1:650 @ A1	Approved By	Surveyed	HCF_S5_WD01
Scales:	Manager	Level Book	1
		Computer Name	



LEGEND

-  EXISTING TREE TO BE RETAINED
-  RETENTION OF EXISTING REVEGETATION
-  AREAS TO BE DEMOLISHED AND DISPOSAL OF MATERIAL REFER TO NOTES ON DRAWING AND ENGINEERS SPECIFICATION

- GENERAL NOTES**
- DIMENSIONS ARE IN MILLIMETRES UNLESS NOTED OTHERWISE. DO NOT SCALE FROM DRAWING. ALL NOTED DIMENSIONS TAKE PRECEDENCE.
 - CONTRACTOR IS TO NOMINATE VEHICLE ACCESS POINTS PRIOR TO COMMENCEMENT OF CONSTRUCTION AND PROVIDE TRAFFIC MANAGEMENT PLANS FOR APPROVAL.
 - THE CONTRACTOR IS RESPONSIBLE FOR THE REMOVAL AND DISPOSAL MATERIAL NOT REQUIRED FOR THE PROJECT.
- DEMOLITION GENERAL NOTES:**
- UNDERGROUND SERVICES MUST NOT BE DISTURBED. THE CONTRACTOR IS REQUIRED TO NOTIFY THE SUPERINTENDENT PRIOR TO CONSTRUCTION IF THEY HAVE CONCERNS ABOUT THE DEPTH, POSITION OR CONDITION OF THESE SERVICES.
 - THE CONTRACTOR MUST ENSURE ALL WORKS COMPLY WITH THE REQUIREMENTS DETAILED IN THE DRAWING SET AND SPECIFICATION AND IN ACCORDANCE TO RELEVANT AUTHORITIES.
 - ANY ROADS, PATHS, KERBING AND LAWN AREAS ON SITE NOT INCLUDED IN SCOPE OF WORKS ARE TO BE RETAINED, AND MUST BE RESTORED TO ORIGINAL CONDITION BY THE CONTRACTOR IF DAMAGED.
 - WHEREVER AN ITEM IS TO BE 'DEMOLISHED & REMOVED' BY THE CONTRACTOR AS PART OF THE WORKS, THE ASSOCIATED CONCRETE PAD OR FOOTING MUST ALSO BE REMOVED.
 - THE CONTRACTOR SHOULD VERIFY THE EXTENT OF WORKS ON SITE.
- WORK NEAR TREES**
- ESTABLISH TREE PROTECTION ZONES AROUND ALL ALL EXISTING TREES TO BE RETAINED. ZONES TO BE CONFIRMED ON SITE BY CITY OF MARION ARBORIST.
 - ENSURE NO SOIL COMPACTION OCCURS WITHIN THE ROOT ZONES OF EXISTING FENCE OFF TREE PROTECTION ZONES PRIOR TO COMMENCEMENT. REFER TO SPECIFICATION.
 - DEMOLITION OF ANY STRUCTURES ADJACENT TO ANY TREE TO BE RETAINED IS TO BE UNDERTAKEN IN A MANNER THAT DOES NOT IMPACT ON ANY ADJACENT TREE CANOPIES AND/OR ROOT ZONE AREA.
 - ANY WORKS REQUIRED IN TREE PROTECTION ZONES REQUIRES APPROVAL OF CITY OF MARION ARBORIST. REFER TO SPECIFICATION.
 - ANY TREENING OR EXCAVATION SUCH AS FOR SERVICES SHOULD BE OUTSIDE OF THE TREE PROTECTION ZONE UNLESS INDICATED ON PLAN. REFER TO SPECIFICATION.
 - NO HEAVY VEHICLE ACCESS IS PERMITTED IN TREE PROTECTION ZONE UNLESS GROUND IS COMPACTED AS PER EXISTING CONDITIONS.



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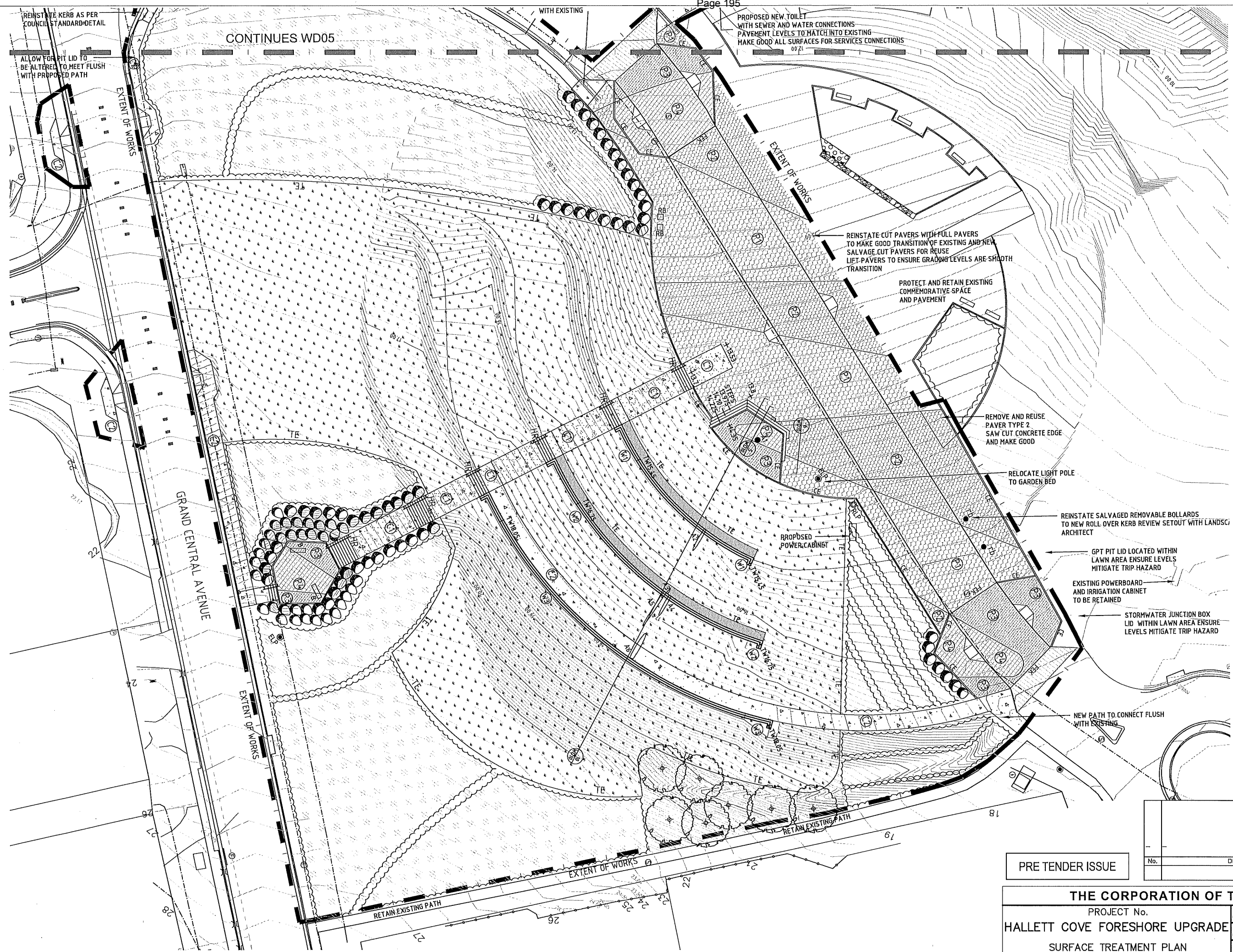
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	AMENDMENTS		

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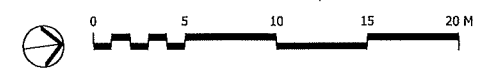
PROJECT No.
HALLETT COVE FORESHORE UPGRADE
 DEMOLITION PLAN

Drawn	--	Date	13/2/2017
Designed	--	REVISION No.	--
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Surveyed	--	HCF_S5_WD02	
Level Book	--	Computer Name	

Approved By: _____
 Scales: Plan 1:500 @ A1
 Manager



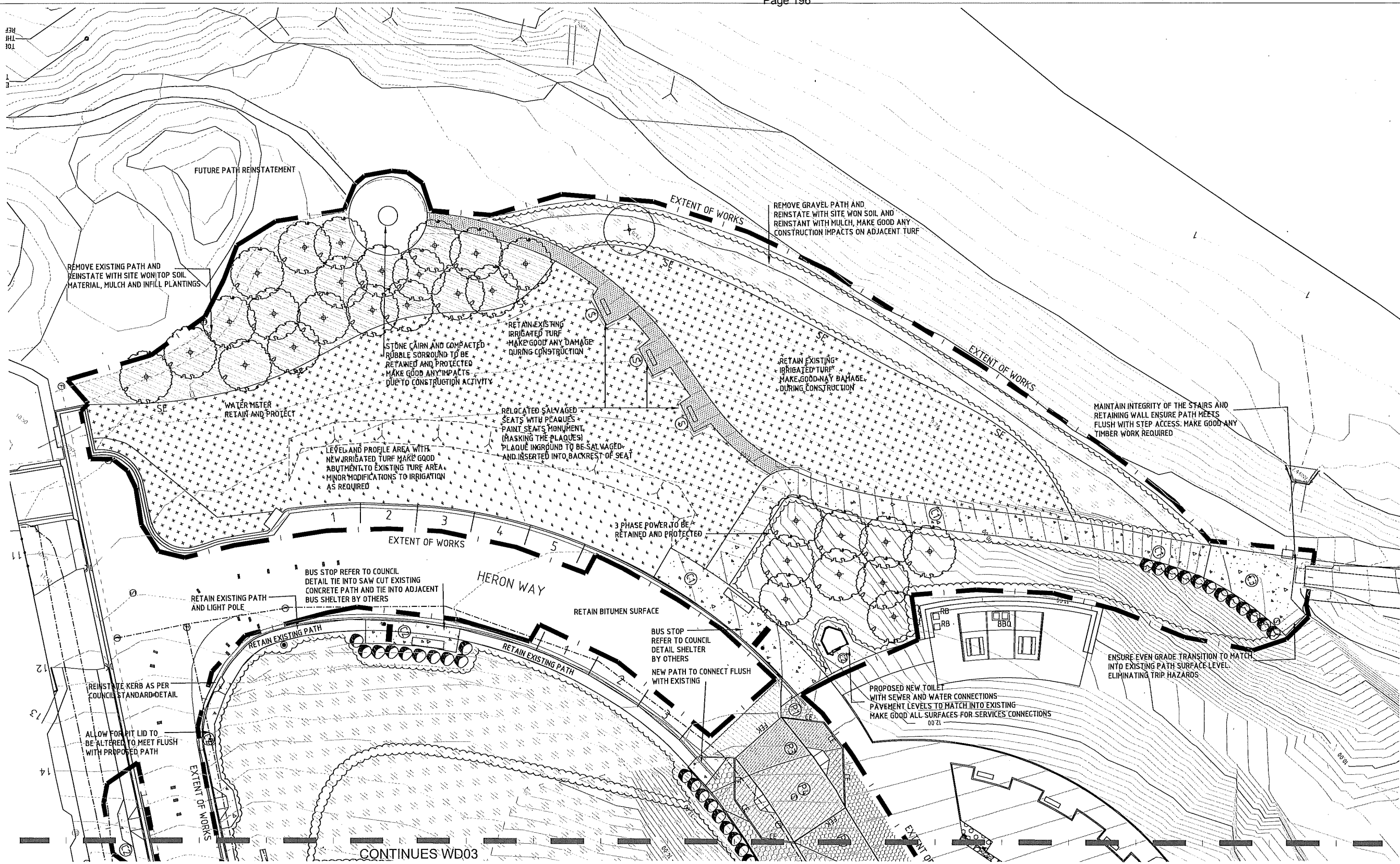
- LEGEND**
- PROPOSED EVERGREEN TREE
 - EXISTING TREE TO BE RETAINED
 - PROPOSED SHRUB TUBESTOCK WITH CORE FLUTE IN ORGANIC MULCH REFER TO PLANTING PLAN AND DETAIL
 - PROPOSED GARDEN BED SHRUBS, GROUND COVER AND GRASSES WITH ORGANIC MULCH
 - PROPOSED EXPOSED AGGREGATE CONCRETE PAVING TYPE 1
 - PROPOSED BROOM FINISH CONCRETE PAVING
 - PROPOSED EXPOSED AGGREGATE CONCRETE TYPE 1 COLOUR WITH GLOW IN THE DARK STONES APPLIED REFER TO SPEC
 - PROPOSED UNIT PAVERS TYPE 1
 - PROPOSED UNIT PAVERS TYPE 2
 - PROPOSED UNIT PAVERS TYPE 3
 - PROPOSED UNIT PAVERS TYPE 4
 - PROPOSED CEMENT TREATED QUARRY SAND
 - PROPOSED IRRIGATED TURF
 - EXISTING IRRIGATED TURF TO BE RETAINED
 - PROPOSED ORGANIC MULCH UNDER PROPOSED TREES
 - PROPOSED BITUMEN REFER TO ENGINEERS
 - PROPOSED ROCK RETAINING
 - PROPOSED AMPHITHEATRE SEATING WALL TYPE 1, 2 and 3 REFER TO DETAILS AND SPEC
 - PROPOSED BENCH SEAT
 - EXISTING SEAT WITH BACK REST TO BE RELOCATED AND PAINTED
 - PROPOSED RECYCLED COMPOSITE MATERIAL GARDEN EDGE
 - PROPOSED CONCRETE EDGE
 - FLUSH EDGE KERB REFER TO ENGINEERS
 - PROPOSED HANDRAILS TO STEPS REFER TO DETAILS
 - PROPOSED RUBBISH BIN
 - PROPOSED RELOCATED REMOVABLE BOLLARD
 - PROPOSED EXELOO TOILET INSTALLED TO MANUFACTURERS SPECIFICATION - SEWER AND WATER PROPOSALS TO BE APPROVED BY OTHERS
 - PROPOSED PUBLIC ART CONSTELLATION REFER TO ARTISTS WORKS AND SPECIFICATION
 - PROPOSED PUBLIC ART SIGNAGE REFER TO ARTISTS WORKS AND SPECIFICATION



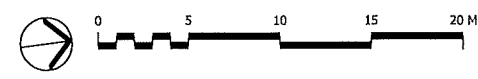
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No.	DESCRIPTION	APPROVED	DATE
AMENDMENTS			

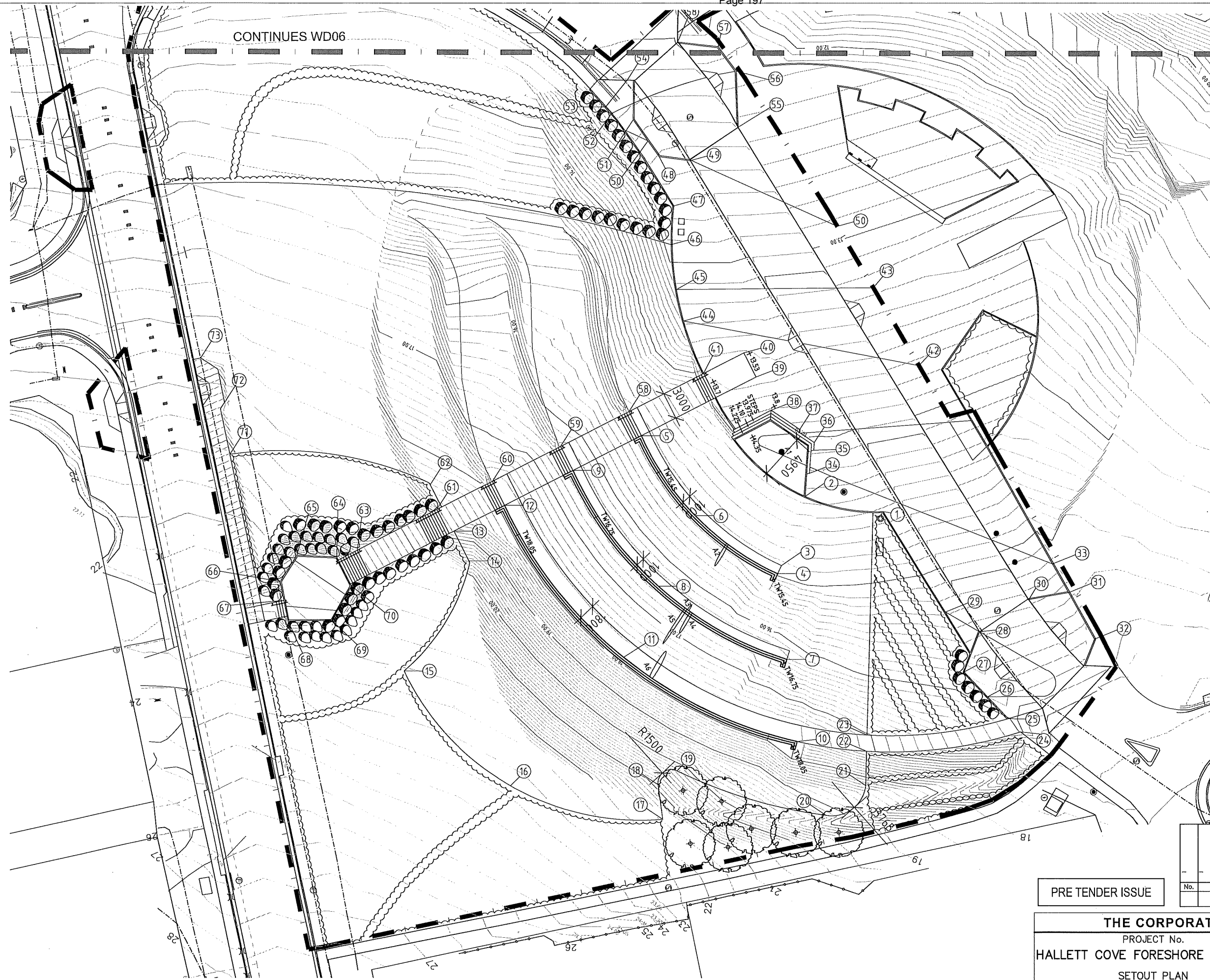
THE CORPORATION OF THE CITY OF MARION			
PROJECT No.		Drawn	Date
HALLETT COVE FORESHORE UPGRADE		---	13/2/2017
SURFACE TREATMENT PLAN		Designed	REVISION No.
		Checked	BG
Scales: Plan 1:200 @ A1		Approved By	Surveyed
		Manager	HCF_S5_WD03
		Level Book	Computer Name
			3



- LEGEND**
- PROPOSED EVERGREEN TREE
 - EXISTING TREE TO BE RETAINED
 - PROPOSED SHRUB TUBESTOCK WITH CORE FLUTE IN ORGANIC MULCH REFER TO PLANTING PLAN AND DETAIL
 - PROPOSED GARDEN BED SHRUBS, GROUND COVER AND GRASSES WITH ORGANIC MULCH
 - PROPOSED EXPOSED AGGREGATE CONCRETE PAVING TYPE 1
 - PROPOSED BROOM FINISH CONCRETE PAVING
 - PROPOSED EXPOSED AGGREGATE CONCRETE TYPE 1 COLOUR WITH GLOW IN THE DARK STONES APPLIED REFER TO SPEC
 - PROPOSED UNIT PAVERS TYPE 1
 - PROPOSED UNIT PAVERS TYPE 2
 - PROPOSED UNIT PAVERS TYPE 3
 - PROPOSED UNIT PAVERS TYPE 4
 - PROPOSED CEMENT TREATED QUARRY SAND
 - PROPOSED IRRIGATED TURF
 - EXISTING IRRIGATED TURF TO BE RETAINED
 - PROPOSED ORGANIC MULCH UNDER PROPOSED TREES
 - PROPOSED BITUMEN REFER TO ENGINEERS
 - PROPOSED ROCK RETAINING
 - PROPOSED AMPHITHEATRE SEATING WALL TYPE 1, 2 and 3 REFER TO DETAILS AND SPEC
 - PROPOSED BENCH SEAT
 - EXISTING SEAT WITH BACK REST TO BE RELOCATED AND PAINTED
 - PROPOSED RECYCLED COMPOSITE MATERIAL GARDEN EDGE
 - PROPOSED CONCRETE EDGE
 - FLUSH EDGE KERB REFER TO ENGINEERS
 - PROPOSED HANDRAILS TO STEPS REFER TO DETAILS
 - PROPOSED RUBBISH BIN
 - PROPOSED RELOCATED REMOVABLE BOLLARD
 - PROPOSED EXEOID TOILET INSTALLED TO MANUFACTURERS SPECIFICATION - SEWER AND WATER PROPOSED @ 1000mm FROM 1M BY OTHERS
 - PROPOSED PUBLIC ART CONSTELLATION REFER TO ARTISTS WORKS AND SPECIFICATION
 - PROPOSED PUBLIC ART SIGNAGE REFER TO ARTISTS WORKS AND SPECIFICATION



PRE TENDER ISSUE		No.	DESCRIPTION	APPROVED	DATE
AMENDMENTS					
THE CORPORATION OF THE CITY OF MARION					
PROJECT No.		Drawn	---	Date	13/2/2017
HALLETT COVE FORESHORE UPGRADE		Designed	---	REVISION No.	---
SURFACE TREATMENT PLAN		Checked	BG	HCF_S5_WD04	Sheet No. 4
Scale: Plan 1:200 @ A1	Approved By	Surveyed	---	Level Book	Computer Name
	Manager				

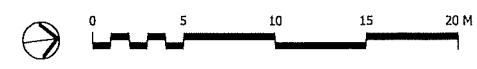


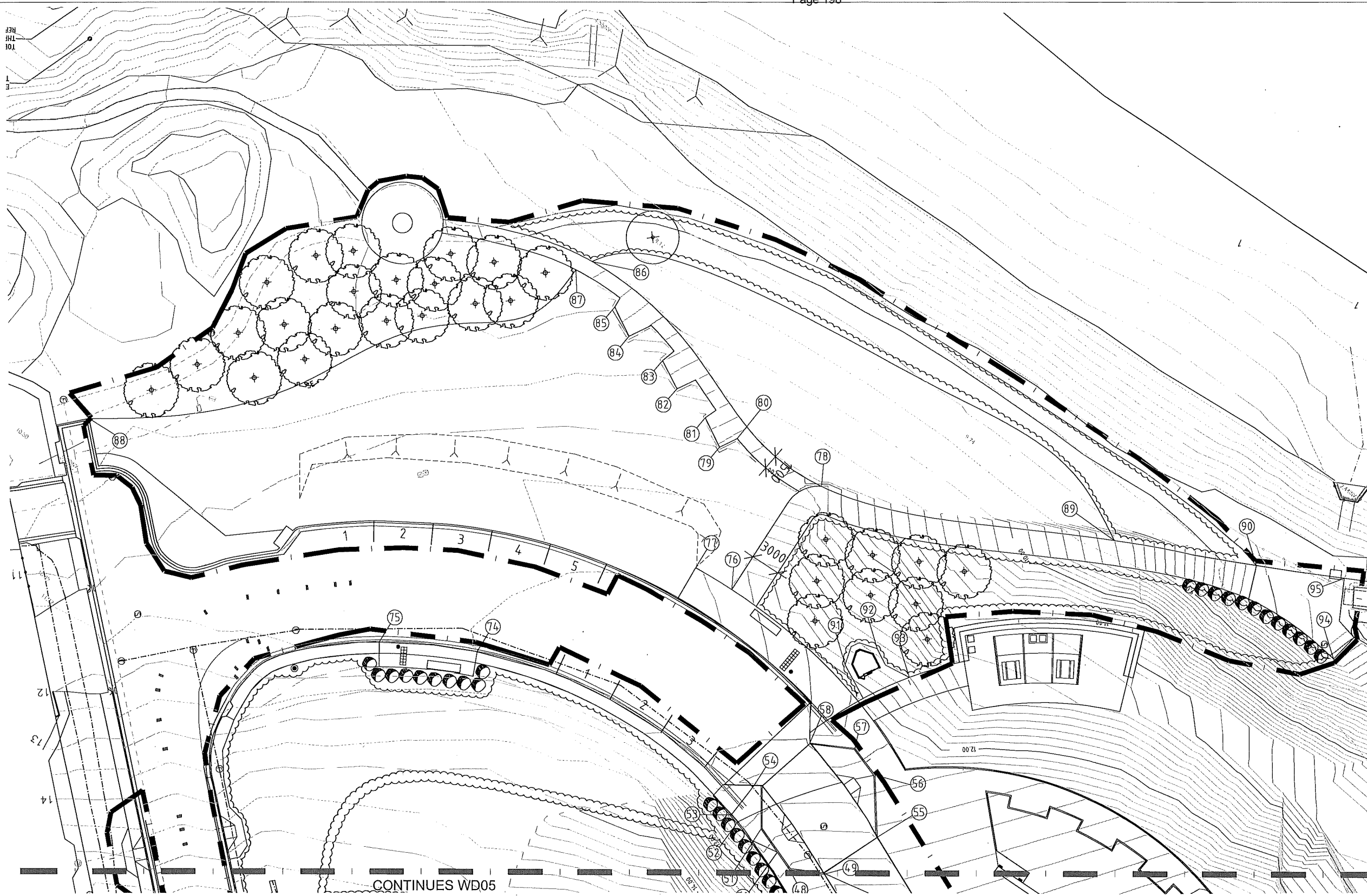
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8	2717135.40	61150038.95
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PRE TENDER ISSUE

No.	DESCRIPTION	APPROVED	DATE
	AMENDMENTS		

THE CORPORATION OF THE CITY OF MARION			
PROJECT No.		Drawn	Date 13/2/2017
HALLETT COVE FORESHORE UPGRADE		Designed	REVISION No. —
SETOUT PLAN		Checked	Sheet No.
Plan: 1:200 @ A1	Approved By	Surveyed	HCF_S5_WD05
Scales:	Manager	Level Book	5
		Computer Name	





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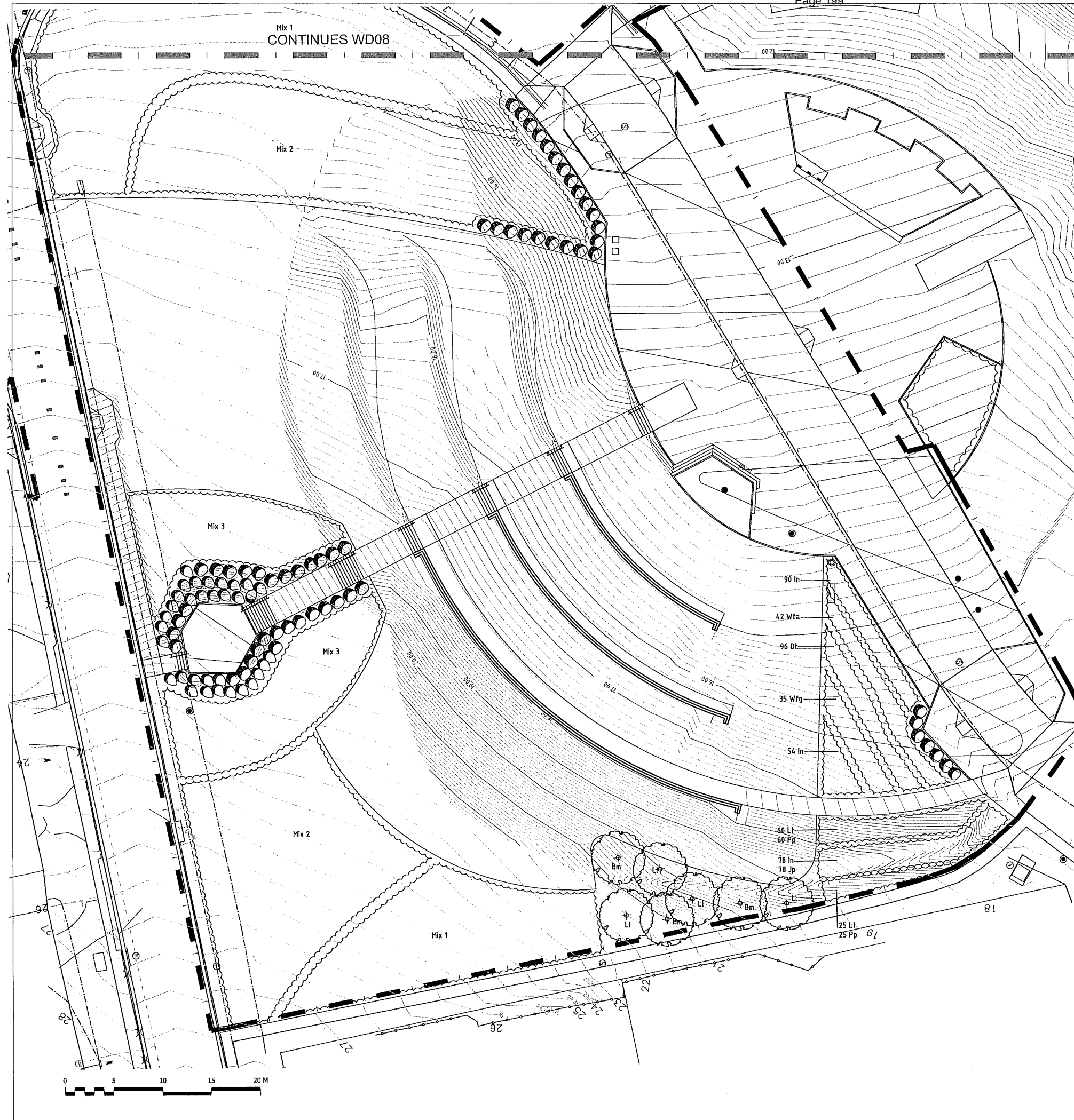
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PRE TENDER ISSUE

No.	DESCRIPTION	APPROVED	DATE
	AMENDMENTS		-/-/-

THE CORPORATION OF THE CITY OF MARION			
PROJECT No.		Drawn	Date 13/2/2017
HALLETT COVE FORESHORE UPGRADE		Designed	REVISION No. —
SETOUT PLAN		Checked BG	Sheet No. 6
Plan 1:200 @ A1	Approved By	Surveyed	HCF_S5_WD06
Scales:	Manager	Level Book	Computer Name



PLANT SCHEDULE

KEY	BOTANICAL NAME	COMMON NAME	INSTALLATION Size	HEIGHT	QUANTITY	SPACING	%MIX
TREES							
Bn	<i>Banksia integrifolia</i>	Coast Banksia	300mm pot	15m	15		As shown
Ll	<i>Leptospermum laevis</i>	Coast tea tree	300mm pot	15m	21		As shown
SHRUBS/GROUNDCOVERS							
Dt	<i>Dianella tasmanica</i>	Tasman flax lily	140mm container		96	3m2	
In	<i>Isoplepis nodosa</i>	Knobby clubrush	140mm container		212	3m2	
Jp	<i>Juncus pallidus</i>	Soft rush	140mm container		78	3m2	
Ll	<i>Lemniscata lanata</i>	Spiky head Hal-rush	140mm container		135	3m2	
Pp	<i>Poa poliformis</i>	Coast tussock grass	140mm container		135	3m2	
Wfa	<i>Westringia australis</i>	Coast rosemary	140mm container		42	3m2	
Wfg	<i>Westringia fruticosa</i>	Coast rosemary	140mm container		35	3m2	
Mix 1							
Ca	<i>Correa alba</i>	White correa	Tubestock		567	2m2	35%
Ga	<i>Goodenia albiflora</i>	White goodenia	Tubestock		445	2m2	25%
Wf	<i>Westringia fruticosa</i>	Coast rosemary	Tubestock		448	2m2	40%
Mix 2							
Ca	<i>Callistemon luteo-olivaceus</i>	Dwarf bottle brush	Tubestock		579	2m2	35%
Co	<i>Correa reflexa</i>	Native fuchsia	Tubestock		496	2m2	30%
Rc	<i>Ribagodia candolleana</i>	Seaberry saltbush	Tubestock		579	2m2	35%
Mix 3							
Et	<i>Enchyleana tomentosa</i>	Ruby saltbush	Tubestock		467	2m2	35%
Lb	<i>Leucophya brownii</i>	Cushion bush	Tubestock		467	2m2	35%
Or	<i>Olearia ramulosa</i>	Twiggy daisy bush	Tubestock		460	2m2	30%

NOTE:
 PLANTING SETOUT
 FINAL DENSITY, SPECIES AND PLANTING LOCATIONS OF SHRUBS AND GROUNDCOVERS ARE TO BE CONFIRMED BY CONTRACTOR WITH THE SUPERINTENDENT PRIOR TO PLANTING.
 ALLOW 24 HOURS NOTICE TO SUPERINTENDENT TO APPROVE SETOUT.
 FINAL LOCATIONS OF TREE PLANTINGS TO BE DETERMINED BY ACTUAL SERVICE LOCATIONS AND ARE TO BE CONFIRMED ON SITE.

PLANTING SETBACKS
 ALLOW TO SET PLANTING BACK 600MM WHERE VEHICLES OVERHANG EDGE OF KERB.
 ALLOW TO SET PLANTING BACK 400MM FROM EDGE OF KERB AT ALL OTHER LOCATIONS.

SERVICES
 IT IS THE RESPONSIBILITY OF THE LANDSCAPE CONTRACTOR TO VERIFY THE LOCATION OF ALL SERVICES WITH THE APPROPRIATE AUTHORITY PRIOR TO COMMENCING ANY EXCAVATION.

PRE TENDER ISSUE

No.	DESCRIPTION	APPROVED	DATE
	AMENDMENTS		

THE CORPORATION OF THE CITY OF MARION

PROJECT No. Date 13/2/2017

HALLETT COVE FORESHORE UPGRADE

PLANTING PLAN

Drawn	---	REVISION No.	---
Designed	---	Checked	BG
Checked	BG	Surveyed	HCF_S5_WD07
Approved By	_____	Level Book	Computer Name
Manager	_____		

Scale: Plan 1:200 @ A1

Sheet No. **7**



PLANT SCHEDULE

KEY	BOTANICAL NAME	COMMON NAME	INSTALLATION Size	Height	QUANTITY	SPACING	%MIX
TREES							
Bm	<i>Banksia integrifolia</i>	Coast Banksia	300mm pot	15m	15	As shown	
Ll	<i>Leptospermum laevigatum</i>	Coastal tea tree	300mm pot	15m	21	As shown	
SHRUBS/GROUNDCOVERS							
Df	<i>Dianella tasmanica</i>	Tasman flax lily	140mm container		96	3m2	
Kn	<i>Knautia nodosa</i>	Knobby daisybush	140mm container		272	3m2	
Jp	<i>Juncus pallidus</i>	Soft rush	140mm container		78	3m2	
Lf	<i>Leonardia lanika</i>	Spiry head Hal-rush	140mm container		135	3m2	
Pp	<i>Poa polytrichis</i>	Coast tussock grass	140mm container		135	3m2	
Wfa	<i>Westringia australis</i>	Rosemary	140mm container		42	3m2	
Wfg	<i>Westringia fruticosa</i>	Coastal rosemary	140mm container		35	3m2	
Mix 1							
Ca	<i>Correa alba</i>	White correa	Tubestock		567	2m2	35%
Ga	<i>Goodenia albiflora</i>	White goodenia	Tubestock		405	2m2	25%
Wf	<i>Westringia fruticosa</i>	Coastal rosemary	Tubestock		648	2m2	40%
Mix 2							
Ca	<i>Callitriche lutea</i>	Dwarf bottle brush	Tubestock		579	2m2	35%
Ca	<i>Correa reflexa</i>	Native fuchsia	Tubestock		496	2m2	35%
Rc	<i>Rhaphida candolleana</i>	Seaberry saltbush	Tubestock		579	2m2	35%
Mix 3							
Et	<i>Enchytaria tomentosa</i>	Ruby saltbush	Tubestock		467	2m2	35%
Lb	<i>Leucophya brownii</i>	Cushion bush	Tubestock		467	2m2	35%
Or	<i>Olearia ramulosa</i>	Twiggly daisy bush	Tubestock		400	2m2	30%

NOTE:
 PLANTING SETOUT
 FINAL DENSITY, SPECIES AND PLANTING LOCATIONS OF SHRUBS AND GROUNDCOVERS ARE TO BE CONFIRMED BY CONTRACTOR WITH THE SUPERINTENDENT PRIOR TO PLANTING.
 ALLOW 24 HOURS NOTICE TO SUPERINTENDENT TO APPROVE SETOUT.
 FINAL LOCATIONS OF TREE PLANTINGS TO BE DETERMINED BY ACTUAL SERVICE LOCATIONS AND ARE TO BE CONFIRMED ON SITE.

PLANTING SETBACKS
 ALLOW TO SET PLANTING BACK 600MM WHERE VEHICLES OVERHANG EDGE OF KERB.
 ALLOW TO SET PLANTING BACK 400MM FROM EDGE OF KERB AT ALL OTHER LOCATIONS.

SERVICES
 IT IS THE RESPONSIBILITY OF THE LANDSCAPE CONTRACTOR TO VERIFY THE LOCATION OF ALL SERVICES WITH THE APPROPRIATE AUTHORITY PRIOR TO COMMENCING ANY EXCAVATION.

