

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 9 May 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 circular stamp or watermark.

Adrian Skull
CHIEF EXECUTIVE OFFICER

4 May 2017

**CITY OF MARION
GENERAL COUNCIL AGENDA
FOR MEETING TO BE HELD ON
TUESDAY 9 MAY 2017
COMMENCING AT 6.30PM**



1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

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

3. DISCLOSURE

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

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

5. CONFIRMATION OF MINUTES

Confirmation of the Minutes for the General Council meeting held on 11 April 2017 5

6. COMMUNICATIONS

Nil

7. ADJOURNED ITEMS

City of Marion Volunteer Program
Report Reference: GC090517R01 18

Outdoor Swim Centre Masterplan
Report Reference: GC090517R02 33

8. DEPUTATIONS

Nil

9. PETITIONS

Nil

10. COMMITTEE RECOMMENDATIONS

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Confirmation of the confidential minutes of the Review and Selection Committee meeting held on 2 May 2017 Report Reference: GC090517F01	74
CEO Key Performance Indicators for quarter 3 2016/17 Report Reference: GC090517F02	75
Code of Conduct Report Reference: GC090517F03	76

12. WORKSHOP / PRESENTATION ITEMS

Nil

13. CORPORATE REPORTS FOR DECISION

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14. CORPORATE REPORTS FOR INFORMATION/NOTING

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MATTERS RAISED BY MEMBERS

15. Questions with Notice

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16. Motions with Notice

Nil

17. Questions without Notice

18. Motions without Notice

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 11 APRIL 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 (6.32pm)

Warriparinga Ward

Raelene Telfer

Woodlands Ward

Nick Kerry (6.42pm)

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 6.30pm.

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 Crossland noted a perceived conflict of interest in the item *GC110417F04 – Code of Conduct*
- Councillor Veliskou noted a perceived conflict of interest in the item *GC110417R03 - City of Marion Volunteer Program – Annual Report*

6.32pm Councillor Hull entered the meeting

COMMUNICATIONS

Nil

VERBAL COMMUNICATIONS FROM ELECTED MEMBERS

Various Elected Members gave a verbal communication report.

CONFIRMATION OF MINUTES

6.38pm Moved Councillor Gard, Seconded Councillor Byram that the minutes of the General Council Meeting held on 28 March 2017 be taken as read and confirmed.

Carried Unanimously

ADJOURNED ITEMS

Nil

DEPUTATIONS

Nil

PETITIONS

Nil

COMMITTEE RECOMMENDATIONS

6.40pm Confirmation of Minutes of the Urban Planning Committee meeting held on 4 April 2017 Report Reference: GC110417R01

6.42pm Councillor Kerry entered the meeting

Moved Councillor Telfer, Seconded Councillor Gard that Council:

1. Receives and notes the minutes of the Urban Planning Committee meeting held on 4 April 2017 (Appendix 1).
2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Urban Planning Committee.

Carried Unanimously

CONFIDENTIAL ITEMS

6.45pm Signatures Café Report Reference: GC110417F01

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

Carried Unanimously

6.45pm the meeting went into confidence

Moved Councillor Crossland, Seconded Councillor Westwood that formal meeting procedures be suspended to discuss this item.

Carried Unanimously

6.47pm formal meeting procedures suspended

7.12pm Councillor Kerry left the meeting

7.14pm Councillor Kerry re-entered the meeting

7.23 pm formal meeting procedures resumed

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

Carried Unanimously

7.25pm the meeting came out of confidence

**7.25pm Internal Audit Contract
Report Reference: GC110417F02**

Moved Councillor Telfer, Seconded Councillor Kerry that pursuant to Section 90(2) and (3)(d) of the Local Government Act 1999 the Committee orders that all persons present, with the exception of the following persons Adrian Skull (Chief Executive Officer), Vincent Mifsud (General Manager Corporate Services), Tony Lines (General Manager Operations), Abby Dickson (General Manager City Development, Jaimie Thwaites (Acting Manager Corporate Governance), and Victoria Moritz (Governance Officer) be excluded from the meeting as the Committee receives and considers information relating to contract for the provision of Internal Audit Services 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 commercial information that could reasonably be expected to prejudice the commercial position of the person who supplied the information.

Carried Unanimously

7.25pm the meeting went into confidence

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

Carried Unanimously

7.25pm the meeting came out of confidence

**7.26pm Code of Conduct - Mediation
Report Reference: GC110416F03**

Moved Councillor Crossland, Seconded Councillor Westwood 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 the following [Adrian Skull, Chief Executive Officer; Jaimie Thwaites, Acting Manager Corporate Governance], be excluded from the meeting where the Council will receive and consider information pertaining to the item Code of Conduct – Mediation upon the basis it is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential on the grounds that the report contains information relating to personnel matters.

Carried Unanimously

7.27pm the meeting went into confidence

7.27pm Councillor Kerry left the meeting and did not return

Moved Councillor Westwood, Seconded Councillor Gard that in accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, any attachment to this report and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) of the Act be kept confidential and not available for public inspection for the current term of the Council. This confidentiality order will be reviewed as required by the Act with the first such review to occur at the General Council Meeting in December 2017.

Carried

7.30pm the meeting came out of confidence

7.31pm Code of Conduct

Ref No: GC110417F04

7.31pm Councillor Westwood left the meeting

Moved Councillor Veliskou, Seconded Councillor Appleby that pursuant to Section 90(2) and (3)(a) and (h) of the Local Government Act 1999 the Council orders that all persons present, with the exception of the following [Adrian Skull, Chief Executive Officer; Jaimie Thwaites, Acting Manager Corporate Governance], be excluded from the meeting where the Council will receive and consider information pertaining to the item Code of Conduct 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 and legal advice.

Carried Unanimously

7.33pm the meeting went into confidence

7.33pm Councillor Westwood re-entered the meeting

7.36pm Councillor Gard left the meeting

Moved Councillor Veliskou, Seconded Councillor Byram that formal meeting proceedings be suspended to discuss the item.

Carried Unanimously

7.37pm formal meeting proceedings suspended

8.33pm formal meeting proceedings resumed

Moved Councillor Telfer, Seconded Councillor Byram In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, any attachment to this report and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) and (h) of the Act be kept confidential and not available for public inspection for the current term of the Council. This confidentiality order will be reviewed as required by the Act with the first such review to occur at the General Council Meeting in December 2017.

Carried

8.39 the meeting came out of confidence

WORKSHOP / PRESENTATION ITEMS

Nil

CORPORATE REPORTS FOR DECISION

8.39pm Councillor Byram left the meeting

8.40pm Section 270 Review – Removal of Playground (Resolute Crescent, Hallett Cove) **Report Reference: GC110417R02**

Moved Councillor Hull, Seconded Councillor Westwood that Council Notes:

1. A final report entitled “*Section 270 Review – Removal of Playground (Resolute Crescent, Hallett Cove)*” will be presented to Council at the 9 May 2017 General Council meeting, that considers and reflects all feedback received from key stakeholders.

Carried Unanimously

8.41pm City of Marion Volunteer Program – Annual Report **Report Reference: GC110417R03**

Councillor Veliskou noted a perceived conflict of interest in the item *City of Marion Volunteer Program – Annual Report* as one of the volunteer programs relates to *ATO Tax Help*, which involves his employer, however as he is not directly associated, will remain for this item.

8.42pm Councillor Byram re-entered the meeting

Moved Councillor Hull, Seconded Councillor Westwood that this item be dererred to the General Council Meeting on 9 May 2017.

Carried Unanimously

8.45pm Warradale Park Tennis Club Facility Improvements **Report Reference: GC110417R04**

Moved Councillor Hull, Seconded Councillor Telfer that Council:

1. Grants landlord consent for the building works to be undertaken to the Warradale Park Tennis Club clubrooms as outlined in this report, subject to the club securing all funds to fully finance the works.
2. Notes landlord approval will be subject to a successful funding application and development approval.
3. Supports the Club submitting an application for \$175,000 to the Office for Recreation & Sports Community Recreation and Sport Facilities Program by the Warradale Park Tennis Club.
4. Endorses an allocation of up to \$125,000 being made from the Community Facilities Partnership Program Asset Sustainability Reserve subject to the Club obtaining remaining funds for the works through external funding sources and/or the contribution of Club funds.

5. Advises that the Warradale Park Tennis Club will be responsible for any project related cost overruns and will be responsible for all future maintenance and repairs to the clubrooms in line with the lease.
6. Endorses an allocation of \$20,200 per annum for operating and maintenance costs and an allocation of \$5,536 per annum for capital renewal / depreciation costs into Council 2017/18 annual budget and Long Term Financial Plan.

Carried Unanimously

8.48pm Glenthorne Farm – Rescission Motion
Report Reference: GC110417R05

Moved Councillor Byram, Seconded Councillor Westwood that Council:

Amends the resolution of 11 November 2016 that states Council:

1. Notes the report and endorses the community engagement strategy described in this report.
2. Endorses an allocation of \$26,400 to undertake the community engagement strategy described in this report, noting this funding will be sourced from savings in the 2016/17 budget.
3. Notes that material for the community engagement strategy will be commenced and the formal public campaign will start in early 2017.

to the following new resolution:

That:

1. Council continues to work closely with key partners to maximise community benefits at Glenthorne Farm.
2. A report be brought to Council in April 2018 reviewing the progress towards achieving the community's aspirations for Glenthorne Farm and recommending next steps.
3. The Mayor and CEO take advantage of any further opportunities to further lobby for the opening of Glenthorne Farm for community use.

Carried

8.53pm Council's Draft 10-Year Strategic Plan
Report Reference: GC110417R06

Moved Councillor Byram, Seconded Councillor Telfer that Council:

1. Adopts the draft 10-year Strategic Plan for community consultation
2. Notes the community consultation on the draft Strategic Plan will occur in combination with the consultation on the draft Annual Business Plan in May 2017.
3. Notes the draft suite of Community Indicators as a starting point for assessing progress of strategic goals

Carried Unanimously

8.55pm Asset Optimisation – Vacant Land
Report Reference: GC110417R07

Moved Councillor Hull, Seconded Councillor Byram that Council:

1. Acknowledges the outcome of the community consultation process undertaken for the potential disposal of:
 - Luke Court Reserve at Allotment 58 in Deposited Plan 10466, Certificate of Title Volume 5552 Folio 397
 - Louise Avenue Reserve at Allotment 31 in Deposited Plan 6514, Certificate of Title Volume 2284 Folio 135
2. Authorises the lodgement of the proposal with a report on all submissions made as part of the public consultation process and a request to approve the revocation of the Community Land classification over:
 - Luke Court Reserve at Allotment 58 in Deposited Plan 10466 being portion of the land in Certificate of Title Volume 5552 Folio 397
 - Louise Avenue Reserve at Allotment 31 in Deposited Plan 6514 being the whole of the land in Certificate of Title Volume 2284 Folio 135to the Minister for Planning in accordance with Section 194 of the Local Government Act 1999.
3. Notes a report will be presented to Council upon receipt of the determination from the Minister for Planning in relation to:
 - Luke Court Reserve at Allotment 58 in Deposited Plan 10466, Certificate of Title Volume 5552 Folio 397
 - Louise Avenue Reserve at Allotment 31 in Deposited Plan 6514, Certificate of Title Volume 2284 Folio 135
4. Resolves to allocate additional funds of up to \$4,000 required for property valuations through the 2016/17 third budget review process, noting that these additional costs will be offset should the sale of properties proceed.

Carried Unanimously

9.02pm 3rd Party Water Supply Options
Reference No: GC110417R08

Moved Councillor Telfer, Seconded Councillor Hull that Council:

1. Notes the Report.
2. Endorses staff to further explore the opportunities to supply 3rd parties with water as they arise.
3. Endorses the consolidation of water management into a dedicated business unit.
4. Approves that any revenue received from the sale of treated stormwater is set aside to further develop 3rd party supply opportunities.

Carried Unanimously

9.09pm Reserve Street Reserve Dog Park Community Survey

Report Reference: GC110417R09

Moved Councillor Byram, Seconded Councillor Westwood that Council:

1. Notes the consultation report (Appendix 1).
2. Endorses the placement of the toilet at Reserve Street Reserve Dog Park as proposed in Appendix 2.
3. Endorses the allocation of up to of \$28,000 for a shelter and seating within the 2017/18 draft budget.
4. Endorsed an increased allocation of \$2,800 per annum for increased operating, maintenance and renewal costs.
5. Notes that there are opportunities to be explored within the proposed new Animal Management Plan and further information will be provided at a future council meeting.

Carried Unanimously

9.11pm Jervois Street Reserve Community Evaluation

Report Reference: GC110417R10

Moved Councillor Byram, Seconded Councillor Veliskou that Council:

1. Notes the consultation report (Appendix 1).
2. Endorses the inclusion of \$35,000 for a double shelter, two picnic tables and bitumen base within the 2017/18 annual budget.
3. Endorses that \$3,000 of the required \$35,000 project budget be funded from the monetary prize received by SA Health from the '2017 Minister for Health – Excellence in Public Health Awards' and be attributed to the enhancements proposed at Jervois Street Reserve.
4. Endorses an increased allocation of \$5,766 per annum for increased operating, maintenance and renewal costs in the Council 2017/18 budget and Long Term Financial Plan.

Carried Unanimously

9.12pm LGA Membership subscription calculations
Report Reference: GC110417R11

Moved Councillor Byram, Seconded Councillor Crossland that formal meeting procedures be suspended to discuss this item.

Carried Unanimously

9.14pm formal meeting procedures suspended

9.24pm formal meeting procedures resumed

Moved Councillor Crossland , Seconded Councillor Byram that Council:

1. Notes the attached report “2017 Review of LGA Membership Subscription Formula – Summary for Consultation”.
2. Advises the LGA that Subscription Formula *Modified RTSA Population Bands Option 4* is preferred by the City of Marion, with a phasing in period of 3 years.

Meeting Extension

Moved Councillor Veliskou, Seconded Councillor Crossland that the meeting be extended for a period of 20 minutes to enable the remaining items to be considered.

Carried

9.27pm meeting extended

Carried

9.27pm Proposed change to voting method at Local Government elections
Report Reference: GC110417R12

Moved Councillor Appleby, Seconded Councillor Westwood that Council:

1. Notes the proposal to change the voting method at Local Government elections.
2. Advises the LGA that Council supports the status quo in regards to the voting method at Local Government elections.

Carried

**9.35pm Local Government candidates elected unopposed.
 Report Reference: GC110417R13**

Moved Councillor Telfer , Seconded Councillor Veliskou that Council:

1. Notes the proposal to provide information to the community about candidates who have been elected unopposed.
2. Advises the LGA that their preferred option is 2 (as written) and 3 amended as follows:
 - (2) LGA to obtain profile data of candidates who have been elected unopposed from ECSA and publish it on the candidate website page along with all other candidates' profile data. This option needs a minor amendment to the Local Government (Elections) Act as candidate profiles for candidates elected unopposed are not currently published. This option has no cost implications to council.
 - (3) Councils to determine on an individual basis to ~~mail-out~~ **distribute** information provided by candidates who have been elected unopposed, which can already be done under the current legislation. This option complies with the responsibility under s21 of the Elections Act to display all valid nominations received in the principal office of the council. In previous elections, the City of Marion has ~~also~~ published the candidate information in City Limits which is mailed to residents. If no information is provided by the candidate, there is currently no requirement for ECSA to provide the candidate's profile information to Council.

Carried

CORPORATE REPORTS FOR INFORMATION / NOTING

9.40pm Moved Councillor Byram, Seconded Councillor Crossland that the following items be moved en bloc:

- Playground Framework Progress Report (Report Reference: GC110417R14)
- Update on potential to supply water into Tonsley (Report Reference No: GC110417R15)
- WHS Performance Report – March 2017 (Report Reference: GC110417R16)
- Utilisation of Vacant Commercial Properties (Report Reference: GC110417R17)

Carried Unanimously

**9.40pm Playground Framework Progress Report
 Report Reference: GC110417R14**

Moved Councillor Byram, Seconded Councillor Crossland 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.

Carried Unanimously

**9.40pm Update on potential to supply water into Tonsley
Reference No: GC110417R15**

Moved Councillor Byram, Seconded Councillor Crossland that Council:

1. Notes the Report.
2. Notes that any further developments will be reported to council.

Carried Unanimously

**9.40pm WHS Performance Report – March 2017
Report Reference: GC110417R16**

Moved Councillor Byram, Seconded Councillor Crossland that Council:

1. Notes the report and statistical data contained therein.

Carried Unanimously

**9.40pm Utilisation of Vacant Commercial Properties
Report Reference: GC110417R17**

Moved Councillor Byram, Seconded Councillor Crossland that Council:

1. Notes the final report.

Carried Unanimously

MATTERS RAISED BY MEMBERS

Questions with Notice

Nil

Motions with Notice

Nil

Questions without Notice

Nil

Motions without Notice

Nil

LATE ITEMS

Nil

MEETING CLOSURE - Meeting Declared Closed at 9.46pm

CONFIRMED THIS 9 MAY 2017

.....
CHAIRPERSON

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 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: GC090517R01

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

DUE DATES

That Council:

- | | |
|---|------------|
| 1. Notes the Volunteer Program Annual Report (2016), including 41,489 volunteer hours achieved during the year valued at \$1,138,873. | 9 May 2017 |
| 2. Adopts the reviewed Volunteer Policy. | 9 May 2017 |

3. **Acknowledges the contribution of both City of Marion registered volunteers and other volunteers working within the City of Marion.** 9 May 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.** 9 May 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.

APPENDICES

Appendix 1 - Volunteer Program Annual Report 2016

Appendix 2 – Volunteer Policy

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. It is noted that during this reporting period the cost of maintaining volunteer programs increased.

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

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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. VOLUNTEERING IN THE CITY OF MARION

In the City of Marion 18% of the population reported doing some form of voluntary work in 2011⁴. The voluntary work sector is an important part of Australia's economy and is recognised as a valuable part of life in Australia. Volunteering contributes to community participation and the building of social connections. The level of volunteering can indicate the cohesiveness of the community and how readily individuals are able to contribute to that community.

A volunteer is defined as someone who, in the previous 12 months, willingly gave unpaid help, in the form of time, service or skills, through an organisation or group.

In 2011, 17.6% or 12,214 people, aged 15+ indicated that they had volunteered in the past 12 months in the City of Marion compared with 17.7% in Greater Adelaide. 76.4% of people living in Marion (53,126) stated that they had not volunteered compared with 75.7% of people living in Greater Adelaide. 6.0% of people (4,189) volunteered in Marion but did not indicate in what

³ Calculated at \$27.45 per hour

⁴ Australian Bureau of Statistics, Census of Population and Housing, 2011, to be updated when 2016 Census data is available

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capacity they contributed. 6.6% in greater Adelaide undertook some form of voluntary work but did not state what the role was.

The number of volunteers in the City of Marion increased by 389 people between 2006 and 2011.⁵

4. 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.

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 ⁶	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

5. 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.

⁵ More recent ABS (2016) is yet to be released.

⁶ Costs relating to this program are funded by the grant funding – Commonwealth Home Support Program.

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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.

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.

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- 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.

6. 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.

7. 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:

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- 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 decreasing⁷. 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 28% of adults born overseas volunteered and 25% of adults spoke a language other than English at home⁸

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.

8. 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

9. 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.

⁷ <https://www.volunteeringaustralia.org/wp-content/uploads/State-of-Volunteering-in-Australia-2012.pdf>

⁸ <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
- Racial Discrimination Act, 1975
- Sex Discrimination Act, 1984



- Child Protection Act, 1993
- Disability Discrimination Act, 1992
- Equal Employment Opportunity (Commonwealth Authorities) Act, 1987
- 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
9 MAY 2016**

ADJOURNED ITEM

Originating Officer: Tyson Brown, Unit Manager Cultural Facilities
Manager: Carol Hampton, Manager City Property
General Manager: Abby Dickson, General Manager City Development
Subject: Marion Outdoor Swimming Centre Master Plan
Report Reference: GC090517R02

The item 'Marion Outdoor Swimming Centre Master Plan', GC280317R10 (attached as Appendix 1) was adjourned at the 28 March 2017 General Council meeting to enable further discussion at the Infrastructure and Strategy Committee meeting ISC020517R7.1 (attached as Appendix 2).

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*

REPORT OBJECTIVE

To present to Council a comprehensive collation of information to enable progress of the Marion Outdoor Swimming Centre (MOSC) facility upgrades additional information is provided in tis covering report as a result of communication with Elected Members and the 2 May Infrastructure and Strategy Committee Meeting. Both of these reports are attached as Appendix 1 and 2.

EXECUTIVE SUMMARY

The MOSC Masterplan is unfunded and has been considered by Council and the Infrastructure and Strategy Committee. There has been a diverse range of feedback, some members have raised concerns about the potential level of expenditure required to upgrade the facility as well as the extent of any upgrades.

Additional information sought included a more comprehensive breakdown of the proposed \$150,000 for the detailed costs analysis and documentation development to enable tender and resource attraction processes. A rationale for the section 48 Prudential report has also been provided.

In addition, members requested the inclusion of the change rooms to be costed and as such the amount requested has increased to \$175,000 (this includes \$25,000 for design and costing of change room) within the 2017/18 budget process to be allocated towards architectural and cost consultancy services.

Since preparing the reports on the Masterplan there has been a structural fail of one of the shades, which will need to be removed and replaced (this is a different structure to what has been proposed in this report). Investigations are under way to determine if there could be an insurance claim and to determine the cost to replace the structure, the cost could be in the order of \$200k. A report will be provided to Council once all details are available, the report will include funding options eg Asset Sustainability Fund, savings.

RECOMMENDATION

That Council:	Due Date
1. Endorses the allocation of funds for the undertaking of upgrade works for the upgrade of the Marion Outdoor Swimming Centre as set out in this report.	9 May 2017
2. Endorses an allocation of up to \$268,000 be provided in the 2017/18 Annual Business Plan and Budgeting process for:	9 May 2017
– Preparation of detailed design and costing for the reconfiguration of the foyer and upgrade to the facade.	
– Supply and installation of new shade structures.	
– Preparation of detailed design and costing for a new BBQ and picnic area.	
– Preparation of designed design and costing for the change room upgrade	
3. Endorses allocation of up to \$25,000 be provided for CCTV to be installed in the Marion Outdoor Swimming Centre car park in 2017/18 Annual Business Plan and Budget process subject to no external funding being available for this work.	9 May 2017
4. Notes further reports will be provided for the allocation of funding to enable the remaining upgrades to be undertaken in 2017/18 or 2018/19.	9 May 2017

OR

- | | |
|---|-------------------|
| 1. Endorses allocation of up to \$175,000 within the draft 2017/18 budget for detailed design documentation, cost analysis including staging options and coordination. | 9 May 2017 |
|---|-------------------|

DISCUSSION:

Analysis of the proposed MOSC facility upgrades have been developed through reviewing of the internal and external community engagement feedback conducted throughout the master plan development. We have reviewed the various consultant reports on the facility undertaken over the past several years.

The proposed scope of works has taken this information into consideration and been adapted as a result of Elected Member feedback from various forums including Council Meetings, Elected Member Forums and the Infrastructure and Strategy Committee on two occasions. The information discussed has been documented in this and the two attached reports and form the project brief seeking funding to be allocated in the draft budget for the 2017/18 financial year.

The funding allocation will enable detailed design and documentation, cost analysis and coordination of the various specialty areas to form a complete and consistent suite of documents that will enable the engagement of an informed tender process and to attract external funding and resources.

DETAILED DESIGN

At present only high level concept designs have been developed which can enable Council to determine the scope of works to deliver. Detailed design is required for cost certainty and to establish a project budget.

The next stage in the facility redevelopment process is to engage professionals to undertake and coordinate detailed designs and documentation, this involves but is not limited to:

- Landscape design
- DDA pathways
- Architecture reconfiguration of built form
- Design documentation
- Cost benefit of staging works
- Cost analysis

Detailed design documentation will enable Council to be in a position to consider committing funds and to seek external grant funding and partnerships. Should Council endorse proceeding to detailed design, funds of \$150k will be allocated through the 2017/18 budgeting process. Should the change rooms be included an additional \$25k will be required for detailed design and costing.

Should detailed design not be undertaken there is a risk that:

- WHS standards and building code for high usage facility may not be met
- Service and workflow efficiencies may not be maximised
- There is no cost certainty, a detailed scope of works would be provided for Council approval before tendering our works/construction
- A non-integrated or staged design may result in increased costs

The Infrastructure and Strategy Committee (ISC020517R7.1) considered options for the upgrade of the pool and supported the options with selected components of the Masterplan in the order of \$3.2m as well as minor works to the change rooms. The committee noted that a number of the components did not require detailed design and that some designs should be able to be undertaken within existing resources. There were concerns there may be unnecessary costs and delays in progressing works if only detailed designs, staging options and accurate project costs were undertaken in 2017/18.

The committee recommended;

1. *Recommends Option 3 with the addition of the changerooms outlined in this report for the redevelopment of Marion Outdoor Swimming Centre to Council for consideration.*
2. *Recommends that the report to Council notes which items can be integrated into the capital works program.*

It is important to plan and coordinate works to ensure there is minimal impact on services and ensure cost benefits of staging works and recognition of interdependences. Work may also be required to be undertaken when the pool is closed eg April to September. Should Council decide to only fund specific components it could result in a disjointed and piece meal approach.

Consideration needs to be given to the timing and allocation of funds for the following proposed components:

Component	Comment	Recommendation
Foyer reconfiguration eg multipurpose/party room, improved security, new counter	The current foyer has access points to several areas, will require the removal of the old ticket box which will require structural changes. Consideration will need to be given to workflow between ticketing and the kiosk. The upgrade of the façade will need to be integrated into changes to the foyer.	Funds are required for a contractor to design and cost these works as well as considering the timing of works to minimise the impact on the service. Allocate \$45k for design and detailed costing in 2017/18 with a further report being brought to Council on timing and funds required for the reconfiguration and façade upgrade.
Façade upgrade	Administration is considering a minor and short term option within the existing operational budget as an interim measure.	Refer above recommendation
Renew shade structures	There are a number of old and unattractive shade structures comprising of galvanised pipe and shade cloth which are to be replaced including potential relocation. These structures are to be replaced with "off the shelf" shade structures so will not require any design works, and indicative cost has been provided of \$170k.	Allocate \$170,000 in the 2017/18 for the purchase and installation of new shade structures.
Splash Pad	This will improve facilities for 0-5 year olds and ideally attract more families to the facility. There are two suppliers for this product who are able to provide designs. In addition the plant room will need to be upgraded. This work will need to be undertaken out of season. Dependant on the lead time work could be undertaken in 2018/19.	Designs and costs be obtained from suppliers to enable a splash pad to be installed for the 2018/19 season. A report be brought back to Council seeking funds to be allocated for the installation of splash pad for the 2018/19 season.
New BBQ and picnic area (near toddlers pool)	This work is dependent on the location of the splash pad and water play structure, consequently the design cannot be prepared until the details of the components are obtained. Currently in house resources do not have the capacity to undertake this work so it will need to be out sourced.	As designs for the splash pad and play structure will be obtained in 2017/18 the detailed design will be able to be undertaken and costs prepared. Allocate \$28k for detailed design and costs to be prepared and a further report be brought back to Council to

		seeking funds for these works.
Improved pathway accessibility	<p>This work will be dependent on the location of the splash pad and water play structure.</p> <p>The design and costing will be able to be undertaken in house.</p> <p>Consideration will need to be given to the timing of this work.</p>	<p>As designs for the splash pad and play structure will be obtained in 2017/18 the detailed design will be able to be undertaken and costs prepared.</p> <p>A further report be brought back to Council to provide funds for improved pathway access.</p>
Bus drive through (and car park upgrade)	<p>This will be included in the carpark upgrade and will need to consider linkages with the Touch by Olivia project.</p> <p>The design and costing will be able to be undertaken in house</p>	<p>Designs to be prepared in conjunction with the Touch by Olivia project.</p> <p>A further report be brought back to Council to provide funds for the bus drive through and car park upgrade.</p>
CCTV in car park	<p>This is an “off the shelf” product, quotes will be obtained from suppliers.</p> <p>Administration will determine if government funding can be obtained for this work.</p>	Allocate \$25k in the draft 2017/18 budget for CCTV to be installed in the car park subject to no external funding being secured for this work.
Water Play structure	<p>This facility is aimed at the 5-12 year olds and is anticipated to attract more families.</p> <p>This is an “off the shelf product” so designs and costs can be provided by suppliers.</p>	A report be brought to Council seeking funds to be allocated for the installation of splash pad for the 2018/19 season.
Change room	<p>Elected Members have requested that all maintenance works be undertaken (this will be funded through existing operational budget) and minor upgrade works be undertaken. ie dual flush cisterns, energy efficient taps etc.</p> <p>The upgrades will need to be determined and costed.</p> <p><i>Note in the master plan high level estimates approx. \$200k enables repainting, tiling bench seating, fittings, service upgrades and upgrade toilet block within the change rooms. The is primarily a cosmetic enhancement.</i></p>	Allocate \$25k in the draft 2017/18 budget for detailed design and costing to upgrade of the change rooms.

5COMMUNITY NEEDS ANALYSIS

The MOSC contributes to delivering value to rate payers delivering on goals contained within Council's business plan under the themes of liveable and prosperous

Liveable: *Communities that are safe and inclusive, embracing active and living and healthy lifestyles*

Prosperous: *A welcoming City offering resident and visitors a wide range of leisure and cultural experiences:*

The MOSC attendance rates post SAALC are comparable with benchmarked Adelaide metropolitan outdoor pools of 75,000 visits per season indicating the service is still well utilised by the community. This indicates community demand for an outdoor facility within the City remains relatively high.

The establishment of the indoor South Australian Aquatic and Leisure Centre (SAALC) in 2011/12 within the Council area has impacted on attendances and subsequent revenue at MOSC. Prior to SAALC's opening, attendances were 101,300 (2010/11) compared to 95,000 the year SAALC opened (2011/12) and 83,000 (2015/16). Essentially MOSC has not attained similar attendance rates since SAALC opened. In particular, the MOSC has seen a reduction in use by the education sector with an indoor aquatic facility being more reliable as it can be utilised by schools in all weather conditions.

Community and customer engagement both through the masterplan process and previous customer satisfaction surveys have indicated high levels of satisfaction with the services provided by the MOSC however customers do see room for improvement in the amenity of the facility.

The masterplan process sought feedback on what respondents thought were the best part of the centre, if there was a part of the current centre you could change, what would it be and why and what additional activities and facilities would you like to see provided. The feedback provided aligns to the proposed components which have been determined.

FINANCIAL ANALYSIS

The draft Annual Business Plan 2017/18 currently has \$150k allocated towards the detailed design works for the Marion Outdoor Swimming Centre, subject to Council approval. Any amount over \$150k up to the \$293k would impact on funding set aside for major new projects.

If the full scope of works is approved, more detailed costings will need to be prepared with whole of life costs factored in to determine the full impact on Council's Long Term Financial Plan. Given the cost is estimated to be in the order of \$3.2m, funding options would also need to be presented to Council at the same time.

SECTION 48 PRUDENTIAL PLANNING

Section 48 of the *Local Government Act 1999* (the 'Act') requires Council to consider a report for any project where the expected capital cost is likely to exceed \$4 million over the ensuing 5 years and addresses a number of key prudential issues. Should Council approve progressing to detailed design, documentation and cost analysis of a scaled down redevelopment of the MOSC the cost will be in the order of \$3.2m, (including the change rooms) depending on what elements Council chooses to include in the project scope.

This Section 48 report examines the project's compatibility with Council's strategic plans and the Development Plan and investigates the:

- potential impact on the local economy
- consultation that has been undertaken with the local community
- financial implications, viability and sustainability of the project both in the short and long term
- potential risks arising from the project and the proposed strategies to manage those risks.

Should the MOSC redevelopment project capitals costs be below \$4 million Council may still wish to request a prudential management report be developed to better understand the financial implications, project risks and community and economic benefits. This report would be developed by staff within existing resources. Direction from Council is sought on this matter.

CONCLUSION:

The MOSC contributes to delivering value to ratepayers 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 plan 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 making sound strategic decisions regarding asset management.

The Infrastructure and Strategy Committee considered the options for the upgrade of the MOSC and allocation of funds in the 2017/18 budget to undertake a detailed cost analysis, proposed staging options, design development and documentation for the construction of various elements. This will enable the MOSC to be upgraded and enable Council to make an evidence based decision on the level of funding required and what elements should be upgraded or installed in the years ahead. The committee has recommended that Option 3 as well as upgrades to the change rooms be undertaken and be integrated into the capital works program.

**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:

- | | |
|--|-----------------------------|
| <p>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.</p> | <p>28 March 2017</p> |
| <p>2. Endorses undertaking detailed design for the scope of works outlined within this report.</p> | <p>28 March 2017</p> |
| <p>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.</p> | <p>February 2018</p> |

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

GC090517R02 - Appendix 1

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+)

GC090517R02 - Appendix 1

(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.'

GC090517R02 - Appendix 1

- 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

GC090517R02 - Appendix 1

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.

- 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
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
2 MAY 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: ISC020517R7.1

REPORT OBJECTIVE

The purpose of this report is to present to the Infrastructure and Strategy (I & S) Committee options to upgrade the Marion Outdoor Swimming Centre (MOSC) facility. The Business Plan 2016-19 requires the Masterplan to be presented to Council in 2017-18 and for Council to complete a detailed design and seek grant/partnership funding in 2017-19. A report was prepared for the General Council meeting on 28 March 2017 and was referred to the I & S Committee for further analysis.

This report seeks to provide the committee with additional information to support decision making and enable administration to provide a report to the General Council Meeting on 9 May 2017.

The options proposed seek to progress elements within the Masterplan to improve the amenity, ensure the facility remains competitive with other Adelaide metropolitan pools and increase income generation through enhanced experiences for the children and family market segment.

RECOMMENDATIONS

That the Infrastructure and Strategy Committee:

Date

- | | |
|---|--------------------------|
| <p>1. Recommends option ____ outlined in this report for the redevelopment of Marion Outdoor Swimming Centre to Council for consideration.</p> | <p>2 May 2017</p> |
|---|--------------------------|

EXECUTIVE SUMMARY

This report provides options for the upgrade of the MOSC and seeks further discussion with the Infrastructure and Strategy Committee to enable a recommendation be developed for Councils consideration.

The options include:

1. Undertake no changes and renew items at the end of their useful life.
2. Implement Masterplan in full – Option 2, \$11.6 million
3. Selected components of the Masterplan (as provided to Council 28 March 2017) – in the order of \$3.5m
4. Additional selected components of Masterplan.

Should Council recommend to undertake redevelopment of the MOSC funding is required for a detailed design and cost analysis.

The MOSC Masterplan is unfunded and has been considered by Council and this committee. There has been a diverse range of feedback, some members have raised concerns about the potential level of expenditure required to upgrade the facility as well as the extent of any upgrades.

The items listed within the proposal have been determined as a result of discussion received at various Elected Member forums and interactions. In addition, some members requested an upgrade to the change rooms be included in the redevelopment works. The cost to undertake change room upgrades has been estimated at \$250,000.

The allocation of funds in the 2017/18 budget will enable Council to develop detailed designs, staging options and accurate project costings. This information will subsequently enable Council to consider the project in the context of its capacity to fund this project alongside other prioritised strategic projects. Sound project management requires the development of detailed designs to provide accurate costing and allocate a final project budget. Should this work not be undertaken it would be difficult to provide an accurate budget, which could result in the project exceeding the allocated budget. This report seeks a recommendation from the I&S committee for Council's consideration of the components and staged approach the allocation of funds towards detailed design development and documentation.

DISCUSSION

The various elements for the development of the MOSC have been informed through the Master planning process and Elected Member forums and meetings. The feedback has been analysed alongside; additional outdoor pools across the state to determine our competitive advantage; local market/pool facilities to minimise duplication/competition; geographic proximity to various other low cost recreational opportunities; population demographics and trends for physical recreation; and enhancing a point of difference to increase income generation opportunities.

Further detailed analysis of consultant reports has contributed significantly to the various options within this report as well as the review of each suggested component against five categories including:

- Income generation opportunity
- Point of difference
- Safety and accessibility
- Aligning pool standard
- Financial viability.

Options to be considered for the upgrade of MOSC include:

1. Undertake no changes and renew items at the end of their useful life.
2. Implement Masterplan in full – Option 2, \$11.6 million
3. Selected components of the Masterplan (as provided to Council 28 March 2017) – in the order of \$3.5m
4. Additional selected components of Masterplan.

An analysis of each of these options is provided below.

1. Undertake no changes and renew items at the end of their useful life

The pool has not had any significant upgrade besides the water slide for many years. Compared to other metropolitan pools the facility is looking tired and dated, many of the other pools have undergone significant upgrades in recent years.

In 2015 Tonkin's undertook an audit of the condition of the MOSC which provided details on the condition, remaining useful life, maintenance, compliance and replacement costs (\$4.1m required over the next 60 years). Details of the asset, remaining life and replacement costs were provided to members at the Elected Member forum on 20 September 2016. These renewal costs have been built into the LTFP.

Council recently approved funding for a new slide which will provide a new attraction for the community and will see an increase in users specifically those aged 12 years and older.

Risks and opportunities for option one include:

Risks:

- Reduction of existing customers
- Negative community perception of Council / community assets
- Reduced community value of involvement in engagement processes
- Increased annual MOSC operating deficits
- Capital improvement costs increase, providing greater burden in the future

Opportunities

- Reduction of capital expenditure – cost savings

This option would not be recommended as items would only be upgraded at the end of their useful life, many assets would not be due to be replaced for over 10 years. The facility would remain tired and unattractive and struggle to attract new users, income would likely reduce.

2. Implement Masterplan in full – Option 2 \$11.6 million

In 2015 Council undertook a significant Master planning exercise with the community, which resulted in a preferred option that was estimated to cost \$11.6m. A Business Case Analysis was undertaken based on this option, the 10 year whole of life costs was shown to be \$19.1m. All components with the exception of one demonstrated that they would provide a deficit to council.

An \$11.6 million project is cost prohibitive within Council's current strategic priorities.

The original Masterplan also included indoor aquatic and health facilities which are currently provided by other local facilities.

Risks and opportunities for option two include:

Risks

- Duplication of indoor aquatic facilities
- Limited return on investment in the form of income generation and increased patronage
- Income generation does not offset capital expenditure
- Total project cost does not align with additional strategic priorities
- Significant increased ongoing management costs
- Upgrade of indoor facilities does not focus on MOSC point of difference as an outdoor facility

Opportunities

- Increased patronage
- Increased diversity of services/programs

- Value add to like facilities (Oaklands Plaza and Inclusive Playspace)
- Increase repeat customer interactions
- Further engage with a broad range of age groups and interests

This option is not recommended, while the Masterplan Option 2 would provide a significant redevelopment of the MOSC it needs to be considered in line with other major strategic priorities and projects and an investment of this level. The level of capital investment is significant and improvements to the facility can be made at a much lower cost to Council. A more modest redevelopment is recommended which will still ensure retention of existing users, minimise competition with local like facilities and attract new users.

3. Selected Components of Masterplan (as provided to Council 28 March 2017) – in the order of \$3.5m

At the Elected Member Forum in September 2016 feedback was provided on the components which were to be pursued and reported back to Council.

The review of the Master Plan Option 2 has been based on;

- Elected Member feedback
- Focusing on market segment e.g. families
- Income generation opportunities
- Point of difference
- Safety and accessibility
- Aligning with pool standard

A report was prepared for the March Infrastructure and Strategy Committee (ISC070317R7.2) to seek feedback on the proposed components, which were:

- Foyer reconfiguration e.g. multipurpose/party room, improved security, new counter
- Façade upgrade
- New water slide
- Renew shade structures
- Splash Pad
- New BBQ and picnic area (near toddler's pool)
- Improved pathway accessibility
- Bus drive through
- CCTV in car park
- Water play structure including plant upgrade.

(At the 28 March Council meeting funding was approved for a new water slide)

These proposed components are focused on increasing utilisation and income generation opportunities.

Below includes risks and opportunities for option three:

Risks

- Patronage does not increase
- Project costs exceeds high level estimate

Opportunities

- Further focus on market segment (not in competition with local business)
- Focus on upgrading elements of the outdoor pool which is its point of difference with local competitors ie. outdoor facilities
- Engage new customers

- Value add to like facilities (Oaklands Plaza and Inclusive Playspace)
- Project is achievable with other strategic priorities
- Enhance relationship with community who note value in contributing to Council's engagement processes
- Increase repeat customer interactions
- Further engage with a broad range of age groups and interests

This option is recommended as it will reduce the level of funding to be invested while still improving the facility and offering new attractions to focus on families. It poses less financial risk to Council. The risks associated with this option can be mitigated through sound project management and improved marketing of the facility.

4. Additional Selected Components of Masterplan

Feedback has been received that the change rooms should be upgraded as part of the upgrade this is costed in the order of \$250,000.

Members may wish to identify additional components to be incorporated in the upgrade, while this will increase the cost of the project it is recommended that should members identify components to be pursued this should be pursued at this stage.

Below is the risks and opportunities for option four:

Risks

- Total project cost do not align with additional strategic priorities

Opportunities

- Elected member community awareness enhances project deliverables

At this stage funding is being sought to proceed with a detailed cost analysis, proposed staging options, design development documentation for the construction of various elements within the facility to enable the MOSC to be upgraded. At this stage additional components could be included in the scope of works and once the costs are provided Council can determine the level of funding to be allocated to the upgrade.

DETAILED DESIGN

At present only high level concept designs have been developed which can enable Council to determine the scope of works to deliver. Detailed design is required for cost certainty and to establish a project budget.

The next stage in the facility redevelopment process is to engage professionals to undertake and coordinate detailed designs and documentation, this involves but is not limited to:

- Landscape design
- DDA pathways
- Architecture reconfiguration of built form
- Design documentation
- Cost analysis

Completed detailed design documentation will enable Council to be in a position to consider committing funds and/or use seek external grant funding and partnerships. Should Council endorse proceeding to detailed design an allocation of funds will be sought in the 2017-18 budget.

ENVIRONMENTAL DESIGN ELEMENTS

Council has raised the need for any redevelopments of the MOSC to incorporate environmental design elements.

There have been significant improvements to the MOSC energy efficiency to date which include:

- 20kw Solar installation to be completed by June 2017.
- Water saving measures implemented in 2016/17 which included irrigation connected to the Oakland's Wetlands recycled water program and daily use of pool covers to reduce heat loss and evaporation.
- Public change rooms have water saving timed showers and dual flush toilets have been installed throughout.
- Cogeneration was explored at the MOSC at a high level with the following advice from the consultant received

'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.'

The detailed design phase will further consider environmental initiatives.

COMMUNITY NEEDS ANALYSIS

The MOSC contributes to delivering value to rate payers delivering on goals contained within Council's business plan under the themes of liveable and prosperous

Liveable: *Communities that are safe and inclusive, embracing active and living and healthy lifestyles*

Prosperous: *A welcoming City offering resident and visitors a wide range of leisure and cultural experiences:*

The MOSC attendance rates post SAALC are comparable with benchmarked Adelaide metropolitan outdoor pools of 75,000 visits per season indicating the service is still well utilised by the community. This indicates community demand for an outdoor facility within the City remains relatively high.

The establishment of the indoor South Australian Aquatic and Leisure Centre (SAALC) in 2011/12 within the Council area has impacted on attendances and subsequent revenue at MOSC. Prior to SAALC's opening, attendances were 101,300 (2010/11) compared to 95,000 the year SAALC opened (2011/12) and 83,000 (2015/16). Essentially MOSC has not attained similar attendance rates since SAALC opened. In particular, the MOSC has seen a reduction in use by the education sector with an indoor aquatic facility being more reliable as its can be utilised by schools in all weather conditions.

Community and customer engagement both through the masterplan process and previous customer satisfaction surveys have indicated high levels of satisfaction with the services provided by the MOSC however customers do see room for improvement in the amenity of the facility.

SECTION 48 PRUDENTIAL PLANNING

Section 48 of the *Local Government Act* 1999 (the 'Act') requires Council to consider a report for any project where the expected capital cost is likely to exceed \$4 million over the ensuing 5 years and addresses a number of key prudential issues. Should council approve progressing to detailed design, documentation and cost analysis of a scaled down redevelopment of the MOSC the cost will be in the order of \$3.5 million depending on what elements Council chooses to include in the project scope.

This Section 48 report examines the project's compatibility with Council's strategic plans and the Development Plan and investigates the:

- potential impact on the local economy
- consultation that has been undertaken with the local community
- financial implications, viability and sustainability of the project both in the short and long term
- potential risks arising from the project and the proposed strategies to manage those risks.

Should the MOSC redevelopment project capitals costs be below \$4 million Council may still wish to request a prudential management report be developed to better understand the financial implications, project risks and community and economic benefits. This report would be developed by staff within existing resources. Direction from Council is sought on this matter.

CONCLUSION

The MOSC contributes to delivering value to ratepayers 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 plan 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.

The allocation of funds in the 2017/18 operational budget to undertake a detailed cost analysis, proposed staging options, design development documentation for the construction of various elements to enable the MOSC to be upgraded, will enable Council to make an evidence based decision on the level of funding required and what elements should be upgraded or installed in the years ahead.

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 2017**

Originating Officer: Rhiannon Hardy, Policy Planner

Manager: Steve Hooper, Manager Development and Regulatory Services

General Manager: Abby Dickson, General Manager City Development

Subject: Confirmation of Minutes of the Special Urban Planning Committee meeting held on 1 May 2017

Report Reference: GC090517R03

DISCUSSION

The purpose of this report is to facilitate the receiving and noting of the minutes from the 1 May 2017 Special Urban Planning Committee meeting. A summary of the items considered are noted below.

6.1 Community/Recreation Development Plan Amendment (DPA) - Public Hearing

Two (2) members of the public presented to the Committee regarding the proposed Community/ Recreation DPA as it relates to Glade Crescent Reserve.

7.1 Housing Diversity Development Plan Amendment - Marion Plains Policy Area

The Committee discussed two options to address issues with infill development in the northern part of the Council area:

- Option 1: Progress with the rezoning of certain localities as a new “Marion Plains Policy Area”, in accordance with the methodology identified in the Housing Diversity DPA Statement of Intent (SOI); or
- Option 2: Pursue a broader-scale amendment to the existing Northern Policy Area 13 to address common issues experienced with infill development.

The Committee resolved the following:

1. Having considered the draft policy and mapping in Appendices 9 and 10, support the proposed changes to Northern Policy Area 13 as referenced in the Agenda as “Option 2: Retain and amend the existing Northern Policy Area 13”.
2. Support the site dimensions illustrated in Appendix 10 “Site Dimension Analysis of Potential Amended Northern Policy Area 13 – Option 2”, as detailed on Page 14 of the Agenda and titled “Map 3. Alternative amended minimum site dimensions”.

3. Recommend that those parts of the Medium Density Policy Area 12 identified for lower density in the Statement of Intent be included in the amended Northern Policy Area 13.
4. Recommends that Northern Policy Area 13 be renamed “Marion Plains Policy Area”.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|--|-------------------|
| 1. Receives and notes the minutes of the Special Urban Planning Committee meeting held on 1 May 2017 (Appendix 1). | 9 May 2017 |
| 2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Urban Planning Committee. | 9 May 2017 |

APPENDICES

Appendix 1: Draft Minutes of the Urban Planning Committee held Monday 1 May 2017

**MINUTES OF THE SPECIAL URBAN PLANNING COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON MONDAY 1 MAY 2017**



PRESENT

Elected Members

Mayor Kris Hanna (Chair)
Councillor Tim Gard
Councillor Raelene Telfer

In Attendance

Mr Steve Hooper	Manager Development & Regulatory Services
Ms Rhiannon Hardy	Policy Planner (minute taker)
Mr David Melhuish	Senior Policy Planner

1. OPEN MEETING

The meeting commenced at 6:32 pm.

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.

- Cr Gard declared that he has an interest in a property in Glengowrie.
- Cr Telfer declared that she lives in a property in the Northern Policy Area 13.
- Mayor Hanna declared that he lives in a property in "Oaklands Estate".

4. CONFIRMATION OF MINUTES

Moved Councillor Telfer, Seconded Councillor Gard that the minutes of the Urban Planning Committee meeting held on 4 April 2017 be confirmed as a true and correct record of proceedings.

Carried

5. BUSINESS ARISING

Nil

6. PUBLIC HEARING

Community/Recreation Development Plan Amendment (DPA) - Public Hearing Report Reference: SUPC010517R6.1

The Chair provided background information regarding the Community/Recreation DPA.

The Chair invited Mr Melhuish to provide a summary of the DPA content. Mr Melhuish provided a summary of the DPA and listed the 12 reserves subject to the DPA.

Joanne Bell and Mike King presented to the Committee regarding the DPA as it relates to Glade Crescent Reserve, raising concern regarding:

- The potential for the reserve to be developed for a sporting hub;
- The potential for decline in property values;
- The potential for new clubrooms;
- The potential for licensed events to be held;
- Increased traffic and noise impacts from sporting events;
- Decreased notification requirements for lighting towers in the new Community/Recreation Zone;
- The limited scope of consultation/notification undertaken by Council;
- Difficulty in finding the online poll during the consultation period.

The Committee and staff clarified the following matters:

- Council cannot have regard to the potential for property values to change (increase or decrease) in its decisions;
- The intention behind the DPA was to implement more appropriate zoning in our recreation areas, as the current residential zoning does not reflect their current use.
- Staff advised that the scope of Category 2 notification is fixed by legislation; in respect of Category 3 (public) notification, the Committee encouraged staff to consider wider notification by letterboxing around specific affected sites - and also to advise representors of the outcome of DPA decisions, depending on the numbers involved.

Action: Staff to advise representors of the outcome of the Community/Recreation DPA.

7. REPORTS

Housing Diversity Development Plan Amendment – Marion Plains Policy Area Report Reference: SUPC010517R7.1

The Chair invited staff to provide a background summary of Agenda Item 7.1.

Ms Hardy and Mr Hooper provided a summary of the Urban Planning Committee's discussions to date regarding the proposed Marion Plains Policy Area (Option 1). They explained that Option 2 represents a broader approach with amended policy in the entire Northern Policy Area 13 instead of specific localities within the Northern Policy Area 13.

The Chair invited discussion and the following matters were considered:

- A Yield Analysis is needed to provide context to the potential policy changes.
- The Council's historical dwelling growth of approximately 1% may satisfy the State's strategic objectives in conjunction with major developments at Morphetville Racecourse, Tonsley, etc.
- Option 2, regarding the whole of the Northern Policy Area 13, is preferred because it will provide an overall benefit to the northern part of the Council.
- The "pocket" localities previously considered for the Marion Plains Policy Area are too small – Option 2 would still provide benefit to these localities, but would also create positive policy changes in other areas.
- Northern Policy Area 13 could be renamed "Marion Plains Policy Area 13" to reflect the changes made to the Policy Area provisions.

The Committee Members viewed Maps 2 and 3 (as referenced in report 7.1) to consider the outcome of amended site area and frontage provisions.

The Committee agreed that the site dimensions of Map 3 were preferred to encourage housing growth in transit corridors and higher density policy areas.

Staff clarified that the proposed Suburban Activity Node Zone contains principles to ensure that new development transitions down toward adjoining residential areas.

Action: The outcome of the Housing Diversity DPA investigations should be discussed at the Elected Members Forum on 20 June 2017.

Action: Prior to the Elected Member's Forum on 20 June 2017, staff should arrange a meeting with staff from the Department of Planning, Transport and Infrastructure (DPTI) to discuss the outcome of Council's investigations for the Housing Diversity DPA as they relate to the Statement of Intent (SOI).

Action: Those parts of the Medium Density Policy Area 12 identified for lower density in the SOI are to be included in the amended Northern Policy Area 13 (to be renamed the Marion Plains Policy Area 13).

Moved Councillor Telfer, Seconded Councillor Gard that the Urban Planning Committee:

1. Having considered the draft policy and mapping in Appendices 9 and 10, support the proposed changes to Northern Policy Area 13 as referenced in the Agenda as "Option 2: Retain and amend the existing Northern Policy Area 13".
2. Support the site dimensions illustrated in Appendix 10 "Site Dimension Analysis of Potential Amended Northern Policy Area 13 – Option 2", as detailed on Page 14 of the Agenda and titled "Map 3. Alternative amended minimum site dimensions".
3. Recommend that those parts of the Medium Density Policy Area 12 identified for lower density in the Statement of Intent be included in the amended Northern Policy Area 13.
4. Recommends that Northern Policy Area 13 be renamed "Marion Plains Policy Area".

Carried unanimously

8. CONFIDENTIAL ITEMS

Nil

9. ANY OTHER BUSINESS

Nil

10. MEETING CLOSURE

The meeting was declared closed at 7:57 pm

11. NEXT MEETING

The next meeting of the Urban Planning Committee is to be held on Tuesday, 6 June 2017 at 6.30 pm in Committee Rooms 1 & 2.

CONFIRMED

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CHAIRPERSON

/ /

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 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 2 May 2017

Report Reference: GC090517R04

DISCUSSION

The purpose of this report is to facilitate the receiving and noting of the minutes from the 2 May 2017 Infrastructure and Strategy Committee meeting. A summary of the items considered are noted below.

Confirmation of Minutes

Minutes of the Infrastructure and Strategy Committee Meeting held on 7 March 2017, and the postponed meeting of the 4 April 2017, be taken as read and confirmed.

7.1 Marion Outdoor Swimming Centre

The Committee discussed the options to upgrade the Marion Outdoor Swimming Centre facility presented in the report. They recommend option 3, with the addition of the change rooms as outlined in the report, to be included in a report to Council.

7.2 Project and Program Oversight

The Committee noted and discussed various components of the City of Marion's governance for project works and capital works delivery.

7.3 Infrastructure Projects Progress Updates

The Committee discussed Council roles, project stages and the progress reports on key strategic projects. The preferred format of the risk register and program for strategic project reports was identified. Various components of the Edwardstown Oval redevelopment project was also discussed including Community Engagement and Economic Strategies in addition to whole of site redevelopment planning.

8.1 Asset Systems Service Review

A workshop regarding the Asset Systems Service Review was conducted and various feedback was provided.

8.2 Drainage Service Review

A workshop regarding the Drainage Service Review was conducted and various feedback was provided.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|-------------------|
| 1. Receives and notes the minutes of the Infrastructure and Strategy Committee meeting of 2 May 2017 (Appendix 1). | 9 May 2017 |
| 2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Infrastructure and Strategy Committee. | 9 May 2017 |

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 2 MAY 2017**



PRESENT

Elected Members

Councillor Byram (Chair), Councillor Hull, Councillor Kerry, Councillor Pfeiffer and Councillor Westwood

Independent Member

Mr Christian Reynolds (from 6.40pm)

In Attendance

Councillor Telfer
Councillor Veliskou
Councillor Crossland

Mr Adrian Skull
Mr Tony Lines
Ms Jaimie Thwaites
Ms Carol Hampton
Mr Tyson Brown
Ms Fiona Harvey
Mr Brendon Lyons
Mr Mathew Allen

Chief Executive Officer
General Manager City Development
Acting Manager Corporate Governance (minute taker)
Manager City Property
Unit Manager Cultural Facilities
Manager Innovation and Strategy
Team Leader – Asset Systems
Manager Engineering and Field Services

1. OPEN MEETING

The meeting commenced at 6.34pm.

2. KAURNA ACKNOWLEDGEMENT

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

3. 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.

Nil declarations were made

4. 6.35pm CONFIRMATION OF MINUTES

Moved Councillor Hull, Seconded Councillor Westwood that the minutes of the Infrastructure and Strategy Committee Meeting held on 7 March 2017 be taken as read and confirmed.

Carried Unanimously

Moved Councillor Hull, Seconded Councillor Westwood that the minutes of the Infrastructure and Strategy Committee Meeting held on 4 April 2017 be taken as read and confirmed.

Carried Unanimously

5. 6.37pm BUSINESS ARISING

The business arising statement was noted.

The Committee acknowledged that the Draft Works Program had changed slightly due to the 4 April 2017 meeting not being held. In particular, the Special Project items have moved by a month.

6. PRESENTATION

Nil

6.40pm Mr Reynolds entered the meeting

The Chair sought and was granted leave of the meeting to vary the order of the agenda. Item 7.1 'Marion Outdoor Swimming Centre Master Plan' would be considered after the conclusion of the Review and Selection Committee meeting to enable Members of that Committee to join the meeting.

7. REPORTS

7.2 6.41pm Project and Program Oversight Report Reference: ISC020517R7.2

General Manager Operations gave a verbal update the changes to project management that are currently occurring in the organisation.

The Committee discussed the item and the following points were raised / noted:

- Currently an organisation re-structure is being finalized, however as part of it a Project Management Officer role and an analyst role will be created
- It would be difficult for a person in the role to be setting up the processes and running projects at the same time (i.e. Cannot be both strategic and operational at the same time).
- Preference is to avoid doing Master Plans, instead break projects down into pieces so at least parts can be achieved in shorter timeframes.

- Yet to see real evidence of a Benefits realization process being carried out (I.e. reviewing outcomes against an original data set).
- Currently a gap in how data is sourced, created, analyzed and managed.
- Concerns that commitments will not be realized by the end of the financial year.
- Consideration be given to the Capital Works Progress reports not being presented as a linear chart (as there are seasonal impacts on delivery of works)
- The report was well written and this type of report will be a great resource for any newly elected members next Council term.

ACTION: The Committee be provided with a copy of the Project Management Office structure once finalised (including a high level summary of the the roles and responsibilities).

ACTION: Quarterly updates on Capital Construction to be provided to the Committee – including more detail in the comments relating to planned vs actual works (including recovery plans with incremental data points to track).

ACTION: Confirm that funds are not withheld or delayed from works programs to enable interest to be accumulated from the funds.

7.25pm Councillor Kerry left the meeting

7.31pm Councillor Kerry re-entered the meeting

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

1. Notes this report, which provides an overview of the organisation’s project and capital works program delivery governance.
2. Notes the brief verbal update provided by the General Manager Operations.
3. Acknowledges the need for investigation of alternate methodologies for Administration to deliver different scaled projects.
4. Notes attention needs to be paid to the capital works program in the lead up to the end of the financial year.

Carried Unanimously

7.3 7.36pm Infrastructure Projects Progress Updates Report Reference: ISC020517R7.3

The Committee discussed the item and the following points were raised / noted:

- The Community Engagement Strategy for the Edwardstown Oval project will be critical to its success
- Economic strategies for the Edwardstown Oval project need to be developed and communicated
- The Edwardstown Oval Project is the development of whole site not just a new building (which has been the main focus to date)
- The residual risk rating for E03 seems low.

Moved Councillor Pfeiffer, Seconded Councillor Kerry that the Infrastructure and Strategy Committee:

1. Notes the report on Council roles, projects stages and the progress reports on key strategic projects.
2. Endorses the format for the Edwardstown Oval redevelopment risk register and program as the preferred format for all strategic project reports with the following amendments:
 - Removing closed risks
 - Project Programs should include more detail, including what is a hold point
 - Project Program include traffic light colours to demonstrate progress against tasks
 - The 5 'C's' (Concept, Commitment, Construction, Commissioning and Closing) be expanded to include more detail at each of the stages
3. Seeks further reassurance about the Community Engagement Options in relation to the Edwardstown Oval Project.
4. Requests a succinct strategy / vision document noting outcomes and Key Performance Indicators be developed (i.e. 1 page summary pulling together prioritization, Section 48, funding applications etc.)
5. Requests the Edwardstown Oval Redevelopment is the Special Project listed on the agenda for the next Committee meeting (6 June 2017).

Carried Unanimously

**7.1 8.16pm Marion Outdoor Swimming Centre Master Plan
 Report Reference: ISC020517R7.1**

Councillors Telfer, Crossland and Veliskou were invited to join the discussion on this item.

Manager City Property and Unit Manager Cultural Facilities gave an overview of the item.

The Committee discussed the options presented in the report.

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

1. Recommends option 3 with the addition of the change rooms as outlined in this report for the redevelopment of Marion Outdoor Swimming Centre to Council for consideration.
2. Recommends that the report to Council notes which items can be integrated into the capital works program.

Carried Unanimously

9.11pm Councillor Pfeiffer left the meeting

8. WORKSHOP

8.1 9.11pm Asset Systems Service Review Report Reference: ISC020517R8.1

Manager Innovation and Strategy and Team Leader Asset Systems gave a presentation of the Asset System Service Review.

9.14pm Councillor Kerry left the meeting and did not return.

9.16pm Councillor Pfeiffer reentered the meeting

The Infrastructure and Strategy Committee participated in a workshop regarding the Asset Systems service review and provided the following feedback:

- Elected Members want to be able to access via iPads any records on any topic (where appropriate)
- Systematic tenure of Elected Members is in conflict with asset management
- Need to better understand all our assets (condition etc.)
- Need better systems to access and search data
- Mega trend data needs to be understood
- How are we going to future proof where digital infrastructure will take us?
- An Asset Management Strategy should be drafted for Council consideration
- ICT system (in relation to asset management) be updated as a priority
- Asset management systems do not work in isolation, the system will need to integrate with other corporate systems.
- People, business processes, skills are areas of focus.
- GAP analysis has been done

Extension of time

Moved Councillor Westwood, Seconded Mr Reynolds that the meeting be extended until the conclusion of items Asset Systems Service Review (Report Reference: ISC020517R8.1) and Drainage Service Review (Reference No: ISC020517R8.2).

Carried Unanimously

9.28pm meeting extended

8.2 9.43pm Drainage Service Review Reference No: ISC020517R8.2

Manager Engineering and Field Services gave a presentation on the draft Drainage Service Review.

The Infrastructure and Strategy Committee participated in a workshop regarding the draft Service Review - Drainage and provided the following feedback:

- Not providing the drainage service is not an option
- The report is very good but missing what does the next 5 years look like
- Not enough time is spent on the best way to get back on track when things do get off track
- ‘Technical Factoring’ (performance / cost / weighting)
- Happy with current state but what is being done to future proof?

- Operating rate is staying constant with minimum percentage increase.
- Water Sensitive Urban Design should be used where possible to take pressure off underground infrastructure.
- Capacity of drainage is the issue more so than condition.

**7.2 Community Data and Community Survey
Report Reference: ISC020517R7.4**

This item was not considered.

7.3 Morphettsville Sports Club Update – Verbal Briefing

This item was not considered.

9. CONFIDENTIAL ITEMS

Nil

10. ANY OTHER BUSINESS

Nil

11. MEETING CLOSURE

The meeting was declared closed at 10.25pm

12. NEXT MEETING

The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on 6 June 2017 in the Council Chamber, 245 Sturt Road, Sturt.

CONFIRMED

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CHAIRPERSON

/ /

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 2017**

Originating Officer: Steph Roberts, Manager Human Resources
Chief Executive Officer: Adrian Skull
Subject: Confirmation of Minutes of the Review and Selection Committee Meeting held on 2 May 2015
Report Reference: GC090517R

DISCUSSION

The purpose of this report is to facilitate the receiving and noting of the minutes from the 2 May 2017 Review and Selection Committee meeting. A summary of the items considered are noted below.

7.1 2017-18 Corporate and CEO KPIs

The Review and Selection Committee reviewed and discussed the Corporate and Chief Executive Officer (CEO) Key Performance Indicators (KPIs) for the 2017-18 financial year.

7.2 CEO Recruitment Timeline

The Review and Selection Committee reviewed and endorsed the proposed timeline for conducting the CEO recruitment as outlined in Appendix 2 of the report.

8.1 CEO Key Performance Indicators for Quarter 3 2016/17

The Committee reviewed and discussed the 2016-17 CEO Key Performance Indicators (KPIs) for quarter three, January 2017 – March 2017. The matter was considered in confidence as it related to the personal affairs of the Chief Executive Officer.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|--|-------------------|
| 1. Receives and notes the minutes of the Review and Selection Committee meeting held on 2 May 2017 (Appendix 1). | 9 May 2017 |
| 2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Review and Selection Committee. | 9 May 2017 |

APPENDICES

Appendix 1: Draft Minutes of the Review and Selection Committee meeting held on 2 May 2017

**MINUTES OF THE REVIEW & SELECTION COMMITTEE MEETING
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 2 MAY 2017**



PRESENT

Elected Members

Mayor Kris Hanna (Presiding Member)
Councillor Appleby, Councillor Crossland and Councillor Veliskou (from 6.50pm)

Independent Member

Nil

In Attendance

Adrian Skull	Chief Executive Officer
Steph Roberts	Manager Human Resources

1. OPEN MEETING

The meeting commenced at 6.30pm.

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. MEMBERS DECLARATION OF INTEREST

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

- *No declarations made*

4. CONFIRMATION OF MINUTES

Moved Councillor Crossland, Seconded Councillor Appleby that the minutes of the Review and Selection Committee meeting held on 7 February 2017 are confirmed as a true and correct record of proceedings.

Carried Unanimously

5. BUSINESS ARISING

Nil

6. PRESENTATION

Nil

7. REPORTS

7.1 6.30pm 2017-18 Corporate and CEO KPIs Report Reference: RSC020517R7.1

Moved Councillor Appleby, Seconded Councillor Crossland that the Review and Selection Committee:

- Recommend to Council the adoption of the Corporate KPIs for the 2017-18 financial year as set out in Appendix 1.
- Recommend to Council that the CEOs KPIs for the 2017-2018 financial year be aligned to the Corporate KPIs, when the 2016-2017 end of year CEO performance review has been conducted in November 2017.

Carried Unanimously

6.50pm Councillor Veliskou joined the meeting

7.2 6.50pm CEO Recruitment Timeline Report Reference: RSC020517R7.2

Moved Councillor Crossland, Seconded Councillor Appleby that the Review and Selection Committee:

1. Review and endorse the proposed timeline for conducting the CEO recruitment as outlined in Appendix 2.

Carried Unanimously

8. CONFIDENTIAL ITEMS

8.1 7.05pm CEO Key Performance Indicators for Quarter 3 2016/17 Report Reference: RSC020517R8.1

Discussion regarding KPI D

- Seasonal adjustment to be built in to include the actual measure along with a measure that takes into account seasonal and Council requested factors.
- Opportunity for the 2017-2018 financial year KPIs to build in the new organisational KPI for capturing total employee cost, rather than FTE only.

Moved Councillor Veliskou, Seconded Councillor Crossland that:

1. Pursuant to Section 90(2) and (3)(a) of the *Local Government Act 1999*, the Review and Selection Committee orders that all persons present, with the exception of the following persons: Adrian Skull and Steph Roberts be excluded from the meeting as the Review and Selection Committee receives and considers information relating to CEO Key Performance Indicators for Quarter 3 2016/17, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to personal affairs of the Chief Executive Officer.

Carried Unanimously

7.10pm the meeting went into confidence

Moved Councillor Veliskou, Seconded Councillor Crossland that the Review and Selection Committee:

1. In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that this report, CEO Key Performance Indicators for Quarter 3 2016/17 (including appendix) and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) 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

7.40pm the meeting came out of confidence

9. ANY OTHER BUSINESS

Nil

10. MEETING CLOSURE

The meeting was declared closed at 7.42pm

11. NEXT MEETING

The next meeting of the Review & Selection Committee is scheduled to be held on:

Time: 6:30 pm

Date: 7 November 2017

Venue: Committee Room 2

CONFIRMED

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CHAIRPERSON
/ /

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 2017**

CONFIDENTIAL REPORT

Originating Officer: Steph Roberts, Manager Human Resources
Chief Executive Officer: Adrian Skull
Subject: Confirmation of Confidential Minutes of the Review and Selection Committee Meeting held 2 May 2017
Report Reference: GC090517F01

If the General Council so determines, this matter may be considered in confidence under Section 90(2) and (3)(a) of the *Local Government Act 1999* on the grounds that the report contains information relating to the personal affairs of the Chief Executive Officer.



RECOMMENDATION:

1. That pursuant to Section 90(2) and (3)(a) of the *Local Government Act 1999*, the Review and Selection Committee orders that all persons present, with the exception of the following persons: Adrian Skull and Steph Roberts be excluded from the meeting as the Review and Selection Committee receives and considers information relating to CEO Key Performance Indicators for Quarter 3 2016/17 upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to personal affairs of the Chief Executive Officer.

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 2017**

CONFIDENTIAL REPORT

Originating Officer: Deborah Horton, Unit Manager Corporate Performance
Corporate Manager: Steph Roberts, Manager Human Resources
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: CEO Key Performance Indicators for Quarter 3 2016/17
Report Reference: GC090517F02

If the Council so determines, this matter may be considered in confidence under Section 90(2) and (3)(a) of the *Local Government Act 1999* on the grounds that the report contains information relating to the personal affairs of the Chief Executive Officer.

A handwritten signature in black ink, appearing to be 'J. Mifsud', is written on a white background within a rectangular box.

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 the following persons: Adrian Skull and Steph Roberts be excluded from the meeting as the Review and Selection Committee receives and considers information relating to CEO Key Performance Indicators for Quarter 3 2016/17, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to personal affairs of the Chief Executive Officer.

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 2017**

CONFIDENTIAL

Originating Officer: Adrian Skull, Chief Executive Officer
Subject: Code of Conduct
Ref No: GC090517F03

If the Council so determines, this matter may be considered in confidence under Sections 90(2) and (3)(a) and (h) of the Local Government Act 1999 on the grounds that it relates to matters that may affect personal affairs of a person living or dead and legal advice.



Adrian Skull
Chief Executive Officer

1. Pursuant to Section 90(2) and (3)(a) and (h) of the Local Government Act 1999 the Council orders that all persons present, with the exception of the following [Adrian Skull, Chief Executive Officer; Jaimie Thwaites, Acting Manager Corporate Governance], be excluded from the meeting where the Council will receive and consider information pertaining to the item Code of Conduct 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 and legal advice.

**CITY OF MARION
GENERAL COUNCIL
9 MAY 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 – Resolute Crescent, Hallett Cove Final Report

Report Reference: GC090517R06

REPORT OBJECTIVES

To provide Council with the final Section 270 Review Report as a result of a review of a Council decision in relation to a decision to remove a playground at Resolute Crescent, Hallett Cove, and to seek Council direction in order to finalise the matter.

EXECUTIVE SUMMARY

At its meeting of 27 September 2016 (GC270916R07), Council resolved to remove a number of playgrounds across the Council including the playground at Resolute Crescent, Hallett Cove.

From the onset, it is important to note that Elected Members and Administration involved in this matter have undertaken their respective roles with genuine good faith.

The third resolution as carried by Council on 27 September 2016 to ensure the removal of the '11 playspaces' provided a clear and literal direction for Administration. This fact remains the lawful decision and therefore position of Council.

A formal grievance and a request to review the decision was received by Administration on 5 December 2016.¹ At its meeting on 13 December 2016 (GC131216R22), Council adopted the option of an internal review panel (Administration) to undertake a Section 270 Review and that the matter be reported back to the Council at its meeting of 14 February 2017.

An internal review panel was formed on 9 January 2017 with three members and an administrative support person. The panel met on a number of occasions, reviewed various documents and met with key staff. An extension of time due to the complexity of the matter was sought and granted.²

A preliminary report was distributed to key stakeholders for their comment on 31 March 2017. Responses received in relation to the preliminary report were addressed in the final report (Appendix One). It is important to note that the third resolution as carried by Council on 27 September 2016 to endorse the removal of the '11 playspaces' provided a clear and literal direction for Administration. This fact was not made clear in the preliminary report and has been addressed.

The panel has added to preliminary recommendations opportunities to improve natural justice principles when undertaking future section 270 reviews as a result of this review. These recommendations have been addressed to some extent by Council on 24 January 2017

¹ Request made in accordance with *Local Government Act 1999* (SA) s 270.

² 14 February 2017 (GC140217R01).

(GC240117R08) during a policy review, but are included in this covering report for consistency with Appendix One.³

In addition, opportunities have been identified to improve and simplify the current section 270 process and Administration will undertake the appropriate steps required to achieve this.

Should Council wish to rescind or vary its resolution made on the 27 September 2016 to; “3. *Endorse the removal of the 11 additional playspaces listed in this report*”, such must be brought to Council in writing to comply with legislative provisions.⁴

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|-------------------|
| 1. Endorse the report attached titled “GC090517R0X- Section 270 Resolute Reserve Hallett Cove Final Report App 1” | 9 May 2017 |
| 2. Endorse the recommendations of the panel from the Section 270 Review Report; | 9 May 2017 |
| <ul style="list-style-type: none"> a. A report is prepared and provided to Council collating all the relevant feedback gathered during the consultation phase (Oct 2016 – December 2016) for a final determination on the removal or otherwise of the playground on Resolute Crescent, Hallett Cove. b. Administration ensures it undertakes actions consistent with Council resolutions. c. A report is prepared and provided to Council to formally endorse the Playground Policy, service levels, worklist, project methodology and community engagement approach surrounding playground removals (eg. Inform, consult, involve, collaborate or empower) if considered appropriate. Such a report is scheduled to come to Council in May 2017. d. The proposed resolutions of Council as printed in such a report are explicit in their actions and intentions, for example “Endorse the removal of x, y, z <i>subject to community consultation</i>”. e. The final endorsed resolutions of Council as printed in the minutes accurately reflect the decision of Council for Administration to undertake expediently and professionally. f. The Manager Governance address the opportunities for improvement to natural justice principles as a result of this review including; <ul style="list-style-type: none"> • When and to whom the preliminary report should be distributed, • Consultation periods including what constitutes meaningful consultation and reasonable timeframes, • Clarity regarding whether Administration or an external party undertakes a review. | 9 May 2017 |
| 3. Recognises that there are opportunities to improve and simplify the current Section 270 process and that Administration undertake the appropriate steps required to achieve this. | 9 May 2017 |

Appendix 1 – Final Section 270 Report

³ This review operated in accordance with the City of Marion “Complaints and Grievance Policy SP-50”.

⁴ In accordance with *Local Government (Procedures at Meetings) Regulations 2013* (SA) r 12 and City of Marion Code of Practice Procedures at Council Meetings 2016, item 7.3 page 13.

City of Marion Section 270 Review of Decision Removal of playground Resolute Crescent April 2017



Background:

Council received and considered a report in September 2016 (GC270916R07) seeking approval of draft documentation (Playspace Framework) related to the management of playgrounds across the city before proceeding to community consultation. Council resolved at this meeting to affirm in principle support for the documentation (noting that further discussion would need to take place regarding budget and regional/schematic/classifications to future playground approaches) and endorsed the removal of 11 playgrounds across the Council including the playground at Resolute Crescent, Hallett Cove.

A formal grievance and a request to review the decision to remove the playground at Resolute Crescent was received 5 December 2016. A report was presented to Council on 13 December 2016 (GC131216R22) where Council resolved to undertake an internal panel review of its decision to remove the playground and have the matter brought back to Council at its meeting on 14 February 2017. Update reports were presented to Council on four occasions.¹

All works anticipated as a result of the original decision to remove the playground on Resolute Crescent have been placed on hold whilst this review has been in progress.

Panel comment:

As a result of addressing stakeholder feedback regarding the preliminary report, the panel seeks to make clear in this final report;

- both Administration and Elected Members have clearly performed their respective roles with genuine good faith within the framework which was affirmed in principle.
- the third resolution as carried by Council on 27 September 2016 to endorse the removal of the '11 playspaces' provided a clear and literal direction for Administration. This fact (whilst known to the panel members throughout the review) was not made clear in the preliminary report. Whilst aspects of the discussion recorded at the Council meeting differed from this resolution (thereby initiating a series of actions which were inconsistent with this resolution) nonetheless, it remains the lawful decision and therefore position of Council.
- the final recommendations contained in this report substantially mirror those proposed in the preliminary report however opportunities for improvement to Section 270 Review processes have been added at page 7 of this report.

Scope of Review:

At its meeting on the 13 December 2016 (GC131216R22), the Council unanimously resolved that an internal review panel undertake a Section 270 Review for the Removal of Playground (Resolute Crescent, Hallett Cove) and that the matter be brought back to Council at its meeting on the 14 February 2017.

The panel understands that the complainant;

¹ 14 February 2017 (GC140217R01), 14 March 2017 (GC140317R04), 28 March 2017 (GC280317R05) and 11 April 2017 (GC110417R02).

1. Has requested a review of the Council decision to remove the playground on Resolute Crescent as advised in email to the Manager Corporate Governance on Monday 5 December 2016 as they were unhappy with the process that was undertaken.
2. Has requested a number of questions be answered regarding the consultation processes undertaken. This component is not within the ambit of the review but is provided as an attachment (see appendix 1).

For clarity, the panel has reviewed the processes that Council and Administration undertook from 27 September 2016 to 13 December 2016 and has;

1. Reviewed the minutes of Council on 27 September 2016, to understand the recommendations made by Council and compare these with the proposed recommendations presented within the report to Council on 27 September 2016 entitled "Review of Playspace Strategy" (GC270916R07).
2. Reviewed the report and appendices presented to Council on 27 September 2016 entitled "Review of Playspace Strategy" (GC270916R07).
3. Listened to the Audio of the General Council meeting on 27 September 2016 to understand the debate and intention of Council regarding the matter.
4. Met with key staff to discuss their involvement, clarify any ambiguity in documentation, timeframes, intent or process.
5. Reviewed email communication and various documents (e.g. ward briefing notes) between Staff and Elected Members regarding Resolute Crescent.
6. Listened to the Audio of the General Council meeting on 13 December 2016 (GC131216R22) to understand the intention/ambit of the S270 Review.
7. Communicated with the Ward Councilors (Southern Hills and Coastal) whom were part of the consultation phase via email and phone in February 2017, March and April 2017.

Methodology:

In accordance with Section 270 of the *Local Government Act 1999* (SA) and the City of Marion "*Complaints and Grievance Policy*",² a panel comprising of the following members has been established to review the decision;

- Steve Hooper Manager Development & Regulatory Services
- Elizabeth Byrne Manager Community & Cultural Services
- Ann Gibbons Unit Manager Environmental Sustainability
- Deborah Horton Unit Manager Performance & Improvement (Admin support)

Members of the Panel have not previously had any involvement with the complainants or the decision of Council. In conducting the review, the Panel considered a range of documents and the Panel met on the following dates with actions arising shown in table one below;

² Due to the time of the complaint, this review operated in accordance with "*City of Marion Complaints and Grievance Policy SP -50*". Please note that this policy was reviewed and updated by Council on 24 January 2017 (GC240117R08) where the panel recommendations have been addressed to some extent.

2017 Review timeframes and resulting actions:

		Table 1
Date	Action	
9 Jan	Arrangements made for panel formation.	
17 Jan	Panel initial meeting to discuss scope and documentation required for review. Panel met with the Unit Manager Open Space & Recreation to discuss the matter and sought clarification on a number of matters.	
18 Jan	Documents sent to panel members requesting individual review.	
25 Jan	Panel meeting.	
27–30 Jan	Draft documentation prepared and distributed to panel members.	
30 Jan	Panel members considered a draft report and formulated findings and recommendations. Further clarification was sought.	
5 Feb	Update report prepared for General Council meeting 14 Feb 2017 (GC140217R01).	
9 Feb	Communication with Southern Hills Ward (Cr Byram and Cr Westwood) and Coastal Ward (Cr Crossland and Cr Gard) regarding the review and report requesting further time for an update report to be presented to Council on 14 March 2017 (GC140317R04).	
10 Feb	Panel meeting to discuss report and clarify concerns.	
14 Feb	Update report provided to Council for consideration (GC140217R01).	
15 Feb	Preliminary report provided to panel members.	
2 March	Panel administration: emailed status of complaint to complainant.	
14 March	Update report provided to Council, but not considered (GC140317R04).	
16 March	Panel administration: <ul style="list-style-type: none"> • Clarification of Asset Management information pertaining to playground management and maintenance. • Emailed status of complaint to complainant. 	
22 March	Panel discussion regarding report.	
31 March	Preliminary report provided to Complainant, Ward Councillors, and Administration as a right of reply.	
11 April	Consultation period closed for right of reply. Update report provided to Council (GC110417R02) – Council endorsing a final report to be presented to Council on 9 May 2017.	
18 April	Panel convened to discuss feedback received as a result of right of reply for inclusion in final report.	
4 May	Final report prepared and distributed for Council meeting 9 May 2017.	

Material facts

On the 27 September 2016, the following recommendations were included in the report entitled “Review of Playspace Strategy” (GC270916R07);

That Council:

1. Endorses the draft Playspace Policy and draft Playspace Service Levels as provided in Appendix 1 and Appendix 2.
2. Endorses community consultation on the draft Playspace Policy and draft Playspace Service Levels.
3. Notes the final Playspace Policy and Playspace Service Levels will be presented to Council for adoption in November 2016.
4. Notes the Prioritised works list (Appendix 3) and Project Methodology (including community engagement approach) (Appendix 4).
5. Endorses the proposed changes to playspace provision, including two additional playspaces for removal, the two new proposed playspaces, the hierarchy review and specific reserve hierarchy changes outlined in the body of this report.

The minutes dated 27 September 2016, provide the formal record of Council's 'endorsed' decision as copied below, which is the focus of this review;

Table 2
<p>7.21pm Review of Playspace Strategy Report Reference: GC270916R07</p> <p>Moved Councillor Byram, Seconded Councillor Westwood that Council:</p> <ol style="list-style-type: none"> 1. Affirms in principle support for the playspace framework which incorporates: <ol style="list-style-type: none"> a. Policy (including hierarchy) b. Service Levels c. Prioritised Works List d. Project Methodology (including Community Engagement Approach). 2. Refer the matter for further discussion at a future forum to progress the policy, discuss spatial layout of hierarchy and budget implications over the life of the long term financial plan. 3. Endorse the removal of the 11 additional playspaces listed in this report. 4. Start an investigation into a suitable site for a neighbourhood play space in Hallett Cove Heights. <p>The motion as amended was Carried</p>

Acknowledgements

The panel wishes to acknowledge that;

- Elected Members are elected as the representatives of community and as such are empowered to make decisions which are legally binding in accordance with the *Local Government Act 1999 (SA)* (the Act).³
- Council commenced a review of its Playspace Strategy in late 2015 which included the potential for additional sites for removal or alternative uses where Resolute Reserve (amongst others) were originally identified. Appendix three to this report provides a list of key timeframes and actions surrounding the process for completeness of this report to provide clarity, but do not impact upon the panel's recommendations.

Preliminary report responses from Key Stakeholders

A preliminary report was provided to the Complainant, Ward Councillors, and Administration as a right of reply on 31 March 2017 with a clear 10 day consultation period concluding 11 April 2017. The panel agrees with the essence of responses that the preliminary report should have made its findings clearer regarding when the decision was made and by whom – with particular weight given to the resolution made on 27 September 2016 which was fundamental (table two above).

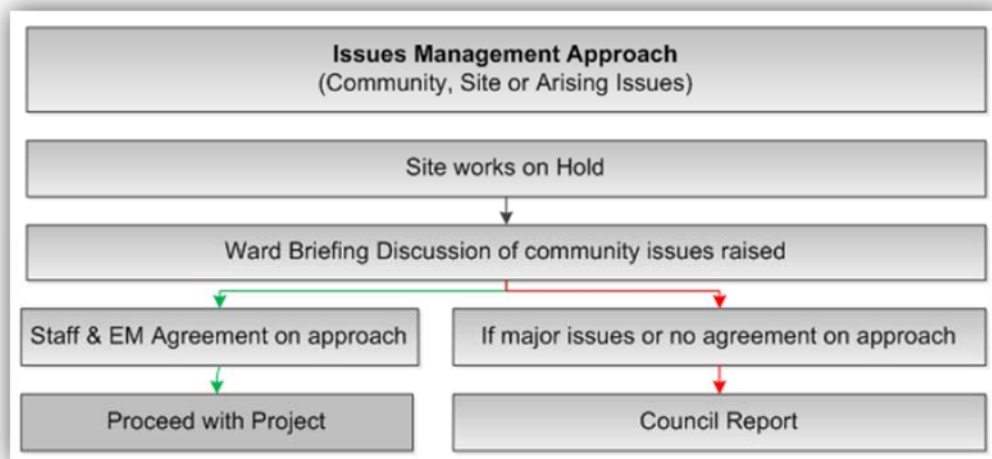
The complainant put forward views regarding the consultation which the panel considers to be outside of the scope of this review as this information is best discussed and debated at the Council meeting where a definitive decision regarding the removal or otherwise of the playspace at Resolute Crescent is made.

³ *Local Government Act 1999 (SA)* s 59 ss(1)(b)

Findings – Whom made the decision and when?

The panel acknowledges that;

- The resolution of Council on 27 September 2016 gives clear direction for Administration by Council to remove the playspace at Resolute Crescent, Hallett Cove. This means that the panels preliminary findings that a decision to remove the playground on Resolute Crescent (but keep a bench seat) in December 2016, as a result of discussion at a ward-briefing, was not the definitive nor legal decision of Council.
- Any discussions at Ward Briefings or Elected Member Forums are not a formal decision making process of Council as an Elected Body.
- The recommendations as a result of the consultation (provided in email on the 22 November 2016 – see Appendix 1), which was discussed at a Ward Briefing on 1 December 2016, was in accordance with the process identified in Appendix 4 of the report presented to Council on 27 September 2016 (GC270916R07) which was 'Affirmed in principle' – but not 'endorsed'. See diagram below;⁴



Findings – The Minutes of 27 September 2016 (formal Council decision)

The panel has identified that in relation to the minutes of the General Council meeting on 27 September 2016:

- **Resolution 1** resulted in the Project Methodology (including community consultation) being 'Affirmed in principle' – but not 'endorsed'.

It is therefore the panel's view that the discussion at the ward briefing on the 1 December 2016 followed a process which had not yet been formally 'endorsed' by Council.

It is further noted, that the process identified in Appendix 4 (GC270916R07) regarding 'issues management' is not clear in relation to;

⁴ The term to 'affirm in principle' has the effect of abstaining from interfering with the principle of the matter but is not absolute as 'endorsed' showing Council's indicative but not confirmed support.

GC090517R06 - Appendix 1

- Information provided on page 127 of the Council Agenda for the 27 September 2016 where it is stated;
 - *“If any issues are raised by the community at the time of the playspace upgrade/removal are unable to be resolved using the proposed methodology, a report will be developed for further Council consideration of the site specific issue.”*
- Expectation of Council and usual community engagement practices based upon the consultation documentation (see explanation for Resolution 3 further below).
- **Resolution 2** resulted in a draft policy, service levels, prioritised work list and project methodology being referred to an Elected Member Forum for discussion (which is not a formal decision making body of Council).

The panel notes that Elected Members have the authority to request a matter be referred to an informal gathering or discussion. These gatherings are solely for the purpose of information sharing and not for the purpose of making a decision that would bind Council upon matters which should be determined at a formally constituted meeting of the Council or Committee.⁵

The panel also notes that the implications of Resolution 2 could effectively mean that consultation and the levels of engagement should have occurred in accordance with the previous play space policy documents as formally endorsed/approved by Council in 2009 (GC271009R05) and the City of Marion’s Community Engagement Policy as approved by Council in 2016 (GC270916R15) as the consultation actually undertaken during October - November 2016 for Resolute Crescent was with ‘in principle’ Council support.

- **Resolution 3** did not reflect the intention nor debate on the evening in relation to the proposed list of reserves for removal and in this case, the removal of Resolute Crescent due to the following;
 - The audio (at 51:03 to 1:14:14) of the General Council meeting on 27 September 2016 indicates that it was the expectation of Council that concerns raised as a result of community consultation regarding any reserve on the proposed list, will be brought back to Council for discussion/decision.
 - The audio (at 58:18) of the General Council meeting on 27 September 2016 indicates that it was the expectation of Council that the proposed list of Reserve Removals (Appendix 3) and as relayed within the body of the report (GC270916R07) was the identification of a list of reserves for the initiation of a public consultation phase and not a decision of the list of playgrounds to be immediately removed without consultation.
 - It is reasonable to surmise that community comment would be sought and reviewed by Council *before* any works would occur due to usual practice in accordance with the City of Marion Community Engagement Policy (GC270916R15) and;
 - Community Engagement clause within the “Draft Playspace Policy” indicating the community would have opportunities to contribute to the planning and design of playspaces to ensure their immediate and long term needs are considered and met.

⁵ Local Government Act 1999 (SA) s 80 ss(8)

GC090517R06 - Appendix 1

- Report 27 September 2016 stating: “*If any issues are raised by the community at the time of the playspace upgrade/removal are unable to be resolved using the proposed methodology, a report will be developed for further Council consideration of the site specific issue*”.
 - Consultation documentation produced for Resolute Crescent stating “*All feedback will be collated and considered prior to any works commencing*”.
 - Legislatively driven Community Engagement principles.⁶
- A report collating the outcomes of the consultation that was undertaken regarding Resolute Crescent during the consultation period from 28 October 2016 to 21 November 2016 was not presented to Council as had been proposed in the body of the report (but not a separate resolution of Council) dated 27 September for Council’s final approval/determination – nor as identified in the audio (at 58.18).⁷
 - The discussion during the meeting initiated a series of actions (such as drafting and progressing with community consultation and ward briefing meetings) which remains inconsistent with this resolution. The panel also notes that any discussions at Ward Briefings or Elected Member Forums are not formal decision making processes of Council as an Elected Body.
 - The Council at its meeting on the 24 January 2017 (GC240117R04), endorsed a draft playground policy, service levels, and community consultation approach for community consultation and are expecting a final playground policy and service levels for final consideration and adoption in March 2017, which has now been adjourned to May 2017.

Panel Recommendations

It is recommended that:

- A report is prepared and provided to Council collating all the relevant feedback gathered during the consultation phase (Oct 16 – Dec 16) for a final determination on the removal or otherwise of the playground on Resolute Crescent.
- Administration ensures it undertake actions consistent with Council resolutions.
- A report is prepared and provided to Council to formally endorse the Playground Policy, service levels, worklist, project methodology and community engagement approach surrounding playground removals (eg: inform, consult, involve, collaborate or empower) if considered appropriate. Such a report is scheduled to come to Council in May 2017.
- The proposed resolutions of Council as printed in such a report are explicit in their actions and intentions, for example “Endorse the removal of x, y, z *subject to community consultation*”.

⁶ Local Government Act 1999 (SA) s 50

⁷ 28 October involved signs being erected on the site, 31 October letters hand delivered to 15 properties, Online / website consultation closed 21 November 2016.

GC090517R06 - Appendix 1

- The final endorsed resolutions of Council as printed in the minutes accurately reflect the decision of Council for Administration to undertake expediently and professionally.

- The review has presented opportunities to improve and clarify natural justice principles when undertaking future section 270 reviews including;⁸
 - When and to whom the preliminary report should be distributed,
 - Consultation periods including what constitutes meaningful consultation and reasonable timeframes.
 - Clarity regarding whether Administration or an external party undertakes a review.

Date of Report: 28 April 2017

Appendix 1-Decision/actions in chronological order

Appendix 2-Complainant specific request for information

Appendix 3-Review of Playground Strategy Key timeframes in relation to Asset Management

⁸ Please refer to footnote 2.

GC090517R06 - Appendix 1**Decision/actions in chronological order – Appendix 1**

Date	Who	What	Intention
2016			
27 Sept	Council Resolution (GC270916R07)	1. Endorse in-principle support for; <ol style="list-style-type: none"> Policy Service Levels Prioritised works list Project Methodology 	In principle support given so as to allow further discussion for a forum regarding the policy, costs – concerns regarding \$2m, regional playspaces.
		2. Refer the matter for further discussion at a future forum to progress the policy.	As above.
		3. Endorse the removal of the 11 additional playspaces.	Endorse the list for consultation.
		4. Start an investigation into a suitable site for a neighbourhood playspace in Hallett Cove Heights.	Investigation to occur.
5 Oct	Ward briefing	Email from Administration to Southern Hills and Coastal Ward Councillors- notification of consultation for Resolute Crescent.	Seeking input.
6 Oct	Elected Members	Advised of consultation.	Seeking elected member input.
28 Oct	Administration	Notices placed on Reserve	Advising of removal and seeking community input.
31 Oct	Administration	Letter drop to residents	Advising of removal and seeking community input.
1 – 21 Nov	Consultation phase	Website Making Marion Survey	Advising of removal and seeking community input.
15 Nov	Elected Member Forum	Playspace strategy discussion.	As a result of Resolution 2 made on 27 September 2017. No formal decisions made binding council regarding the strategy.
22 Nov	Administration	Email sent to Southern Hills and Coastal Ward Councillors.	Provide feedback from consultation phase from 1 – 21 November. Administration recommended the removal of the playspace, but keep the bench seat in the reserve. Requested response by 25 November 2016.
22 Nov	Individual Elected Member – Southern Hills Ward	Email response for Administration.	In response to request to respond by 25 November. Advised that the results of the community consultation is sufficient to reconsider the future of the playspace.
30 Nov	Administration	Email to Southern Hills and Coastal Ward Councillors following up on previous Administration email sent 22 November.	Requesting their response to an email on 22 November 2016 – with reference to a process as identified in Appendix 4 (which was affirmed in principle 27 Sept 2016).
30 Nov	Individual Elected Member – Coastal Ward	Email response to request on 22 and 30 November.	Advised to proceed with the removal of the playspace.
1 Dec	Southern Hills and Coastal Ward Briefing	Southern Hills and Coastal Ward Councillors meeting.	All four Southern Hills and Coastal Ward Councillors at this meeting agreed to remove the Playspace – with reference to a process as identified in Appendix 4 (which was affirmed in principle 27 Sept 2016).

GC090517R06 - Appendix 1

1 Dec	Administration	Email to Residents that responded to the consultation.	Advising of removal of playspace, but retention of seat as a 'valuable piece of equipment'.
5 Dec	Complainant	Email to Administration	Requesting a review of a decision of Council.

Complainant specific request for information - Appendix 2

The complainant had requested responses to the following questions below which were also presented to Council on 13 December 2016 within the report entitled 'Section 270 Review – Removal of Playspace (Resolute Crescent, Hallett Cove)';

- *The review and appeals processes about the Council's decision.*

This question was addressed by the Manager Corporate Governance on 6 December 2016 through the submission of a report to Council on 13 December 2016, thereby progressing this internal review.

- *What steps did the Council take to ensure that the community consultation was fair, reasonable and equitable (including accessibility issues for residents who have vision impairment; do not have access to internet; and do not read/write in English).*

The following actions took place;

28 Oct 2016	Sign placed on the Reserve (A3 laminated sign in English)
31 Oct 2016	Consultation letters (written in English) hand delivered to 15 properties.
31 Oct – 22 Nov 2016	On-line consultation available – Making Marion

- *How many households in Hallett Cove were provided with a notice about the proposed changes to the Reserve.*

15 properties.

- *How many written submissions by the residents did the Council receive about the proposed changes to the Reserve.*

8 written submissions.

- *How many residents supported the proposed plan.*

See table provided below;

Date	Response
3 November	<ul style="list-style-type: none"> • Request not to dispose seat • Request to provide another seat and table • Provide mulching or suitable treatment for running/play
7 November	<ul style="list-style-type: none"> • Request not to dispose seat • Request to provide another seat, table and bbq area • Provide suitable treatment for running/play
13 November	<ul style="list-style-type: none"> • Does not support the planned proposal • Transformed to a community meeting place • Request to provide another seat, table, shade, bbq area, community garden, footpath, hopscotch and cross and dots, fencing, etc.
15 November	<ul style="list-style-type: none"> • Plan to remove the playground is misguided • Request council reconsiders
16 November	<ul style="list-style-type: none"> • Many are upset about losing children's playground. • Cutting costs exercise • Park is used a lot • Protests on behalf of children/babies and parents/grandparents • Requests Council reconsiders
20 November	<ul style="list-style-type: none"> • Opposed to the proposal

	<ul style="list-style-type: none"> • Other reserves in the area have received federal funding and ratepayer funds. • Requests two swings remain • Requests additional playground equipment • Requests current seat remain
20 November	<ul style="list-style-type: none"> • Take the equipment but put in more seats.
20 November	<ul style="list-style-type: none"> • Object to the plans • Site be upgraded to a community area with improved seating, table and BBQ area • Requested Council undertake wider consultation

- *How many residents objected to the proposed plan.*

See table above.

- *What options were proposed to the Council by the residents about the future use of the Reserve.*

See table above.

- *What rationale was used by the Council to reject proposals made by the residents.*

It is the panel's view that Council did not reject proposals made by residents as a report had not been provided to Council.

Rationale provided in documentation to proceed with the removal of the Resolute Crescent playground was on the basis that it was consistent with Council's recent strategy discussions and in line with Council's resolution in September 2016 (GC270916R07) to remove 11 playgrounds.

Review of Playground Strategy Key timeframes in relation to Asset Management - Appendix 3

- November 2015 – April 2016
 - November 2015 internal Exponare Inquiry Geographical Information System (GIS) mapping followed by distributional analysis took place over a course of 4-5 months.
- December 2015 – March 2016
 - Review of City of Marion Playground asset list identified Resolute Playground being 21 + years old (playgrounds have a 20 year useful life).
- 29 March 2016 Elected Member Forum
 - Discussed playground strategy review including playground distribution and provision;
 - Identify and review playground distribution at 1km radius;
 - Action from Forum was to further discuss at ward briefings.
- April/May 2016 Ward Briefings – For all ward briefings throughout this period of time, Administration provided maps with playground distribution (catchment) and issues (including age) for each ward for discussion including;
 - A review of Councils provision of playgrounds within each ward at 1km catchment;
 - A revised approach of local, neighbourhood and regional user catchment areas was formulated;
 - Potential further playground removals were discussed based on mapping and;
 - Provision of playgrounds in surrounding area and based on playgrounds being accessible within 500m.
 - Asset age and Condition and sustainable asset management noting there is a sizeable number (approx. 40%) of playgrounds 20+ years old (at end of useful life).
- July 2016
 - Playground site visits and assessments, age and condition information utilised to inform budgeting and internal assessment / prioritisation for playground removals – Resolute playground initially identified by Administration as a future priority removal or upgrade due to asset condition.
- September 2016
 - Playground Strategy Council report approved works list with 11 recommended removals including Resolute Crescent (GC290916R07).
- October – November 2016
 - Community consultation undertaken in relation to the proposed removal.
- November 2016
 - External Level 3 playground audit of 15 playgrounds identified for removal undertaken in order to prioritise removals across 3 years;
 - Resolute identified by auditor as highest priority for removal at this time due to asset condition.
 - High priority maintenance actions taken in response to external audit report to ensure safety while the future of the playground was unknown.
- December 2016
 - Complaint registered and section 270 review commenced.
- March 2017
 - A further external Level 3 audit report commissioned to ensure the communities safety of playground whilst Section 270 review underway due to age and condition.

END

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 2017**

Originating Officer: David Harman, Financial Accountant
Corporate Manager: Ray Barnwell, Manager Finance
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: Draft Annual Business Plan for Public Consultation
Ref No: GC090517R07

REPORT OBJECTIVE

The purpose of this report is to present the City of Marion Draft Annual Business Plan 2017/18 (ABP 2017/18) and Draft Long Term Financial Plan (LTFP) for the Council's consideration and endorsement for public consultation, subject to any changes proposed by Council.

EXECUTIVE SUMMARY

The development of the Draft ABP 2017/18 and Draft LTFP is an iterative process that continues through to the adoption of the ABP 2017/18 at the end of June. This draft has been developed for the purpose of community consultation and, with any amendments arising from the consultation process, will be considered for adoption by Council at the 27 June 2017 General Council meeting.

The ABP is Council's statement of its intended programs and outcomes for the year. It links our long-term planning, as set out in the City of Marion Community Vision – 'Towards 2040', and supports the delivery of the second year of the 2016-2019 Business Plan with the allocation of resources in the Budget. It also establishes the basis for review of Council's performance over the year included in its annual report by setting Corporate KPI's.

The Draft ABP 2017/18 and Draft LTFP are based on a proposed average rate increase of 2.2%.

Community consultation is set to begin at 9am on 10 May 2017 and will close at 7:30pm on 13 June 2017. Included within this period is an allowance of a period of at least one hour, which begins at 6:30pm at the General Council meeting of Tuesday 13 June 2017, where interested persons are invited to attend and members of the public may make oral submissions and ask questions in relation to the Draft ABP 2017/18 and Draft LTFP.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|-------------------|
| <p>1. Endorse the City of Marion Draft Annual Business Plan 2017/18 and Draft Long Term Financial Plan for public consultation (attached as Appendix 1), subject to any changes proposed by Council, on the basis of a proposed average rate increase of 2.2%.</p> | 9 May 2017 |
| <p>2. Endorse that public consultation be facilitated via the conduct of a meeting of the Council to be held on 13 June 2017 at which members of the public may ask questions and make submissions, in relation to the Draft Annual Business Plan 2017/18 and draft LTFP, for at least one hour.</p> | 9 May 2017 |

BACKGROUND:

Council is required by the *Local Government Act 1999* to prepare and adopt an ABP each year, and in doing so determine the key strategic priorities for the ensuing 12 months in the context of Council's Strategic Plans. The LTFF and ABP are an integral part of Council's suite of Strategic Management Plans. The city's Community Vision – 'Towards 2040', and 3-year 2016-2019 Business Plan, set the foundation for the development of the ABP and LTFF.

The Draft LTFF and Draft ABP 2017/18 are being developed in accordance with Council's Financial Framework with further refinement by Council during this 2017/18 budget process. This encompasses maintaining current services and service delivery levels for the community, as well as meeting Council's planned capital renewal programs over the life of the LTFF.

DISCUSSION:

The ABP is Council's statement of its intended programs and outcomes for the year. It links long-term planning, as set out in the city's Community Vision – 'Towards 2040' and supports the delivery of the second year of the 2016-2019 Business Plan, with the allocation of resources in the budget. It also establishes the basis for review of the Council's performance over the year published in its annual report.

The development of an ABP is required under Section 123 of the *Local Government Act 1999*. The document should include the following:

- a summary of Council's longer term objectives, as set out in the Community Vision – 'Towards 2040';
- significant influences for the year including financial factors, asset renewal needs and progress on continuing projects;
- Council's specific objectives for the next year against which its performance will be measured;
- the activities (services and projects) that Council intends to undertake to achieve its objectives;
- a summary of the proposed sources of revenue for the year;
- Council's proposed approach to rating for the year and what it means for ratepayers.

The ABP is being prepared in accordance with the requirements of the *Local Government Act* and Local Government (Financial Management) Regulations. It will include appropriate information about the rates and charges that Council intends to levy as well as a range of other information required by the Local Government (Financial Management) Regulations. The adopted budget will include statutory statements being Income Statement, Statement of Financial Position, Statement of Changes in Equity and Statement of Cash Flows. In addition to these statements, a 'Funding Statement' will be provided that details funding sources and a net overall funding position.

In the development of the ABP 2017/18, consideration has been given to Council's strategic management framework, financial parameters and key issues identified through the environmental scanning process, as well as the relevant federal, state and regional strategies and plans.

Key observations regarding the Draft ABP 2017/18 include:

- For the purpose of consultation, the Draft ABP and Draft LTFF have been prepared on the basis of a proposed average 2.2% rate increase, to apply to properties for the 2017/18 financial year. Council uses a differential rating system to raise revenue based upon its Land Use and will continue to do so to ensure a fair and equitable distribution of rates within the City of Marion. In applying this approach Council will take into consideration all prevailing economic conditions and changes and adjust its differential rates accordingly, to ensure an appropriate and fair equalisation of rates across all land use categories.
- The 2017/18 budget has been based off historical actuals adjusted where appropriate by the current CPI figure (Adelaide, March 2017) of 2.0%.

Basis of Preparation of Draft LTFP and Draft ABP 2017/18:

The LTFP is an on-going iterative process and the framework and assumptions are updated annually based upon the most current data and information prevailing at the time. The Draft LTFP and Draft ABP 2017/18 have been prepared under the framework and assumptions are listed below.

Framework:

- Support the achievement of the City of Marion's Strategic Directions.
- Address issues arising and opportunities identified from internal audit reviews, service reviews and business excellence assessments.
- Maintain, on average, a break-even or better funding (cash) position over the Long Term Financial Plan.
- Continue to improve the maintenance of assets in accordance with Council's Asset Management Plans, with a priority on maintenance before renewal, and renewal before new when it is cost effective to do so.
- Review existing services and assets to ensure they meet prioritised community needs.
- Council only approve new Major Projects where it has the identified funding capacity to do so.
- Maintain Council's position for an average residential rate which remains among the lower rating metropolitan councils.

Assumptions

In developing the Draft LTFP and Draft ABP 2017/18, the following key assumptions and variables have been applied:

- Service delivery levels are maintained at current levels (any changes to current service levels are to be approved separately by Council subject to financial capacity).
- The 2017/18 budget has been based off historical actuals adjusted where appropriate by the current CPI figure (Adelaide, March 2017) of 2.0%. For the years following (2018/19 onwards) a 2.5% increase per annum is applied to operating income and expenditure amounts in line with the Reserve Bank's targeted CPI with the following exceptions:
 - A 2.0% increase per annum is applied to Employee operating costs and consideration has been given to the revised timetable relating to the change in the Superannuation Guarantee. These increases recommence on 1 July 2021 - halfway through the LTFP - with five annual increases of 0.5% each, being incorporated into the LTFP.
 - Interest expenses are directly related to Council borrowings and cash flows.
 - Rates – an increase of 2.2% plus growth which is currently forecast at 1.0%. This assumption will continue to be monitored in light of global economic forecasts and the financial impact that those circumstances may have on Marion ratepayers and their capacity to pay.

- Interest revenue is directly related to Council investments and cash flows and in light of recent global economic forecasts will be carefully monitored in line with interest rate movements.
- An adjustments schedule has been developed to account for any future variations in operating activities (e.g. an adjustment is made for election expenses to reflect that they only occur once every 4 years).
- Contributed assets from developers of \$1.5m have been forecast for 2017/18 – 2026/27 (includes roads, footpaths, drains etc. provided by developer or new subdivisions occurring in the Council area). This figure does not include any contributed assets from the Tonsley development – governance arrangements for this are currently being worked through with the Government of South Australia.
- Capital Grants, subsidies and monetary contributions reflect tied monies received in relation to the purchase/construction of new assets and are budgeted in accordance with information known at the time of preparing this document.

Potential Risks associated with the Framework and Key Assumptions

There are a number of potential risks that Council should be aware of and consider when assessing the Framework and Key Assumptions:

1. In the recent past there has been discussion about the possibility of rate capping being introduced and with an upcoming state election it is likely this discussion will resurface. This may impact on the assumption of an annual 2.2% average rate increase over the life of the LTFP. This assumption, should rate capping be introduced, may prove to be unsustainable in the long term. Council will need to continue to investigate and develop strategies to reduce the reliance on such rate increases, balancing this with the real cost of service provision and service demand from the community.

2. Employee Costs - Dependent on the outcome of future Enterprise Agreements:

- The outside workforce agreement will expire on 30 June 2017. The existing agreement includes maintaining 6th ranking amongst other metropolitan councils and has a minimum 3% increase for 2016/17.
- The inside workforce agreement has a CPI safety net (expires 30 June 2019)

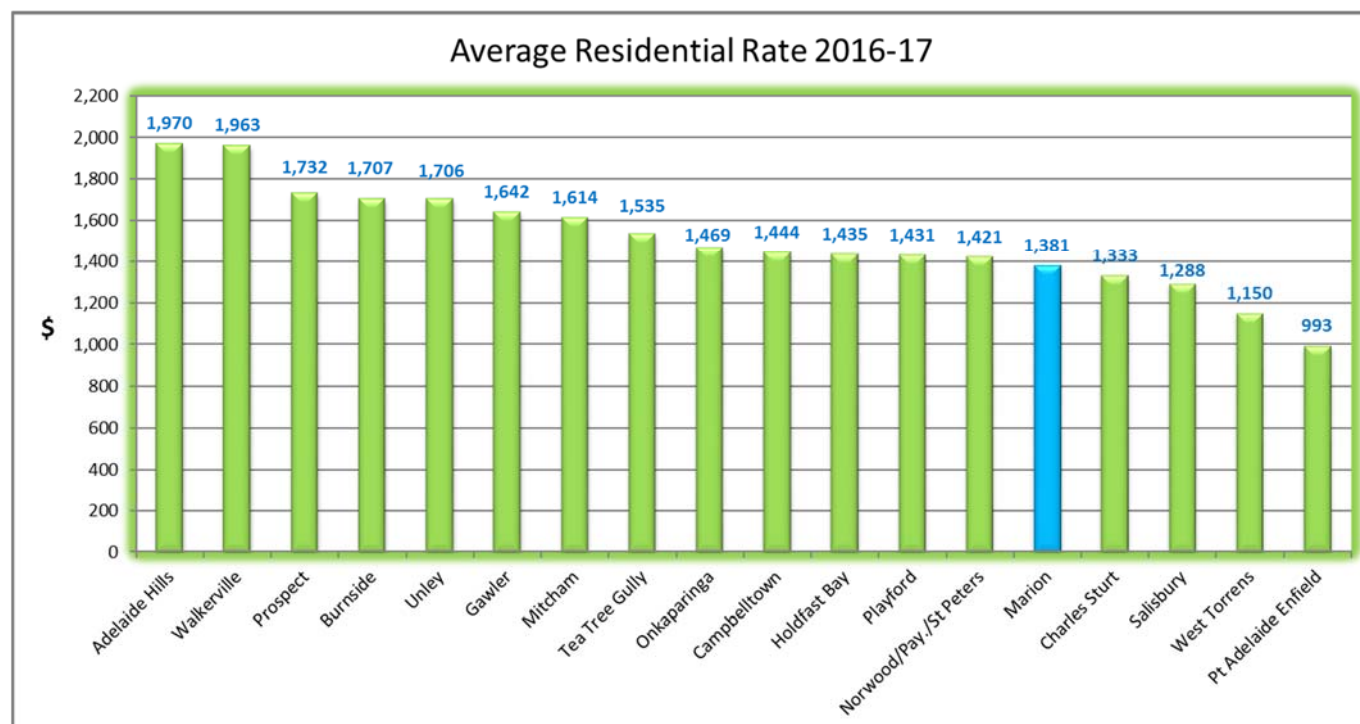
Capping employee costs at 2.0% may not provide enough funding if sufficient efficiency gains in staffing levels cannot be realised. This increase may also not be sustainable should service levels increase and associated increases in staffing levels be required. As any increases over 2.0% in the early years of the LTFP have a compounding effect which could have a significant impact.

3. Competing priorities and community expectations - There are currently a number of large unfunded aspirational strategic projects identified for further investigation across the City that require partnership funding to be able to proceed. It is crucial that these aspirational strategic projects are prudently assessed with appropriate due diligence and in a disciplined manner to ensure Council's long term financial sustainability is preserved.

4. The renewal requirements identified in Council's adopted AMP's for existing assets have been assessed against the LTFP, which currently indicates sufficient funding in total, however timing of funds and works for different asset classes does need further alignment. There are some classes of assets that are currently not wholly incorporated into Council's AMP's and this information is actively being sought to further assess and, if required, fully incorporate into the LTFP.

Comparative Rating Data

One of the key elements of Councils ABP and LTFFP framework is that the City of Marion maintains its position for an average residential rate which remains among the lower rating metropolitan councils. The table below illustrates that for 2016/17 the City of Marion had the 5th lowest average residential rate (in 2015/16 the 5th lowest) of the 18 metropolitan councils. It is forecast that the currently proposed rate increase is likely to ensure the City of Marion's maintains its position among the lower rating councils.



Annual Business Plan 2017/18 and LTFFP Process

The key steps of the forward process for the ABP and LTFFP process are as follows. Please note that these dates may be subject to some alteration.

KEY STAGES	DATE	MEETING
Adopt Draft ABP 2017/18 and Draft LTFFP for public consultation	9 May	General Council
Community consultation and engagement period and provision of written submissions	10 May – 13 June	
Opportunity for Finance & Audit Committee to provide feedback on Draft ABP, LTFFP and updated suite of KPI's	31 May	Finance & Audit Committee
Opportunity for community representation	13 June	General Council
Consider final draft of ABP 2017/18 and final draft LTFFP	13 June	General Council
Adopt ABP 2017/18 and LTFFP	27 June	General Council

CONSULTATION:

Public consultation of the Draft ABP and Draft LTFFP is due to commence on Wednesday 10 May, closing on Tuesday 13 June, with the Draft ABP 2017/18 and Draft LTFFP, being available from the Making Marion website (www.makingmarion.com.au).

A notice will be placed in the Guardian Messenger Press on 17 May 2017 specifying the council meeting on 13 June 2017 as the meeting where interested parties can attend to ask questions and make submissions in relation to the Draft ABP 2017/18 and Draft LTFP, for at least one hour. This approach is in accordance with the requirements of the Local Government Act 1999.