INFILL PLANTING
 (No mulch required)
 50 Lt
 50 Pp
 50 in

CONTINUES WD07

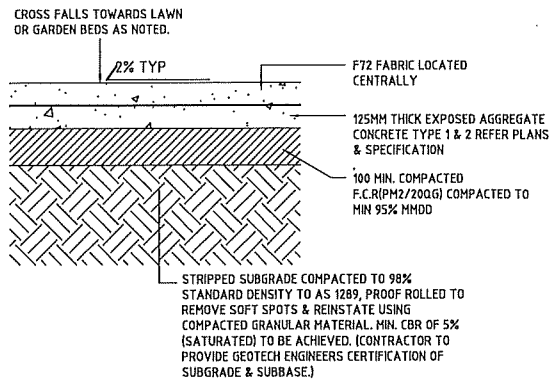
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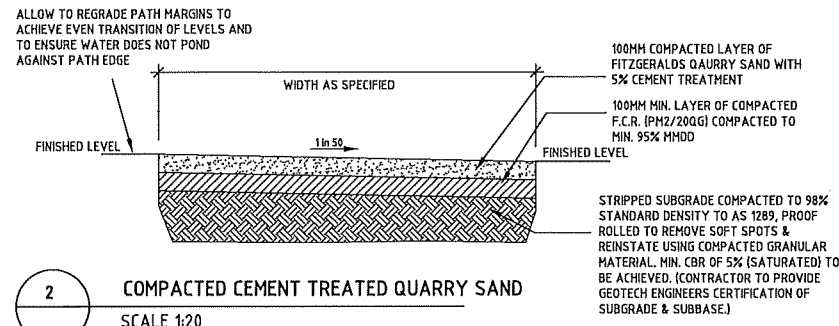
PRE TENDER ISSUE

No.	DESCRIPTION	APPROVED	DATE
	AMENDMENTS		

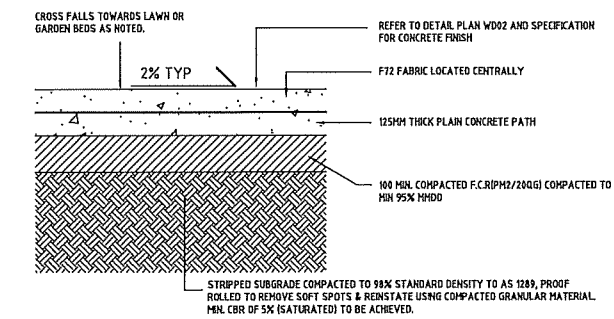
THE CORPORATION OF THE CITY OF MARION			
PROJECT No.		Drawn	Date 13/2/2017
HALLETT COVE FORESHORE UPGRADE		Designed	REVISION No.
PLANTING PLAN		Checked BG	Sheet No.
Plan 1:200 @ A1	Approved By	Surveyed	HCF_S5_WD08
Scales:	Manager	Level Book	8
		Computer Name	



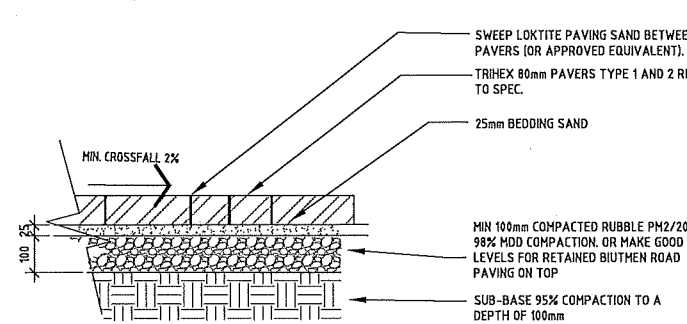
1 EXPOSED AGGREGATE CONCRETE PATH TYPE 1&2
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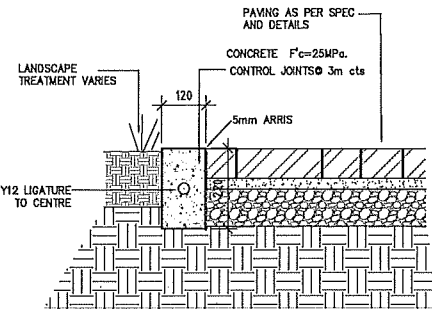
2 COMPACTED CEMENT TREATED QUARRY SAND
SCALE 1:20



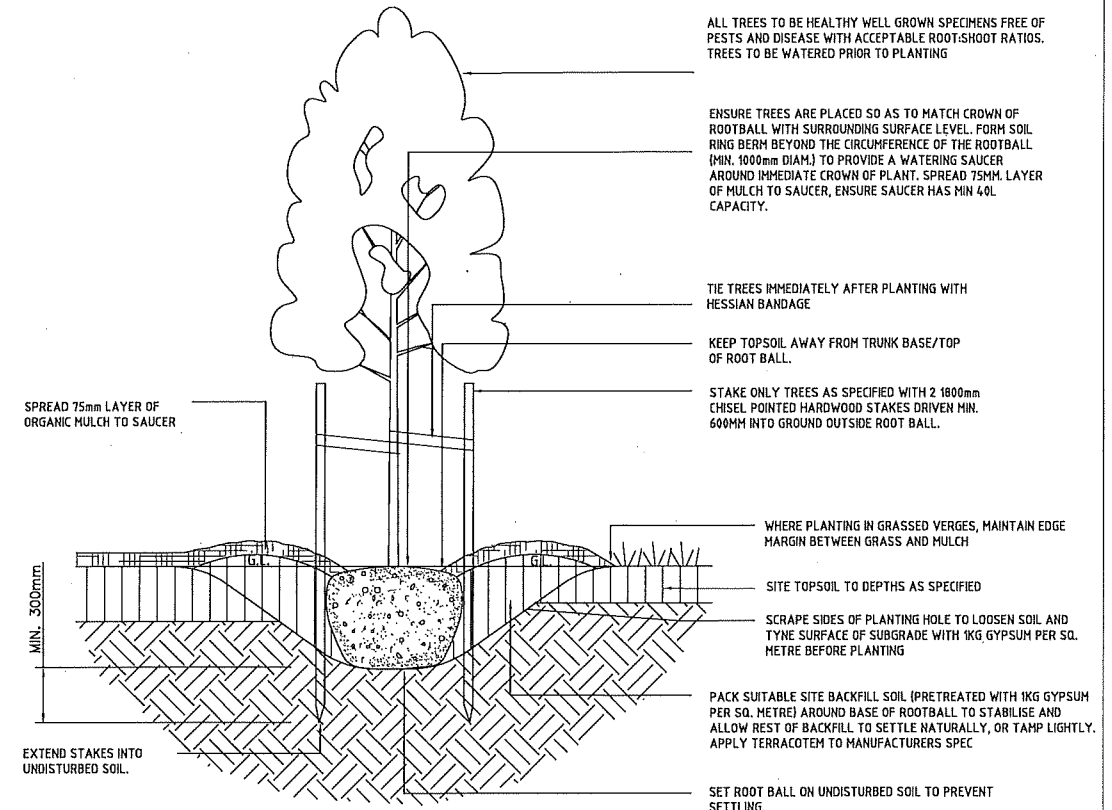
3 BROOM CONCRETE PAVEMENT TYPE 3
SCALE 1:10



4 PEDESTRIAN UNIT PAVING
SCALE 1:10

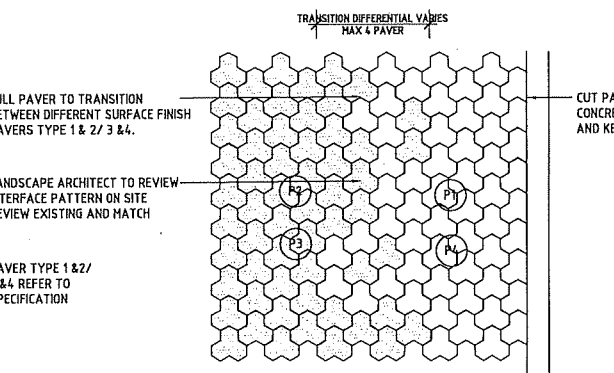


5 CONCRETE EDGE
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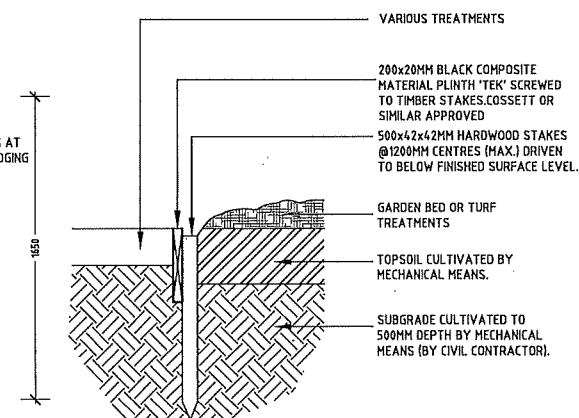


11 TYPICAL ADVANCED & SEMI- ADVANCED TREE PLANTING
SCALE 1:20

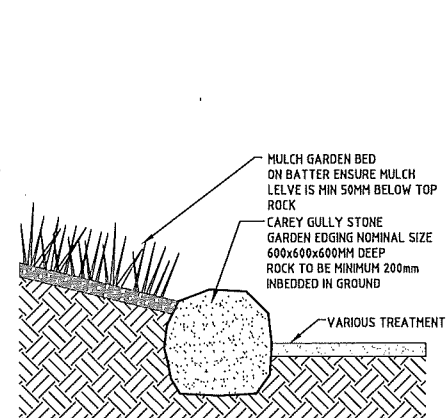
NOTE:
1. WIDTH OF PLANTING HOLE IS AT LEAST 4m2. ALL TREES ARE TO HAVE TIES, STAKING AND BRACING. REFER TECH SPEC FOR SUPER ADVANCED TREE PLANTING



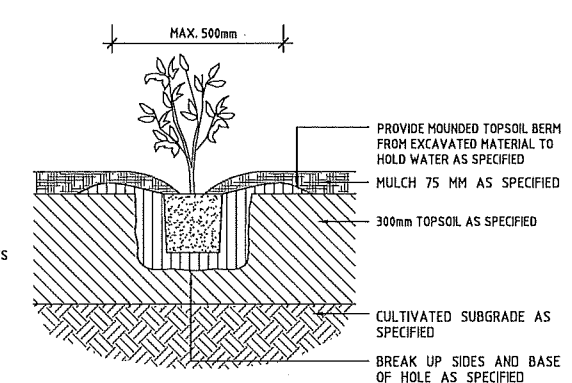
6 PLAN: UNIT PAVER TYPE 1 & 2 / 3 & 4 TRANSITION
SCALE 1:20



7 TIMBER EDGE RECYCLED COMPOSITE
SCALE 1:10

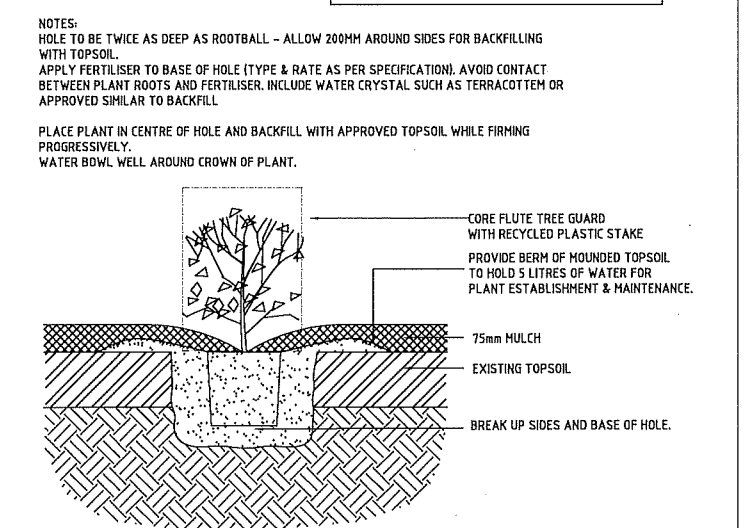


8 ROCK EDGING RETAINING ROCKS
SCALE 1:20

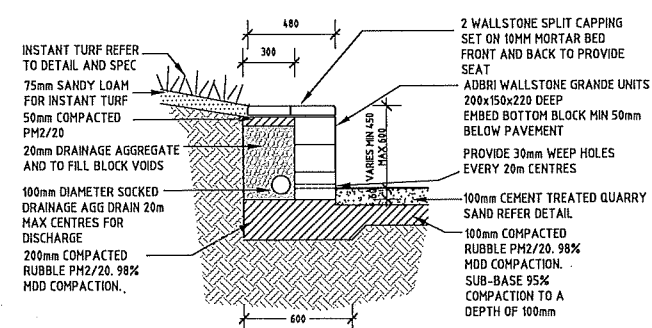


NOTES:
1. EXCAVATE PLANTING HOLE TO TWICE WIDTH & DEPTH OF POTSIZE DIMENSIONS
2. ADD WATER CRYSTALS AS SPECIFIED AT BASE OF ROOTBALL
3. PLACE PLANT IN CENTRE OF HOLE, BACKFILL WITH APPROVED TOPSOIL, FIRING PROGRESSIVELY. APPLY TERRACOTEM TO MANUFACTURERS SPECIFICATIONS
4. WATER WELL INTO SAUCER AROUND CROWN OF PLANT.

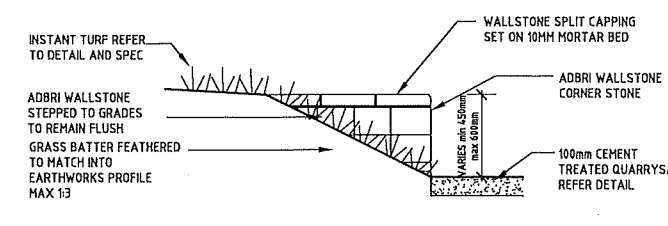
12 TYPICAL 140mm POT PLANTING
SCALE 1:10



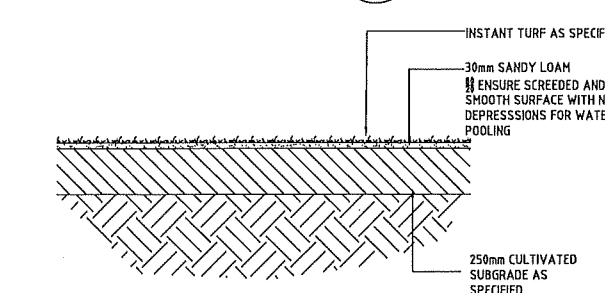
13 TUBESTOCK REVEG PLANTING IN MULCH
SCALE 1:20



9 RETAINING SEATING WALL TYPE 1, 2 & 3: TYPICAL SECTION
SCALE 1:20



10 RETAINING SEATING WALL CORNER RETURN: ELEVATION
SCALE 1:20

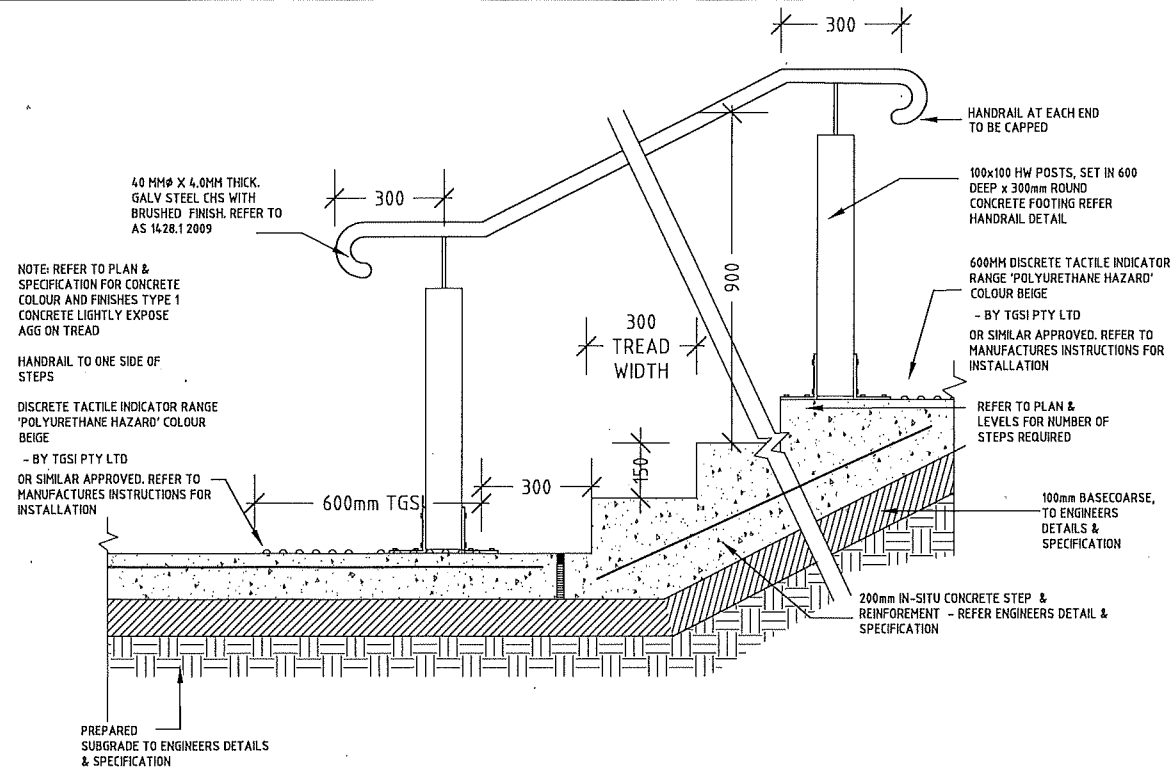


14 IRRIGATED INSTANT TURF
TYPICAL SECTION
SCALE 1:20

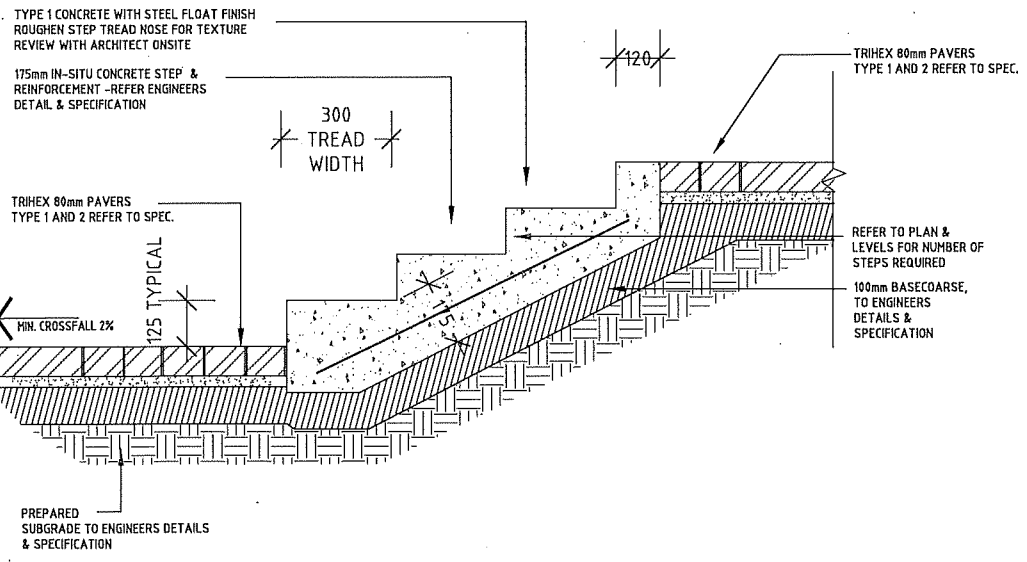
PRE TENDER ISSUE

No.	DESCRIPTION	APPROVED	DATE
	AMENDMENTS		

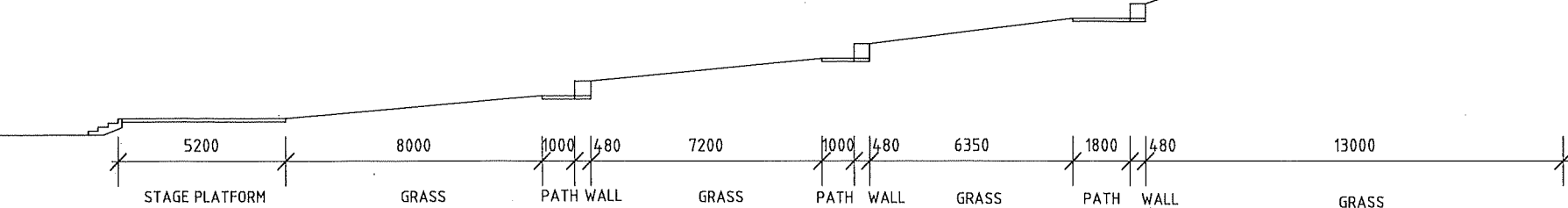
THE CORPORATION OF THE CITY OF MARION			
PROJECT No.		Drawn	Date
HALLETT COVE FORESHORE UPGRADE		--	13/2/2017
DETAILS		Designd	REVISION No.
		--	--
Scales:		Checked	Sheet No.
Plan SHOWN		BG	9
Approved By		Surveyed	Computer Name
Manager		--	HCF_S5_WD09



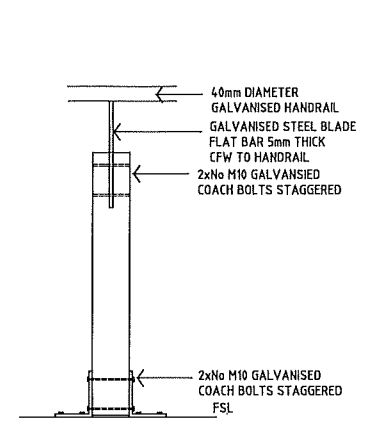
1 TYPICAL STEPS AND HANDRAIL
SECTION
SCALE 1:10



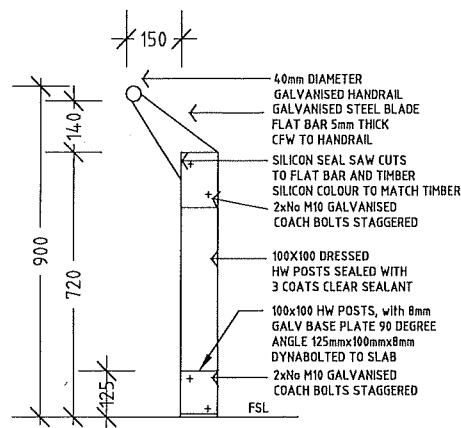
5 STEPS TO STAGE PLATFORM
SECTION
SCALE 1:10



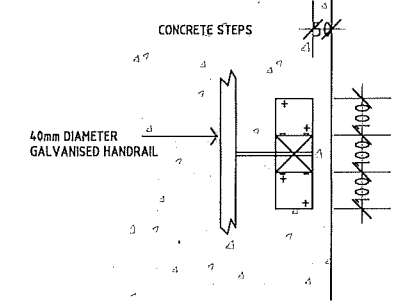
10 AMPHITHEATRE CROSS SECTION
SCALE 1:100



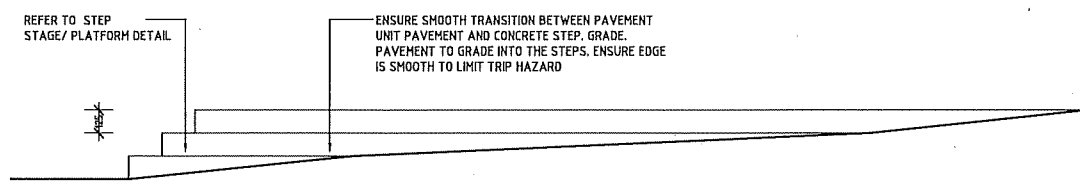
2 TYPICAL HANDRAIL
SECTION
SCALE 1:10



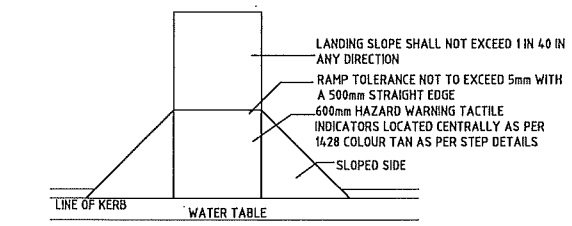
3 TYPICAL HANDRAIL
SECTION
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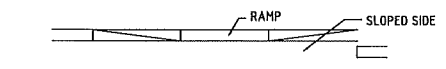
4 TYPICAL HANDRAIL
PLAN
SCALE 1:10



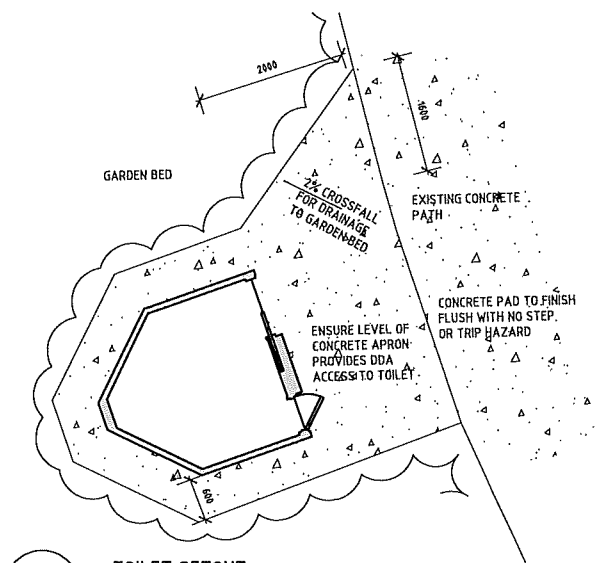
6 STEP PLATFORM ELEVATION
SCALE 1:20



7 KERB RAMP DETAIL - PLAN
SCALE 1:50



8 KERB RAMP DETAIL - SECTION B-B
SCALE 1:50






9 TOILET SETOUT
SCALE 1:50

PRE TENDER ISSUE		No.	DESCRIPTION	APPROVED	DATE
		AMENDMENTS			
THE CORPORATION OF THE CITY OF MARION					
PROJECT No.		Drawn	---	Date	13/2/2017
HALLETT COVE FORESHORE UPGRADE		Designed	---	REVISION No.	---
DETAILS		Checked	BG	HCF_S5_WD10	Sheet No.
Plan	SHOWN	Approved By	Surveyed	---	10
Scales:		Manager	Level Book	Computer Name	



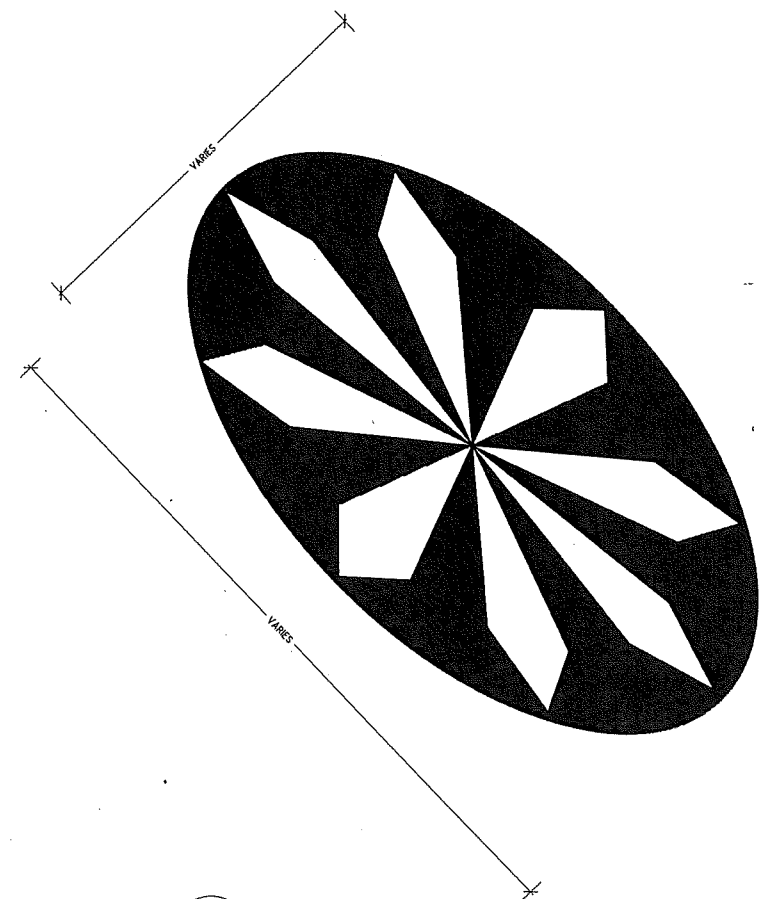
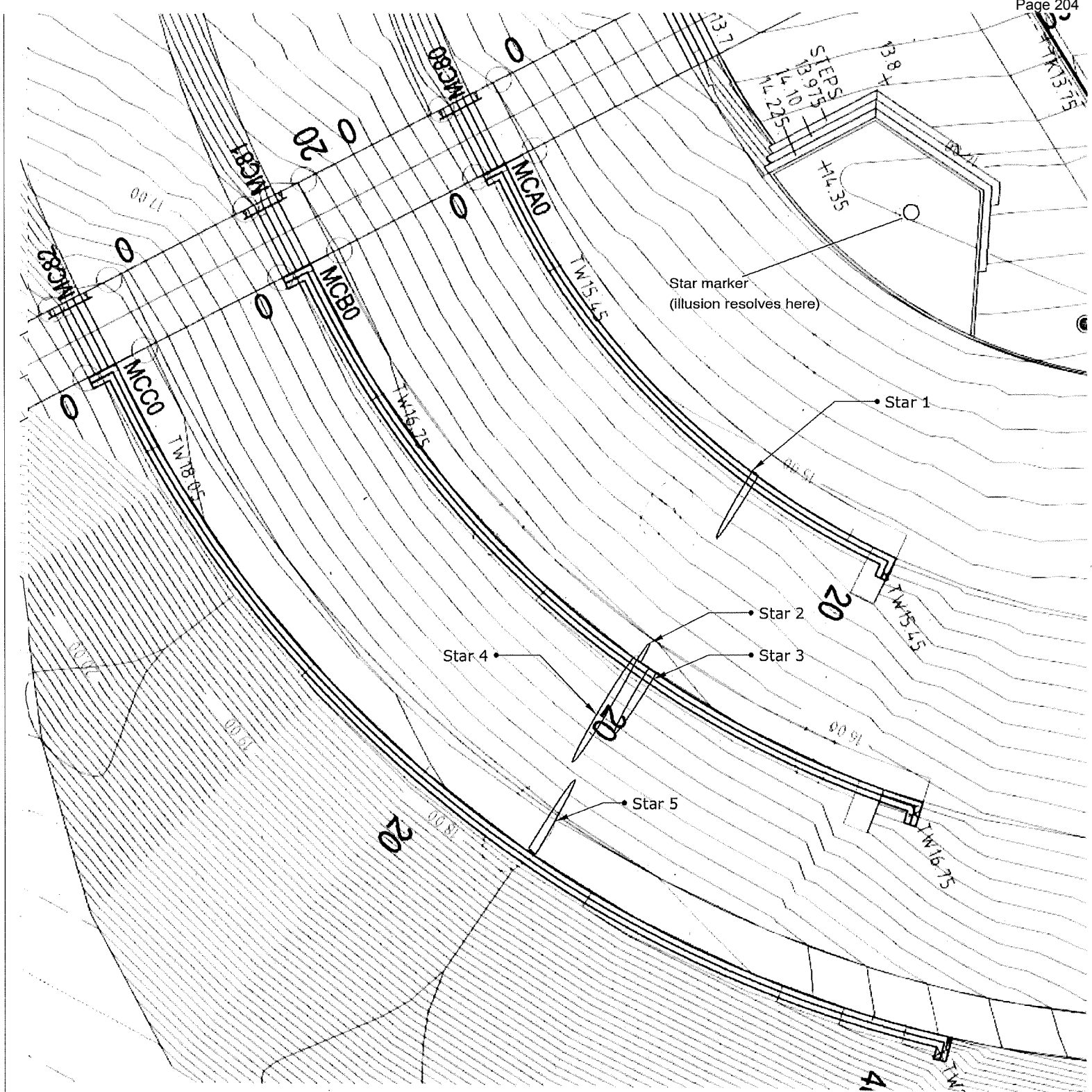
LEGEND

-  PROPOSED NEW IRRIGATED LAWN AREA
-  EXISTING SYSTEM TO BE RETAINED AND ADAPTED TO TAP INTO NEW.
-  PROPOSED NEW DRIP IRRIGATION

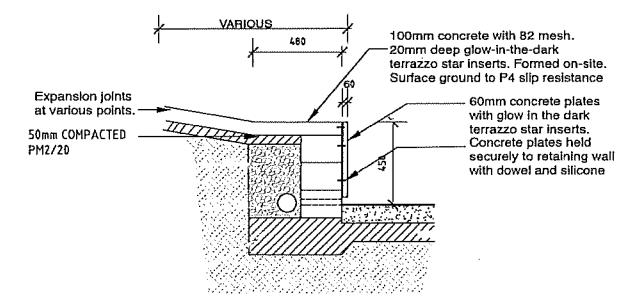
PRE TENDER ISSUE

No.	DESCRIPTION	APPROVED	DATE
	AMENDMENTS		-/-/-

THE CORPORATION OF THE CITY OF MARION			
PROJECT No.		Drawn	Date 13/2/2017
HALLETT COVE FORESHORE UPGRADE		Designed	REVISION No. —
IRRIGATION INTENT PLAN		Checked BG	Sheet No.
Scales: Plan 1:300 @ A1		Approved By	Surveyed HCF_S5_WD11
Manager		Level Book	Computer Name 11



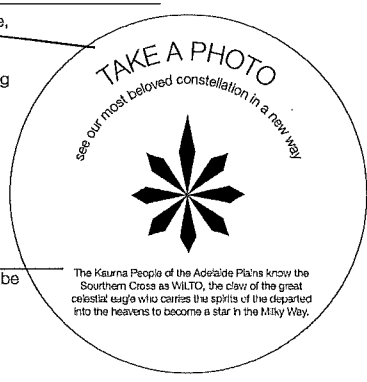
1 ARTIST STAR INGROUND PLAN
SCALE 1:20



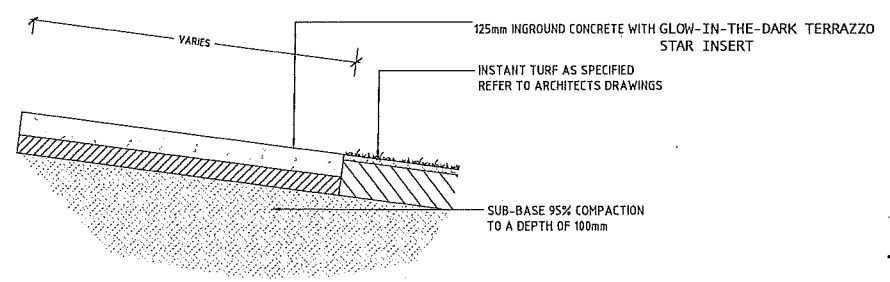
2 ARTIST STAR IN WALL TYPICAL DETAIL
SCALE 1:20

ARTIST FLOOR PLAQUE
SCALE 1:20

Stainless steel plate, 600mm diameter. Detail laser cut. Affixed to the paving at amphitheater stage. Please refer to map for location.



Indicitive text - will be confirmed in consultation with Kaurna council.

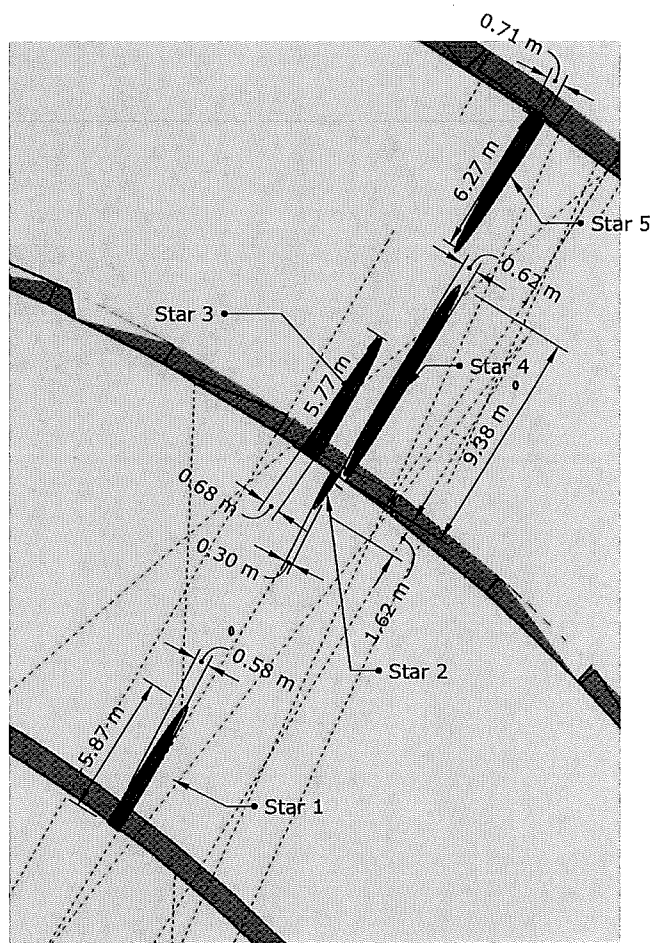


3 ARTIST STAR IN GROUND TYPICAL DETAIL
SCALE 1:20

PRE TENDER ISSUE

No.	DESCRIPTION	APPROVED	DATE
	AMENDMENTS		-/-/-

THE CORPORATION OF THE CITY OF MARION			
PROJECT No.		Drawn	Date 13/2/2017
HALLETT COVE FORESHORE UPGRADE		Designed	REVISION No.
ARTIST WORKS		Checked BG	Sheet No. WD12
Scales: Plan		Approved By	Surveyed
		Manager	Level Book
			Computer Name

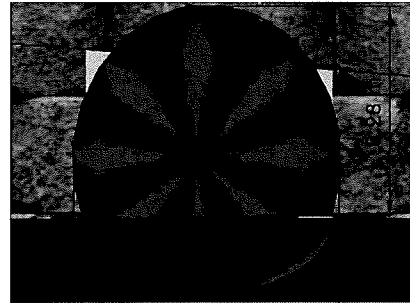


Viewed from side

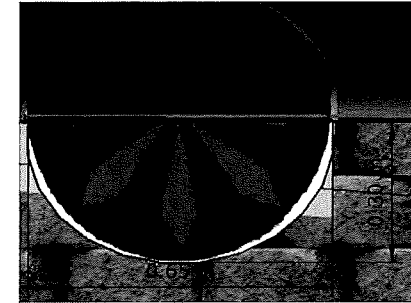
Star 1 Face



Star 2 Face

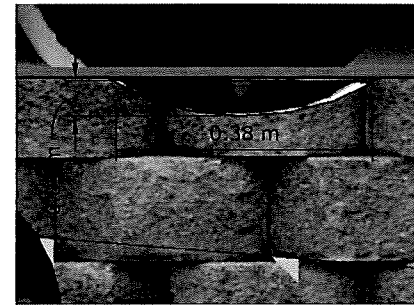


Star 3 Face

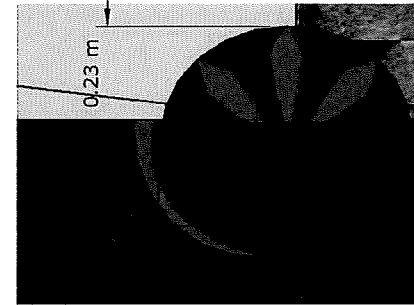


0.35 m

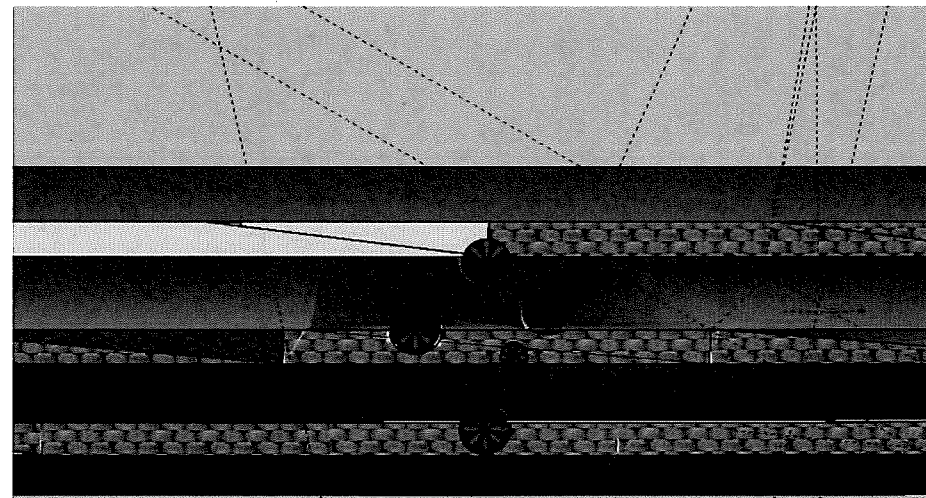
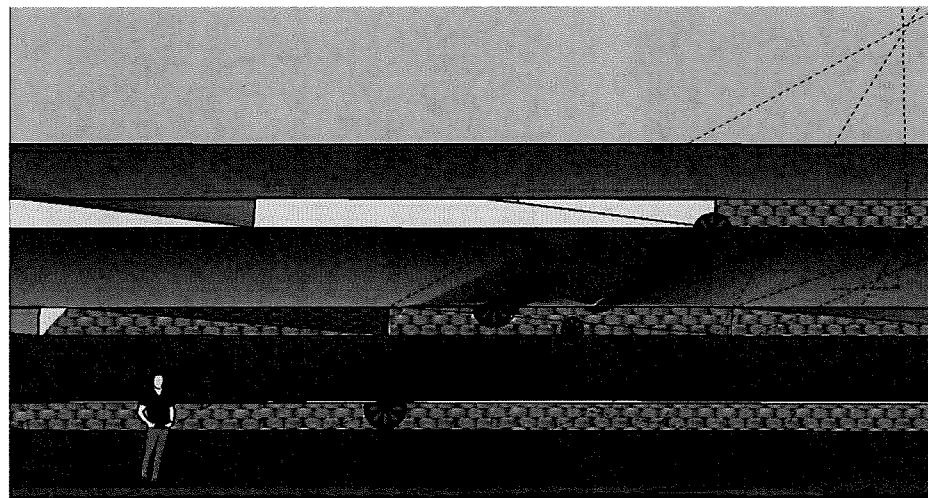
Star 4 Face



Star 5 Face



Viewed from vantage point



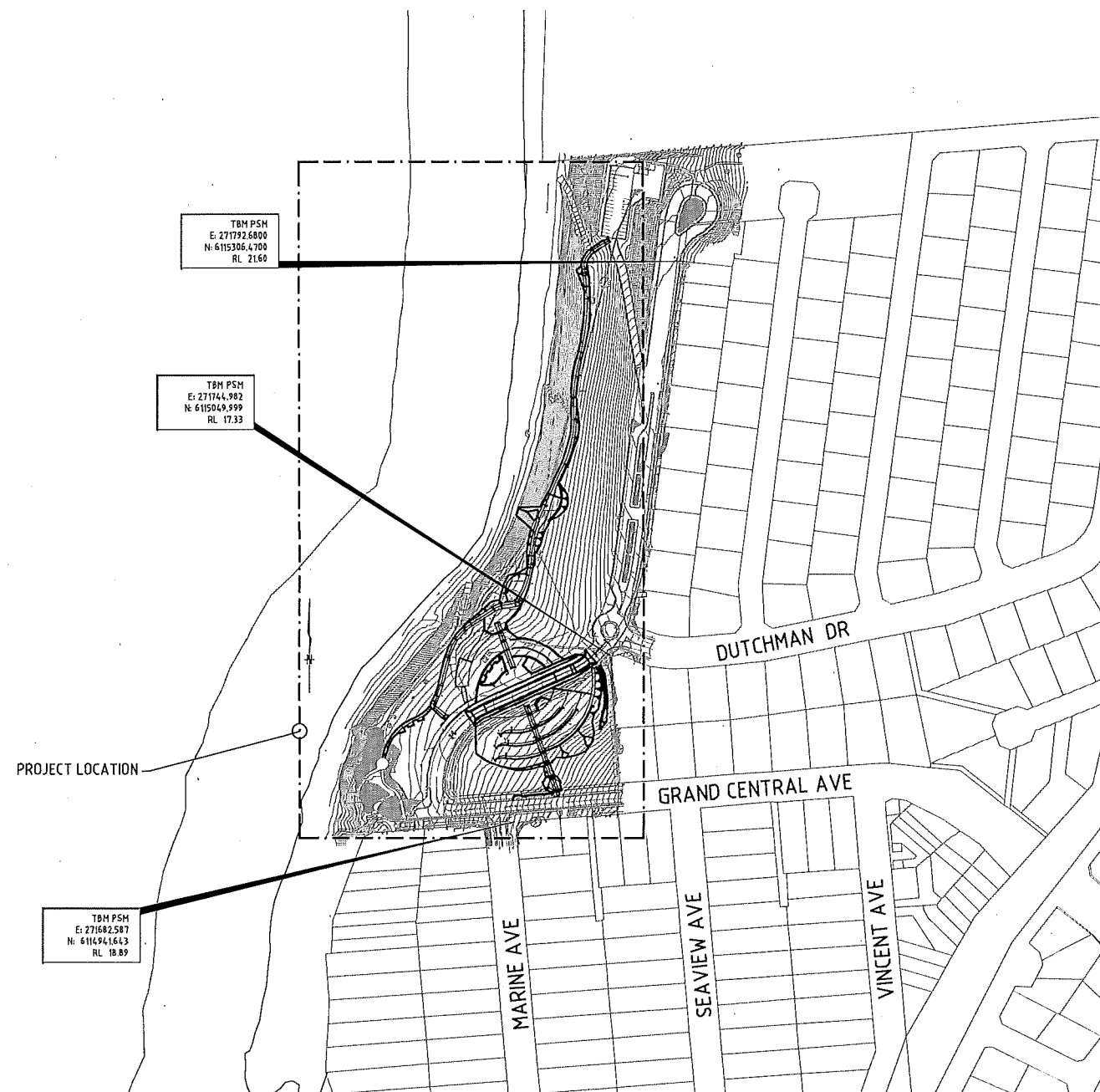
Anamorphic Distortion - Hallett Cove Ampitheatre. Aurelia Carbone.