Items that require resolution

The following items have been included in the Draft ABP/LTFP for consultation, but as yet need to be resolved:

		2017/18	LTFP (including 2017/18)
		\$000s	\$000s
Operating			
Marion Outdoor Pool Master Plan	One-off with potential Capital funding implications	150	150
Oaklands Crossing Design and Contribution	Contribution over two years	100	1,100
Urban Activation	One-off with view to review for future years	250	250
Operating Total		500	1,500
Capital			
Playground Shade Sails	5 year program	550	2,250
Capital Total		550	2,250
Total		1,050	3,750

Those items that have not yet been resolved separately will be included for consideration at Council's meeting on 13th June 2017.

CONCLUSION:

The City of Marion Community Vision – 'Towards 2040' sets out the aspirations of the community and, along with the 2016-2019 Business Plan, provides the basis for the Draft ABP 2017/18 and Draft LTFP for public consultation. This has been developed to guide Council's activities over the coming year, and is presented to Council to endorse for public consultation, subject to any proposed changes.

Appendix 1: The City of Marion Draft ABP 2017/18 and Draft LTFP

City of Marion Annual Business Plan 2017-2018



- Draft for Community Consultation



Your voice

The City of Marion is seeking your input and feedback regarding the Draft Annual Business Plan 2017/18. This process provides you with the opportunity to have your say on the level of service and the activities undertaken by the council before the final budget is adopted.

Community consultation begins at 9am on Wednesday 10th May and closes at 7:30pm on Tuesday 13th June 2017.

Online submission forms are available on council's community engagement website **makingmarion.com.au**

Written submissions are also welcomed addressed to the following.

City of Marion
PO Box 21
Oaklands Park SA 5046

Oral submissions may be made at the General Council meeting on Tuesday 13th June, which begins at 6.30pm, and interested persons are invited to attend. At this meeting, members of the public may ask questions and make submissions in relation to the Draft Annual Business Plan 2017/18 for a period of at least one hour. The meeting will be held at Council's Administration Building, 245 Sturt Road, Sturt. Please let us know if you are planning to attend by contacting:

Fiona Harvey
Manager Innovation and Strategy
Telephone: 08 8375 6600

We welcome your feedback.

Mayor Kris Hanna

Adrian Skull, Chief Executive

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1. Introduction

The Annual Business Plan 2017/18 describes the services and projects that council intends to undertake over the next 12 months and the financial decisions that underpin them, so that we can progress the community's aspirations in the City of Marion Community Vision - 'Towards 2040'. The 2017/18 Annual Business Plan supports the delivery of the second year of the 2016-2019 Business Plan, along with a number of new strategic projects and service improvements.

Council is committed to delivering value to our ratepayers and continues to focus on identifying on-going savings that can be passed on to ratepayers. This strong focus on efficiency has enabled a further reduction in the proposed average rate increase down to 2.2% while maintaining current service levels.

During 2017/18 the City and Community will continue to be improved through investment in initiatives including:

- LED Streetlight Replacement across the City
 - Commencing in 2017/18 Council is working towards replacing all of its streetlights with energy efficient LED fittings over three years. The key benefits include reducing energy use by over 75%, therefore reducing the carbon footprint. LED lighting allows objects to be clearer to see, minimises glare, reduces environmental impact, minimises operating and maintenance costs, and improves amenity and has an estimated payback period of less than six years.
- The Edwardstown Soldiers Memorial Oval redevelopment
 - Council will commence the \$8.0m redevelopment of the Edwardstown Soldiers Memorial Oval having successfully received \$4.0m in grant funding from the federal government's National Stronger Regions Fund. This redevelopment will particularly progress goals related to social connectedness, active and healthy lifestyles, developing neighbourhoods that are activated, attractive and safe, and empowering communities to work in partnership with Council.
- The Hallett Cove Foreshore redevelopment
 - Staged works at Hallett Cove Foreshore on Heron Way will continue with an amphitheatre and events space to be developed and plans for the playground and reserve to be progressed.
- Development of the Sam Willoughby UCI BMX Track
 - In partnership with the State Government and the neighbouring City of Onkaparinga, work is scheduled to commence on an international standard BMX Facility on Majors Road.
- Improvements in the amenity of our Streetscapes
 - Following on from the development of its Streetscape Policy, works will progress on improving the amenity, character and functionality of streetscapes in the City of Marion so they improve the environment and add value to people's experience in the City.
- Refurbishment of our Sports Courts
 - Following on from the Tennis and Netball review, Council will continue to progress its three year program for the refurbishment of its sports courts and associated facilities to significantly improve the service provision of courts across the city.

2. Community Vision – Towards 2040

The six themes of our community vision represent the shared values and aspirations that will guide how our city develops, towards 2040'. It is an aspirational expression of the outcomes that are important for this community now and into the future:



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

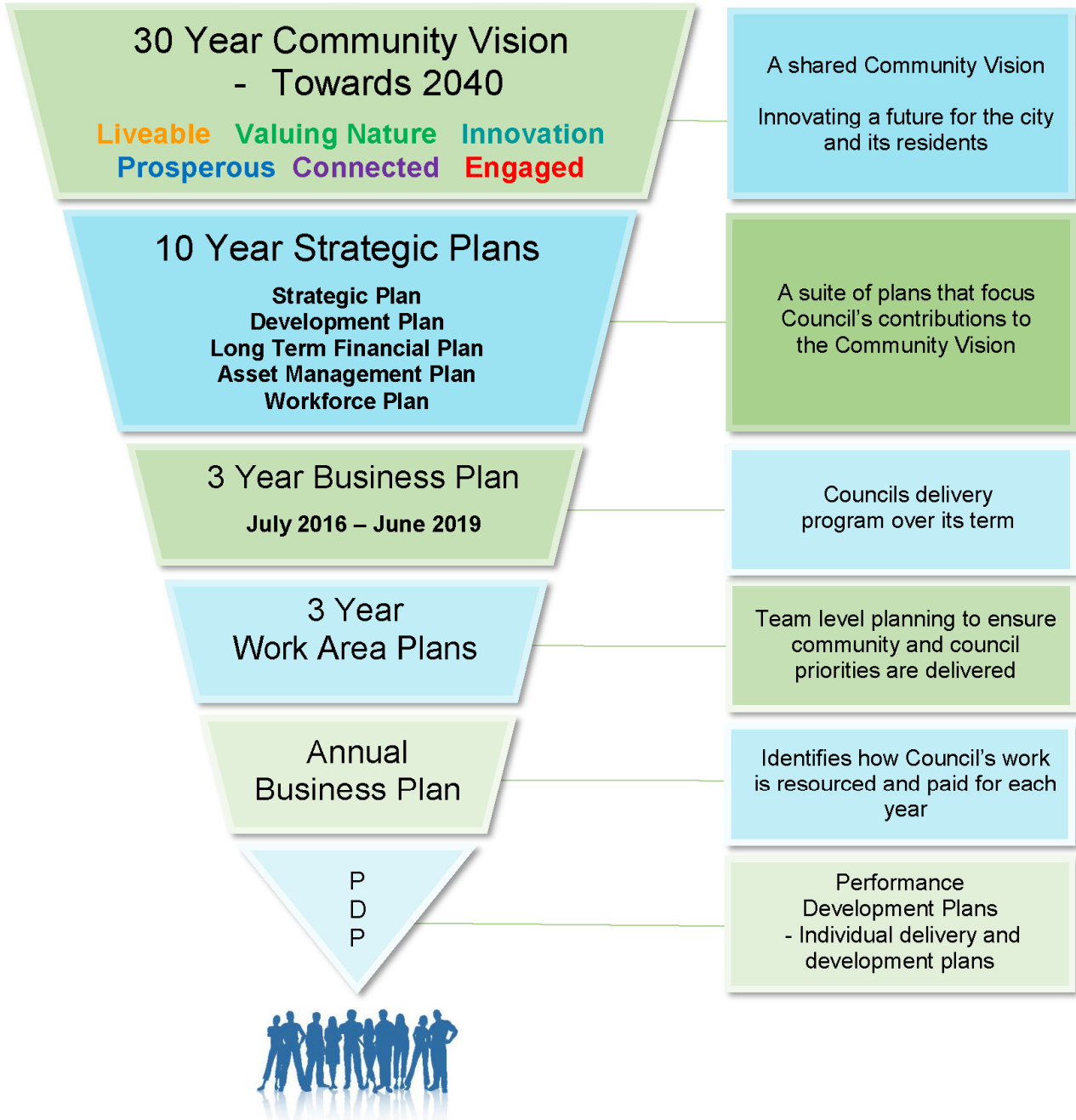
Liveable
By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated.

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

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

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

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



This Annual Business Plan 2017/18 is an integral part of council's strategic management framework (SMF). The SMF ensures that strategic and operational plans, management systems and processes are aligned and integrated. This enables Council to effectively deliver its strategic goals and the Community's vision over the next 30 years.

3. Our Purpose, Vision and Values

OUR PURPOSE

(Why we exist)

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

OUR COMMUNITY VISION

(What we want to become)

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

OUR VALUES

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

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

Integrity - Fostering trust and honesty in all of our interactions

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

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

4. Significant influences and priorities

4.1 Key emerging internal and external considerations

A comprehensive environmental scan of internal and external political, economic, environmental, social and technological issues was conducted, providing a context for the development of the Annual Business Plan 2017/18. The recent environmental scans formed key inputs into the development of the 2016-2019 Business Plan and the review of the 10 year Strategic plan. Since the development and adoption of these plans a number of risks and opportunities have emerged which are being considered through the development of the draft 2017/18 Annual Business Plan. A summary of the latest environmental scan is provided in the table below.

Critical external issues and opportunities:	
<p>Political</p> <ul style="list-style-type: none"> • Maximising ratepayer/community value • Maximising opportunities in the lead up to the next state election, noting changes in electoral boundaries and candidates • Implications of introduction of rate capping through potential change in Government at state level • Ongoing changes to Federal, State and Local Government policies and funding programs 	<p>Economic</p> <ul style="list-style-type: none"> • Compromised financial capacity of ratepayers in economic climate • The number of GST registered businesses in Marion is falling • The number of jobs in Marion remains static although our population is increasing • Maximising opportunities to support small business • Development of the Tonsley site

<p>Technological</p> <ul style="list-style-type: none"> • Rapid technological change, specifically the rollout of NBN in some City of Marion areas • Digital divide • Access to data and information • Opportunities through the transition to 'smart' LED lighting across the City 	<p>Social and Cultural</p> <ul style="list-style-type: none"> • Concerning public health demographics • HACC transitioning to national and regional customer led wellbeing and home support programs • Population growth and changing demographics • Increasing community interest in volunteerism is providing a varied skill base • Potential health issues around noise and air pollution around major traffic routes & building work
<p>Natural environment</p> <ul style="list-style-type: none"> • Impacts of climate change • Growth of localism • Emergence of Nature Play 	<p>Urban environment</p> <ul style="list-style-type: none"> • Limited housing choice to meet the needs of everyone in the community • Population growth and urban infill cause increased traffic and limited on-street parking with increasing demands on public places and spaces and public services • Opportunities in integrating nature into the urban environment, WSUD, energy efficiency and green infrastructure • Opportunities to lift vibrancy of commercial/retail areas through infrastructure upgrades and activation • Increased implementation of planning reforms
<p>Transport & Connectivity</p> <ul style="list-style-type: none"> • South Road & Darlington Interchange upgrades • Poor transport linkages to public places and spaces, goods and services, local business and industry • Potential risk of isolation to residents that are ageing and mobility impaired • Opportunity to expand and integrate walking & cycling networks with major transport infrastructure upgrades • Commitment to Flinders Link Rail extension • Connections in and around Tonsley, Darlington and Flinders developments, with impacts on traffic, parking, pedestrian/cycling movements • Opportunities to progress an Oaklands Hub development through the redesign of the Oaklands Rail Crossing • Opportunities to improve East-West connectivity through Sturt Rd, in conjunction with the Darlington, Tonsley and Flinders Link project 	
<p>Service provision</p> <ul style="list-style-type: none"> • Limited funding capacity for competing strategic projects or incremental service improvements given current rates assumptions and funding position. Could be exacerbated if change in Government at next State Election and rate capping introduced 	<p>Risk and strategic alignment</p> <ul style="list-style-type: none"> • Alignment of the organisation to deliver the aspirations of the Strategic and Council/Business Plans • Transition to an agile & responsive delivery model whilst maintaining prudent financial management • Alignment of risk management throughout the organisation • Changes to regional emergency management planning

<p>Long Term Financial sustainability</p> <ul style="list-style-type: none"> • Need for greater collaboration, partnering and innovative funding solutions to achieve community outcomes in a challenging fiscal environment 	<p>Asset reliability and sustainability</p> <ul style="list-style-type: none"> • Reviewing our existing asset base: <ul style="list-style-type: none"> • In light of increasing costs and customer service requests to maintain and renew our existing asset base • Understanding which assets could be repurposed, reused or disposed of in order to enhance other assets to better meet community needs • Investigating innovative asset management models e.g. share community use, public private partnerships and related business and retail opportunities • Increased unreliability of power supply, with impacts to businesses (including council) and residents
<p>Workforce</p> <ul style="list-style-type: none"> • Embedding Work Health & Safety system improvements throughout the organisation • Need to provide the appropriate technology tools and information resources for staff to connect, collaborate and do their jobs efficiently and effectively • Continued building leadership and workforce capability and skills, particularly in the areas of project management, partnership models and industry experience • Managing an ageing workforce, with provision of opportunities for transition programs, mentoring and training 	

4.2 Framework of the Annual Business Plan

The Annual Business Plan 2017/18 has been prepared on the basis of a framework that aims to inform the community and hold the City of Marion accountable to its stakeholders. The key items in this framework are as follows.

Support the achievement of the City of Marion's Strategic Directions.

This Annual Business Plan has been reviewed against the Community Vision and Strategic Plans to ensure that council's activities over the next 12 months make the best possible progress towards achieving the community's vision for the future City of Marion.

Address issues arising and opportunities identified from internal audit reviews, service reviews and business excellence assessments.

Every year council undertakes a number of internal audits. These reviews and assessments have identified a number of key opportunities or requirements for council to improve its operations. This document includes the necessary resources to continue council's independent review process and implement recommendations accordingly.

Maintain, on average, a break-even or better funding (cash) position over the Long Term Financial Plan

With a primary focus on cash flow and ensuring Council's asset renewal and upgrades are fully funded, this target is currently being met. To ensure ongoing financial sustainability Council monitors and reviews all its financial indicators together.

Continue to improve the maintenance of assets in accordance with Council's Asset Management Plans, with a priority on maintenance before renewal, and renewal before new when it is cost effective to do so

The Annual Business Plan has been prepared taking into consideration Asset Management Plan requirements, outcomes of recent infrastructure audits, targets set for renewal versus depreciation (95-100% as per Asset Management Policy) and a focus on maintaining council's asset base.

Review existing services and assets to ensure they meet prioritised community needs

The council continues its rolling process of Service Reviews, aimed at maximising community value through continuously improving its operating efficiency and service performance to the community. This Annual Business Plan has been prepared on the basis of continuing existing services, noting that a rolling program of review is being implemented.

Council only approve new Major Projects where it has the identified funding capacity to do so

Council debt is forecast to decrease from \$9.1m to \$7.9m between 30 June 2017 and 30 June 2018. With consideration given to its financial ratios, this means that Council has the funding capacity to consider new strategic Major Projects and is currently investigating partnerships to aid in the development of a number of sporting facilities.

Maintain Council's position for an average residential rate which remains among the lower rating metropolitan councils

Comparative 2016/17 data shows that council's average residential rate continues to remain among the lower rating metropolitan councils, with its current position ranking being the 5th lowest of 18 metropolitan councils.

5. Continuing and improving services

All councils have responsibilities under the *Local Government Act 1999* and other relevant legislation to deliver services for the community. Council is committed to maintaining all services including, but not limited to:

Ongoing Services	
Land use and development planning	Reserves, parks and gardens management
Development and building assessments	Arts and cultural promotion and support
Facilitation of urban developments	Library services
Local Government searches	Sports & recreation promotion and support
Economic planning and leadership	Community capacity building and development
Environmental planning & leadership	Inspection, regulation and control
Biodiversity management	Emergency planning & response
Waste services	Community care
Water management	Immunisation services
Infrastructure management	Public health planning
Community facilities management	

Enabling Services

Strategic management	Communications & marketing
Organisational excellence	Human resources & workforce planning
Strategic asset management	ICT & knowledge management
Financial management	Operational support
Governance support	

6. Project priorities

Council plans to commence or continue working on the following strategic initiatives, as set out in our 2016-2019 Business Plan:

Liveable	
Strategies	2017/18 Initiatives
Access to housing choice and services for a growing and diverse population	Review housing zones to preserve the character of areas in the north of our city and create housing choice in the south
	In partnership with State Government, the SA Jockey Club and adjoining councils, support the housing development at Morphettville Racecourse
	Develop and deliver an Age Friendly Strategy in partnership with neighbouring councils
	Support our community to 'age well' through participation in the Adelaide Living Laboratory
	Deliver an asset optimisation program to ensure assets deliver services in a sustainable and valuable way to meet community needs
Neighbourhoods that reflect local character, heritage and enable a sense of belonging	Celebrate and recognise our Kurna heritage through committed delivery of the 2016-2019 Reconciliation Action Plan (RAP)
	Build strong relationships with the Elders of the Kurna community, facilitated by the RAP Committee
	Deliver the iconic Hallett Cove Foreshore precinct development
	Marion Historic Village Transformation: Traffic controls on George and Dwyer Streets Traffic controls on Diagonal Road and Crew Street
Neighbourhoods that are safe, activated and attractive places for people	Amend the zoning of key sporting areas/hubs to support revitalised, modern sports facilities
	Deliver State of the Art Sport and Recreational Facilities across the City: Community Club and indoor sports stadium at Mitchell Park Sports and community complex at the Edwardstown Soldiers Memorial Oval A new regional soccer facility in the South in partnership with Football SA an International standard BMX complex in the South, led by BMX SA Capella Reserve redevelopment in partnership with the Cove Football Club to pursue funding opportunities Modern sustainable tennis and netball facilities across the City to meet the needs of the Community now and into the future
	Complete the detailed design of the Marion Outdoor Pool Masterplan and seek grant/partnership funding
	Consider a location and design for a second dedicated dog park
	Deliver 4 playground projects, and prepare plans and designs for 4 further projects
An inclusive Community embracing diverse cultures, active living, and healthy lifestyles	Deliver priority open space projects
	Deliver transformed youth partnership programs focused on providing diverse and exciting opportunities for youth leadership, engagement and services
	Build the play space at Hendrie St

Valuing nature

Strategies	2017/18 Initiatives
A healthy and climate resilient urban environment	Significantly increase energy efficiency across our council facilities
	Deliver sustainable lighting program priorities
	Implement the Resilient South Climate Change Policy and Plan
	Ensure all elements of the redevelopment project are in place to support construction
	Expand the Oakland's Wetland water distribution network to maximise sustainable irrigation of our parks and reserves
	Investigate the potential to establish a water supply business using the Oakland's Wetlands water distribution network
	Manage stormwater in close partnership with our neighbours
	Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes
	Continue to transform the Glade Crescent Wetlands scheme
	Develop and deliver a Regional Coastal Management Plan to support sustainable coastal management
A City that reflects a deep value of the natural world	Plan and deliver a program for the protection of precious remnant native vegetation in our reserves
Improved condition, diversity and connectivity of ecosystems	Working closely with key partners maximise Glenthorne Farm community benefits

Prosperous

Strategies	2017/18 Initiatives
An exciting urban environment that attracts business investment and economic activation	Work in partnership to progress the Tonsley Redevelopment as a state of the art advanced manufacturing and urban environment
	Work with key partners on the Darlington project and the Flinders Link rail project to maximise business and employment opportunities
	Advocate for the future development of the North-South Corridor to improve east-west connectivity, maximised community access and the valuable adjacent development
	Review Edwardstown Industry/Commerce Planning framework to support future business needs
	Facilitate the development of priority precincts that cater for a range of residential and business needs, and services that are aligned with the 30 Year Plan for Greater Adelaide
A City that promotes and supports business growth and offers increased local employment and skills development opportunities	Develop, in close cooperation with other councils and State Government, a business attraction plan that support jobs growth
	Implement the priority actions of the Southern Adelaide Economic Development Board
	Work with key partners in the region and State Government to extend the Tonsley Small Business Advisory Services beyond June 2017
	Reduce red-tape to support and promote business growth and employment opportunities
	Deliver digital economy education programs for businesses to capitalise on the NBN roll-out
A welcoming City offering both residents and visitors a wide range of leisure and cultural experiences	In partnership with local businesses, grow visitation and increase spending in the region to secure additional economic benefit and increased jobs through the delivery of a Visitor Economy Strategy

Innovative

Strategies	2017/18 Initiatives
A City that harnesses creativity, research and collaboration to pursue innovative ideas	Renew the Leasing and Licensing Policy to set up a strong support and collaboration model for clubs and organisations
	Launch a marketing plan for all neighbourhood centres that supports creative use, programming and participation within the centres
	Maximise community feedback through a range of surveys, tools and campaigns to support our ongoing focus on innovation and improvement
	Expand the solar panel network to maximise the use of renewable energy at council facilities
Provide flexible facilities across the City to support innovation	Establish and maintain a presence at Tonsley in partnership with the New Venture Institute and Co-HaB to encourage creativity, research and partnerships within the City
	Continue to promote and provide valuable programs at the Cove Enterprise Hub to support start-ups and small businesses in the southern region
	Investigate Smart City technology and infrastructure opportunities

Connected

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

Asset Management

Council has been moving towards a stronger long-term planning approach to community assets – it manages over \$1 billion of assets including roads, footpaths, drains, community buildings, parks and reserves on behalf of the community. The asset management planning process provides a long term approach to ensuring infrastructure and facilities continue to provide the services required by the community. Council continues to develop, implement and review its Asset Management Policy and Plans with a focus on whole-of-life asset management, including maintenance and renewal of assets.

Asset management planning ensures that delivery of services from infrastructure assets is provided in the most cost effective manner. Council's Asset Management Plans detail information about our assets and define the services to be provided, how the services are provided, and what funds are required to provide the services.

Council's Asset Management Policy sets the principles that govern the provision and management of assets. The Policy includes a Strategic Asset Management Framework, which comprises an assessment of asset criticality (based on priority 1-critical, priority 2-important, and priority 3-aspirational/discretionary) and asset priority (based on asset maintenance before renewal and renewal before new/upgrade, where it is cost effective to do so).

Principle 7 within the Policy specifies that "Prioritisation of new asset investments and asset disposal decisions are based on an evaluation of potential public value, encompassing consideration of such criteria as asset utilisation potential, benefits, risks, ownership and management options, life cycles and costs in accordance with Council's Prudential Management Policy and Disposal of Land and Assets Policy."

The process for developing capital works infrastructure projects is determined by criteria including condition, risk, technical, environmental and budgetary considerations. These criteria are assessed to prioritise a list of projects across the Council area that informs the capital works program, meaning that poorest condition and highest risk assets are responded to first.

Key initiatives in maintenance, renewal and replacement of community assets and facilities for 2017/18 include:

- Reviewing our existing asset base in light of:
 - Increasing costs to maintain and renew our existing asset base
 - Understanding which assets could better meet community needs
 - Investigating innovative asset management models e.g. share community use, public private partnerships and related opportunities
- The renewal of council's assets with forecast spends of approximately \$15.556m, including:
 - Capital renewal of council's roads and kerbs with a forecast spend of approximately \$4.3m.
 - Improving Marion's existing footpath network at a cost of \$1.5m.
- Preparation of building renewal plans for all council buildings.
- Supporting actively exploring and investing in technology solutions that will deliver enhanced outcomes and services for the community.

7. Measuring our success

Monitoring performance is a critical element of strategic management. It is the mechanism for critically ensuring that council is contributing to the achievement of both the Strategic Plan and the 3-year Business Plan 2016-19.

Our Key Performance Indicator (KPI) dashboard for 2017/18 (provided in the table below) takes account of council's objectives over the next three years.

Key Performance Indicator	Core Target	Stretch Target
Financial Sustainability	Council maintains a break even or better cash funding position in delivering its annual budget	
Delivery of agreed projects identified in the Annual Business Plan and the second year targets in the 3 year Plan	Greater than or equal to 95%	
Lost Time Injury Frequency Rate	Greater than or equal to 25% reduction from the previous year's result	Greater than or equal to 30% reduction from the previous year's result
Total employee costs (including agency staff)	Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs	Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs
Retention of key staff	Greater than or equal to 80% key staff retained	Greater than or equal to 90% key staff retained
Overall satisfaction with Council's performance	Greater than or equal to 75% rated as satisfied or above	Greater than or equal to 85% rated as satisfied or above
Asset Sustainability	Asset Sustainability Ratio greater than or equal to 80%	Asset Sustainability Ratio greater than or equal to 90%
Delivery of Council's capital works program	Greater than or equal to 80% delivery of Council's planned capital works program (adjusted for extraordinary items)	Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)

We will report on our progress against our 2017/18 KPI dashboard quarterly at Council meetings and in our 2017/18 Annual Report.

8. Funding the Annual Business Plan

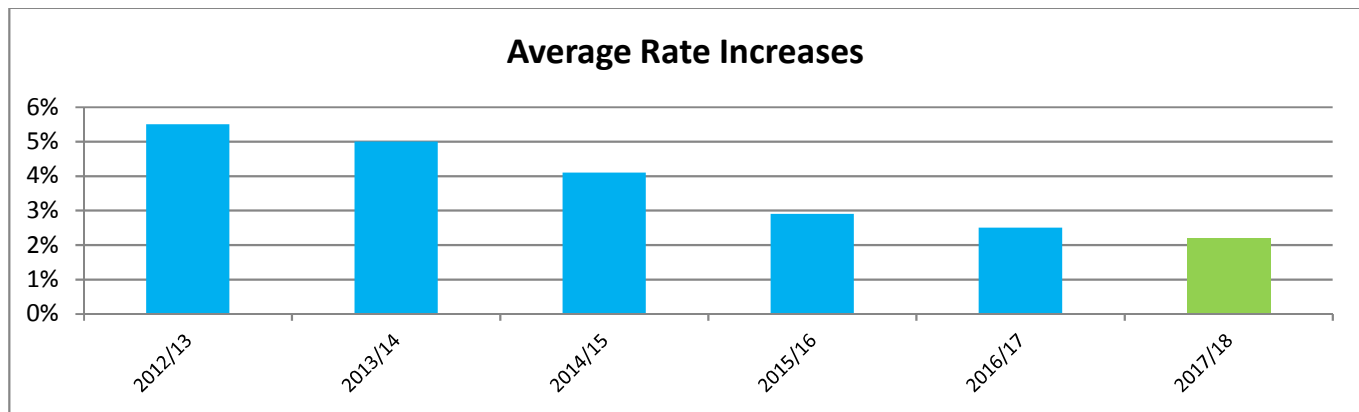
8.1 Your rates in 2017/18

The Annual Business Plan is based on a proposed average rate increase of 2.2%. In setting rates for 2017/18, council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2017/18.

Rates account for 86% percent of council's operating revenue with others sources including fees, charges and grants. These revenues contribute to the necessary funding for planned capital renewal programs in 2017/18.

While an average rate increase of 2.2% is proposed, it is to be noted that actual rates payable by a rate payer will vary according to individual property valuations, the attributed land use, and whether there has been any new development or capital improvement at the land.

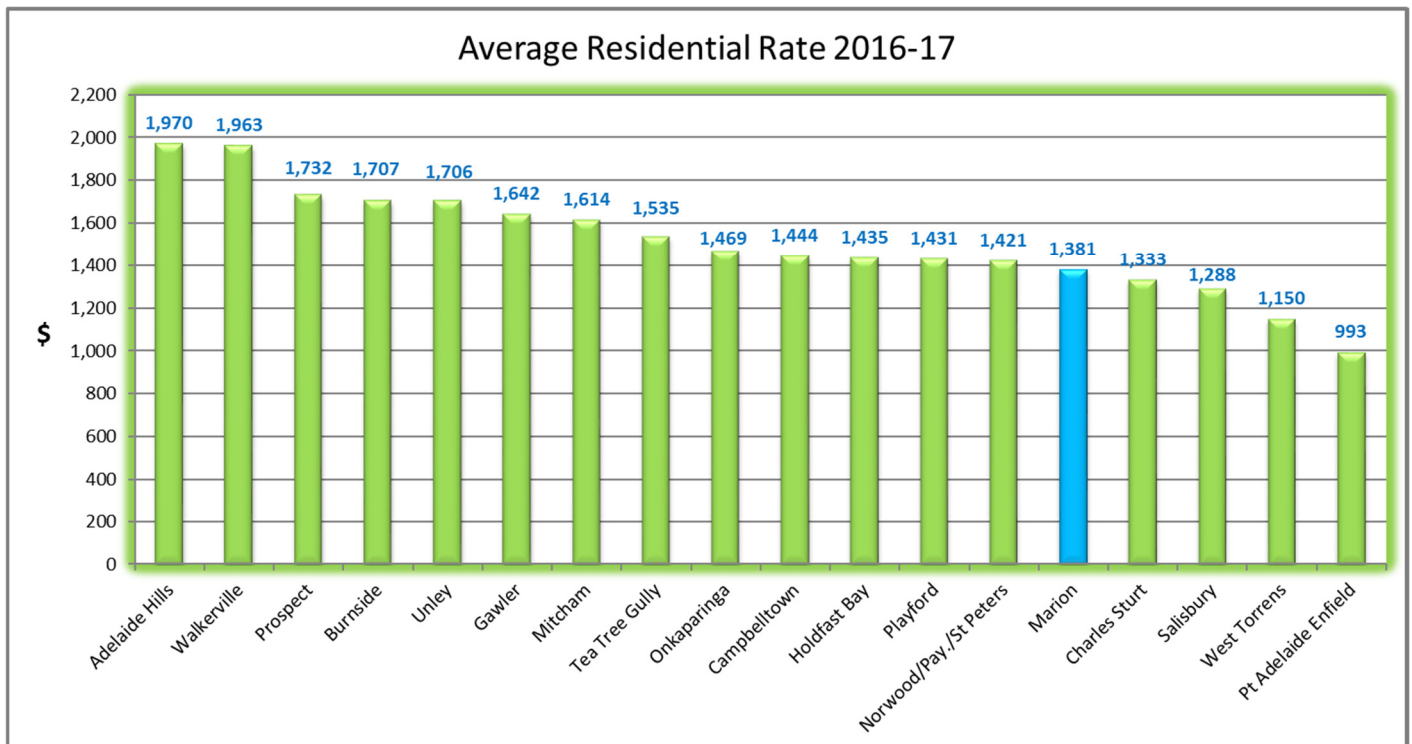
Over the past years, we have listened to your feedback and Council is aware of the impact of rate increases on the community. We are continually looking for opportunities that allow this burden to be reduced and as a result our rate increases have been decreasing steadily over the past five years. The 2017/18 proposed rate increase is the lowest in over 10 years, and continues to head in the desired downward direction.



With changing community needs and other external influences impacting on the community, there is a need for council to consider how to plan more effectively, both for the longer term and more immediate community benefit. The proposed rate increase is set at a level that provides confidence that services will be maintained and that a sufficient capital expenditure program is planned to maintain council's assets.

Your feedback received from the community consultation process will be balanced with achieving the strategic directions, maintaining services and assets, ensuring financial and environmental sustainability, supporting intergenerational equity and making provision for those in the community who are experiencing hardship. This feedback will be strongly considered in setting the rate increase, which will form the basis of the Annual Business Plan.

The graph presented below illustrates council's relative rating effort compared to other Adelaide metropolitan councils. Marion was ranked 5th lowest average residential rate in 2016/17.



Note: Comparative data for the 2017/18 year will be available following the release of the LGA Council Rates Survey which is typically released in the first quarter of the next calendar year.

8.2 Differential Rating

Council currently derives 18% (2016/17: 18%) of its rate revenue from the Commercial and Industrial sectors. Commercial and Industrial users consume a greater proportion of council resources than residential properties, particularly in regard to the use of roads, footpaths, traffic, parking, storm water drainage, public health and environment.

Council uses a differential rating system to raise revenue based upon its Land Use and will continue to do so to ensure a fair and equitable distribution of rates within the City of Marion. The differential rate is charged in addition to the normal rate. In applying this approach, council will take into consideration all prevailing economic conditions and changes and adjust its differential rates accordingly, to ensure an appropriate and fair equalisation of rates across all land use categories. Differential rates to apply to land use are as follows:

Commercial	85%	(2016/17: 85%)
Industrial	70%	(2016/17: 70%)
Vacant Land	100%	(2016/17: 100%)

8.3 Budgeted Income Statement

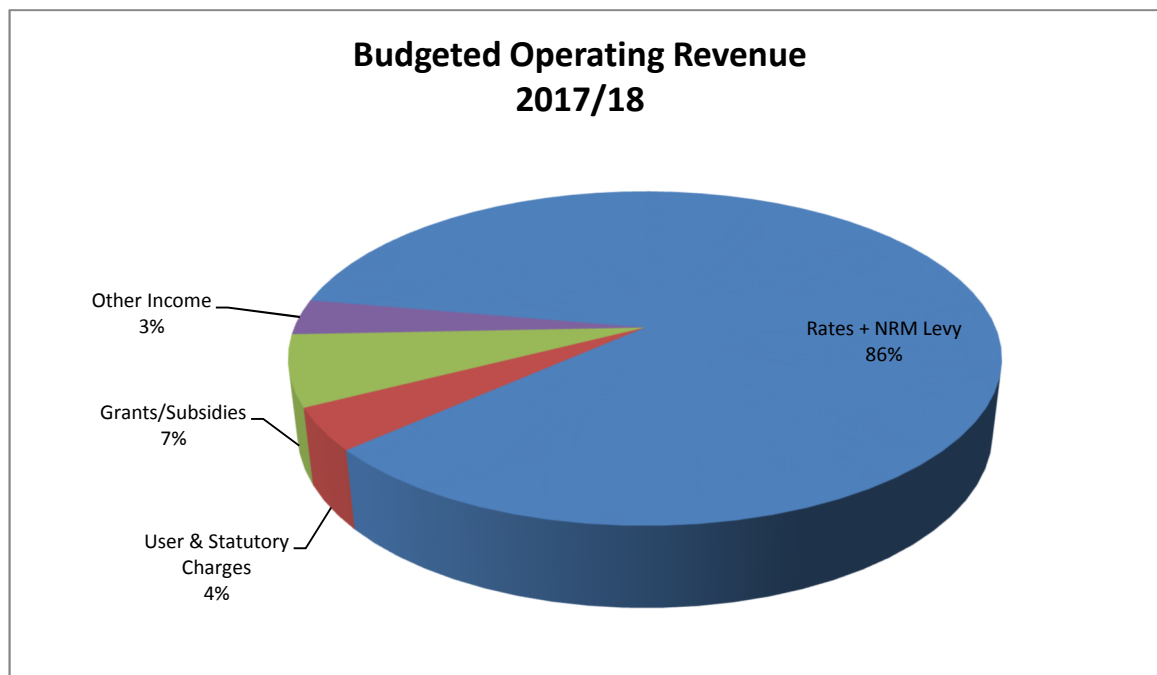
An operating surplus of \$5.735 before capital revenues is forecast for 2017/18. An operating surplus is required to fund the renewal of existing infrastructure in accordance with council's asset management plans.

	3rd Review 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Budgeted Income Statement			
Operating Revenue			
Rates - General	70,858	73,130	2,272
Rates - NRM Levy *	1,683	1,767	84
Statutory Charges	1,750	1,812	62
User Charges	1,795	1,752	(43)
Grants/Subsidies	7,587	6,008	(1,579)
Investment Income	854	754	(100)
Reimbursements	788	681	(107)
Other Revenue	763	1,233	470
Share of Profit/(Loss) SRWRA	324	334	10
Total Operating Revenue	86,402	87,471	1,069
Operating Expenditure			
Employee Costs	32,928	34,178	1,250
Contractor Services	18,053	17,038	(1,015)
Materials	4,632	4,974	342
Finance Charges	613	545	(68)
Depreciation	17,104	17,030	(74)
Other Expenses	6,476	7,970	1,494
Total Operating Expenditure	79,805	81,736	1,931
Operating Surplus/(Deficit) before Capital Revenues	6,597	5,735	(862)
Capital Grants and Contributions	2,114	2,000	(114)
Physical resources received free of charge	1,500	1,500	-
Net Surplus/(Deficit) resulting from Operations	10,211	9,235	(976)

* Note: The NRM Levy is collected by Council on behalf of the Adelaide and Mt Lofty Ranges Natural Resources Management Board.

8.4 Operating Revenue

The main source of income for council is rate revenue; making up 86% of total council revenue in 2017/18, with other sources being government regulated fees for statutory services, an environment of diminishing levels of untied federal grant monies, as well as other grants from State and Federal government.



General Rates

Council's revenue in 2017/18 includes \$73.1m to be raised in general rates. The budget has been developed on the basis of a proposed average rate increase of 2.2% (excluding new developments and capital improvements). In setting rates for 2017/18, council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2017/18.

Growth for new developments and capital improvements is forecast at 1% for 2017/18. This predominantly is the result of new housing in Marion and property improvements as reported by the Valuer General. The revenue created by this growth will cover the increased costs of servicing a growing community which includes the requirement to maintain and provide for the replacement of infrastructure such as stormwater drainage and transport networks.

Other Sources of Revenue

- **User Charges set by council** – Relate mainly to the recovery of service delivery costs through the charging of fees to users of council's services. These include charges for the use of council's community facilities, swimming pool admission and the like.
- **Statutory Charges set by State Government** – Relate mainly to fees and fines levied in accordance with legislation and include development application fees, health act registrations and parking fines.
- **Grants and Subsidies** – Grants include all monies received from State and Federal sources for the purpose of funding the delivery of council's services to ratepayers and for the funding of the capital works program.

8.5 Operating Expenditure

Council's operating expenses are forecast to increase to \$81.736m in 2017/18. The following graph shows a breakdown of operating expenditure across council services for every \$100 spent:



Employee Costs

Employees are responsible for the provision of a number of Council's key services, including the ongoing maintenance of open space areas, libraries and neighbourhood centres, the Marion Outdoor Swimming Centre, urban development, urban and health and community care. Employees are either directly employed by council, or indirectly through an employment agency (i.e. agency staff) where temporary workforce requirements have arisen through seasonal demand or short-term vacancies of existing positions.

Employee costs are forecast to increase by \$1,250k primarily as a result of increases in existing staff Enterprise Agreements (currently 2.0%, in line with March 2017 CPI). The net increase also includes positions that are fully funded by state and federal government grants (\$497k).

Contractor Services

Contractor services relate mainly to the provision of council services by external providers. Council uses contractors to assist in the provision of major services such as waste collection, and also where specialist services or advice is required where it is not warranted for Council to have permanent in-house resources. A decrease of \$1.0m is forecast in the 2017/18 draft budget.

Materials

Council's Materials budget includes utilities, products utilised in the delivery of community services and maintenance of council's infrastructure, open space, and other assets, as well as fuel for the fleet of vehicles used to deliver services.

Despite significant projected price increases in 2017/18 for electricity and gas, an increase of \$342k in materials is forecast in the 2017/18 draft budget.

8.6 Capital Revenue

Capital Grants and Contributions

Council has forecast \$2.0m in capital grants and contributions towards works planned in 2017/18. The contributions are made up of \$1.6m towards the Edwardstown Oval Redevelopment and \$0.4m towards South Australia's first inclusive playground – a playground that will take into account the needs of children with disabilities.

8.7 Budgeted Capital Expenditure

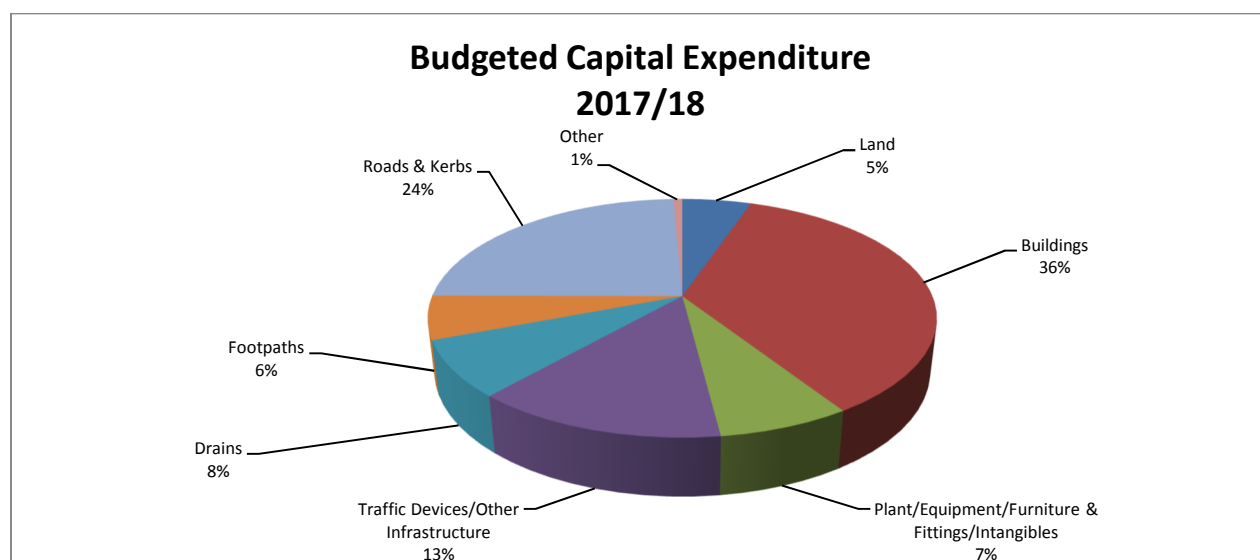
The 2017/18 Budgeted Statement of Capital Expenditure forecasts total capital expenditure of \$25.398m including \$15.566m renewal and \$9.832m new and upgrade.

The following table summarises council's planned Capital Works Program for 2017/18.

Capital Expenditure	3rd Review 2016/17 \$'000	Budget 2017/18 \$'000
Land	3,261	1,330
Buildings	4,016	9,049
Infrastructure:		
Roads & Kerbs	6,691	6,160
Drains	2,900	1,933
Footpaths	1,755	1,500
Traffic Control Devices	185	378
Other	3,715	3,069
Plant and Equipment	3,293	1,759
Furniture and Fittings	100	50
Other	311	170
Total Capital expenditure	26,227	25,398
Represented By:		
Capital Expenditure		
Assets - New	10,362	9,832
Assets - Renewal	15,865	15,566
	26,227	25,398

Key capital projects included in the draft budget are the commencement of construction of the Edwardstown Soldiers Memorial Oval redevelopment (\$3.7m), the development of an international standard BMX Track (\$0.8m) in partnership with the City of Onkaparinga and the State Government and improvements in the amenity of our Streetscapes (\$1.8m).

A detailed listing of other proposed projects is included at Appendix 2.



8.8 Financing the Budget

Financing the budget refers to the use of borrowings or available cash balances to meet any shortfall between expenditure (both operating and capital) and revenue.

	3rd Review 2016/17 \$'000	Budget 2017/18 \$'000
Net Lending/(Borrowing)		
Operating Surplus/Deficit before Capital Amounts	6,597	5,735
<u>less: Net Outlay on Existing Assets</u>		
Capital expenditure on asset renewal/replacement	15,865	15,566
less Depreciation/Ammortisation	(17,104)	(17,030)
	(1,239)	(1,464)
<u>less: Net Outlay on New/Upgrade Assets</u>		
Capital expenditure on New & Upgrade Assets	10,362	9,832
less Capital Grants	(2,114)	(2,000)
	8,248	7,832
Adjustments		
Proceeds from Sale of Surplus Land	1,572	0
Share of Equity - Southern Region Waste Resource Authority	(324)	(334)
	1,248	(334)
Net Lending/(Borrowing)	836	(967)

The table above identifies the council's net lending/(borrowing) result. Council's budget for 2017/18 is expected to result in a net borrowing position of \$0.967m.

Financing transactions associated with accommodating the expected net lending result in 2017/18 are as follows:

Financing Transactions	3rd Review 2016/17 \$'000	Budget 2017/18 \$'000
New Borrowings	0	0
less: Repayment of Principal on Borrowings	(1,126)	(1,197)
less: Increase/(Decrease) in Cash & Investments		
Transfers from/(to) Reserves	2,252	2,164
Cash Drawdowns/(Investment)	(1,962)	0
Equals: Financing Transactions	(836)	967

No additional borrowings are forecast in 2017/18, and as such principal repayments of existing loans will result in a forecast balance outstanding as at 30 June 2018 of \$7.905m.

8.9 Financial Ratios

To assist council in meeting its objective of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided. Where a council target has not been adopted, the recommended Local Government Association (LGA) target has been used. The following table details these financial indicators and whether or not the prescribed target has been achieved over the five years up to the end of 2017/18.

Ratio	Target	2017/18 Budget	5 Year Average	On Track
Operating Surplus	0% - 5%	6.56%	7.91%	*
Asset Sustainability	95% - 100%	91.4%	89.46%	*
Asset Consumption	80% - 100%	76.90%	75.52%	*
Net Financial Liabilities	0% - 50%	3.73%	N/A	✓
Debt Servicing	0% - 5%	1.62%	N/A	✓

* The Operating Surplus Ratio is forecast to exceed the currently adopted target of 0–5%. The forecast surplus is required to provide the funding necessary to meet the costs of delivering services and projects to the community in 2017/18 including the renewal and upgrade of existing community assets over time to maintain community service standards and expectations.

Council's Asset Sustainability and Asset Consumption ratios both fall outside of their targets. This indicates that Council's asset base requires further renewal, with continuing work on its Asset Management Plans and strategies relating to specific asset classes in progress to set a good foundation for improving this in future.

All other ratios are within their targeted ranges. Meeting these targeted ranges is consistent with Council meeting its objective of long-term financial sustainability.

Appendix 1 - Long Term Financial Plan Funding Statement

City of Marion
10 Year Financial Plan for the Years ending 30 June 2027
BUDGET SUMMARY - GENERAL FUND
Scenario: Draft Annual Business Plan 2017/18

	Current Year	Projected Years									
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Income											
Rates	72,541	74,898	77,282	79,743	82,281	84,901	87,604	90,394	93,272	96,242	99,307
Statutory Charges	1,750	1,812	1,857	1,904	1,951	2,000	2,050	2,101	2,154	2,208	2,263
User Charges	1,795	1,752	1,796	1,841	1,887	1,934	1,982	2,032	2,083	2,135	2,188
Grants, Subsidies and Contributions	7,587	6,008	6,158	6,312	6,470	6,632	6,798	6,968	7,142	7,320	7,503
Investment Income	854	754	239	183	182	211	242	289	416	607	828
Reimbursements	788	681	698	715	733	751	770	789	809	829	850
Other Income	763	1,233	488	494	501	507	513	520	527	534	541
Net gain - equity accounted Council businesses	324	334	344	354	365	376	387	398	410	423	435
Total Income	86,402	87,471	88,862	91,546	94,370	97,312	100,347	103,491	106,812	110,298	113,915
Expenses											
Employee Costs	32,928	34,178	34,482	34,882	35,579	36,291	37,017	37,757	38,512	39,282	40,068
Materials, Contracts & Other Expenses	29,161	29,982	31,202	30,446	29,778	30,370	31,333	31,588	32,216	32,856	33,899
Depreciation, Amortisation & Impairment	17,104	17,030	17,711	18,420	19,157	19,923	20,720	21,549	22,411	23,307	24,239
Finance Costs	613	545	470	939	819	700	601	496	396	319	240
Total Expenses	79,805	81,736	83,865	84,687	85,333	87,284	89,670	91,390	93,534	95,765	98,446
Operating Surplus	6,597	5,735	4,997	6,859	9,037	10,028	10,677	12,101	13,278	14,533	15,470
Amounts Received Specifically for New or Upgraded Assets	2,114	2,000	12,400	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Net Surplus / (Deficit) for the Year	10,211	9,235	18,897	8,359	10,537	11,528	12,177	13,601	14,778	16,033	16,970
Capital (Balance Sheet) and Reserve Movements											
Capital Expenditure	(26,227)	(25,398)	(51,665)	(19,627)	(21,360)	(21,613)	(21,989)	(22,909)	(20,978)	(21,403)	(21,799)
Loan Repayments (External)	(1,126)	(1,197)	(1,100)	(2,235)	(2,355)	(1,985)	(2,084)	(2,189)	(1,624)	(1,700)	(1,779)
New Loan Borrowings (External)	-	-	12,960	-	-	-	-	-	-	-	-
Net Transfers (to)/from Reserves	2,252	2,164	4,139	(2,500)	(2,557)	(2,614)	(2,673)	(2,734)	(2,796)	(2,860)	(2,925)
Total Capital (Balance Sheet) and Reserve Movements	(25,101)	(24,431)	(35,666)	(24,363)	(26,272)	(26,212)	(26,747)	(27,832)	(25,397)	(25,962)	(26,504)
Net Result (including Depreciation & Other non-cash items)	(14,891)	(15,196)	(16,769)	(16,004)	(15,735)	(14,684)	(14,570)	(14,231)	(10,619)	(9,929)	(9,534)
Add back Depreciation Expense (non-cash)	17,104	17,030	17,711	18,420	19,157	19,923	20,720	21,549	22,411	23,307	24,239
Proceeds of Sale from Surplus Land	1,572	-	-	-	-	-	-	-	-	-	-
Less Other Income (non-cash)	(1,824)	(1,834)	(1,844)	(1,854)	(1,865)	(1,876)	(1,887)	(1,898)	(1,910)	(1,923)	(1,935)
Cash Budget Surplus/(Deficit)	1,962	-	(901)	562	1,557	3,363	4,263	5,419	9,881	11,455	12,770

OPEN SPACE & RECREATION WORKS PROGRAM 2017/18			
Location	Suburb	Ward	Description
Playground Implementation Program			
Sixth Avenue Reserve	Ascot Park	Woodlands	Construction
Clare Avenue Reserve	Sheidow Park	Southern Hills	Construction
Breakout Creek Reserve (YMCA)	Glengowrie	Mullawirra	Construction
Gully Road Reserve	Seacliff Park	Southern Hills	Construction
Appleby Road Reserve	Morphettville	Mullawirra	Construction
Hendrie Street Inclusive Playground	Park Holme	Mullawirra	Construction
Bandon Terrace Reserve	Marino	Coastal	Consultation, Concept and Detail Design
Shamrock Road Reserve	Hallett Cove	Coastal	Consultation, Concept and Detail Design
First Avenue Reserve	Ascot Park	Woodlands	Consultation, Concept and Detail Design
Mitchell Park Oval	Mitchell Park	Warraparinga	Consultation, Concept and Detail Design
Various	Various	Various	Remove Playground without replacement
Reserve Improvements			
Hallett Cove Beach (Grand Central Reserve)	Hallett Cove	Coastal	Construction Amphitheatre works
Hallett Cove Beach (Reserve & Playground)	Hallett Cove	Coastal	Detail design
Stage 2 Recreation Plaza Oaklands Wetlands	Oaklands Park	Warracowie	Detail design and construction
Oaklands Estate (Reserve & Playground)	Oaklands Park	Warracowie	Detail design
2nd Dog Park	TBC	TBC	Determine location, consultation, concept design
Jervois Street Reserve	South Plympton	Woodlands	Install double shelter and tables
Reserve Street Reserve Dog Park	Trott Park	Southern Hills	Install shelter and seating
Capella Reserve	Hallett Cove	Coastal	Consultation and develop Precinct Plan
Various	Various	Various	Installation of shade sails
Public Toilets			
Gully Road Reserve	Seacliff Park	Southern Hills	Install new facility
Tennis & Netball Courts			
Woodforde Family Reserve	Park Holme	Mullawirra	Courts and facility improvements
Hallett Cove Beach Tennis Club	Hallett Cove	Coastal	Courts and facility improvements
Warradale Park Tennis Club	Warradale	Warracowie	Courts and facility improvements
Southbank Tennis Club	Trott Park	Southern Hills	Courts and facility improvements
Marion Tennis Club	Marion	Warraparinga	Courts and facility improvements
Sandery Avenue Courts	Seacombe Gardens	Warracowie	New shelter, site power and storage

PROPERTY/BUILDING WORKS PROGRAM 2017/18			
Location	Suburb	Ward	Description
Various	Various	Various	Solar infrastructure installations
Majors Road	O'Halloran Hill	Southern Hills	BMX Track Development
Edwardstown Sports Club	Edwardstown	Woodlands	Sporting club redevelopment
Marion Sports Club	Marion	Warraparinga	Car park and drainage works
Fitzgerald James Building	Glandore	Woodlands	Replace ceiling, carpets, walls
Marion Leisure & Fitness Centre	Morphettville	Mullawirra	Replace carpet and car park works
Seaview Downs Kindergarten	Seaview Downs	Southern Hills	Replace fence
Cove Civic Centre	Hallett Cove	Coastal	Internal signage
Plympton Park Sports Club	Plympton Park	Mullawirra	Replace windows and doors
Marion Band Edwardstown	Edwardstown	Woodlands	Replace kitchen and remove asbestos
Southbank Tennis Club	Trott Park	Southern Hills	Replace carpet
YMCA Glengowrie	Glengowrie	Mullawirra	Replace kitchen
Perry Barr Farm	Hallett Cove	Coastal	Bitumen back laneway and stormwater treatment
Marion Golf Park	Seacliff Park	Coastal	Car park works
Coastal Walking Trail	Hallett Cove	Coastal	Replacement of handrails and balustrade
Marion Swim Centre	Park Holme	Mullawirra	Line ceiling
Perry Barr Farm Shearing Shed	Hallett Cove	Coastal	Replace ceiling