PRE TENDER ISSUE

No.	DESCRIPTION	APPROVED	DATE
	AMENDMENTS		

THE CORPORATION OF THE CITY OF MARION			
PROJECT No.		Drawn	Date 13/2/2017
HALLETT COVE FORESHORE UPGRADE		Designed	REVISION No.
ARTIST WORKS		Checked BG	Sheet No.
Scales:		Approved By	Surveyed
		Manager	HCMP_ST5_WD13
			WD13
			Computer Name

CITY OF MARION HALLETT COVE FORESHORE HALLETT COVE, SA

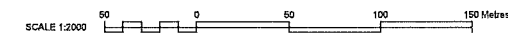


DRAWING INDEX

- SHEET 01 - LOCATION PLAN & DRAWING INDEX
- SHEET 02 - GENERAL CONSTRUCTION - SHEET 1
- SHEET 03 - GENERAL CONSTRUCTION - SHEET 2
- SHEET 04 - GENERAL CONSTRUCTION - SHEET 3
- SHEET 05 - GENERAL CONSTRUCTION - SHEET 4
- SHEET 06 - LONGITUDINAL SECTIONS
- SHEET 07 - CROSS SECTIONS - SHEET 1
- SHEET 08 - CROSS SECTIONS - SHEET 2
- SHEET 09 - CROSS SECTIONS - SHEET 3
- SHEET 10 - CROSS SECTIONS - SHEET 4
- SHEET 11 - CROSS SECTIONS - SHEET 5
- SHEET 12 - DETAILS - SHEET 1
- SHEET 13 - ELECTRICAL LAYOUT
- SHEET 14 - GENERAL CONSTRUCTION - SHEET 5
- SHEET 15 - DEMOLITION PLAN - SHEET 1
- SHEET 16 - DEMOLITION PLAN - SHEET 2
- SHEET 17 - DEMOLITION PLAN - SHEET 3
- SHEET 18 - DEMOLITION PLAN - SHEET 4
- SHEET 19 - STORMWATER LONGITUDINAL SECTIONS
- SHEET 20 - TRAFFIC CONTROL - SHEET 1
- SHEET 21 - TRAFFIC CONTROL - SHEET 2
- SHEET 22 - TRAFFIC CONTROL - SHEET 3
- SHEET 23 - TRAFFIC CONTROL - SHEET 4
- SHEET 24 - GENERAL CONSTRUCTION - SHEET 6
- SHEET 25 - GENERAL CONSTRUCTION - SHEET 7

STAGE 1 COMMEMORATIVE SPACE (COMPLETE)

- REFER:
- SHEET 03 - GENERAL CONSTRUCTION - SHEET 2
 - SHEET 04 - GENERAL CONSTRUCTION - SHEET 3
 - SHEET 06 - LONGITUDINAL SECTIONS
 - SHEET 07 - CROSS SECTIONS - SHEET 1
 - SHEET 08 - CROSS SECTIONS - SHEET 2
 - SHEET 09 - CROSS SECTIONS - SHEET 3
 - SHEET 10 - CROSS SECTIONS - SHEET 4
 - SHEET 12 - DETAILS - SHEET 1
 - SHEET 13 - ELECTRICAL LAYOUT



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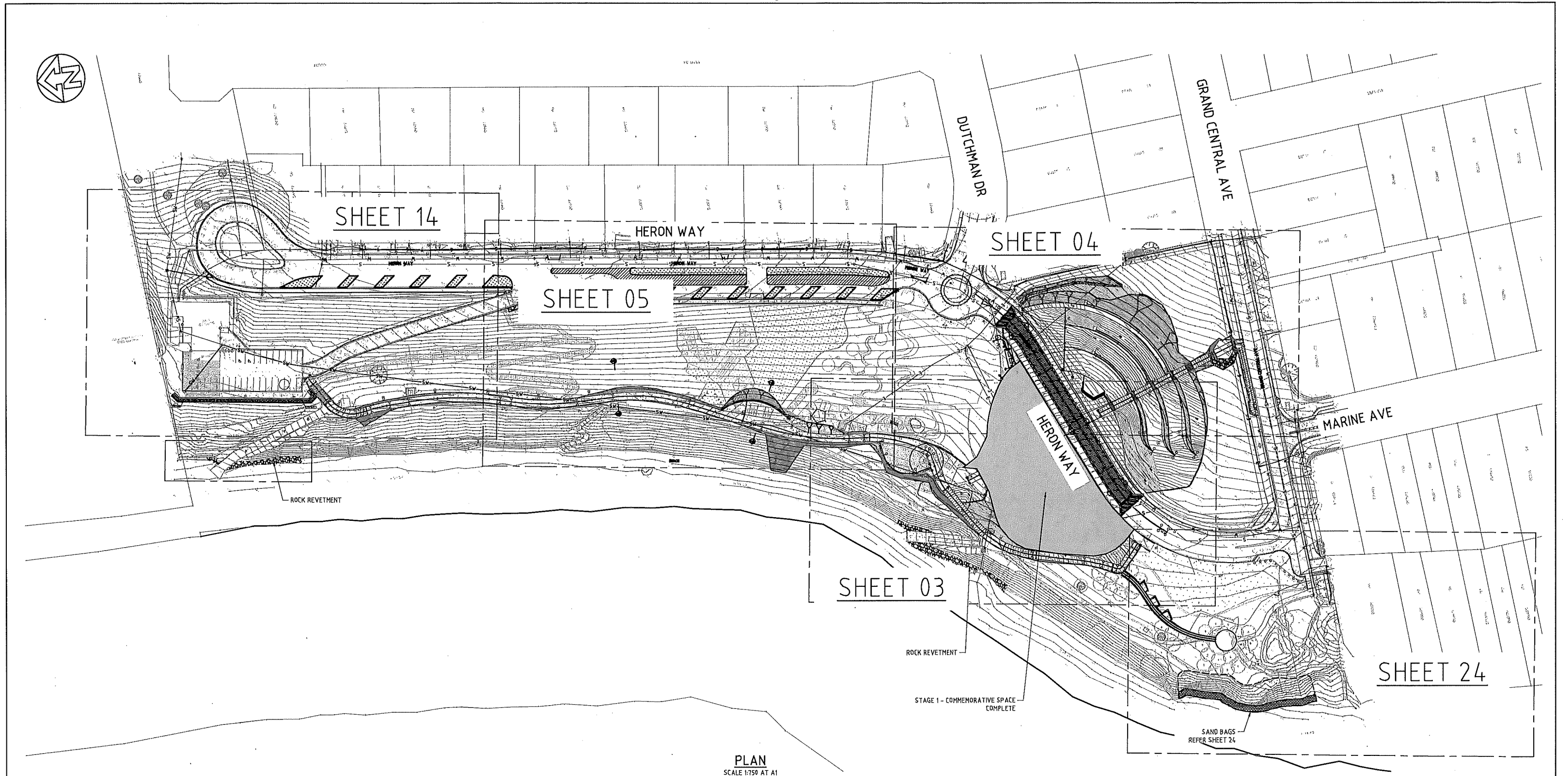
- ▣ CIVIL INFRASTRUCTURE
- ▣ STRUCTURAL
- ▣ ENVIRONMENTAL
- ▣ WATER RESOURCES
- ▣ STORMWATER MANAGEMENT
- ▣ ROAD SAFETY & TRAFFIC
- ▣ BUILDING SURVEYING
- ▣ SPATIAL INFORMATION
- ▣ ELECTRICAL, MECHANICAL AND AUTOMOTIVE

100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

REV	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK	VERIFIED	APPROVED
D	CONSTRUCTION STAGING UPDATE	09.03.17	MW	MW			
C	DRAWING INDEX AMENDED SHEET 25 ADDED	26.09.16	MW	MR			
B	DRAWING INDEX AMENDED		MIW	JDT			
A	ISSUED FOR CONSTRUCTION	06.11.14	MW/JDT	JDT	MIW	MIW	MIW

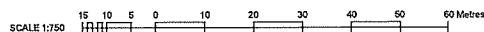
LOCATION PLAN & DRAWING SCHEDULE

SHEET SIZE	SCALE	FILENAME	JOB NUMBER	SHEET NUMBER	REVISION
A1	AS SHOWN	20130249_COVER.DWG	20130249	01	D



PLAN
SCALE 1:750 AT A1

- NOTE:
1. LANDSCAPE ARCHITECT'S PLANS SHOWN FOR REFERENCE ONLY. FOR SURFACE FINISHES AND FEATURES REFER TO LANDSCAPE ARCHITECT
 2. FOR GENERAL CONSTRUCTION REFER SHEETS 02 - 05 & 14.
 3. FOR LONGITUDINAL SECTIONS REFER SHEET 06.
 4. FOR CROSS SECTIONS REFER SHEETS 07 - 11.
 5. FOR DETAILS REFER SHEET 12.
 6. FOR ELECTRICAL LAYOUT REFER SHEET 13.
 7. FOR DEMOLITION PLANS REFER SHEETS 15 - 18.
 8. FOR STORMWATER LONGITUDINAL SECTIONS REFER SHEET 19.
 9. FOR TRAFFIC CONTROL REFER SHEETS 20 - 23.
 10. FOR GROSS POLLUTANT TRAP SET OUT REFER SHEET 25.



REV	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
C	CONSTRUCTION STAGING UPDATE	09.03.17	MW	MW			
B	SHEET 14 ADDED, NOTES AMENDED.		MW	JDT			
A	ISSUED FOR CONSTRUCTION	06.11.14	MW/JDT	JDT	MW	MW	MW

NOTES:

PUBLIC UTILITIES:

THE SERVICES SHOWN ARE DERIVED FROM PLANS OBTAINED FROM THE RELEVANT SERVICE AUTHORITIES. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO ARRANGE WITH THE RELEVANT SERVICE AUTHORITIES FOR CONFIRMATION OF SERVICES AND THEIR LOCATION BEFORE EXCAVATION WORK COMMENCES.

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- ▣ BUILDING SURVEYING
- ▣ SPATIAL INFORMATION
- ▣ ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE

A1

CITY OF MARION

SCALE: AS SHOWN

HALLETT COVE FORESHORE

ORIGINAL SURVEY BY

GENERAL CONSTRUCTION - SHEET 1

WEBER FRANKLIN

PLAN

SURVEY DATE: 31.10.13

COORDS & DATUM

FILENAME: 20130249_GEN CON.DWG

ALL LEVELS TO AHD

JOB NUMBER

20130249

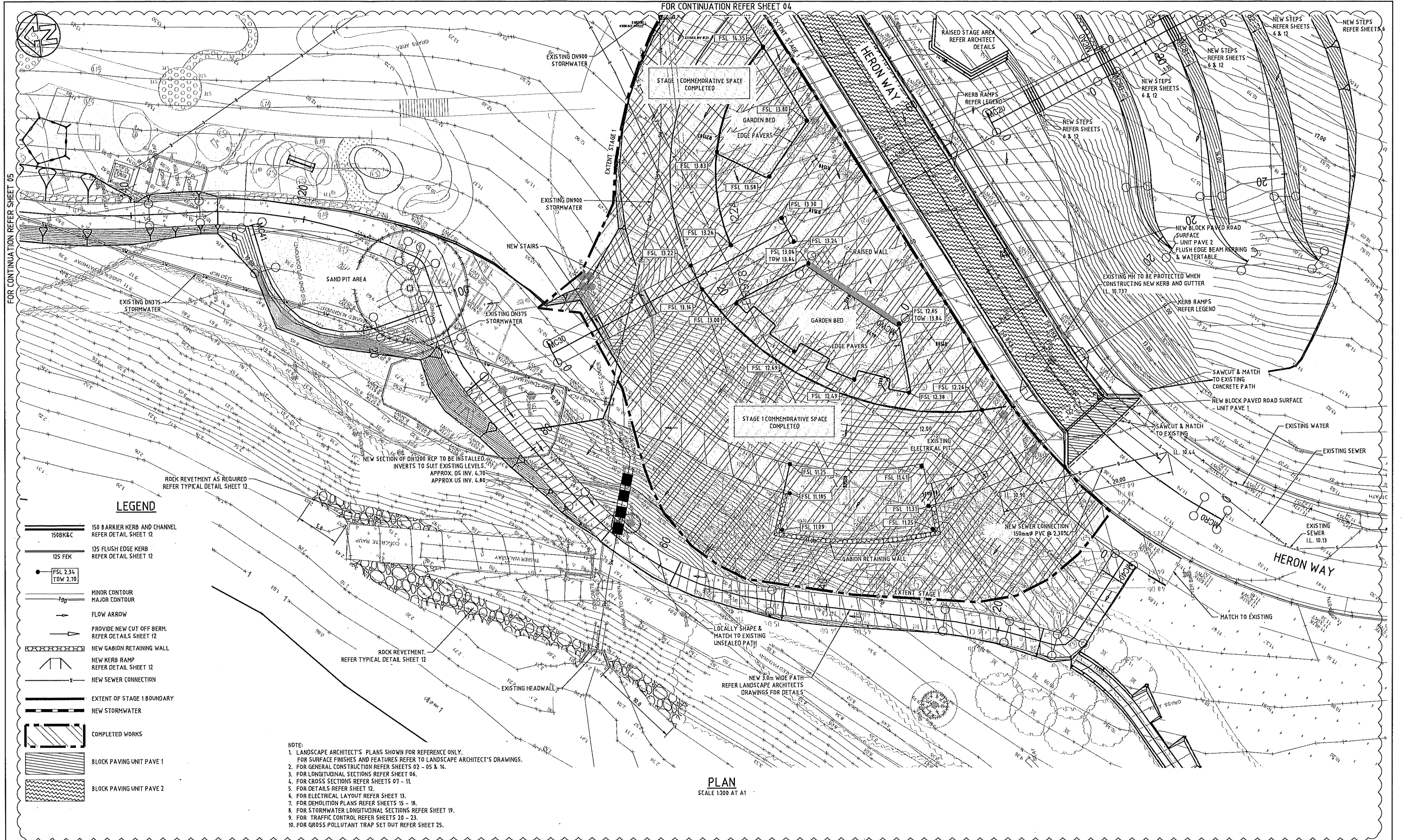
SHEET NUMBER

02

REVISION

C

FOR CONTINUATION REFER SHEET 04



REV	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
C	CONSTRUCTION STAGING UPDATE	09.03.17	MIN	MM			
B	SHEET AMENDED		MM	JDT			
A	ISSUED FOR CONSTRUCTION	08.11.14	MWIDT	JDT	MIN	MIN	MIN

NOTES:

0 2 4 8 12
1:200 (A1); 1:400 (A3)

PUBLIC UTILITIES:
THE SERVICES SHOWN ARE DERIVED FROM PLANS OBTAINED FROM THE RELEVANT SERVICE AUTHORITIES. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO ARRANGE WITH THE RELEVANT SERVICE AUTHORITIES FOR CONFIRMATION OF SERVICES AND THEIR LOCATION BEFORE EXCAVATION WORK COMMENCES.

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- CIVIL INFRASTRUCTURE
- STRUCTURAL
- ENVIRONMENTAL
- WATER RESOURCES
- STORMWATER MANAGEMENT
- ROAD SAFETY & TRAFFIC
- BUILDING SURVEYING
- SPATIAL INFORMATION
- ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE A1

CITY OF MARION

SCALE: AS SHOWN

HALLETT COVE FORESHORE
GENERAL CONSTRUCTION - SHEET 2
PLAN

ORIGINAL SURVEY BY
WEBER FRANKLIN

SURVEY DATE: 31.10.13

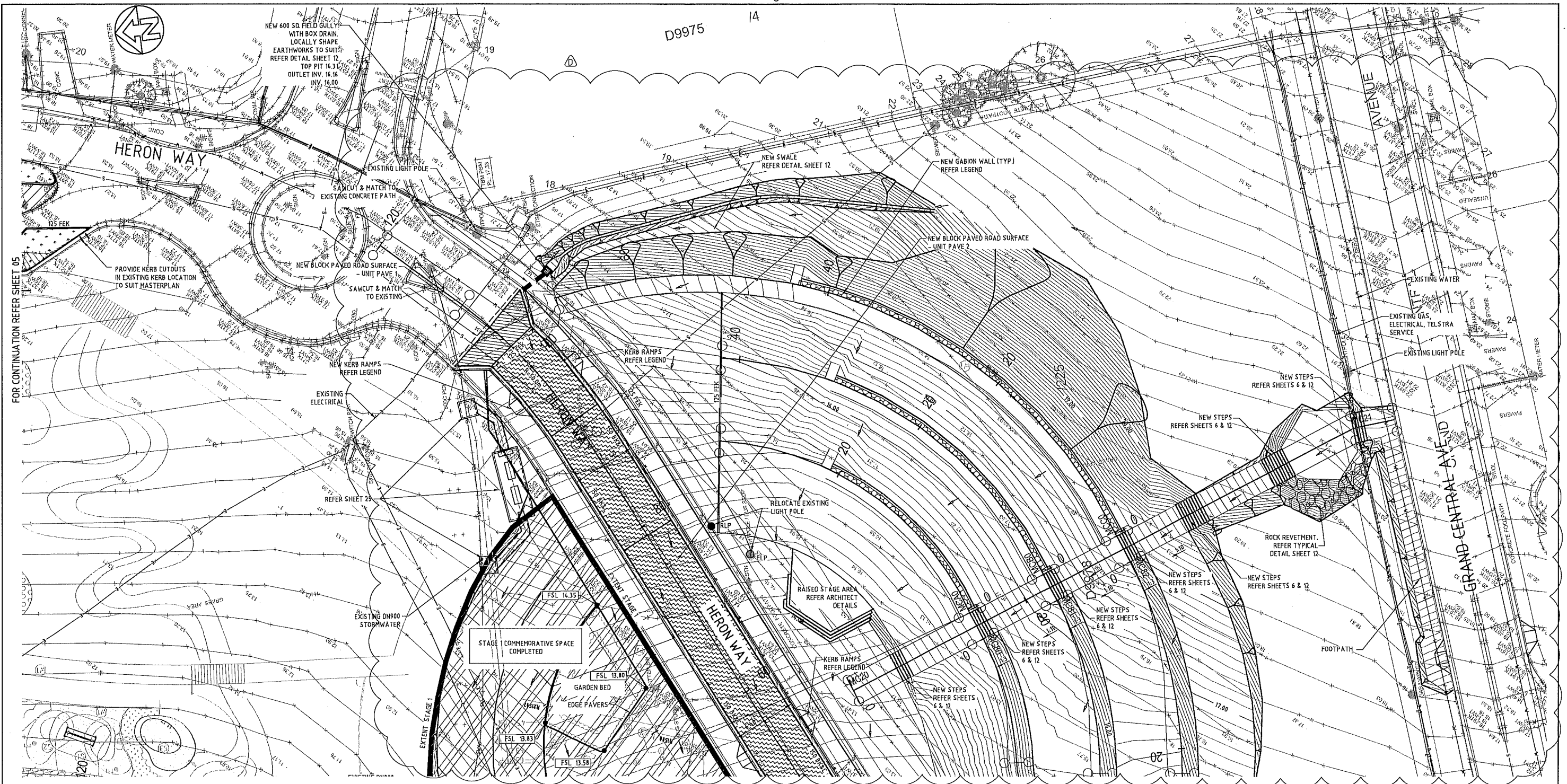
COORDS & DATUM
COORDS TO (MGA 54)
ALL LEVELS TO AHD

FILENAME: 20130249_GEN.CON.DWG

JOB NUMBER
20130249

SHEET NUMBER
03

REVISION
C



FOR CONTINUATION REFER SHEET 05

FOR CONTINUATION REFER SHEET 03

LEGEND

- 150 BARRIER KERB AND CHANNEL REFER DETAIL SHEET 12
- 125 FLUSH EDGE KERB REFER DETAIL SHEET 12
- MINOR CONTOUR
- MAJOR CONTOUR
- FLOW ARROW
- PROVIDE NEW CUT OFF BERM. REFER DETAILS SHEET 12
- NEW GABION RETAINING WALL
- NEW KERB RAMP REFER DETAIL SHEET 12
- NEW SEWER CONNECTION
- EXTENT OF STAGE 1 BOUNDARY
- NEW STORMWATER
- COMPLETED WORKS
- EXISTING LIGHT POLE
- RELOCATED LIGHT POLE

PLAN
SCALE 1:200 AT A1

- BLOCK PAVING UNIT PAVE 1
- BLOCK PAVING UNIT PAVE 2
- ASPHALT
- CONCRETE

SERVICES LEGEND

- EXISTING HIGH PRESSURE GAS MAIN
- EXISTING UNDERGROUND ELECTRICAL
- EXISTING TELECOMMUNICATIONS
- EXISTING WATER PIPE
- EXISTING STORMWATER
- EXISTING SEWER

- NOTE:**
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 - FOR DETAILS REFER SHEET 12.
 - FOR ELECTRICAL LAYOUT REFER SHEET 13.
 - FOR DEMOLITION PLANS REFER SHEETS 15 - 18.
 - FOR STORMWATER LONGITUDINAL SECTIONS REFER SHEET 19.
 - FOR TRAFFIC CONTROL REFER SHEETS 20 - 23.
 - FOR GROSS POLLUTANT TRAP SET OUT REFER SHEET 25.

REV	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
D	CONSTRUCTION STAGING UPDATE	09.03.17	MIN	MIN			
C	GPT DETAILS ADDED	26.09.16	MIN	MJR			
B	SHEET AMENDED		MIN	JDT			
A	ISSUED FOR CONSTRUCTION	06.11.14	MIN/JDT	JDT	MIN	MIN	MIN

NOTES:

0 2 4 8 12
1:200 (A1); 1:400 (A3)

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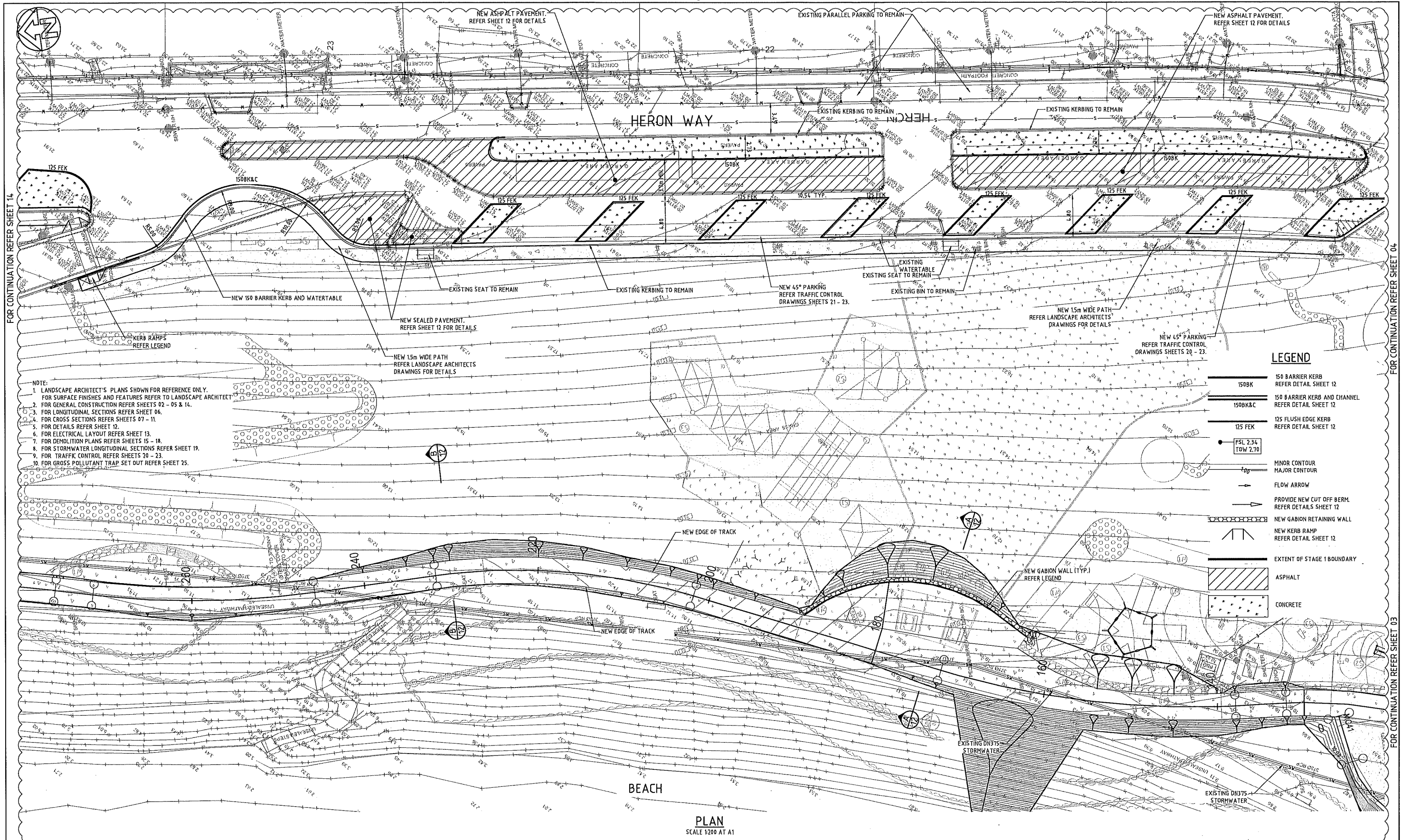
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- ▣ STORMWATER MANAGEMENT
- ▣ ROAD SAFETY & TRAFFIC
- ▣ BUILDING SURVEYS
- ▣ SPATIAL INFORMATION
- ▣ ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE	A1	CITY OF MARION
SCALE:	AS SHOWN	HALLETT COVE FORESHORE
ORIGINAL SURVEY BY	WEBER FRANKLIN	GENERAL CONSTRUCTION - SHEET 3
SURVEY DATE:	31.10.13	PLAN
COORDS & DATUM	COORDS TO (MGA54)	FILENAME:
ALL LEVELS TO AHD	20130249_GEN CON.DWG	JOB NUMBER
	20130249	SHEET NUMBER
	04	REVISION
	D	



- NOTE:**
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REV	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
C	CONSTRUCTION STAGING UPDATE	09.03.17	MW	MW			
B	SHEET AMENDED		MW	JDT			
A	ISSUED FOR CONSTRUCTION	08.11.14	MW/JDT	JDT	MW	MW	MW

NOTES:

0 2 4 8 12
1:200 (A1); 1:400 (A3)

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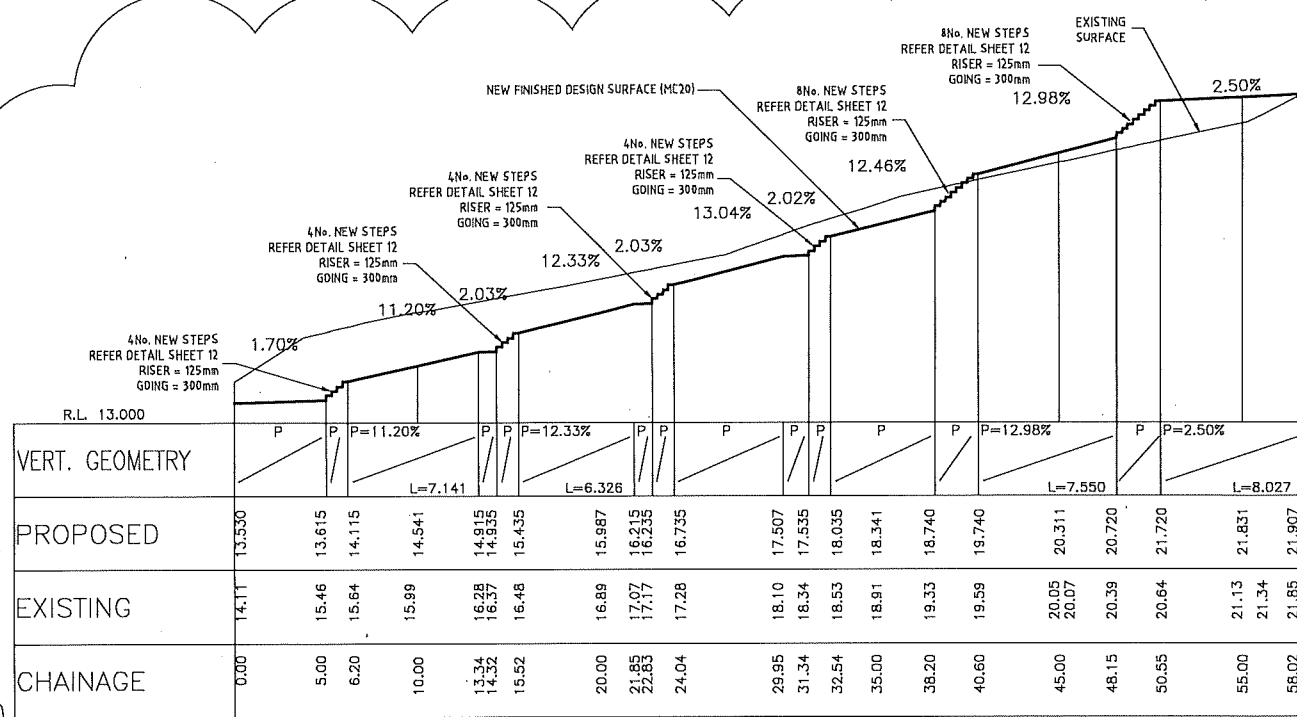
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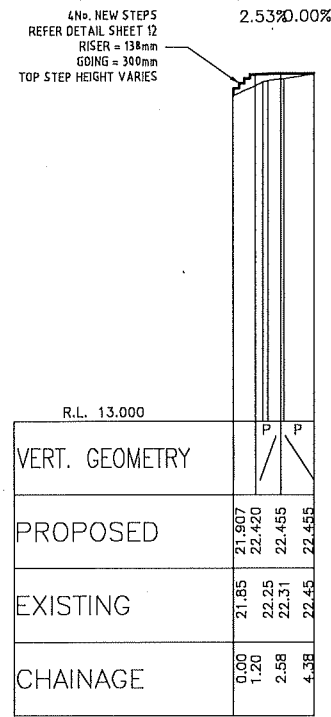
- CIVIL INFRASTRUCTURE
- STRUCTURAL
- ENVIRONMENTAL
- WATER RESOURCES
- STORMWATER MANAGEMENT
- ROAD SAFETY & TRAFFIC
- BUILDING SURVEYING
- SPATIAL INFORMATION
- ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE	A1	CITY OF MARION
SCALE:	AS SHOWN	HALLETT COVE FORESHORE
ORIGINAL SURVEY BY	WEBER FRANKLIN	GENERAL CONSTRUCTION - SHEET 4
SURVEY DATE:	31.10.13	PLAN
COORDS & DATUM	COOR5 TO (MGA 54)	FILENAME:
ALL LEVELS TO AHD		20130249_GEN CON.DWG
		JOB NUMBER
		20130249
		SHEET NUMBER
		05
		REVISION
		C



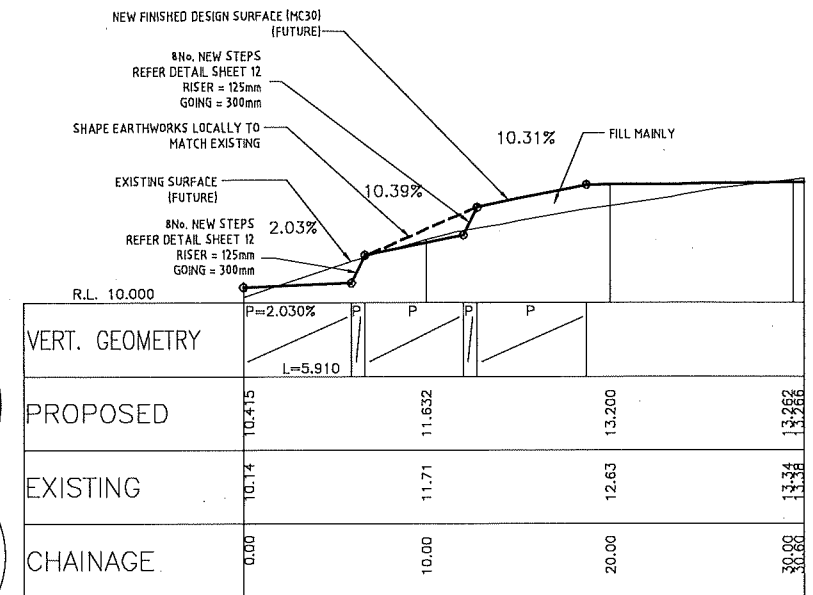
LONGITUDINAL PROFILE (MC20) - FUTURE WORKS

SCALE H=1200 AT A1
V=1:100 AT A1



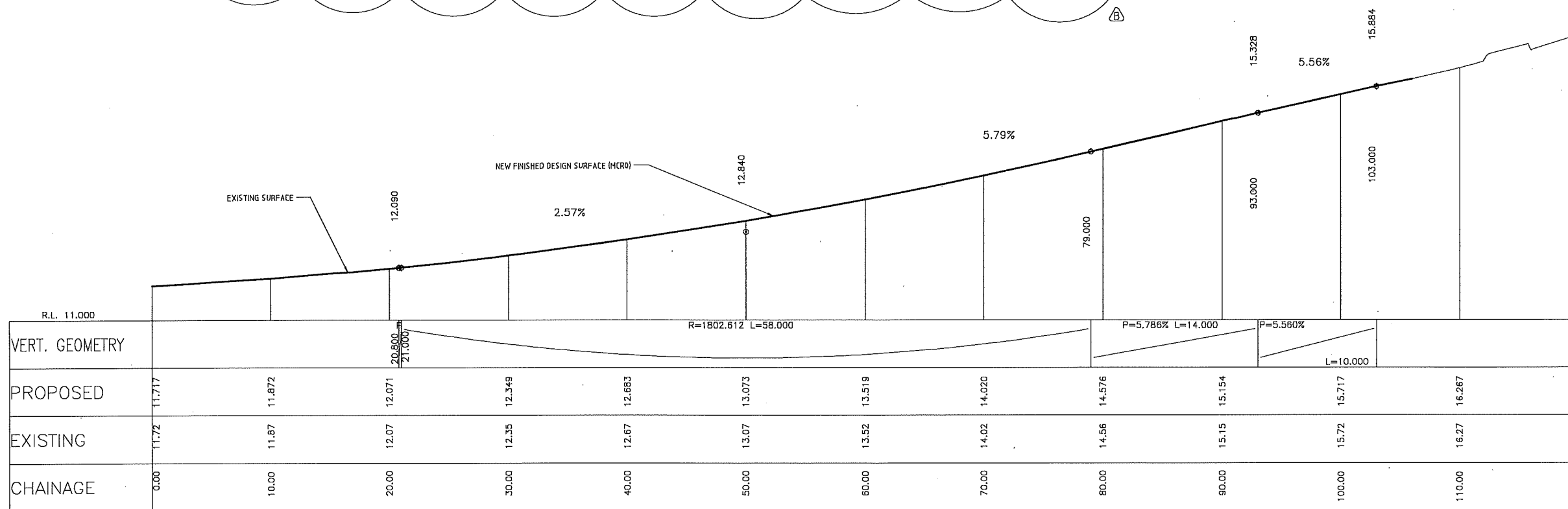
LONGITUDINAL PROFILE (MC21) - FUTURE WORKS

SCALE H=1200 AT A1
V=1:100 AT A1



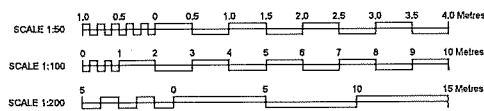
LONGITUDINAL PROFILE (MC30)

SCALE H=1200 AT A1
V=1:100 AT A1



LONGITUDINAL PROFILE (MCR0)

SCALE H=1200 AT A1
V=1:50 AT A1



NOTES:

REV	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
B	MC20 AMENDED	09.03.17	MW	MW			
A	ISSUED FOR CONSTRUCTION	08.11.14	MW/JDT	JDT	MW	MW	

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- ▣ WATER RESOURCES
- ▣ STORMWATER MANAGEMENT
- ▣ ROAD SAFETY & TRAFFIC
- ▣ BUILDING SURVEYING
- ▣ SPATIAL INFORMATION
- ▣ ELECTRICAL, MECHANICAL AND AUTOTVIVE

SHEET SIZE A1

CITY OF MARION

SCALE: AS SHOWN

HALLETT COVE FORESHORE
LONGITUDINAL SECTIONS

ORIGINAL SURVEY BY

WEBER FRANKLIN

SURVEY DATE: 31.10.13

COORDS & DATUM

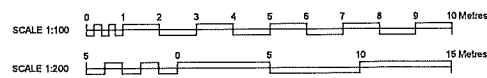
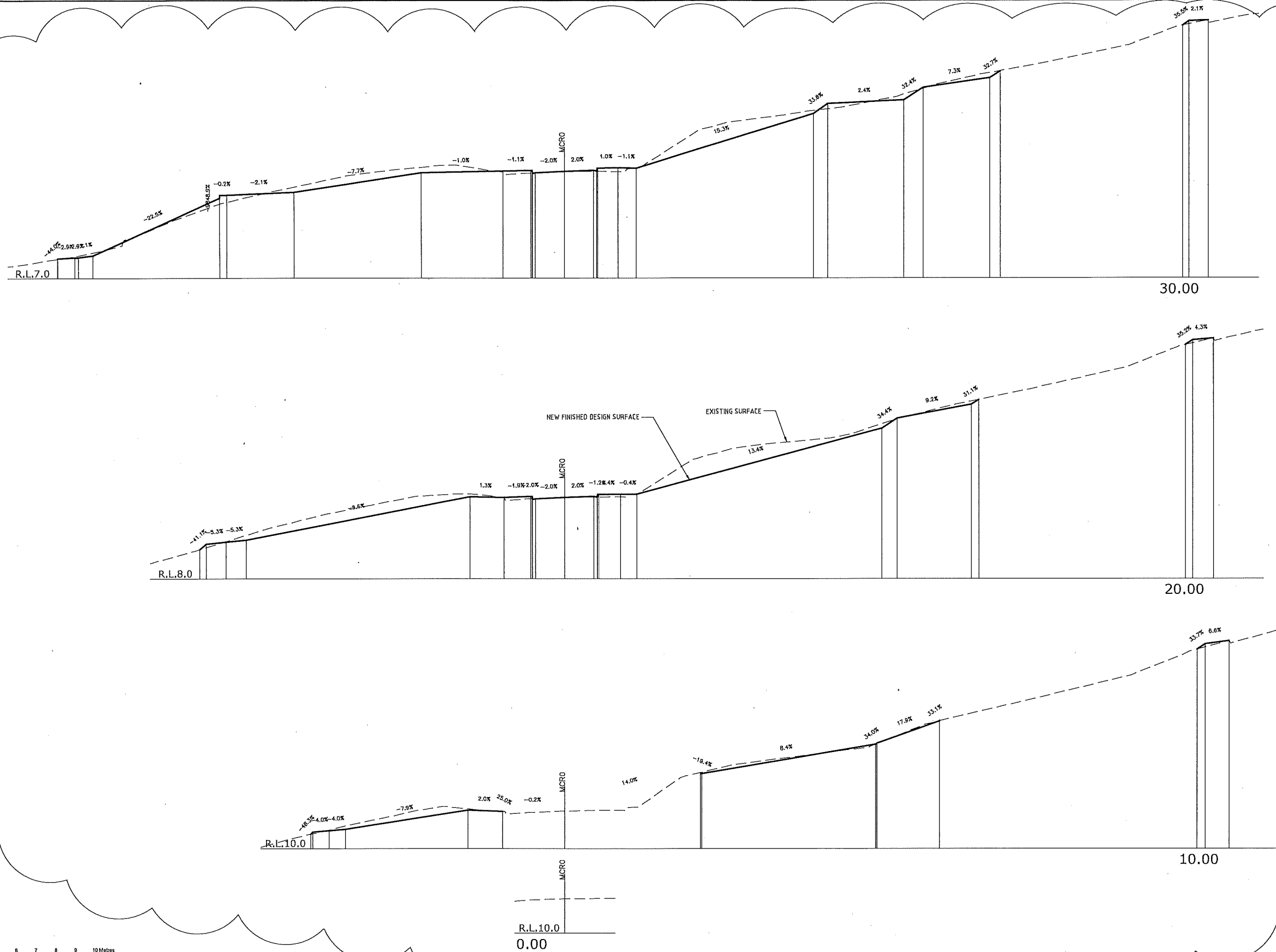
COORDS TO (MSA 54)
ALL LEVELS TO AHD

FILENAME: 20130249_SECTIONS.DWG

JOB NUMBER 20130249

SHEET NUMBER 06

REVISION B



CROSS SECTIONS (MCR0)

SCALE HOR 1:100 AT A1
VER 1:200 AT A1

REV	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
B	MCR0 AMENDED	09.03.17	MW	MW			
A	ISSUED FOR CONSTRUCTION	06.11.14	MW/JDT	JDT	MW	MW	

NOTES:

100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

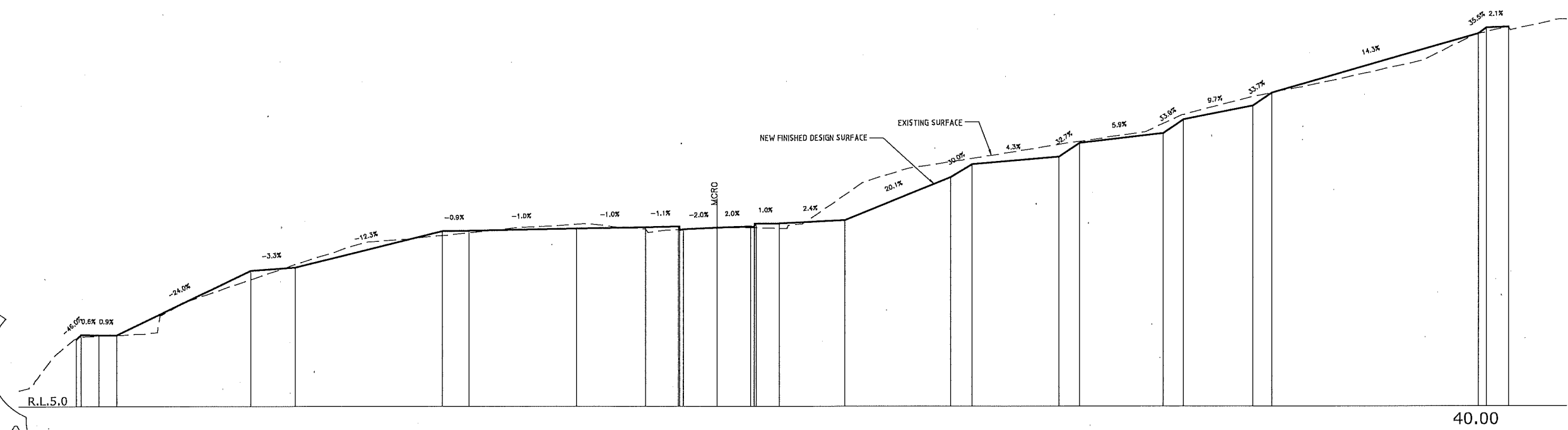
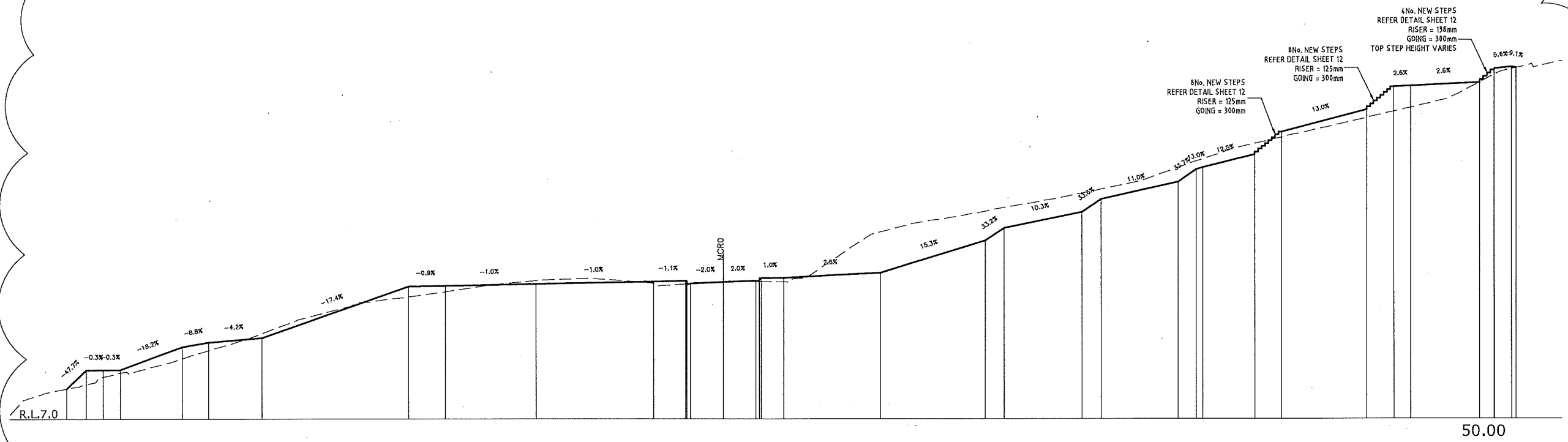
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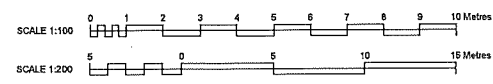
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- ▣ STRUCTURAL
- ▣ ENVIRONMENTAL
- ▣ WATER RESOURCES
- ▣ STORMWATER MANAGEMENT
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- ▣ BUILDING SURVEYING
- ▣ SPATIAL INFORMATION
- ▣ ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE	A1	CITY OF MARION		
SCALE:	AS SHOWN	HALLETT COVE FORESHORE		
ORIGINAL SURVEY BY	WEBER FRANKLIN	CROSS SECTIONS (MCR0)		
SURVEY DATE:	31.10.13	SHEET 1		
COORDS & DATUM	COORDS TO (MGA 54)	FILENAME:	20130249_SECTIONS.DWG	JOB NUMBER
ALL LEVELS TO AHD			20130249	20130249
			07	REVISION
				B



CROSS SECTIONS (MCR0)
SCALE HOR 1:200 AT A1
VER 1:100 AT A1



REV	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
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A	ISSUED FOR CONSTRUCTION	06.11.14	MW/JDT	JDT	MW	MW	MW

NOTES:

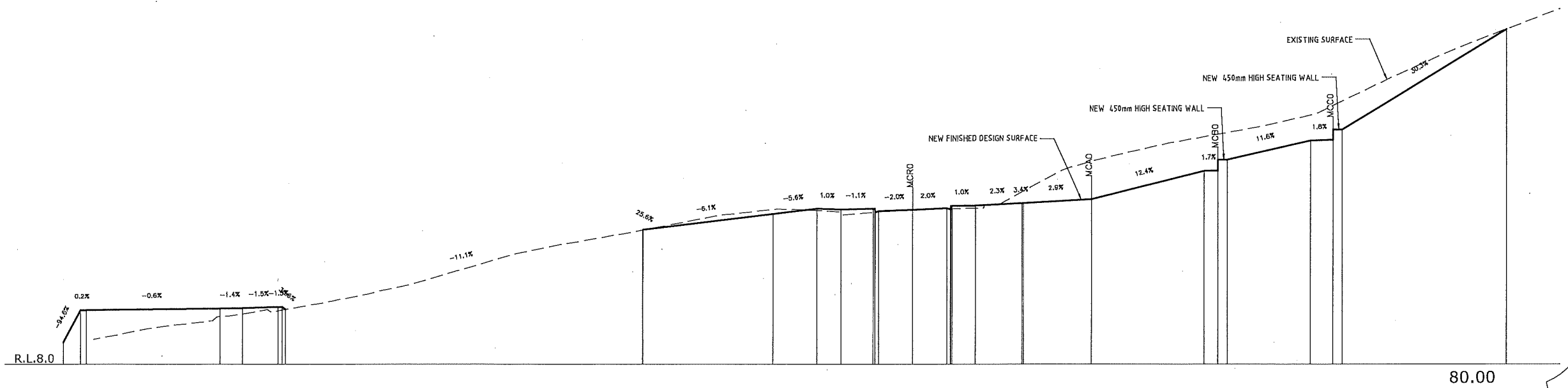
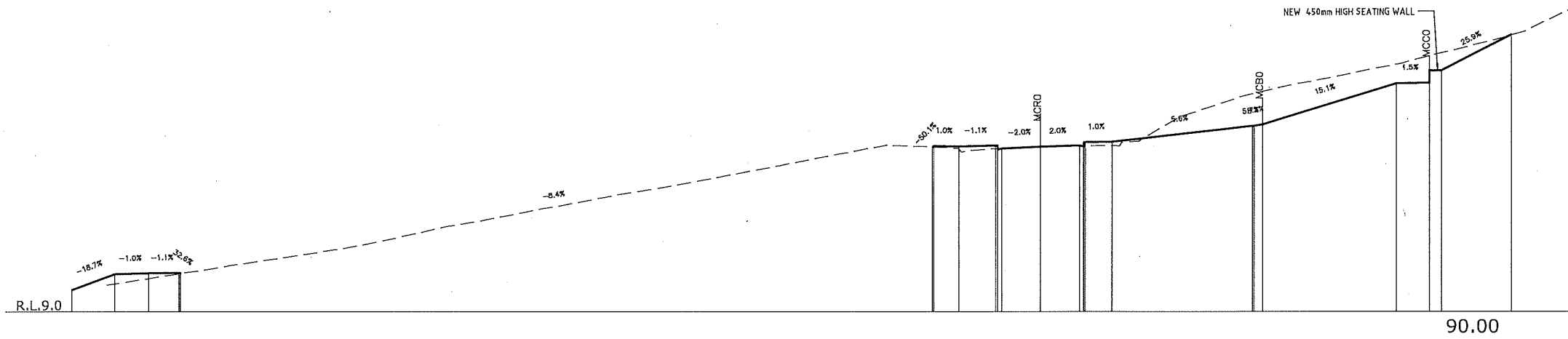
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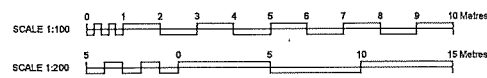
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- ▣ SPATIAL INFORMATION
- ▣ ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE	A1	CITY OF MARION		
SCALE:	AS SHOWN	HALLETT COVE FORESHORE		
ORIGINAL SURVEY BY	WEBER FRANKLIN	CROSS SECTIONS (MCR0)		
SURVEY DATE:	31.10.13	SHEET 2		
COORDS & DATUM	COORDS TO (MGA 54)	FILENAME:	20130249_SECTIONS.DWG	JOB NUMBER
ALL LEVELS TO AHD			20130249	20130249
			08	SHEET NUMBER
				REVISION
				B



CROSS SECTIONS (MCR0)
SCALE HOR 1:200 AT A1
VER 1:100 AT A1



REV	AMENDMENT/ REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
B	MCR0 AMENDED	09.03.17	MW	MY			
A	ISSUED FOR CONSTRUCTION	06.11.14	MW/JDT	JDT	MIW	MIW	MIW

NOTES:
100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

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a better approach

- ▣ CIVIL INFRASTRUCTURE
- ▣ STRUCTURAL
- ▣ ENVIRONMENTAL
- ▣ WATER RESOURCES
- ▣ STORMWATER MANAGEMENT
- ▣ ROAD SAFETY & TRAFFIC
- ▣ BUILDING SURVEYING
- ▣ SPATIAL INFORMATION
- ▣ ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE

A1

CITY OF MARION

SCALE: AS SHOWN

HALLETT COVE FORESHORE

ORIGINAL SURVEY BY

WEBER FRANKLIN

SURVEY DATE:

31.10.13

COORDS & DATUM

COORNS TO (MGA 54)

ALL LEVELS TO AHD

FILENAME: 20130249_SECTIONS.DWG

JOB NUMBER

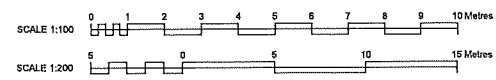
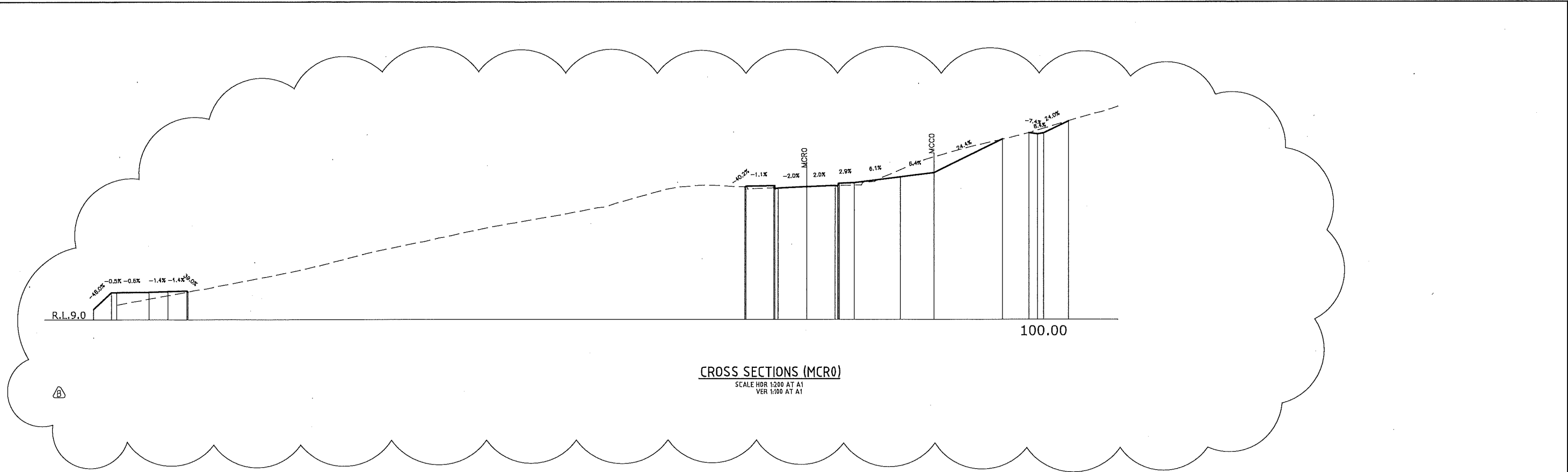
20130249

SHEET NUMBER

10

REVISION

B



REV	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
B	MCR0 AMENDED	09.03.17	MW	MV			
A	ISSUED FOR CONSTRUCTION	06.11.14	MW/JDT	JDT	MW	MW	MIN

NOTES:

100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

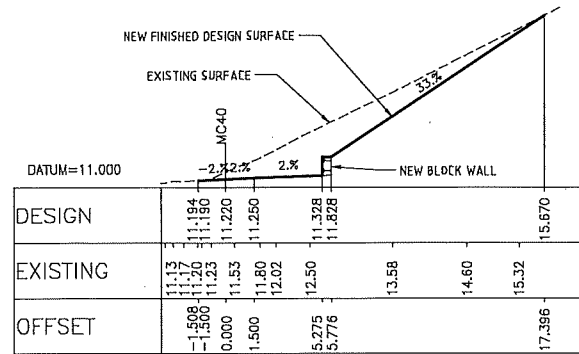
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a better approach

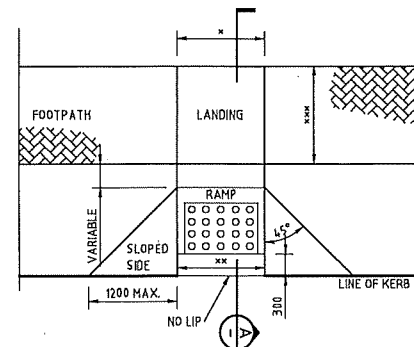
- ▣ CIVIL INFRASTRUCTURE
- ▣ STRUCTURAL
- ▣ ENVIRONMENTAL
- ▣ WATER RESOURCES
- ▣ STORMWATER MANAGEMENT
- ▣ ROAD SAFETY & TRAFFIC
- ▣ BUILDING SURVEYING
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SHEET SIZE	A1	CITY OF MARION							
SCALE:	AS SHOWN	HALLETT COVE FORESHORE							
ORIGINAL SURVEY BY	WEBER FRANKLIN	CROSS SECTIONS (MCR0)							
SURVEY DATE:	31.10.13	SHEET 5							
COORDS & DATUM	COORDS TO (MGA54)	FILENAME:	20130249_SECTIONS.DWG	JOB NUMBER	20130249	SHEET NUMBER	11	REVISION	B
ALL LEVELS TO AHD									



TYPICAL SECTION B-B

SCALE H=1:200 AT A1
V=1:100 AT A1

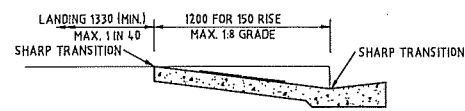


PLAN VIEW

SCALE 1:50

RAMP DETAILS

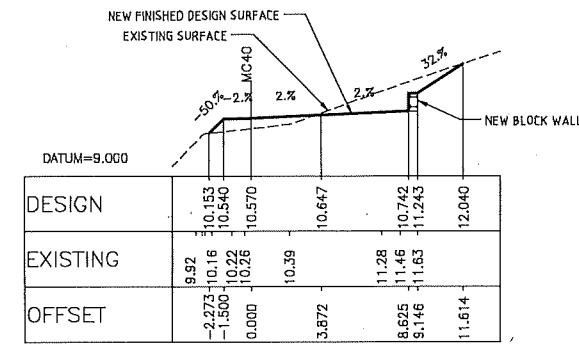
SLOPE: 1 IN 8 MAX., 1 IN 12 PREFERRED
LENGTH: 1200 NOMINAL, 1520 MAX. AT 1 IN 8.
CROSSFALL OF LANDING MAX. 1 IN 40 IN DIRECTION OF TRAVEL
COLOUR: RED TACTILE ON GREY CONCRETE
SURFACE: SLIP RESISTANT WET OR DRY.
* WIDTH: 1000 MIN., 1200 PREFERRED, IF BICYCLE OR SHARED PATH, FULL WIDTH OF PATH.
** CONSTRUCTION JOINT MUST BE PARALLEL TO ORIENTATION OF TACTILE SURFACE INDICATOR.
*** VARY LANDING WIDTH TO SUIT FOOTPATH
TACTILE SURFACE INDICATOR TYPE 'B' IN ACCORDANCE WITH AS1428.4.1 - 2009



SECTION A

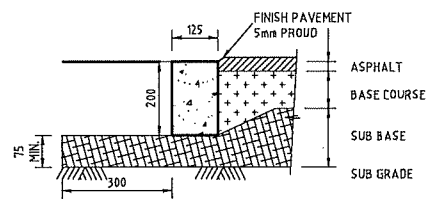
SCALE 1:25

KERB RAMP



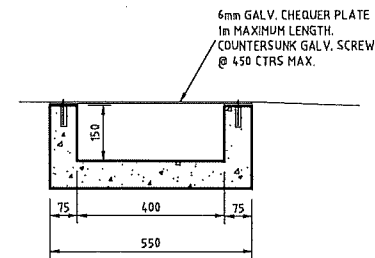
TYPICAL SECTION A-A

SCALE H=1:200 AT A1
V=1:100 AT A1



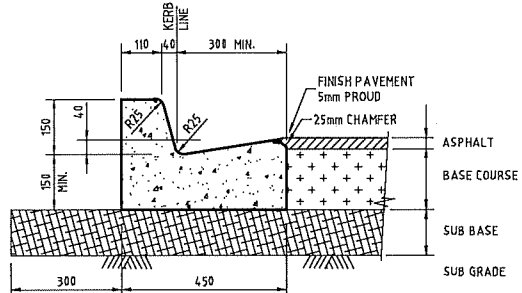
125 FLUSH EDGE KERB

SCALE 1:10



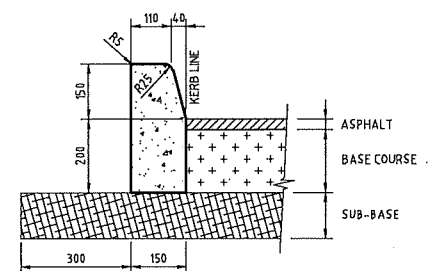
BOX DRAIN SECTION

SCALE 1:10



150 BARRIER KERB AND CHANNEL

SCALE 1:10

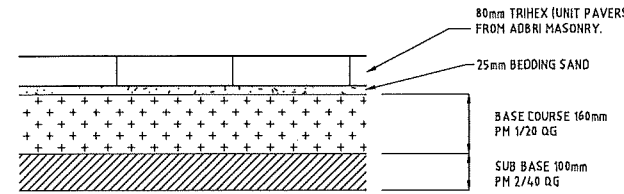


150 BARRIER KERB

SCALE 1:10

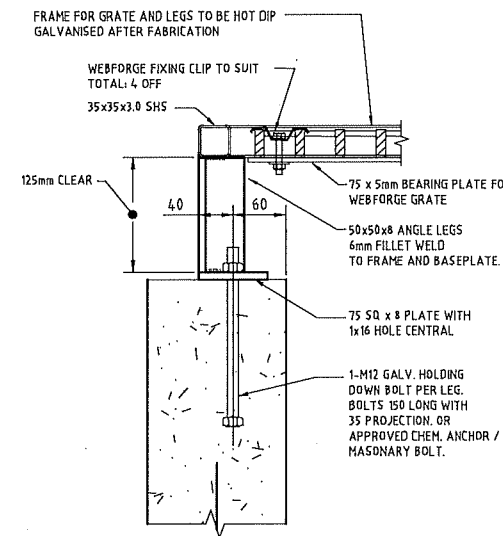
PAVEMENT SCHEDULE

DESIGN COMPOSITION OF PAVEMENT	MATERIAL	COMPACTED THICKNESS (mm)	DEPTH BELOW FINISHED SURFACE (mm)	TOLERANCE	DETAILS
ASPHALT SURFACING	AC10M (C320)	35	0	+5 -0 (h&g) ±5 OTHER	ASPHALT MIX DESIGN IN ACCORDANCE WITH DPTI PART 227, WITH 3% TARGET AIR VOIDS.
TACK COAT	CRS 70	0	35		0.4L/m ² , SPRAY TEMP: 40-80°C
BASE COURSE (UNBOUND)	PM 1/20 OG	160	35	±5	98% MAXIMUM DRY DENSITY (MOD) COMPACTION, 60% DRY OF DMC (MOD)
SUB BASE (UNBOUND)	PM 2/40 OG	100	195	±10	98% MAXIMUM DRY DENSITY (MOD) COMPACTION, 80% DRY OF DMC (MOD)
SUBGRADE	CBR = 3.5		295	+0 -40	UPPER 200mm TO BE CONDITIONED AND COMPACTED - 98% MAXIMUM DRY DENSITY (STD) COMPACTION, ±3% OF DMC (STD)



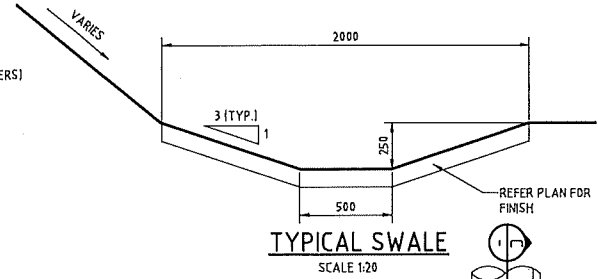
BLOCK PAVING DETAIL

SCALE 1:10



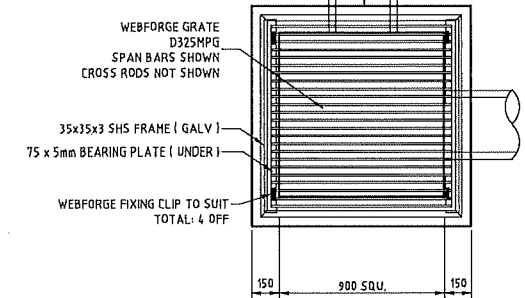
DETAIL

SCALE 1:4



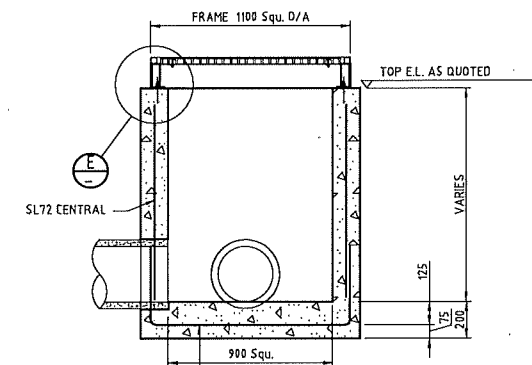
TYPICAL SWALE

SCALE 1:20



PLAN VIEW

SCALE 1:20

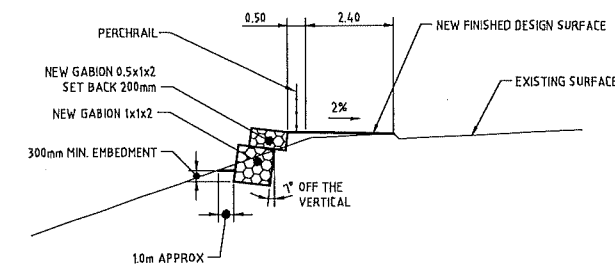


SECTION C

SCALE 1:20

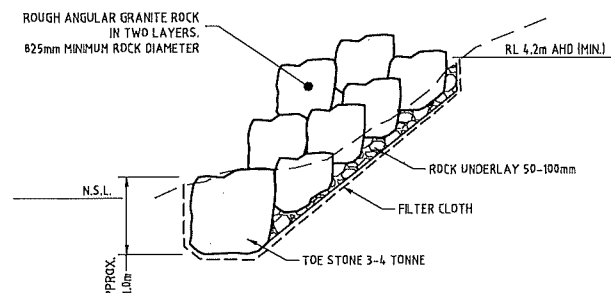
900 SQUARE LETTERBOX SUMP

- NOTE:
- ALL EXPOSED METAL SURFACES SHALL BE HOT DIP GALVANISED AFTER FABRICATION.
 - MINIMUM FABRIC LAP 300mm.
 - CONCRETE TO BE IN ACCORDANCE WITH AS 3600. CONCRETE TO BE GRADE 32 MPa, SLUMP 80mm.
 - MAXIMUM DEPTH 1800mm | 900 SQU. |.



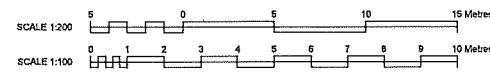
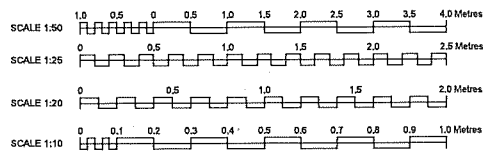
TYPICAL GABION RETAINING WALL AT NTH CARPARK

SCALE 1:100



TYPICAL ROCK REVETMENT DETAIL

SCALE 1:50



NOTES:

REV	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
C	CONSTRUCTION STAGING UPDATE	09.03.17	MW	MW			
B	DETAILS ADDED		MW	JDT			
A	ISSUED FOR CONSTRUCTION	06.11.14	MW/JDT	JDT	MW	MW	MW

100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

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a better approach

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- ROAD SAFETY & TRAFFIC
- BUILDING SURVEYING
- SPATIAL INFORMATION
- ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE A1

SCALE: AS SHOWN

ORIGINAL SURVEY BY WEBER FRANKLIN

SURVEY DATE: 31.10.13

COORDS & DATUM COORDS TO (MGA 54) ALL LEVELS TO AHD

CITY OF MARION

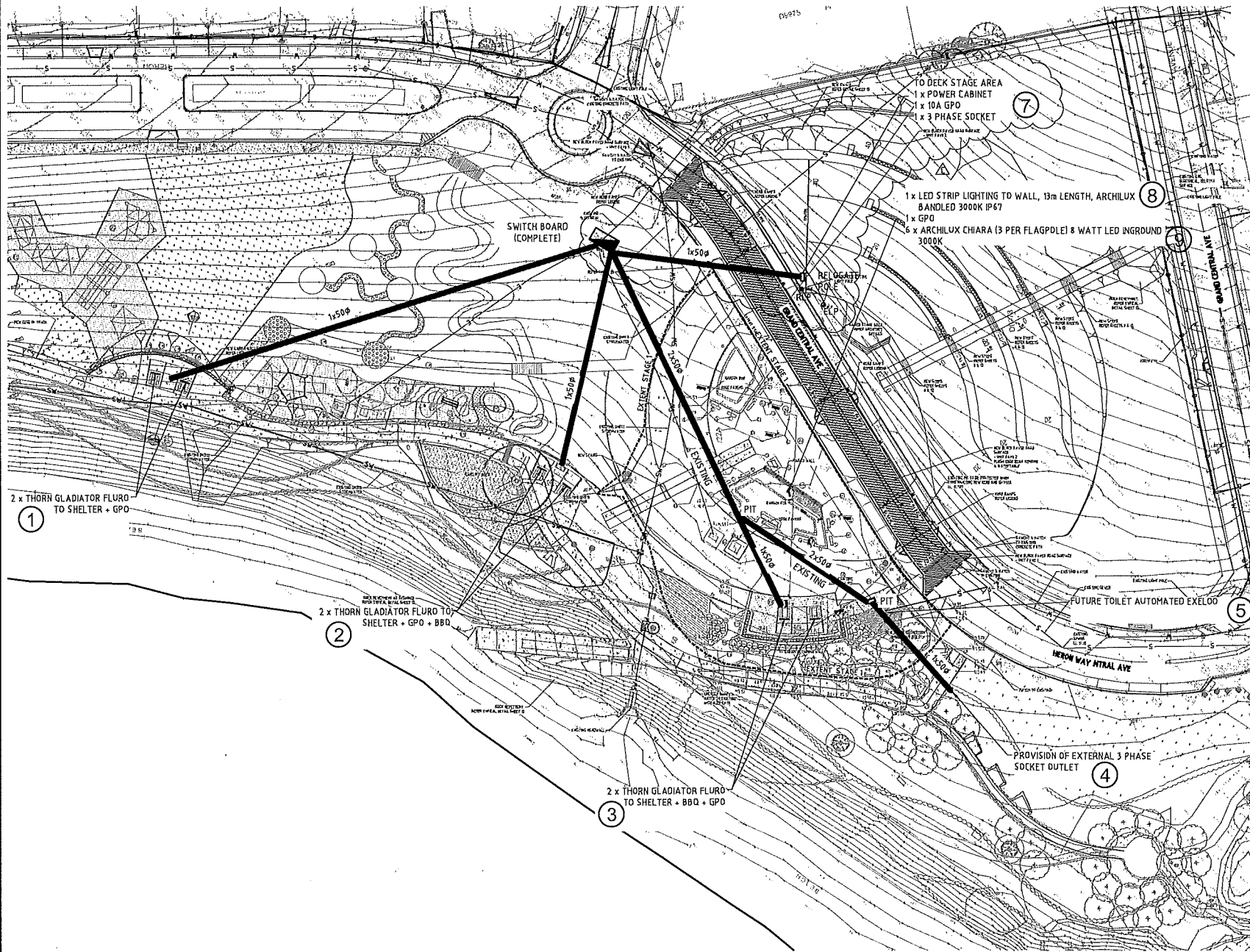
HALLETT COVE FORESHORE
DETAILS
SHEET 1

FILENAME: 20130249_DETAILS.DWG

JOB NUMBER 20130249

SHEET NUMBER 12

REVISION C



PLAN
SCALE 1500 AT A1

LEGEND

- SWITCHBOARD
- EXTENT OF STAGE 1 BOUNDARY
- STAGE 1 WORKS (COMPLETED)
- STAGE 2 WORKS
- EXISTING LIGHT POLE
- RELOCATED LIGHT POLE
- SITE No.

- NOTES:
- FOR SURFACE FINISHES REFER TO LANDSCAPE ARCHITECT'S DRAWINGS.
 - FOR GENERAL CONSTRUCTION REFER SHEETS 02 - 05.
 - FOR LONGITUDINAL SECTIONS REFER SHEET 06.
 - FOR CROSS SECTIONS REFER SHEETS 07 - 11.
 - FOR DETAILS REFER SHEETS 12.

NOTES:

PUBLIC UTILITIES:

THE SERVICES SHOWN ARE DERIVED FROM PLANS OBTAINED FROM THE RELEVANT SERVICE AUTHORITIES. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO ARRANGE WITH THE RELEVANT SERVICE AUTHORITIES FOR CONFIRMATION OF SERVICES AND THEIR LOCATION BEFORE EXCAVATION WORK COMMENCES.

100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

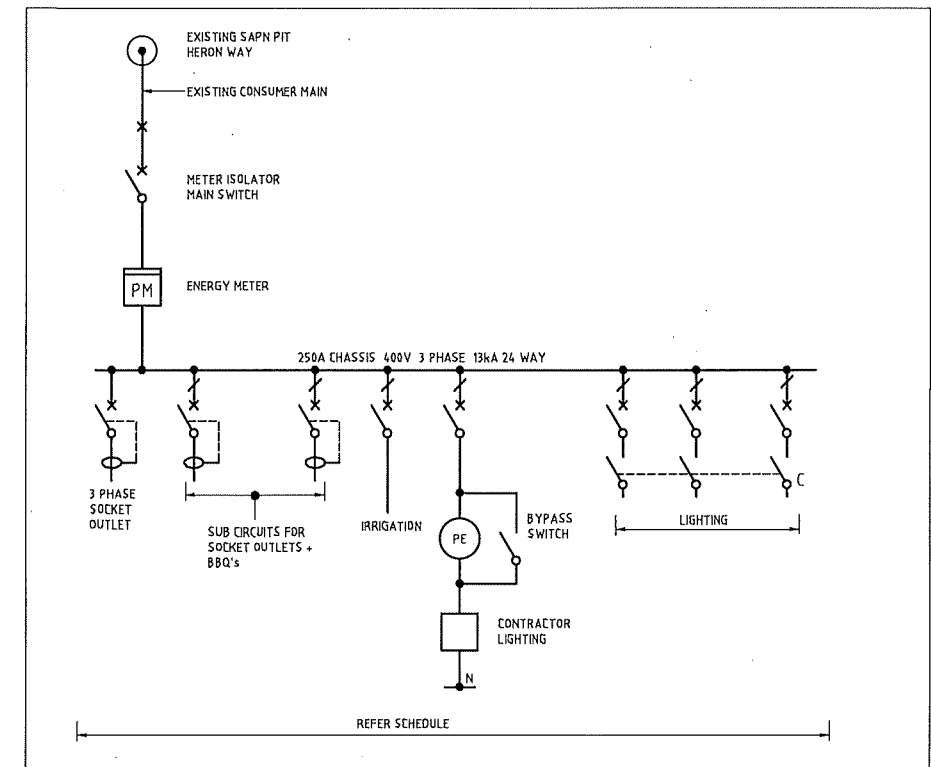
SCHEDULE OF SUB-CIRCUITS

CIRCUIT	RATING A	PHASES	TYPE	CONTROL	STATUS	CABLE	DESCRIPTION	SITE No	LOCATION
1	32	3	POWER	RCBO	STAGE 2	10 mm ² 4C+E	3 PHASE SOCKET OUTLET	4	WEST
2	32	3	POWER	RCBO	STAGE 2	10 mm ² 4C+E	3 PHASE SOCKET OUTLET	4	WEST
3	32	3	POWER	RCBO	EXISTING	10 mm ² 4C+E	3 PHASE SOCKET OUTLET	4	WEST
4	20	1	POWER	RCBO	EXISTING	6 mm ² 2C+E	SOCKET OUTLET 10A WEATHER PROOF	1	SHELTER, FAR NORTH WEST
5	20	1	POWER	RCBO	EXISTING ***	4 mm ² 2C+E	BBQ & SOCKET OUTLET 10 WP	2	BBQ AREA, NORTH WEST
6	20	1	POWER	RCBO	STAGE 2	6 mm ² 2C+E	BBQ & SOCKET OUTLET 10 WP	3	BBQ AREA, WEST
7	16	1	POWER	RCBO	STAGE 2	2.5 mm ² 2C+E	1 x SOCKET OUTLET 10A WP	7	DECK / STAGE
8	32	1	POWER		EXISTING	10 mm ² 2C+E	EXELOO	5	WEST
9	20	1	POWER	RCBO	EXISTING	6 mm ² 2C+E	DOUBLE SOCKET OUTLET 10A	9	NORTHERN FEATURE
10	20	1	POWER	RCBO	EXISTING	Direct wired	DOUBLE SOCKET OUTLET 10A		IN SWITCHBOARD
11	16	1	POWER	RCBO	EXISTING	2.5 mm ² 2C+E	SOCKET OUTLET IN IRRIGATION		ADJACENT SWITCHBOARD
12	16	1	LIGHT	CONTRACTOR	STAGE 2	4 mm ² 2C+E	LIGHTING 2x THORN GLADIATOR	1	SHELTER, FAR NORTH WEST
do.			LIGHT	CONTRACTOR	STAGE 2	4 mm ² 2C+E	LIGHTING 2x THORN GLADIATOR	2	BBQ AREA, NORTH WEST
do.			LIGHT	CONTRACTOR	EXISTING	4 mm ² 2C+E	LIGHTING 2x THORN GLADIATOR	3	BBQ AREA, WEST
13	16	1	LIGHT	CONTRACTOR	STAGE 2	4 mm ² 2C+E	LIGHTING, ARCHITECTURAL LIGHTING	6	SOUTHERN FEATURE
14	16	1	LIGHT	CONTRACTOR	EXISTING	4 mm ² 2C+E	LIGHTING, ARCHITECTURAL LIGHTING	8	NORTHERN FEATURE
15	8	1	LIGHT		EXISTING	Direct wired	LIGHTING PE CELL AND CONTACTOR	7	
16	32	3	POWER	RCBO	STAGE 2	10mm ² 4C+E	3 PHASE SOCKET OUTLET	7	STAGE 2 PLATFORM AREA (POWER CABINET)

- * REFER DRAWING.
- ** MAKE PROVISION FOR CIRCUIT INCLUDING CONDUIT ONLY.
- *** CONNECT EXISTING BBD.

SWITCHBOARD NOTES:

ELECTRICAL, 400 V 3 PHASE 10 kA, 100 amp CHASSIS, 24 ways.
CONSTRUCTION, FREE STANDING WEATHER PROOF IP50, EITHER 3mm MARINE GRADE ALUMINIUM OR 16 mm STAINLESS STEEL, HOT DIP GALVANISED STEEL PLINTH.
INCLUDE EQUIPMENT MOUNTING TRAY AND HINGED ESCUTCHEON REQUIRE TOOL TO ACCESS LIVE TERMINALS.
RECESS DOOR TO PROTECT WEATHER SEALS AND REDUCE RISK OF JEMMYING OPEN.
FITTINGS, STAINLESS STEEL HINGES, LOCKING 3 POINT WITH RECESSED LEVEL TYPE HANDLE, LOCKING HASP TO SUIT PADLOCK.
GLAND PLATE IN BASE 3 mm ALUMINIUM.



ELECTRICAL SCHEMATIC

REV	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
D	CONSTRUCTION STAGING UPDATE	09.03.17	AM	MV			
C	NOTES & LEGEND AMENDED.	27.02.17	MW	MV			
B	LEGEND, NOTES & SUB-CIRCUIT SCHEDULE AMENDED		MW	JDT			
A	ISSUED FOR CONSTRUCTION	06.11.14	MW/JDT	JDT	MW	MW	MW

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- ROAD SAFETY & TRAFFIC
- BUILDING SURVEYING
- SPATIAL INFORMATION
- ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE A1

SCALE: AS SHOWN

ORIGINAL SURVEY BY

WEBER FRANKLIN

SURVEY DATE: 31.10.13

COORDS & DATUM

COORDS TO (MGA 54)

ALL LEVELS TO AHD

CITY OF MARION

HALLETT COVE FORESHORE

ELECTRICAL LAYOUT

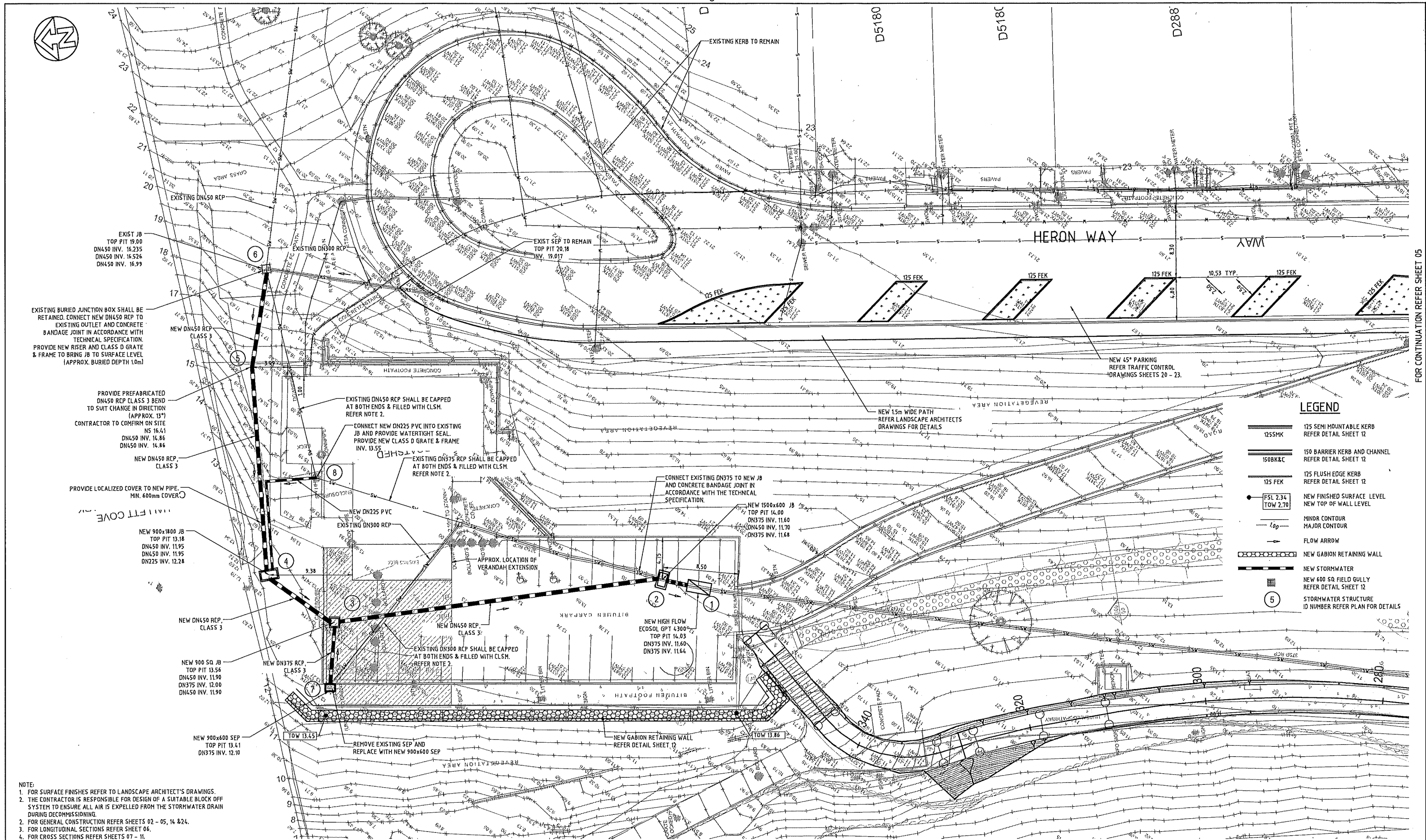
PLAN

FILENAME: 20130249_ELEC.DWG

JOB NUMBER 20130249

SHEET NUMBER 13

REVISION D



PLAN
SCALE 1:200 AT A1

EXISTING BURIED JUNCTION BOX SHALL BE RETAINED. CONNECT NEW DN450 RCP TO EXISTING OUTLET AND CONCRETE BANDAGE JOINT IN ACCORDANCE WITH TECHNICAL SPECIFICATION. PROVIDE NEW RISER AND CLASS D GRATE & FRAME TO BRING JB TO SURFACE LEVEL (APPROX. BURIED DEPTH 1.0m)

PROVIDE PREFABRICATED DN450 RCP CLASS 3 BEND TO SUIT CHANGE IN DIRECTION (APPROX. 13°) CONTRACTOR TO CONFIRM ON SITE NS 16.41 DN450 INV. 14.86 DN450 INV. 14.86

PROVIDE LOCALIZED COVER TO NEW PIPE. MIN. 600mm COVER

NEW DN450 RCP CLASS 3

NEW 900 SQ JB TOP PIT 13.56 DN450 INV. 11.90 DN375 INV. 12.00 DN450 INV. 11.90

NEW 900x600 SEP TOP PIT 13.41 DN375 INV. 12.10

- NOTE:
- FOR SURFACE FINISHES REFER TO LANDSCAPE ARCHITECT'S DRAWINGS.
 - THE CONTRACTOR IS RESPONSIBLE FOR DESIGN OF A SUITABLE BLOCK OFF SYSTEM TO ENSURE ALL AIR IS EXPELLED FROM THE STORMWATER DRAIN DURING DECOMMISSIONING.
 - FOR GENERAL CONSTRUCTION REFER SHEETS 02 - 05, 14 & 24.
 - FOR LONGITUDINAL SECTIONS REFER SHEET 06.
 - FOR CROSS SECTIONS REFER SHEETS 07 - 11.
 - FOR DETAILS REFER SHEET 12.
 - FOR ELECTRICAL LAYOUT REFER SHEET 13.
 - FOR DEMOLITION PLANS REFER SHEETS 15 - 18.
 - FOR STORMWATER LONGITUDINAL SECTIONS REFER SHEET 19.
 - FOR TRAFFIC CONTROL REFER SHEETS 20 - 23.

LEGEND

- 125 SEMI MOUNTABLE KERB REFER DETAIL SHEET 12
- 150 BARRIER KERB AND CHANNEL REFER DETAIL SHEET 12
- 125 FLUSH EDGE KERB REFER DETAIL SHEET 12
- FSL 2.34 NEW FINISHED SURFACE LEVEL
- 1.00 NEW TOP OF WALL LEVEL
- MINOR CONTOUR
- MAJOR CONTOUR
- FLOW ARROW
- NEW GABION RETAINING WALL
- NEW STORMWATER
- NEW 600 SQ FIELD GULLY REFER DETAIL SHEET 12
- STORMWATER STRUCTURE ID NUMBER REFER PLAN FOR DETAILS

NOTES:

0 2 4 8 12
1:200 (A1); 1:400 (A3)

PUBLIC UTILITIES:
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100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

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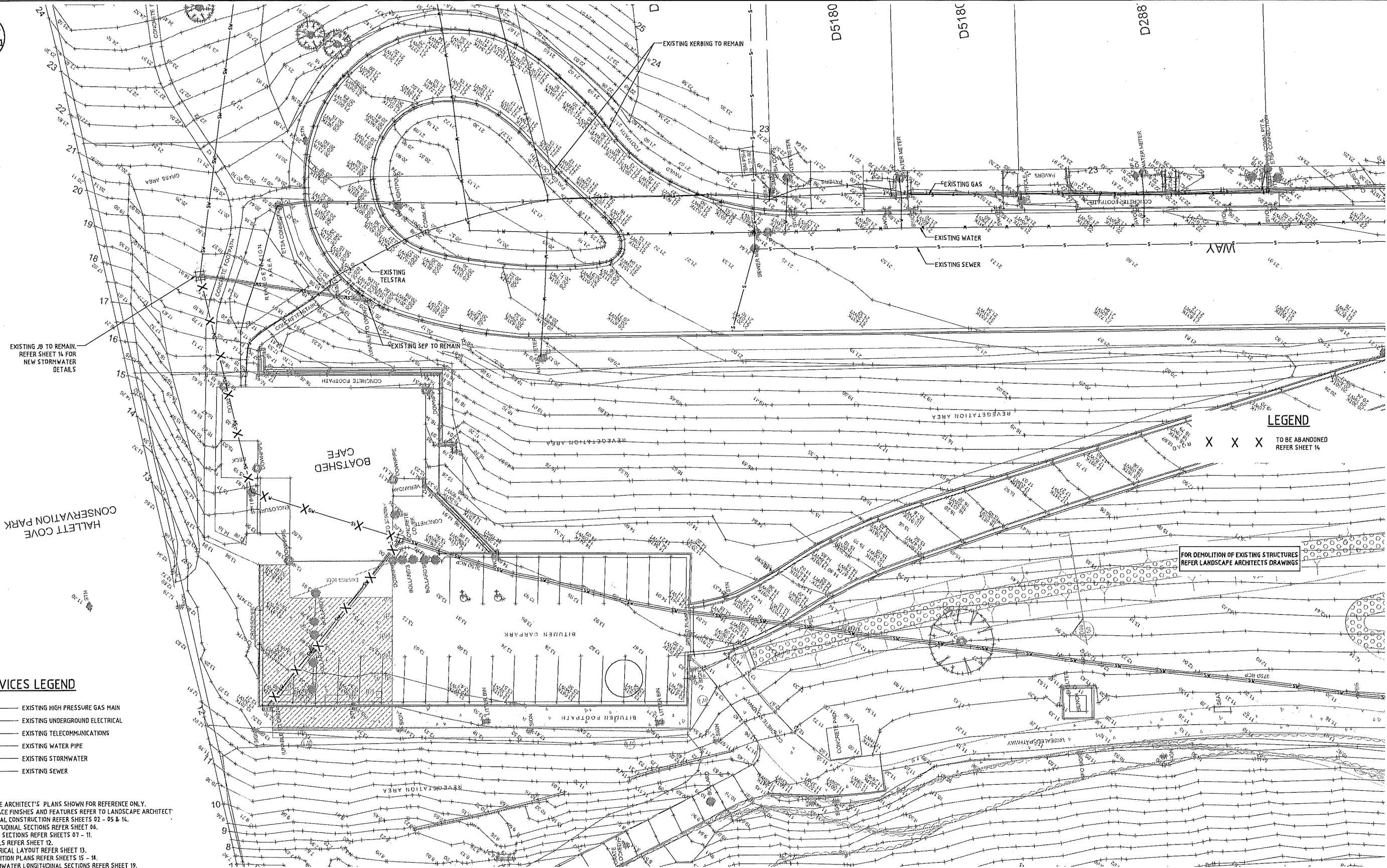
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SHEET SIZE	A1	CITY OF MARION		
SCALE:	AS SHOWN	HALLETT COVE FORESHORE		
ORIGINAL SURVEY BY	WEBER FRANKLIN	GENERAL CONSTRUCTION - SHEET 5		
SURVEY DATE:	31.10.13	PLAN		
COORDS & DATUM	COORDS TO (MGA 54)	FILENAME:	20130249_GEN CON.DWG	JOB NUMBER
ALL LEVELS TO AHD			20130249	SHEET NUMBER
			14	REVISION
				A

REV	ISSUED FOR CONSTRUCTION	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
A	ISSUED FOR CONSTRUCTION	09.03.17	MW	MW			
	AMENDMENT / REASON FOR ISSUE						

FOR CONTINUATION REFER SHEET 05



LEGEND

X X X TO BE ABANDONED REFER SHEET 14

FOR DEMOLITION OF EXISTING STRUCTURES REFER LANDSCAPE ARCHITECTS DRAWINGS

SERVICES LEGEND

- G — EXISTING HIGH PRESSURE GAS MAIN
- E — EXISTING UNDERGROUND ELECTRICAL
- T — EXISTING TELECOMMUNICATIONS
- W — EXISTING WATER PIPE
- SW — EXISTING STORMWATER
- S — EXISTING SEWER

- NOTE:**
1. LANDSCAPE ARCHITECT'S PLANS SHOWN FOR REFERENCE ONLY.
 2. FOR SURFACE FINISHES AND FEATURES REFER TO LANDSCAPE ARCHITECT
 3. FOR GENERAL CONSTRUCTION REFER SHEETS 02 - 05 & 14.
 4. FOR LONGITUDINAL SECTIONS REFER SHEET 04.
 5. FOR CROSS SECTIONS REFER SHEETS 07 - 11.
 6. FOR DETAILS REFER SHEET 12.
 7. FOR ELECTRICAL LAYOUT REFER SHEET 13.
 8. FOR DEMOLITION PLANS REFER SHEETS 15 - 18.
 9. FOR STORMWATER LONGITUDINAL SECTIONS REFER SHEET 19.
 10. FOR TRAFFIC CONTROL REFER SHEETS 20 - 23.
 11. FOR GROSS POLLUTANT TRAP SET OUT REFER SHEET 25.

PLAN
SCALE 1:200 AT A1

REV	ISSUED FOR CONSTRUCTION	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
A	ISSUED FOR CONSTRUCTION	09.03.17	MW	WV			
	AMENDMENT / REASON FOR ISSUE						

NOTES:

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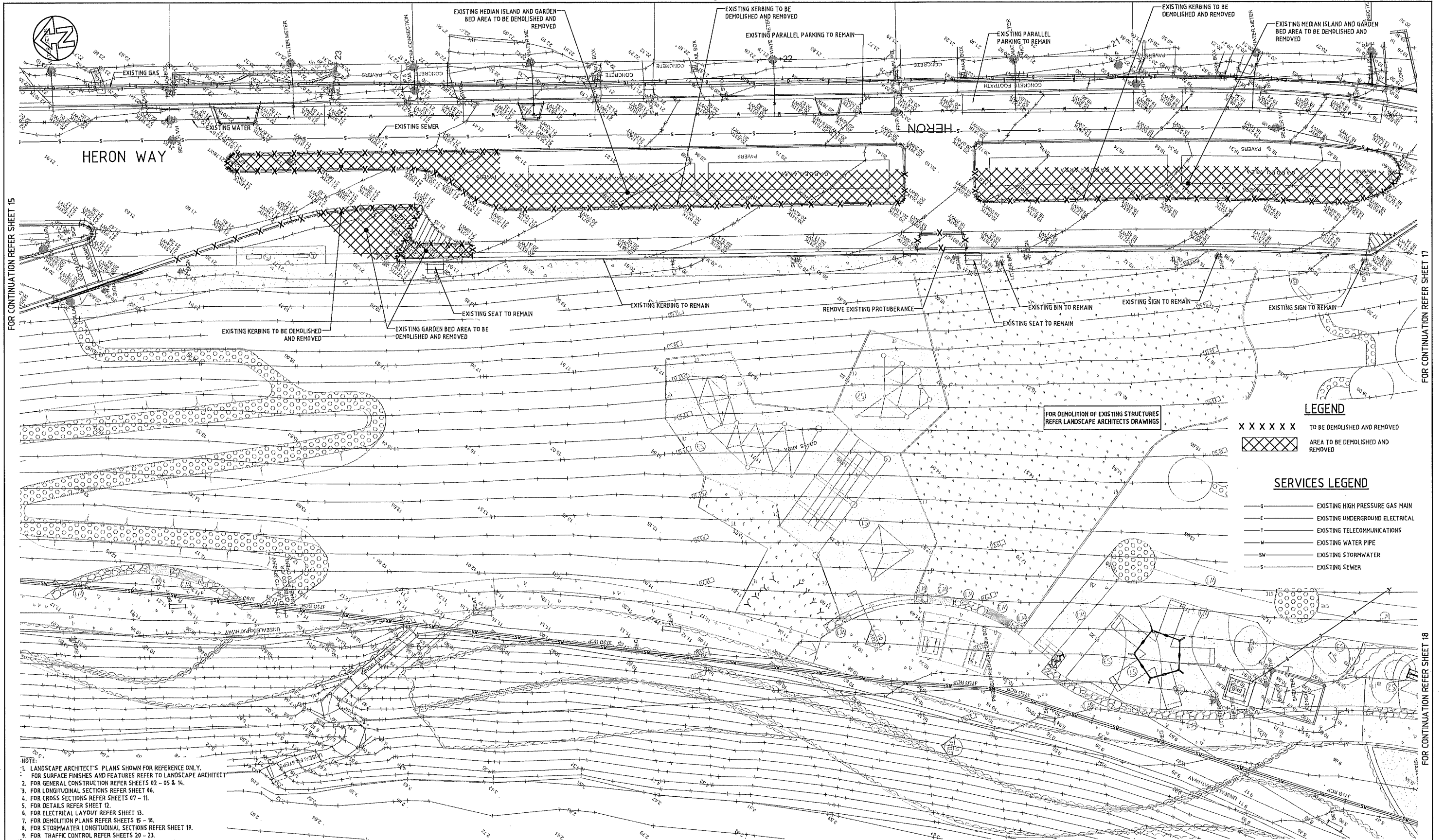
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- ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE	A1	CITY OF MARION
SCALE:	AS SHOWN	HALLETT COVE FORESHORE
ORIGINAL SURVEY BY	WEBER FRANKLIN	DEMOLITION PLAN - SHEET 1
SURVEY DATE:	31.10.13	PLAN
COORDS & DATUM	COORDS TO (MGA 54)	FILENAME:
ALL LEVELS TO AHD		20130249_GEN CON.DWG
	JOB NUMBER	SHEET NUMBER
	20130249	15
	REVISION	REVISION
		A

FOR CONTINUATION REFER SHEET 16



FOR CONTINUATION REFER SHEET 15

FOR CONTINUATION REFER SHEET 17

LEGEND

- X X X X X TO BE DEMOLISHED AND REMOVED
- [Cross-hatched box] AREA TO BE DEMOLISHED AND REMOVED

SERVICES LEGEND

- [Line with 'G'] EXISTING HIGH PRESSURE GAS MAIN
- [Line with 'E'] EXISTING UNDERGROUND ELECTRICAL
- [Line with 'T'] EXISTING TELECOMMUNICATIONS
- [Line with 'W'] EXISTING WATER PIPE
- [Line with 'SW'] EXISTING STORMWATER
- [Line with 'S'] EXISTING SEWER

- NOTE:**
1. LANDSCAPE ARCHITECT'S PLANS SHOWN FOR REFERENCE ONLY.
 2. FOR SURFACE FINISHES AND FEATURES REFER TO LANDSCAPE ARCHITECT
 3. FOR GENERAL CONSTRUCTION REFER SHEETS 02 - 05 & 14.
 4. FOR LONGITUDINAL SECTIONS REFER SHEET 06.
 5. FOR CROSS SECTIONS REFER SHEETS 07 - 11.
 6. FOR DETAILS REFER SHEET 12.
 7. FOR ELECTRICAL LAYOUT REFER SHEET 13.
 8. FOR DEMOLITION PLANS REFER SHEETS 15 - 18.
 9. FOR STORMWATER LONGITUDINAL SECTIONS REFER SHEET 19.
 10. FOR TRAFFIC CONTROL REFER SHEETS 20 - 23.
 11. FOR GROSS POLLUTANT TRAP SET OUT REFER SHEET 25.

PLAN
SCALE 1:200 AT A1

FOR CONTINUATION REFER SHEET 18

REV	ISSUED FOR CONSTRUCTION	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
A	ISSUED FOR CONSTRUCTION	09.03.17	MW	IN			
	AMENDMENT / REASON FOR ISSUE						

NOTES:

0 2 4 8 12
1:200 (A1); 1:400 (A3)

PUBLIC UTILITIES:
THE SERVICES SHOWN ARE DERIVED FROM PLANS OBTAINED FROM THE RELEVANT SERVICE AUTHORITIES. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO ARRANGE WITH THE RELEVANT SERVICE AUTHORITIES FOR CONFIRMATION OF SERVICES AND THEIR LOCATION BEFORE EXCAVATION WORK COMMENCES.

100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

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- CIVIL INFRASTRUCTURE
- STRUCTURAL
- ENVIRONMENTAL
- WATER RESOURCES
- STORMWATER MANAGEMENT
- ROAD SAFETY & TRAFFIC
- BUILDING SURVEYING
- SPATIAL INFORMATION
- ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE A1

SCALE: AS SHOWN

ORIGINAL SURVEY BY WEBER FRANKLIN

SURVEY DATE: 31.10.13

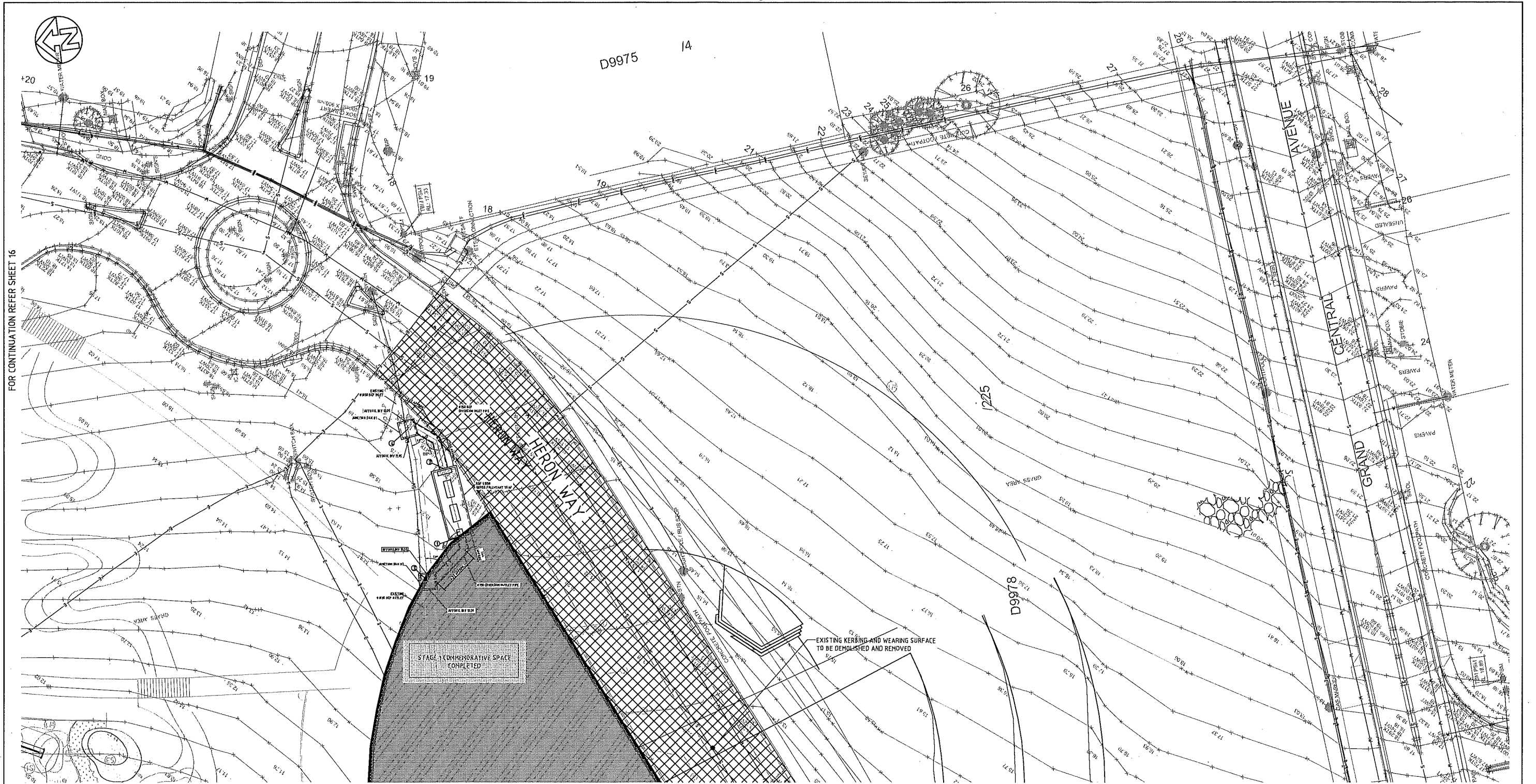
COORDS & DATUM COORDS TO (MGA 54)

ALL LEVELS TO AHD

CITY OF MARION

HALLETT COVE FORESHORE
DEMOLITION PLAN - SHEET 2
PLAN

FILENAME: 20130249_GEN CON.DWG	JOB NUMBER: 20130249	SHEET NUMBER: 16	REVISION: A
--------------------------------	----------------------	------------------	-------------



FOR CONTINUATION REFER SHEET 16

FOR CONTINUATION REFER SHEET 18

PLAN
SCALE 1:200 AT A1

- NOTE:
1. LANDSCAPE ARCHITECT'S PLANS SHOWN FOR REFERENCE ONLY. FOR SURFACE FINISHES AND FEATURES REFER TO LANDSCAPE ARCHITECT
 2. FOR GENERAL CONSTRUCTION REFER SHEETS 02 - 05 & 14.
 3. FOR LONGITUDINAL SECTIONS REFER SHEET 06.
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 6. FOR ELECTRICAL LAYOUT REFER SHEET 13.
 7. FOR DEMOLITION PLANS REFER SHEETS 15 - 18.
 8. FOR STORMWATER LONGITUDINAL SECTIONS REFER SHEET 19.
 9. FOR TRAFFIC CONTROL REFER SHEETS 20 - 23.
 10. FOR GROSS POLLUTANT TRAP SET OUT REFER SHEET 25.

LEGEND

- XXXXX TO BE DEMOLISHED AND REMOVED
- X AREA TO BE DEMOLISHED AND REMOVED
- [Hatched Box] COMPLETED WORKS

FOR DEMOLITION OF EXISTING STRUCTURES REFER LANDSCAPE ARCHITECTS DRAWINGS

SERVICES LEGEND

- G EXISTING HIGH PRESSURE GAS MAIN
- E EXISTING UNDERGROUND ELECTRICAL
- T EXISTING TELECOMMUNICATIONS
- W EXISTING WATER PIPE
- SW EXISTING STORMWATER
- S EXISTING SEWER

REV	ISSUED FOR CONSTRUCTION	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
A	ISSUED FOR CONSTRUCTION		09.03.17	MW	MV			

NOTES:

PUBLIC UTILITIES:
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100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

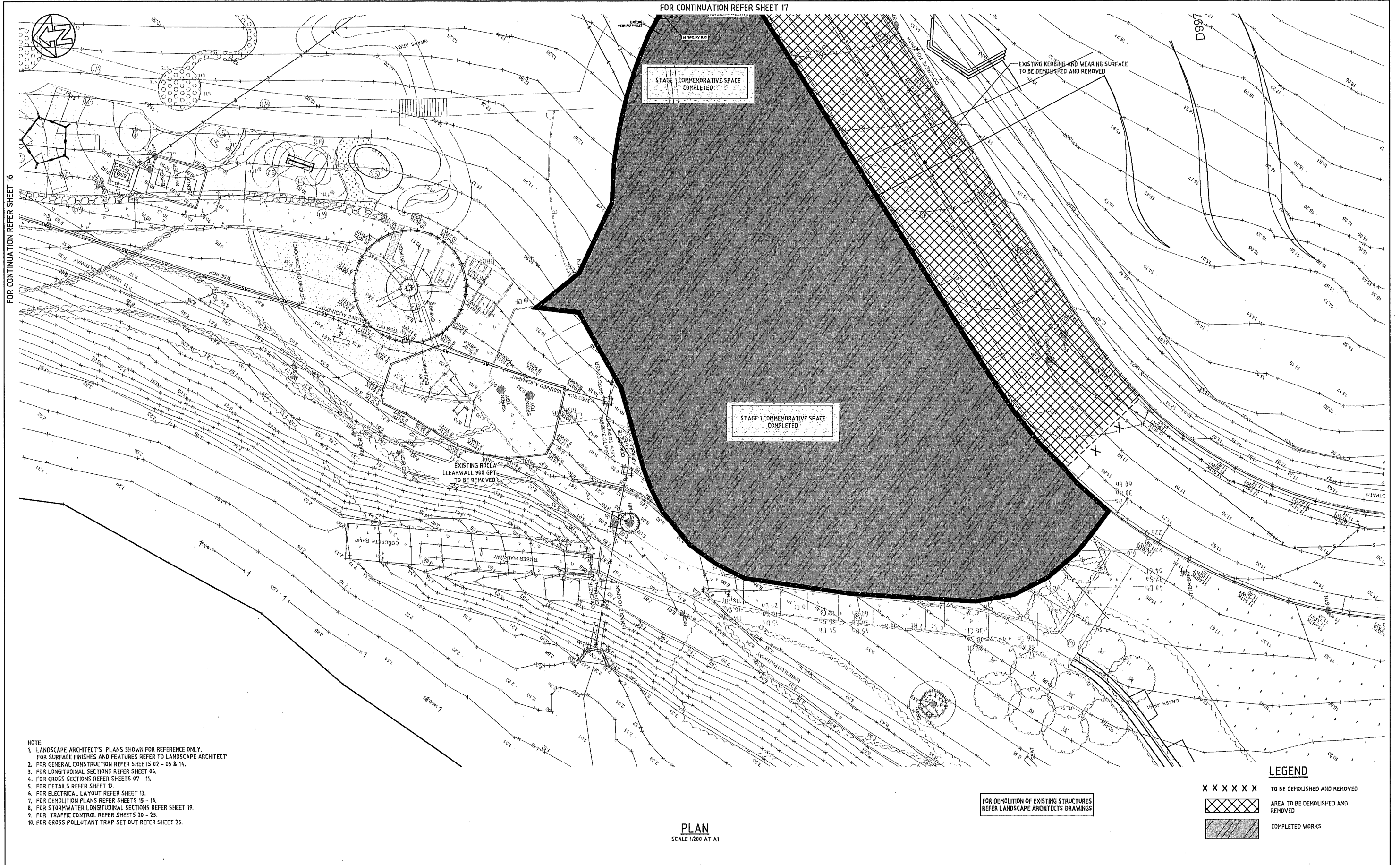
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- STORMWATER MANAGEMENT
- ROAD SAFETY & TRAFFIC
- BUILDING SURVEYING
- SPATIAL INFORMATION
- ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE	A1	CITY OF MARION
SCALE	AS SHOWN	HALLETT COVE FORESHORE
ORIGINAL SURVEY BY	WEBER FRANKLIN	DEMOLITION PLAN - SHEET 3
SURVEY DATE	31.10.13	PLAN
COORDS & DATUM	COORDS TO (MGA 54)	FILENAME: 20130249_GEN CON.DWG
ALL LEVELS TO AHD		JOB NUMBER: 20130249
		SHEET NUMBER: 17
		REVISION: A

FOR CONTINUATION REFER SHEET 17



FOR CONTINUATION REFER SHEET 16

- NOTE:
1. LANDSCAPE ARCHITECT'S PLANS SHOWN FOR REFERENCE ONLY. FOR SURFACE FINISHES AND FEATURES REFER TO LANDSCAPE ARCHITECT
 2. FOR GENERAL CONSTRUCTION REFER SHEETS 02 - 05 & 14.
 3. FOR LONGITUDINAL SECTIONS REFER SHEET 06.
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 5. FOR DETAILS REFER SHEET 12.
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 8. FOR STORMWATER LONGITUDINAL SECTIONS REFER SHEET 19.
 9. FOR TRAFFIC CONTROL REFER SHEETS 20 - 23.
 10. FOR GROSS POLLUTANT TRAP SET OUT REFER SHEET 25.

PLAN
SCALE 1:200 AT A1

FOR DEMOLITION OF EXISTING STRUCTURES REFER LANDSCAPE ARCHITECTS DRAWINGS

LEGEND

- XXXXXX TO BE DEMOLISHED AND REMOVED
- AREA TO BE DEMOLISHED AND REMOVED
- COMPLETED WORKS

REV	ISSUED FOR CONSTRUCTION	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
A	ISSUED FOR CONSTRUCTION		09.03.17	MW	MW			

NOTES:

0 2 4 8 12
1:200 (A1); 1:400 (A3)

PUBLIC UTILITIES:
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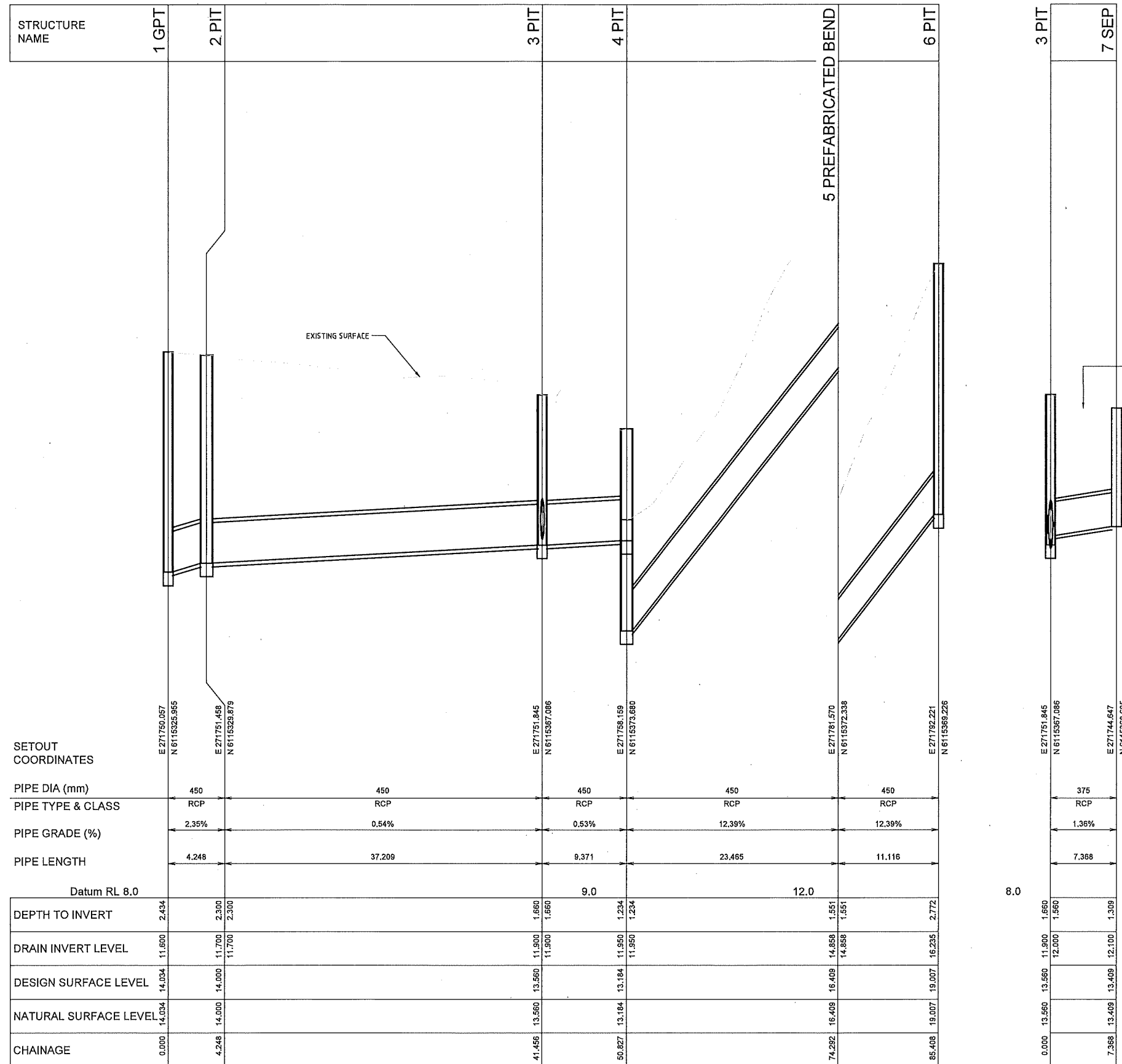
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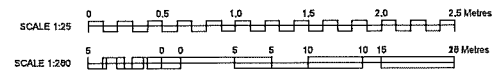
- ▣ CIVIL INFRASTRUCTURE
- ▣ STRUCTURAL
- ▣ ENVIRONMENTAL
- ▣ WATER RESOURCES
- ▣ STORMWATER MANAGEMENT
- ▣ ROAD SAFETY & TRAFFIC
- ▣ BUILDING SURVEYING
- ▣ SPATIAL INFORMATION
- ▣ ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE	A1	CITY OF MARION			
SCALE:	AS SHOWN	HALLETT COVE FORESHORE			
ORIGINAL SURVEY BY	WEBER FRANKLIN	DEMOLITION PLAN - SHEET 4			
SURVEY DATE:	31.10.13	PLAN			
COORDS & DATUM	COORNS TO (MGA 54)	FILENAME:	20130249_GEN.CONL.DWG	JOB NUMBER	20130249
ALL LEVELS TO AHD				SHEET NUMBER	18
				REVISION	A



LONGITUDINAL PROFILE

SCALE H=1:250 AT A1
V=1:25 AT A1



REV	ISSUED FOR CONSTRUCTION	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
A	ISSUED FOR CONSTRUCTION	09.03.17	MW	MV			
	AMENDMENT / REASON FOR ISSUE						

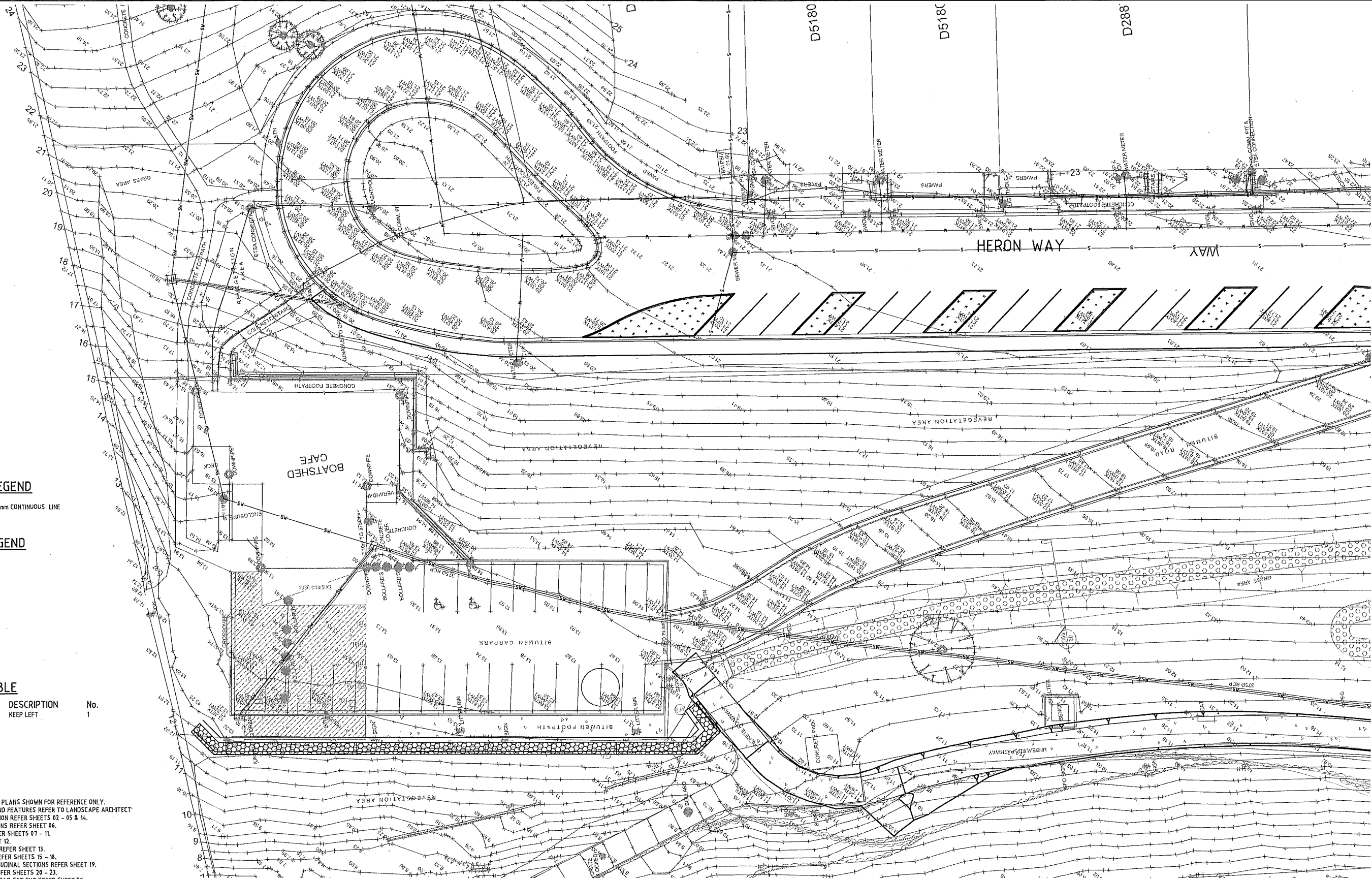
NOTES:

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- CIVIL INFRASTRUCTURE
- STRUCTURAL
- ENVIRONMENTAL
- WATER RESOURCES
- STORMWATER MANAGEMENT
- ROAD SAFETY & TRAFFIC
- BUILDING SURVEYING
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SHEET SIZE	A1	CITY OF MARION		
SCALE	AS SHOWN	HALLETT COVE FORESHORE		
ORIGINAL SURVEY BY	WEBER FRANKLIN	STORMWATER		
SURVEY DATE	31.10.13	LONGITUDINAL PROFILES		
COORDS & DATUM	COORDS TO (MGA 54)	FILENAME:	JOB NUMBER	SHEET NUMBER
ALL LEVELS TO AHD		20130249_SECTIONS.DWG	20130249	19
				REVISION
				A



LEGEND

100 CL 100m CONTINUOUS LINE

SIGN LEGEND



SIGNAGE TABLE

DESIGNATION	DESCRIPTION	No.
R2-3L	KEEP LEFT	1

- NOTE:
1. LANDSCAPE ARCHITECT'S PLANS SHOWN FOR REFERENCE ONLY. FOR SURFACE FINISHES AND FEATURES REFER TO LANDSCAPE ARCHITECT
 2. FOR GENERAL CONSTRUCTION REFER SHEETS 02 - 05 & 14.
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 5. FOR DETAILS REFER SHEET 12.
 6. FOR ELECTRICAL LAYOUT REFER SHEET 13.
 7. FOR DEMOLITION PLANS REFER SHEETS 15 - 18.
 8. FOR STORMWATER LONGITUDINAL SECTIONS REFER SHEET 19.
 9. FOR TRAFFIC CONTROL REFER SHEETS 20 - 23.
 10. FOR GROSS POLLUTANT TRAP SET OUT REFER SHEET 25.

PLAN
SCALE 1:200 AT A1

REV	ISSUED FOR CONSTRUCTION	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
A	ISSUED FOR CONSTRUCTION	09.03.17	MIN	MV			
	AMENDMENT / REASON FOR ISSUE						

NOTES:

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SHEET SIZE **A1**

SCALE: AS SHOWN

ORIGINAL SURVEY BY
WEBER FRANKLIN

SURVEY DATE: 31.10.13

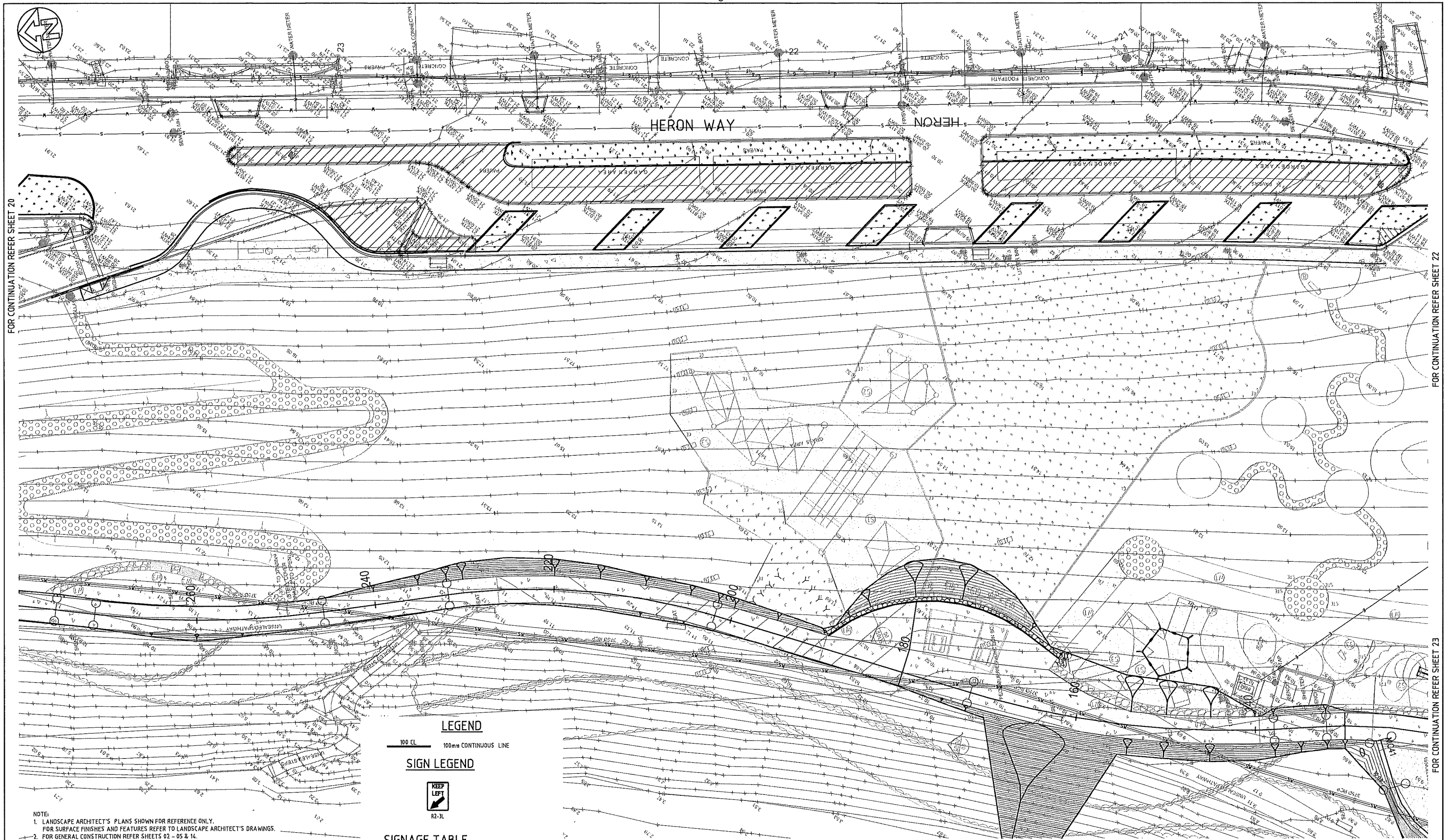
COORDS & DATUM
COORDS TO (MGA54)
ALL LEVELS TO AHD

CITY OF MARION

HALLETT COVE FORESHORE
TRAFFIC CONTROL - SHEET 1
PLAN

FILENAME:	JOB NUMBER	SHEET NUMBER	REVISION
20130249_GEN CON.DWG	20130249	20	A

FOR CONTINUATION REFER SHEET 21



FOR CONTINUATION REFER SHEET 20

FOR CONTINUATION REFER SHEET 22

FOR CONTINUATION REFER SHEET 23

LEGEND

100 CL 100mm CONTINUOUS LINE

SIGN LEGEND



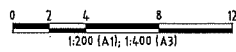
SIGNAGE TABLE

DESIGNATION	DESCRIPTION	No.
R2-3L	KEEP LEFT	1

PLAN
SCALE 1:200 AT A1

- NOTE:
1. LANDSCAPE ARCHITECT'S PLANS SHOWN FOR REFERENCE ONLY. FOR SURFACE FINISHES AND FEATURES REFER TO LANDSCAPE ARCHITECT'S DRAWINGS.
 2. FOR GENERAL CONSTRUCTION REFER SHEETS 02 - 05 & 14.
 3. FOR LONGITUDINAL SECTIONS REFER SHEET 06.
 4. FOR CROSS SECTIONS REFER SHEETS 07 - 11.
 5. FOR DETAILS REFER SHEET 12.
 6. FOR ELECTRICAL LAYOUT REFER SHEET 13.
 7. FOR DEMOLITION PLANS REFER SHEETS 15 - 18.
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 9. FOR TRAFFIC CONTROL REFER SHEETS 20 - 23.