ROAD RESEAL PROGRAM 2017/18				
Road Name	Suburb	Ward	From	To
Allambee Avenue	Edwardstown	Woodlands	Daws Road	Conmurra Avenue
Allison Street	Ascot Park	Woodlands	John Street	Robert Street
Ballara Avenue	Warradale	Warracowie	Ormonde Avenue	Astrid Avenue
Barclay Avenue	Glengowrie	Mullawirra	Gowrie Avenue	Fisk Avenue
Barham Avenue	Morphettville	Mullawirra	Nilpena Avenue	Nunyah Avenue
Barham Cds	Morphettville	Mullawirra	Barham Avenue	Barham Avenue
Barramundi/Capella Roundabout	Hallett Cove	Coastal		
Bay Street	Seacombe Gardens	Warracowie	Morphett Road	Russell Avenue
Beaconsfield Terrace	Ascot Park	Woodlands	Marion Road	Linda Street
Beaumont Street	Clovelly Park	Warriparinga	Norrie Street	English Avenue
Boyd Court	Trott Park	Southern Hills	Meldrum Street	Cul-De-Sac
Bradman Street	Sturt	Warriparinga	Travers Street	Ralph Street
Browning Avenue	Plympton Park	Mullawirra	South Terrace	Acacia Street
Butler Crescent	Glengowrie	Mullawirra	Maxwell Terrace	Fisk Avenue
Cameron Court	Mitchell Park	Warriparinga	Bruce Avenue	Cul-De-Sac
Carlow Street	Sturt	Warriparinga	Diagonal Road	Duncan Street
Chalfont Way	Glengowrie	Mullawirra	Oaklands Road	St Peters Way
Charles Street	Ascot Park	Woodlands	Daws Road	Adelaide Terrace
Clare Avenue	Sheidow Park	Southern Hills	Clare Court	Westall Way
Cummings Crescent	Mitchell Park	Warriparinga	Lutana Crescent	Mary Street
Darling Street	Sturt	Warriparinga	Diagonal Road	Bradman Street
David Avenue	Mitchell Park	Warriparinga	Daws Road	Bruce Avenue
Davidson Avenue	Park Holme	Mullawirra	Sandison Avenue	O'Halloran Terrace
De Laine Avenue	Edwardstown	Woodlands	Macklin Street	Towers Terrace
Denbar Avenue	Morphettville	Mullawirra	Denham Avenue	Claines Avenue
Dunorlan Road	Edwardstown	Woodlands	House #80	Calstock Avenue
Edgeworth Street	South Plympton	Woodlands	Raglan Avenue	Wood Street
Egmont Avenue	Warradale	Warracowie	Diagonal Road	Jeffrey Avenue
Elder Terrace	Glengowrie	Mullawirra	Maxwell Terrace	Fisk Avenue
Embert Street	Sturt	Warriparinga	Melbourne Street	Ralph Street
Emma Close	Mitchell Park	Warriparinga	Bradley Grove	Dead End
English Avenue	Clovelly Park	Warriparinga	Beaumont Street	Hendon Avenue
Erudina Avenue	Edwardstown	Woodlands	Conmurra Avenue	Konando Terrace
Esplanade	Marino	Coastal	Cul-De-Sac	Road Widening O/S #2
Everest Street	Morphettville	Mullawirra	Tensing Street	Hunt Avenue
Fetlar Avenue	Marion	Warriparinga	Rathlin Avenue	Stroma Road
Forresters Road	Hallett Cove	Coastal	Quailo Avenue	Goroke Street
Franklin Street	Sturt	Warriparinga	Melbourne Street	Day Street
French Crescent	Trott Park	Southern Hills	Bovard Court	Heysen Drive
Furner Road	Mitchell Park	Warriparinga	Bradley Grove North	#15/17 (At Station)
Garden Street	South Plympton	Woodlands	Thomas Street	Vincent Street
Goroke Street	Hallett Cove	Coastal	Forresters Road	Rogana Crescent
Greenock Drive	Sturt	Warriparinga	Parkmore Avenue	Grandview Road
Gretel Crescent	Hallett Cove	Coastal	Grand Central Avenue	Aurora Street
Gulfview Road	Seaview Downs	Southern Hills	Morphett Road	Fowler Street
Hamilton Avenue	Warradale	Warracowie	Hamilton Court	Sienna Avenue
Harkin Avenue	Mitchell Park	Warriparinga	Trowbridge Avenue	Kelly Grove
Harlow Street	Mitchell Park	Warriparinga	Quick Road	Thorne Crescent
Harris Street	Edwardstown	Woodlands	De Laine Avenue	Angus Avenue
Harrow Street	Dover Gardens	Warracowie	Crown Street	Clacton Road
Helmsdale Avenue	Glengowrie	Mullawirra	Francis Avenue	Kersely Avenue
Hessing Crescent	Trott Park	Southern Hills	Brack Court	Insley Court
Hester Avenue	Mitchell Park	Warriparinga	Bradley Grove	Kelly Grove
Jervois Terrace	Marino	Coastal	Spinks Road	Short Street
Johnstone Road	Oaklands Park	Warracowie	Crozier Terrace	Perrin Street
Joyner Street	Dover Gardens	Warracowie	Morphett Rd	Branksome Terrace
Kathleen Street	Dover Gardens	Warracowie	Ella Street	Laurence Street
Kelly Grove	Mitchell Park	Warriparinga	Harkin Avenue	Cul-De-Sac
Kingston Avenue	Seacombe Gardens	Warracowie	Glamis Avenue	Alderman Avenue
Konando Terrace	Edwardstown	Woodlands	Yanyarrie Avenue	Allambee Avenue
Kooraweera Street	Hallett Cove	Coastal	Nungamoora Street	Pindee Street
Kurrajong Place	Seacombe Gardens	Warracowie	Pitt Street	Kent Avenue
Lagunta Avenue	Edwardstown	Woodlands	Konando Terrace	Daws Road
Laurence Street	South Plympton	Woodlands	Thomas Street	Vincent Street
Letcher Road	Oaklands Park	Warracowie	Crozier Terrace	Dwyer Road
Macklin Street	Sturt	Warriparinga	Service Lane	Bradman Street
Maldon Avenue	Mitchell Park	Warriparinga	Alawoona Avenue	Barkuna Avenue
Maxwell Avenue	Edwardstown	Woodlands	Towers Terrace	Railway Terrace
Mikasa Court	Trott Park	Southern Hills	Doulton Drive	End
Milton Avenue	Plympton Park	Mullawirra	Swinburne Avenue	Ferry Avenue
New Street	South Plympton	Woodlands	Cross Road	Pleasant Avenue
Nilpena Avenue	Morphettville	Mullawirra	Hendrie Street	Appleby Road
Nottingham Crescent	Glandore	Woodlands	Maud Street	South Road
Oakbank Crescent	Sheidow Park	Southern Hills	Bathbank Crescent	Cul-De-Sac

ROAD RESEAL PROGRAM 2017/18 (Continued)				
Road Name	Suburb	Ward	From	To
Omar Avenue	Warradale	Warracowie	Macarthur Avenue	Virgo Avenue
Parkmore Avenue	Sturt	Warriraringa	Rosefield Lane	Travers Street
Penrith Court	Mitchell Park	Warriraringa	Bradley Grove	Cul-De-Sac
Pildappa Avenue	Park Holme	Mullawirra	Bowaka Street	Rotorua Avenue
Portland Avenue	Sturt	Warriraringa	Diagonal Road	Torquay Road
Price Street	Plympton Park	Mullawirra	Taranna Road	Cul-De-Sac
Princes Parade	Clovelly Park	Warriraringa	South Road	York Avenue
Ralph Street	Sturt	Warriraringa	Bradman Street	Day Street
Ramsay Avenue	Seacombe Gardens	Warracowie	Morphett Road	Miller Street
Ranford Crescent	Mitchell Park	Warriraringa	Byard Terrace	Egan Crescent
Richard Avenue	Mitchell Park	Warriraringa	Daws Road	The End
Rider Street	Seacombe Gardens	Warracowie	Sutton Avenue	Limbert Avenue
Rotorua Avenue	Park Holme	Mullawirra	Tarranna Avenue	Weroona Avenue
Rotorua Avenue	Park Holme	Mullawirra	Nilpena Avenue	Tiparra Avenue
Rotorua Avenue	Park Holme	Mullawirra	Condada Avenue	Pildappa Avenue
Scott Street	Plympton Park	Mullawirra	Arthur Street	Clement Street
Seacombe Crescent	Seacombe Heights	Southern Hills	Waite Avenue	Grandview Drive
Service Lane	Edwardstown	Woodlands	South Road	Gumbowie Avenue
Shearing Street	Oaklands Park	Warracowie	Morphett Road	Barry Road
Stanton Street	Edwardstown	Woodlands	Wright Street	Fuller Street
Sunshine Avenue	Warradale	Warracowie	Morphett Road	Lincoln Avenue
Sunshine Avenue	Warradale	Warracowie	Struan Avenue	Council Boundary
Tarnham Road	Seacombe Heights	Southern Hills	Morphett Road	Calum Grove
Taylor Court	South Plympton	Woodlands	Thomas Street	Cul-De-Sac
Terra Avenue	Mitchell Park	Warriraringa	Percy Avenue	Cul-De-Sac
Waverley Avenue	Edwardstown	Woodlands	Conmurra Avenue	Deloraine Road
Wentworth Street	Seacombe Gardens	Warracowie	Miller Street	Kent Avenue
Western Avenue	Park Holme	Mullawirra	Copley Street	Duncan Avenue
Whiteley Drive	Trott Park	Southern Hills	Counihan Court	Olsen Court
Wooton Road	Edwardstown	Woodlands	Cross Road	Castle Street

RESIDENTIAL FOOTPATH PROGRAM 2017/18				
Road Name	Suburb	Ward	From	To
Proactive Footpath Works	Various	Various		
Argyll Street (east)	Marino	Coastal	Frank St	Jervois Terrace
Ocean Boulevard (east)	Seacliff Park	Southern Hills	Gardenia	No 54
Mulga Street (east)	Seacombe Gardens	Warracowie	Ramsay Ave	Syme Street
Doreen St - Laneway	Oaklands Park	Warracowie	Doreen St	Bombay Street
River Parade	Hallett Cove	Coastal	Osprey Ct	River Parade
Nottingham Terrace	Glandore	Woodlands	Tram Stop 7	Hall
Maldon Avenue	Mitchell Park	Warriraringa	Karu Cres	No 25
Young Street	Hallett Cove	Southern Hills	School	Fisher Avenue
Brooklyn Laneway	Hallett Cove	Southern Hills	Brooklyn Drive	Lonsdale Road

TRAFFIC DEVICES PROGRAM 2017/18			
Road Name	Suburb	Ward	Description
Sixth Avenue	Ascot Park	Woodlands	Bike crossing
Parson Grove	Park Holme	Mullawirra	Median parking
Boonga Street	Hallett Cove	Coastal	Installation of bollards
Hazelmere Road	Glengowrie	Mullawirra	Parking bay
The Cove Road	Hallett Cove	Coastal	Car park
Trott Grove	Oaklands Park	Warracowie	Median car park
Various	Various	Various	Street signs
Various minor works	Various	Various	signs, equipment, traffic islands

STORMWATER DRAINAGE PROGRAM 2017/18		
Road Name	Suburb	Ward
Mitchell Street	Glengowrie	Mullawirra
Barramundi Drive	Hallett Cove	Coastal
Crozier/Johnstone	Oaklands Park	Warracowie
Glade Crescent	Hallett Cove	Coastal
Grey Road	Hallett Cove	Coastal
Coolah Terrace	Marion	Warracowie

IRRIGATION & WETLANDS PROGRAM 2017/18		
Location	Suburb	Ward
Oakland's distribution network	Various	Various
Plympton Oval	Plympton Park	Mullawirra
Capella Drive Oval	Hallett Cove	Coastal
Glade Crescent Reserve	Hallett Cove	Coastal
Marion Swim Centre Reserve	Park Holme	Mullawirra
Bandon Terrace Reserve	Marino	Coastal
Scarborough Terrace Reserve	Dover Gardens	Warracowie
Aroona Road Reserve	Hallett Cove	Coastal
Sixth Avenue Reserve	Ascot Park	Woodlands
Various small Reserves	Various	Various

OTHER INFRASTRUCTURE PROGRAM 2017/18		
Details	Suburb	Ward
Streetscapes	Various	Various
Sturt Linear Path	Morphettville	Mullawirra
Walking & Cycling Pathways	Various	Various
Kerb & Water Table	Various	Various
Bus Shelters	Various	Various

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CITY OF MARION
GENERAL COUNCIL MEETING
09 May 2017

Originating Officer: Renee Pitcher, Landscape & Open Space Planner
Manager: Fiona Harvey, Manager Innovation & Strategy
General Manager: Abby Dickson, General Manager City Development
Subject: Inclusive Playground, Hendrie Street Reserve
Report Reference: GC090517R08

REPORT OBJECTIVE

To provide Council with information in relation to the final design, whole of life costs and funding arrangements associated with the partnership project between the City of Marion, the Touched by Olivia Foundation (TBOF) and Department of Planning, Transport and Infrastructure (DPTI) and provide options for consideration in progressing the project.

EXECUTIVE SUMMARY

The Hendrie Street Reserve Inclusive Playground has been designed to a regional level hierarchy at a cost of \$960,000. Contributions for the project are committed by the City of Marion, DPTI, TBOF and Arts SA.

A progress report was presented to Council in December 2017 (GC131216R17) seeking an extension of timeframes to allow further fundraising activities to occur until April 2017. Through this time the TBOF, with the assistance of Channel 9, have been focused on sponsorship and fundraising opportunities. The TBOF has attracted further corporate support by way of cash donations and in-kind contributions, but has not yet met their desired target of \$400,000 leaving a shortfall of \$280,000. Currently Council has the following funding committed to the project;

City of Marion	\$310,000
DPTI	\$250,000
TBOF	\$110,442.45
Arts SA	\$10,000
Total	\$680,442.45

To meet DPTI funding agreement time frames, it is recommended to stage the works to complete Stage 1 by end of December 2017. Whilst Stage 1 is in construction, further funding opportunities will be pursued. A further Council report will be presented to Council in May 2018 outlining funding progress and options.

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

- | | |
|---|------------|
| 1. Endorses Option 1 and proceeds with the Final Design and Detailed Design plans as set out in Appendix 1. | 9 May 2017 |
| 2. Delegates authority to the Chief Executive Officer to enter into a Funding Agreement with the Touched by Olivia Foundation (TBOF) for their current donated cash and in kind contributions to the current sum of \$110,442.45 or more depending on TBOF current discussions with potential sponsors. | 9 May 2017 |
| 3. Notes the current funding committed of \$680k comprising of; City of Marion \$310k, Department of Planning Transport and Infrastructure \$250k, Arts SA \$10k and Touched by Olivia Foundation \$110k. | 9 May 2017 |
| 4. Endorses the final design to be lodged for development approval and tender. Notes that the tender process will seek discounted market rates to enable as large as possible scope of works to be completed with available funds. | 9 May 2017 |
| 5. Endorses an allocation of \$43,042 p.a. for operating and maintenance and an allocation of \$33,310 p.a. for renewal/depreciation of Option 1 into Council's LTFP. | 9 May 2017 |
| 6. Endorses the commencement of construction for at least stage 1, as set out in option 1 with current funds available, subject to tender process and award. | 9 May 2017 |
| 7. Endorses the construction of subsequent stages of works as funding becomes available through grants and sponsorship with a further report on the project's progress to be presented to Council. | May 2018 |

BACKGROUND

An inclusive playground is a place for people of all ages and abilities, where everyone is part of a community. The project aims to create a playground designed and built to cater for all children, including a broad range of disabilities including mobility, vision and hearing impairments as well as spectrum disorders such as autism.

Council's considerations and approvals to date are:

11 March 2014	(GC110314R03)	Council endorsed: The partnership with the TBOF and authorised the entering into a Memorandum of Understanding to explore the development of the Oakland's Reserve inclusive playground.
27 January 2015	(GC270115R05)	Council endorsed: The submission of a matched funding application for \$250,000 to DPTI's 2015 Open Space and Places for People Grant Funding program. Council

		received advice in late June 2015 of the success of this funding application
28 July 2015	(GC280715R05)	Council endorsed: The relocation of the inclusive playground to Hendrie Street Reserve and authorised staff to undertake discussions with the project funding partners; Department of Planning, Transport & Infrastructure (DPTI) and TBOF to negotiate any necessary amendments to the funding agreement (DPTI) and Memorandum of Understanding (TBOF) to reflect the changes in project location and timing.
29 September 2015		A revised MOU was entered into by City of Marion and TBOF, with details on the new location. DPTI also agreed to the new location and amended the funding agreement with the City of Marion. The MOU provides clarity to the role, responsibilities and funding contribution.
Nov 2015 – Feb 2016		Community members and project stakeholders were invited to provide feedback on the draft concept design through various consultation sessions
November 2016		A formal request was made to DPTI for additional time to complete the Inclusive Playground project to allow TBOF more time to raise funds. Written advice was received and an extension was granted until December 2017.
13 December 2016	(GC131210R17)	Council noted the progress report, consultation findings and the final concept design. Council were to receive a further report in May 2017 to seek endorsement of final design and financial/funding information.

DISCUSSION

Hendrie Street Reserve is classified as a regional playground to which Council's hierarchy service level allocates up to \$900,000. An additional \$60k was endorsed by Council from the public toilet works programme (GC140616R12) to enable a modified version of the standard exeloo to include a DDA access adult change table. The DPTI and TBOF partnership provides Council with supporting funds to reduce Council's funding contribution. The final design represents a regional level playground to the value of \$960k. Appendix 1 provides the final design.

During the planning and concept development phase of the project, TBOF focus was in seeking support through sponsorship and fundraising. The TBOF has received grants, cash donations and in-kind support to the value of \$110,442.45. Confirmation of these funds can be seen within Appendix 4.

Whilst a funding agreement is yet to be entered into, work has progressed in collaboration with the TBOF to maximise their contribution, however there is a gap in funding required for the capital works component in the delivery of the regional playground of \$280k. Current funding committed for the project is;

City of Marion	\$310,000
DPTI	\$250,000
TBOF	\$110,442.45
Arts SA	\$10,000
Total	\$680,442.45

There is a need for Council to consider the options outlined in this report to guide the future direction of the project.

MOU and Staged Approach

At the commencement of the project a MOU was entered into by City of Marion and TBOF. The MOU provides clarity to the role, responsibilities and funding contributions. As written within the signed MOU, should the project budget not be reached, a design option may require review to meet available funds.

As one of the recommended approaches, should Council wish to stage the implementation of the final design, a stage 1 option is provided within Appendix 2 which is possible to be constructed within the current funds available. This will be confirmed through a tender process.

Stage 1 works as illustrated would comprise of;

- coaster bus stop and entry paths
- fencing
- majority of internal pathways
- exeloo toilet with adult change table
- large shelter with picnic settings
- BBQ and electrical works
- Drink fountain
- Fruit trees and fruit crates for sponsor acknowledgement
- Swings
- Accessible carousel with shade sail
- Limited water/sensory play
- Accessible slide 1.4m high
- Large play piece (includes climbing, construction loose part play and large tubular slide)
- Public art play piece
- Softfall

DPTI

In November 2016, a formal request was made to DPTI for additional time to complete the Inclusive Playground project and to allow TBOF more time to raise funds. Written advice was received granting the timeframe extension with a project delivery date of December 2017.

DPTI staff have recently advised that the Council funding deed agreement deliverables are an Inclusive playground with the provision of a DDA compliant toilet and that the delivery of Stage1 would meet the funding deed agreement. DPTI's preference is however to see development of a regional facility. They have also advised that opportunities exist for Council to apply for additional grant funding for completion of the remaining works into the future.

Additional Funding Opportunities

Further cost saving opportunities exist within the project's procurement and tendering process by tendering of the works for the complete final design. This would allow testing of the market for sponsorship and market rate reductions from construction companies and suppliers. It may be possible to achieve more on site with the available funds and limit the gap of funding required.

Council may also wish to actively pursue grant funding opportunities and sponsorship during the construction process.

Funding Agreement

Following Council's endorsement of the final design, it is intended that Council enter into a funding agreement with the TBOF. Delegated authority will be given to the Chief Executive Officer to enter into the funding agreement for the donated amount of cash and in kind contributions to the current sum of \$110,442.45.

Options

In consideration of the issues outlined, Council has the following options for delivery: Option 1 is recommended to Council.

Option 1 (Recommended)	Council delivers the project in a staged approach, with the first stage of construction being delivered with the available funds in 2017.
Analysis:	<p><u>Design and Procurement</u></p> <ul style="list-style-type: none"> • Implementation of stage 1 includes items that are referenced in the staging plan Appendix 2. • Tender full scope of works to test market rates. Work with preferred contractor to deliver separable portions that are practical and value for money. • Prolonged development and potentially impacts users during staged construction. <p><u>Resource</u></p> <ul style="list-style-type: none"> • Ongoing staff resource to manage further stages through project management and construction, which may impact current works program depending on timeframes of deliverables. <p><u>Partnership / Other</u></p> <ul style="list-style-type: none"> • Ongoing partnership with TBOF until project is completed. • Meets the requirements of the DPTI funding agreement. • Disruption to park users during further stages of development, potential closure of the site during these periods. <p><u>Cost</u></p> <ul style="list-style-type: none"> • Use of current funds available for stage 1. • Unknown if further funding will become available into the future. • Potential cost escalations due to contractor demobilisation from site due to separable portions. <p><i>*Council receives a further Report on the project's progress including site deliverables and funding information in May 2018.</i></p>
Option 2 (Not Recommended)	Council funds remaining project shortfall of \$280,000 with any further donations or cost savings received during the construction phase to be returned to Council.
Analysis:	<p><u>Design and Procurement</u></p> <ul style="list-style-type: none"> • Full scope of works meets Council's hierarchy service levels of a regional playground. • Delivery of a regional playground and associated facilities within agreed timeframes. <p><u>Resource</u></p> <ul style="list-style-type: none"> • No additional resources required, resources included within existing works program. <p><u>Partnership / Other</u></p> <ul style="list-style-type: none"> • Continue TBOF partnership until project completion. • Meets the requirements of the DPTI funding agreement. <p><u>Cost</u></p> <ul style="list-style-type: none"> • Additional cost of \$280,000 to Council • Potential for no additional funds from grants and sponsorships. <p><i>*Council receives a further Report on the projects progress including site deliverables and funding information by May 2018.</i></p>
Option 3 (Not Recommended)	Council fund's remaining project shortfall of \$280,000 and accept no further donations or in-kind contributions through the TBOF partnership.
Analysis:	<p><u>Design and Procurement</u></p> <ul style="list-style-type: none"> • Full scope of works meets Council's hierarchy service levels of a regional playground.

	<ul style="list-style-type: none"> Delivery of a regional playground and associated facilities within agreed timeframes. <p><u>Resource</u></p> <ul style="list-style-type: none"> No additional resources required. <p><u>Partnership / Other</u></p> <ul style="list-style-type: none"> TBOF partnership will conclude with the proposed funding agreement. <p><u>Cost</u></p> <ul style="list-style-type: none"> Additional cost of \$280,000 to Council
Option 4 (Not Recommended)	Develop playground to a reduced scope of works reflecting current funding and stage 1 works (subject to tender process).
Analysis:	<p><u>Design and Procurement</u></p> <ul style="list-style-type: none"> Partial scope of works would not meet Council's hierarchy service levels of a regional playground. Delivery of a playground and associated facilities within agreed timeframes to acquit DPTI grant funding. <p><u>Resource</u></p> <ul style="list-style-type: none"> No additional resources required. <p><u>Partnership / Other</u></p> <ul style="list-style-type: none"> TBOF and DPTI Partnership will conclude with the proposed funding agreement. No further funding opportunities pursued. DPTI have discussed preference to see full realisation of project. Community expectations for full scope to be developed. <p><u>Cost</u></p> <ul style="list-style-type: none"> Within existing committed funds.

Next Steps

The next steps for this project include entering into a funding agreement with TBOF, which will outline the financial contributions of TBOF (within Appendix 4) and the City of Marion followed by development approvals, tendering of works and the commencement of on ground site works.

Should Council wish to proceed with the construction of the regional playground, including the staged option, the following delivery program can be achieved which will also meets the DPTI grant funding timeframes.

Subsequent stages of construction will further extend the timeframes for delivery of the overall project.

Table 1 - Proposed Program of Delivery

Scope	March 2017	April 2017	May 2017	June 2017	July 2017	August 2017	Sep. 2017	Oct. 2017	Nov. 2017	Dec. 2017	May 2018
Funding Agreement		✓	✓								
Finalise Detailed Design	✓	✓									
*Development Approvals			✓	✓							
* Tender			✓	✓	✓						
*Construction (Stage 1 completed by Dec 2017, separable portions to be confirmed)					✓	✓	✓	✓	✓	✓	
*Opening										✓	
*Progress Council Report											✓

(*Subject to Council endorsement of final design, entering into funding agreement, development approvals and tender process.)

Following development approvals, tender and procurement processes, it is envisaged that construction of the Inclusive Playground will commence in July 2017, with DPTI funding being acquitted within the agreed timeframes.

A future Council report will be presented in May 2018 discussing funding progress. Should no additional funding be attracted options will be presented for consideration.

ANALYSIS

Consultation

Council received and noted consultation findings for the consulted design concept on 13 December 2016 Council meeting (GC131216R17).

Financial Implications

The reserve development will increase annual maintenance and operating costs requiring consideration for the LTFP. Whole of life costs for the project are provided (Refer Appendix 3). The changes to the Long Term Financial Plan will need to be considered for the 2017/18 financial year onwards including an annual amount of \$43,042 for ongoing operations and maintenance.

The Final design has been developed to a regional level hierarchy cost of \$960,000. DPTI has committed \$250,000 towards the project, with Council committing \$310,000 (including \$60,000 public toilet funding) and will design and manage construction of the play space. Arts SA have contributed \$10k. The TBOF has raised \$110,442.45 from their fundraising efforts through donations and sponsorship.

The table below reflects the current funding that has been secured for the project and the contribution from project partners.

Funding Source	City of Marion	DPTI	Arts SA	TBOF	TOTAL
Playground budget	\$250,000				\$250,000
Public toilets – works program	\$60,000				\$60,000
Open Space development		\$250,000			\$250,000
Arts SA			\$10,000		\$10,000
Grants / Donations / Sponsorship / In-kind support				\$110,442.45	\$110,442.45
				Current funding committed	\$680,442.45
				Total Project Estimated Cost	\$960,000
				Projected shortfall	\$279,557.55

A combination of the overall funding sources available results in a project shortfall of \$279,557.55 to complete the Inclusive Playground to a Regional level.

CONCLUSION

A Final Design for the Hendrie Street Reserve Inclusive Playground has been developed to a regional level hierarchy cost of \$960,000. Financial contributions have been committed by DPTI to the sum of \$250,000, Arts SA \$10,000 and Council committing \$310,000 towards the project. To date the TBOF have raised \$110,442.45 from their fundraising efforts through donations and

sponsorship. Funds totalling \$680,442.45 have been secured, with a short fall of \$279,557.55 for the delivery of a regional playground.

The recommended option is to commence construction of the stages of works (within Appendix 2) with the current funds available, meeting DPTI's funding agreement time frames and requirements. During this time, further funding opportunities can be explored.

Following Council's endorsement, development approvals, tender process and construction, will progress with a schedule of completion by the end December 2017. A further Report will be presented to Council, outlining the project's progress including site deliverables, funding information and options by May 2018.

APPENDICES

APPENDIX 1 Final Design & Detailed Design Drawing

APPENDIX 2 Staged Design

APPENDIX 3 Whole of Life Costs

APPENDIX 4 TBOF Funding Statement

Appendix 1



**HENDRIE
STREET
RESERVE**



**INCLUSIVE
PLAY
SPACE**



HENDRIE STREET RESERVE



LEGEND

- INDICATIVE TREE PROTECTION ZONE
- MAIN ACCESS TO POOL
- LOCAL HERITAGE LISTED VINEYARD
- SUGGESTED PROPOSED PLAY SPACE (CONCEPT DESIGN BEING DEVELOPED)
- STURT LINEAR TRAIL SHARED PATH
- OUTDOOR SWIMMING POOL FENCED COMPOUND
- SWIMMING POOL CARETAKERS RESIDENCE
- OPPORTUNITY TO ENHANCE CONNECTIVITY TO PROPOSED PLAY AREA

HISTORY AND CULTURAL CONTEXT OF THE AREA



AGRICULTURAL FAMILIES



HAMILTON EWELL VINEYARDS



AGRICULTURAL FAMILIES



BLOODSTOCK HORSE BREEDING



STURT RIVER



VINEYARDS - MUSCATEL TABLE GRAPES



TABLE GRAPES



SOUTHERN CROSS WIND WILL



ALMOND TREES



FRUIT TREES



RIVER RED GUMS

DRAFT

OCTOBER 2015

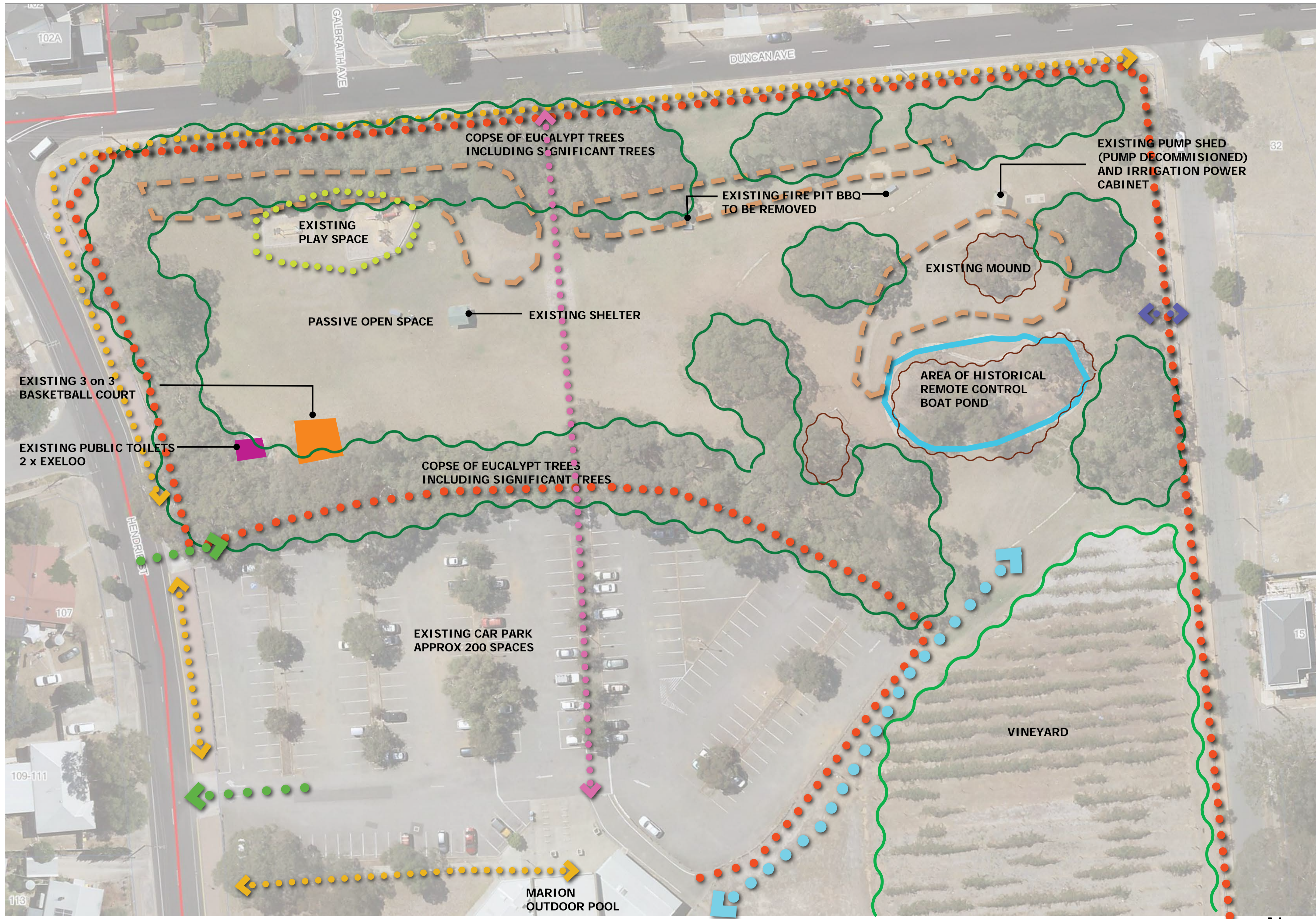


HENDRIE STREET RESERVE PLAY SPACE

PREPARED BY OPEN SPACE & RECREATION PLANNING - CITY OF MARION

Design BG 8/10/15	Drawn BG 8/10/15	Checked BG	Authorised for Issue ORIGINAL SIGNED BY: BG
Drawing Number / Sheet HR-SK01		Issue	





SITE PHOTOS



-  CAR PARK ACCESS/ EXIT
-  EXISTING MAINTENANCE ACCESS
-  EXISTING PEDESTRIAN CIRCULATION
-  EXISTING POST AND RAIL BARRIER
-  EXISTING MOUNDS
-  VEGETATION TO BE REMOVED DUE TO HEALTH
-  VEGETATION TO BE RETAINED (SOME PRUNING SUBJECT TO ARBORIST REVIEW)
-  OPPORTUNITY TO ENHANCE PEDESTRIAN CONNECTIVITY
-  EVIDENCE OF PREVIOUS ENTRY GATE AND PATH CONNECTING TO POOL SITE

SITE ANALYSIS

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HENDRIE STREET RESERVE PLAY SPACE

PREPARED BY OPEN SPACE & RECREATION PLANNING - CITY OF MARION

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CONCEPT IDEAS

INCLUSIVE PLAY

“creating custom made, accessible and intergenerational play equipment and amenities, incorporating accessible pathways, passive areas, sensory and tactile play and artworks, graduated challenges, points of recognition and visual cues, fencing, accessible parking and bus drop off zones.”

Everyone can play – Not everyone can play on everything, but there is something for everyone

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HENDRIE STREET RESERVE PLAY SPACE

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CONCEPT IDEAS



- REFERENCE TO THE MEANDERING STURT RIVER
- RIVER AS SOURCE OF IRRIGATION AND SETTLEMENT
- INTEGRATED LOCAL SITE DRAINAGE (WSUD)
- ENHANCE CONNECTIONS TO NATURE/ HABITAT
- OPPORTUNITIES FOR WATER/ NATURE PLAY

RIVER

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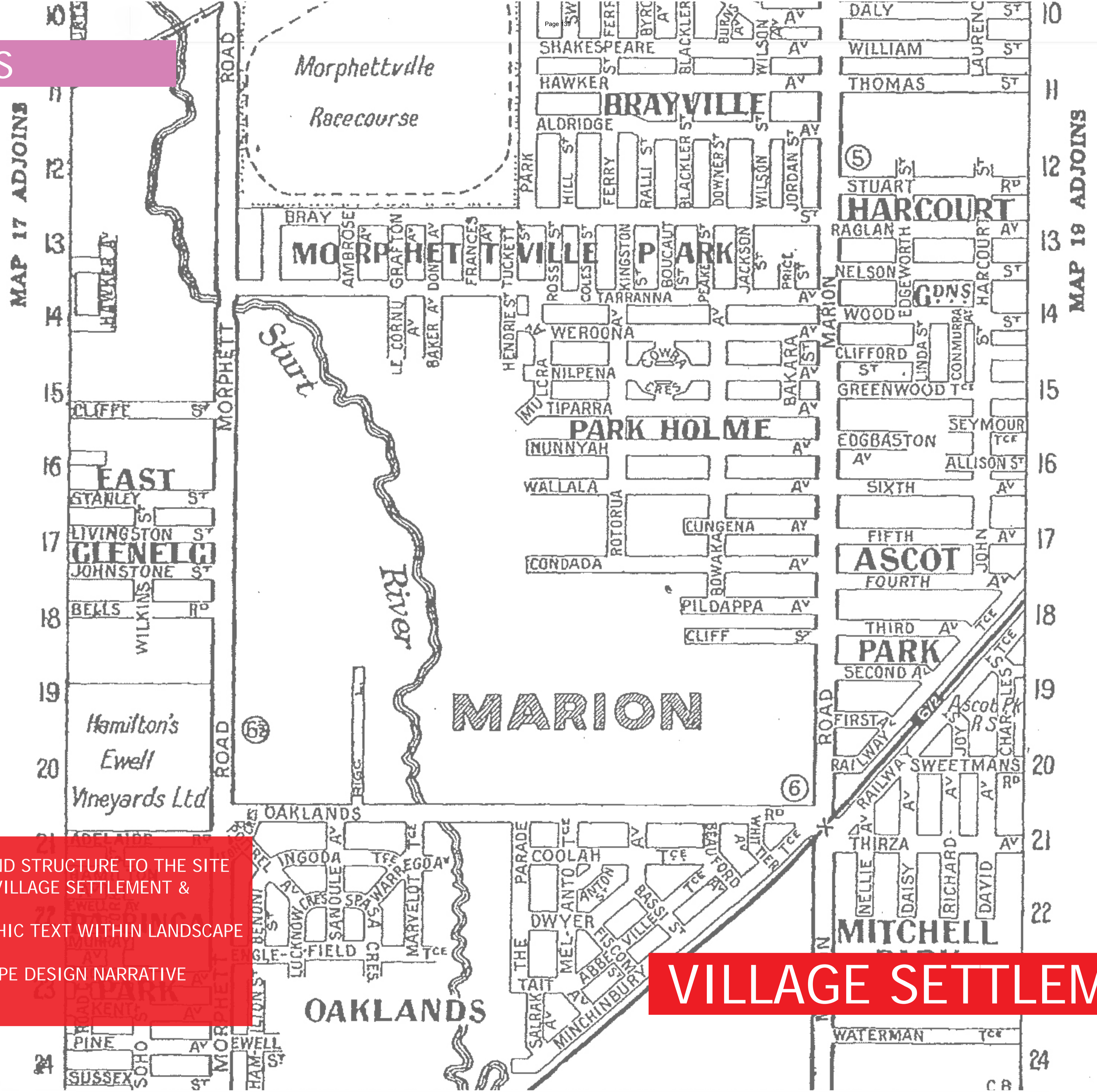


HENDRIE STREET RESERVE PLAY SPACE

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- LEGIBILITY, PATTERN AND STRUCTURE TO THE SITE
- PROVIDE CONTEXT OF VILLAGE SETTLEMENT & COMMUNITY LIFE
- EXPLORATION OF GRAPHIC TEXT WITHIN LANDSCAPE AS WAYFINDING
- COHESION OF LANDSCAPE DESIGN NARRATIVE

VILLAGE SETTLEMENT

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CONCEPT IDEAS



VRRRRROOOOOOOOM! VRRRRROOOOOOOOM!

- DIFFERENT SCALES OF MAPPING AND INTERPRETATION (GROUND PLANE AND TABLES)
- RAISED PLAY TABLES WITH ANIMATED GRAPHIC SETTLEMENT MAPS
- 2x MAP TABLES - MARION VILLAGE AND NORTH SYDNEY THE HOME OF TOUCHED BY OLIVIA FOUNDATION (TBOF)
- PROMOTE SHARING MATCHBOX CARS FOR INCLUSIVE SOCIAL AND IMAGINATIVE PLAY
- CONCEPTS OF STRATEGY AND INTERGENERATIONAL PLAY WITH CHESS BOARD TABLE

VILLAGE SETTLEMENT

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HENDRIE STREET RESERVE PLAY SPACE

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CONCEPT IDEAS



- LANDSCAPE OVERLAY PROVIDING CANOPY STRUCTURE & ZONES OF RESPITE WITHIN PLAY AREA
- PROMOTE HEALTHY WELLBEING
- FRUIT TREES REFERENCE HISTORIC PAST USES OF THE SITE
- OPPORTUNITIES FOR COMMUNITY HARVEST DAY

AGRICULTURE- ORCHARD

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CONCEPT IDEAS

- INTEGRATED PLAYFUL ARCHITECTURE
- STACKED STRUCTURE WITH NUMEROUS INCLUSIVE PLAY ACTIVITIES; ACTIVE, SOCIAL, CREATIVE, AND IMAGINATIVE
- OPPORTUNITIES FOR ARTIST TO TREAT THE FACADE WITH HISTORIC FAMILY BRANDS THAT PRODUCED THE FRUIT AND VINES (HAMILTONS, WESTERN, W. PETHICK & SONS, PATRITTI)

AGRICULTURE- FRUIT CRATES

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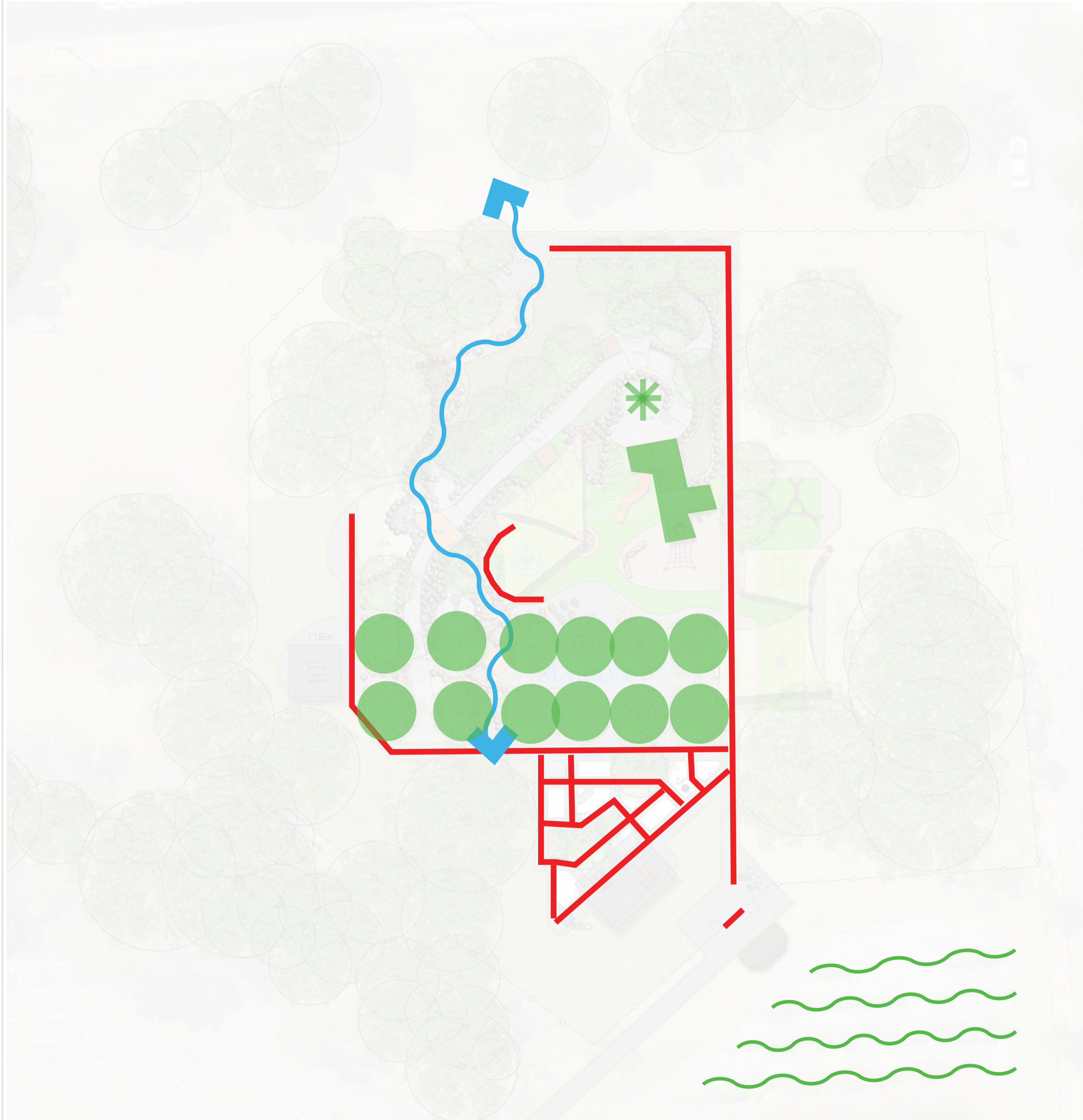


HENDRIE STREET RESERVE PLAY SPACE

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CONCEPT IDEAS



RIVER

The Sturt River once meandered through Oaklands & Parkholme. The concept design looks to reinterpret the river through;

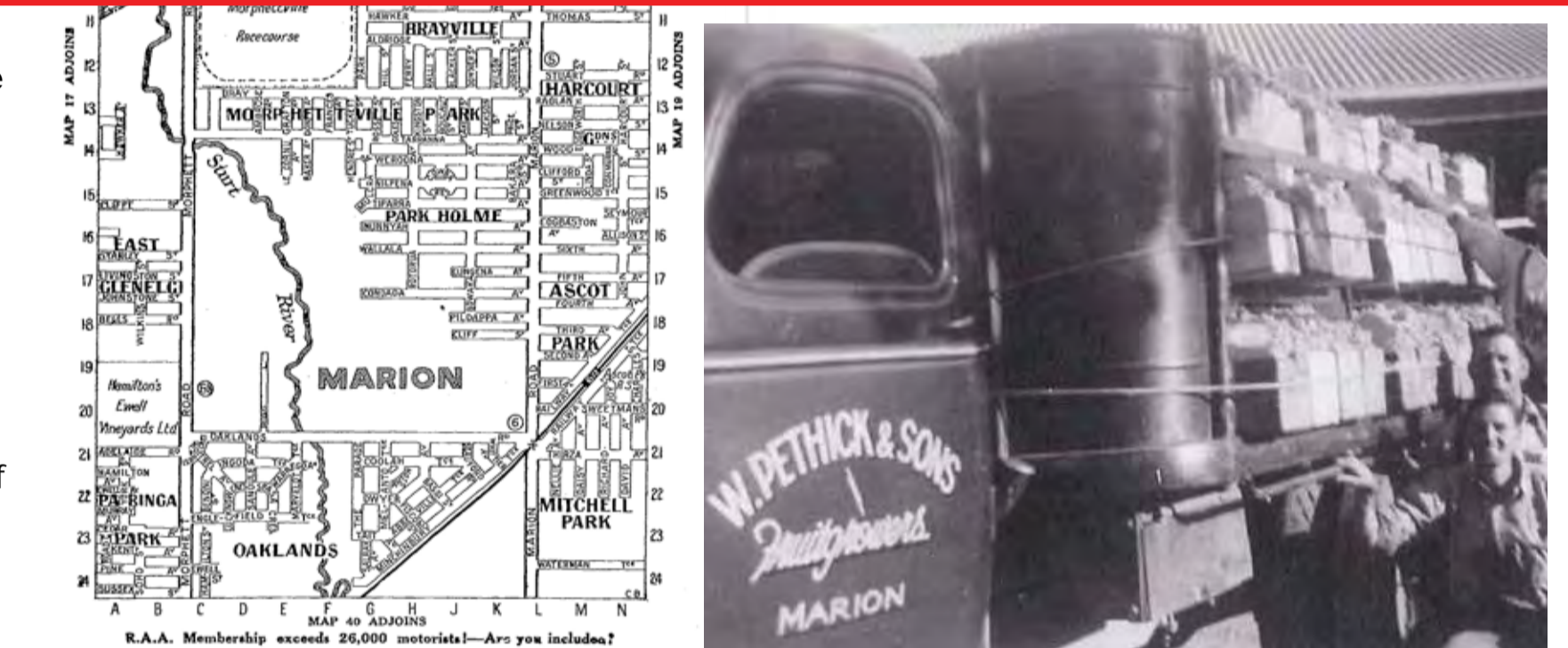
- revegetation of native flora
- enhance opportunities for habitat
- water play structures within the play space that re engages with the concept of a river coarse
- natural drainage structure within the reserve



VILLAGE - SETTLEMENT

The culturally rich history of Oaklands and Park Holme is steeped in colonial settlement of Adelaide. The concept design of the play space references this history through;

- ground plain map with contextual road names and patterning to illustrate the settlement of the area in a playful way enhancing legibility and wayfinding.
- red brick walls referencing the architectural materiality of the Marion area with a clay pug historically located close by.
- incorporation of artefacts such as horse troughs, and wine barrels into the water play structure to refer to the bloodline horse breeding and viticulture.
- incorporation of public art that references the primary production of the area. i.e. wind mill.



AGRICULTURE- ORCHARDS, VINEYARDS

The settlement at Oaklands & Park Holme included a tapestry of agricultural development. The landscape surrounding the area was used for vineyards, fruit tree orchards and grazing. The concept design seeks to reference this landscape setting through;

- play structure that reflects the fruit stacking crates with opportunities for graphic representation of historic agricultural family businesses ie Hamilton, W Pethick & son, Patrilli.
- retention of the existing vineyard.
- proposed planting of fruit tree orchard
- opportunities for public art that reference the primary production of the area i.e. southern cross wind mill, balustrade and fencing.



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HENDRIE STREET RESERVE PLAY SPACE

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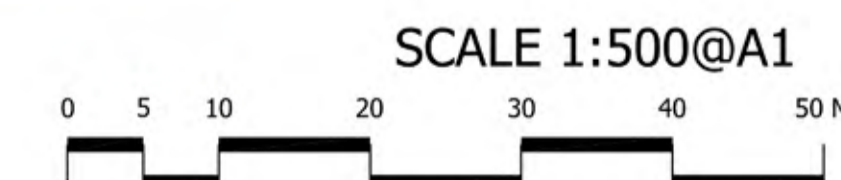


- 1 COASTER BUS DROP OFF POINT AND PATH CONNECTING TO FENCED PLAY SPACE
- 2 MAIN ENTRY TO PLAY SPACE AND NEW AUTOMATED TOILET (DDA COMPLIANT INCLUDING ADULT CHANGE TABLE)
- 3 OUTDOOR SWIMMING POOL ENTRY (SWIMMING POOL CENTRE RENOVATIONS CURRENTLY BEING CONSIDERED THROUGH A MASTER PLAN)
- 4 RETENTION OF VINEYARD
- 5 RETENTION OF TREES (PRUNING TO REMOVE DEAD WOOD AS PER ARBORIST INSTRUCTIONS)
- 6 REMOVAL OF EXISTING PLAY SPACE AND REINSTATE WITH PASSIVE OPEN SPACE FOR KICK ABOUT
- 7 RETAIN BASKETBALL POLE
- 8 RETAIN SHELTER
- 9 CAR PARK TO BE RE LINE MARKED TO ACCOMMODATE DDA COMPLIANT SPACES ADJACENT TO THE PLAY SPACE ENTRY PATH
- 10 PROPOSED NEW FENCED PLAY SPACE INCORPORATING:
 - BBQ PICNIC AREA,
 - SHADE STRUCTURES
 - SHELTERS
 - PLAY EQUIPMENT
 - LANDSCAPING

- LEGEND**
- PROPOSED EVERGREEN TREE
 - EXISTING TREE TO BE RETAINED
 - EXISTING TREE AND SHRUBS TO BE REMOVED
 - PROPOSED GARDEN BED GROUNDCOVER AND GRASSES WITH ORGANIC MULCH
 - ORGANIC MULCH
 - PROPOSED CONCRETE
 - PROPOSED BITUMEN PATH
 - CEMENT TREATED COMPACTED RUBBLE PATH
 - IRRIGATED TURF
 - DRYLAND GRASS
 - SOFTFALL BARK CHIPS
 - RUBBER SOFTFALL
 - SAND PIT
 - TIMBER DECK
 - TEXT PAINTED ON PAVEMENT
 - DRYLAND CREEK / SWALE
 - RETAINING BOULDERS
 - CUT LOG STEPPERS/ SEATS
 - LOG BALANCE BEAMS
 - SEAT
 - CIRCULAR SEAT
 - RUBBISH BIN
 - PICNIC TABLE
 - ELECTRIC BBQ
 - DRINK FOUNTAIN
 - PROPOSED SHELTER
 - FEATURE BRICK WALL
 - PAINT LINE MARKING
 - PROPOSED FENCE
 - PROPOSED SURFACE FINISH LEVELS
 - PROPOSED CONTOURS

NOTE:
SCOPE OF AREA AND DESIGN SUBJECT
TO FUNDING CONFIRMATION

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HENDRIE STREET RESERVE PLAY SPACE

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- 1 ENTRY/ EXIT GATES WITH FEATURE BRICK WALL INCORPORATING COMMUNITY TILES
- 2 PICNIC AREA AND BOARD GAMES
- GROUND PAINTED TO REFERENCE ROAD MAPS
- TABLES (MATCH BOX CAR ROAD MAPS/ CHESS)
- 3 FRUIT TREE ORCHARD AND SEATING AREA
- 4 ALL ABILITIES CAROUSEL
- 5 FEATURE ELEVATED PLAY STRUCTURE REFERENCE FRUIT CRATES
- 6 2.2M HIGH TUBULAR SLIDE OFF THE ELEVATED PLAY STRUCTURE
- 7 1.4M HIGH SLIDE ON MOUND
- 8 EXPRESSION SWING
- 9 3 WAY TANDEM STAMPEDE RIDER WITH PARENT SEATS
- 10 TRIPLE FRAME SWING
-1 STRAP SEAT + 1 HARNESS SEAT
-1 BIRDS NEST SEAT
-1 ROPE
- 11 SWALE WITH BALANCE LOGS
- 12 WATER PLAY CRANK AND DRAW GATES
- 13 WATER PLAY PUMP AND TROUGHS THAT LINK TO THE SWALE
- 14 SAND PIT AND TABLE
- 15 SPIRAL WATER PUMP
- 16 DRAWING BOARD FRUIT CRATE ROOM
- 17 QUIET ZONE FRUIT CRATE ROOM
- 18 SOUTHERN CROSS WIND MILL INCLUDING ACOUSTIC PANELS PUBLIC ART ELEMENT
- 19 TRIKE TRACK "MORPHETTVILLE RACE COURSE"
- 20 ACCESSIBLE DUAL AUTOMATED TOILET WITH CHANGE TABLE
- 21 MAINTENANCE ACCESS GATES

NOTE:
SCOPE OF AREA AND DESIGN SUBJECT TO FUNDING CONFIRMATION



- LEGEND
- PROPOSED EVERGREEN TREE
 - EXISTING TREE TO BE RETAINED
 - EXISTING TREE AND SHRUBS TO BE REMOVED
 - PROPOSED GARDEN BED GROUNDCOVER AND GRASSES WITH ORGANIC MULCH
 - ORGANIC MULCH
 - PROPOSED CONCRETE
 - PROPOSED BITUMEN PATH
 - CEMENT TREATED COMPACTED RUBBLE PATH
 - IRRIGATED TURF
 - DRYLAND GRASS
 - SOFTFALL BARK CHIPS
 - RUBBER SOFTFALL
 - SAND PIT
 - TIMBER DECK
 - TEXT PAINTED ON PAVEMENT
 - DRYLAND CREEK / SWALE
 - RETAINING BOULDERS
 - CUT LOG STEPPERS/ SEATS
 - LOG BALANCE BEAMS
 - SEAT
 - CIRCULAR SEAT
 - RUBBISH BIN
 - PICNIC TABLE
 - ELECTRIC BBQ
 - DRINK FOUNTAIN
 - PROPOSED SHELTER
 - FEATURE BRICK WALL
 - PAINT LINE MARKING
 - PROPOSED FENCE
 - 30.9 PROPOSED SURFACE FINISH LEVELS
 - 30.9 PROPOSED CONTOURS

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HENDRIE STREET RESERVE PLAY SPACE

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ACCESSIBLE CAROUSEL



3 WAY TANDEM BULLRIDER
- SEATS FOR ADULTS/ CAREER TO SUPPORT CHILD



TRIPLE FRAME SWING
- STANDARD SEAT/ HARNESS SEAT/ TODDLER SEAT/ BIRDS NEST/ ROPE



ACCESSIBLE HARNESS SWING



EXPRESSION SWING



SAND PLAY
- LOCATED ADJACENT TO THE SWALE TO ENABLE WATER AND SAND SCULPTURE



1.4 METRE HIGH x 1 METRE WIDE METAL SLIDE
- EMBANKMENT SLIDE ON MOUND FOR TODDLER AND JUNIOR ACCESS



2.2 METRE HIGH TUBULAR SLIDE
- ATTACHED TO ELEVATED PLAY STRUCTURE



WATER PUMP WITH PLAY TROUGHS



WATER PLAY CRANK GATE
- LOCATED WITHIN SWALE TO ENABLE WATER COURSE MANIPULATION



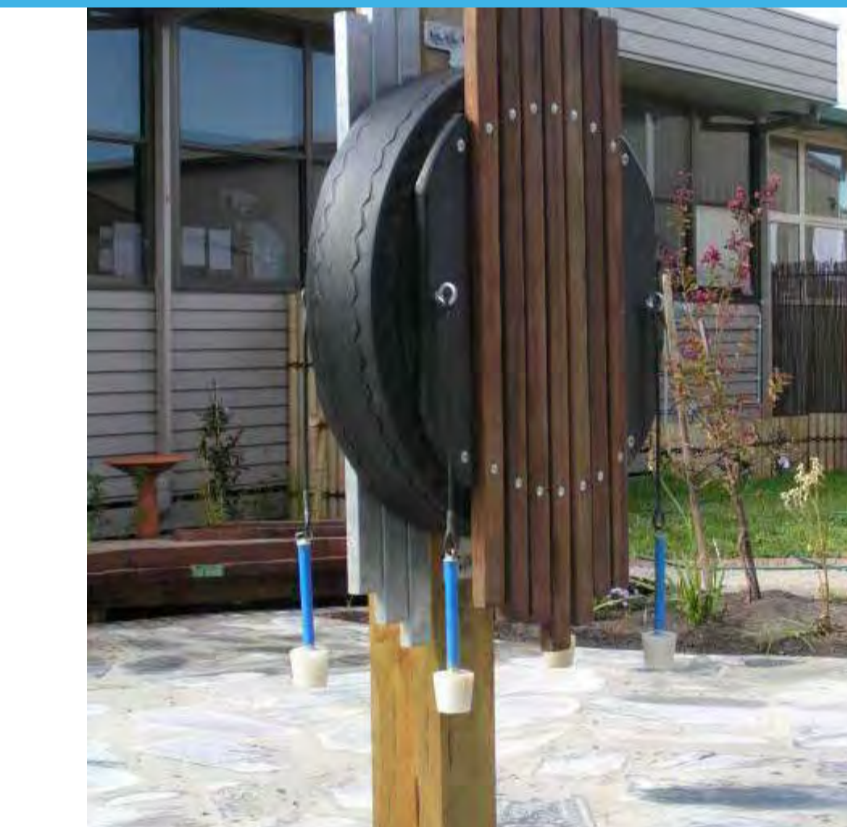
WATER SPIRAL
- HAND ACTIVATED WATER SPIRAL LOCATED ON MOUND ADJACENT SWALE



ELEVATED PLAY STRUCTURE CLIMBING NETS



ACOUSTIC PANEL
- LOCATED ADJACENT WIND MILL



ACOUSTIC PANEL
- LOCATED ADJACENT WIND MILL



BLACKBOARD FRUIT CRATE ROOM



SHADE SAILS OVER PARTIAL PLAY SPACE



SHELTER STRUCTURE PICNIC TABLES UNDER



EXELOO TOILET
- AUTOMATED ACCESSIBLE TOILET WITH 1 x ADULT CHANGE TABLE



PUBLIC ART OPPORTUNITY
- SOUTHERN CROSS WIND MILL



PUBLIC ART OPPORTUNITY
- MURAL IN QUIET ZONE FRUIT CRATE ROOM REFERENCE THE BOAT POND AND SAIL AWAY



PUBLIC ART OPPORTUNITY
- GRAPHIC ART ON THE GROUND PLANE



PUBLIC ART OPPORTUNITY
- GRAPHIC ART ON THE GROUND PLANE, VISUAL IDENTIFICATION OF PLAY ZONES



ROAD MAP PLAY TABLES
- ONE TABLE MAP REPRESENTING VILLAGE MARION
- ONE TABLE MAP REPRESENTING NORTH SYDNEY HOME OF TOUCHED BY OLIVIA



CHESS BOARD TABLE

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HENDRIE STREET RESERVE PLAY SPACE

PRECEDENT IMAGES

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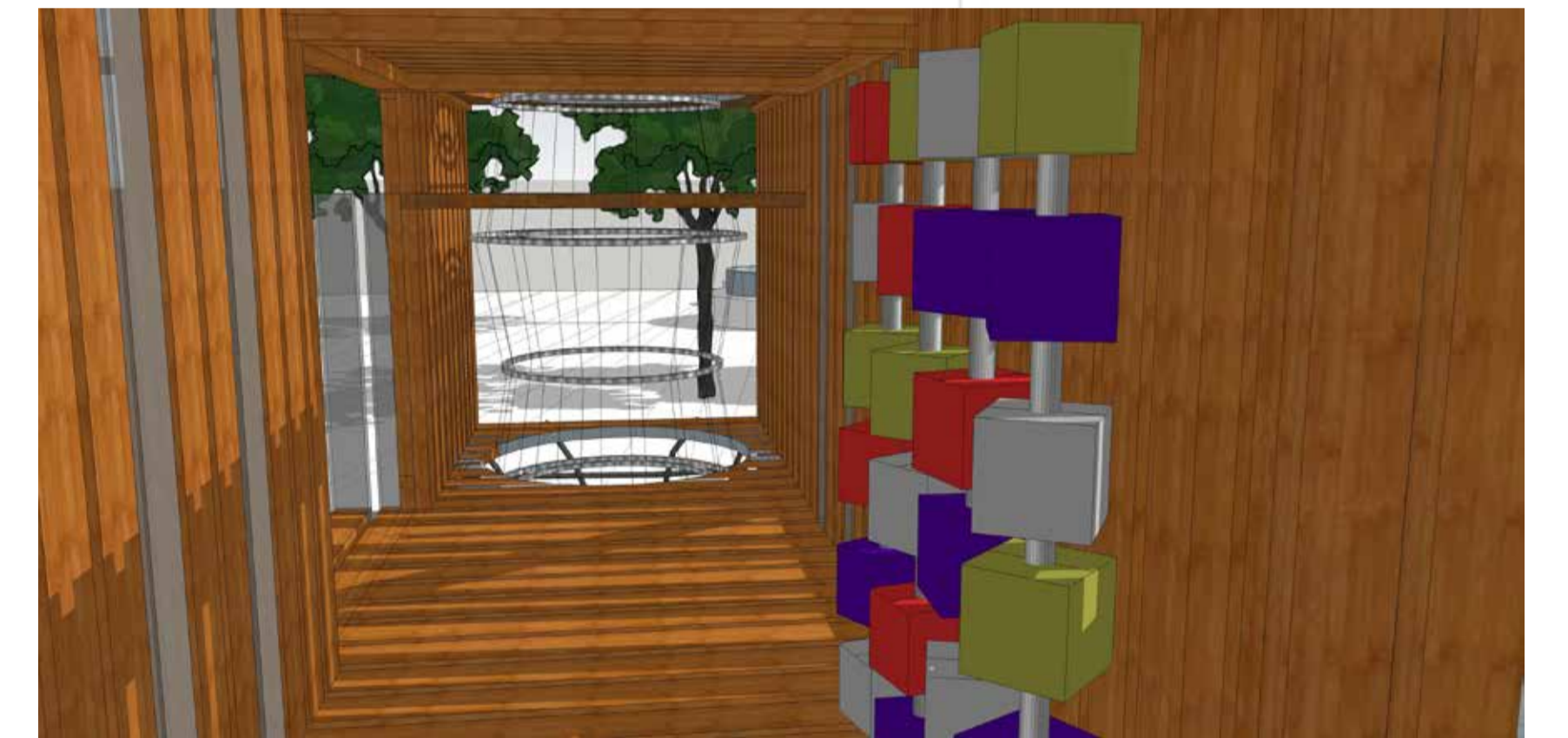




WESTERN FACADE PLAY STRUCTURE
 - TUBE SLIDE FORM TOP OF MOUND, SCRAMBLE NET AND INTERNAL CYLINDER NET TO CONNECT TO BIRDS NEST TOWER.