NOTES:



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SHEET SIZE A1

CITY OF MARION

SCALE: AS SHOWN

HALLETT COVE FORESHORE
TRAFFIC CONTROL - SHEET 2
PLAN

ORIGINAL SURVEY BY
WEBER FRANKLIN

SURVEY DATE: 31.10.13

COORDS & DATUM
COORDS TO (MGA 54)
ALL LEVELS TO AHD

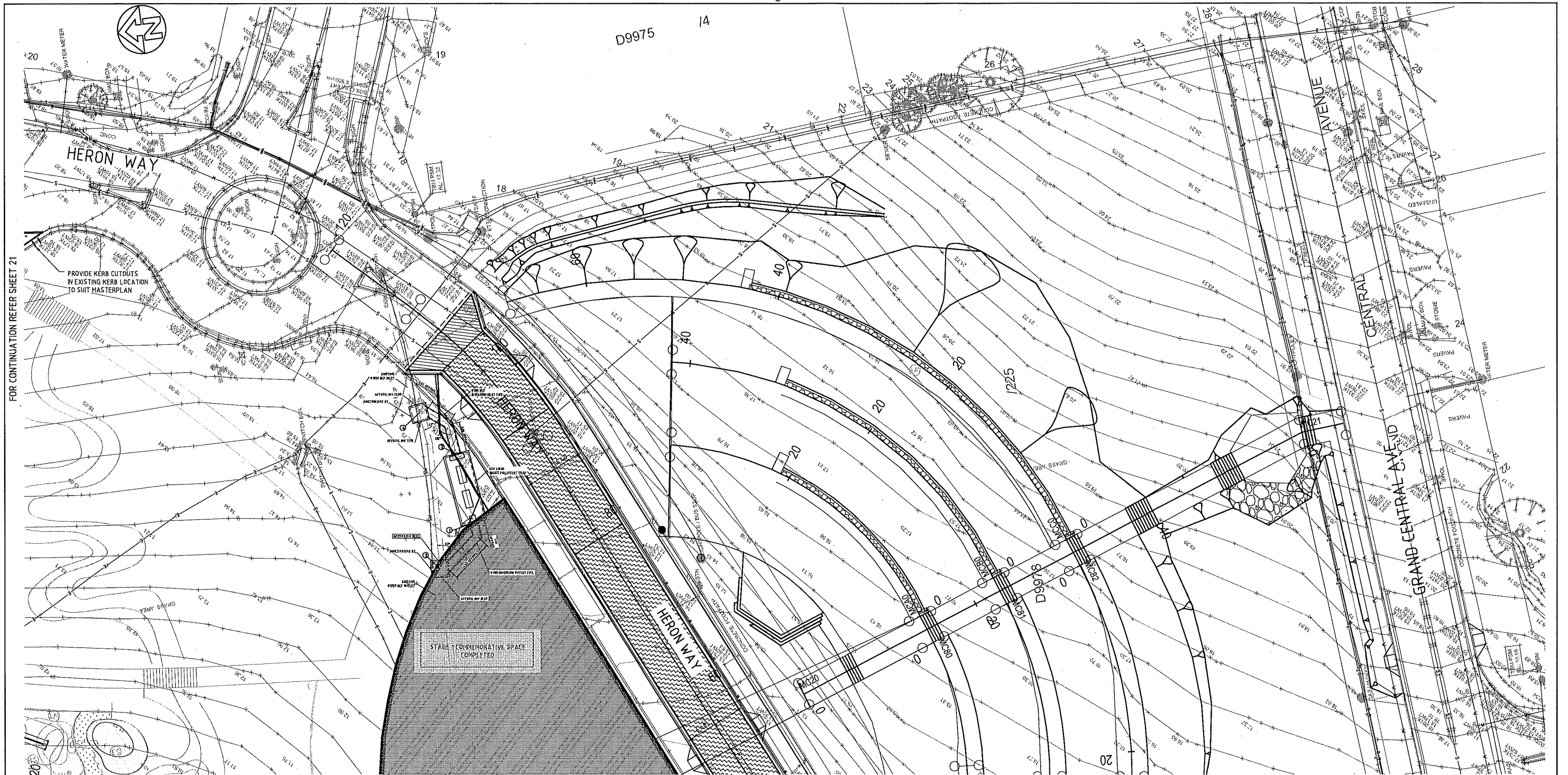
FILENAME: 20130249_GEN CON.DWG

JOB NUMBER
20130249

SHEET NUMBER
21

REVISION
A

REV	ISSUED FOR CONSTRUCTION	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
A	ISSUED FOR CONSTRUCTION	09.03.17	MW	MW			
	AMENDMENT / REASON FOR ISSUE						



FOR CONTINUATION REFER SHEET 21

FOR CONTINUATION REFER SHEET 23

PLAN
SCALE 1:200 AT A1

LEGEND

100 CL 100mm CONTINUOUS LINE

- NOTE:**
1. LANDSCAPE ARCHITECT'S PLANS SHOWN FOR REFERENCE ONLY. FOR SURFACE FINISHES AND FEATURES REFER TO LANDSCAPE ARCHITECT
 2. FOR GENERAL CONSTRUCTION REFER SHEETS 02 - 05 & 14.
 3. FOR LONGITUDINAL SECTIONS REFER SHEET 06.
 4. FOR CROSS SECTIONS REFER SHEETS 07 - 11.
 5. FOR DETAILS REFER SHEET 12.
 6. FOR ELECTRICAL LAYOUT REFER SHEET 13.
 7. FOR DEMOLITION PLANS REFER SHEETS 15 - 18.
 8. FOR STORMWATER LONGITUDINAL SECTIONS REFER SHEET 19.
 9. FOR TRAFFIC CONTROL REFER SHEETS 20 - 23.
 10. FOR GROSS POLLUTANT TRAP SET OUT REFER SHEET 25.

SERVICES LEGEND

- G — EXISTING HIGH PRESSURE GAS MAIN
- E — EXISTING UNDERGROUND ELECTRICAL
- T — EXISTING TELECOMMUNICATIONS
- W — EXISTING WATER PIPE
- SW — EXISTING STORMWATER
- S — EXISTING SEWER

REV	ISSUED FOR CONSTRUCTION	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
A	ISSUED FOR CONSTRUCTION	09.03.17	MW	IN			
	AMENDMENT / REASON FOR ISSUE						

NOTES:

0 2 4 8 12
1:200 (A1); 1:400 (A3)

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100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

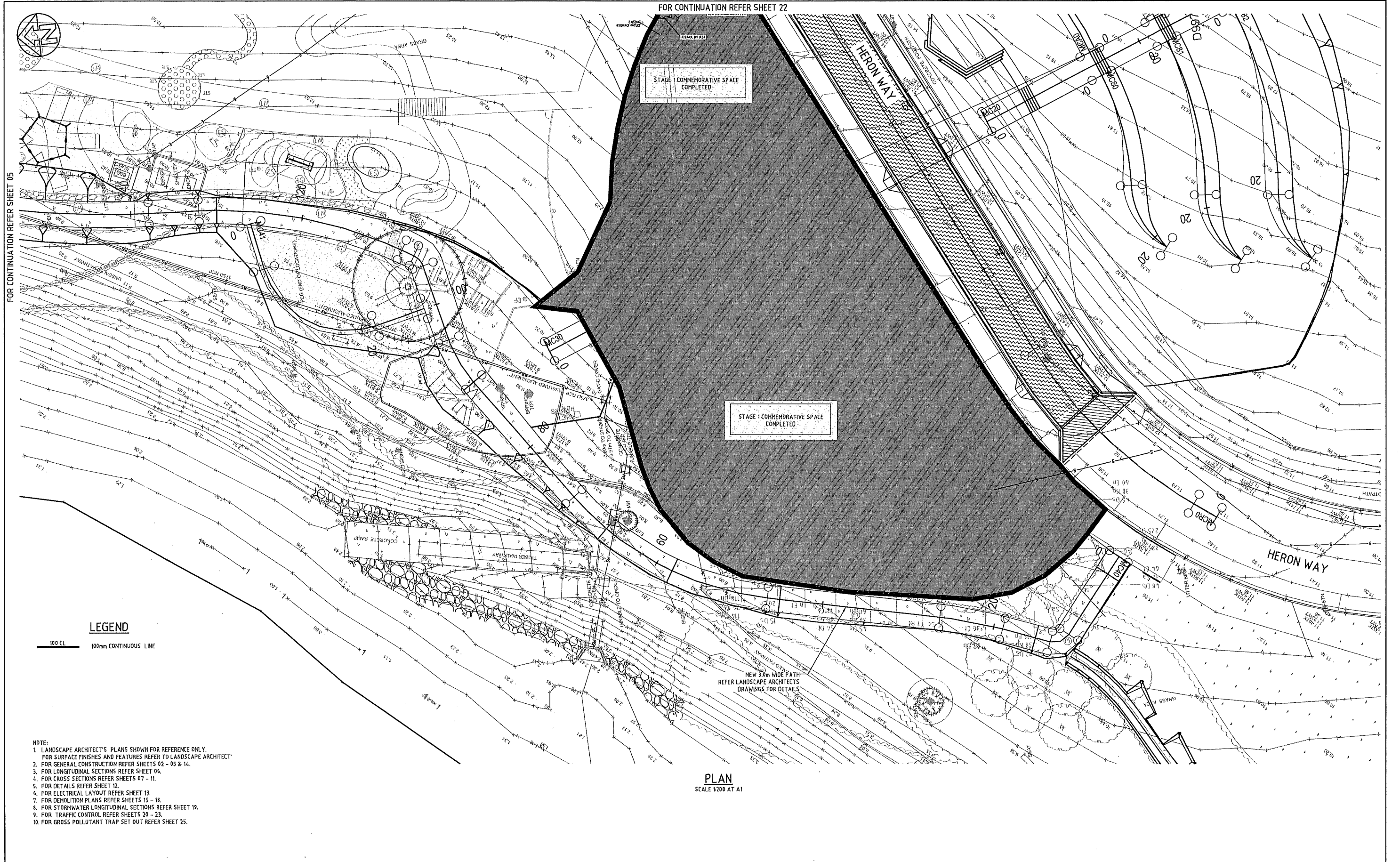
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SHEET SIZE	A1	CITY OF MARION
SCALE:	AS SHOWN	HALLETT COVE FORESHORE
ORIGINAL SURVEY BY	WEBER FRANKLIN	TRAFFIC CONTROL - SHEET 3
SURVEY DATE:	31.10.13	PLAN
COORDS & DATUM	COOR5 & DATUM (MGA 54)	FILENAME:
ALL LEVELS TO AHD		20130249_GEN CON.DWG
	JOB NUMBER	SHEET NUMBER
	20130249	22
	REVISION	REVISION
	A	A

FOR CONTINUATION REFER SHEET 22



PLAN
SCALE 1:200 AT A1

- NOTE:
1. LANDSCAPE ARCHITECT'S PLANS SHOWN FOR REFERENCE ONLY. FOR SURFACE FINISHES AND FEATURES REFER TO LANDSCAPE ARCHITECT
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 8. FOR STORMWATER LONGITUDINAL SECTIONS REFER SHEET 19.
 9. FOR TRAFFIC CONTROL REFER SHEETS 20 - 23.
 10. FOR GROSS POLLUTANT TRAP SET OUT REFER SHEET 25.

REV	ISSUED FOR CONSTRUCTION	AMENDMENT/ REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
A	ISSUED FOR CONSTRUCTION		09.03.17	MW	MW			

NOTES:

0 2 4 8 12
1200 (A1); 1:400 (A3)

PUBLIC UTILITIES:
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100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

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









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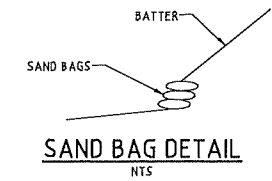
- CIVIL INFRASTRUCTURE
- STRUCTURAL
- ENVIRONMENTAL
- WATER RESOURCES
- STORMWATER MANAGEMENT
- ROAD SAFETY & TRAFFIC
- BUILDING SURVEYING
- SPATIAL INFORMATION
- ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE	A1	CITY OF MARION
SCALE:	AS SHOWN	HALLETT COVE FORESHORE
ORIGINAL SURVEY BY	WEBER FRANKLIN	TRAFFIC CONTROL - SHEET 4
SURVEY DATE:	31.10.13	PLAN
COORDS & DATUM	ALL LEVELS TO AHD	FILENAME:
20130249_GEN.CON.DWG	JOB NUMBER	20130249
23	SHEET NUMBER	23
A	REVISION	A



LEGEND

-  125 SEMI MOUNTABLE KERB
REFER DETAIL SHEET 12
-  150 BARRIER KERB AND CHANNEL
REFER DETAIL SHEET 12
-  125 FLUSH EDGE KERB
REFER DETAIL SHEET 12
-  FSL 2.34
TOW 2.70
NEW FINISHED SURFACE LEVEL
NEW TOP OF WALL LEVEL
-  2.00
MINOR CONTOUR
-  MAJOR CONTOUR
-  FLOW ARROW
-  NEW GABION RETAINING WALL
-  NEW STORMWATER
-  NEW 600 SQ. FIELD GULLY
REFER DETAIL SHEET 12



- NOTE:**
1. FOR SURFACE FINISHES REFER TO LANDSCAPE ARCHITECT'S DRAWINGS.
 2. THE CONTRACTOR IS RESPONSIBLE FOR DESIGN OF A SUITABLE BLOCK OFF SYSTEM TO ENSURE ALL AIR IS EXPELLED FROM THE STORMWATER DRAIN DURING DECOMMISSIONING.
 2. FOR GENERAL CONSTRUCTION REFER SHEETS 02 - 05, 14 & 24.
 3. FOR LONGITUDINAL SECTIONS REFER SHEET 06.
 4. FOR CROSS SECTIONS REFER SHEETS 07 - 11.
 5. FOR DETAILS REFER SHEET 12.
 6. FOR ELECTRICAL LAYOUT REFER SHEET 13.
 7. FOR DEMOLITION PLANS REFER SHEETS 15 - 18.
 8. FOR STORMWATER LONGITUDINAL SECTIONS REFER SHEET 19.
 9. FOR TRAFFIC CONTROL REFER SHEETS 20 - 23.

PLAN
SCALE 1:200 AT A1

REV	AMENDMENT/ REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
A	ISSUED FOR CONSTRUCTION	09.03.17	MW	IN			

NOTES:

0 2 4 8 12
1:200 (A1); 1:400 (A3)

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100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

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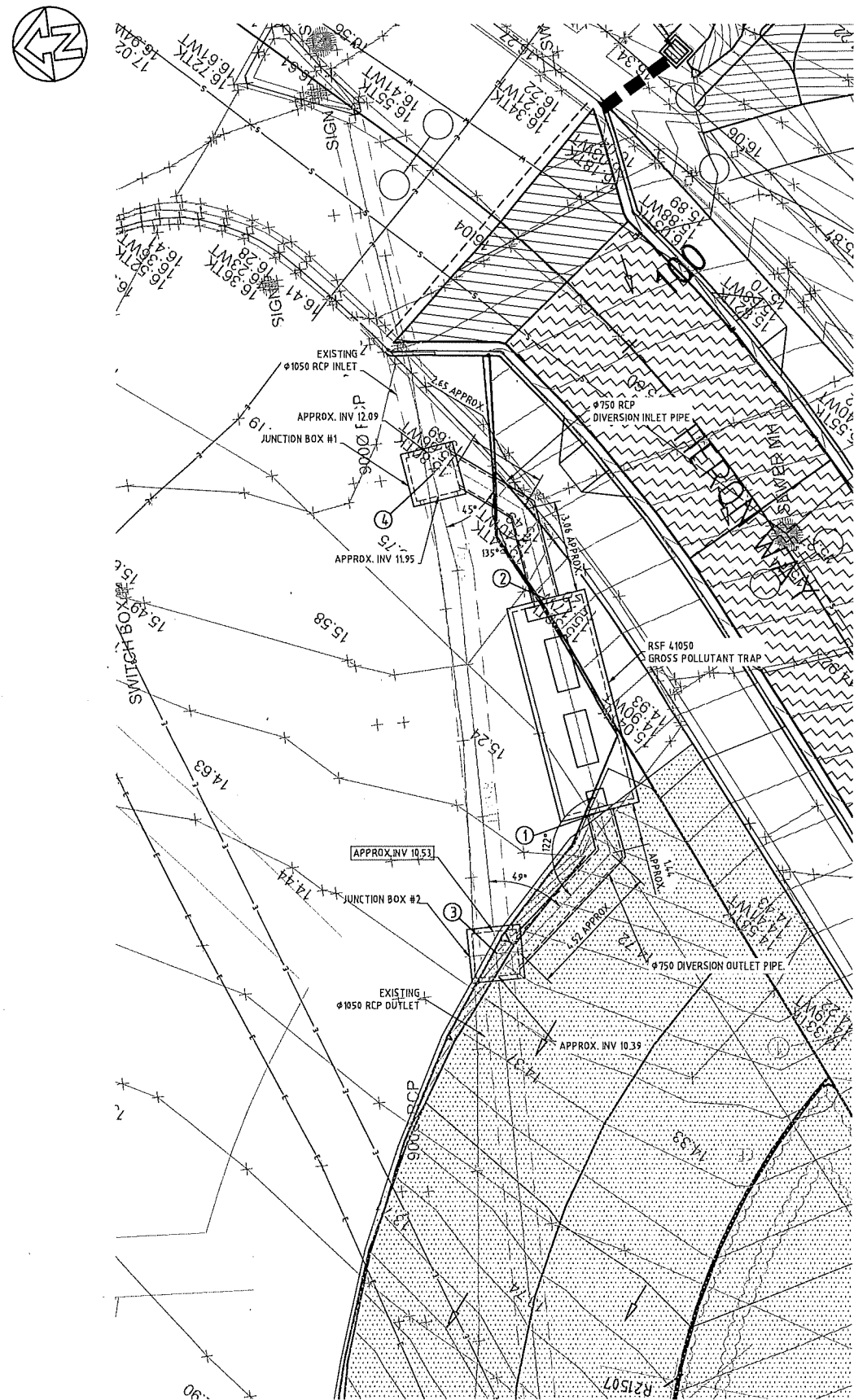


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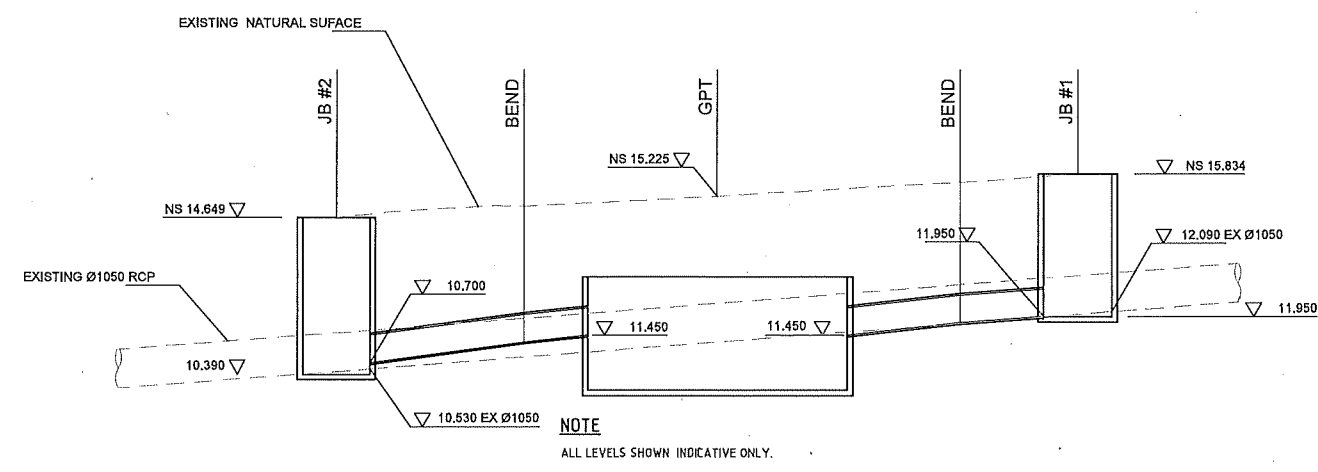
- ▣ CIVIL INFRASTRUCTURE
- ▣ STRUCTURAL
- ▣ ENVIRONMENTAL
- ▣ WATER RESOURCES
- ▣ STORMWATER MANAGEMENT
- ▣ ROAD SAFETY & TRAFFIC
- ▣ BUILDING SURVEYING
- ▣ SPATIAL INFORMATION
- ▣ ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE	A1	CITY OF MARION
SCALE:	AS SHOWN	HALLETT COVE FORESHORE
ORIGINAL SURVEY BY	WEBER FRANKLIN	GENERAL CONSTRUCTION - SHEET 6
SURVEY DATE:	31.10.13	PLAN
COORDS & DATUM	COORDS TO (MGA54)	FILENAME:
ALL LEVELS TO AHD		20130249_GEN CON.DWG
	JOB NUMBER	SHEET NUMBER
	20130249	24
	REVISION	A

FOR CONTINUATION REFER SHEET 05



GPT SETOUT PLAN
SCALE 1:100 AT A1



GPT LONGITUDINAL SECTION
SCALE 1:250 AT A1

LEGEND

- ② GPT SETOUT POINT ID

NOTE

NEW RSF 41050 GROSS POLLUTANT TRAP AND JUNCTION BOXES
 THE SETOUT FOR THE GPT AND JUNCTION BOXES HAS BEEN BASED ON THREE DEPTHING LOCATIONS OF THE EXISTING Ø1050 RCP. THE FINAL POSITION AND DEPTH OF THE EXISTING PIPE SHALL BE CONFIRMED PRIOR TO INSTALLATION OF THE JUNCTION BOXES AND PIPES CONNECTING TO THE GPT. THE LEVELS SHOWN ON THIS PLAN ARE INDICATIVE ONLY, PARTICULARLY THE DOWNSTREAM JUNCTION BOX, WHERE THE LEVELS HAVE BEEN INTERPOLATED BASED ON THE DEPTHING INFORMATION.
 FOR ALL DETAILS AND DIMENSIONS OF JUNCTION BOXES AND GPT AND ASSOCIATED WORKS, REFER TO ECOSOL DRAWINGS.

GPT SETOUT (APPROX.)

ID	DESCRIPTION	EASTING	NORTHING	INVERT
1	WESTERN OUTLET GPT	271712.712	6115048.4100	11.45
2	EASTERN INLET GPT	271720.0160	6115049.234	11.45
3	INVERT JUNCTION BOX #2	271708.491	6115052.5270	10.39
4	INVERT JUNCTION BOX #1	271724.666	6115052.3930	11.95

- NOTE:
1. FOR SURFACE FINISHES REFER TO LANDSCAPE ARCHITECT'S DRAWINGS.
 2. THE CONTRACTOR IS RESPONSIBLE FOR DESIGN OF A SUITABLE BLOCK OFF SYSTEM TO ENSURE ALL AIR IS EXPELLED FROM THE STORMWATER DRAIN DURING DECOMMISSIONING.
 2. FOR GENERAL CONSTRUCTION REFER SHEETS 02 - 05, 14 & 24.
 3. FOR LONGITUDINAL SECTIONS REFER SHEET 06.
 4. FOR CROSS SECTIONS REFER SHEETS 07 - 11.
 5. FOR DETAILS REFER SHEET 12.
 6. FOR ELECTRICAL LAYOUT REFER SHEET 13.
 7. FOR DEMOLITION PLANS REFER SHEETS 15 - 18.
 8. FOR STORMWATER LONGITUDINAL SECTIONS REFER SHEET 19.
 9. FOR TRAFFIC CONTROL REFER SHEETS 20 - 23.

REV	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
B	CONSTRUCTION STAGING UPDATE	09.03.17	MW	MW			
A	GPT DETAILS ADDED	26.09.18	MW	NR			

NOTES:

PUBLIC UTILITIES:
 THE SERVICES SHOWN ARE DERIVED FROM PLANS OBTAINED FROM THE RELEVANT SERVICE AUTHORITIES. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO ARRANGE WITH THE RELEVANT SERVICE AUTHORITIES FOR CONFIRMATION OF SERVICES AND THEIR LOCATION BEFORE EXCAVATION WORK COMMENCES.

100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

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a better approach

- CIVIL INFRASTRUCTURE
- STRUCTURAL
- ENVIRONMENTAL
- WATER RESOURCES
- STORMWATER MANAGEMENT
- ROAD SAFETY & TRAFFIC
- BUILDING SURVEYING
- SPATIAL INFORMATION
- ELECTRICAL, MECHANICAL AND AUTOMOTIVE

SHEET SIZE	A1	CITY OF MARION							
SCALE:	AS SHOWN	HALLETT COVE FORESHORE							
ORIGINAL SURVEY BY	WEBER FRANKLIN	GENERAL CONSTRUCTION - SHEET 7							
SURVEY DATE:	31.10.13	PLAN							
COORDS & DATUM	COOROS TO (MGA54)	FILENAME:	20130249_GEN CON.DWG	JOB NUMBER	20130249	SHEET NUMBER	25	REVISION	B
ALL LEVELS TO AHD									

Attachment 2

Table 1

Whole of Life Cost Analysis		Hallett Cove Stage 5 Amphitheatre									
Description	Lifecycle Yrs	Acquisition Cost	Projected Operating Costs pa	Projected Maintenance Costs pa	Total Projected O&M pa	Less Existing O&M pa	Net Increase O&M pa	Projected Depreciation/ Renewal pa	Net Increase Depreciation/ Renewal pa	Whole of Life Cost of Proposal	Whole of Life Increase Cost of Proposal
Total (whole of life cost based upon 50 years)		\$1,028,308	\$5,130	\$41,814	\$46,944	\$1,200	\$45,744	\$25,680	\$25,680	\$4,659,477	\$4,599,477

*Whole of life costs include acquisition, operating & maintenance expenditure and depreciation/renewal using current values.

Maintenance 5% pa equation

Table 2

Stage 5 Summary of Budget and Opinion of Costs		
Stage	Funding	Opinion of cost
Amphitheatre -refer to attached drawings for scope	\$919,710 (GC221116R08)	\$1,028,307.00 Inc of 5% contingency
	\$102,650 (GC140217M03)	
	\$12,288.13 (western landscape grading)	
	Total 1,034,588.13	

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

Originating Officer: Mark Griffin, Unit Manager Engineering
Manager: Mathew Allen, Manager Engineering & Field Services
General Manager: Tony Lines, General Manager Operations
Subject: Woodend Primary School – Car Park
Reference No: GC280317R16

REPORT OBJECTIVE AND EXECUTIVE SUMMARY:

At its meeting dated 22 November 2016, Council discussed various options in relation to the possible provision of a car park within the Hughes Court Reserve to accommodate the parking associated with the Woodend Primary School. Subsequently, Council resolved to endorse Option 1A - Construction of the car park within the Hughes Court Reserve - to be funded by the Department of Education & Child Development (DECD):

- a) Endorses the Hughes Court Reserve car park concept plan.
- b) Endorses community consultation to amend the Community Land Management Plans to include the Hughes Court Reserve within CLMP 10.
- c) Approaches the Department of Education & Child Development (DECD) to fund the construction of the car park within the Hughes Court Reserve.
- d) Receives a report on the discussions and the estimated cost of the project

The purpose of this report is to provide Council with an update and seek an appropriate direction in relation to the proposed treatment.

RECOMMENDATIONS:

That Council:	DUE DATES
1. Notes the report.	28 March 2017
2. Endorses Option	28 March 2017

DISCUSSION:

Way2Go Program

The Department of Planning, Transport and Infrastructure, through the Way2Go Program, has agreed to a 50/50 funding arrangement to upgrade the school crossing on Edward Beck Drive to a Koala Crossing (25 km/h when lights are flashing). This work is scheduled to be undertaken this financial year.

Wide Footpaths

To enhance pedestrian movements in the vicinity of the Woodend Primary School buildings, wide footpaths have been installed (October 2016) on both Edward Beck Drive and Young Street.

Car Park (Hughes Court Reserve) – Minister Response

Correspondence was sent to the Minister for Education and Child Development to request funding for the car park within the Hughes Court Reserve. Based on the concept plan the estimated cost was \$285,000.

In a response received 20 February 2017, Ms Susan Close MP, the Minister for Education and Child Development, stated that:

The Department does not provide short-term parking on school property for parents to use for the pick-up and drop-off of students. Roadside parking and car parks are outside the responsibility and authority of the Department. The funding and construction of car parks in the community is considered a Council responsibility. Should Council wish to establish the car park, using Council funds, the Department would have no objections.

The Minister's letter is attached as Appendix 1

Possible Solutions

As a result of the Minister's response two options remain.

<i>Option 1 – Council funds and constructs the car park within the Hughes Court Reserve</i>
Possible Resolutions, that Council:
<ol style="list-style-type: none"> 1. Endorses to proceed to community consultation to amend the Community Land Management Plans to include the Hughes Court Reserve within CLMP 10, to accommodate the car park. 2. Following a favorable outcome of the abovementioned community consultation, receives a detailed design and costing of the car park. 3. Considers the project within the Capital budget for 2018/19.
<i>Option 2 – Advise the School that Council will not undertake works to solve school parking problems.</i>
Possible Resolutions, that Council:
<ol style="list-style-type: none"> 1. Advises the Woodend Primary School be advised that Council will not be undertaking works in relation to school parking problems.

CONCLUSION:

To accommodate the level of parking generated by the Woodend Primary School, Council approached the Minister for Education and Child Development to fund a car park within the Hughes Court Reserve. A subsequent reply from the Minister indicated that the Department had no responsibility for car parking on or outside the school property and that it was a Council matter.

SCANNED



RECEIVED
CITY OF MARION
INFORMATION MANAGEMENT

20 FEB 2017

Original
Fwd:

Government
of South Australia
Hon Susan Close MP

16MECD2901

File No:

2

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File No:

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P

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

Dear Mr Hanna *Kris*

Thank you for your letter regarding a proposal to construct additional parking for use by Woodend Primary School parents.

For the safety of staff and students, it is the longstanding policy of the Department for Education and Child Development that parking for parents, including areas for the drop-off and pick-up of students, are located on public roads surrounding schools and preschools. This allows SAPOL and local councils to monitor driver behaviour and enforce road rules and parking restrictions.

Consequently, the department does not provide short-term parking on school property for parents to use for the pick-up and drop-off of students. Roadside parking and car parks are outside the responsibility and authority of the department. The funding and construction of car parks in the community is considered a council responsibility. Should council wish to establish the car park, using council funds, the department would have no objections.

Should council identify any opportunity for a portion of Woodend Primary School to be ceded to council for the establishment of a further kiss and drop zone, the department would be happy to work with council to explore this opportunity.

Thank you for raising this matter with me.

Yours sincerely

Susan Close
Minister for Education and Child Development

13 / 2 / 2017



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

Originating Officer: Jaimie Thwaites, Unit Manager Governance and Records

Corporate Manager: Kate McKenzie, Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Review of Elected Member Records Management Policy

Report Reference: GC280317R17

REPORT OBJECTIVES:

The purpose of this report is for Council to review and adopt the proposed *Elected Members Records Management Policy (Appendix 2)*.

EXECUTIVE SUMMARY:

The Ombudsman wrote to all Council's in 2015 encouraging the adoption of an Elected Member Records Management policy (Report Reference: GC240215R10).

At the People and Culture Committee meeting on 6 September 2016 a draft Elected Member Records Management Policy and Procedure Diagram were presented for discussion. The Committee requested that legal advice be obtained to clarify wording in the policy and this advice is attached as Appendix 1.

The Draft Policy was presented to Council in November 2016 (GC221116R20) where it was resolved to deferred the item until 28 March 2017. Since the November meeting the implementation of a new Records Management System has progressed and there is now the option of automatically capturing Elected Member's emails into the new system without any staff intervention.

This report provides the Council with a copy of the legal advice obtained and marked up copies of the Elected Member Records Management Policy and Procedure Diagram for adoption, that take into account the updated process of automatically capturing Elected Members emails.

RECOMMENDATIONS**DUE DATES****That Council:**

- | | |
|---|-----------------|
| 1. Notes the legal advice obtained regarding the 'Elected Member Records Management' Policy attached as Appendix 1. | Mar 2017 |
| 2. Adopts the 'Elected Member Records Management' Policy as attached as Appendix 2. | Mar 2017 |
| 3. Notes the 'Elected Member Records Management' Procedure diagram as attached at Appendix 3 and the 'Records Management Guidance Note' as attached at Appendix 4. | Mar 2017 |

BACKGROUND

Under Section 5 of the *State Records Act 1997* Council ‘*must ensure that official records of enduring evidential or informational value are preserved for future reference*’. This Section also applies to Elected Member records such as emails, correspondence and text messages both sent and received as council business.

On 5 July 2016 the People and Culture Committee (the Committee) considered the report “Review of Elected Member and Staff Protocols for Communication” (PCC050716R7.3). This report provided the Committee with details regarding the current Elected Member and Staff communication practices, information on reviewing the ‘How We Work Together’ Policy and a draft Elected Member Records Management Policy. The draft Elected Member Records Management Policy was then revised, taking into consideration the feedback of the Committee, and presented again at the following Committee meeting on 6 September 2016 (PCC060916R7.3).

The Ombudsman wrote to all Council’s in January 2015 regarding ‘Personal Email accounts and council members’. This letter was considered by Council at the 24 February 2015 General Council meeting (Report Reference: GC240215R10). The Ombudsman’s letter served as a reminder that under Section 5 of the *State Records Act 1997* council ‘*must ensure that official records of enduring evidential or informational value are preserved for future reference*’. In his letter the Ombudsman also encouraged all Council’s to endorse an Elected Member Records Management Policy.

The Independent Commissioner Against Corruption (“ICAC”) was reported in the Advertiser Newspaper on Thursday 23 March 2017 as issuing an “*ominous warning*” to public servants who continue to use private email accounts for official business. Indeed, that such practices “*might amount to corruption*”, as that term is defined in the *Independent Commissioner Against Corruption Act 2012* (“the ICAC Act”). All council employees and Elected Members are “public officers” for the purposes of the ICAC Act and therefore they are required to only use council provided email accounts to conduct council business via email.

The Elected Member Records Management Policy was presented to Council at the 22 November 2016 General Council meeting. At this meeting the item was deferred until 28 March 2017.

DISCUSSION:

The “Management of Email as Official Records” Principles and Guidelines issued by State Records of South Australia recommends the following in relation to the ‘System’ in which email records are stored:

Email messages that are official records should be stored in the agency recordkeeping system. Ideally, email messages ideally should be integrated with other records.

Back-ups are created to facilitate restoration of a system or file in case of accidental or unintentional loss. Back-ups should not be considered an appropriate and adequate method of recordkeeping or secondary storage for email messages that are official records.

Further to this the SA Ombudsman conducted an investigation into the records management practices of some Elected Members in the City of Playford (A copy of the report is available here: <http://www.ombudsman.sa.gov.au/wp-content/uploads/City-of-Playford-Procurement-Risk-and-Records-Management.pdf>). In Item 76 of this Report the Ombudsman states:

‘It is difficult for the council to ensure that the official records of council members are

preserved for future reference, and that the State Records Act is complied with, if the official records are not maintained in the council's record management system. It is my view that not storing official records in the council's records management system, but having them maintained individually by council members, is likely to lead to a breach of the State Records Act.'

In reviewing the revised draft Elected Member Records Management Policy on 6 September 2016 the Committee requested clarity on the following points:

- *If a document is captured on the server (i.e. an email), does this satisfy the requirements of the State Records Act?*
- *Can the Policy can refer to words such as 'encourage' instead of must? Would this met the obligations of the State Records Act? The Committee suggested that legal advice be sought to clarify.*
- *Can the Policy include mechanisms regarding what an Elected Member should do with confidential records?*

The Committee suggested that the definition of medium and public servant be removed. It was also suggested that the word 'especially' could be removed from the definition of document.

At this meeting on 6 September 2016 it was resolved that the People and Culture Committee:

1. *Notes the report and discussion on the 'Elected Member Records Management' Policy.*
2. *Notes the report and discussion on the 'Elected Member Records Management' Procedure diagram.*
3. *Recommends that the 'Elected Member Records Management' Policy be presented to Council for adoption with the legal advice requested by the Committee.*

Legal advice was requested from Minter Ellison Lawyers to respond to the queries raised by the Committee. A copy of this advice is attached as Appendix 1.

RECOMMENDED PROCESS

Since the Elected Member Records Management Policy was presented in November the implementation of the new Records Management System has progressed. There is now the option for emails to be "deposited" into the new Records System (SharePoint/RecordPoint) automatically when it is fully operational (expected mid 2017), without any staff intervention required.

Essentially, specified Mailboxes can be automatically copied (all emails in, all emails sent) to the Records System (without classification). Classification relates to the General Disposal Schedule and how long the items need to be retained. There is a records management principle that where you decide to store records with different retention periods together in a single 'file', that you retain all of the records for the longest retention period (for example 10 years).

There would be a separate "SharePoint Library" for each Elected Member that would have security permissions assigned restricting the access to the files.

Once the process is ready to be implemented Elected Members would be notified and a date would be set for a snapshot to be created of all the emails in the individual Elected Member's mailbox at that point in time. This would ensure that historic emails are also captured in the Records Management system (noting that this process would not capture any emails

previously deleted from the mailbox). It is envisaged the system would be set up, tested and ready to go live by mid-2017.

The draft Elected Member Records Management policy has been revised taking into account the suggested revised process and legal advice and a “marked-up” version is attached as Appendix 2 for adoption.

The Elected Member Records Management Procedure in diagram form is attached as Appendix 3. This procedure relates to Official Records that are not sent or received by email (e.g. written correspondence).

A one-page guidance note has also been created to assist Elected Members determine whether a record is an Official Record (which therefore requires capture) or a Temporary / Transitory Record. Elected Members are encouraged to contact the Unit Manager Governance and Records if they require any assistance in determining the type of record. This document is attached as Appendix 4.

CONCLUSION:

Adequate records management is required as an obligation under the State Records Act 1997, and is also necessary to fulfil Council’s responsibilities under other Acts such as the Freedom of Information Act 1991 or legal processes such as discovery or subpoenas. Royal Commissions, the Ombudsman, auditors, the courts etc may also require Council records. Good records management contributes to the transparency, accountability and security of Council as it establishes the history, corporate memory, build context and is required to meet legislative obligations.

6 October 2016

BY EMAIL: Jaimie.Thwaites@marion.sa.gov.au

Jaimie Thwaites
City of Marion
PO Box 21
OAKLANDS PARK SA 5046

Dear Jaimie

Review of Elected Member Records Management Policy

You have asked us to provide advice on the following queries as noted in the minutes from the City of Marion Council's People & Culture Committee (**Committee**) Meeting on Tuesday 6 September 2016:

- If a document is captured on the Council server (i.e. an email), does this satisfy the requirements of the *State Records Act 1997* (SA) (**State Records Act**);
- Can the Elected Member Records Management Policy (**Policy**) refer to words such as 'encourage' instead of 'must'? Would this meet the obligations of the State Records Act?
- Can the Policy include mechanisms regarding what an Elected Member should do with confidential records?

(together, **Council's queries**).

Our response to each of Council's queries along with a brief overview of Council's legislative obligations relating to records management is set out below.

1. Council queries

1.1 *If a document is captured on the Council server (i.e. an email), does this satisfy the requirements of the State Records Act?*

We have assumed that 'captured' means sent or received on an email platform only, eg Microsoft Outlook, and that the email is not subject to any further filing or saving within the Council server or document management system. If we are incorrect with that assumption, please advise us as our advice may change.