SOUTHERN FACADE PLAY STRUCTURE
 - BIRDS NEST TOWER ON TOP OF VINE CLIMBING STRUCTURE
 - EASTERN SIDE INCORPORATES CONSTRUCTION PLAY, BUCKETS AND PULLEYS TO CONNECT GROUND PLANE LOOSE PARTS

INTERNAL VIEW
 - CYLINDER CLIMBING VINE TO TOP OF BIRDS NEST TOWER



CUBBY CIRCULATION SPACE
 - CONSTRUCTION, CREATIVE PLAY SPACE

WESTERN FACADE PLAY STRUCTURE
 - ACCESS INTO THE CUBBY SPACE FROM TOP OF MOUND (AT GRADE) WITH BIRDS NEST TOWER ABOVE

BIRDS NEST TOWER INTERNAL VIEW



PLAY STRUCTURE FACADE/ CONCEPTUAL
 - DESIGN TO BE SYMBOLIC REFERENCE TO FRUIT CRATES WITH SPECIFIC REFERENCE TO TABLE GRAPES AND FRUIT TREES

PLAY STRUCTURE FACADE
 - OPPORTUNITY FOR FRUIT CRATE FACADE TO INCORPORATE GRAPHICS THAT REPRESENT THE CULTURAL HISTORY OF FRUIT TREE ORCHARDS

BUCKETS AND CHUTES FOR INTERACTIVE PLAY

GROUND FLOOR TO TERRACE BUCKETS AND PULLEYS
 - UTILISING MULCH GROUND SURFACE FOR CREATIVE INTERACTIVE CONSTRUCTION

PRECEDENT CUBBY PLAY STRUCTURE

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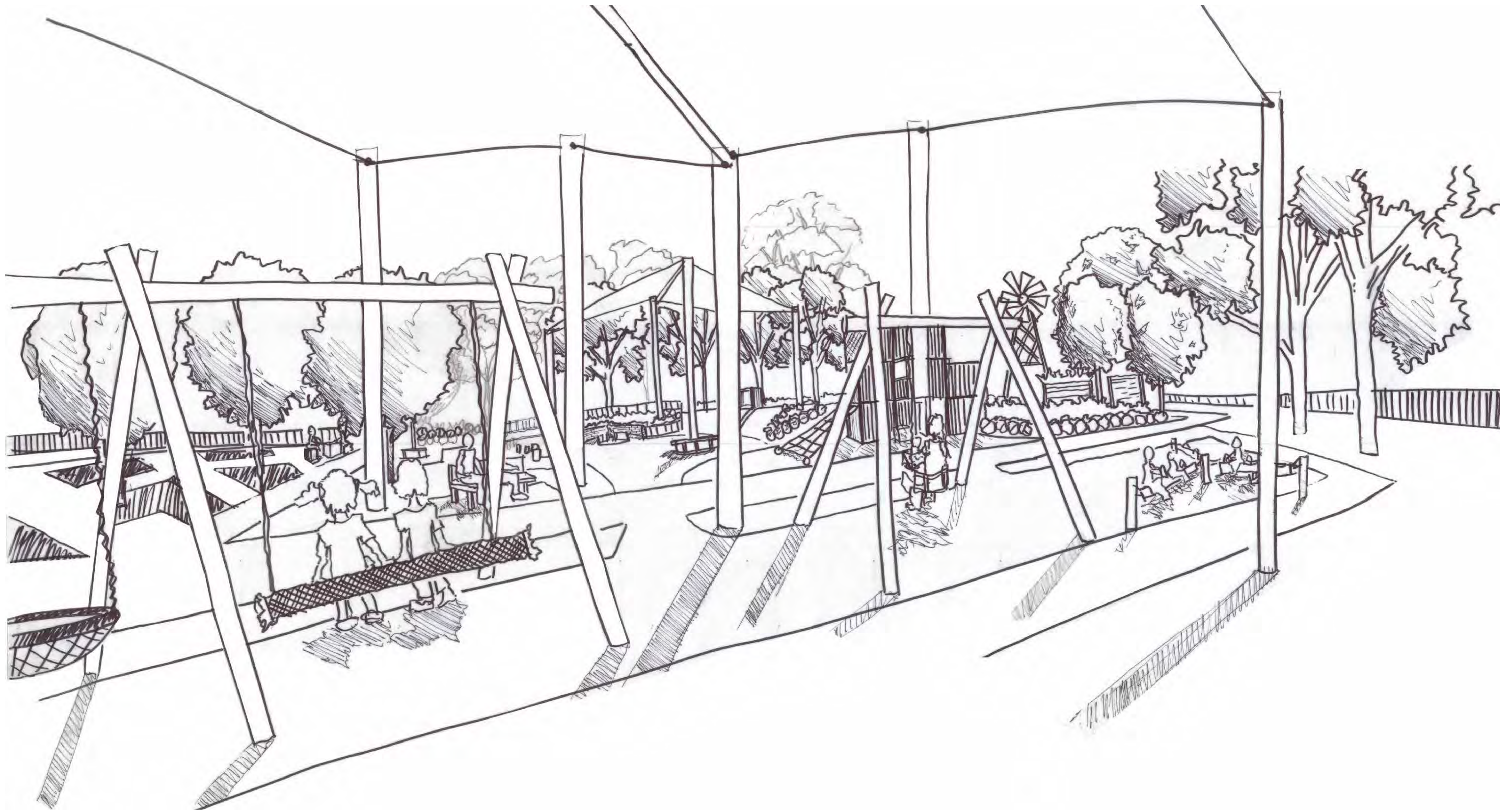
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HENDRIE STREET RESERVE PLAY SPACE
 CONCEPTS PRECEDENT IMAGES
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PERSPECTIVE VIEW OF PLAY SPACE FROM THE EAST LOOKING ACROSS TO THE PLAY AREA

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- 1 ENTRY/ EXIT GATES WITH FEATURE BRICK WALL INCORPORATING COMMUNITY TILES
- 2 PICNIC AREA AND BOARD GAMES
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- TABLES (MATCH BOX CAR ROAD MAPS/ CHESS)
- 3 FRUIT TREE ORCHARD AND SEATING AREA
- 4 ALL ABILITIES CAROUSEL (SHADE SAILS OVER)
- 5 FEATURE ELEVATED PLAY STRUCTURE REFERENCE FRUIT CRATES
- 6 2.2M HIGH TUBULAR SLIDE OFF THE ELEVATED PLAY STRUCTURE
- 7 1.4M HIGH SLIDE ON MOUND
- 8 SWINGS (SHADE SAILS OVER)
- EXPRESSION SWING
- STANDARD SEAT AND TODDLER SEAT
- 9 SWINGS (SHADE SAILS OVER)
- BASKET SWING SEAT
- ROPE SWING
- 10 SWALE WITH BALANCE LOGS
- 11 WATER PLAY CRANK AND DRAW GATES
- 12 WATER PLAY PUMP AND TROUGHS THAT LINK TO THE SWALE
- 13 SAND PIT AND PLAY TABLES
- 14 SPIRAL WATER PUMP
- 15 DRAWING BOARD FRUIT CRATE ROOM
- 16 QUIET ZONE FRUIT CRATE ROOM
- 17 SYMBOLIC SOUTHERN CROSS WIND MILL KINETIC/ ACOUSTIC INTERACTIVE PUBLIC ART ELEMENT
- 18 TRIKE TRACK "MORPHETTVILLE RACE COURSE"
- 19 ACCESSIBLE AUTOMATED TOILET WITH CHANGE TABLE
- 20 MAINTENANCE ACCESS GATES

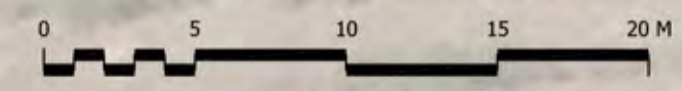
NOTE:
SCOPE OF AREA AND DESIGN SUBJECT TO FUNDING CONFIRMATION



- LEGEND**
- PROPOSED EVERGREEN TREE
 - EXISTING TREE TO BE RETAINED
 - EXISTING TREE AND SHRUBS TO BE REMOVED
 - PROPOSED GARDEN BED GROUNDCOVER AND GRASSES
 - PROPOSED GARDEN BED SHRUBS
 - ORGANIC MULCH
 - PROPOSED CONCRETE
 - PROPOSED BITUMEN PATH
 - IRRIGATED TURF
 - DRYLAND GRASS
 - SOFTFALL BARK CHIPS
 - RUBBER SOFTFALL
 - SAND PIT
 - TIMBER DECK
 - TEXT PAINTED ON PAVEMENT
 - DRYLAND CREEK / SWALE
 - RETAINING BOULDERS
 - CUT LOG STEPPERS/ SEATS
 - LOG BALANCE BEAMS
 - SEAT
 - RUBBISH BIN
 - PICNIC TABLE
 - ELECTRIC BBQ
 - PROPOSED SHELTER
 - DRINK FOUNTAIN
 - FEATURE BRICK WALL
 - PAINT LINE MARKING
 - PROPOSED FENCE TYPE 1
 - PROPOSED FENCE TYPE 2
 - PROPOSED SURFACE FINISH LEVELS
 - PROPOSED CONTOURS

FINAL CONCEPT

SCALE 1:250@A1



APRIL 2016



HENDRIE STREET RESERVE PLAY SPACE

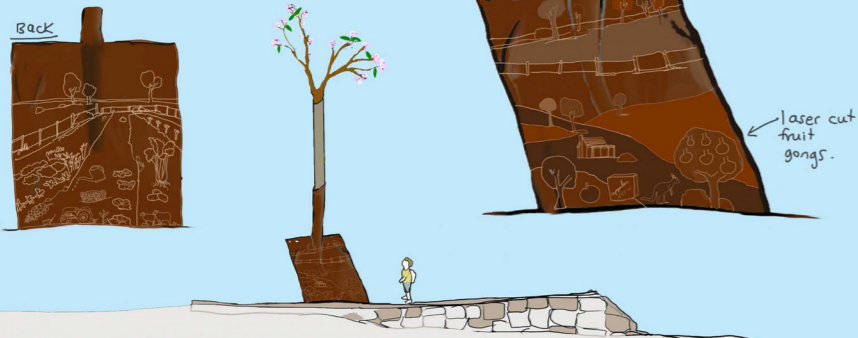
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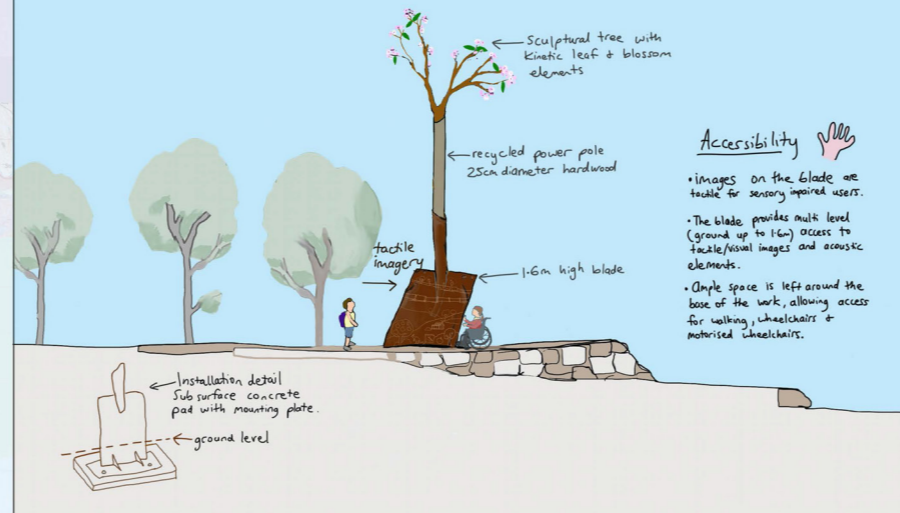
Interactive Imagery

- Images to be engraved/ Die-cut onto surface of steel. Some surfaces to be raised using layers of steel plate
- A tactile picture for vision impaired children
- A textural experience with potential for crayon rubbings to make and take home.



Technical Information

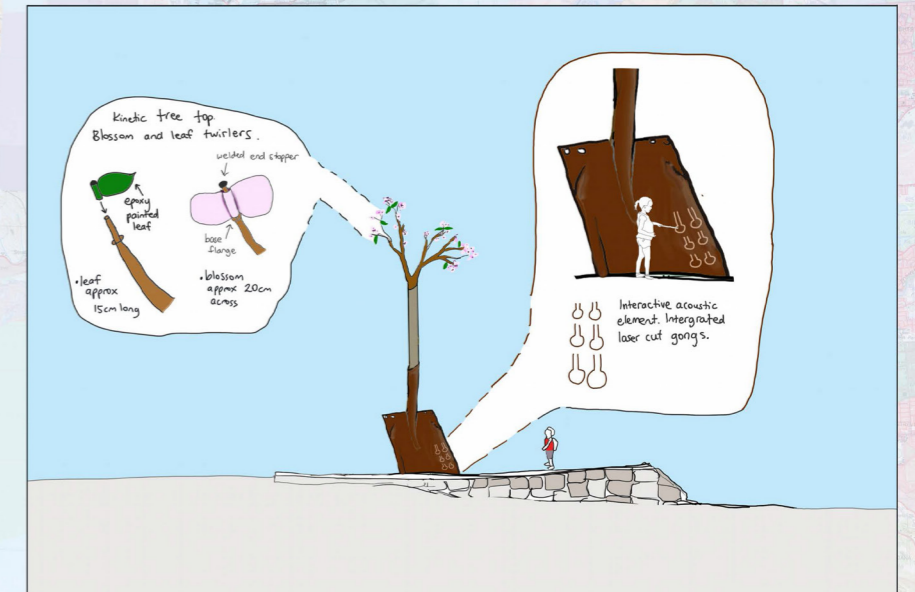
Overall height approximately 6m.



Accessibility

- Images on the blade are tactile for sensory impaired users.
- The blade provides multi level (ground up to 1.6m) access to tactile/visual images and acoustic elements.
- Ample space is left around the base of the work, allowing access for walking, wheelchairs & motorised wheelchairs.

Acoustic /Kinetic



Artist works by
Laura Wills and William Cheesman

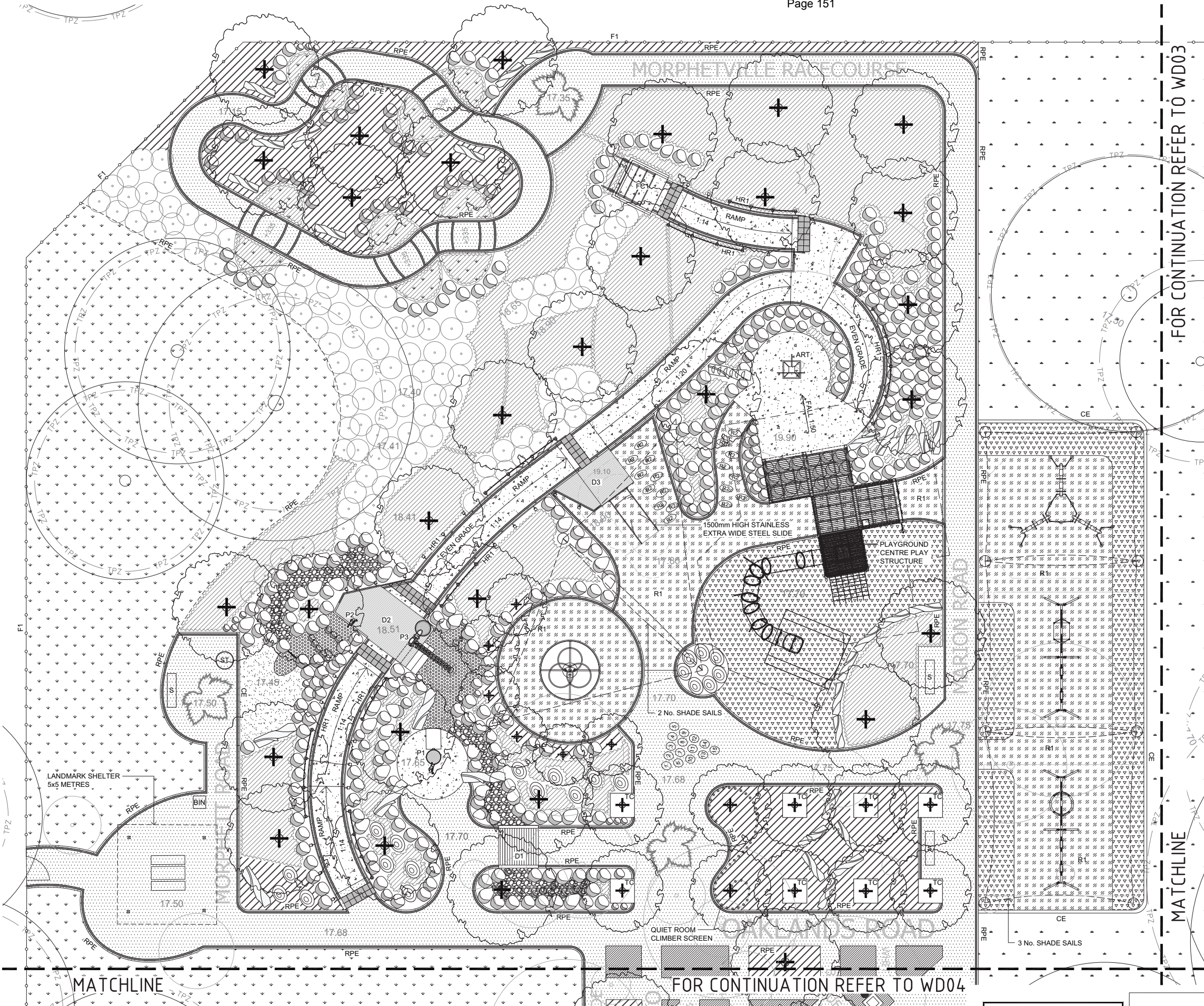


HENDRIE STREET RESERVE PLAY SPACE

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LEGEND

	PROPOSED EVERGREEN TREE		BATTER RETAINING BOULDERS
	EXISTING TREE TO BE RETAINED		CUT LOG STEPPERS/ SEATS
	TREE PROTECTION ZONE		SEAT
	PROPOSED GARDEN BED GROUND COVER AND GRASSES		LOG BALANCE BEAMS
	PROPOSED GARDEN BED SHRUBS		STEPPING LOG
	ORGANIC MULCH		TIMBER CRATE
	PROPOSED CONCRETE		RUBBISH BIN
	PROPOSED BITUMEN PAVEMENT		PICNIC TABLE
	IRRIGATED TURF		SAND TABLE
	DRYLAND GRASS		PROPOSED SENSORY FRUIT CRATE ROOM AND ARBOR
	SOFTFALL BARK CHIPS		RECYCLED PLASTIC EDGE
	RUBBER SOFTFALL TYPE 1 AND 2 REFER TO DETAILS & SPEC		150mm WIDE CONCRETE EDGE
	SAND PIT		PROPOSED FENCE TYPE 1
	TIMBER DECK REFER TO DETAILS & SPEC		PROPOSED SURFACE FINISH LEVELS
	TEXT PAINTED ON BITUMEN PAVEMENT		PUBLIC ARTWORK BY OTHERS
	PAINT LINE MARKING		TACTILE INDICATORS UNIT PAVERS
	PAINTED PAVEMENT GRAPHIC		HANDRAIL
	PAINTED PAVEMENT GRAPHIC		HANDRAIL WITH TENSIONED WIRES
	MORTAR BED RIVER PEBBLE SWALE / WATER RILL		HAND WATER PUMP, WINE PRES & HALF WINE BARREL WATER PLAY CONTAINER
	RIVER PEBBLE DRYLAND CREEK / SWALE		HAND WATER PUMP
			WATER SPIRAL & HALF WINE BARREL WATER PLAY CONTAINER

FOR CONTINUATION REFER TO WD03

MATCHLINE

FOR CONTINUATION REFER TO WD04

MATCHLINE

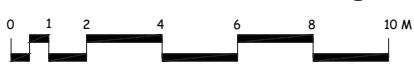
ISSUE FOR TENDER

THE CORPORATION OF THE CITY OF MARION

HENDRIE STREET INCLUSIVE PLAYSACE
SURFACE TREATMENT PLAN

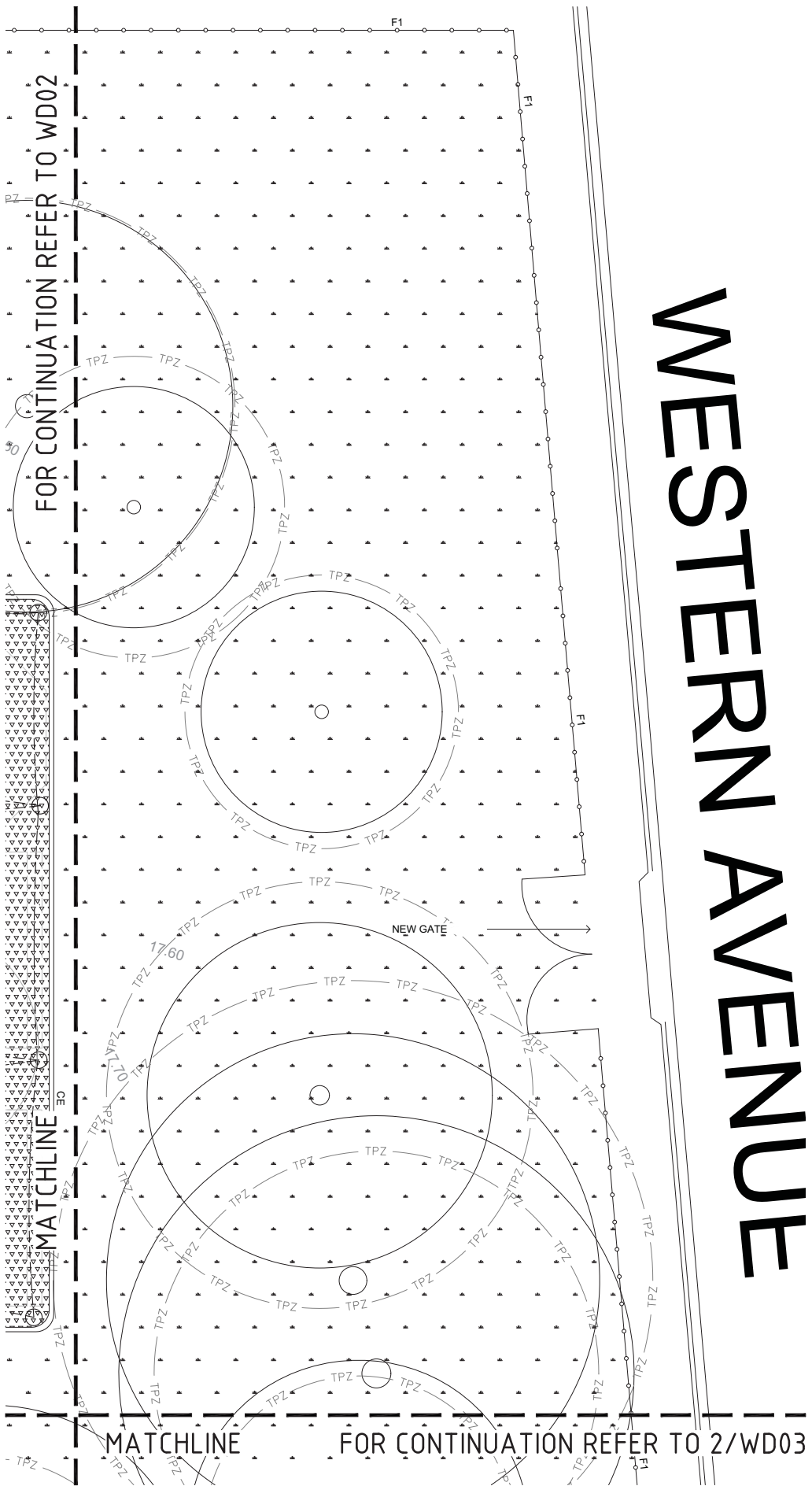
Drawn	BG	Date	13/04/2017
Designed	BG	REVISION No.	A
Checked	BG	Sheet No.	3
Approved By		Surveyed	HR_WD02
Manager		Level Book	Computer Name

SCALE 1:100@A1

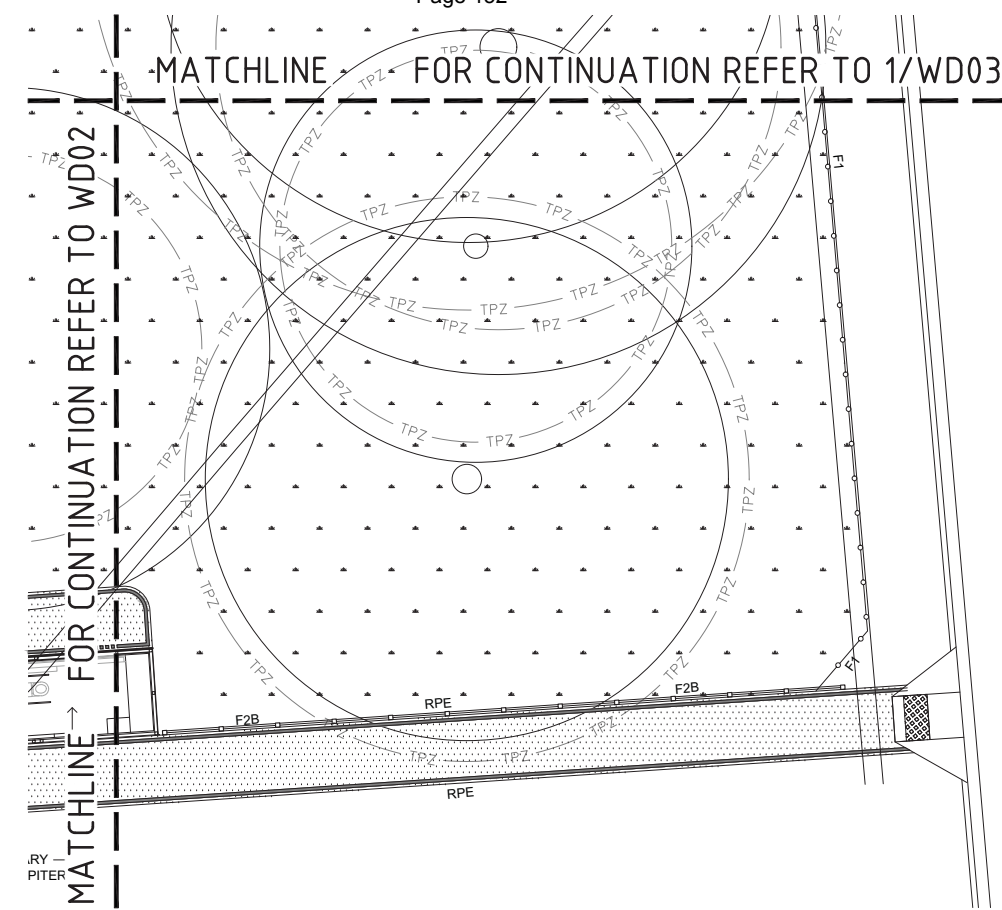


No.	DESCRIPTION	APPROVED	DATE
A	FOR INFORMATION ONLY	BG	13.04.2017
AMENDMENTS			

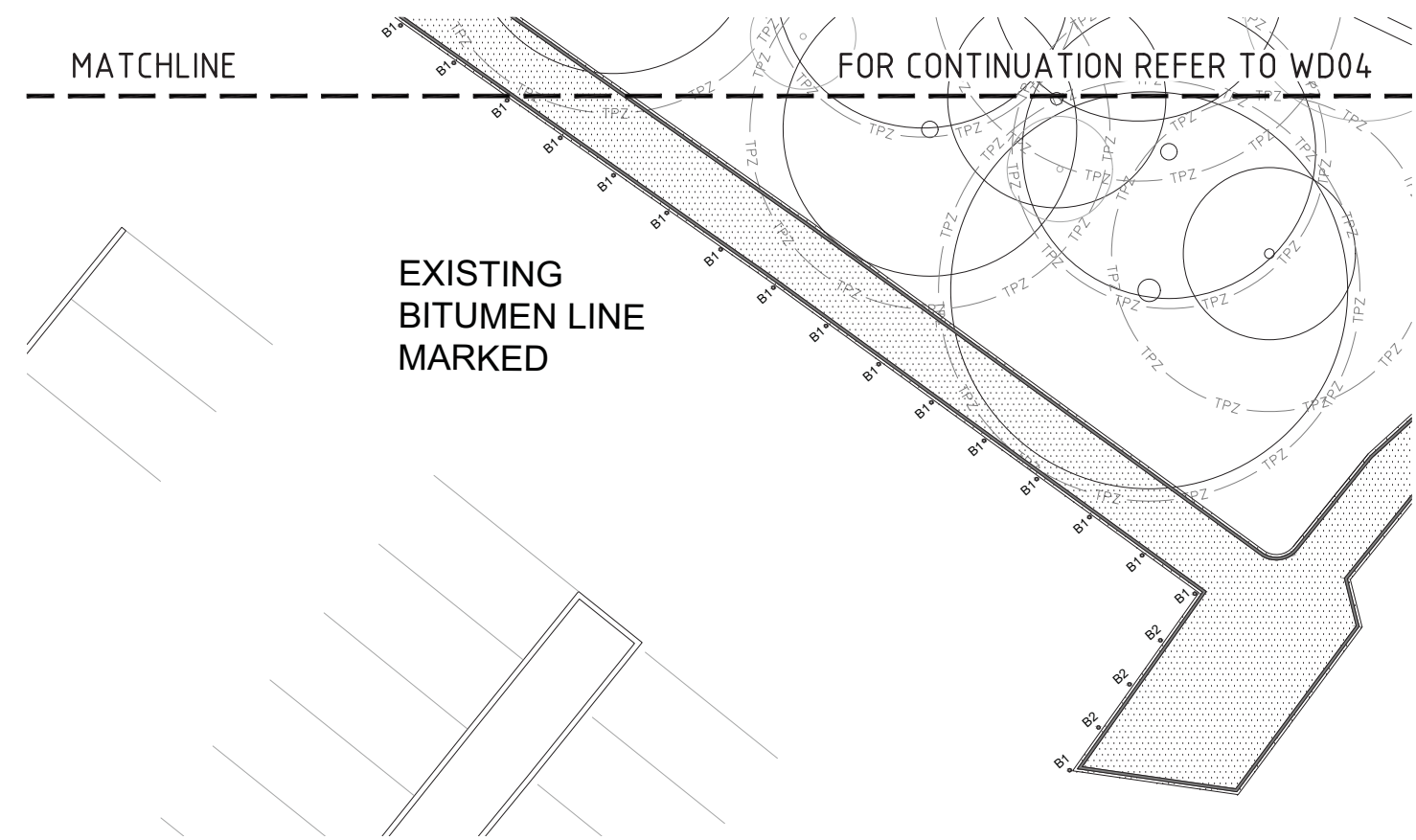
WESTERN AVENUE



PLAN 1/WD03













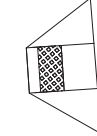




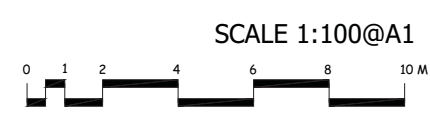
PLAN 2/WD03



CAR PARK INSET 3/WD03

LEGEND

-  EXISTING TREE TO BE RETAINED
-  TREE PROTECTION ZONE
-  PROPOSED BITUMEN PAVEMENT
-  DRYLAND GRASS
-  PAINT LINE MARKING
-  RECYCLED PLASTIC EDGE
-  150mm WIDE CONCRETE EDGE
-  PROPOSED FENCE TYPE 1
-  PROPOSED FENCE TYPE 2A
-  PROPOSED FENCE TYPE 2B
-  FEATURE FENCE PANEL TYPE 3
-  PROPOSED SURFACE FINISH LEVELS
-  PRAM RAMP
-  BOLLARD TYPE 1
-  BOLLARD TYPE 2 (REMOVABLE)

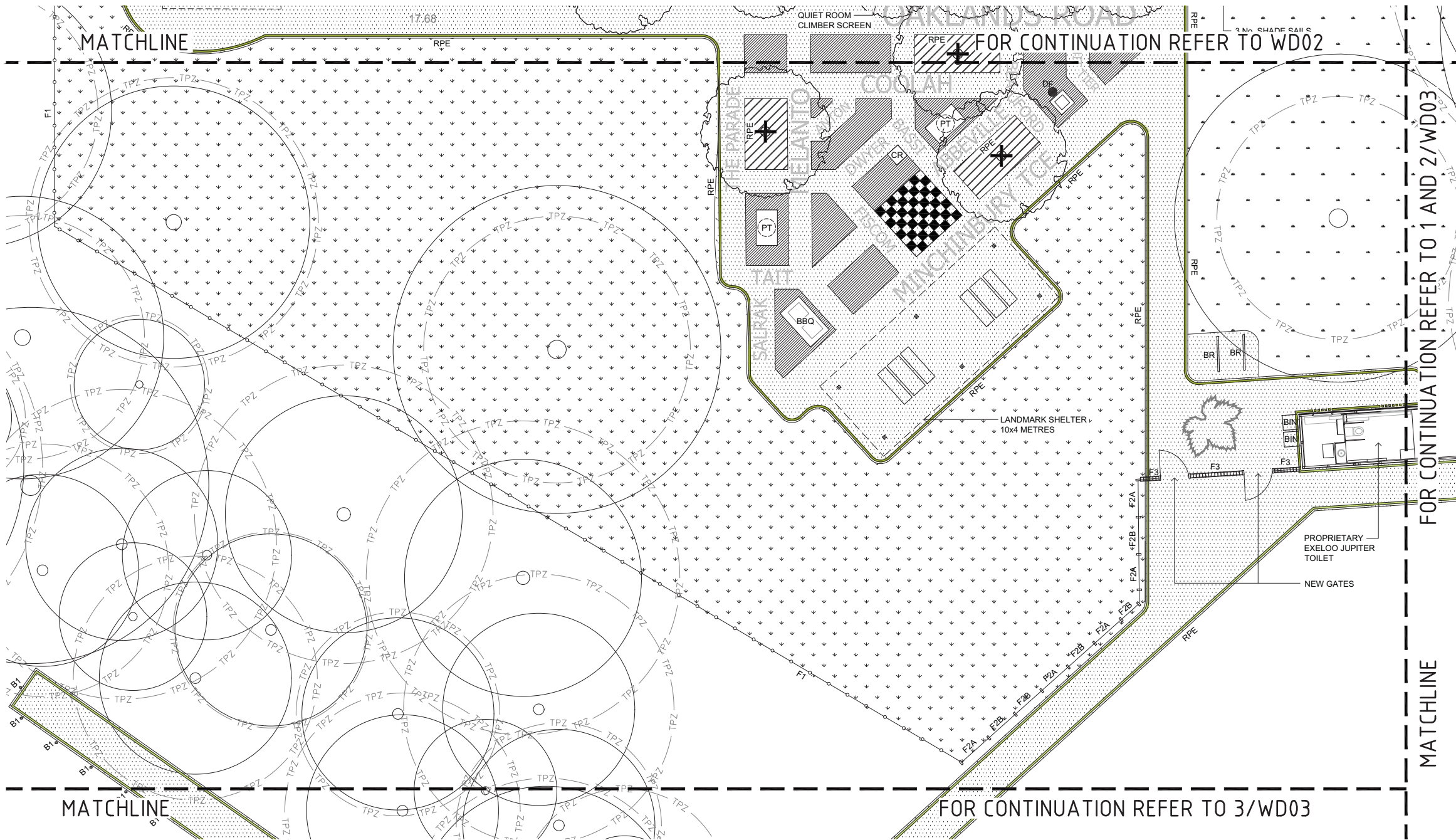


ISSUE FOR TENDER

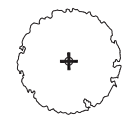
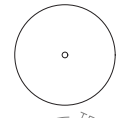

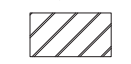









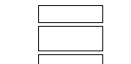



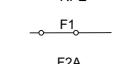

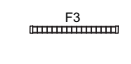
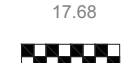


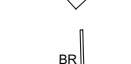
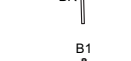

THE CORPORATION OF THE CITY OF MARION

HENDRIE STREET INCLUSIVE PLAYSPACE		Drawn	BG	Date	13/04/2017
SURFACE TREATMENT		Designed	BG	REVISION No.	A
Plan AS SHOWN		Checked	BG	Surveyed	HR_WD03
Approved By				Level Book	Computer Name
Scales:		Manager		4	

No.	DESCRIPTION	APPROVED	DATE
AMENDMENTS			
		BG	13.04.2017



LEGEND

-  PROPOSED EVERGREEN TREE
-  EXISTING TREE TO BE RETAINED
-  TREE PROTECTION ZONE
-  ORGANIC MULCH
-  PROPOSED BITUMEN PAVEMENT
-  IRRIGATED TURF
-  DRYLAND GRASS
-  TEXT PAINTED ON BITUMEN PAVEMENT
-  PAINT LINE MARKING
-  PAINTED PAVEMENT GRAPHIC
-  PAINTED PAVEMENT GRAPHIC
-  PLAY TABLE
-  RUBBISH BIN
-  PICNIC TABLE
-  ELECTRIC BBQ
-  DRINK FOUNTAIN WITH SUMP
-  RECYCLED PLASTIC EDGE
-  PROPOSED FENCE TYPE 1
-  PROPOSED FENCE TYPE 2A
-  PROPOSED FENCE TYPE 2B
-  FEATURE FENCE PANEL TYPE 3
-  17.68 PROPOSED SURFACE FINISH LEVELS
-  PAINTED PAVEMENT GRAPHIC CHESS BOARD
-  CHESS PIECE STORAGE CRATE
-  BIKE RACK
-  BOLLARD TYPE 1

MATCHLINE

FOR CONTINUATION REFER TO 3/WD03

FOR CONTINUATION REFER TO 1 AND 2/WD03

MATCHLINE

ISSUE FOR TENDER

THE CORPORATION OF THE CITY OF MARION

HENDRIE STREET INCLUSIVE PLAYSACE
SURFACE TREATMENT

Drawn	BG	Date	13/04/2017
Designed	BG	REVISION No.	A
Checked	BG	Surveyed	HR_WD04
Level Book		Computer Name	5

SCALE 1:100@A1



No.	DESCRIPTION	APPROVED	DATE
A	FOR INFORMATION ONLY	BG	13.04.2017
AMENDMENTS			

Plan AS SHOWN
Approved By
Manager



- 1 ENTRY/ EXIT GATES WITH FEATURE BRICK WALL INCORPORATING COMMUNITY TILES
- 2 PICNIC AREA AND BOARD GAMES
- GROUND PAINTED TO REFERENCE ROAD MAPS
- TABLES (MATCH BOX CAR ROAD MAPS/ CHESS)
- 3 FRUIT TREE ORCHARD AND SEATING AREA
- 4 ALL ABILITIES CAROUSEL (SHADE SAILS OVER)
- 5 FEATURE ELEVATED PLAY STRUCTURE REFERENCE FRUIT CRATES
- 6 2.2M HIGH TUBULAR SLIDE OFF THE ELEVATED PLAY STRUCTURE
- 7 1.4M HIGH SLIDE ON MOUND
- 8 SWINGS (SHADE SAILS OVER)
- EXPRESSION SWING
- STANDARD SEAT AND TODDLER SEAT
- 9 SWINGS (SHADE SAILS OVER)
- BASKET SWING SEAT
- ROPE SWING
- 10 SWALE WITH BALANCE LOGS
- 11 WATER PLAY CRANK AND DRAW GATES
- 12 WATER PLAY PUMP AND TROUGHS THAT LINK TO THE SWALE
- 13 SAND PIT AND PLAY TABLES
- 14 SPIRAL WATER PUMP
- 15 DRAWING BOARD FRUIT CRATE ROOM
- 16 QUIET ZONE FRUIT CRATE ROOM
- 17 SYMBOLIC SOUTHERN CROSS WIND MILL KINETIC/ ACOUSTIC INTERACTIVE PUBLIC ART ELEMENT
- 18 TRIKE TRACK "MORPHETTVILLE RACE COURSE"
- 19 ACCESSIBLE AUTOMATED TOILET WITH CHANGE TABLE
- 20 MAINTENANCE ACCESS GATES

NOTE:
SCOPE OF AREA AND DESIGN SUBJECT TO FUNDING CONFIRMATION



- LEGEND
- PROPOSED EVERGREEN TREE
 - EXISTING TREE TO BE RETAINED
 - EXISTING TREE AND SHRUBS TO BE REMOVED
 - PROPOSED GARDEN BED GROUNDCOVER AND GRASSES
 - PROPOSED GARDEN BED SHRUBS
 - ORGANIC MULCH
 - PROPOSED CONCRETE
 - PROPOSED BITUMEN PATH
 - IRRIGATED TURF
 - DRYLAND GRASS
 - SOFTFALL BARK CHIPS
 - RUBBER SOFTFALL
 - SAND PIT
 - TIMBER DECK
 - TEXT PAINTED ON PAVEMENT
 - DRYLAND CREEK / SWALE
 - RETAINING BOULDERS
 - CUT LOG STEPPERS/ SEATS
 - LOG BALANCE BEAMS
 - SEAT
 - RUBBISH BIN
 - PICNIC TABLE
 - ELECTRIC BBQ
 - PROPOSED SHELTER
 - DRINK FOUNTAIN
 - FEATURE BRICK WALL
 - PAINT LINE MARKING
 - PROPOSED FENCE TYPE 1
 - PROPOSED FENCE TYPE 2
 - 30.9 PROPOSED SURFACE FINISH LEVELS
 - 30.9 PROPOSED CONTOURS



Design BG 12/04/16	Drawn BG 12/04/16	Checked BG	Authorised for Issue ORIGINAL SIGNED BY: BG
Drawing Number / Sheet HR-SK15		Issue	



Whole of Life Cost Analysis		Hendrie Street Reserve Inclusive Playground								Appendix 3	
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)		\$960,000	\$5,500	\$40,742	\$46,242	\$3,200	\$43,042	\$33,310	\$33,310	\$4,937,594	\$4,777,594

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

Maintenance 5% pa equation



19 April 2017

Renee Pitcher
City of Marion

Dear Renee,

Fundraising progress report

Thank you for continued dedication to Livvi's Place Marion. Touched by Olivia is committed to continuing our partnership to make Livvi's Place a reality so that all children in the City of Marion can play side by side.

You have requested an update on current funds Touched by Olivia is holding for the project. I have listed below. I have also attached to support your report letters we have from our lobbying with the Federal government, which will continue.

Current funds held	\$70,710.85
In trust -	\$68,780.85
Crowdfunded campaign -	\$1,930
In kind:	\$39,731.60
Boral -	\$19,731.60
The Primary Club	\$20,000
Total TBO funds held + in kind contributions:	\$110,442.45
Playspace cost:	\$740,101.65

Kind regards,

Bec Ho,
Executive Officer



Ms Bec Ho
Executive Officer, Touched by Olivia Foundation
64 Roseby Street
DRUMMOYNE NSW 2047
Email: bec@touchedbyolivia.com.au

Dear Ms Ho

It was a pleasure to speak with you recently about your Foundations and the planned inclusive playground in the Electorate of Hindmarsh.

Firstly, I would like to commend you, your colleagues and supporters for the great work that you are doing and the tireless effort you put in to ensure that every child can enjoy his or her basic right to play.

As discussed, I am writing to the Hon Christian Porter MP, Minister for Social Services to alert him to your Foundation's work and request that he investigate ways of supporting this important initiative.

Enclosed is a copy of my letter for your information, and I will contact you again when I receive a response from the Minister.

In 2017 we can explore additional options for spreading the word about your important initiative and good work, with a view to involving the wider community.

I look forward to supporting the Touched by Olivia Foundation in any way I can, and helping to ensure that this important initiative is a success.

Yours sincerely

Steve Georganas MP
Member for Hindmarsh

21 December 2016



The Hon Christian Porter MP
Minister for Social Services
Parliament House
Canberra ACT 2600

Dear Minister

You may be familiar with the impressive work undertaken by the Touched by Olivia Foundation, a not-for-profit charity that works hard to create inclusive play spaces for all children.

Over the past 10 years, Touched by Olivia has opened 19 Livvi's Places across Australia. As the Foundation's website points out, *"These playspaces are underpinned by the principles of universal design and reinforce the basic right that every child needs to play."*

The Foundation is in the process of building the first Livvi's Place in South Australia in Marion, within my Electorate of Hindmarsh.

I understand that Marion Council and the South Australian State Government have been very generous in their support of this initiative, but the Foundation is still roughly \$200,000 short of their target for this inaugural South Australian project. I also understand that the Foundation has yet to receive any Federal funding for this project.

I would appreciate if you could investigate possible Federal grants and funding options for the Foundation to ensure that all children in South Australia are also able to enjoy these inclusive playspaces.

I look forward to your response.

Yours sincerely

Steve Georganas MP
Member for Hindmarsh

21 December 2016



Federal Member for Hindmarsh

Ms Bec Ho
Executive Officer, Touched by Olivia Foundation
64 Roseby Street
DRUMMOYNE NSW 2047
Email: bec@touchedbyolivia.com.au

Dear Ms Ho

Further to my letter dated 21 December 2016, requesting Federal Government support for the planned inclusive playground in the Electorate of Hindmarsh, I have now received a response from the Hon Zed Sesija, Assistant Minister for Social Services and Multicultural Affairs.

I enclose a copy of the Assistant Minister's letter for your information.

I am disappointed that the Federal Government has declined to provide financial support to this worthwhile project, especially considering the support provided by the State Government and the City of Marion.

As mentioned, please let me know if there is anything further I can do to assist you in your fundraising efforts. This is a very important project, and it would be a real first for South Australia.

Firstly, I would like to commend you, your colleagues and supporters for the great work that you are doing and the tireless effort you put in to ensure that every child can enjoy his or her basic right to play.

Please do not hesitate to contact my office on 08 8376 9000 or via email at steve.georganas.MP@aph.gov.au if I can be of further assistance on this or any other matter.

Yours sincerely

Steve Georganas MP
Member for Hindmarsh

23 February 2017

Encl.





14 FEB 2017

Senator the Hon Zed Seselja
Assistant Minister for Social Services and Multicultural Affairs

MC17-000499

Mr Steve Georganas MP
Member for Hindmarsh
Shop 2, 670 ANZAC Highway
GLENELG SA 5045

08 FEB 2017

Dear Mr Georganas

Thank you for your letter of 21 December 2016 to the Minister for Social Services, the Hon Christian Porter MP, on behalf of the Touched by Olivia Foundation, regarding funding to build an inclusive play space in South Australia. The Minister has asked me to respond on his behalf.

The Australian Government values the work of organisations such as the Touched by Olivia Foundation, which provide inclusive playspaces 'Livvi's Places' for children of all abilities. I am familiar with their work. In 2012, the Department provided the Touched by Olivia Foundation with funding of \$50,000 towards developing the *National Inclusive Playground Design Guidelines*. I am pleased to see that the number of Livvi's Place playspaces across Australia continue to grow.

Unfortunately, grant funding from the Department of Social Services is not available at this time. When opportunities to apply for funding become available, they are advertised on the Department's website at www.dss.gov.au. The Department also offers a subscription service that provides updates on grant information on the DSS website at www.dss.gov.au/grants.

For other funding possibilities, the Touched by Olivia Foundation may like to view a range of links to Australian Government and non-government funding sources that can be found at www.business.gov.au. Additionally, other community support options can be found at www.ourcommunity.com.au or www.philanthropy.org.au.

Thank you for bringing the Touched by Olivia Foundation's request for funding to the Government's attention. I trust this information is helpful.

Yours sincerely

Senator the Hon Zed Seselja
Assistant Minister for Social Services and Multicultural Affairs

Parliament House C [redacted] 21 6277 5712

**CITY OF MARION
GENERAL COUNCIL MEETING
9 May 2017**

Originating Officers: Mathew Allen, Manager Engineering and Field Services
Mark Griffin, Unit Manager Engineering

General Manager: Tony Lines, General Manager Operations

Subject: Streetscape Project – Program of Works

Report Reference: GC090517R09

REPORT OBJECTIVES

The purpose of this report is to provide Council with a Program of Works identifying streetscape project locations, indicative costs, timelines, and resource requirements based on the Streetscape Design Guidelines. Streetscape projects will also be listed in the 2017/18 Annual Business Plan and annually thereafter, as per other capital works programs/projects.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|------------|
| 1. Notes the report. | 9 May 2017 |
| 2. Endorses Option X for the Program of Works. | 9 May 2017 |
| 3. Notes annual streetscape projects will be presented in the Annual Business Plan. | 9 May 2017 |

DISCUSSION

The Streetscape Project is a priority for Council and is included in the Draft Business Plan 2016-2019: 'Deliver a Policy and Program to enhance streetscapes across the City'. A total of 88 individual and grouped roads/streets with potential for improvement within the City of Marion road hierarchy have been identified by Elected Members and staff in a Streetscape Priority Matrix (refer to **Appendix 1**) that informs the Program of Works.

The 28 February 2017 General Council meeting (GC280217R12) resolved: *"To distribute resources of street-scaping to more streets throughout the City of Marion and the Streetscape 5-year program of works be deferred to the General Council meeting of 9 May 2017 to permit consideration of an Elected Member forum of more frugal treatments of the listed streets."*

At the Elected Member Forum on 18 April 2017 project alternatives were considered that reduced the unit rate and hence the overall estimated cost. These costs are reflected in the 5 year program of works allowing streetscape upgrade on more streets. In addition, a number of options were discussed to deliver the streetscape program of works, namely:

- Option 1 – Delivers the streetscape projects in order of the priority matrix (**Appendix 2**)
- Option 2 – Delivers the streetscape projects in the priority matrix but allocates the projects evenly across the wards (**Appendix 3**)
- Option 3 – Balances the objectives of Option 1 and Option 2 (**Appendix 4**)
- Option 4 – Delivers the projects in order of the priority matrix but excludes arterial roads (**Appendix 5**).

Alawoona Avenue

Streetscape design works have commenced for Alawoona Avenue, Mitchell Park. Council was recently advised that many properties along Alawoona Avenue are owned by Renewal SA, and are likely to be redeveloped at some point in the future. Renewal SA has advised that many properties at the eastern end of Alawoona Avenue are leased by Junction Australia, and may be redeveloped in the next 3-5 years. Administration will be meeting with Renewal SA and Junction Australia in May 2017 to discuss possible plans.

It is recommended that the design and construction of Alawoona Avenue continue as scheduled. In that circumstance Administration would:

- Liaise closely with Renewal SA and Junction Australia to coordinate infrastructure, including the location of street trees, WSUD, property access and services
- Put in place normal arrangements for the protection of infrastructure to remedy any damage as a result of the development.

Staff are also working with Renewal SA to develop mutual solutions and funding arrangements for the entrance to Tonsley between Bradley Grove and the railway line.

Tree-scaping

An allocation of \$200,000 for street tree planting will provide an additional 400 trees (approximately 4 km of road planting at \$500 per tree 2-3m tall depending on species). Streets will be identified evenly across the City of Marion in consultation with Ward Elected Members.