Response

If a document, ie an email, is captured on Council's server, if that document/ email is an official record¹ and provided Council's server ensures those documents (ie official records) are maintained in good order and condition, then yes, the requirements of the State Records Act will be satisfied.

In our view however, it is unlikely that capturing (in the context referred to above) an email on the server will enable Council to completely comply with its legislative obligations, not only under the State Records Act, but also under other legislation.

It important to note that the State Records Act has no application to documents (including emails) that are not *official records* within the meaning of that Act, however, the CEO of Council has the obligation under section 99(i)(b) of the LG Act to ensure that records required under the LG Act or another Act are properly kept and maintained.

Discussion

Council's principal legal obligation with respect to records management is expressed in section 13 of the State Records Act as follows:

...every agency must ensure that the official records in its custody are maintained in good order and condition.

It is clear that once a document is captured on the Council's server, it will be considered to be in the Council's custody. It is those official records that then need to be maintained in good order and condition.

What constitutes maintaining official records in good order and condition? It is necessary to consider the objects and purposes of the State Records Act, as well as Council's legislative obligations more broadly.

Section 5 of the State Records Act lists its objects to include to ensure that official records of enduring evidential or informational value are preserved for future reference. This infers that 'good order and condition' means, at the least, that records are preserved for possible future use for example, for ordinary Council business, in response to an FOI Act application, complying with disposal obligations of official records under the State Records Act itself², or by way of fulfilling other legal processes such as legal discovery and subpoenas.

It is unlikely in our view that the mere capture of an email on the server would therefore support or enable Council (and the CEO) to discharge its administrative functions and legislative obligations efficiently and effectively, if at all. For example, the server cannot differentiate between official records and records and then "order" (i.e. file) them for future use. Does the server enable the Council to comply with its obligations around maintaining records or does the server automatically delete emails that have not been filed, after a certain amount of time?

We note that Council's current Policy provides for additional actions to be taken to facilitate compliance with section 13 of the State Records Act, enabling Council to

¹ Section 3 State Records Act

² Section 19 State Records Act

discharge other legislative obligations. For example, the proposed Policy requires Elected Members to determine if a document they receive or created is an official record as per the State Records Act and then to forward these official records to FilingEM@marion.sa.gov.au. Provided Elected Members are prepared to accurately make that differentiation, understanding that it is an offence under the State Records Act to, knowing that he or she does not have proper authority to do so, intentionally damage, alter or dispose of an official record, the current policy supports compliance.

Whilst the query refers to documents (specifically emails), it would be remiss not to mention that Council should not just rely on the Council's server to satisfy its entire obligations under the State Records Act (and other Acts) as the definition of 'record' under that Act includes non-electronic documents such as written, graphic, pictorial matters, disks, tapes, films or other hard copy objects that contain information made or received by Council in the conduct of its business. An official record (e.g. a letter received by an Elected Member), will also need to be maintained in good order and condition.

1.2 ***Can the Policy refer to words such as 'encourage' instead of 'must'? Would this meet the obligations of the State Records Act?***

Response

As the current Policy makes the Elected Members the determinants as to whether the records are official records as per the definition under the State Records Act, and Council's server is storing these official records, then to ensure Council's obligations under the State Records Act are completely being adhered to, Elected Members would be required to comply with all directions in the Policy and therefore, subject to the paragraph below, in the Policy the word 'encourage' should be replaced with 'must' or 'required' (whichever is applicable).

The use of the word 'encourage' in the second dot point in clause 2 (Policy Statement) however, does not need to be replaced.

1.3 ***Can the Policy include mechanisms regarding what an Elected Member should do with confidential records?***

Response

Yes, the Policy can and in our view should include mechanisms regarding what an Elected Member should do with confidential records. If under the current Policy an Elected Member believes that a record that they forward to FilingEM@marion.sa.gov.au is of a sensitive or confidential nature, he or she should advise the Records Department (or whomever is managing the official documents) of that view.

It is important to note however, that notwithstanding an elected member may refer a document having determined it to be confidential or sensitive, the document may itself be publicly accessible. For example, if that document is subject to an FOI Act request (either directly or because of the scope of the request), it may not necessarily be able to be kept confidential if it does not meet the prescribed criteria in that Act.

2. **Other observations**

In general, it is our view that definitions in the Policy should mirror the definitions in the State Records Act where applicable so as to prevent any ambiguity in the Policy for

example, both 'Official Record' and 'Record' should have the same meaning as they do in the State Records Act. Further, the word 'record' in the definition of 'Official record' should be amended so the first letter is capitalised i.e. 'Record'.

The Policy also refers to the City of Marion Information Technology Policy. We have not accessed or reviewed this Policy for the purposes of this advice. This policy doesn't seem to be listed on Council's website.

Further, the flowchart attached to the Policy incorrectly differentiates between 'official records' and temporary/transitory records.' The term 'temporary/transitory records' stems from the Local Government General Disposal Schedule (**GDS 20**) which was issued as a determination under section 23 of the State Records Act. For the purpose of GDS 20, temporary/transitory records are official records that are transitory or temporary in nature if it is of little no continuing value to the Council and only needs to be kept for a limited or short period of time, such as a few hours or a few days and can be exposed in accordance with the Normal Administrative Practice as that term is defined in GDS 20. There are two broad categories of information received or created by Council which includes official records and non-official records. If a record is a non-official record, it can be destroyed. Official records must only be disposed of in accordance with GDS 20 which provides, amongst other things that official records that are 'transitory or temporary' in nature may be destroyed in accordance with Normal Administrative Practice.

If you have any queries or would to discuss any aspect of this advice, please call or email Susie Inat or Melissa Davies.

Yours sincerely



Susie Inat

Special Counsel

Contact: Susie Inat T: +61 8 8233 5692
susie.inat@adelaide.minterellison.com



Melissa Davies

Lawyer

Contact: Melissa Davies T: +61 8 8233 5691
melissa.davies@minterellison.com

OUR REF: MWD | 25653 | 230046

Elected Member Records Management Policy



1. RATIONALE

To provide for the capture, storage and maintenance of official **fR**ecords that document council business activities and transactions to/from Elected Members.

2. POLICY STATEMENT

To ensure that official **fR**ecords of Elected Members are captured, stored and maintained to;

- comply with legislative responsibilities,
- encourage transparency and accountability,
- meet the expectations of other external 'reviewing' agencies regarding access to corporate records/information upon council business activities and transactions as a public authority.

3. PRINCIPLES

This policy encourages-requires Elected Members to provide official **fR**ecords that document council business activities and transactions to be captured, stored and maintained within the City of Marion's record keeping software program. This policy is based upon the principles of good governance, transparency and mutual trust.

4. POLICY SCOPE AND IMPLEMENTATION

This policy incorporates official **fR**ecords (regardless of the medium the **fR**ecord takes) to/from Elected Members in their role as public servants and representative of the constituents of the City of Marion.

All Elected Member emails sent and received from the corporate email address will be automatically captured by the record keeping software.

All other Official **fR**ecords to/from Elected Members are required to be provided to the Records Management Unit in accordance with this policy and, as such will be;

- recorded in the City of Marion's record keeping software program.
- the property of the City of Marion.
- subject to the provisions of legislative responsibilities in accordance with the *State Records Act 1997* (SA), *Freedom of Information Act 1991* (SA), *Local Government Act 1999* (SA).
- Securely stored and not intentionally deleted, destructed or altered unless the **fR**ecord/s in question adhere to provisions in the *State Records Act 1997* (SA).

Official **fR**ecords provided for capture are confidential and should not be interpreted, acted on or responded to by staff.

Temporary or transitory **fR**ecords are not required to be forwarded for capture and may be deleted under Normal Administrative Practice (NAP) in accordance with the Local Government General Disposal Schedule (GDS 20).

Elected Members may, at any time may seek clarification or assistance to any records captured in accordance with this policy, by request to the Unit Manager Governance and Records.

5. DEFINITIONS (in the context of this policy)

Access: means of finding, using or retrieving information/record.

Council business/activity/transaction: any dealings, communication, proceeding or discussion that involve council.

Elected Member Records Management Policy



Official ~~r~~Record:

means a record made or received by an agency in the conduct of its business, but does not include—

- (a) a record made or received by an agency for delivery or transmission to another person or body (other than an agency) and so delivered or transmitted; or
- (b) a record made by an agency as a draft only and not for further use or reference; or
- (c) a record received into or made for the collection of a library, museum or art gallery and not otherwise associated with the business of the agency; or
- (d) a Commonwealth record as defined by the Archives Act 1983 of the Commonwealth, as amended from time to time, or an Act of the Commonwealth enacted in substitution for that Act; or
- (e) a record that has been transferred to the Commonwealth;

~~a rRecord made or received in the conduct of council business regardless of the medium the rRecord takes.~~

Document:

an item **especially** of a factual or informative nature which can take the form of a letter, email, tape recording, video, audio, transcript etc.

Elected Member:

a person appointed or elected as a councillor or mayor of council as described within the Local Government Act 1999.

~~**Medium:** a means or channel of communication.~~

Normal Administrative Practice: Normal Administrative Practice provides for the routine destruction of drafts, duplicates and publications, with the test that it is obvious that no information of more than transitory or temporary value to the Council will be destroyed. Material that can be disposed of under Normal Administrative Practice comprises items of a temporary or transitory nature created, acquired or collected by Council staff or Council Members in the course of their official duties. Such material has no ongoing value and is not usually incorporated into the Council's record management system.

Public access:

means of finding, using or retrieving information by the general public.

~~**Public servant:** person holding government office or job by election or appointment including Elected Members.~~

Record: (a) written, graphic or pictorial matter; or

Elected Member Records Management Policy



(b) a disk, tape, film or other object that contains information or from which information may be reproduced (with or without the aid of another object or device);

~~a written, graphic or pictorial matter, a disk, film, tape or any other object that contains information or from which information may be reproduced.~~

Temporary/Transitory Record: A Record is transitory or temporary in nature if it is of little or no continuing value to the Council and only needs to be kept for a limited or short period of time, such as a few hours or a few days.

6. REFERENCES

Please read this policy in conjunction with the following references;

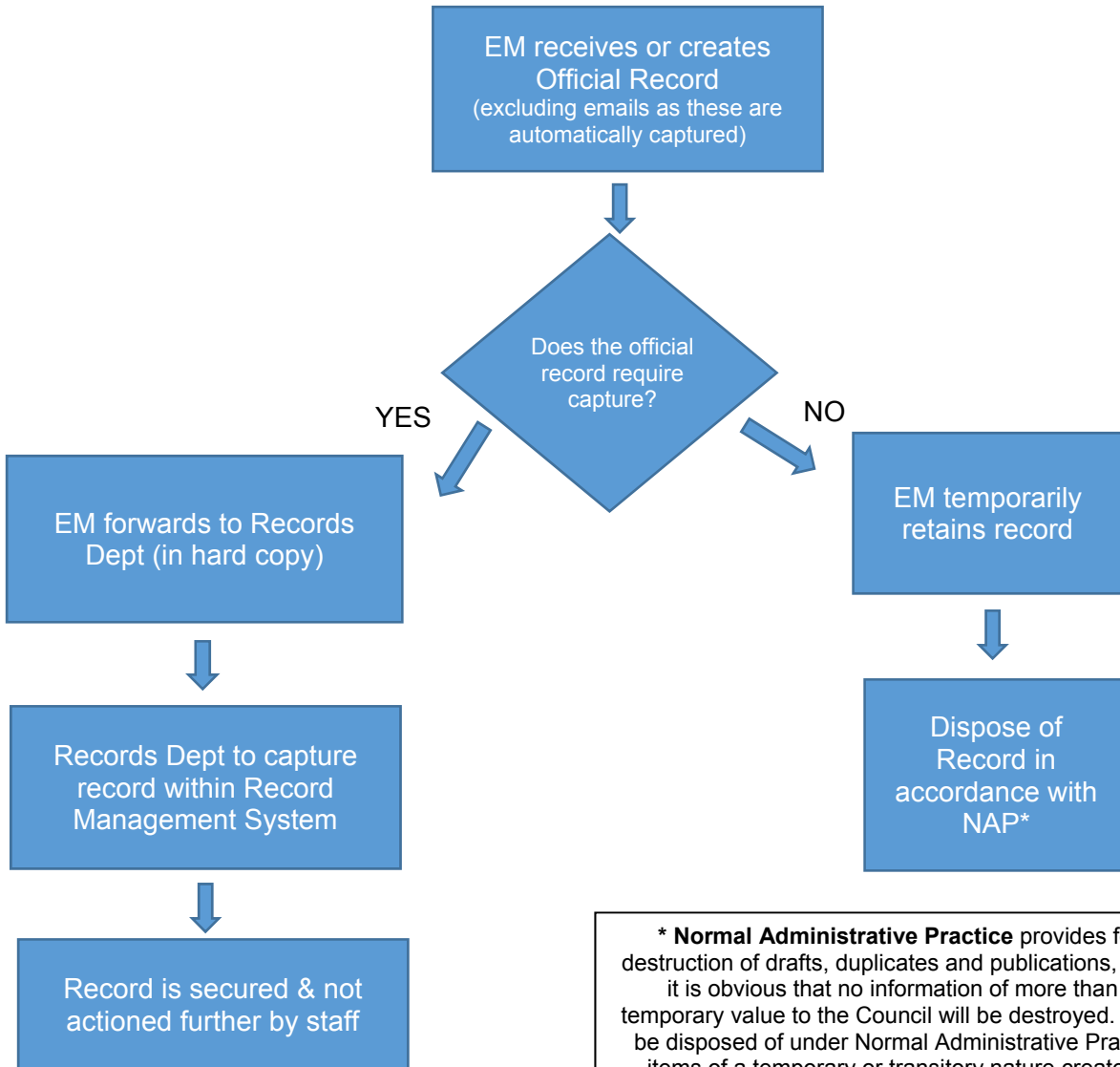
- *State Records Act 1997 (SA)*
- *Freedom of Information Act 1991 (SA)*
- *Local Government Act 1999 (SA)*
- ~~City of Marion Information Technology Policy~~ Information Technology - Provision And Use Of Equipment (Elected Members) Policy

7. REVIEW AND EVALUATION

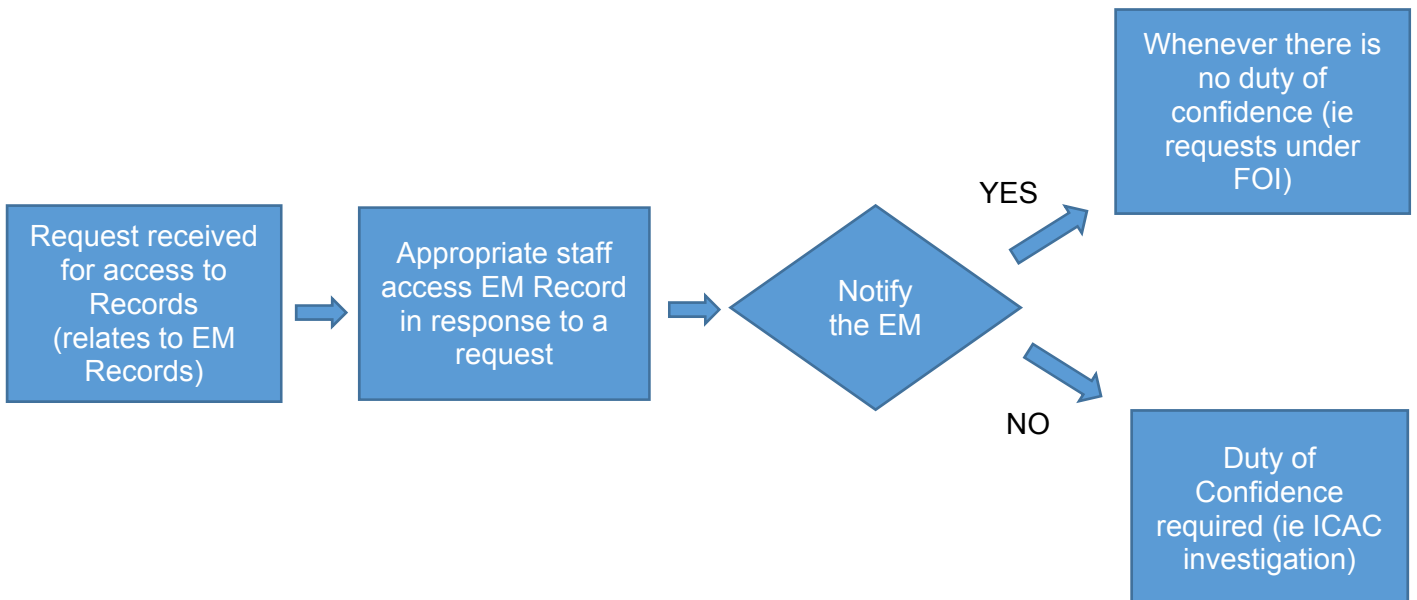
This policy expiresterminates at the end of the 2014 Council term (2018) and will be reviewed and evaluated by the Manager Corporate Governance in December 2018.-

Revision Ref. No.	Approved/ Amended/ Rescinded	Ratified Date	Evaluation Date	Council Committee EMG	Resolution Number	Document Reference
		ddmmyy	ddmmyy			
Manager <u>Corporate</u> Governance, <u>Corporate</u> Governance Department						

Elected Member Record Management Procedure



*** Normal Administrative Practice** provides for the routine destruction of drafts, duplicates and publications, with the test that it is obvious that no information of more than transitory or temporary value to the Council will be destroyed. Material that can be disposed of under Normal Administrative Practice comprises items of a temporary or transitory nature created, acquired or collected by Council staff or Council Members in the course of their official duties. Such material has no ongoing value and is not usually incorporated into the Council's record management system.



Records Management Guidance Note

Official Record Requiring Capture

A record made or received in the conduct of council business regardless of the medium the record takes.

Considerations:

- Does it add value or support to an existing document?
- Does it show how a transaction was processed?
- Does it show how a decision was made?
- Does it document a change to policy or procedure?
 - Does it show when or where a council event happened?
- Is it a formal draft of a submission, agreement or legal document?
- Is there a legal obligation to keep the record?
 - Is the organisation required to respond to the record?
- Does it involve a decision made by an employee on behalf of the City of Marion?
- Does it involve attending a formal function?
 - Does it concern a safety issue?
- Does it fall within the functions and activities of the General Disposal Schedule (GDS)?

With the exception of emails* - Forward for capture in the records management system

* Note emails are automatically captured

Official Record NOT requiring Capture

A record is transitory or temporary in nature if it is of little or no continuing value to the Council and only needs to be kept for a limited or short period of time, such as a few hours or a few days.

Examples may include:

- word-processing documents and spread-sheets in electronic format after updating, printing, or transfer to electronic recordkeeping systems
- drafts and rough notes not intended for further use
- brochures, catalogues, price lists, unsolicited promotional material etc. received from external sources
- superseded copies of instructions, guidelines, standards, etc., not included in a general or agency records disposal schedule
- extra copies of records no longer required for reference purposes
- copies of published items kept for personal reference
- unimportant messages and notes, e.g. those required for only few hours or a few days
- system printouts used to verify or monitor data, or answer ad hoc queries, that are not part of regular reporting procedures and are not required for ongoing use.

Do not need to capture

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

Originating Officer: Jaimie Thwaites, Acting Manager Corporate Governance
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: LGA General Meeting 2017 – Voting Delegate
Reference No: GC280317R18

REPORT OBJECTIVE

The purpose of this report is to nominate a Voting Delegate for the 2017 Local Government Association (LGA) General Meeting and Annual General Meeting.

EXECUTIVE SUMMARY:

The 2017 LGA General Meeting will be held on Friday 15 April 2016 at the Adelaide Convention Centre.

At the City of Marion, historically the Mayor has been the Voting Delegate and Deputy Mayor has been the proxy unless they have been unable to attend the meeting. All Elected Members are eligible to be the Voting Delegate or Proxy. Pursuant to Rule 36 of the LGA Constitution only persons who are Council Members are eligible to be a Voting Delegate.

At the General Council meeting on 23 February 2016 it was resolved that:

The nominated Council Voting Delegate for this meeting is Mayor Hanna; and that the Proxy Delegate for this meeting is Deputy Mayor Veliskou, and Councillor Byram if he is unable to attend. (GC230216R09)

Unless contrary advice is provided to the LGA, the above nominated council voting delegate as previously resolved, remains the same. Councils may appoint new voting delegates by notifying the LGA by **Friday 7 April 2017**.

RECOMMENDATIONS:

DUE DATE:

That:

- 1. The nominated Council Voting Delegate for the Local Government Association General and Annual General meetings is xxxx and that the Proxy Delegate voting delegate is xxxx**

7 April 2017

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

Originating Officer: David Harman, Financial Accountant
Corporate Manager: Ray Barnwell, Manager Finance
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: Finance Report – February 2017
Report Reference: GC280317R19

REPORT OBJECTIVES AND EXECUTIVE SUMMARY:

This report provides Council with information relating to the management of financial resources under its control as at February 2017. This report is one of a series of reports designed to assist Council in achieving and maintaining a financially sustainable position. Other reports assisting in this process include the Quarterly Budget Reviews and the Long Term Financial Plan.

It is considered appropriate that financial information regarding Major Projects be presented on a monthly basis in this report. Financial information regarding Major Projects will also be summarised in the quarterly Major Project reports. The principles used for assessment of reportable projects are according to the following criteria:

- Council has agreed to proceed with the project and approved a Section 48 Prudential Report.
- The Whole-of-Life Cost is greater than \$4 million dollars (including grant assisted projects).
- Has a project life of more than 12 months.

RECOMMENDATION

DUE DATE

That Council:

- 1. Receives the report “Finance Report – February 2017**

28 March 2017

BACKGROUND

This report is presented on a monthly basis to provide Elected Members with key financial information to assist in monitoring Council's financial performance.

DISCUSSION:

Appendix 1 contains a financial report to identify Council's performance against budget utilising a "Funding Statement". It provides a review against all of the elements contained within the Statement of Comprehensive Income and Statement of Financial Position that are adopted as part of the Annual Budget Report.

The following reports are included:

(1) Major Projects

Section 48 approved Projects

- (a) Edwardstown Oval Soldiers Memorial Recreation Ground
- (b) Mitchell Park Sports & Community Centre

(2) Funding Statement – Actual versus Budget (Appendix 1)

(3) Debtors Reports for Sundry Debtors and Rates Debtors (Appendix 2)

(1) Major Projects

Council currently has no major projects budgeted for the 2016/17 financial year that meet the qualifying criteria. There are two future projects which will meet these criteria and are listed in the following table.

The Edwardstown Oval Soldiers Memorial Recreation Ground project is set to commence construction in 2017/18 following the signing of a \$4m funding agreement with the Federal Government. The Mitchell Park Sports & Community Centre project is subject to grant funding but currently scheduled for 2018/19 year.

Project	Scheduled To Commence	Budget
Edwardstown Oval Soldiers Memorial Recreation Ground	2017/18	\$8.0m
	Commencement subject to Grant Funding	
Mitchell Park Sports & Community Centre	2018/19	\$20.0m

Reporting on these project budgets will be included as work commences.

INTERNAL ANALYSIS

Financial Implications:

This report is an information report only and has no direct financial implications.

CONCLUSION:

The main monthly reporting focus is to report the "Actual versus Budget" position to enable regular monitoring of Council's financial performance. Major Projects require regular reporting and monitoring by Council to ensure prudent financial management is maintained.

APPENDICES

Appendix 1: Funding Statement & Graphs – Actual versus Budget

Appendix 2: Sundry Debtors & Rates Debtors Report

(2) Funding Statement – Actual versus Budget

The Funding Statement provides a view of Council's financial performance against the approved budget and is consistent with the information provided at budget reviews. It provides a review against all of the elements contained within the Statement of Comprehensive Income and the Statement of Financial Position that are adopted as part of the Annual Budget Report. It details Council's:

Statement of Comprehensive Income -

The operating result is recognised as one of Council's key financial indicators. The budget framework includes a commitment to its ongoing Financial Sustainability maintaining an Operating Surplus Ratio of between 0% and 5%, on average over each five-year period, which for 2016/17 means a targeted operating surplus of between \$0 and \$4.303m.

Comment: Council currently has a net operating surplus result of \$6.288m before capital revenues, against a year to date forecast budget of \$5.663m surplus. This position is detailed in the attached Funding Statement and variation notes.

Capital Budget -

The Capital Budget is linked to Council's key financial indicator – "Asset Sustainability Ratio" and an actual to budget comparison reflects Council's progress in achieving its Capital program.

Comment: The actual to budget position reveals that 50.93% of the year to date Capital Renewal Budget has been spent or committed.

The actual progress to date of Council's full Capital New and Renewal Expenditure program is detailed by asset class in the attached graphs, with the exception of major projects which have previously been detailed in this report.

Loans -

The loans component of the Funding Statement identifies any new proposed loan receipts or principal payments. Council's borrowings are included in Council's key financial indicator – "Net Financial Liabilities" which reflects Council's total indebtedness.

Comment: No new borrowings are included in the 2016/17 budget and principal repayments of \$1.126m mean that the overall loan liability balance is forecast to decrease by \$1.126m to \$9.102m at 30 June 2017.

Reserves & Cash -

Various fund movements such as surplus budget review results, unspent grants and carryover projects at year end are reflected as transfers to reserves, whilst utilisation of reserve funds are recognised as transfers from reserves.

Cash may be utilised to fund expenditure within the context of Treasury Management to ensure loans are not drawn down where temporary cash holdings are available.

Comment: The movement in Net Transfers from Reserve of \$2.379m is comprised of the following:

Transfers to Reserve

Open Space Reserve		\$	150k
Asset Sustainability Reserve	– General	\$	1,800k
	– CFPP*	\$	1,900k
Grants & Carryover Reserve	– Grants	\$	0k
	– Carryovers	\$	926k
		\$	<u>4,776k</u>

Transfers from Reserve

Asset Sustainability Reserve	– General	(\$	325k)
	– CFPP*	(\$	102k)
Grants & Carryover Reserve	– Grants	(\$	1,662k)
	– Carryovers	(\$	5,066k)
		(\$	<u>7,155k</u>)

The 2016/17 2nd budget review forecasts a net cash surplus of \$1,833k.

*CFPP: Community Facilities Partnership Program

**Funding Statement
per Second Budget Review
as at 28th February 2017**

Original Adopted Budget \$'000		YTD Actual + Committ \$'000	YTD Budget \$'000	YTD Variance \$'000		Annual Budget \$'000	Note
	Operating Revenue						
72,457	Rates	48,584	48,577	7	F	72,520	
1,751	Statutory Charges	1,317	1,316	1	F	1,755	
1,599	User Charges	1,298	1,255	43	F	1,742	
7,211	Operating Grants & Subsidies	4,614	5,694	(1,080)	U	7,604	A
265	Investment Income	465	435	30	F	704	
619	Reimbursements	543	587	(44)	U	785	
384	Other Revenues	439	446	(7)	U	630	
324	Net gain - SRWRA	-	-	-	-	324	
84,610		57,260	58,310	(1,050)	U	86,064	
	Operating Expenses						
33,021	Employee Costs	20,338	21,489	1,151	F	32,929	B
16,886	Contractual Services	11,968	12,080	112	F	17,685	C
5,193	Materials	2,743	3,169	426	F	4,625	D
948	Finance Charges	279	279	-	-	613	
14,020	Depreciation	11,385	11,405	20	F	17,108	
6,889	Other Expenses	4,259	4,225	(34)	U	6,493	
76,957		50,972	52,647	1,675	F	79,453	
7,653	Operating Surplus/(Deficit) before Capital Revenues	6,288	5,663	625	F	6,611	
	Capital Revenue						
-	Capital Grants & Subsidies	2,052	2,000	52	F	2,000	
1,500	Contributed Assets	-	-	-	-	1,500	
-	Gain/(Loss) on Asset Disposal	218	-	218	F	-	
1,500		2,270	2,000	270	F	3,500	
9,153	Net Surplus/(Deficit) resulting from operations	8,558	7,663	895	F	10,111	
14,020	<i>add</i> Depreciation	11,385	11,405	(20)		17,108	
(324)	<i>less</i> Share of Profit SRWRA (excluding dividend)	-	-	-		(324)	
22,849	Funding available for Capital Investment	19,943	19,068	875	F	26,895	
	Capital						
13,673	<i>less</i> Capital Expenditure - Renewal	5,160	10,131	4,971	F	15,903	E
4,925	<i>less</i> Capital Expenditure - New	2,590	3,812	1,222	F	10,484	F
1,500	<i>less</i> Capital - contributed assets	-	-	-	-	1,500	
	<i>add</i> Proceeds from Sale of Surplus Assets	(1,572)	(1,572)	-	-	(1,572)	
2,751	Net Overall lending/(borrowing)	13,765	6,697	7,068	F	580	

Original Adopted Budget \$'000		YTD Actual + Committ \$'000	YTD Budget \$'000	YTD Variance \$'000	Annual Budget \$'000	Note
Funded by						
	Loans					
-	Loan Principal Receipts (Net)	-	-	-	-	
-	Loan Receipts/(Payments) from Sporting Clubs (Net)	-	-	-	-	
1,400	Loan Principal Repayments	(479)	(479)	-	(1,126)	
(1,400)	Loan Funding (Net)	(479)	(479)	-	(1,126)	
Movement in level of cash, investments and accruals						
(680)	Cash Surplus/(Deficit) funding requirements	15,685	8,617	7,068	1,833	
2,031	Reserves Net - Transfer to/(Transfer from)	(2,399)	(2,399)	-	(2,379)	
1,351	Cash/Investments/Accruals Funding	13,286	6,218	7,068	(546)	
(2,751)	Funding Transactions	(13,765)	(6,697)	(7,068)	F	(580) G

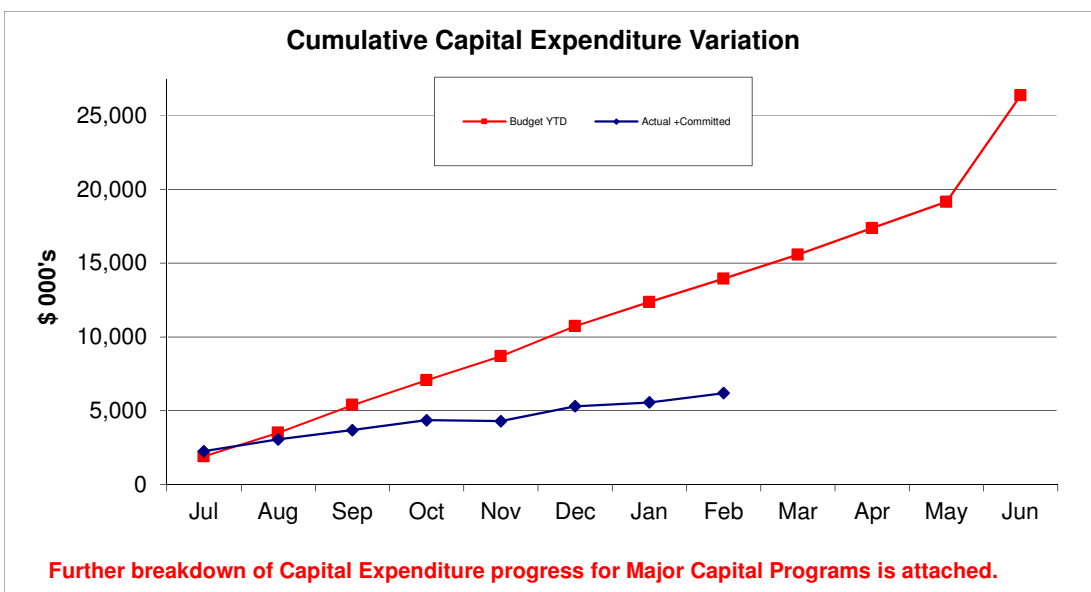
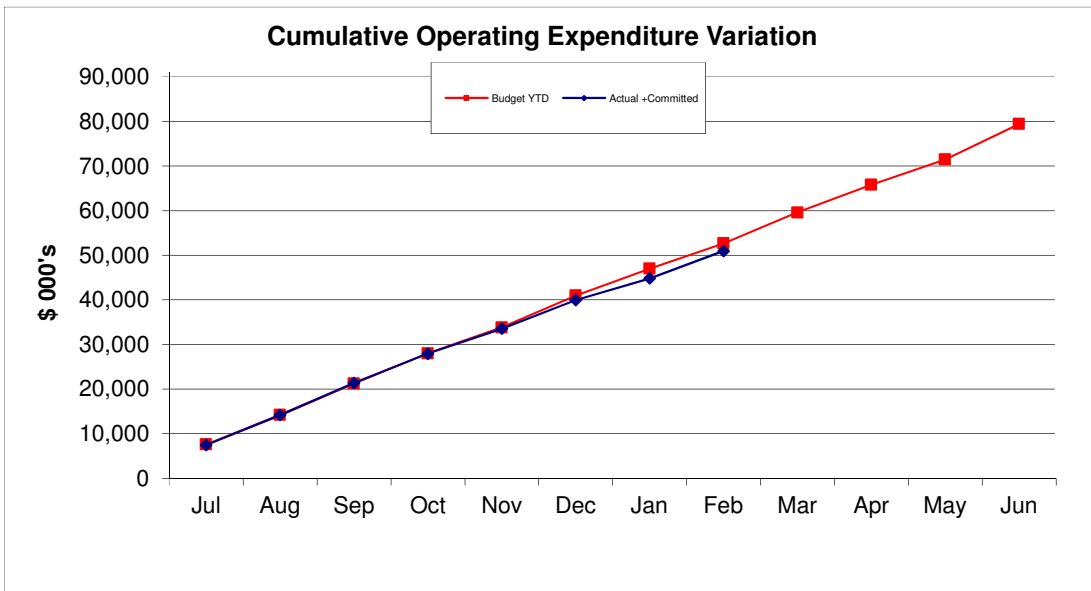
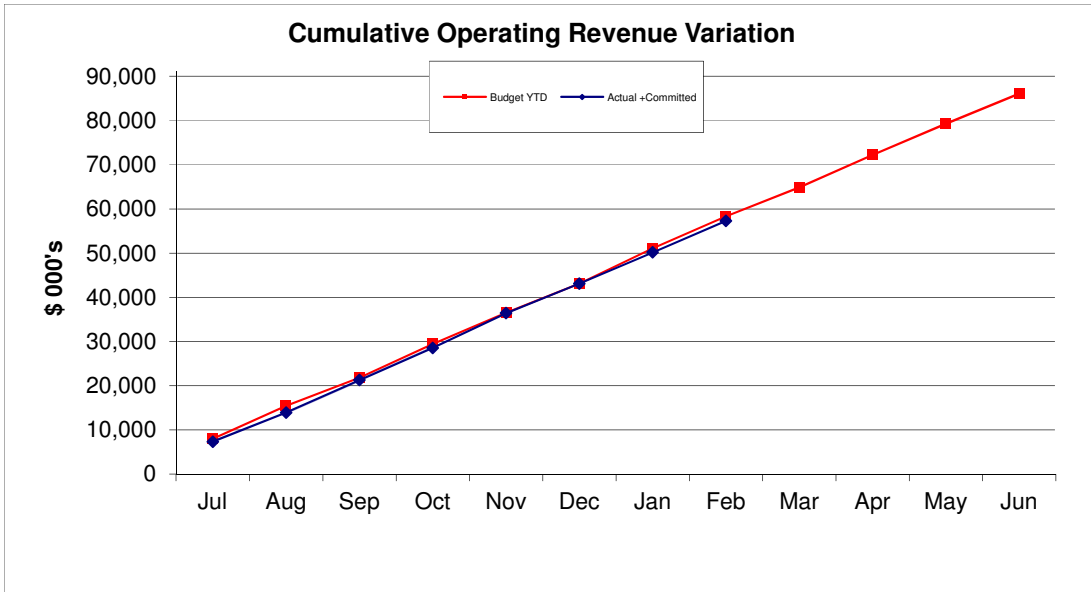
Variation Notes

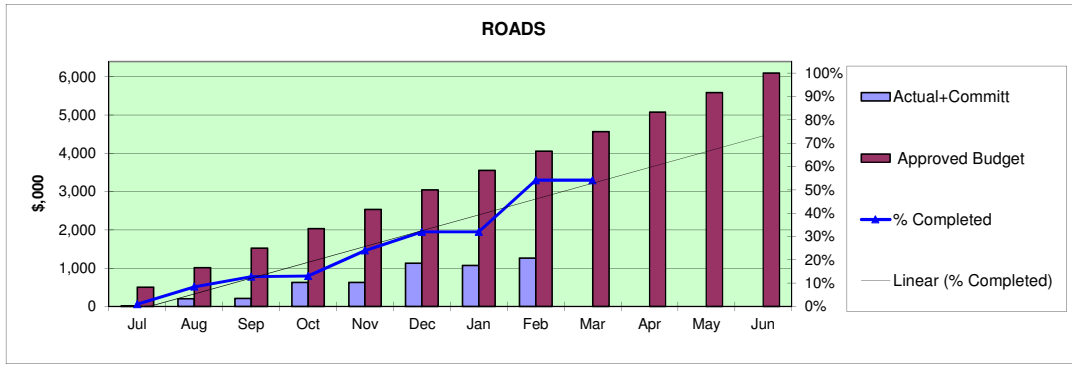
A	Operating Grants & Subsidies	Unfavourable \$1,080k	Reflects budget timing variations with regards to receipt of Roads 2 Recovery funding which was subsequently received in March.
B	Employee Costs	Favourable \$1,151k	Predominantly reflects budget timing variations including leave taken and one-off savings from temporarily vacant positions.
C	Contractors	Favourable \$112k	Reflects budget timing variations with regards to Waste Contractors.
D	Materials	Favourable \$426k	Predominantly reflects budget timing variations with regards to electricity (\$333k) and water (\$121k).
E	Capital Expenditure (Renewal)	Favourable \$4,971k	Predominantly reflects budget timing variations with regards to road reseals (\$2,982k), Drainage Construction (\$419k), Reserve Development projects (\$279k), Footpath Construction (\$228k), fleet replacement (\$1,170k) and Traffic Control Devices (\$201k).
F	Capital Expenditure (New)	Favourable \$1,222k	Predominantly reflects budget timing variations with regards to Glandore Laneways (\$171k), Streetscaping (\$332k), Irrigation (\$184k), Glade Crescent wetland project (\$257k) and Solar panel installations for council facilities (\$300k).
G	Funding Transactions	Favourable \$7,068k	This variance is the sum total of all variances and reflects an increase against council's expected YTD cash position.

The above comments referring to budget timing variations are where some monthly budget estimates are not reflective of the actual expenditure patterns as at the reporting date.

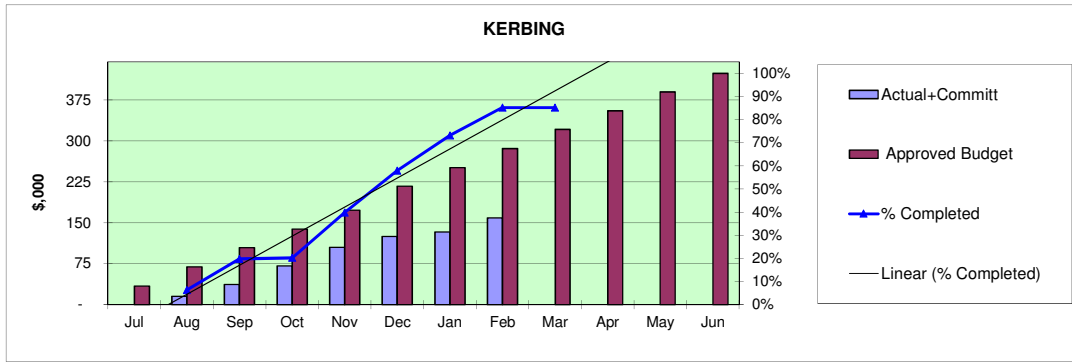
Note: The progress to date of Capital Expenditure programs (New and Renewal) is detailed in the attached graphs, noting that where no budget exists in the initial months this is primarily due to certain types of capital works that cannot be carried out during periods of inclement weather.

Funding Statement Cumulative Position - 2016/17

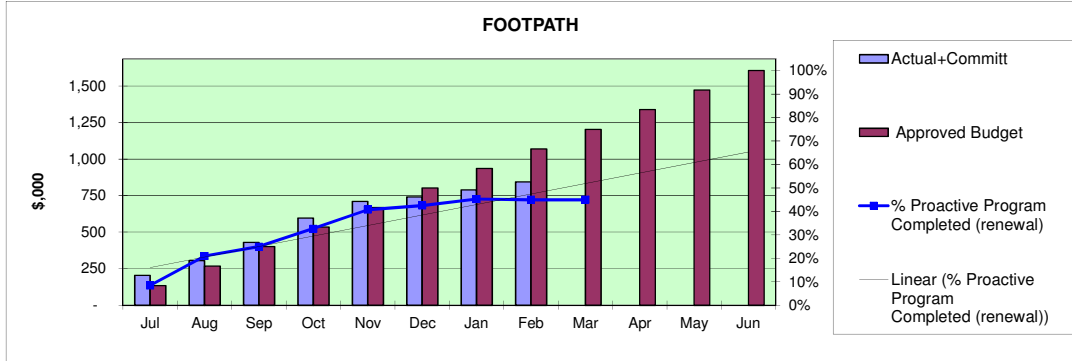




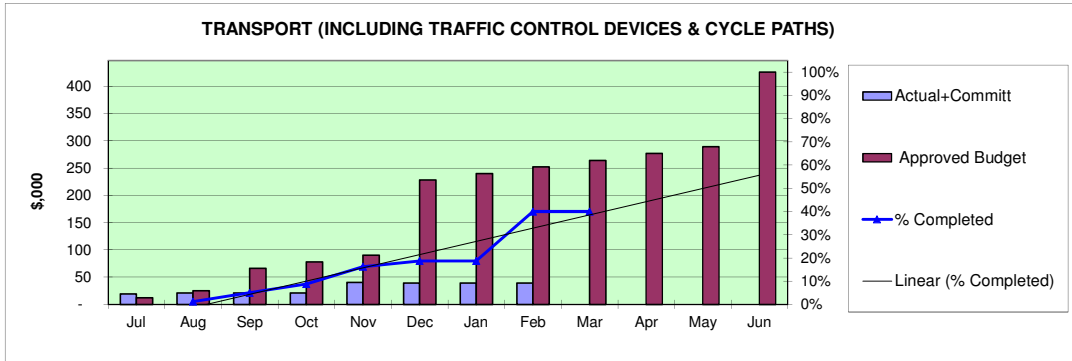
Program commenced, 54% of works carried out.
 - Contractor has three crews servicing Marion Council from January instead of the usual one. This is to catch up on works and is expected to be sufficient for the program to be completed by end of year. It should be noted that works have been carried out in February but have not been inspected and signed off.



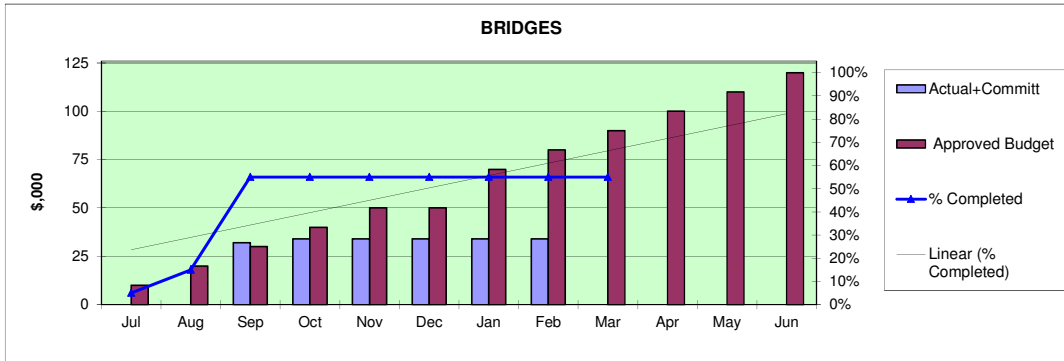
Program commenced, 85% of works carried out.
 - Program will be completed with anticipated savings. Condition assessment is underway to determine if any other proactive works are required.



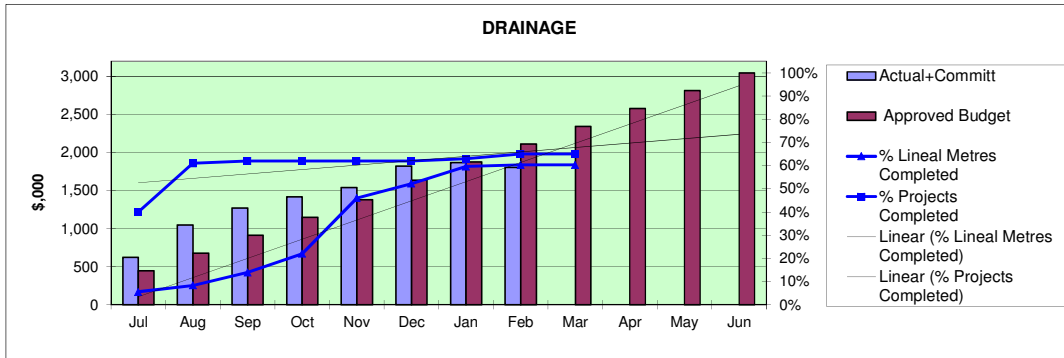
Program commenced, 45% of works carried out. External contractors are being sought to catch up on works with 100% completion expected by the end of the year.



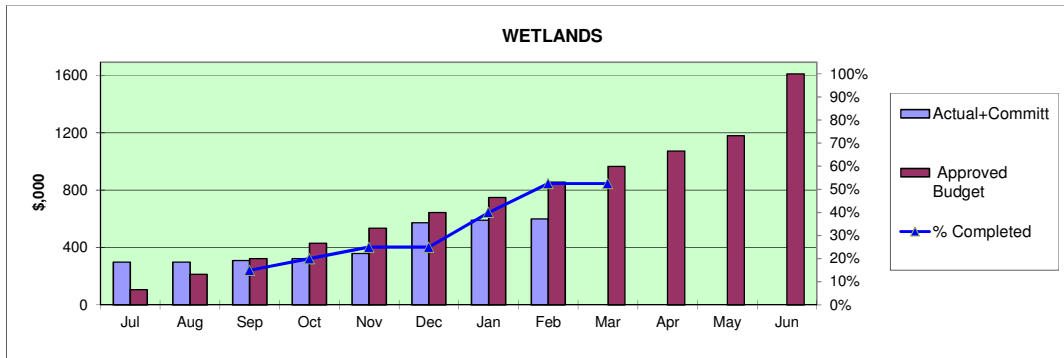
Program commenced, 40% of works carried out and expected to be completed by the end of year with the exception of Darling Street and George/Dwyer Traffic Control Devices which will now not be going ahead as traffic studies found they were not required at this point in time.
 - Sturt Linear Path (Oaklands - Carlisle and Sturt - Marion) design commenced, construction estimated to commence in March 2017.



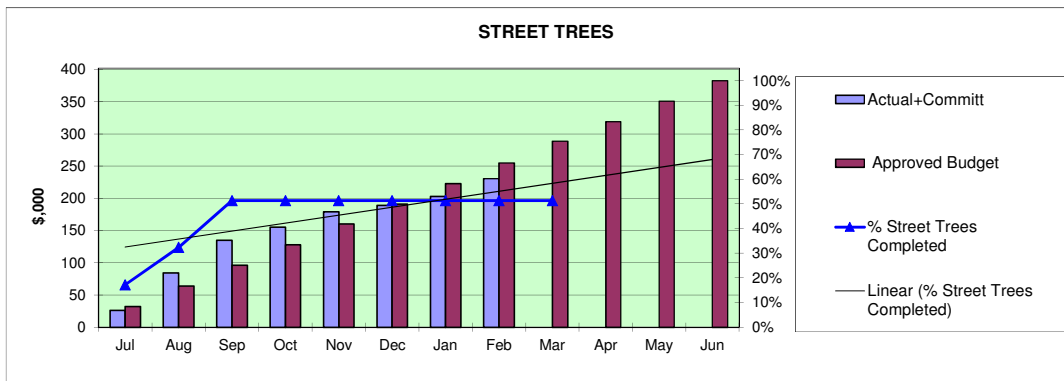
Program commenced, 55% of works carried out, no more expected for the year due to Barramundi Drive works as per "below".
 - Warriparinga Footbridge completed.
 - Barramundi Drive investigations commenced, to be retimed to 2017/18 to coincide with related works for stormwater and drainage for a more efficient program.



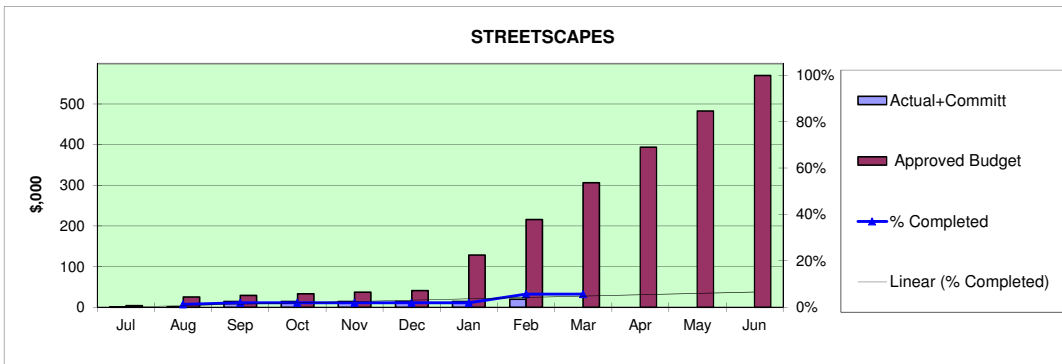
Linear metre program: 60% of works carried out, majority to be completed by end of 2016/17.
 - Keen Avenue, Farne Terrace, Pindee Street and, Hallett Cove Foreshore Stage 3 complete.
 - Railway Terrace not going ahead until DPTI have completed their works program in the area.
 Drainage projects: 65% of works carried out, and on track for completion by end of the year.
 - Maxwell Terrace, Hammersmith and Towers Terrace complete.



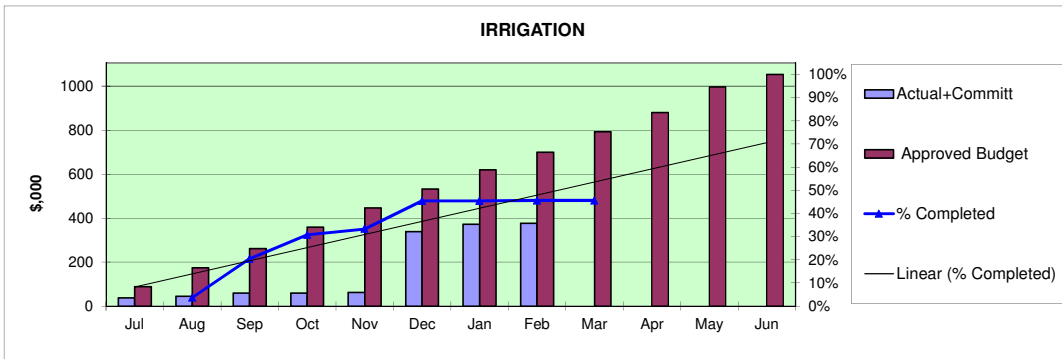
Glade Crescent works have been delayed due to bad weather. Inclement weather has also increased the scope of the current year program.
 Programmed works for 2016/17 are expected to be complete dependant on weather conditions, however this is an ongoing project and will continue into 2017/18.



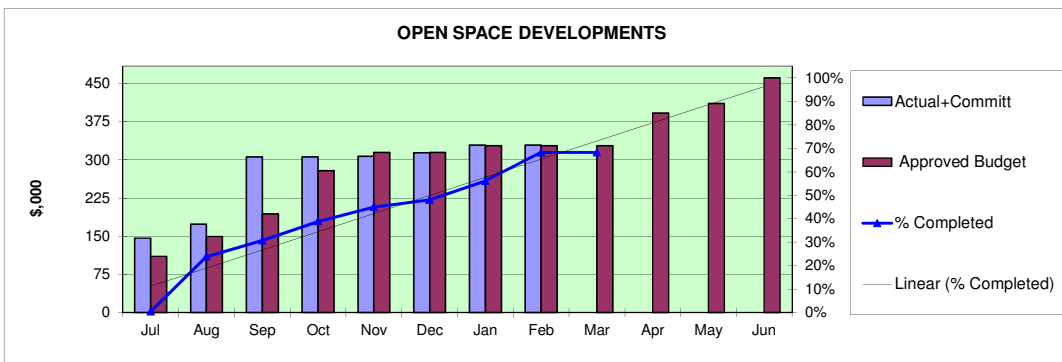
Program commenced, 51% of works carried out, program on track for completion.
 - No planting is scheduled over the Summer months due to nature of works, with new stock ordered for the new planting season.



Program commenced - construction expected to start in March, demonstration projects to commence in April. It is expected the majority of all works will be completed however there is a slight risk that some will not be finalised until early in 2017/18.



Program commenced, 46% of works carried out, program will be completed within budget.



Program commenced, 68% of works carried out - majority expected to be completed.

Completed

- Reserve Street Reserve Dog Park
- Reserve Signage (15)
- Removal of Lapwing Street, Luke Court, Oliphant Ave.
- Chestnut Grove and Marion Community House Playgrounds
- Hazelmere Reserve Shade sails
- Stage 2 Oaklands Recreation Plaza Concept

In progress

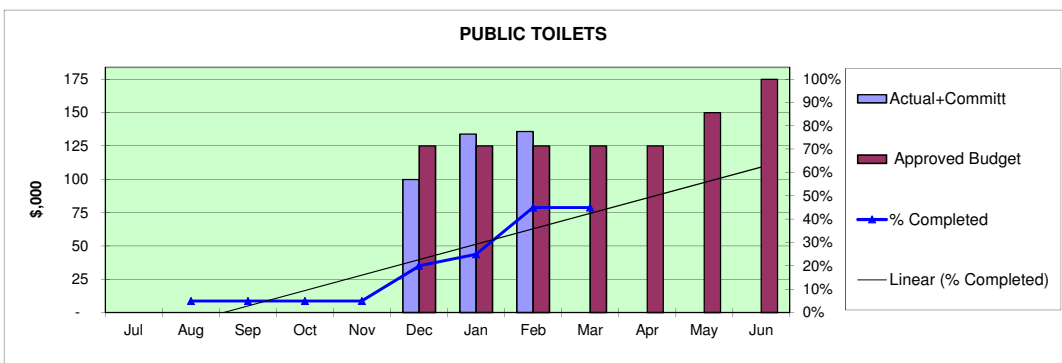
- Edwardstown Oval Southern Landscaping to be completed in May.
- Gully Road, Clare Avenue, Sixth Avenue and YMCA Breakout Creek playground concept developments underway.
- Appleby Reserve design in progress with Renewal SA
- Inclusive Playground Concept detailed design
- Glade Crescent Shade sails

In progress

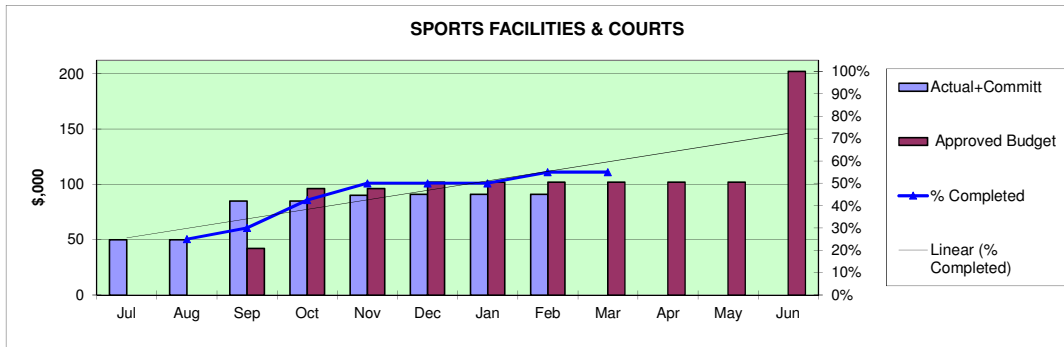
- Hallett Cove Foreshore Stage 5 detailed design in progress
- Oaklands Estate Reserve in tender process.

Retimed to 2017/18

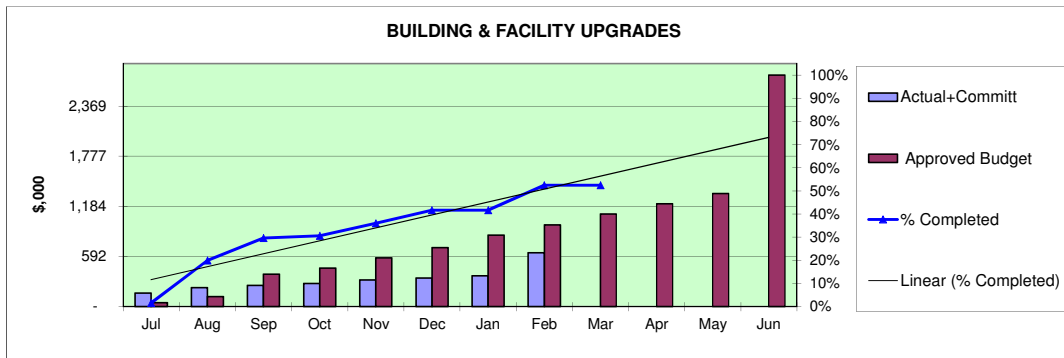
- Hallett Cove Foreshore Stage 4 detailed design
- Inclusive Playground Concept detailed construction



Installation of Reserve Street Reserve Toilet to follow community evaluation of Dog Park - toilet has been ordered, estimated arrival in May and will be completed pending consultation feedback. Costs incurred to date relate to the procurement of the toilet unit which accounts for the majority of the costs in relation to this project.



Program commenced, 55% of works carried out, program is on track for completion.
 - Edwardstown Sporting Club light works completed.
 - Budget of \$100k in June is for Sports Courts. Schedule of works has been prepared and quotes are being finalised.



Program commenced, 52% of works carried out. Program is on track for expected completion and savings may result. A Significant spend will occur in Jan-Jun with the progression of Glandore Laneways works and the installation of the Solar Panels.

Completed

- Coastal Walkway Handrail upgrade
- Coastal Walkway Asset renewal
- Admin/ Cooinda Signs
- Swim Centre Refurbish storeroom
- Edwardstown Senior Citizens Asbestos removal
- Outdoor Swim Centre Sign
- Marion Community House Asbestos removal
- Marion Cultural Centre Upgrade plaza amenity
- Administration CR1&2 doors and painting
- Marion City Band asbestos removal and new air conditioners

In Progress

- Trott Park Neighbourhood Centre Windows & Doors
- Trott Park Neighbourhood Centre Accessible toilet
- Glandore Laneways residential properties well progressed. Tender for site works currently being assessed.
- Solar Panels for Administration Building, City Services Depot, Cove Civic Centre, Glandore Community Centre, Marion Cultural Centre, Marion Outdoor Swimming Centre, Park Holme Library and Trott Park Neighbourhood Centre tenders have been finalised, currently negotiating start date. Two additional sites have been added Cooinda and LKCC as result of a Council resolution.
- LED for Marion Cultural Centre, Admin and Park Holme Library. Tender has been assessed and currently negotiating commencement date
- Admin Security doors have been ordered
- Rotary Book Club Kitchen Replacement

Debtor	Total Balance	Current	30 Days	60 Days	90 Days	90+ Days	Percentage of total 90+ day balance	Comments for 90+ Day balances
General Total	9,181.24	3,858.41	3,832.36	.00	.00	1,490.47	4%	Made up of 4 out of 7 debtors, with none individually significant.
Neighbourhood Centres Total	23,547.23	5,200.48	.00	15,331.25	680.00	2,335.50	6%	Made up of 9 out of 16 debtors, with none individually significant.
Regulatory Services Land Clearing Total	4,118.04	1,715.50	.00	.00	.00	2,402.54	6%	Made up of 3 out of 9 debtors. Discussion for setting up a payment plan are in progress for one debtor totalling \$1,725.35.
City Property Facilities Total	122,801.27	51,991.23	67,805.07	557.62	.00	2,447.35	6%	Made up of 2 out of 38 debtors in this category. One account has been sent a final letter of demand due to payment plan not being met.
Civil Services Private Works Total	48,550.50	3,725.00	3,430.00	17,268.00	5,650.00	18,477.50	47%	Made up of 16 out of 27 debtors in this category, with 4 of these totalling \$4,130.00 relating to works not commenced, awaiting payment.
Swim Centre Debtors Total	9,813.95	4,985.85	3,137.70	1,498.80	.00	191.60	0%	Made up of 1 out of 18 debtor.
Grants & Subsidies Total	32,703.55	31,878.55	.00	.00	.00	825.00	2%	Made up of 1 out of 2 debtors.
Environmental Health Inspections Total	14,187.05	1,582.00	3,057.14	564.50	3,328.91	5,654.50	14%	Made up of 46 out of 87 debtors in this category, with none individually significant.
Regulatory Services Other Total	11,506.00	1,541.00	1,541.00	1,608.00	6,681.00	135.00	0%	Made up of 1 out of 93 debtors in this category.
Development Services Total	4,303.84	.00	.00	.00	.00	4,303.84	11%	Made up of 11 debtors in this category. \$1,100 relates to one debtor, with none of the remainder being individually significant.
Living Kaurna Cultural Centre Total	3,487.50	954.50	976.00	234.00	512.00	811.00	2%	Made up of 4 out of 13 debtors, with none individually significant.
Environmental Health Testing Total	.00	.00	.00	.00	.00	.00	0%	
Local Government Total	53,016.04	51,056.75	.00	.00	1,959.29	.00	0%	
Economic Development Total	410.00	.00	.00	300.00	110.00	.00	0%	
Marion Cultural Centre Total	8,384.05	7,454.05	760.00	170.00	.00	.00	0%	
Total	346,010.26	165,943.32	84,539.27	37,532.17	18,921.20	39,074.30		
Total Aging Profile		48%	24%	11%	5%	11%		

Category	Description
Employees	Anything that relates to CoM employees.
General	Anything that does not fit into one of the below categories.
Neighbourhood Centres	For hire of rooms in Neighbourhood Centres, etc - usually charged out at an hourly rate. Also includes cultural workshops and tours.
Regulatory Services Land Clearing	When council has had to clear land due to non-compliance of owner.
Sporting Clubs & Other Leases	Rent, electricity, water, maintenance, etc charged out to lessees.
Civil Services Private Works	Repairs or modifications to infrastructure (footpaths, kerbs, driveway inverts). Can be at resident request.
Swim Centre Debtors	Outdoor Swimming Centre - used for lane hire, school visits, etc.
Grants & Subsidies	Government grants and subsidies.
Environmental Health Inspections	Food Inspection fees.
Regulatory Services Other	Vehicle Impoundment fees and other regulatory services.
Supplier Refunds	Where a supplier owes the City of Marion funds. This category is used to keep track to ensure we have received payment for credits.
Development Services	Includes contribution from residents and/or developers for the removal and/or replacement of Council Street Trees and significant trees.
Living Kaurna Cultural Centre	Relates to programs run through the LKCC.
Environmental Health Testing	Environmental testing fees.
Local Government	Transactions with other Local Government corporations.
Communications	Anything related to communications.
Economic Development	Events, etc relating to economic development within the City of Marion.
Marion Cultural Centre	Hiring of the Marion Cultural Centre.

Rates Report - Collection of Rates to 28 February 2017

ANALYSIS OF OUTSTANDING RATES AS AT 28 FEBRUARY 2017

	<u>Note</u>		% of Total Annual Rates
CURRENT	1	\$ 21,850,524	30.1%
OVERDUE	2	\$ 953,928	1.3%
ARREARS	3	\$ 1,008,873	1.4%
POSTPONED	4	\$ 151,180	0.2%
LEGALS	5	\$ 31,929	0.0%
		<u>\$ 23,996,433</u>	33.1%
TOTAL ANNUAL RATES FOR 2016/17		<u>\$ 72,519,891</u>	

Note 1: Current

Current rates represent the total amount of rates levied in the current financial year that are not yet due for payment. For example at 1st January this represents Quarter 3 & Quarter 4 rates unpaid.

Note 2: Overdue

Overdue rates represent rates levied in the current financial year that remain unpaid past their due payment date. For example on 1st January, this represents rates from Quarter 1 and Quarter 2 that remain unpaid.

Note 3: Arrears

Rates in arrears represent rates and charges levied in previous financial years that remain unpaid .

Note 4: Postponed

Postponed rates represent any rates amount due by seniors that have been granted a deferral, until the eventual sale of their property, as allowable under the Local Government Act. Interest is charged on these deferred rates and is recoverable when the property is sold.

Note 5: Legals

Legals represent any legal fees, court costs that have been incurred by Council in the collection of rates in the current financial year. These amounts represent costs that have been on-charged to the defaulting ratepayers and are currently outstanding.

**CITY OF MARION
GENERAL COUNCIL MEETING
28 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: WHS Performance Report – February 2017

Report Reference: GC280317R20

EXECUTIVE SUMMARY:

The objective of this standing monthly report is to provide Council with assurance that the City of Marion has effective strategies in place to meet its legal obligations as outlined in the Work Health and Safety Act (SA) 2012 and monitor Council's 2016/17 target of a 25% reduction of the Lost Time Injury Frequency Rate (LTIFR) on the previous year.

The Think Safe Live Well program's vision is "**Zero harm with enhanced wellbeing**" and focuses on further developing our leadership styles, organisation culture and WHS systems by:

- Embedding a culture of safety and wellbeing as a part of normal business practice
- Developing our people to lead the change across the City of Marion
- Continually improving our WHS Management System (WHSMS) to achieve best practice

PERFORMANCE RESULTS – AUDIT RESULTS

The City of Marion is subject to annual audits conducted by the Local Government Association Workers Compensation Scheme (LGAWCS) which test Council's WHSMS against selected sub-elements of the Return to Work (RTW) SA's Performance Standards for Self Insurers (PSSI). Council sets an action plan outlining its commitments to address non-conformances identified and improve its WHSMS. This year 100% of the actions from the 2015 Audit were completed by the 31st October 2016 which should result in receipt of 100% of the LGAWCS rebate available. The LGAWCS KPI Audit and Appraisal Report for 2016 took place in October 2016 and the formal results identify an improvement based on the previous year's WHS results. The subsequent Action Plan has now been developed and submitted to the LGAWCS for ongoing monitoring of actions.

PERFORMANCE RESULTS – LOST TIME INJURIES

In order to measure improvement, safety indicators are measured and monitored against our industry counterparts being Group A Councils (¹GaC). Two important safety indicators measured are Lost Time Injuries (²LTIs), outlined in Table 1 and 2 from internal incident reporting data, and Lost Time Injury Frequency Rate (³LTIFR) from the LGA's Claims Analysis Portal data, outlined in Figure 1.

Table 1: Number of LTIs per month - Financial Year 2015-16

Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Total
0	1	4	2	2	0	3	1	2	1	3	0	19

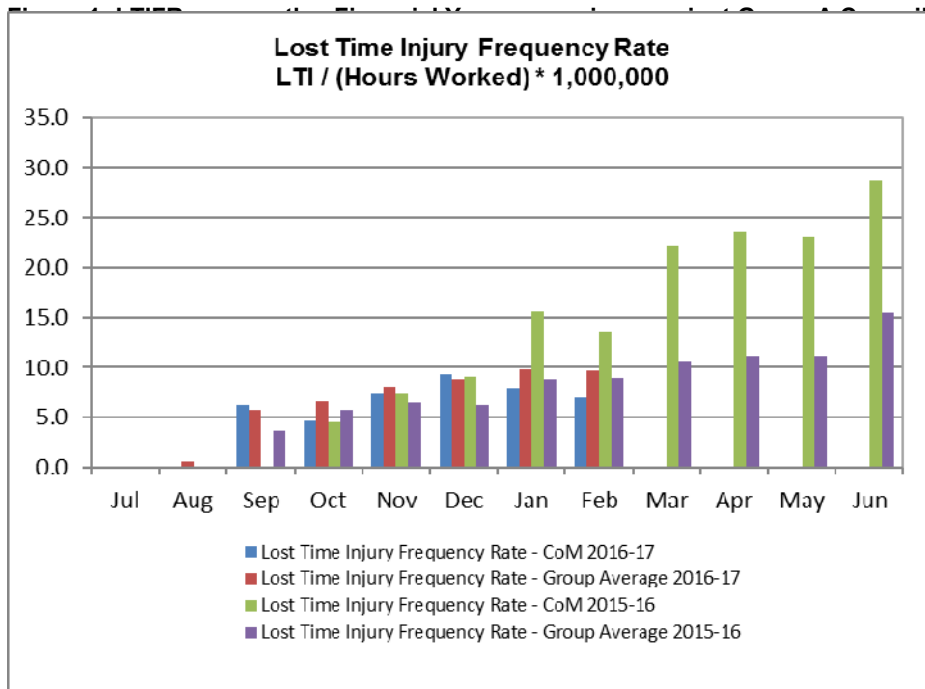
Table 2: Number of LTIs per month - Financial Year 2016-17

Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Total
0	1	2	0	1	0	0	1					5

¹ GaC are metropolitan councils with more than 300 staff ie Marion, Adelaide, Charles Sturt, Onkaparinga, Playford, Port Adelaide Enfield, Salisbury and Tee Tree Gully.

² LTIs are those injuries where a whole work day or more has been lost due to a workplace injury.

³ LTIFR is an industry standard tool for measuring LTI's within a given accounting period which enables comparison to other organisations for the purpose of benchmarking.



Although we have reported five LTIs as at the end of February 2017, for which claims have been lodged with the LGAWCS, the LGAWCS claims data reports an LTIFR of 7.0 (in comparison to a total of 19 LTIs recorded in 2015/16 and a corresponding LTIFR of 28.8). This figure is only representative of three LTIs due to the fourth and fifth LTIs currently being considered by the LGAWCS.

The five LTI's reported have been categorised into the following primary classes of injuries:

1. One x Manual handling (muscular stress while lifting or carrying).
A back injury whilst sorting concrete from recycling piles.
2. One x Fall from the same and differing level (slips, trips and falls).
A broken ankle whilst walking on a wet slippery surface.
3. Two x Repetitive movement (low muscle loading).
 - An elbow strain from a manual labour task (ie repetitive spreading of mulch).
 - A shoulder strain from a manual labour task (ie repetitive raking of leaves).
4. One x Mental disorder (exposure to mental stress factors).
An accusation of bullying which is currently under investigation.

It should be noted that, due to appropriate determination deferrals and data transfers, there can be delays in LTIs being recorded in the LGAWCS data which can affect the comparison data illustrated in Figure 1. City of Marion's data (outlined in Table 1 and Table 2) shows five LTI incidents reported as at February 2017 compared to thirteen incidents reported as at February 2016. If the current downward trend continues, the forecasted LTIFR for the end of period reporting is likely to be 11.6 which, if achieved, would represent a reduction of 59% on the reported LTIFR for 2015/16.

HAZARD, INJURY AND LTI PREVENTION

Hazard Prevention Strategies are continuing to be implemented and include the ongoing review of Council's Hazard Register and provision of documented Safe Work Method Statements, Safe Work Procedures or Safe Operating Procedures for hazardous tasks.

During February, further work was undertaken to develop a WHS Strategic Plan which will be created and subsequently owned by the Senior Leadership Team.

RECOMMENDATION

That Council:

1. Notes the report and statistical data contained therein.

DUE DATE

28 MARCH 2017

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

Question Received from: Councillor Bruce Hull

Subject: SA Aquatic Centre

Reference No: GC280317Q01

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
28 MARCH 2017**

Question Received from: Councillor Ian Crossland

Subject: Staff Wages

Reference No: GC280317Q02

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 Local Government Association has also provided the following comparative data:

- Based on remuneration information held by the LGA from across the sector, a direct analysis of the City of Marion's wage rates for the various levels are between 4.72% and 7.33 % above the medium paid by all Councils in South Australia.
- This analysis also shows that the City of Marion's wage rates are between – 3.35% (minus) and 2.24% (above) the top 25th percentile paid by all Councils in South Australia
- Additionally, when compared against the top paying council across all levels, the City of Marion's wage rates are between minus 9.33 % and equal to these rates of pay.

- **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

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

Question Received from: Councillor Raelene Telfer

Subject: Marion Outdoor Swimming Centre Caretaker's House

Reference No: GC280317Q03

QUESTION:

With regards to the Marion Outdoor Swimming Centre Caretaker's House;

1. What are the income and expenditure until the end of February 2017?
2. What are the predicted annual income and expenditure until the end of February 2018?

COMMENTS: Councillor Raelene Telfer

Nil

COMMENTS: Carol Hampton, Manager City Property

City Property staff are currently working towards having a management agreement for the house used by swimmers, coaches etc. The house is still vacant so there has been no income received for 2016/17, expenditure has been \$2,733.

It is anticipated once the management agreement is in place that all expenses will be met by the organisation that manages the facility and there would be an income of \$11,700 p.a.

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

Question Received from: Councillor Nick Kerry

Subject: Cost of LGA Membership Investigation

Reference No: GC280317Q04

QUESTION:

How much money has been spend on legal advice and staff time on leaving the LGA?

COMMENTS: Councillor Nick Kerry

Nil

COMMENTS: Jaimie Thwaites, Acting Manager Corporate Governance

It is conservatively estimated that the total cost to date in reviewing our membership with the LGA was a minimum of \$33k, including approximately \$15k in legal fees and \$18k (260 hours) in staff time.

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

Question Received from: Mayor Hanna

Subject: Development Assessment Panel

Reference No: GC280317Q05

QUESTION:

1. Earlier this month Scope, a developer company, complained to staff regarding rejection of applications by the DAP. What exactly did they say, in what format and to whom did they say it?
2. As a result of that complaint, staff made representations to the DAP. What exactly was conveyed to the DAP and how?
3. Scope also complained to the Coordinator General about rejection of applications by the Marion DAP. What has the Coordinator General communicated to Council about this; how and when did that occur? Was the subject of the complaint within the jurisdiction of the Coordinator General?
4. What action or communication has been taken, or is intended to be taken, as a result of the Coordinator General's intervention?
5. On 7th November 2014 the Coordinator General visited the then CEO and the Manager of Development Services to convey complaints about the refusal by the DAP of several local housing developments. Were applications by Scope, or persons closely associated with Scope, among those complaints? If so, was any application initially refused by the DAP but subsequently approved by the DAP?

COMMENTS: Mayor Hanna

Nil

COMMENTS: Abby Dickson, General Manager City Development

Question 1:

The General Manager, City Development, Manager Development and Regulatory Services and Team Leader Planning met with Scope Development Solutions (the Developer) on 23 February 2017. The meeting was arranged as the Developer indicated they wished to provide feedback on the Development Assessment Panel (DAP). The feedback provided by the Developer did not concern the rejection of applications by the City of Marion DAP. The Developer expressed the following viewpoints regarding the performance of Council's DAP:

- Inconsistent application of planning policy by the DAP in the assessment of applications.

- Lack of clarity in the DAP's policy application is resulting in a higher number of applications needing to be amended which then lengthens the application process.

Question 2:

The General Manager, City Development and Manager Development and Regulatory Services met with the chair of the DAP on 1 March 2017 to convey the Developer's view that the DAP was being inconsistent in its application of policy.

Question 3 & 4:

The CEO and Team Leader Planning met with the Coordinator General on 24 March 2017 and the complaint forwarded by the Developer regarding inconsistent application of planning policy by the City of Marion's DAP's was discussed. It is standard practice for the Coordinator General to pass on complaints they receive regarding development assessment panels to the relevant Council.

As a result of this meeting the following actions will occur:

- Further discussions will occur with the Chair of the DAP
- The CEO will meet the Developer

The complaint concerned

Question 5:

The meeting that occurred on 7 November 2014 discussed three development applications which had been refused by Council's DAP one of which included an application from Scope Development Solutions. This application had been refused under delegation by staff due to non-compliance.

Scope Development Solutions resubmitted the application with amendments at a later date and the revised application was recommended for approval by planning staff and was subsequently approved by the DAP. This is common practice within the application process where development applications after being initially refused will be amended through the appeal process or via a new application.

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

Notice Received from: Councillor Gard

Subject: Lorenzin Site

Ref No: GC280317M01

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
28 MARCH 2017**

Notice Received from: Mayor Hanna
Subject: Legal Expenses Policy
Ref No: GC280317M02

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

Subject to the proposed modifications by administration (explained below), the recommended amendments can be made to the policy.

It is considered the term "*that a dispute is likely to be adjudicated by the ERD Court*" could be interpreted as relating to any appeal lodged against a planning decision, whereas, it is understood the intent of the motion is to ensure CEO approval for engaging legal services to defend an appeal.

As such, it is suggested to alter the wording “...as soon as it is anticipated that a dispute is likely to be adjudicated by the ERD Court...”, to “...as soon as it is anticipated an appeal will progress to a hearing...”.

This would result in the following requirements being stipulated in the policy:

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 an appeal will progress to a hearing, must have any further legal fees approved by the Chief Executive Officer (and the Chief Executive Officer is to advise the Mayor)*

(For Member’s reference, when an appeal is lodged with the Environment, Resources and Development Court (the Court) against a planning decision of Council, it is an expectation of the Court that a compromise position will be considered by both parties. If both parties are open to reach a compromise position, the Court’s role can include having a Commissioner of the Court chair a ‘conciliation conference’, whereby the parties discuss amendments that can be made to achieve resolution. If a compromise is reached, the Commissioner will also chair a conference to settle the ‘Consent Orders’. Attendance at conferences is commonly fulfilled by administration staff only, however, on limited occasions, legal advice may be sought during this process.

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 an appeal will progress to a hearing, 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

MEMO

Legal Services – Request for Approval



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
28 MARCH 2017**

Notice Received from: Councillor Veliskou
Subject: Marion Outdoor Pool Slide
Ref No: GC280317M03

MOTION:

That a second slide for the Marion outdoor pool be funded from current asset sustainability reserves (non-CFPP element). That this be delivered and ready for use in time for the October 2017 season opening.

COMMENTS: Councillor Veliskou

The provision of a second slide provides the opportunity for increased revenue and interest in the Marion Outdoor pool with minimal additional running costs.

It allows for shorter waiting times for users and is deliverable as a "bolt-on" to the current slide at a significantly smaller comparative capital cost.

This also delivers a significant capital investment during this council term noting the time before any works in a staggered master plan occur if a Pool master plan is supported will still be at least a couple of years.

Whilst this item would ideally be put through normal budget processes for 2017/2018; the lead in time required for payment, delivery and installation would not allow the second slide to be ready in time for the October 2017 season opening, if it were ordered and paid for as part of next year's budget.

I believe that there are significant amounts in the Asset Sustainability Reserves, so this would be quite affordable and still leave council with a considerable balance.

Building it in time for the 2017 October opening avoids any potential issues with the caretaker/election period.

Background.

The previous council started a process for a master plan of the Marion Outdoor Pool/Marion Swimming Centre at the end of its term. This recognised that since it was built in the mid-seventies there have not been substantial upgrades or improvements.

The Marion Outdoor pool enjoys great support from residents in and around the City of Marion who have used it for generations.

The condition audit conducted in the previous term identified that the structure of the main pool was in great condition and Marion to get a batch of "Good batch Concrete" during construction. The master plan coming to council has a list items staggered throughout a proposed 3 stage build.

The additional slide component is the only significant one that that can be dealt with as a stand-alone item.

The extra slide can be attached to the current structure without needing extra staff to monitor it.

It does not need to stay in any of the stages in the same way other times like the splash pad needs to.

Whilst I would like to see the splash pad and other times of the plan take place as early as possible, they cannot be separated from the master plan as their implementation is integrated throughout the plan and cannot be effectively carried out without looking at the whole master plan.

However even in a best case scenario (if council chooses to support the new revised master plan early next year) the master plan would not deliver anything until early in the new council term.

The slide allows council to make an improvement to the facility in the meantime. With every new improvement comes a spike in interest (and revenue) and will complement the momentum of future master plans stages of delivery in the future (if supported).

Since my time on council in late 2006 the only actual new improvement approved by council has been the building of the disabled toilets/shower and family room in late 2012. This was brought forward from the planned date of 2019 by a motion with notice and was done improve community accessibility and to be ready in time for the Rescue 2012 World Lifesaving games heats being held there.

The new slide (opened in late 2014) was actually a new replacement of the old slide which became structurally unstable.

The additional slide would be the second significant new improvement (add on) initiated through council for over 10 years.

COMMENTS: Carol Hampton, Manager City Property

In December 2015 a Master Plan was prepared for the Marion Outdoor Swimming Centre (MOSC), the plan proposed nine key elements one of which was an additional water slide.

Over the last year the Master Plan has been reviewed based on:

- elected member feedback
- focus on market segments e.g. young people and families
- income generation opportunities
- safety and accessibility
- point of difference to other outdoor pools
- business case analysis
- financial viability.

A report was provided to the Infrastructure and Strategy Committee on 7 March 2017 (ISC070317R7.2) to consider the MOSC unfunded Master Plan. A presentation was provided to the Committee outlining a potential approach to upgrade various elements of the pool. It was identified that a new slide could be installed without any impact of other facilities at the pool.

A report will be considered at the General Council meeting on 28 March 2017 to progress the redevelopment of the pool. The report will seek funding in the 2017/18 budget for detailed designs, cost analysis and the need for a Section 48 prudential management report to be prepared.

The quantity surveyor who prepared the information for the initial Master Plan has indicated that a budget of approximately \$320,000 would be required for the installation of a new 'speed' water slide. At this stage a whole of life costing has not been undertaken for a new slide and therefore there is a risk associated with undertaking this procurement in the absence of full costings.

Feedback from users has indicated that the existing slide is slow, and in line with the Master Plan and the focus to attract young people and families to the pool, it has been proposed to install a new "speed" slide that will cater for people 12 years and older. The proposed new slide can be installed without any impact on other facilities at the pool. The slide will be able to be easily integrated into the existing slide, although some modifications to the existing plant will be required.

The installation of a new slide will not require any additional staff resources as the configuration will enable staff to be able to monitor both slides at the same time.

It is difficult to quantify the potential increase in income from the installation of a new slide. As was seen with the slide installed a few years ago there was an initial increase in income, though this has since reduced. The aim is to continue to provide new services and activities which ensure new users are continually attracted to the pool.

As the slide has not been considered by Council no funding allocation has been put aside in the draft 2017/18 budget which is currently being developed for public consultation. Should Council wish to install a new slide next financial year and prioritise this for inclusion in the draft 2017/18 budget it may wish to consider re-prioritising other projects currently included in the draft budget or funding the project from its existing Asset Sustainability Reserve.

It should be noted that a lead time of 6 months is required for supply, installation and modifications to the existing pump facilities for the slide. To ensure there is no impact on the operations of the pool, should funding be provided in the 2017/18 budget the slide would not be available until the 2018/19 season.

For the slide to be installed ready for the 2017/18 season funding would need to be allocated from the current 2016/17 budget to commence the project planning and to place an order for the slide. There are sufficient funds in the current asset sustainability reserves (non-CFPP element) to allocate \$320,000 in 2016/17.

The supplier has advised engineering, production and shipment would take up to 4 months, to enable the slide to be installed prior to the 2017/18 season an order would need to be placed in early April 2017.

Should Council approve this motion the following amendment is recommended to clearly specify the amount of funds to be allocated within the 2017-18 financial year.

That Council:

- 1. Endorses the installation of a second slide for the Marion outdoor pool to be delivered and ready for use in time for the October 2017 season opening.**
- 2. Endorses an allocation of up to \$320,000 from the Asset Sustainability Reserve (non-Community Facilities Partnering Program) element to fund this project.**