Tree-scaping locations will be developed based on community benefit (including road hierarchy) and existing amenity. These streets may or may not be on the list of streetscaping projects. Tree selections will be made to try and maximise improvements to tree canopies.

Funding

Streetscape projects will be listed in accordance with the Streetscape Program of Works in the 2017/18 Annual Business Plan and updated annually thereafter, as per other capital works programs/projects. The funding required to design and deliver the Streetscape Program of Works will be in the order of \$1.8 million per annum and may vary from year to year. Opportunities for external funding will be explored on a project by project basis.

Resources

The development and implementation to deliver streetscape projects will require preparation of project briefs, administration of contracts, review designs and supervision of works. There is capacity within existing resources to undertake these activities. The monitoring of project delivery and budgets will be incorporated into existing reporting systems through Capital Works Reports and Quarterly Budget Reviews.

It is intended the design will be undertaken by either a consultant or internally and the upgrade works will be carried out by a contractor.

The plan to deliver the Program of Works will be to undertake concepts, design and community consultation in the first year followed by construction in the second year. This will deliver a rolling program of works.

CONCLUSION

The City of Marion Streetscape Project has progressed to apply the adopted criteria in the Priority Scoring System to the identified list of potential streets across the City. A number of options for the Program of Works have been prepared for Council's consideration, integrating the Streetscape Design Guidelines, list of projects, timing, funding and resource requirements.



STREETSCAPE PRIORITY MATRIX									
			Community Impact	Amenity & Identity	Funding Potential	Cost Implications	Accessibility	Economic/ Cultural/ Heritage	Total Points
			0 - No change 1 - Minor 3 - Some 5 - Moderate 7 - High Impact 9 - High Impact, vehs + peds 10 - Extensive + multiple outcomes	0 - No change 1 - Minor 2 - Some 3 - Moderate 4 - High 5 - Extensive	0 - Not at all 1 - Application 2 - Potential 3 - Yes 50/50 (or more)	0 - Not at all 1 - In part 2 - Yes 3 - Multiple budget opportunities	0 - Unlikely 1 - Improve safety 2 - Safety + disability access	0 - None 1 - Either 1 or 2 elements 2 - All elements	25
			0 - 10	0 - 5	0 - 3	0 - 3	0 - 2	0 - 2	
Number	PROJECT	Ward	Community Impact <i>How many people are likely to experience increased level of amenity, including local residents and those travelling through the proposed streetscape area?</i>	Amenity & Identity <i>Will the streetscape greatly improve the current amenity of street?</i>	Funding Potential <i>Will the proposal be eligible for external funding?</i>	Cost Implications <i>Is there an opportunity for the proposed streetscape to be carried out in conjunction with necessary, or otherwise budgeted works?</i>	Accessibility <i>Will the proposal simultaneously solve a safety, traffic or accessibility issue?</i>	Economic/ Cultural/ Heritage <i>Does the proposal have economic, cultural or heritage significance?</i>	PRIORITY SCORE
1	Alawoona Avenue, Mitchell Park	Warriparinga	9	5	2	2	2	1	21
2	Finniss Street (Marion Village), Marion	Warriparinga	10	5	1	2	2	1	21
3	Tonsley Greenway, Michell Park	Warriparinga	9	5	3	2	1	1	21
4	Warracowie Way, Oaklands Park	Warracowie	10	5	2	1	2	1	21
5	Ramrod Avenue, Hallett Cove	Coastal	10	5	0	2	2	1	20
6	Heron Way, Hallett Cove	Coastal	9	5	3	1	0	1	19
7	Birch Street, Clovelly Park	Warriparinga	7	5	2	2	1	1	18
8	Diagonal Road, adjacent to shopping centre, Oaklands Park	Warracowie	10	4	1	0	1	2	18
9	Railway Terrace, Greenway (rail corridor), Edwardstown	Woodlands	9	4	2	1	1	1	18
10	The Esplanade, Marino	Coastal	7	5	1	2	0	1	16
11	Marion Road, Cross Rd to Sturt Rd, Plympton Park/South Plympton/Park Holme/Ascot Park/Marion/Mitchell Park	Warriparinga	10	4	1	0	0	1	16
12	Winifred Avenue, South Plympton	Woodlands	9	3	0	1	1	1	15
13	Perry Barr Road, Lonsdale to Kanowna, Hallett Cove	Coastal	7	4	1	1	1	1	15
14	Bray Street, Morphettville	Mullawirra	7	3	1	1	1	2	15
15	Daws Road, Ascot Park	Woodlands	10	3	0	0	0	2	15
16	Oaklands Road, Park Holme	Mullawirra	10	3	0	0	0	2	15
17	Folkestone Road, Dover Gardens	Warracowie	7	3	1	1	1	1	14
18	Lindsay Avenue, Edwardstown	Woodlands	7	4	1	1	0	1	14
19	Newland Ave/Sherlock Rd, Marino	Coastal	7	3	1	1	1	1	14
20	Raglan Avenue, Edwardstown	Woodlands	7	3	1	1	1	1	14
21	Hendrie Street, Park Holme	Mullawirra	7	3	0	2	1	1	14
22	Morphett Road, Oaklands Crossing to Sturt Road, Dover Gardens/Oaklands Park	Warracowie	10	3	0	0	0	1	14
23	Seacombe Road, Darlington/Dover Gardens	Warriparinga	10	3	0	0	0	1	14
24	South Road, Glandore/Edwardstown	Woodlands	10	3	0	0	0	1	14
25	Sturt Road, Clovelly Pk / Warradale	Warriparinga	10	3	0	0	0	1	14
26	Trott Grove, Oaklands Park	Warracowie	7	4	0	1	0	1	13
27	Scholefield Road, Marino	Coastal	7	3	1	1	0	1	13
28	Addison Road, Warradale	Warracowie	5	2	2	1	1	1	12
29	Aldridge Avenue, Plympton Park	Mullawirra	5	3	1	1	1	1	12
30	Chitral Terrace, South Plympton	Woodlands	7	2	0	1	1	1	12
31	Duncan Avenue, Park Holme	Mullawirra	5	3	0	1	2	1	12
32	Jervois Terrace, Marino	Coastal	7	3	0	1	0	1	12
33	Morphett Road, south of Seacombe Rd, Seaview Downs/Sead	Southern Hills	7	4	0	1	0	0	12
34	Ocean Boulevard, Seacliff Park	Coastal	9	3	0	0	0	0	12
35	Park Terrace, Plympton Park	Mullawirra	5	4	1	1	0	1	12
36	Patpa Drive, Sheidow Park	Southern Hills	7	4	0	0	0	1	12



STREETSCAPE PRIORITY MATRIX					
Community Impact	Amenity & Identity	Funding Potential	Cost Implications	Accessibility	Economic/ Cultural/ Heritage
0 - No change 1 - Minor 3 - Some 5 - Moderate 7 - High Impact 9 - High Impact, vehs + peds 10 - Extensive + multiple outcomes	0 - No change 1 - Minor 2 - Some 3 - Moderate 4 - High 5 - Extensive	0 - Not at all 1 - Application 2 - Potential 3 - Yes 50/50 (or more)	0 - Not at all 1 - In part 2 - Yes 3 - Multiple budget opportunities	0 - Unlikely 1 - Improve safety 2 - Safety + disability access	0 - None 1 - Either 1 or 2 elements 2 - All elements
0 - 10	0 - 5	0 - 3	0 - 3	0 - 2	0 - 2

Total Points
25

Number	PROJECT	Ward	Community Impact	Amenity & Identity	Funding Potential	Cost Implications	Accessibility	Economic/ Cultural/ Heritage	PRIORITY SCORE
			How many people are likely to experience increased level of amenity, including local residents and those travelling through the proposed streetscape area?	Will the streetscape greatly improve the current amenity of street?	Will the proposal be eligible for external funding?	Is there an opportunity for the proposed streetscape to be carried out in conjunction with necessary, or otherwise budgeted works?	Will the proposal simultaneously solve a safety, traffic or accessibility issue?	Does the proposal have economic, cultural or heritage significance?	
37	Robert Street, Edwardstown	Woodlands	7	3	0	1	0	1	12
38	Towers Terrace, Edwardstown	Woodlands	7	3	0	1	0	1	12
39	Diagonal Road, Seacombe to Sturt, Seacombe Gardens/Sturt	Warriparinga	9	2	0	0	0	1	12
40	Davenport Terrace, Seaview Downs	Southern Hills	5	3	1	1	0	1	11
41	Dunrobin Road, Warradale	Warracowie	5	3	0	1	1	1	11
42	Glamis Avenue, Seacombe Gardens	Warracowie	5	3	0	1	1	1	11
43	Jervois Street, South Plympton	Woodlands	5	3	1	1	0	1	11
44	Lonsdale Road, Hallett Cove	Coastal	7	3	0	0	0	1	11
45	Miller Street, Seacombe Gardens	Warriparinga	7	2	0	1	0	1	11
46	Murray Road, Oaklands Park	Warracowie	5	3	1	1	0	1	11
47	Quick Avenue, Mitchell Park	Warriparinga	5	3	1	1	0	1	11
48	Township Road, Marion	Warriparinga	5	3	1	1	0	1	11
49	Beadnall Terrace, Glengowrie	Mullawirra	5	3	1	1	0	1	11
50	Oval Road, Hallett Cove	Southern Hills	7	2	1	0	0	1	11
51	Charles Street, Ascot Park	Woodlands	5	3	0	1	0	1	10
52	Clacton Avenue, Dover Gardens	Warriparinga	5	3	0	1	0	1	10
53	De Laine Avenue, Edwardstown	Woodlands	5	2	0	1	1	1	10
54	Dwyer Road/George Street, Oaklands Pk	Warracowie	5	3	0	1	0	1	10
55	Lander Road, Sheidow Park	Southern Hills	7	2	0	1	0	0	10
56	Majors Road, O'Halloran Hill	Southern Hills	7	3	0	0	0	0	10
57	Waterhouse Road, South Plympton	Woodlands	5	3	0	1	0	1	10
58	Young Street, Sheidow Park	Southern Hills	5	2	0	1	1	1	10
59	Celtic Avenue, Clovelly Park	Warriparinga	5	2	0	1	0	1	9
60	Heysen Drive, Trott Park	Southern Hills	7	2	0	0	0	0	9
61	Sixth Avenue, Ascot Park	Woodlands	5	2	0	1	0	1	9
62	Struan Avenue, Warradale	Warracowie	5	3	0	1	0	0	9
63	Travers Street, Sturt	Warriparinga	5	3	0	1	0	0	9
64	Quailo Avenue / Barramundi Drive, Hallett Cove	Coastal	5	2	0	1	0	1	9
65	Appleby Rd/Barham Ave/Carlisle Ave/Nunyah Ave	Mullawirra	5	3	1	0	0	0	9
66	Bradley Grove, Mitchell Park	Warriparinga	3	2	0	1	1	1	8
67	Dunorlan Road, Edwardstown	Woodlands	3	2	0	1	1	1	8
68	Hessing Crescent, Trott Park	Southern Hills	5	3	0	0	0	0	8
69	Marine Parade, Marino	Coastal	5	3	0	0	0	0	8
70	Marine Avenue, Hallett Cove	Coastal	5	3	0	0	0	0	8
71	Minchinbury Terrace, Marion	Warracowie	3	2	1	1	0	1	8
72	Gorda Place/Harbour Grove/Rider St/ Sutton Ave/Syme Ave, Seacombe Gardens	Warracowie	5	2	0	1	0	0	8
73	The Cove Road, Marino / Hallett Cove	Coastal	5	2	0	1	0	0	8



STREETSCAPE PRIORITY MATRIX									
			Community Impact	Amenity & Identity	Funding Potential	Cost Implications	Accessibility	Economic/ Cultural/ Heritage	Total Points
			0 - No change 1 - Minor 3 - Some 5 - Moderate 7 - High Impact 9 - High Impact, vehs + peds 10 - Extensive + multiple outcomes	0 - No change 1 - Minor 2 - Some 3 - Moderate 4 - High 5 - Extensive	0 - Not at all 1 - Application 2 - Potential 3 - Yes 50/50 (or more)	0 - Not at all 1 - In part 2 - Yes 3 - Multiple budget opportunities	0 - Unlikely 1 - Improve safety 2 - Safety + disability access	0 - None 1 - Either 1 or 2 elements 2 - All elements	25
			0 - 10	0 - 5	0 - 3	0 - 3	0 - 2	0 - 2	
Number	PROJECT	Ward	Community Impact <i>How many people are likely to experience increased level of amenity, including local residents and those travelling through the proposed streetscape area?</i>	Amenity & Identity <i>Will the streetscape greatly improve the current amenity of street?</i>	Funding Potential <i>Will the proposal be eligible for external funding?</i>	Cost Implications <i>Is there an opportunity for the proposed streetscape to be carried out in conjunction with necessary, or otherwise budgeted works?</i>	Accessibility <i>Will the proposal simultaneously solve a safety, traffic or accessibility issue?</i>	Economic/ Cultural/ Heritage <i>Does the proposal have economic, cultural or heritage significance?</i>	PRIORITY SCORE
74	Weaver Street, Edwardstown	Woodlands	5	2	0	1	0	0	8
75	Wheaton Street, South Plympton	Woodlands	5	2	0	1	0	0	8
76	Calum Grove, Seacombe Heights	Warriparinga	5	2	0	0	0	1	8
77	Adams Road, Sheidow Park	Southern Hills	3	2	0	1	1	0	7
78	Angus Avenue, Edwardstown	Woodlands	3	2	0	1	0	1	7
79	Cliff Street, Glengowrie	Mullawirra	3	2	0	1	1	0	7
80	Cormorant Drive, Hallett Cove	Coastal	3	2	0	1	1	0	7
81	Dutchman Drive, Hallett Cove	Coastal	3	2	0	1	0	1	7
82	Crown St/Vinall St/Laurence St/ Winchester St, Dover Gardens	Warracowie	3	3	0	1	0	0	7
83	Crozier Terrace, Oaklands Park	Warracowie	3	1	0	1	0	1	6
84	Dalkeith Avenue, Dover Gardens	Warracowie	3	2	0	1	0	0	6
85	Thirza Ave/David Ave/ Richard Ave/Daisy Ave, Mitchell Park	Warriparinga	3	2	0	1	0	0	6
86	Angas Crescent, Marino	Coastal	3	2	0	1	0	0	6
87	Blacksmith Crescent, Sheidow Park	Southern Hills	1	2	0	1	0	1	5
88	Trowbridge Avenue, Mitchell Park	Warriparinga	3	2	0	0	0	0	5

Option 1 - Possible Program As per Priority Matrix

Road	Ward	Treatment Option	Estimated Cost (\$)	Year
Alawoona Avenue	Warriparinga	3	1,100,000	1
Finniss Street	Warriparinga	2 + indented parking	600,000	2
Heron Way		Project Committed Designed In-House	200,000	
Tonsley Greenway	Warriparinga	Landscaping/WSUD only to complement the Walking & Cycling Strategy	750,000	
Warracowie Way	Warracowie	1 + shared space	500,000	3
Birch Crescent	Warriparinga	2	900,000	
Diagonal Road (adjacent to shopping centre)	Warracowie	3 (if possible) Possibly Landscaping only	500,000	
Railway Terrace Greenway	Woodlands	Landscaping/WSUD/Station treatments only. Complement the Walking & Cycling Strategy	700,000	4
The Esplanade	Coastal	Designed and to be implemented this year (in-conjunction with CoHB)	Funded 2016/17	
Marion Road	Mullawirra/Woodlands/Warriparinga	3 (if possible) Possibly Landscaping/WSUD	1,200,000	4
Winifred Avenue	Mullawirra & Woodlands	3	750,000	5
Perry Barr Road	Coastal	3 (with separated bike lanes at the eastern end)	900,000	
Bray Street	Mullawirra	3	1,000,000	6
Daws Road	Woodlands & Warriparinga	3 (if possible) Possibly only footpaths, trees and vegetation	800,000	
Oaklands Road	Mullawirra & Warracowie	3 (if possible)	1,100,000	7

Note: Estimated cost are indicative only

Option 2 - Possible Program

Filters the project across the Wards

No	Road	Ward	Treatment Option	Estimated Cost (\$)	Year
1	Alawoona Avenue (1)	Warriparinga	3	1,100,000	1
2	Warracowie Way (4)	Warracowie	1 + shared space	500,000	
3	Heron Way (6)	Coastal	Project committed	200,000	
4	Railway Terrace – Greenway (9)	Woodlands	Landscaping/WSUD/Station treatments only Complement the Walking & Cycling Strategy	700,000	2
5	Bray Street (14)	Mullawirra	3	1,000,000	3
6	Morphett Road (33) (south of Seacombe Rd)	Southern Hills & Warriparinga	3 Possibly WSUD & Landscaping	1,400,000	
7	Finniss Street (2)	Warriparinga	2 + indented parking bays	1,200,000	
8	Diagonal Road (8) (adjacent the shopping centre)	Warracowie	3 (if possible) Possibly landscaping only	500,000	4
9	Perry Barr Road (13)	Coastal	3 (with separated bike lanes at the eastern end)	900,000	5
10	Winifred Avenue (12)	Woodlands & Mullawirra	3	750,000	
11	Oaklands Road	Warracowie & Mullawirra	3 (if possible)	1,100,000	6
12	Patpa Drive (36)	Southern Hills	possibly landscaping & WSUD	700,000	
13	Tonsley Greenway (3)	Warriparinga	Landscaping/WSUD Complement the Walking & Cycling Strategy	750,000	7
14	Folkestone Road (17)	Warracowie	3	1,000,000	8
15	Newland Ave/Sherlock Rd (19)	Coastal	3	1,100,000	
16	Chitral Terrace (30)	Woodlands	3	400,000	
17	Hendrie Street (21)	Mullawirra	3	1,800,000	9
18	Davenport Terrace (39)	Southern Hills & CoHB	3	1,800,000	10

Note: Estimated cost are indicative only

 Warriparinga

 Warracowie

 Coastal

 Woodlands

 Mullawirra

 Southern Hills

Option 3 - Possible Program

Filters - Wards and Alignment with other initiatives

No	Road	Ward	Treatment	Alignment with other Initiatives	Estimated Cost (\$)	Year
1	Alawoona Avenue	Warriparinga	3		1,100,000	1
2	Finniss Street	Warriparinga	2 plus indented parking bays	Marion Historic Village	600,000	2
					600,000	
3	Railway Terrace	Woodlands	Landscaping/WSUD/Station treatments only	Greenway Walking/Cycling Strategy	1,000,000	3
4	Heron Way	Coastal	Committed Project	Heron Way Reserve	200,000	
5	Birch Crescent	Warriparinga	2	Greenway	900,000	4
6	Warracowie Way	Warracowie	1 + shared space		500,000	
7	Bray Street	Mullawirra	3		400,000	
					600,000	5
8	Morphett Road (south of Seacombe Rd)	Southern Hills & Warriparinga	3 Possibly WSUD & Landscaping		1,300,000	
9	Perry Barr Road	Coastal	3 (with contra flow like lanes)		900,000	6
10	Tonsley Greenway	Warriparinga	Landscaping, WSUD & access provisions	Greenway Walking/Cycling Strategy	750,000	
11	Winifred Avenue	Woodlands & Mullawirra	3		750,000	7
12	Chitral Terrace	Woodlands	3		400,000	
10	Diagonal Road (adjacent to the shopping centre)	Warracowie	3 (if possible) Possibly landscaping only		500,000	
12	Oaklands Road	Warracowie & Mullawirra	3 (if possible)		1,100,000	8
13	Patpa Drive	Southern Hills	Possibly Landscaping & WSUD		700,000	
14	Newland Ave/Sherlock Rd	Coastal	3		1,100,000	9
15	Lindsay Avenue	Woodlands	3	Access to Station & Castle Plaza	500,000	
15	Folkestone Road	Warracowie	3		1,000,000	10
16	Scholefield Road	Coastal (part CoHB)	3	Entry Statement	400,000	
17	Patpa Drive	Southern Hills	3		400,000	
18	Hendrie Street	Mullawirra	3		1,800,000	

Note: Estimated cost are indicative only

	Warriparinga
	Woodlands

	Warracowie
	Mullawirra

	Coastal
	Southern Hills

Option 4 – Possible Program

As per Matrix and not including the Arterial Roads

No	Road	Ward	Treatment	Estimated Cost (\$)	Year
1	Alawoona Avenue	Warriparinga	3	1,100,000	1
2	Finniss Street	Warriparinga	2 + indented parking bays	600,000	2
				600,000	
3	Heron Way	Coastal	Project committed	200,000	3
4	Tonsley Greenway	Warriparinga	Complement the Walking & Cycling Strategy	750,000	
5	Warracowie Way	Warracowie	Landscaping/WSUD only Complement the Walking & Cycling Strategy	500,000	4
6	Birch Crescent	Warriparinga	2	900,000	
7	Railway Terrace Greenway	Woodlands	Landscaping/WSUD/Station treatments only. Complement the Walking & Cycling Strategy	700,000	5
8	Winifred Avenue	Woodlands/ Mullawirra	3	750,000	
9	Perry Barr Road	Coastal	3 (with separated bike lanes at the eastern end)	900,000	6
10	Bray Street	Mullawirra	3	1,000,000	
11	Folkestone Road	Warracowie	3	1,000,000	7
12	Lindsay Avenue	Woodlands	3	500,000	
13	Newland Ave/Sherlock Rd	Coastal	3	1,100,000	8
14	Raglan Avenue	Woodlands	3	1,500,000	
15	Hendrie Street	Mullawirra	3	1,800,000	9
16	Trott Grove	Warracowie	Landscaping/WSUD only	550,000	
17	Scholefield Road (CoHB)	Coastal / CoHB	3	450,000	10
18	Addition Road	Warracowie	3	600,000	

Note: Estimated cost are indicative only

**CITY OF MARION
GENERAL COUNCIL MEETING
9 May 2017**

Originating Officer: Con Theodoroulakes, Development Engineer

Manager: Mathew Allen, Manager Engineering and Field Services

General Manager: Tony Lines, General Manager Operations

Subject: Morphetville Urban Renewal Project

Report Reference: GC090517R10

REPORT OBJECTIVES

The purpose of this report is to inform Council of the Morphetville Urban Renewal Project (MURP); to seek endorsement to negotiate and enter into a Project Charter with Renewal SA (refer Appendix A); and to seek endorsement of the inclusion of renewal capital works for Footpaths, Kerb and Water Table, and Road surfaces in Council's capital program. At this stage these works are estimated for 2017/18 to 2019/20.

EXECUTIVE SUMMARY

Renewal SA is undertaking the Morphetville Urban Renewal Project to create approximately 350 mixed use residential allotments. Administration has been working with Renewal SA to develop a Project Charter between Renewal SA and the City of Marion (refer draft in Appendix A) for the implementation of the MURP over the next 5 years.

The Project Charter details the responsibilities for Renewal SA and the City of Marion in the areas of Landscaping / Open Space, Footpaths, Kerb and Water Table, Roads, and Stormwater.

As part of the MURP, Renewal SA will be replacing existing Footpaths, Kerb and Water Table, and Roads infrastructure impacted by the works. Council has the opportunity to replace the remainder of the Footpaths, Kerb and Water Table, and Roads infrastructure at the same time. The estimated cost of this work is \$547,958 (refer Appendix 3 of Appendix A) over the estimated period 2017/18 to 2019/20. It is recommended that this be included in Council's infrastructure program for those years.

RECOMMENDATION

DUE DATES

That Council:

- | | |
|--|-------------------|
| 1. Notes the report | 9 May 2017 |
| 2. Endorses staff to negotiate and sign the Project Charter with Renewal SA that establishes the project terms, conditions, roles and responsibilities. | June 2017 |
| 3. Includes the renewal works estimated at \$547,958 in the existing capital works program. | June 2017 |
| 4. Notes Renewal SA's \$1.2 million expenditure on landscape and open space works in lieu of the open space contribution. | 9 May 2017 |

BACKGROUND

Renewal SA is undertaking the Morphetville Urban Renewal Project to create approximately 350 mixed use residential allotments from exiting South Australian Housing Trust assets. The

area is boarded by Hendrie Street to the east, the Sturt River Linear Park to the west, and existing properties to the south of Carlisle Avenue and to the north of Nilpena Avenue (refer Appendix 1 of Appendix A).

ANALYSIS

Project Partnership

Renewal SA is looking to partner with Council in the delivery of the MURP project. A draft Project Charter is attached in Appendix A.

Of particular note, the Charter limits to predefined locations the obligations of Renewal SA to reinstate damages, and provides for Council to bring forward future renewal upgrades at Council's cost. There are potential economies for Council in bringing forward infrastructure renewal work, if the capital costs can be offset by the avoided cost of damage repairs caused by the development works. The resultant uplift in the area greatly adds to this cost benefit.

Landscaping / Open Space

Renewal SA will prepare a Landscape Masterplan in conjunction with Council, and pay for contracted landscape works in lieu of any open space contributions. The \$1.2 million cost of the landscape and open space works will significantly exceed the open space contribution of approximately \$600,000.

The Landscape Masterplan will cover the Sturt Creek Linear Park, Mulcra Reserve, and all existing and new roads. A draft is included in Appendix 4 of Appendix A. Landscaping will be undertaken in accordance with Council's Tree Management Framework and Streetscaping Guidelines.

Footpaths, Kerb and Water Table, Roads

As part of the MURP, Renewal SA will be replacing existing Footpaths, Kerb and Water Table, and Roads infrastructure impacted by the works. Council has the opportunity to replace the remainder of the Footpaths, Kerb and Water Table, and Roads infrastructure at the same time. The estimated cost of this work is \$547,958 over the period 2017/18 to 2019/20.

Council's cost contribution to the Footpaths and Kerb and Water Table infrastructure has been based on unit rates of new infrastructure. Council's cost contribution to Road reseals has been based on the percentage of remaining useful life (i.e. the greater the current remaining life, the less Council contributes).

Stormwater Infrastructure

Council has no current demonstrated need or priority for a stormwater system upgrade in this area, and therefore the stormwater infrastructure costs will be wholly borne by Renewal SA. Infrastructure will be designed such that pre-development overland stormwater flows are not exceeded.

The stormwater drainage designs submitted in support of this development proposal meet the minimum acceptable requirements of Council. Although the design does not directly respond to Council's current Development Plan requirements for limiting peak flow discharges from the development site, the proposal does demonstrate that the existing downstream stormwater capacity is not surcharged by the design option.

CONCLUSION

As part of the MURP, Renewal SA will be replacing existing Footpaths, Kerb and Water Table, and Roads infrastructure impacted by the works. Council has the opportunity to replace the remainder of the Footpaths, Kerb and Water Table, and Roads infrastructure at the same time. The estimated cost of this work is \$547,958 over the estimated period 2017/18 to 2019/20. It is recommended that this be included in Council's infrastructure program for those years.

PROJECT CHARTER

Renewal SA and the City of Marion

1. BACKGROUND AND OBJECTIVES

- A. The ***Morphettville Urban Renewal*** Project (MURP) involves the physical and community renewal of the portion of the existing south western Adelaide suburb of Morphettville generally bounded by the Sturt Creek to the west, a straight line projection of the northern property boundaries of 19 Le Cornu Avenue and 20 Baker Avenue to the north, the rear boundary projection of properties on the eastern side of Hendrie Street and Carlisle Avenue to the south. See project area map which is attached as Appendix 1.
- B. ***MURP*** will create a new, diverse, integrated and sustainable community applying best practice and innovation in urban design and built form providing a range of housing products, meeting differing lifestyle needs and budgets, in an improved and attractive urban environment.
- C. As ***MURP*** involves the renewal of existing South Australian Housing Trust (SAHT) assets, to be undertaken by Renewal SA, and the upgrade and renewal of the public realm, comprising assets of the City of Marion, the organisations acknowledge that the ***MURP*** is an opportunity for an exemplar demonstration project, which is best delivered through a collaborative partnership between the organisations to ensure that both organisations fully capitalise on the opportunities presented through the ***MURP***. The draft Masterplan is included in Appendix 2.

2. DEFINITION OF PARTNERSHIP

- A. The partnership outlined in this Project Charter is defined as a non-legally binding alliance in which the organisations agree to work together collaboratively to undertake the MURP.

3. PROJECT PARTNERS

- A. This Project Charter relates to the partnership between the two organisations with interest in the successful delivery of the MURP comprising:
- i. Renewal SA – on behalf of the SAHT
 - ii. City of Marion (“Council”)
- B. The project partners will establish a **MURP** Project Control Group (PCG) to endorse the Annual Business Plan and to monitor the delivery of the project in accordance with the principles and responsibilities set out in this document and Annual Business Plans to be prepared for **MURP**. The PCG will comprise three representatives from each organisation.

3. ACKNOWLEDGEMENTS OF THE PROJECT PARTNERS

- A. The project partners acknowledge the Dilapidation Survey dated 1 June 2016 undertaken by Greenhill Engineers which reviewed Council’s infrastructure assets which concluded:
- i. Footpaths – most nearing end of theoretical life.
 - ii. Kerb and Gutter – is aged and showing signs of dilapidation with most nearing end of theoretical life.
 - iii. Road Surfaces – high variance in condition with some roads in good condition, some in average condition and some with a high level of surface cracking with the estimated life for re-surfacing being between 5 and 25 years.
 - iv. Road Sub-surfaces – little evidence of structural fatigue or deficiencies, and;
agree to use the Dilapidation Survey as the basis of negotiations to determine the cost sharing arrangements for the renewal of the above assets.
- B. In accordance with the Objectives, **MURP** is to be an exemplar urban renewal project demonstrating principles and solutions to public spaces and streets that are consistent with the Streets for People - Compendium for South Australian Practice. As a consequence the design for new roads may not comply with all of Council’s current engineering policies and guidelines.

4. PROJECT CHARTER OBJECTIVE

- A. The project partners wish to set out in a non-legally binding manner the objective of this Charter along with the responsibilities and principles that will guide the planning and delivery of the **MURP**.
- B. The objective of this Project Charter is based upon a desire of the project partners to continue to build on and sustain their good strategic and operational relationship by recognising that each have complementary roles and contributions to deliver an exemplar demonstration urban renewal project.
- C. The key objective of this Charter is therefore to ensure a commitment over the 5 or so years anticipated for the project to the achievement of the vision and objectives determined for the **MURP** and to establish and maintain a strong collaborative culture to ensure the effective and efficient planning, delivery and evaluation of **MURP** whilst recognising and respecting the roles, responsibilities, expertise, resources and constraints that apply to the project partners.
- D. In recognition that civil and landscape works packages tendered by Renewal SA are likely to include works being undertaken on behalf of Council and paid for by Council (refer Appendix 3). Renewal SA will invite a nominated Council representative to be a member of the Tender Evaluation Panel to select contractors to carry out the prescribed works.

5. PROJECT CHARTER PRINCIPLES

- A. This Project Charter will operate for the life of the project, anticipated to be approximately five years, and will be reviewed by the project delivery partners after the first two full years of operation.
- B. The project delivery partners recognise and respect that each party is subject to legal, legislative and other governance obligations that this Project Charter does not seek to prejudice or affect.
- C. The underlying principles of this charter are a commitment to collaboration and co-operation in a non-legally binding alliance between the project delivery partners.
- D. The priorities for the delivery of **MURP** will be identified through the development of an Annual Business Plan for the project, which will be developed co-operatively by the project partners and endorsed by the Project Control Group and submitted to the partner's organisations for relevant approvals.

6. PROJECT DELIVERY RESPONSIBILITIES

A. Public Realm Landscape Masterplan and Open Space Contribution

- i. Renewal SA's key acknowledgements and responsibilities are:
 - To comply with "City of Marion Streetscapes Design Guidelines (November 2016)"
 - To appoint and pay for a qualified landscape consultant to prepare a Landscape Masterplan for the whole of the project including Sturt Creek Linear Park, Mulcra Reserve and all existing and new public roads.
 - The Landscape Masterplan is to be prepared in collaboration with Council and incorporate its requirements and a preliminary version of this plan is included in Appendix 4. To tender landscape works in accordance with the Landscape Master Plan, in one or more tenders, of an equivalent or greater value to the total open space contribution, in an open book approach with Council to ensure that the value of the open space contribution is expended on landscape improvement works on Council's existing public realm assets.
 - To pay for all contracted landscape works in lieu of any open space contributions that may be payable for the MURP, acknowledging that the preliminary cost estimates to carry out all landscape works shown on the Landscape Master Plan are in the order of \$1.2 million, which is in excess of the estimated open space contribution of approximately \$600,000.
 - To maintain a reconciliation of the statutory open space payments due and payable to Council, against the value of landscape works undertaken, which is to be presented to each regular PCG meeting.
 - To ensure, where-ever possible, that Land Division Development applications are lodged with more than 20 allotments so that the statutory per lot open space contribution, applicable at the time of lodgement of the application, is due and payable to the Council.
 - To use its reasonable endeavours to negotiate a tripartite agreement with the Department for Planning, Transport and Infrastructure (DPTI) to capture the statutory open space contributions for subsequent community or strata titled allotments or dwellings (for apartments and group housing sites) to be paid to Council rather than the Development Assessment Commission and paid into the state fund.
- ii. Council's key acknowledgements and responsibilities are:
 - Approve the landscape Master Plan.
 - The cost estimates to carry out the works identified in the Landscape Master Plan significantly exceeds the anticipated total statutory open space contributions.

- Accept the principle that rather than the required open space contributions being paid to Council, that Renewal SA will undertake landscape works in accordance with the Landscape Master Plan to an equivalent and greater value to the total statutory open space contribution payable to the Council. To support Renewal SA in its negotiations with DPTI to a tripartite agreement to capture the statutory open space contributions for subsequent community or strata titled allotments or dwellings (for apartments and group housing sites) to be paid to Council rather than the Development Assessment Commission and paid into the state fund

B. Footpaths, Kerb and Water Table:

- i. Renewal SA's key acknowledgements and responsibilities are:
 - Appoint and pay for civil engineering consultants to prepare documentation for staged civil works incorporating the replacement of all footpaths, kerbs and water tables.
 - Identify on the plans which portions of the footpath, kerb and water table infrastructure are to be replaced to create new allotments and make good changes to the existing infrastructure to accommodate the new allotment configuration which Renewal SA will be responsible for payment (defined as Development Minimum).
 - To have cost estimates prepared for the replacement of all footpaths, kerbs and water tables (defined as Total Renewal) identifying the portion of cost to be met by Renewal SA (Development Minimum), and the balance cost to be paid by Council (Council Cost).
 - The plans showing the Development Minimum and Full Renewal works together with the cost estimates are included in Appendix 5.
 - Present the documentation of the footpath, kerb and water table infrastructure replacement and cost estimates to Council to assess what portion of the balance footpath, kerb and water table infrastructure it wishes to proceed to replace at Council's expense.
 - Amend and notate drawings to reflect the extent of balance footpath, kerb and water table infrastructure that Council wishes to proceed with.
 - To tender the scope of footpath, kerb and water table infrastructure replacement as agreed to by Council.
 - Pay progress claims for all contracted works and to invoice Council at practical completion for the agreed balance footpath, kerb and water table infrastructure replacement based on the actual costs.
- ii. Council's key acknowledgements and responsibilities are:

- Review the documentation of the footpath, kerb and water table infrastructure replacement and cost estimates to assess what portion of the footpath, kerb and water table infrastructure over and above the Development Minimum it wishes to proceed to replace at its expense.
- To respond in writing to Renewal SA within 20 working days of receiving the relevant documentation advising what portion of the footpath, kerb and water table infrastructure over and above the Development Minimum it wishes to proceed to replace at its expense.
- Pay Renewal SA the difference between the Development Minimum costs and Total Renewal cost (Council Cost) as included in Appendix 5 (or lesser amount if Council does not wish to proceed with the Total Renewal option) for footpath, kerb and water table infrastructure replacement within normal Council invoice processing periods, following practical completion based on actual costs of the agreed works over and above the Development Minimum.

C. Road Design and Surfaces:

- i. Renewal SA's key acknowledgements and responsibilities are:
 - Maintain a schedule of the area of existing public roads to be closed to accommodate modifications to the existing road layout together with the area of proposed new road.
 - Appoint and pay for civil engineering consultants to prepare documentation for staged civil works incorporating the scope and specifications for road re-surfacing.
 - Pay for the full cost of road construction, including street lighting to current day standards, in all new proposed public roads.
 - The table in Appendix 6 based on Greenhill Dilapidation Survey dated 1 June 2016 (BB Civil Payment Condition Report with time base of May 2016) is to be used as the guide to determine which existing public roads are to be re-surfaced and cost sharing arrangements.
 - The age of pavement and remaining life is to be adjusted for each road to the date that the re-surfacing is to be carried out, from the May 2016 age assessment.
 - Renewal SA's cost share is to be increased by a factor of 12% in acknowledgement that the construction activities during the renewal program will accelerate the deterioration of road surfaces.
 - Roads with more than 15 years remaining life at the time of staged civil works will not be re-surfaced as part of the project works.
 - Present the documentation for the road re-surfacing and cost estimates to Council together with cost sharing arrangements

for confirmation on the extent of road re-surfacing to be carried out.

- Amend and notate drawings to reflect the extent of road resurfacing that Council wishes to proceed with.
- To tender the scope of road resurfacing as agreed to by Council.
- Pay progress claims for all contracted works and to invoice Council at practical completion for the agreed share of road re-surfacing.

ii. Council's key acknowledgements and responsibilities are:

- Proposed modifications to the existing road layout may result in the closure of proportion of existing roads.
- Provided that the extent of new proposed roads exceeds the area of closed portions of existing roads that Council will make available the closed portions of existing roads for nil consideration.
- To initiate the required legislative processes to close the portions of existing roads to accommodate the modifications to the existing road layout in a timely manner.
- As the design for new roads may not comply with all of Council current engineering policies and guidelines, and subject to Renewal SA demonstrating a fit for purpose design based on the Streets for People - Compendium for South Australian Practice, Council will not unreasonably withhold its approval.
- The table in Appendix 6 based on Greenhill Dilapidation Survey dated 1 June 2016 (BB Civil Payment Condition Report with time base of May 2016) is to be used as the guide to determine which existing public roads are to be re-surfaced and for cost sharing arrangements.
- The age of pavement and remaining life is to be adjusted for each road to the date that the re-surfacing is to be carried out, from the May 2016 age assessment.
- Renewal SA's cost share is to be increased by a factor of 12% in acknowledgement that the construction activities during the renewal program will accelerate the deterioration of road surfaces.
- Roads with more than 15 years remaining life at the time of staged civil works will not be re-surfaced as part of the project works.
- Review the documentation of the proposed extent of road re-surfacing for the staged civil documentation.
- To respond to Renewal SA confirming the extent of road re-surfacing to be carried out.
- Pay Renewal SA for the agreed contribution as set out in Appendix 5 within 30 working days of being presented with an invoice following practical completion based on actual costs.

- The standard of street lighting in existing public roads does not meet current day standards and as part of the transition to LED street lighting program approved by Council on 22 November 2016 Council will consider transitioning existing street lighting in the existing public roads within the MURP area to LED lighting.

D. Stormwater Infrastructure:

- i. Renewal SA's key acknowledgements and responsibilities are:
 - That the existing stormwater infrastructure does not meet current day standards for the pre-development runoff coefficient.
 - If Council requests and contributes towards improvements in stormwater infrastructure provision to cater for pre-development stormwater runoff then;
 - Renewal SA will appoint and pay for civil engineering consultants to prepare documentation for staged civil works incorporating the scope and specifications of stormwater infrastructure to cater for both pre and post development stormwater flows.
 - The pre and post-development infrastructure is to be designed on the basis that there is no stormwater detention on any individual allotments and that rainwater retention tanks are only required to meet the requirements of the Building Code of Australia.
 - Subject to SA Water approval the stormwater infrastructure design is to provide discharge of stormwater outflows into Sturt Creek without any detention.
 - Incorporate Water Sensitive Urban Design (WSUD) measures in the new proposed roads.
 - Pay progress claims for all contracted works and to invoice Council at practical completion for any agreed contribution to the provision of stormwater infrastructure based on the pre development stormwater design and cost estimates.
 - If Council does not request and contribute towards improvements in stormwater infrastructure provision to cater for pre-development stormwater runoff then;
 - The existing stormwater infrastructure is considered to be adequate to manage existing pre-development stormwater flows
 - The key design principles for the post development stormwater infrastructure will be on the basis that;
 - there may be stormwater retention and detention on new individual allotments, and;

- stormwater flows into the street may still occur from existing private properties.
 - Renewal SA will appoint and pay for civil engineering consultants and contractors to document and install the staged civil works incorporating stormwater infrastructure to cater only for post development stormwater flows resulting from the development.
 - To tender the staged post development stormwater infrastructure designs included in Appendix 7, or as modified to meet the requirements of SA Water
- ii. Council's key acknowledgements and responsibilities are:
- That the existing stormwater infrastructure does not meet current day standards for the pre-development runoff coefficient.
 - If Council requests and contributes towards improvements in stormwater infrastructure provision to cater for pre-development stormwater runoff then;
 - Accepts the key design principles for the post development stormwater infrastructure based on:
 - There being no stormwater detention on any individual allotments.
 - Rainwater retention tanks are only required to meet the requirements of the Building Code of Australia.
 - Subject to SA Water approval, direct discharge of stormwater outflows into Sturt Creek without any detention.
 - In acknowledgement that the existing stormwater infrastructure does not provide for current day standards to meet the pre-development conditions, to pay a contribution towards the stormwater infrastructure provision equivalent to the cost estimates of providing the pre-development stormwater infrastructure.
 - Pay Renewal SA for the agreed contribution as set out in the above dot point within 30 working days of being presented with an invoice following practical completion.
 - If Council does not request and contribute towards improvements in stormwater infrastructure provision to cater for pre-development stormwater runoff then;
 - Council acknowledges that the existing stormwater infrastructure is considered to be adequate to manage existing pre-development stormwater flows
 - Council accepts the key design principles for the post development stormwater infrastructure will be on the basis that;

- the stormwater infrastructure will cater only for post development stormwater flows resulting from the development;
- there may be stormwater retention and detention on new individual allotments, and;
- stormwater flows into the street may still occur from existing private properties.

E. Practical Completion and Bonding Arrangements:

- i. Renewal SA's key acknowledgements and responsibilities are:
 - When practical completion for the staged landscape and civil works has been achieved the following documents and details are to be provided to the Council:
 - a Certificate of Practical Completion issued by the Renewal SA's project engineer, stating that the Works have reached Practical Completion, including a list of defects and/or omissions which the Applicant must attend to within the Defects Liability Period,
 - a certificate or certificates of practical completion from the Applicant's contractor or contractors,
 - approved Plans and Specifications and a table setting out any variation to those plans and the date of approval of that variation,
 - electronic and hard copies of the "As Constructed" plans in B1 size, certified by the project engineer as being a true and correct record of the construction,
 - all relevant compaction testing reports and material compliance certificates,
 - all warranties, guarantees and instruction manuals,
 - a CCTV report demonstrating that a thorough cleaning of the stormwater drainage system, including all junction boxes and side-entry pits, has been undertaken.
 - On achieving practical completion for the staged landscape and civil works, arrange a site inspection of the completed works with Council and identify any omissions or defects which must be remedied before Council accepts the Certificate of Practical Completion
 - A 12 months maintenance period will apply to all works undertaken by Renewal SA from the date of Council accepting the Certificate of Practical Completion of the respective staged works.

- ii. Council's key acknowledgements and responsibilities are:
- In recognition of the Local Government Association of SA Financial Guarantees – Agreement Between State and Local Government – Circular 14.4 (Circular 14.4) Council will not require any financial securities for any works undertaken by Renewal SA.
 - Upon the request of Renewal SA, Council will within 5 Business days advise the Development Assessment Commission that requirements under Division 2 of Part 9 of the Development Regulations 2008 (other than a requirement under regulation 54(5)) have been satisfied in accordance with Circular 14.4.
 - Renewal SA's request for Council to advise the Development Assessment Commission that requirements under Division 2 of Part 9 of the Development Regulations 2008 (other than a requirement under regulation 54(5)) have been as satisfied may be made any time after the issue of Development Approval of the Land Division Approval, which could be priority to either commencement or completion of the development works.
 - Attend a site inspection of completed staged works arranged by Renewal SA to identify any omissions or defects in the works undertaken.
 - Subject to satisfactory remedy of any omissions or defect, issue acceptance of Practical Completion in writing within 10 Business Days from being given written notice by Renewal SA that the omissions and defects, if any, have been remedied.

DATED this day of 2017

Signed on behalf of the **RENEWAL SA**)
by its duly authorised representative)

in the presence of:

.....
(Signature)

.....
(Print name)

.....
(Witness signature

.....
(Position)

.....
(Witness name)

Signed on behalf of the **City of Marion**)
by its duly authorised representative)

in the presence of:

.....
(Signature)

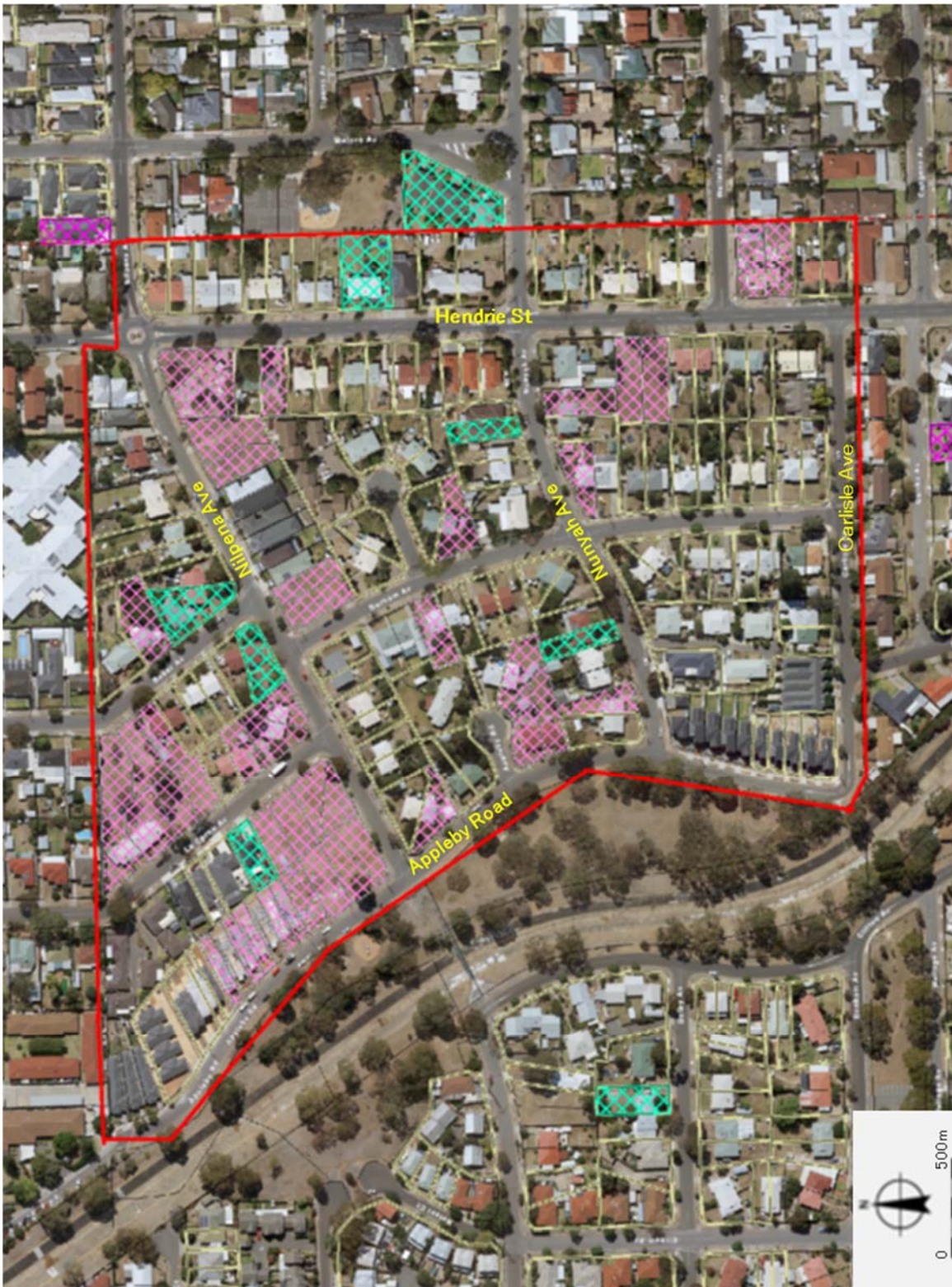
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APPENDIX 1 MORPHETTVILLE URBAN RENEWAL PROJECT AREA



**APPENDIX 2
MORPHETTVILLE URBAN RENEWAL MASTERPLAN**



APPENDIX 3 – SUMMARY OF COUNCIL COSTS OVER PROJECT LIFE

The table below provides a summary of the Council costs over the project life based on current cost estimates. Actual invoiced costs will be calculated in accordance with the provisions of this Charter.

CHARTER ITEMS	2017/2018	2018/2019	2019/2020	TOTAL
6.A - Public Realm Landscape*	\$0	\$0	\$0	\$0
6.B - Footpaths, Kerb & Water Table**	\$143,367	\$140,563	\$113,970	\$397,900
6.C - Road Design & Surfaces***	\$49,520	\$55,521	\$45,017	\$150,058
6.D - Stormwater Infrastructure****	\$0	\$0	\$0	\$0
TOTAL	\$192,887	\$196,084	\$158,987	\$547,958

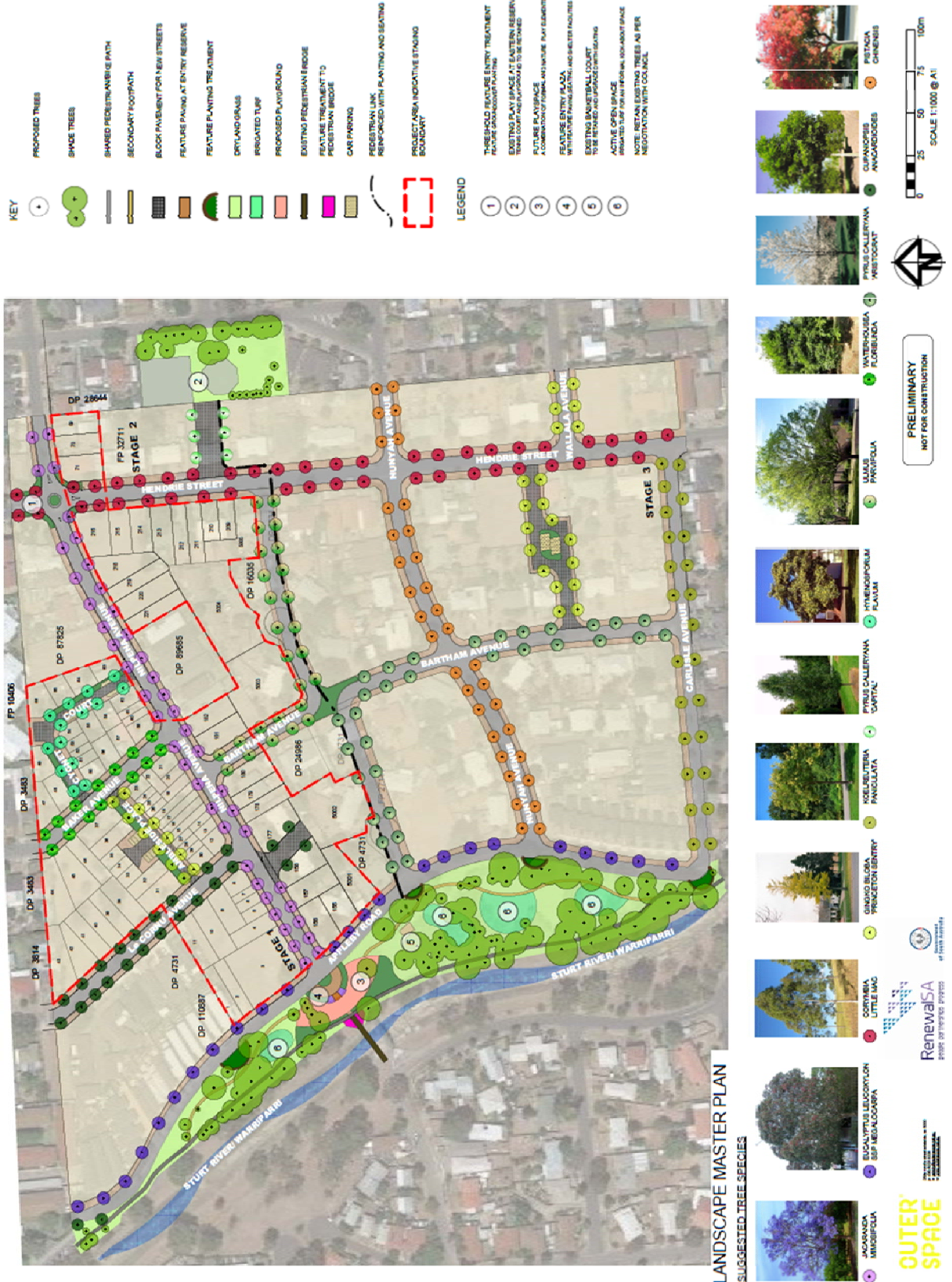
* Assumes all Public Realm Landscape completed by Renewal SA and no open space contributions payable by Renewal SA

** Assumes Council request the Full Renewal of Footpaths, Kerb & Water Table (refer Appendix 5)

*** Assumes all Road Design & Surfaces completed in accordance (refer Appendix 6)

**** Assumes no pre-development works undertaken

APPENDIX 4 MORPHETTVILLE DRAFT LANDSCAPE MASTERPLAN



APPENDIX 5 DEVELOPMENT MINIMUM AND FULL RENEWAL PLANS AND COST ESTIMATES FOR FOOTPATHS KERBS AND WATER TABLES







Development Minimum versus Total Renewal Costs - Morphettville Kerb & Footpath

Development Minimum											
Stage	Kerb replacement			Concrete Footpath Replacement			Paved Footpath Replacement			Total	
	Qty (m)	Rate (\$/lin.m)	Total	Qty (m)	Rate (\$/lin.m)	Total	Qty (m)	Rate (\$/lin.m)	Total		
Lot 101	150	120	\$18,000	100	210	\$21,000	-	-	-	-	
Lot 102	220	120	\$26,400	170	210	\$35,700	-	-	-	-	
Stage 1	150	120	\$18,000	90	210	\$18,900	-	-	-	-	
Lot 104	100	120	\$12,000	70	210	\$14,700	-	-	-	-	
Lot 105	200	120	\$24,000	130	210	\$27,300	-	-	-	-	
Stage 2	220	120	\$26,400	320	210	\$67,200	70	160	\$11,200	\$11,200	
Stage 3	320	120	\$38,400	390	210	\$81,900	-	-	-	-	
			Sub-total			\$266,700			Sub-total	\$11,200	
Total Renewal											
Stage	Kerb replacement			Concrete Footpath Replacement			Paved Footpath Replacement			Total	
	Qty (m)	Rate (\$/lin.m)	Total	Qty (m)	Rate (\$/lin.m)	Total	Qty (m)	Rate (\$/lin.m)	Total		
Lot 101	200	120	\$24,000	190	210	\$39,900	-	-	-	\$0	
Lot 102	390	120	\$46,800	320	210	\$67,200	-	-	-	\$0	
Stage 1	150	120	\$18,000	130	210	\$27,300	-	-	-	\$0	
Lot 104	270	120	\$32,400	230	210	\$48,300	-	-	-	\$0	
Lot 105	380	120	\$45,600	380	210	\$79,800	-	-	-	\$0	
Stage 2	690	120	\$82,800	620	210	\$130,200	80	160	\$12,800	\$12,800	
Stage 3	560	120	\$67,200	530	210	\$111,300	-	-	-	\$0	
			Sub-total			\$309,600			Sub-total	\$12,800	
			\$146,400			\$249,900			\$16,000	\$1,600	

Council Cost

RATES USED

- Kerb replacement rate =
 - \$4/lin.m for Saw cut 600mm wide
 - \$25/lin.m for Remove and dispose existing
 - \$75/lin.m for new kerb
 - \$15/lin.m for reinstatae & Reseal 300mm edge
- Footpath replacement rate =
 - \$25/m2 for remove and dispose = \$37.5/lin.m
 - \$130/m2 for new concrete footpath = \$165/lin.m
 - \$80/m2 for block paving = \$120/lin.m

**APPENDIX 6
MORPHETTVILLE ROAD CONDITION ASSESSMENT**



Road Resurfacing Costs - Morphettville Urban Renewal Program

Road	Estimated Pavement Age	Remaining Years to Re-seal	Percent Used Life (Council)	Percent Remaining Life (RSA)	Adjustment for Deterioration Acceleration		Edge Plane & Resurface 30mm			Contributions	
					Council	Renewal SA	Lin.m	Rate (\$/Lin.m)	Total	Council	Renewal SA
Appleby Road	20 years	5 years	80.0%	20.0%	77.6%	22.4%	220	\$ 190	\$ 41,800	\$ 32,436.80	\$ 9,363.20
Barham Avenue	10 years	15 years	40.0%	60.0%	32.8%	67.2%	290	\$ 190	\$ 55,100	\$ 18,072.80	\$ 37,027.20
Hendrie Street	10 years	15 years	40.0%	60.0%	32.8%	67.2%	370	\$ 190	\$ 70,300	\$ 25,058.40	\$ 47,241.60
Nilpina Avenue	10 years	10 years	50.0%	50.0%	44.0%	56.0%	310	\$ 190	\$ 58,900	\$ 25,916.00	\$ 32,984.00
Nunyah Avenue (West of Hendrie Street)	10 years	10 years	50.0%	50.0%	44.0%	56.0%	130	\$ 190	\$ 24,700	\$ 10,868.00	\$ 13,832.00
Nunyah Avenue (East of Hendrie Street)	3 years	20 years	12.0%	88.0%	1.4%	98.6%	20	\$ 190	\$ 3,800	\$ 53.20	\$ 3,404.80
Carlisle Avenue	5 years	20 years	20.0%	80.0%	10.4%	89.6%	60	\$ 190	\$ 11,400	\$ 1,185.60	\$ 10,214.40
Le Cornu Avenue	20 years	5 years	80.0%	20.0%	77.6%	22.4%	150	\$ 190	\$ 28,500	\$ 22,116.00	\$ 6,384.00
Baker Avenue	20 years	5 years	80.0%	20.0%	77.6%	22.4%	110	\$ 190	\$ 20,900	\$ 16,218.40	\$ 4,681.60
Wallia Avenue	3 years	25 years	12.0%	88.0%	1.4%	98.6%	50	\$ 190	\$ 9,500	\$ 133.00	\$ 9,367.00
									\$ 324,900	\$ 150,058	\$ 174,500

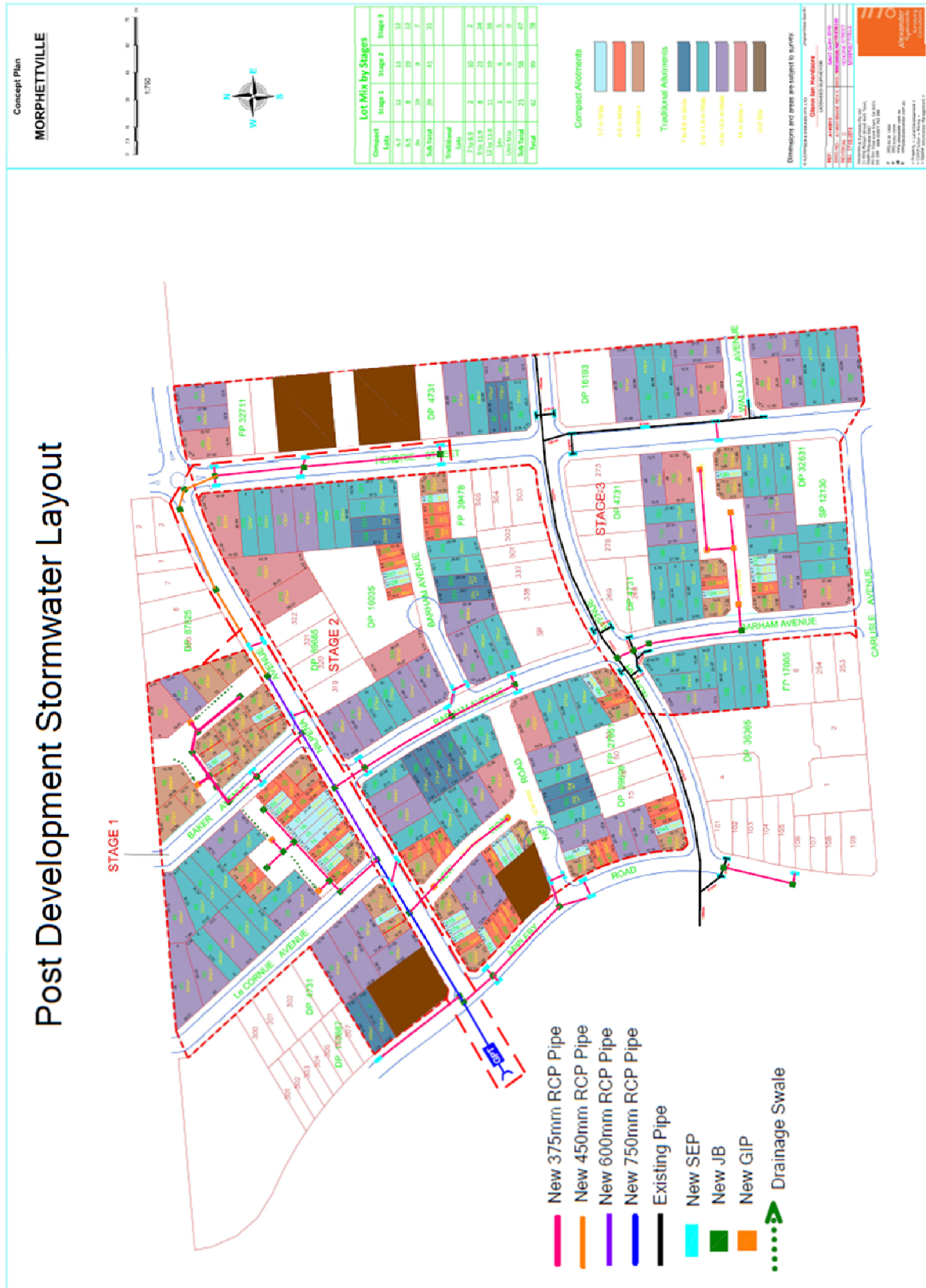
Pavement conditions based on a dilapidation assessment undertaken by Pavement Asset Services Pty Ltd (formerly known as BB Civil Pty Ltd) in May 2016.

Road resurfacing rate =

- 2 x \$10/Lin.m for Edge Plane 1m strip both sides
- \$5/m² tack coat = \$40/Lin.m road
- \$18.5/m² for 30mm overlay = \$18.5/m² × 124/Lin.m road

APPENDIX 7

MORPHETTVILLE POST-DEVELOPMENT STORMWATER INFRASTRUCTURE DESIGN



**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 2017**

Originating Officer: Richard Watson, Communications Adviser
Corporate Manager: Jaimie Thwaites, Acting Corporate Governance Manager
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: 2017-2020 City of Marion Libraries Marketing Plan
Report Reference: GC090517R11

REPORT OBJECTIVES:

The purpose of this report is to provide Council with the draft *2017-2020 City of Marion Libraries Marketing Plan* for consideration and adoption.

EXECUTIVE SUMMARY:

Developing a marketing plan for the City of Marion's libraries is an action in the *2016-2019 City of Marion Marketing and Communications Plan* and is included in the Libraries Service Review.

The draft *2017-2020 Marketing Plan* provides a new approach to promoting libraries by coordinating the use of Council's existing communications channels and adding new actions that have been developed to meet specific objectives.

The plan includes expanding the outreach program, identifying resources for people who are not fluent in English, training volunteers to act as champions, and the libraries' first marketing campaign.

The plan seeks to increase use of Marion's library branches and online resources, deliver a campaign to raise the profile of libraries, and position them so they are understood and valued by the community.

RECOMMENDATION

DUE DATES

That Council:

- | | |
|---|-------------------|
| 1. Adopts the 2017-2020 Libraries Marketing Plan - (attached as Appendix A). | 9 May 2017 |
|---|-------------------|

BACKGROUND

The City of Marion's three libraries are based at the Cove Civic Centre, Hallett Cove, Marion Cultural Centre, Oaklands Park and Park Holme.

The libraries provide programs and activities that support education, leisure, cultural and economic development by providing free access to physical and online resources, including books, CDs, DVDs, events and activities.

Funding is provided by Council and a grant from the State Government.

The libraries operate within the South Australian Public Library Network and are supported by the *OneCard* system which provides members with access to 3.5 million items from throughout the state.

Visits

Visitor numbers recorded by automatic door counters show a 14 per cent increase in 2015/16 on the previous year to almost 511,000. This can be attributed to the opening of the Cove Civic Centre in July 2015.

Loans

- 857,252 physical items loaned in 2015/16, broadly consistent with the previous four years
- The peak of 935,218 loans in 2012/13 likely attributable to the launch of e-books and the introduction of the *OneCard* system.
- Average of 33.5 per cent of physical items checked out at any one time.
- Use of the online catalogue grew from 135,213 in 2013/14 to 147,461 in 2015/16.
- Loans of e-books grew from 13,249 in 2013/14 to 24,432 in 2015/16.
- E-books represent about 2.8 per cent of all book loans.

Activities

The libraries host a wide range of events and activities, including Baby Bounce, writing workshops and author talks.

- 9500 people attended activities in 2015/16.
- Average, attendances were 65 per cent of capacity.

Current marketing

The libraries marketing budget for 2016/17 is about \$18,000.

The libraries have used a range of marketing activities, including:

- A printed quarterly What's On booklet
- Library Loop and Little Monsters electronic newsletters
- Displaying information on digital screens
- Flyers
- Direct email to program attendees
- Advertising in the What's Happening column in the Coast City Weekly
- Articles in City Limits
- Announcements on social media

New signage is due to be installed to promote libraries at the Cove Civic Centre, Marion Cultural Centre and Park Holme Library.

The effectiveness of these actions is not formally measured. There is also limited up-to-date information about how existing customers view the libraries or the level of awareness of the libraries among the broader community.

The library brand identity is applied to communications materials and is based on the corporate City of Marion brand developed in 2010. It does not include a consistent tagline or call to action.

DISCUSSION

Key objectives of the marketing plan

The draft *2017-2020 Libraries Marketing Plan* has been developed to maximise the use of the libraries by people of all ages to promote education, cultural, leisure and economic development.

To support this, the plan has the following objectives:

1. Increase the use of Marion's library branches, services, programs and online resources
2. Deliver a multi-media campaign to raise the profile of Marion's libraries
3. Position Marion's libraries so they are understood and valued by the community

Overview

The plan provides a new approach to promoting libraries by coordinating the use of Council's existing communications channels and adding new actions to meet specific objectives.

The plan links to the Libraries Service Review considered by Council on March 14, 2017.

Marketing actions are detailed under each objective over the plan's three years.

The plan builds progressively by initially surveying customers and the broader community to shape programs and communications messages, reviewing the effectiveness of current marketing, expanding the outreach program.

The plan also delivers Marion Libraries' first marketing campaign. *Get into libraries* seeks to raise the profile of libraries by combining online, print and media promotions in a concentrated manner targeting a broad cross section of the community.

Positioning statement

The plan introduces a positioning statement to guide how the libraries will be promoted. The statement emphasises the uniqueness of libraries and will be a reference for the development of materials and content.

The statement positions the libraries in the market place:

"The Marion Library Service provides opportunities for people of all ages to enrich their lives through learning and recreation 24 hours a day."

The actions

Year one lays the foundations of the plan with actions including:

- Shaping programs and communications messages by surveying customers and the broader community to understand their views of the libraries
- Delivering the *Get into libraries* campaign to raise the profile of libraries
- Attracting new customers by increasing use of Council's communications channels, including social media, City Limits and the website
- Introducing an expanded outreach program, including investigating establishing a presence at Tonsley, setting up pop up libraries at train stations and developing partnerships with schools

- Using the results of the 2016 Census to identify potential resources in languages other than English

Year two expands the plan to include:

- Developing a prospectus promoting the libraries as venues to program managers and publishers
- Working with education providers and businesses to host training activities
- Developing a strategy to increase participation of isolated groups
- Preparing a detailed plan to update marketing materials

Year three continues all marketing activities and delivers:

- Updated marketing materials
- Participating in *Marion Celebrates*
- Developing and launching a new marketing campaign

How the plan will be delivered

Library staff and volunteers will deliver the plan with support from the Communications Unit.

The plan will be delivered within existing staff resources.

FINANCE

Ongoing marketing activities listed in 2017/18 can be delivered within the existing budget of \$19,000. This figure does not include existing resources or budgets from other areas which will support the delivery of the plan.

Budgets for new marketing activities in 2017/18 and 2018/19 and 2019/20, including the campaign *Get into libraries*, will be subject to the normal budget prioritisation process.

CONCLUSION

The information provided in this report supports Council's consideration of the *2017-2020 Libraries Marketing Plan*.

APPENDICES

Appendix A – (2017-2020 City of Marion Libraries Marketing Plan).

GC090517R11 - Appendix A

**2017-20 CITY OF MARION LIBRARIES
MARKETING PLAN**



CONTENTS

1. Executive Summary
2. Introduction
3. Objectives
4. The Service and the Brand
5. Other Providers
6. The Library Proposition
7. The Libraries
8. Marion Demographics
9. Current Marketing Activities
10. Strengths Weaknesses Opportunities Threats
11. Marketing Activities
12. Budget

STRATEGIC ALIGNMENT

The *2017 – 2020 City of Marion Libraries Marketing Plan* is a sub-plan of the *2016 – 2019 City of Marion Marketing and Communications Plan*.

Both plans are aligned with the City of Marion’s strategic objectives.



1. EXECUTIVE SUMMARY

The *2017 – 2020 City of Marion Libraries Marketing Plan* is the first to promote libraries in a strategic manner.

The plan demonstrates that there is an opportunity to increase awareness and the use of library services and activities by taking a more proactive and coordinated approach to marketing.

The plan shows there is little data on how customers and the broader community view libraries or their level of understanding of the services offered.

The first steps of the plan includes conducting community and customers needs surveys to guide the development of communications messages.

A new outreach program that involves pop up libraries at rail stations and shopping centres and a presence at Tonsley will also be introduced in the first year.

The cornerstone of the plan is a campaign “*Get into libraries*”. The campaign aims to raise the profile of libraries and explain the breadth of services offered.

A review of the library brand will also be undertaken so that by year all communication materials resonate with the community.

Overall, the plan seeks to increase use of services by positioning libraries as a vital part of community education and recreation.

2. INTRODUCTION

The Marion Public Library Service opened in 1960.

Since then, there have been many changes in society and technology to the point that public libraries are now no longer simply about books, but are activity hubs for children and adults.

The way people access and consume information is constantly evolving and there are an increasing number of online options for education and entertainment.

To survive in the digital age, libraries need to be flexible and innovative, embracing both physical and online services.

Marion’s three branches and its ‘virtual’ online and home delivery services aim to support early literacy development and the broad educational and recreational needs of the community.

Library membership numbers about 35,000 and in 2015/16 the branches welcomed more than 510,000 visitors.

The *One Card* system and the increasing demand for online materials means that library membership and visits to branches are not the only measures of success.

This plan aims to increase the use of the Marion Library Service, both physically and virtually, by positioning it as a dynamic and relevant source of information and recreation.

3. OBJECTIVES

The overarching aim of the *2017-2020 City of Marion Libraries Marketing Plan* is to increase participation in activities that promote education and literacy to make Marion a better place to live, work, and play.

To support this, the following objectives have been developed:

- 1. Increase the use of Marion's library branches, services, programs and online resources**
- 2. Deliver a multi-media campaign to raise the profile of Marion's libraries**
- 3. Position Marion's libraries so they are understood and valued by the community**

4. THE SERVICE AND THE BRAND

The libraries provide free access to materials including books, magazines, DVDs, CDs and educational resources for people of all ages both in the branches and online.

Staff support visitors by advising on collections, resources and facilities, and providing a welcoming environment.

There are programs and activities for pre-schoolers, young children and teenagers and adults that encourage personal development and social interaction.

A 'one library' approach means people have access to broadly the same services irrespective of which branch they visit.

The brand identity is applied to communications collateral and is based on the Marion corporate brand developed in 2010. There is currently no tagline or call to action.

5. OTHER PROVIDERS

While no other venues provide a similar service, people can access much of the information provided by libraries in alternative ways, including:

- Reading books and magazines online, often for free or little cost
- Downloading music and movies from the Internet
- Purchasing discounted books, CDs, DVDs
- Websites
- YouTube

6. THE LIBRARY PROPOSITION

The Marion Library Service supports education, leisure, cultural, and economic development by providing free access to a wide range of physical and online resources.

The libraries are vibrant, accessible and inclusive places where people meet, share knowledge, learn, and participate in activities.

Young readers are created and nurtured, and their imagination is stimulated.

Customers benefit from an agile service that responds to a changing world and provides access to content at a time that suits them.

Having easy access to resources through branches, home delivery, and a virtual online library provides opportunities for the entire community.

7. THE LIBRARIES

Marion Cultural Centre Library (Oaklands Park)

Built in 2001 following the closure of the Sturt Rd branch and the redevelopment of the local area, it is housed in the same building as an art gallery, theatre and café with an outdoor plaza.

In 2015/16:

- Loans numbered 390,446
- Visits totalled – 241,425

Park Holme Library (Park Holme)

Opened in 1980, the library has remained largely unchanged. Prior to the opening of the Cultural Centre Library in 2001, this was the main library in the City of Marion.

In 2015/16:

- Loans numbered 264,975
- Visits totalled 143,173

Cove Civic Centre (Hallett Cove Library) (Hallett Cove)

This new multi-purpose facility opened in 2015 when the old shopfront branch closed. The modern building combines a library, community spaces and business hub.

In 2015/16:

- Loans numbered 201,831
- Visits totalled – 126,401

Library @ Home

This home delivery service provides library items to people in their homes for free. It is for customers who can't visit a library due to disability, ill health, mobility problems or caring commitments.

There are 115 regular users, including nursing homes.

Deliveries are made monthly.

Locations

The Cove Civic Centre and Marion Cultural Centre libraries are in prominent locations, visible from main roads, passing vehicles and pedestrians.

The Park Holme branch is located on a side road opposite a primary school.

HOW THE LIBRARIES OPERATE

Marion Libraries operate within the South Australian Public Library Network and is supported by the *OneCard* system. This provides members access to 3.5 million items from throughout South Australia.

The libraries are guided by documents and bodies that provide the basis on which policy is determined. These include the UNESCO Public Library Manifesto, Australian Library and Information Association, and the South Australian Public Library Network.

Marion Library Services’ resources, programs and materials are funded by Council and a grant from the State Government.

The community can access resources for free, while the cost for attending library run activities is kept to a minimum. Users are asked to pay for consumables, including printing.

The libraries have developed partnerships between education providers, businesses, community groups and government departments.

Programs are delivered by staff, volunteers, external contractors and partner organisations.

Staff and volunteers

The libraries have 33 FTEs and 79 volunteers.

Opening times are:

Cove Civic Centre Library

Monday	9:30am - 5pm
Tuesday	9:30am - 7pm
Wednesday	9:30am - 5pm
Thursday	9:30am - 7pm
Friday	9:30am - 5pm
Saturday	10:00am - 4pm
Sunday	1:00pm - 4pm

Park Holme Library

Monday	9:30am - 7pm
Tuesday	9:30am - 7pm
Wednesday	9:30am - 5pm
Thursday	9:30am - 7pm
Friday	9:30am - 5pm
Saturday	10am - 4pm
Sunday	1pm - 4pm

Marion Cultural Centre Library

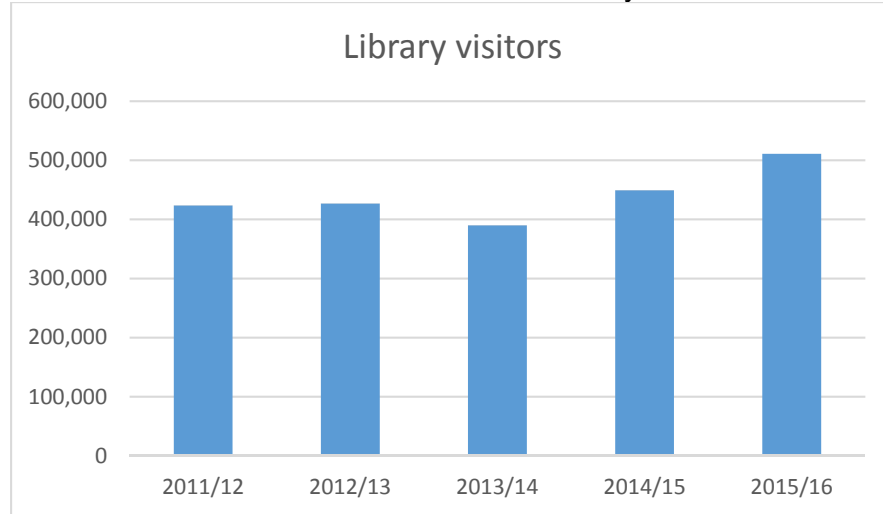
Monday	9:30am - 5pm
Tuesday	9:30am - 5pm
Wednesday	9:30am - 7pm
Thursday	9:30am - 5pm
Friday	9:30am - 5pm
Saturday	10:00am - 4pm
Sunday	Closed

VISITORS

This graph shows visitors at all three branches from 2011/12, the year libraries became part of the *One Card* network.

Visitors numbered 510,999 in 2015/16, an increase of 14 percent on the previous year, which can be attributed to the opening of the Cove Civic Centre in July 2015.

The number of visitors are recorded automatically via door counters.

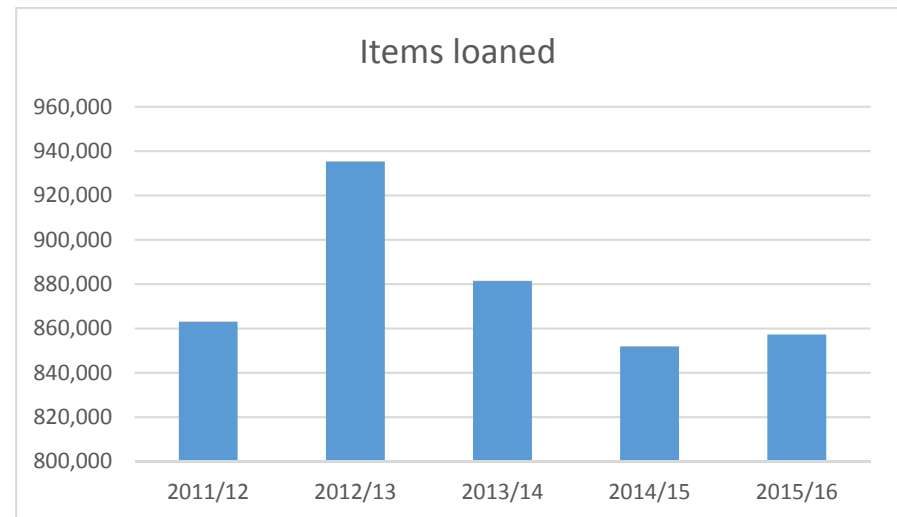


LOANS

This graph shows the number of items loaned from 2011/12. The figures are broadly consistent, peaking at 935,218 in 2012/13, the year the libraries launched e-books and shortly after the introduction of the *OneCard* system.

OneCard allows members to collect and return books from any branch in South Australia, which accounts for the reduction in numbers of loans after 2012/13.

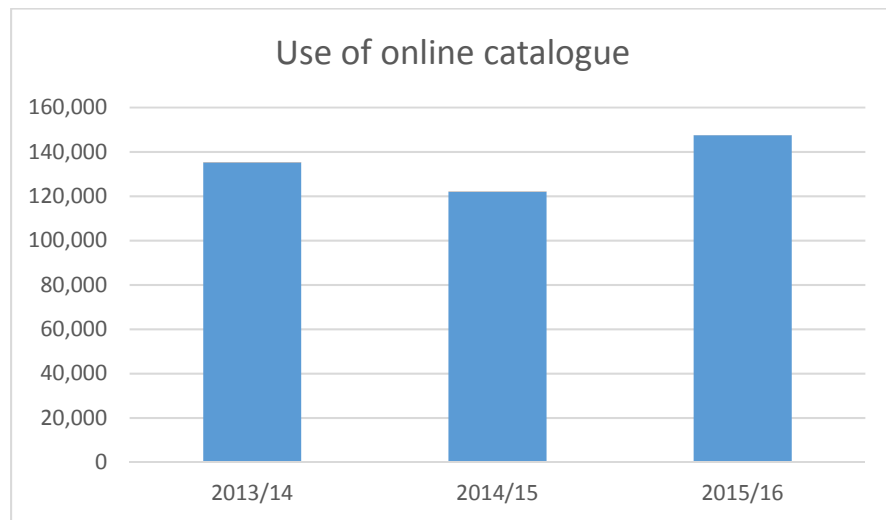
Loans include books, e-books, CDs, DVDs, magazines and toys. On average, about 33.5 per cent of physical items are checked out at any one time.



USE OF ONLINE CATALOGUE

This graph shows the number of people who used the online catalogue to browse or order materials from 2013/14 – the first full year the figures were recorded.

Numbers increased from 135,213 in 2013/14 to 147,461 in 2015/16, showing growing acceptance of searching online. The figures include people who searched for titles using library computers and those who searched using external computers, ie at home.

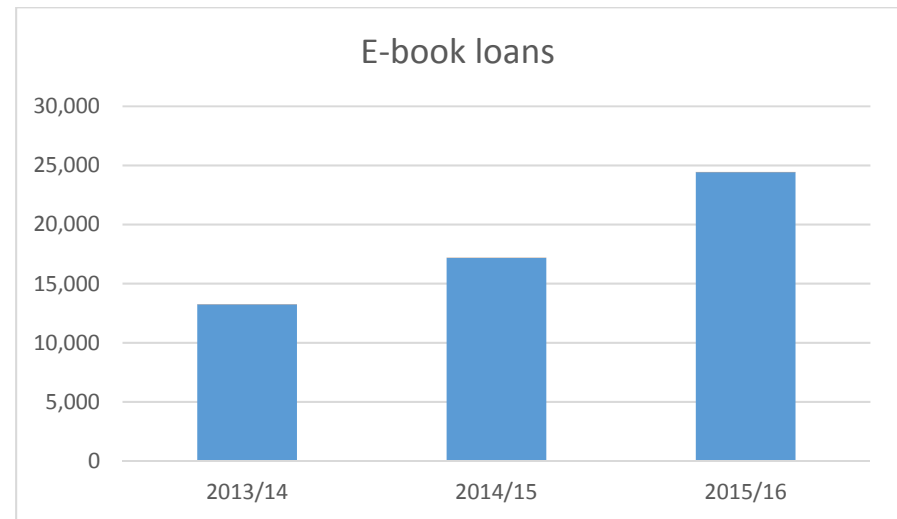


E-BOOK AND HARD COPY LOANS

This graph shows the increasing popularity of e-books since they were launched at Marion libraries in 2013/14. During that time, loans of e-books have increased from 13,249 to 24,432.

While e-book loans are increasing, hard copy remains more popular. In 2015/16, e-books represented 2.8 per cent of all book loans.

Feedback from customers shows they find it hard to use the libraries' e-books.



- No gender (reading groups/organisations) - 3%

EVENTS, PROGRAMS AND ACTIVITIES

The libraries host a wide range of activities, events and programs, including Baby Bounce, story time for pre-schoolers, writing workshops, author talks and groups such as chess and scrabble.

More than 9500 people attended events and activities in 2015/16.

Attendances average 65 per per cent.

ONLINE RESOURCES FROM EXTERNAL PROVIDERS

The libraries provide free access to about 30 online services and websites that include ancestry searches, training packages and homework help.

Data for use of these services is provided by external providers and is presented in varying formats. Some services are not available over consecutive years. These factors minimise the worth of this data as a means of measuring the popularity of these services.

WHO ARE THE LIBRARIES' CUSTOMERS?

Broad information about library visitors is provided through the use of membership cards in branches.

The libraries have about 35,000 registered users. A breakdown of the libraries' almost 511,000 visitors shows:

- Aged 18 or under – 9%
- Aged 18 to 65 – 69%
- Aged 65 and over – 19%
- No age given (reading groups/organisations) – 3%
- Female - 62%
- Male - 35%

8. MARION DEMOGRAPHICS

The population of the City of Marion is estimated at 88,900 and is expected to grow to 100,000 by 2036.

The average age is currently 39.

A breakdown of age groups is:

- 0 to 11 years - 13%
- 12 to 17 years – 7%
- 18 to 34 years - 24%
- 35 to 59 years – 34%
- 60 years and over – 22%

It is anticipated that by 2036 there will be an additional 6,000 residents aged 55 or more in the City of Marion.

Over the coming years, the ageing population is expected to have many implications, including health, the size of the workforce and increased free time.

The city has a broad cultural mix, with about 25 per cent of residents born overseas, 14 per cent of which are from countries where English is not the first language. More than 13,000 people speak a language other than English at home.

9. CURRENT MARKETING ACTIVITIES

The current marketing budget is \$17,922 per annum. The majority of that budget - \$14,000 - is spent on the What's Happening column in the Coast City Weekly.

Libraries share costs for the What's Happening column with the Communications Unit and neighbourhood centres.

Marketing actions have included:

- What's Happening column in Coast City Weekly
- What's On Booklet - 3500 copies circulated each quarter and available online
- Library Loop E-newsletter – circulated quarterly to 6000 subscribers
- Libraries Facebook page – 551 followers
- Little Library Monsters – 3500 quarterly newsletter
- Library Services booklet – 6000 copies
- Direct email to program attendees
- Displaying information internally on digital screens
- Miscellaneous materials including flyers and bookmarks

10. STRENGTHS WEAKNESSES OPPORTUNITIES THREATS

This SWOT analysis has helped shape the tactics that will deliver the marketing plan.

<p>Strengths</p> <ul style="list-style-type: none"> • Knowledgeable staff and volunteers • Cove Civic Centre and Marion Cultural Centre branches located in popular facilities • Wide range of activities • Credibility • Free and accessible services 	<p>Opportunities</p> <ul style="list-style-type: none"> • Outreach activities • Social media • Non-English speaking residents • Partnerships with other libraries to improve delivery of online services • Loans of on shelf items • Use of hire facilities • Program attendance • New signage to be installed to promote libraries at the Cove Civic Centre, Marion Cultural Centre and Park Holme Library.
<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of signage • No data on community's awareness of services offered • No data on customers' views of libraries 	<p>Threats</p> <ul style="list-style-type: none"> • Amount of information available online • Other providers entering market • Competition to secure programs and authors

11. MARKETING ACTIVITIES

The 2017 – 2020 City of Marion Libraries Marketing Plan contains three objectives which aim to promote literacy and education.

Specific tactics are listed by financial year under each objective:

1. Increase the use of Marion’s library branches, services and online resources
2. Deliver a multi-media campaign to raise the profile of Marion’s libraries
3. Position Marion’s libraries so they are understood and valued by the community

Positioning statement

“The Marion Library Service provides opportunities for people of all ages to enrich their lives through learning and recreation 24 hours a day.”

THE CAMPAIGN – “GET INTO LIBRARIES”

One of the challenges of promoting libraries is the diversity of services offered.

Libraries are also changing, and are ‘more than books’, a message which will shape the content of the campaign.

Concentrating marketing activities under a collective call to action will help cut through competing communications messages, focus customer attention, and support the creation of a dynamic brand.

Titled “**Get into libraries**”, the campaign will feature the overarching message and sub-messages, including:

- Get into stories
Escape with a good book at Marion’s libraries
- Get into business
Find out about marketing at Marion’s libraries
- Get into learning
Find out how at Marion’s libraries
- Get into computer games
Learn how to create them at Marion’s libraries
- Get into fun
Borrow a toy from Marion’s libraries

Tone of communications

The campaign will reframe library communications by focussing on people – the users, staff and volunteers.

Photographs of library users and staff will be applied to promotional materials and supported by testimonials that show how people are benefiting from services.

The campaign will aim to break down barriers and encourage people to identify with the experience of library users rather than the items that can be borrowed.

Stories of how people have benefited from libraries will be included in communications materials. These ‘community champions’ will feature on posters, digital screens, and advertising.

What the campaign will include

To access as broad a section of the community as possible, the campaign will use a wide range of media. The choice of media will be refined during workshops with the community, but is likely to include:

- Online video
- Social media
- Media releases
- Give aways, including bookmarks, stickers and badges for children
- Council publications – City Limits, E-talk, electronic newsletters
- Themed events
- Apparel for staff and volunteers
- Advertising

Timing

The campaign will be launched in September 2017 in the run up to the October school holidays which is traditionally a popular time for people to visit libraries.

The campaign will run for 12 months, be measured at regular intervals and assessed upon conclusion.

Once complete, it will be assessed, and depending on results, a follow up campaign developed.

Development of materials and messages

The results of customer and resident surveys will be used to refine the content of the campaign.

Visual concepts and messages will be tested at workshops involving the community and library staff.

The results of these workshops will be used to determine the details of the media in which the campaign is delivered.

12. BUDGET

Ongoing marketing activities can be delivered within existing budgets.

New marketing activities, including the Get into libraries campaign, will be subject to the normal budget prioritisation process.

How the plan will be delivered

The plan will be led and implemented by library staff and volunteers and supported by the Communications Unit.

1. INCREASE THE USE OF MARION'S LIBRARY BRANCHES, SERVICES AND ONLINE RESOURCES

ACTION	DETAIL	BUDGET	2017/18	2018/19	2019/20
PUBLICATIONS AND ADVERTISING					
1. City Limits	Articles in City Limits three times a year targeting 43,000 residents and businesses and visitors to the City of Marion website	Delivered through City Limits budget	X	X	X
2. What's On booklet	Distribute 3500 copies of activities guide quarterly and provide online. Investigate introducing interactive online version.	\$14,000	X X	X X	X X
3. Library Loop email newsletter	Update content to broad topical articles and circulate to 6000 subscribers quarterly	\$500	X		
4. Little Monsters email newsletter	Update content to include topic articles and circulate to 3500 subscribers aged 7 – 13 year olds quarterly	Nil	X	X	X
5. School newsletters	Provide event and activity information	Nil	X	X	X
6. Presenter prospectus	Develop a prospectus for program managers and publishers promoting Marion's libraries as a venue	\$1000	X		
DIGITAL MEDIA AND BOOKINGS					
7. Instagram	Expand use of digital media with Instagram.	\$1000	X		
8. Facebook advertising	Advertising targeting local residents	\$500	X	X	X

9. City of Marion website	Increase activity listings on City of Marion website	Nil	X		
10. Online catalogue	Review online catalogue to improve the way it is used	Nil	X		
11. Booking system	Investigate a new online event booking system to make it easier for people to book for events.	Nil	X		
EXPANDING OUTREACH					
12. Pop up library	Develop package of materials, including displays, give aways and computer access	\$1500	X		
13. Tonsley	Investigate establishing a presence at Tonsley to support students and businesses	Nil			
14. Train stations and bus depots	Investigate setting up pop up libraries for travellers at peak times.	Nil	X		
15. In the community	Investigate setting up pop up libraries at local shopping centres.	Nil	X		
16. In schools and community groups	Develop partnerships and schedule activities with schools and community groups	Nil	X	X	X
17. New partnerships	Work with education providers and businesses to host training activities			X	
18. Library champions	Investigate training volunteers to support promotional activities.	Nil	X		
19. Library@Home	Investigate promotional opportunities associated with Seniors Card and work with neighbourhood centres to identify potential users.	Nil	X		

2. DELIVER A CAMPAIGN TO RAISE THE PROFILE OF MARION'S LIBRARIES – 'GET INTO LIBRARIES'

ACTION	DETAIL	BUDGET	2017/18	2018/19	2019/20
1. Develop campaign themes and graphics	Scope out graphics, messaging and media	Nil (in-house)	X		
2. Online videos	Produce series short promotional videos	\$6000	X		
3. Launch event	Community event with media opportunity	\$1000	X		
4. Apparel	Branded polo shirts for staff and volunteers	\$3000	X		
5. Promotional materials	Branded bookmarks, drink bottles, flyers, drink bottles, stickers for distribution at events.	\$8000	X		
6. Activate 'Fandoms'	Bring together groups of people with shared interests at libraries.	Nil			
7. Advertising	Reinforcement of key messages in Coast City Weekly	\$7000	X		
8. Media liaison	Distribution of media releases promoting stories highlighting the benefits of libraries	Nil	X		
9. Review campaign	Assess effectiveness of campaign	Nil		X	
10. Launch new campaign	Depending on results of 'Get into libraries', launch new profile raising campaign	Nil			X

3. POSITION MARION'S LIBRARIES SO THEY ARE UNDERSTOOD AND VALUED BY THE COMMUNITY

ACTION	DETAIL	BUDGET	2017/18	2018/19	2019/20
GATHERING DATA					
1. Community needs and awareness survey	The results of the survey will be used to shape the programs offered and how the centres are marketed.	Nil	X		X
2. Customer needs and perception survey	The results of the survey will guide the development of activities and messaging	Nil	X		X
3. Review operation of hire facilities	Review operation of facilities and rooms for businesses and community at Cove Civic Centre	Nil	X		
4. Marketing effectiveness and measures	Review effectiveness of current marketing and implement ongoing system of measure to redirect resources where they have most impact	Nil	X		
5. Resources for people who don't speak English	Use the results of the 2016 Census to identify potential resources in the most commonly spoken languages other than English.	Nil	X		
6. Communications audit	Review marketing materials to ensure consistency	Nil	X		
7. Updating branding	Prepare costed plan to update marketing materials based on effectiveness study and audit	Nil		X	
8. Update branding	Update marketing materials	To be determined			X
9. Internal communications	Promote library activities to staff at GSMs, in Marion Muse and other channels	Nil	X	X	X

MEDIA RELATIONS					
10. News stories	Develop potential media stories that highlight services.	Nil	X	X	X
EVENTS					
11. Marion Celebrates	Run activities and promote resources, for cultural groups dependent on results of Libraries Service Review.	Nil	X		X
12. Topical programs	Support events, including Writers' Week, History Week, ANZAC commemorations with displays and presentations.	Nil	X	X	X
13. Libraries of SA activities	Support statewide promotions by participating in activities, including Summer Reading programs.	Nil	X	X	X

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 2017**

Originating Officer: Richard Watson, Communications Adviser

Corporate Manager: Jaimie Thwaites, Corporate Governance Manager

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: City Limits

Report Reference: GC090517R12

REPORT OBJECTIVES:

The purpose of this report is to present Council with options for a more modern, timelier version of *City Limits* for consideration and adoption.

EXECUTIVE SUMMARY:

A review of *City Limits* has identified how the magazine can be updated to improve the marketing of Council's services, projects and events while reducing costs.

The recommended option reduces the number of pages from 32 to 24 and the overall dimensions to A4 size, saving on printing, design and photography costs. This would see a more compact, user friendly publication with shorter articles in line with current reading trends.

The new format would include a digital version of *City Limits* to improve the way the magazine is read online.

Options for the frequency of Elected Member columns have been developed for consideration.

Producing *City Limits* in the recommended format would enable frequency of publication to be increased from three to four times per year, creating new opportunities to market Council's services, while saving about \$1,400 per annum against current expenditure.

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

- | | |
|---|-------------|
| 1. Adopt Option 1B for a 24-page, A4 sized City Limits distributed four times per year, at an annual estimated cost of \$105,600 which is marginally lower than the current cost. | 9 May 2017 |
| 2. Includes one column from the Mayor in each edition and a column from Ward Councillors in alternate editions (two columns per year per Ward Councillor) | 9 May 2017 |
| 3. Updates the City Limits Publications Policy (attached as <i>Appendix A</i>) in line with the new format of the magazine and the frequency of Elected Member columns | 9 May 2017 |
| 4. Introduce the new format City Limits from edition 55 scheduled for Distribution in August 2017. | August 2017 |

BACKGROUND

Reviewing and updating *City Limits* with the aim of reducing costs and increasing frequency is one of the actions in the *2016/2019 City of Marion Communications and Marketing Plan* adopted by Council on October 25, 2016.

The format for *City Limits* was discussed at Elected Member forums on June 21 and August 30, 2016 as part of the *2016/2019 City of Marion Marketing and Communications Plan*.

A review of *City Limits* has assessed printing, graphic design, photographic and distribution services and advertising. The review identified opportunities to reduce costs and increase frequency of publication by changing the format of the magazine.

Current format

City Limits is a 32-page magazine measuring 340mm x 240mm that is produced three times a year and distributed to 43,000 households and businesses in Marion.

The magazine was updated to its current format and appearance in October 2010 as part of the development of the *City of Marion Style Guide*. The format and content are guided by the *City Limits Publications Policy* adopted by Council in September 2010.

Content is written and edited by staff. One page is reserved for 250 word columns by the Mayor and the Chief Executive Officer. Four pages are reserved for 250 word columns by Elected Members.

City Limits carries a maximum of six pages of advertising, although sales have been declining in recent years in line with overall trends. Space is sold by a media agency which pays the City of Marion a commission on total revenue. Graphic design services, printing and distribution are outsourced to specialist suppliers. Photographs are taken by contractors and staff.

City Limits is distributed via letterbox drop to residents and businesses. About 150 copies are posted to stakeholders and the magazine is available on the City of Marion website.

Production costs include printing, graphic design, photography and distribution. The cost for producing three editions of *City Limits* per year is about \$107,000.

DISCUSSION

Elected Members are asked to make two decisions about *City Limits*. They are:

- Format, page numbers and frequency
- Frequency of Elected Member columns

New format

The review of *City Limits* found that reducing the number of pages and the overall size of the publication would enable frequency to be increased from three to four times a year, creating new opportunities for timelier articles marketing Council's services and events while making savings against current expenditure.

It would also enable a new digital version of *City Limits* to be introduced. The 'flipbook' effectively allows readers to turn pages, improving the way the magazine is read on computers and smartphones.

The options for the new format are provided in table below, with the recommended option (Option 1B) bordered by a red broken line.

Details	Option 1A	Option 1B	Option 2 (status quo)	Option 3A	Option 3B
Pages	24	24	32	20	20
Size A4:297x210mm Current/custom: 340x240mm	A4	A4	Current	A4	A4
Number of editions per year	3	4	3	3	4
Enhanced digital edition	✓	✓	X	✓	✓
Paid advertising	X	X	✓	X	X
Service cost					
Design	\$14,000	\$18,000	\$24,000	\$12,000	\$16,000
Photography	\$10,500	\$14,000	\$18,000	\$9,000	\$12,000
Printing	\$36,000	\$48,000	\$52,500	\$31,300	\$40,400
Flipbook	\$1,600	\$1,600		\$1,600	\$1,600
Distribution	\$18,000	\$24,000	\$18,000	\$18,000	\$24,000
Sub total	-	-	\$112,500	-	-
Advertising			(\$5,500)		
Total \$	\$80,100	\$105,600	\$107,000	\$71,900	\$94,000

Key advantages of each option	Option 1A	Option 1B	Option 2 (status quo)	Option 3A	Option 3B
Compact user friendly size	✓	✓	X	✓	✓
Improves online capability	✓	✓	X	✓	✓
Shorter articles in line with current trends	✓	✓	X	✓	✓
Removing paid advertising allows more articles	✓	✓	X	✓	✓
Allows for timely marketing of events, activities and services		✓	X		✓

Key disadvantages of each option	Option 1A	Option 1B	Option 2 (status quo)	Option 3A	Option 3B
Restricts timely marketing of Council services	✓		✓	✓	
Poor online capability			✓		
Reduces content by 12 pages compared to current				✓	✓
Reduces content by 8 pages compared to current	✓	✓			

Elected Member columns

Based on the decision on the format and frequency of *City Limits*, Elected Members are asked to consider the frequency with which their columns appear.

Currently, the Mayor and Elected Member columns contain a maximum of 250 words and appear in each edition of *City Limits*.

The smaller, A4 format reduces the amount of information for Elected Member columns to 200 words. It also reduces the number of columns per page from three to two.

Including columns from all Elected Members and the Mayor in each edition of the A4 format would take up about seven pages, impacting on room for articles marketing Council's services. An alternative is to include columns by ward in rotation. For example, one edition could include Coastal Mullawirra and Southern Hills wards and the following edition Warracowie, Warriparinga and Woodlands. This option would take up about four pages per edition.

It is recommended that columns from Elected Members are included by ward in rotation and a column from the Mayor is included in each edition. This would create sufficient space for articles marketing Council's services and provide a consistent message from Council.

If a new format *City Limits* is introduced in August 2017 four editions would be distributed by August 2018. Based on the recommended option, this would mean all Ward members would have two columns published before the likely introduction of the Caretaker period leading up to the 2018 Local Government Elections.

Alternating columns - impacts

- Four editions per year would see columns from Ward Councillors appear every six months and a column from the Mayor every three months
- Three editions per year would not enable an even spread of columns from Elected Members throughout the year

Distribution

Alternative options for the current method of letterbox distribution were investigated, including Australia Post and placing *City Limits* in community venues, sporting facilities and selected businesses.

Letterbox distribution is the most cost efficient and timely and provides access to the publication for most residents and businesses.

Advertising

Advertising space is sold by a media agency which pays the City of Marion a 40 per cent commission on revenue.

The *City Limits Publications Policy* allows for a maximum of six pages of advertising. Over recent years advertising sales have become unpredictable and two to three pages of paid advertising per issue has become the norm.

When the current format was introduced in 2010/11 advertising revenue was \$11,050. This has fallen to \$5477 in 2016/17. Declining advertising sales is in line with current trends.

Including paid advertising in the recommended smaller 24-page format would noticeably reduce space for articles.

It is recommended that paid advertising is removed to make room for articles marketing Council's services.

City Limits Publications Policy changes

The policy was adopted in September 2010 and details the overall aim of *City Limits* as to promote the themes of the Community Vision of the time.

The policy includes the criteria for articles, format, number of pages, advertising, distribution method and the frequency and word count of Elected Member columns.

The current City Limits Publications Policy is attached as *Appendix A*.

If a new format *City Limits* is adopted the policy will be updated to reflect the:

- Community Vision – Towards 2040
- Overall size
- Number of pages
- Frequency of Ward Councillor columns
- Frequency of Mayor's column
- Word count of Elected Member columns
- Paid advertising

FINANCE

The recommended changes to *City Limits* can be made within the existing budget. Depending on the option adopted, savings may be achieved.

CONCLUSION

The information provided in this report supports Council's consideration for an updated *City Limits* that reduces costs and increases frequency in line with the *2016/2019 City of Marion Communications and Marketing Plan*.

Appendix A: City Limit Publications Policy

POLICY STATEMENT

The City of Marion aims to communicate with residents and stakeholders through City Limits while also promoting the themes of the Community Vision - Community Wellbeing, Cultural Vitality, Dynamic Economy and Healthy Environment. Articles and advertising will strive to reinforce the directions and strategies of these themes and not include information that contradicts them.

Community Vision Themes and Directions:

Community Wellbeing

- Strong and engaged communities
- A liveable city
- Connecting people and places
- Healthy lifestyles and healthy communities

Cultural Vitality

- A learning community
- Embracing diverse cultures and communities
- Expressions of identity and belonging
- Preservation of our heritage, valuing the past and planning for the future
- Dynamic cultural and artistic creativity

Dynamic Economy

- A supportive business environment
- A strong adaptable and diversified economy
- Leadership in environmental best practice and addressing climate change
- Active business networks, alliances and a culture of collaboration

Healthy Environment

- Active response to climate change
- Responsible management of water resources
- Enhanced landscapes, habitats and local biodiversity
- Waste and contamination avoided
- An environmentally aware and engaged community

DEFINITIONS

Adult store

A shop that provides services or products of a sexual nature.

Advertising

Attracting public attention to a product, service or business by a paid announcement.

Alcoholic drinks

Any beer, wine, spirits, cider or other drinks of an intoxicating nature.

Article

Non-fictional journalistic account of events.

Illicit drugs

Unlawful drugs and substances.

Local catchment area

Marion Council and surrounding council areas from where visitors or customers travel, including Holdfast Bay, West Torrens, Unley, Mitcham and Onkaparinga.

PRINCIPLES

This policy provides guidance as to the content of advertising and the types of articles that are included in City Limits.

2. OVERRIDING PRINCIPLES

City Limits:

- 2.1 Promotes the objectives in the Strategic Plan and provides information to the community.
- 2.2 Aims to be free of discriminatory or defamatory content.
- 2.3 Articles should not expose council to legal action.
- 2.4 Reporting should adhere to the highest standards of accuracy.
- 2.5 Is produced in accordance with the City of Marion Style Guide
- 2.6 Adheres to the Publications Policy (Elected Members).
- 2.7 Is produced and distributed three times a year.

3. DEVELOPMENT OF ARTICLES

- 3.1 Content is developed, written and edited by the City of Marion. Qualified sub-contractors or special contributors may also be required to write articles.
- 3.2 Senior management will be consulted on the overall direction and on feature articles of strategic importance.
- 3.3 Ideas for articles are provided by City of Marion staff, members of the community, management and Elected Members.
- 3.4 City of Marion will obtain a person's consent to take their photograph and feature them in an article. If the person is a minor, consent will be obtained from their parent or legal guardian.
- 3.5 The selection criteria for articles includes:
 - a) Supports the Strategic Plan
 - b) Newsworthiness
 - c) Topicality
 - d) Photographic opportunity
 - e) Balance of subject matter
 - f) Content of previous editions

4. FORMAT

- 4.1 City Limits is a 32 page, tabloid size full colour publication.
- 4.2 Technical standards including font and layout will adhere to the City of Marion Style Guide.

5. ADVERTISING

- 5.1 City Limits includes a maximum of six pages of advertising.
- 5.2 Adverts promoting council events, services or initiatives may be included at the discretion of the City of Marion where it is considered that this will be a more effective approach than articles or where advertising space is unsold.
- 5.3 Advertising is sold by an external agency and a commission on sales paid to the City of Marion.
- 5.4 Advertising is restricted to businesses and organisations operating within the Marion Council and local catchment area. Community adverts containing generic information will be exempt from this policy.
- 5.5 The style and content of advertising must not:
 - (a) directly promote alcoholic drinks or manufacturers of alcoholic products. This does not include an advert for a licensed restaurant, club or event providing the content of the advert does not directly promote alcohol.
 - (b) directly promote betting or gambling including online gambling, lotteries or competitions. This does not include premises or events where gambling is permitted providing the content of the advert does not directly promote gambling.

- (c) include products or services of a particularly intimate nature including adult stores or telephone sex lines and websites.
- (d) promote tobacco products or manufacturers of tobacco products.
- (e) portray people or depict material in a way which discriminates against or vilifies a person or community group based on race, ethnicity, sex, age, sexual preference, religion, disability or political belief.
- (f) promote or portray violence.
- (g) promote illegal activities or anti-social behaviour including the use of illicit drugs or reckless driving.
- (h) include financial products or services that promote loans including home loans and car loans. Adverts promoting savings packages are permitted.

6. ELECTED MEMBER CONTRIBUTIONS

- 6.1 Space will be reserved in line with the Style Guide for Elected Member contributions in each issue.
- 6.2 Contributions will appear in alphabetical order by Wards (Coastal, Mullawirra, Southern Hills, Warracowie, Warriparinga, Woodlands).
- 6.3 Elected Member contributions will appear with their photograph and contact details in alphabetical order by surname on the relevant Ward page.
- 6.4 There is a maximum limit of 250 words.
- 6.5 Space will be reserved for 250 words for the Mayor's contribution.
- 6.6 Contributions must be emailed to the City of Marion by a deadline which will be specified during the lead up to publication.
- 6.7 Elected Member contributions will not be published during a caretaker period for Local Government Elections.
- 6.7 Contributions must adhere to the Publications Policy (Elected Members).

7. DISTRIBUTION

- 7.1 The publication is free.
- 7.2 It is distributed via letterbox drop and made available at City of Marion facilities including the Administration Building, libraries and neighbourhood centres and on council's website.
- 7.3 Copies are mailed to stakeholders outside the council area.

REFERENCES

CORPORATE PLAN:

Nil

EXCELLENCE IN GOVERNANCE:

Nil

PROCEDURE REFERENCE:

Nil

COUNCIL AGENDA REFERENCE:

Adopted by Council: 14 September 2010 (TBC)

OTHER RELATED REFERENCES:

City of Marion Strategic Plan 2010/2010

Publications Policy (Elected Members) GP30

AUTHOR

Richard Watson

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 2017**

Originating Officer: Heather Michell, Land Asset Officer
Manager: Carol Hampton, Manager City Property
General Manager: Abby Dickson, General Manager City Development
Subject: Asset Optimisation – McConnell Avenue Reserve – Western Portion
Report Reference: GC090517R13

REPORT OBJECTIVES

To provide Council with the outcome of the assessment undertaken to date on the western portion of McConnell Avenue Reserve (the Western Reserve), to be considered for potential disposal as part of Council's asset optimisation strategy.

EXECUTIVE SUMMARY

Council has expressed a desire to pursue opportunities for asset consolidation, to maximise use of community facilities and ensure public value is delivered through its assets.

McConnell Avenue Reserve is comprised of two separate allotments, divided by McConnell Avenue, a public road. The attached Property Report (Appendix 1) includes a map of the area and distances from other reserves.

As part of the Tennis and Netball review a community survey was undertaken and considered by Council on 28 February 2017 (GC280217R06) and it was recommended that an assessment of the Western Reserve be undertaken to assist with Council's consideration of potential disposal.

A petition was received and a deputation was made in relation to the Tennis and Netball review and these were considered at the 28 February 2017 meeting.

A number of properties back onto the Western Reserve and residents have used the reserve to access their properties, without formal Council authorisation. A residential property that adjoins the south of the reserve has a shed that can only be accessed from the reserve, should access no longer be available from the reserve this would be a significant issue for the property owner.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|-------------------|
| 1. Declares that the retention of the western portion of land known as McConnell Avenue Reserve does not contribute to Council's strategic objectives and is surplus to Council's requirements and subject to Ministerial approval, the net sale proceeds will be paid into the Open Space Reserve Fund. | 9 May 2017 |
|---|-------------------|

- | | |
|--|------------------------------|
| <p>2. Authorises Administration to commence the revocation process including the preparation of a report under Section 194(2)(a) and undertake public consultation under Section 194(2)(b) of the Local Government Act 1999 for the potential disposal of the western portion of land known as McConnell Avenue Reserve, Allotment 189 in Deposited Plan 2909 being portion of the land in Certificate of Title Volume 1234 Folio 18.</p> | <p>9 May 2017</p> |
| <p>3. Authorises Administration to bring a report to Council for consideration of the outcome of the public consultation under Section 194(2)(b) of the Local Government Act 1999 for the potential disposal of the western portion of land known as McConnell Avenue Reserve, Allotment 189 in Deposited Plan 2909 being portion of the land in Certificate of Title Volume 1234 Folio 18.</p> | <p>22 August 2017</p> |

BACKGROUND

As part of the Tennis and Netball review, a community survey was undertaken in December 2017 with submissions required by 9 January 2017. The purpose of the survey was to ascertain the use and value of the eastern and western portions of the McConnell Avenue Reserve by the community. Of the 296 homes that were notified of the survey, 79 responses were received. 24 of the 79 respondents did not use the Western Reserve or thought that the area was privately owned. An *extract* from the Engagement Report for the Tennis and Netball review is attached in relation to the reserves (Appendix 2). Further engagement will be undertaken should Council decide to dispose of this property.

A petition was received in January 2017 from 190 residents living in the area surrounding McConnell Reserve, requesting Council retain, renew and maintain tennis courts and multi-use open space court. The petition was noted at the General Council meeting (GC140217P01) and was considered by Council on 28 February 2017 (GC280217R06).

A Deputation was also provided to Council at the 28 February 2017 General Council Meeting (GC280217D02) in relation to the McConnell Reserve Courts.

On 28 February 2017 (GC280217R06) Council considered a report on the outcomes from the club and community consultation undertaken as part of the Tennis and Netball facilities review. At that meeting, Council resolved the following in relation to McConnell Reserve:

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

Open Space Policy

The purpose of the development of the Open Space Policy (GC240117R02) was to progress a strategic approach to the development of an Open Space Plan.

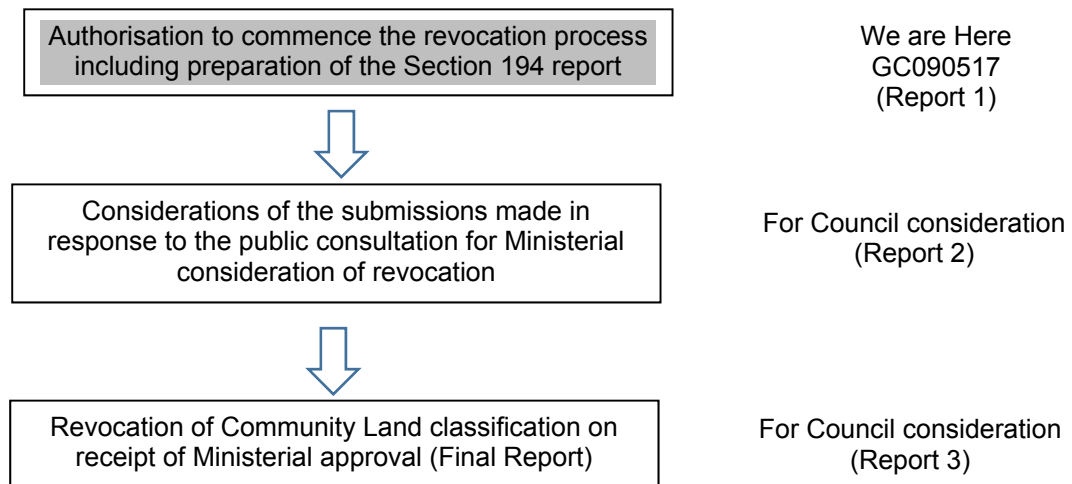
The Vision and Principles within the Open Space Policy set out Council's commitment to provide open spaces that are accessible and diverse and provide opportunities for community

activation. To support accessibility, it is proposed open spaces be provided for the majority of people within 400 metres – 500 metres walking distance of their residence and/or workplace.

Community Land

The Western Reserve is classified as Community Land and should Council wish to pursue disposal, its classification must be revoked pursuant to Section 194 of the Local Government Act 1999, this includes consultation with the community.

Council's decision making process to revoke the Community Land classification for McConnell Avenue Reserve – Western Portion is as follows:



The owners of the adjacent properties have been accessing their properties via the reserve, without formal Council authorisation for some time. This is a breach of the by-laws. Residents have since been advised of this breach, the gate has been locked and the owners are aware that they may apply for a permit to access the reserve.

To consider disposal of the property, Council needs to determine whether retention of the land contributes to Council's strategic objectives or whether the land is surplus to Council's requirements. The criteria for disposal of land is set out in Council's Disposal of Land and Assets Policy and this has formed the basis of the assessment undertaken to date on the Western Reserve.

Should Council resolve to dispose of the Western Reserve, subject to Ministerial approval, the net sale proceeds will be paid to the Open Space Reserve Fund for the development of open space facilities as approved by Council.

INVESTIGATION

McConnell Avenue Reserve is comprised on 2 separate allotments, divided by a McConnell Avenue, a public road.

Investigations have been made with regard to items such as:

- Ownership history
- Easements and encumbrances
- Community land status
- Demographics
- Planning, including Housing Diversity Development Plan Amendment, land use and zoning

- Council and Utilities owned infrastructure
- Nearby reserves

There are a number of other matters that Council needs to take into consideration should they consider disposing of the land:

- City of Marion Community Vision and Business Plan 2016-2019
- Open Space Policy
- Health Data
- Draft 30-Year Plan for Greater Adelaide

Further detail on these areas is provided in Appendix 3.

A summary of the Western portion of McConnell Reserve is provided below and a detailed assessment is provided as Appendix 1 to this report. The assessments undertaken are in line with the criteria for disposal of land as set out in Council's Disposal of Land and Assets Policy.

In addition, the open space framework comprises two elements – a Hierarchy and Classification which has been included in the review.

The Western Reserve is classified as a local reserve providing unstructured, physically active recreational facilities.

The principles of access and amenity set out in the Open Space Policy provide the following guide:

- Access for the majority of people to at least one type of open space within 400 - 500 metres of their residence and/or work place
- Design that enhances safe use of open spaces including good passive surveillance
- Design that enhances the character and amenity of neighbourhoods
- Well distributed open space to mitigate the urban heat island effect
- Provides destinations that support the cycling network
- Facilities and amenities to support the primary function of the open space
- Contributes to the amenity and attractiveness of business precincts

The amenities of the Western Reserve comprise solely of a multipurpose court.

The table below demonstrates that the nearby reserves have a higher level of amenity to the Western Reserve. It is on this basis that Council may wish to consider the Western Reserve as being surplus to Council's requirements.

Reserve	Approx distance from McConnell Avenue Reserve (western portion)	User Catchment (Open Space & Recreation Strategy 2006-2016)	Function Classification (Open Space & Recreation Strategy 2006-2016)	Amenities
McConnell Avenue Reserve (eastern portion)	20m	Local	Recreation – unstructured, physically active	Gazebo, picnic setting, park benches and barbecue
Newland Avenue Reserve	400m	Local	Recreation – unstructured, passive	Lawned area and several trees
Newland Avenue Linear Park	450m	Local	Recreation – unstructured, passive	Gazebo and park benches
Bandon Terrace Reserve	650m	Precinct	Recreation, unstructured, physically active	Playground equipment, exercise equipment, picnic setting and park bench
Nimboya Road Reserve	880m	Local	Physical activity / linkage / network	Playground equipment and exercise equipment

Consultation

As part of the Tennis and Netball review a community survey was undertaken and considered by Council on 28 February 2017 (GC280217R06) and it was recommended that an assessment of the Western Reserve be undertaken to consider for potential disposal.

296 residential premises were notified of the survey, a total of 79 responses were received, of those who responded:

- 15 of the respondents use the western courts
- 26 of the respondents used the reserve daily or weekly
- 24 of the respondents used the reserve monthly or less than monthly
- 3 of the respondents did not use the facility at all.
- 23 of the respondents use the reserve for activities with children
- 25 of the respondents play tennis or use the tennis court for other activities
- 40 of the respondents used the reserve for basketball, general exercise or other recreation activities.

Note: some respondents did not answer all survey questions which explains the discrepancies between response numbers for different questions.

Of the three qualitative questions relating to the value of the reserve the strongest themes amongst the responses were:

- Retaining the reserve as open space
- Providing safe play areas for children
- Retaining the space for aesthetic or community reasons including a number of people who indicated they do not currently use the reserve

- 24 of the 79 respondents did not use the western side of the reserve or thought the area was privately owned land.

7 emails were received from residents requesting that Council retain McConnell Reserve and courts.

Letters were received from Nicole Flint Federal Member for Boothby and David Speirs State Member for Bright, requesting Council preserve the important local infrastructure and maintain as open space.

A petition was received (190 signatories) from residents and users of the McConnell Reserve Courts requesting Council retain, renew and maintain tennis courts and a multi-use open space court. A deputation was also made in relation to the Tennis and Netball review and these were considered at the 28 February 2017 meeting.

There was considerable community feedback in relation to the McConnell Reserve, though only a small proportion of respondents indicated that they used the western courts.

A number of properties back onto the Western portion of the Reserve and residents have used the reserve to access their properties, without formal Council authorisation. A residential property that adjoins the south of the reserve has a shed that can only be accessed from the reserve, should access no longer be available from the reserve this would be a significant issue for that property owner.

Should Council decide to progress with potential disposal, further community consultation will be undertaken in accordance with the legislative requirements and Council's Community Consultation Policy. This consultation would be specifically around the disposal of the land.

Contamination

Under the Environment Protection Act 1993, Council may be held liable for site contamination as the occupier or person in charge of the land, regardless of whether there has been a change of ownership. Should Council consider alternative uses of the site it is recommended that soil tests be undertaken to determine whether the land is contaminated, what remediation works are required and to prepare a risk management plan if it is deemed necessary.

Soil tests will be undertaken concurrently with the community consultation pursuant to Section 194 of the Local Government Act.

Financial

The Valuer General's value for this site is listed as \$630,000. Should Council decide to pursue disposal, subject to Ministerial approval, the net sale proceeds would be paid to the Open Space Fund which would be re-invested in improving the City's open space facilities.

There will be costs associated with a soil assessment should Council decide to pursue disposal. This will be in the order of \$7,000 and would be offset by the sale of the property.

The costs associated with the Community Land Classification Revocation would be in the vicinity of \$2,600 as detailed below:

Site sign	\$220
Distribution of flyers to residents	\$310
Advertising – Messenger, The Advertiser and the Government Gazette	\$1,600
Lands Titles Office fees	\$160

Distribution of flyers to residents providing an update on the process	\$310
TOTAL	\$2,600

CONCLUSION

Investigations undertaken to date indicate that the Western portion of McConnell Reserve considered in this report is not contributing to council's strategic objectives and the land is surplus to Council's requirements, on the basis that there are multiple reserves in close vicinity which provide a higher level of amenity to the community.

Community consultation was undertaken to ascertain the level of use of the Western Portion of the Reserve by the local community as part of the Tennis and netball review. Further engagement will be undertaken should Council endorse pursuing potential disposal of this property.

It is recommended that before making any decisions regarding potential disposal of the Western Reserve, a full contamination assessment is undertaken given the sites past usage as it may not be suitable for residential purposes.

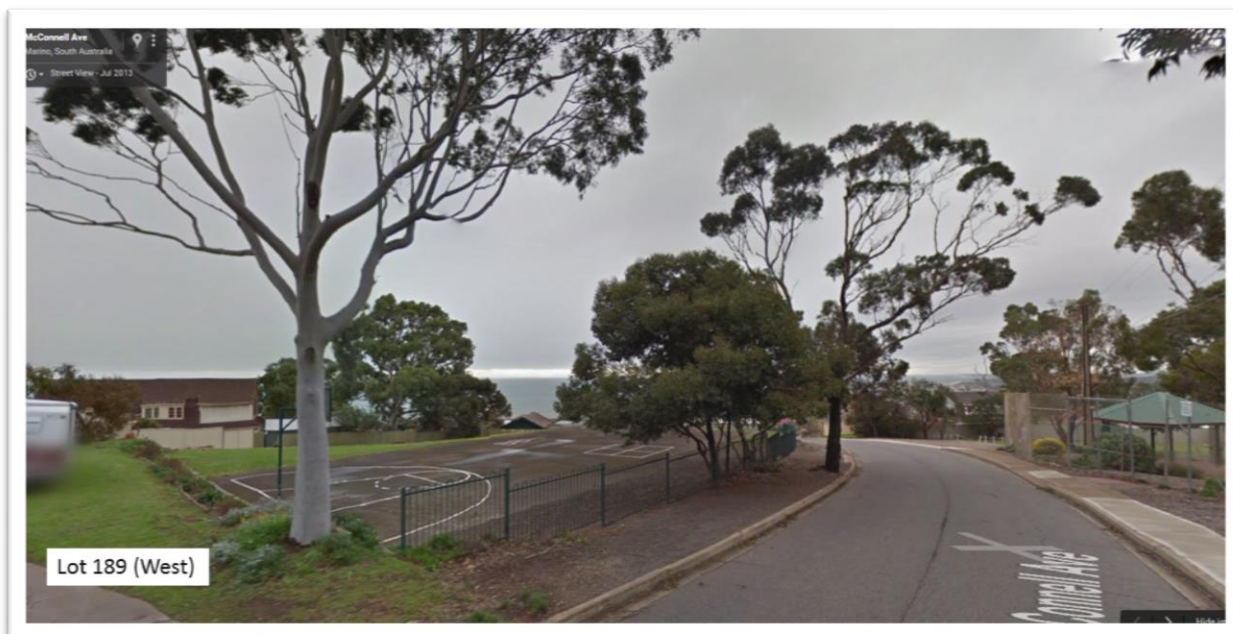
APPENDICES

- Appendix 1: Property Report
- Appendix 2: Extract from the Engagement Report for the Tennis and Netball Review
- Appendix 3: Disposal Considerations

COMMON NAME	ADDRESS	ASSET SPECIFIC	CERTIFICATE OF TITLE	PLAN	PARCEL	REGISTERED PROPRIETOR	ZONING	ASSET SIZE SQM
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McConnell Avenue Reserve	McConnell Avenue Marino	Reserve	CT 1234/18	DP 2909	Allotments 188 & 189	Corporation of the City of Marion	Residential (Hills)	5,619
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Ward

Coastal

Description

The land is described as an irregular shaped allotment which accommodates a bitumen basketball court with single backboard and netball ring.

Ownership History

The reserve vested in Council pursuant to a plan of division in 1922.

Encumbrances

Nil

Easements

Nil

Community Land

The land is classified as Community Land and is contained in Community Land Management Plan 10 – General Reserves.

Trusts, Dedications or Restrictions on the Land

None that Council is presently aware of.

Demographics

The population of Marino as determined by the Australian Bureau of Statistics, Census of Population and Housing in 2011 was as follows:

Marino Total persons (Usual residence) 2011	
Babies and pre-schoolers (0 to 4)	94
Primary schoolers (5 to 11)	159
Secondary schoolers (12 to 17)	116
Tertiary education and independence (18 to 24)	198
Young workforce (25 to 34)	191
Parents and homebuilders (35 to 49)	450
Older workers and pre-retirees (50 to 59)	328
Empty nesters and retirees (60 to 69)	310
Seniors (70 to 84)	187
Elderly aged (85 and over)	38
Total population	2,072

The official population of Marino in 2015 is 2,172. This is an increase in the population of 100 over the four years from 2011 to 2015.

Housing Diversity Development Plan Amendment

Council's proposed Housing Diversity Development Plan Amendment (DPA) seeks the following direction for housing growth in Marino:

- Explore the potential for increased housing density and diversity in Marino where located within convenient walking distance to Marino and Marino Rocks Railway Stations, having regard to land gradient and the higher density provisions in the suburb of Kingston Park of Holdfast Bay Council to the north.

Open Space Policy

On 24 January 2017 (GC240117R0) Council adopted the final Open Space Policy. The purpose of the development of the Open Space Policy is to progress a strategic approach to the development of an Open Space Plan.

The Vision and Principles within the Open Space Policy set out Council's commitment to provide open spaces that are accessible and diverse and provide opportunities for community activation. To support accessibility, it is proposed open spaces be provided for the majority of people within 400 metres – 500 metres walking distance of their residence and/or workplace.

The attached map (Appendix 1) shows the 400m and 500m from nearby reserves. The houses outside the radius lines falls outside this criteria.

Heritage Listing

The land is not on the South Australian Government Heritage Places Database.

Aboriginal Heritage

The Aboriginal Heritage Act 1988 protects any Aboriginal site or object on the land. Information will be provided on the Property Interest Report (Section 7 search). Details of any such site or object may be sought from the "traditional owners" as defined in the Aboriginal Heritage Act.

Contamination

Council's records that indicate that the land may be contaminated.

Further information can be obtained if required, from the Environment Protection Authority.

Lease / Licence

The property is not subject to any leases or licences.

Valuation - 2016

The Valuer General's value is listed at \$630,000.

Land Use / Zoning

Land use – Undeveloped Reserve

Zoning - Residential

It is likely that Development Approval is required for a change of land use.

Drainage issues and other Council Infrastructure on the Land

Council's records indicate that there is no Council owned infrastructure on this land.

Stormwater run-off from Lot 188 is flowing into adjoining properties causing flooding.

Dial Before You Dig

A dial before you dig search indicates that there is a SA Power Networks underground service on the land. This infrastructure may be protected by a statutory easement.



A statutory easement is not generally registered on the title for the land.

Trees

There are no regulated or significant trees on the *western* side of the reserve.

Sale of the Land

The Community Land classification must be revoked pursuant to Section 194 of the Local Government Act 1999 before the land can be sold.

Council Policies

A lease of the asset or portion thereof, must be in accordance with Council's Leasing/Licensing of Council Owned Facilities Policy.

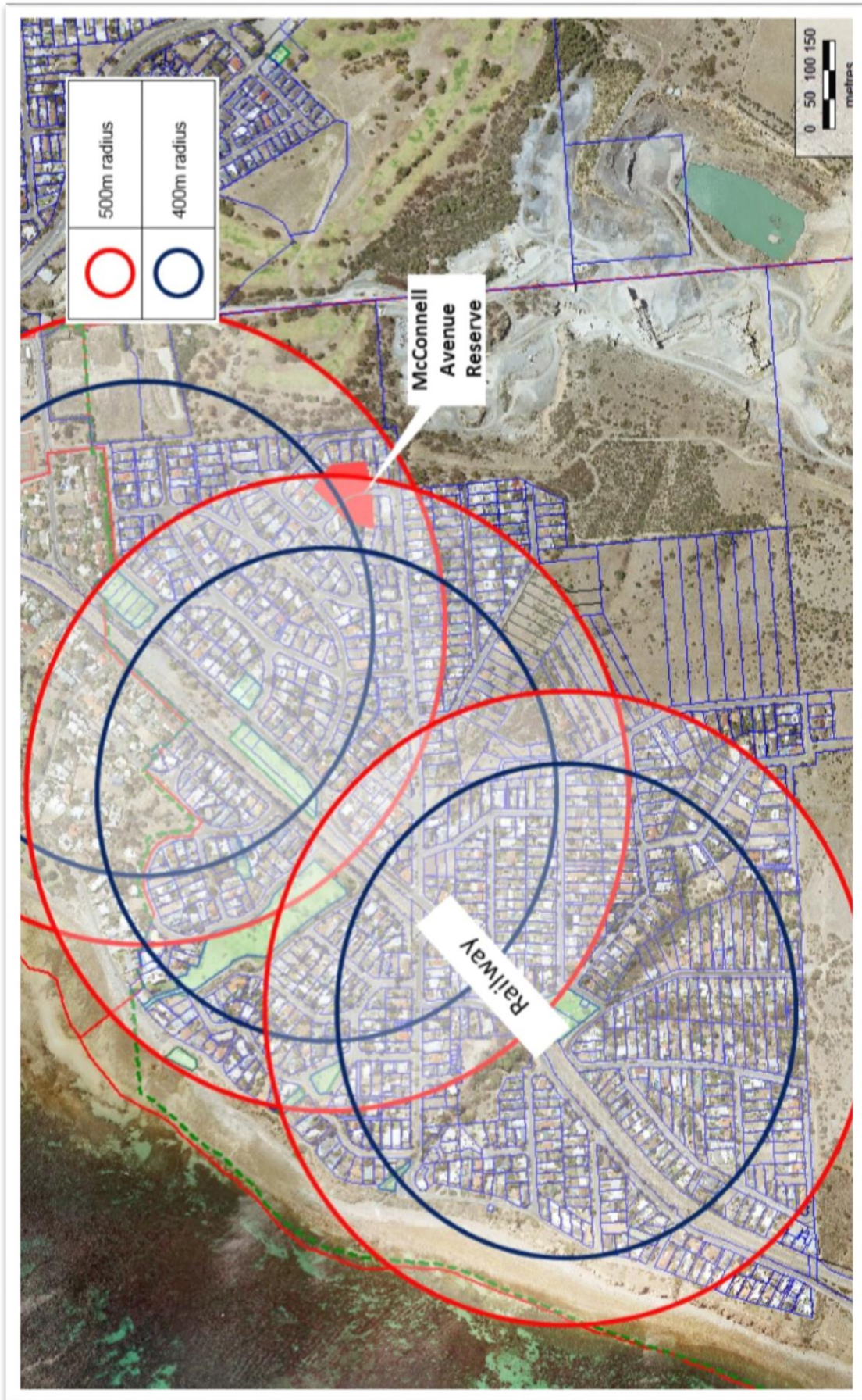
A sale of the asset must be in accordance with Disposal of Land and Assets Policy.

Other

The owner of 2 McConnell Street and other adjacent property owners have been accessing their properties, via the reserve. The lock on the gate has been changed and the owners are aware that they must apply for a permit to access the reserve. All owners adjacent both sections of the reserve have been advised that they must apply for a permit to access the rear of their properties.

Disclaimer

Any purchaser or prospective purchaser of the land cannot rely on the information provided by the City of Marion and will need to make their own investigations.



EXTRACT FROM TENNIS AND NETBALL

COMMUNITY ENGAGEMENT REPORT

FEBRUARY 2017

(GC280217R06 Appendix 1)

In October 2016, the City of Marion adopted a vision for sustainable tennis and netball facilities, which have well managed good quality facilities and improved community access, as well as four key principles of Accessibility, Sustainability, Community Benefit and Accountability.

As part of this vision, some courts will be upgraded and some will be removed to ensure that:

- Current and future courts are renewed at appropriate times to ensure safety of the community.
- Courts are in an accessible location – this may include removal of courts due to oversupply in a particular area. Additionally, it may include, proposed upgrades or further communication to improve community access.
- Council resources are used appropriately.

Following a report on Tennis and Netball facilities across the city Council resolved the following:

*“Undertakes further assessment of directions for courts at McConnell Reserve, Nannigai Reserve, Roy Lander Reserve, Hamilton Park, Glandore Oval and Yanyarrie Reserve to identify appropriate scopes and budgets.”
(Report Reference GC111016R06)*

1,878 residential properties surrounding the courts located at McConnell Reserve, Nannigai Reserve, Roy Lander Reserve, and Yanyarrie Reserve were notified by mail-out on 19 December 2016 of the Making Marion survey with all responses required electronically or hard copy submission by Monday 9 January 2017.

SUMMARY OF SUBMISSIONS

McConnell Reserve

296 Number of residential premises were notified of the survey.

Of the 79 responses received

- 15 use the western courts
- 26 used the reserve daily or weekly
- 24 used the reserve Monthly or less than monthly
- 3 did not use the facility at all.
- Some respondents did not answer the question.
- 23 use the reserve for activities with children
- 25 play tennis or use the tennis court for other activities
- 40 used the reserve for basketball, general exercise or other recreation activities.
- Multiple activities/answers were allowed in the survey

Of the three qualitative questions relating to the value of the reserve the strongest themes amongst the responses were:

- Retaining the reserve as open space
- Providing safe children’s play areas
- Retaining the space for aesthetic or community reasons including a number of people who indicated they do not currently use the reserve
- 24 of the 79 respondents did not use the western side of the reserve or thought the area was privately owned land.

What do you value about the Basketball Court on the Western side of McConnell?

Theme	Number of Comments
Do not use the area	18
Use the area for children's play	12
Value the area as open space	8
Thought it was private property	6
Play basketball	3
Community Value	1
Provides a fenced Area	1

Note; Responses could include multiple categories

GC090517R13 - Appendix 3**DISPOSAL CONSIDERATIONS****Health Data**

Health data for the City of Marion indicates that a high percentage of the population's wellbeing has the potential to be improved with participation in recreational activities. Some of these groups are:

- Persons not involved in recreational activities
- Children with asthma
- Female adults with psychological distress
- Children self-reporting health as fair/poor
- Males self-reporting health as fair/poor
- Age pension recipients
- Housing SA tenants

There may be opportunities for the establishment of community gardens in reserves which would provide equitable access to the produce of fresh food. The health data for the City of Marion dated November 2015 identifies that the percentage of the community with sufficient vegetable consumption is:

- Male children 5.1%
- Male adults 32.7%
- Adults 41.4%

These percentages are all below the benchmarks.

As also referenced in the Draft 30 Year Plan for Greater Adelaide, the provision of open space may assist in the mitigation of the impacts of the urban heat island effect by creating cooler environments.

Draft 30-Year Plan for Greater Adelaide

The Draft 30-Year Plan for Greater Adelaide identifies that greater emphasis must be placed on quality open public spaces within our communities as many new houses have small back yards. The provision of open spaces will provide:

- A focus for social interaction
- Help support safe, healthy and connected communities
- An opportunity to increase their physical activity levels which in turn improves the overall mental and physical health of the community and liveability
- The greening and cooling effect will be a key adaptation response to the increase infrequent extreme temperatures
- Promotion of physical activities

Access to open space also helps promote health and wellbeing in the community.

City of Marion Community Vision and Business Plan 2016-2019

The goal relating to Council's optimisation of assets in Council's Business Plan 2016-2019 is 'Review under-utilised council reserves and facilities to ensure community use of optimised'.

The Business Plan was adopted by Council in September 2016 (GC270916R03).

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 2017**

Originating Officer: Heather Michell, Land Asset Officer

Manager: Carol Hampton, Manager City Property

General Manager: Abby Dickson, General Manager City Development

Subject: Asset Optimisation – Oliphant Avenue Reserve – Northern Portion

Report Reference: GC090517R14

REPORT OBJECTIVES

To provide Council with the outcome of the site investigations into potential contamination by a qualified consultant of the land known as Oliphant Avenue Reserve (the Reserve) and to consider the Reserve for potential disposal as part of Council's asset optimisation strategy.

EXECUTIVE SUMMARY

Council has expressed a desire to pursue opportunities for asset consolidation, to maximise use of community facilities and ensure public value is delivered through its assets.

Oliphant Avenue Reserve is comprised of 2 separate allotments, one fronting Oliphant Avenue (northern portion) and the other facing Perrin Street (southern portion), Oaklands Park.

The northern portion of Oliphant Avenue Reserve is being considered for potential disposal as part of Council's asset optimisation strategy.

A report on the potential disposal of the Reserve and three other Council reserves was considered by Council on 24 January 2017 (GC240117R03). Council resolved:

5. *Requires Administration to bring a report to Council for consideration of disposal subject to the outcome of potential soil contamination of Oliphant Court Reserve at Allotment 23 in Deposited Plan 5712, Certificate of Title Volume 2652 Folio 17.*

Contamination investigations have been undertaken to determine any future liability that may remain with Council as a result of any site contamination. The findings from the investigations has indicated on the basis of the investigations undertaken, potential exposure pathways associated with the current and historical use of the site have not been identified for Lot 23 Oliphant Avenue, Oaklands Park. The results of the investigations for this site would not preclude the future use of the site for residential or continuation of recreational land use.

As the site is not contaminated, the Reserve may be considered to be suitable for disposal.

To consider disposal of the Reserve, Council needs to determine whether the retention of the Reserve contributes to Council's strategic objectives or the land is surplus to Council's requirements. The criteria for disposal of land is set out in Council's Disposal of Land and Other Assets Policy and this has formed the basis of the assessment undertaken to date for the Reserve.

There are a number of reserves within 500 metres from the Oliphant Ave Reserve that provide a greater range of amenities, these include Kenton Avenue Reserve, Dwyer Road Reserve, Jacaranda Grove Reserve-Peppertree Reserve and George Street Reserve. Refer Appendix 2.

Community consultation was undertaken in December 2016 – January 2017 to ascertain the use and the value of the Reserve by the community. A summary of the feedback is attached (Appendix 1).

Should Council resolve to dispose of the Reserve, subject to Ministerial approval, the net sale proceeds will be allocated to the Open Space Reserve Fund for the development of open space facilities as approved by Council.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|---|-----------------------|
| 1. Notes the outcome of the contamination investigations for the Oliphant Avenue Reserve which conclude the site is suitable for residential or recreational use. | 9 May 2017 |
| 2. Declares that the retention of the Oliphant Avenue Reserve at Lot 23 in Deposited Plan 5712 being portion of the land comprised in Certificate of Title Volume 2652 Folio 17 does not contribute to Council's strategic objectives and is surplus to Council's requirements and subject to Ministerial approval, the net sale proceeds will be paid into the Open Space Fund. | 9 May 2017 |
| 3. Authorises Administration to commence the revocation process including the preparation of a report under Section 194(2)(a) and undertake public consultation under Section 194(2)(b) of the Local Government Act 1999 for the potential disposal of Lot 23 in Deposited Plan 5712 being portion of the land comprised in Certificate of Title Volume 2652 Folio 17. | 9 May 2017 |
| 4. Authorises Administration to bring a report to Council for consideration of the outcome of the public consultation under Section 194(2)(b) of the Local Government Act 1999 for the potential disposal of Oliphant Avenue Reserve at Lot 23 in Deposited Plan 5712 being portion of the land comprised in Certificate of Title Volume 2652 Folio 17 | 22 August 2017 |

DISCUSSION

Council has expressed a desire to pursue opportunities for asset consolidation, to maximise use of community facilities and ensure public value is delivered through its assets. The northern portion of Oliphant Avenue Reserve is being considered for potential disposal as part of Council's asset optimisation strategy.

Oliphant Avenue Reserve is comprised of 2 separate allotments, one fronting Oliphant Avenue (northern portion) and the other facing Perrin Street (southern portion), Oaklands Park. The amenities of the Reserve are a lawned area with trees and shrubs.

The Vision and Principles set out in the Open Space Policy states Council's commitment to provide open spaces that are accessible and diverse and provide opportunities for community

activation. To support accessibility, it is proposed open spaces provided for the majority of people within 400 metres – 500 metres walking distance of their residence and/or workplace.

The attached Property report (Appendix 2) includes maps of the area and distances from other reserves.

Investigations have been made with regard to items such as:

- Ownership history
- Easements and encumbrances
- Community land status
- Demographics
- Planning, including Housing Diversity Development Plan Amendment, land use and zoning
- Council and Utilities owned infrastructure
- Nearby reserves

There are a number of other matters that Council needs to take into consideration should they consider disposing of land:

- City of Marion Community Vision and Business Plan 2016-2019
- Open Space Policy
- Health Data
- Draft 30-Year Plan for Greater Adelaide

Further detail on these areas is provided in Appendix 3.

Nearby open spaces include:

Reserve	Approx distance from Oliphant Ave	User Catchment (Open Space & Recreation Strategy 2006-2016)	Function Classification (Open Space & Recreation Strategy 2006-2016)	Amenities
Jacaranda Grove reserve – Peppertree Reserve	150m	Local	Recreation – unstructured, passive	Lawned area
Dwyer Road Reserve	575m	Local	Recreation – unstructured, physically active	Playground equipment, a mini basketball area and a seat
George Street Reserve	450m	Neighbourhood	Recreation – unstructured, physically active	Exeloo toilet, modular steel play and fitness equipment, seating, a picnic setting and a shelter
Kenton Avenue Reserve	400m	Neighbourhood	Recreation – unstructured, physically active	playground equipment, seats and a picnic setting

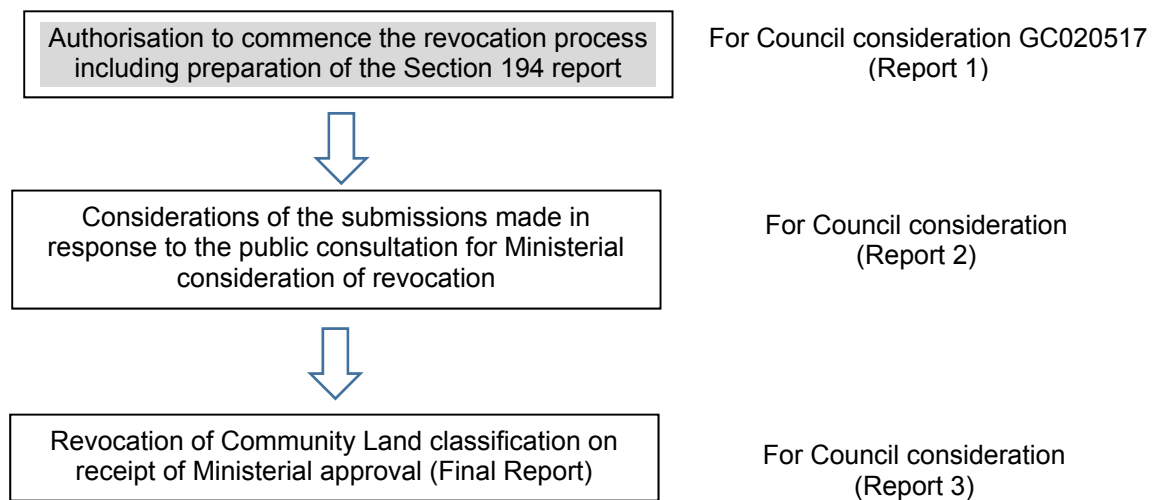
The above table demonstrates that the nearby reserves have a higher level of amenity to Oliphant Avenue Reserve. It is on this basis that Council may wish to consider Oliphant Avenue Reserve as being surplus to Council's requirements.

Revocation of Community Land Classification

It should be noted that the Community Land classification must be revoked pursuant to Section 194 of the Local Government Act 1999 before any of the following properties can be sold. This includes consultation with the community.

A detailed assessment of the Reserve is provided as Appendix 2 to this report. The assessment has been undertaken in line with the criteria for disposal of land as set out in Council's Disposal of Land and Assets Policy.

Council's decision making process to revoke the Community Land classification for Oliphant Avenue Reserve is as follows:



Community Consultation

Community consultation has been undertaken in December 2016/January 2017 which comprised a direct mail out to residents within a 300m radius of the Reserve. The purpose of the consultation was to ascertain the use and value of the Reserve by the local community.

506 letters were distributed and 45 responses were received.

A summary of the feedback is attached (Appendix 1). The response rate to the direct mail out is low (8.9%) and this may be an indicator that community use of the reserves is relatively low. It is acknowledged that the feedback received comprised both support for retention and for disposal of the Reserve.

Should Council decide to progress with potential disposal, further engagement will be undertaken pursuant to Section 194(2)(b) of the Local Government Act.

Contamination

Under the Environment Protection Act 1993, Council may be held liable for site contamination as the occupier or person in charge of the land, regardless of whether there has been a change of ownership.

Contamination investigations have been undertaken to determine any future liability that may remain with Council as a result of any site contamination. The findings from the investigations has indicated on the basis of the investigations undertaken, potential exposure pathways associated with the current and historical use of the site have not been identified for Lot 23 Oliphant Avenue, Oaklands Park.

The results of the investigations for this site would not preclude the future use of the site for residential or continuation of recreational land use.

Regulated Trees

There are two regulated Lemon Scented Gums at the front of the reserve.

The tree protection zone for the eastern regulated tree is a 9 metre radius from the centre of the trunk. Any works within this zone would need to be tree sensitive to prevent tree damaging activity to a regulated tree, therefore the protection zone (9m radius from the trunk) will impact future development of the site.

The tree protection zone for the western regulated tree is an 8.4 metre radius. The western regulated tree is less than 10 metres from a dwelling and therefore loses any regulated tree status.

Financial

The Valuer General's value for this site is listed at \$339,000. Should Council decide to pursue disposal, subject to Ministerial approval, the net sale proceeds would be paid to the Open Space Fund which would be re-invested in improving the City's open space facilities.

The costs of associated with the Community Land Classification Revocation would be in the vicinity of \$2,600 as detailed below:

Site sign	\$220
Distribution of flyers to residents	\$310
Advertising – Messenger, The Advertiser and the Government Gazette	\$1,600
Lands Titles Office fees	\$160
Distribution of flyers to residents providing an update on the process	\$310
TOTAL	\$2,600

CONCLUSION

Investigations undertaken to date indicate that the Reserve considered in this report is not contributing to council's strategic objectives and the land is surplus to Council's requirements, on the basis that there are multiple reserves in close vicinity which provide a higher level of amenity to the community.

Community consultation was undertaken to ascertain the level of use and value of the land by the local community. It is acknowledged that the feedback received comprises both support for retention and for disposal of the land. Further engagement will be undertaken should Council endorse pursuing potential disposal of these properties.

APPENDICES

Appendix 1 – Summary of Community Consultation

Appendix 2 – Property Details

Appendix 3 – Disposal Considerations

City of Marion Vacant land – Oliphant Avenue Reserve, Oaklands Park**Community Engagement Outcomes January 2017**

Community consultation was undertaken from 13 December 2016 to 9 January 2016. Feedback on the use of vacant land at Oliphant Avenue Oaklands Park was sought via a mail out inviting people to provide feedback.

The mail out was distributed within a 300m radius from Oliphant Avenue Reserve.

The engagement asked people to respond to four questions:

1. *How often would you access the site?*

- Daily*
- Twice a week*
- Weekly*
- Monthly*
- Less than monthly*

2. *What is your main purpose for using the reserve? Tick as many boxes as apply to you*

- Activities with children*
- Walking or exercise*
- I value the space without accessing (e.g. walking or driving past)*
- Open play space, running, ball sports*
- To exercise pets*
- Other – please provide details*

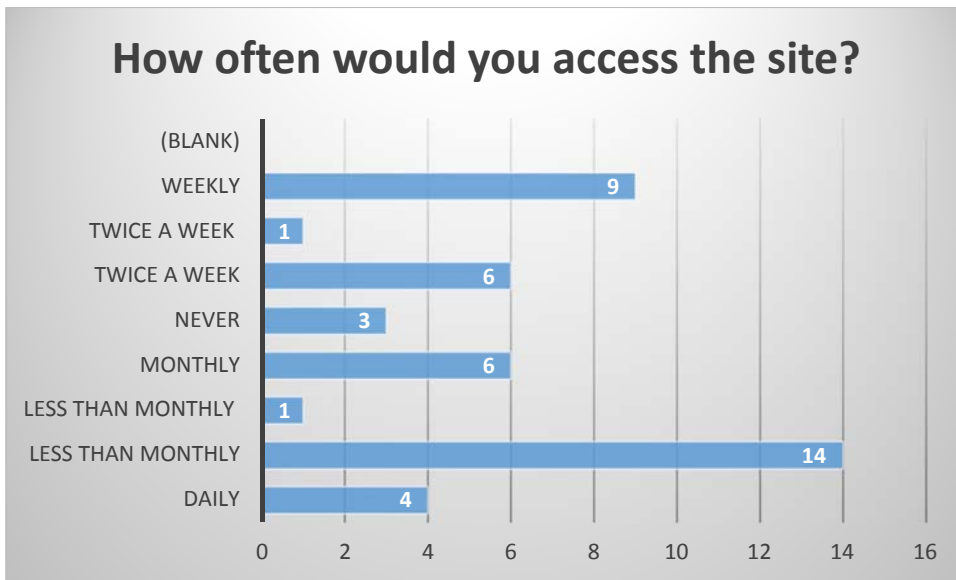
3. *Do other members of your family use the reserve - if so, what for?*

4. *What do you value about the Ranger Street reserve?*

Community feedback statistics

The feedback received from the community on the vacant land survey.

Oliphant Avenue Reserve – 506 flyers delivered and 44 responses received (plus one response received after the consultation was closed)



Specific feedback

The specific feedback received from the mail out is summarised in the table below.

How often would you access the site?	What is your main purpose for using the reserve?	Do other members of your family use the reserve - if so, what for?	What do you value about the Oliphant Avenue Reserve?
Twice a week	Activities with kids Open play space, running, ball sports To exercise pets	Our whole family loved the playspace. We have young children and the play equipment was fantastic. We were extremely disappointed when the equipment was removed.	When the play equipment was there We value the natural look of the space. Love the big gum trees and plants scattered. I hope in the future you will replace the play equipment as I emailed before it was taken down. If not I hope it stays with as many trees as possible. Living so close we notice the amount of children using the playground and am still unsure on the councils reason for removing it.
Less than monthly	None	No	Open space - we need all we can get! NB: When I had younger grandchildren I used this park all the time. They all loved the swing, the digger & the little make believe shop.
Never			I am 70 years of age, live on my own, do not have a dog to walk to parks etc like some do. I personally do not have a reason to [enter] use these facilities. However, I do see the need and value for them so others and children can enjoy them. The more the better as far as I'm concerned. And so long as they are properly maintained and watered and graffiti quickly removed.
Weekly	Activities with kids	Children often come here	Close to our house, and it had a play gym that children enjoyed.
Less than monthly	Activities with kids Walking or exercise Value the space without accessing Open play space, running, ball sports	As above	The recreational space.
Less than monthly	Value the space without accessing	No	It's nice to have space without every bit being used for something other than peace and tranquillity.
Twice a week	Other	Yes, we live at XX Perrin Street Oaklands Park, we use it as a shortcut through to Oliphant Avenue.	I use it as a shortcut to Oliphant Avenue The fact that it cuts straight through to Perrin Street.
Never	Activities with kids	No	Never now play equipment is gone.
Less than monthly	Activities with kids	They do, when visiting from interstate.	It provides open space in the area: unlike councils current policy of bulldozing a property and allowing several townhouses/flats to be erected on a single allotment!

GC090517R14 - APPENDIX 1

How often would you access the site?	What is your main purpose for using the reserve?	Do other members of your family use the reserve - if so, what for?	What do you value about the Oliphant Avenue Reserve?
Twice a week	Activities with kids Value the space without accessing Open play space, running, ball sports		Close to where I live.
Monthly	Activities with kids Value the space without accessing	Grandchildren and great grandchildren are very disappointed with the removal of the SAFE playground equipment.	The fact that I have lived in Oliphant Avenue for 50+ years and the space was sell used by original families and continued to be valued by the succeeding families. I do not understand why the play equipment was removed.
Never	Value the space without accessing	No	It was great with young grandchildren but have outgrown it now.
Less than monthly	Activities with kids Walking or exercise Value the space without accessing Open play space, running, ball sports	No - we find it boring. It's a good shortcut when out walking.	Not much - we went some times when I was 3 but the playground needs to have more bushes to play in and it needs a toilet. We went there often when our child was pre-schooler because we don't have a swing set. We used to take visitors there. We would be interested in being part of the establishment of a community garden in the space. I think it's a pity that the play equipment was removed. It must be less than 11 years old. We have lots of happy memories there, playing shops, digging in the bark, bounding on the seesaw with our child's imaginary friend, swinging, meeting neighbours. Also, look a t the design of Alf Smedley Reserve, ANZAC HIGHWAY near 6th Avenue, for a long piece of land. Could be adapted for both bits of Oliphant Avenue Reserve
Less than monthly		No	It was too small. We use Kenton Reserve or Dwyer Road Reserve. It is more beneficial to improve these 2 sites with more play equipment.
Less than monthly	Value the space without accessing	No. Used when children were smaller.	Green space is important - biodiversity, cooler in summer, anti-dote to the ghastly new housing being built recently - square boxes are toxic to the eye and their blandness and lack of character is depressing.
Daily	Activities with kids Value the space without accessing To exercise pets	My grandchildren	Peace and quiet away from the screams coming from the flats.
Monthly	Activities with kids		It was a quiet, safe play area just perfect for young children. Why was it demolished before you asked for community consultation.
Weekly	Activities with kids Value the space without accessing	Visiting families take their youngsters to the park for a bit of outside fun.	We take grandchildren for a play and a picnic. The children were very disappointed to find the equipment removed.

GC090517R14 - APPENDIX 1

How often would you access the site?	What is your main purpose for using the reserve?	Do other members of your family use the reserve - if so, what for?	What do you value about the Oliphant Avenue Reserve?
Monthly	Activities with kids Walking or exercise Open play space, running, ball sports	Grandchildren playing etc. Ball games	There are so few open spaces. I feel it would be a shame to lose it. The council has overcrowded this area (such a shame). The council who are suppose to work for the good of it people need to look after our wants not the developers. By view of map it shows 6 reserves when you take into consideration how many more homes or residence the council has allowed in these areas in the last 2-3-4 years these reserve areas are greatly needed. Most places (new) do not have lawned areas for kids to play. When reading back page of questionnaire what a joke. We all know in the Marion Council area send anything to THE MINISTER and Rau will do anything for the developers. I have no faith this will be any different.
Weekly	Activities with kids	My grandchildren are devastated that the play equipment has been removed.	My grandchildren loved going here with Nanny.
Monthly	Activities with kids Walking or exercise To exercise pets	Yes - as above	A small quiet space for relaxation and enjoyment right in the heart of the suburbs. Its close, convenient - an unexpected gem.
Monthly	Walking or exercise Value the space without accessing	No. None at home - no children	Open space for recreation. If you build on the area the whole street and surrounding streets will look like a long line of houses without a break. At the present time new houses have no space for children to play in. Keeping the area open will at least give children somewhere to play and relieve the monotony of the street.
Less than monthly	Walking or exercise Value the space without accessing	No	Currently approximately 4 times a year - more is planned for 2017. For walking. I value the green reserves. Part of the Oaklands character which is much admired by visitors, especially from overseas.
Less than monthly	Other - Walking through to access other streets	No	Nice to have a park there but is very limited - if kept needs a revamp!
Daily	Activities with kids Value the space without accessing Open play space, running, ball sports To exercise pets	Running & ball games.	Natural environment and plenty of shade and good for activities for young families and friends.

GC090517R14 - APPENDIX 1

How often would you access the site?	What is your main purpose for using the reserve?	Do other members of your family use the reserve - if so, what for?	What do you value about the Oliphant Avenue Reserve?
Twice a week	Activities with kids Walking or exercise Value the space without accessing To exercise pets	We all use it.	Close to house, a nice open space with so many townhouses and no / small yards it is very valuable. Keep it please.
Twice a week	Activities with kids Value the space without accessing Other - as below		Did use the site Daily Open space - provides habitat for birds etc must be retained. Strongly object to disposal of community land. To hell with Mr (Chairman) Rau's policy of sack'em/stack'em. Our children are now grown ups and families of their own. When they were young (born and bred in the area) then used the facility extensively. I assume current and future families in the area will do likewise!
Weekly	Walking or exercise Value the space without accessing	Accessing Perrin Street	Clean open space, a bit of greenery, nice trees. Please don't put a bin in the reserve, the smell of dog droppings is disgusting.... A bench to sit would be nice.
Weekly	Activities with kids Walking or exercise	Partner and grandchildren	Open area. We miss the play equipment. BASKETBALL RING maybe an exercise equipment would suite space available.
Less than monthly	Value the space without accessing	No	Rarely That it breaks up the residential street.
Less than monthly	To exercise pets	Not really	We rarely go there if at all. Mainly go to George Street, Kenton Ave and the Sturt Linear Park a lot for exercise, walking the dog and kids to the playground.
Weekly	Walking or exercise Value the space without accessing		It is open space. Something we need to preserve a with the continuing movement of residential infill now becoming worse with multi-story any open space will become increasing important as otherwise we will turn into a concrete jungle. And children must have somewhere to play they certainly don't have back yards. I do think it was short sighted removing the play equipment as the neighbourhood will change back to young families and in fact I can see it happening.
Less than monthly	Value the space without accessing	As above	It's a close park that I can access.

GC090517R14 - APPENDIX 1

How often would you access the site?	What is your main purpose for using the reserve?	Do other members of your family use the reserve - if so, what for?	What do you value about the Oliphant Avenue Reserve?
Weekly	Activities with kids Walking or exercise Value the space without accessing Open play space, running, ball sports To exercise pets	We all use the reserve for family activities	The lovely trees and grass - nice scenery makes a nice place to drive by.
Less than monthly	Value the space without accessing	I'm single	Open space.
Weekly	Walking or exercise To exercise pets	Yes, husband & I walk our dog there every few days	Open green space, quiet, clean.
Less than monthly	To exercise pets	NA	It's open space - not more townhouses with less parking.
Weekly	Walking or exercise To exercise pets	Walking, pet exercise	Good for pet exercise and for access from [XX] Street.
Twice a week	Activities with kids Value the space without accessing Open play space, running, ball sports Other	Apart from ourselves we have grandchildren. No equipment now, though.	Considering there are "so" many units after houses demolished this is an area of land that is appreciated. We the community need and want "green areas". This does not need to be used as just another "land use" for developers.
Twice a week	Walking or exercise	Walking and exercise	Green & cool in summer. Not happy you removed the playground. I used to take my grandchildren there and they are now very disappointed and don't understand why it has gone!
Less than monthly	Activities with kids To exercise pets	No	Prior to equip removal, enjoyed seeing parents with children playing. Now I value it as a little green oasis.
Daily	Activities with kids Value the space without accessing	Parents. Walking. Exercise.	It's great, convenient spot. Although it is tiny. Dwyer Road one, far away and not too many facilities to play. It's an important spot for our daily routine. It will be great if the place increase some new facilities. I do not understand leaving an empty space there has any point. I strongly appeal recover the Oliphant Avenue Reserve.

GC090517R14 - APPENDIX 1

How often would you access the site?	What is your main purpose for using the reserve?	Do other members of your family use the reserve - if so, what for?	What do you value about the Oliphant Avenue Reserve?
Monthly	Activities with kids Walking or exercise Value the space without accessing		It is a small piece of green space with children's play equipment. We used it almost daily when we had young children because we live on Oliphant Avenue. Green spaces are valuable because they provide necessary calming to busy lifestyles and medium density housing. They also provide valuable space for people to be outdoors and connect with each other even if this is in a passive manner eg. simply greeting fellow users. I use other green spaces more actively eg. Kenton Avenue reserve, Oaklands Wetlands and Sturt Creek walking path for weekly / bi-weekly walks.
Daily			Daily - when needed. See comments attached.

Oliphant Avenue Reserve feedback received after 9 January 2017

How often would you access the site?	What is your main purpose for using the reserve?	Do other members of your family use the reserve - if so, what for?	What do you value about the Ranger Street Reserve?
Twice a week	Walking or exercise Value the space without accessing Other		Other - I value soil to air - with the increase in density of housing as the major development of this area 2 houses being built on one house block - the devastating effects of the soil to air ration and a "natural environment" continues to be blatantly downgraded for the chase for the more wealthy to make even more money. The challenge of a greedy western society chasing money to the general destruction of this planet. It contains some trees - it is an "open" space - it gives a sense of openness to the area and removes the feeling of closed, trapped spaces that most major cities around the world display. It has its own sense of belonging - it is far better than trees jammed between cement and bitumen and brick on our kerbs - they have a true sense that they were "put" there. I still enjoy trees on the kerbs however -but a wider space eg like Adelaide's parklands has a sense of belonging there rather than just put there. A better feeling for the human psycho. Been away for 4 weeks - replied today (Tues 10th) when we returned.

Your community survey states:

The purpose of this consultation is to identify how people are currently using the Oliphant Avenue Reserve in Oaklands Park.

Response to Question 1: 'Daily – when needed'.

Response to Question 2 of your Community Survey.

I have ticked '**Other**' and the following is my response to your request to **'Please provide details'**.

We are now learning that 'nature's spaces' such as Oliphant Reserve are vital for our physical, mental and spiritual well-being.

I learnt this information from a copy of the book '**The Teachings of The Essenes from Enoch to The Dead Sea Scrolls**' by Edmond Bordeaux Szekely, which was recently sent to me by a friend from interstate.

These teachings, confirm the absolute importance of spaces such as Oliphant Reserve for our spiritual, mental and physical well being.

(The book teaches us the Morning, Noon and Evening communions (affirmations) that need to be said to receive powerful blessings from The Cosmic Ocean of Consciousness. This Ocean consists of all the powerful positive energy of the more superior planets above earth, which is now available to people on earth.

(I apologise for not including a copy of the book. Unfortunately, the photocopy of the book sent to me is not clear enough. Hopefully you can obtain one because in it you will learn very important information about the Essenes, from whom we have received these affirmations. The book was amongst the Dead Sea Scrolls, which were discovered in 1947).

This knowledge is very powerful, particularly to those of us who live in Crozier Terrace, which as you are all aware, is a high-density living area.

When human beings live at such close proximity to each other, with little or no green spaces between each other (*as the Housing Trust homes (near us) have*), negative emotions particularly fear, and anger - *caused by the misunderstandings of people's motives – just for going out into the yard, for example, 'hit' one and severely deplete positive energy.* **Such vital energy is replenished by even just visualizing such nature spaces as Oliphant Reserve.**

This enables those of us who are aware of these new teachings to use this gift of nature's energy (Oliphant Reserve) to replenish our energy and *not retaliate* when negative energy is directed towards us.

Oliphant Reserve and the other open spaces including the linear park and the wetlands around Crozier Terrace are vital to us. They help us cope with the pressures of living 'on top of each other', that is, in each other's personal spaces.

In answer to your question as to how often I use this site i.e. Oliphant Reserve:

My response is: I use it as and when I need nature's energy to replenish my own.

I moved into this area almost 3 years ago and I used to walk every morning in the linear park, stopping most mornings at Oliphant Reserve to observe the sunlight on the leaves of the gum trees.

When the almond blossom bloomed, I walked amongst the almond trees. I read how people came from many parts of Australia to see the almond blossom, which, when the petals fell, looked like snow-flakes on the ground. How beautiful! Afternoon tea was served to visitors, who arrived in buses! So nice!

Because of that, I feel so attached to these beautiful trees – not only there but also in the linear park and along the railway line, where they have been allowed to grow.

I had to stop my daily walks after 18 months of living here because my energy was totally depleted. When I moved here, the rent was very high and because of all the other bills I had to pay, I put my food at the bottom of the list, cutting down severely on my daily meals.

Fortunately, a friend of mind (a homoeopath) helped ^{me} rectify my inadequate diet. At that time, my doctor suggested less walking for the time being.

Now, I am very, very much better – thanks to nature's exquisite healing energy from Oliphant Reserve, the Linear Park, the Wetlands and the Beautiful trees at Oaklands Station! Thank you! [Also, "I choose Abundance"]

(We are now aware that we breathe in nature's oxygen whilst nature breathes in our carbon di-oxide. We are created to support each other).

We are now also learning that we were not created to be individuals and that the 'others' in our lives are as important as we are and our goal is to send **positive energy to all** our neighbours, passers-by, drivers, construction workers, council workers, and the countless others who use this area because of Oaklands Station.

This also includes **responding positively** to the many disruptions to pavements that are caused by the continual 'development' that goes on around this area, in particular, badly cracked pavements and construction workers' cars parked on pavements). As we quietly walk along, we wonder whether anyone cares about us – the pedestrians.

Regardless of whether people do or not, we know **we have to be positive** and we soldier on positively because only such energy creates a 'single flame' that goes Up to Our Heavenly Father as a powerful prayer. That prayer then brings down powerful blessing from above not only to the person praying but to the entire community.

Finally, may I end by saying how much I admire and thank you for your **respect for the trees** – At Oaklands Station, the Linear Park, even the one at the Swimming Centre because, as you will read from the book I mentioned, **The Energy from The Angel of Life** is contained in the trunks of trees. They benefit us all.

Our connection to all aspects of Nature (Mother Earth) enables us to connect to and receive Our Heavenly Father's Blessings.

Also, although unrelated to this survey, I bring to your attention the **pedestrian crossing on Diagonal Road**.

Firstly, the traffic lights are not in sync with the trains, so that often we have to wait a while before they change to green, long after the sirens sound.

Also, the section of the crossing that does not have lights (between the centre of the road and the swim centre) needs a notice to inform motorists that pedestrians have priority. E.G. STOP - GIVE WAY TO PEDESTRIANS. This notice needs to **be printed on both sides of the board**, so that those of us crossing can see clearly that it is Ok for us to go ahead. At the moment, motorists seem unaware of this and zoom past!!

Thank you for attending to this matter.

YOUR INPUT

Your feedback will assist Elected Members in determining the future use of the site.

This community consultation is to understand the value of the space and how community use the space.

If the site is deemed to be surplus to Council's requirements we will then investigate whether the revocation of the community land classification should be pursued.

When determining the future of a reserve we consider a number of elements such as biodiversity value, trees that exist on site, potential drainage requirements, existing policies and community feedback.

Any disposal of any community land is subject to Ministerial Approval and further community consultation would be undertaken in this case. All feedback as a result of the community consultation is considered by the Minister when making a decision about revoking a community land classification.

Please complete this short feedback form so we are able to understand community needs in our decision making.

Thank you for consulting with the community.
Most appreciated.

Portion of Oliphant Avenue Reserve
 Total Area 681 m²

COMMON NAME	ADDRESS	ASSET SPECIFIC	CERTIFICATE OF TITLE	PLAN	PARCEL	REGISTERED PROPRIETOR	ZONING
Oliphant Avenue Reserve B	Oliphant Avenue Oaklands Park	Reserve	CT 2652/17	DP 5712	Allotment 23	Corporation of the City of Marion	Residential (Northern)







Ward

Warracowie

Description

The land is described as a rectangular shaped allotment with road frontage to Oliphant Avenue. Irrigation equipment is on the land.

Ownership History

Vested in Council pursuant to a plan of division in 1959.

Encumbrances

Nil

Easements

Nil

Community Land

The land is classified as Community Land and is contained in Community Land Management Plan 9 – Principal Reserves.

Demographics

The population of Oaklands Park as determined by the Australian Bureau of Statistics, Census of Population and Housing in 2011 was as follows:

Oaklands Park Total persons (Usual residence) 2011	
Age Groups	Number
0 to 24 years	1,115
25 to 49 years	801
50 to 69 years	731
70 years and over	659
Total population (2011)	3,306

The official population of Oaklands Park in 2015 was 3,623. This is a growth in the population of 208 over the four years from 2011 to 2015.

Housing Diversity Development Plan Amendment

Council's proposed Housing Diversity Development Plan Amendment (DPA) seeks the following directions for housing growth in Oaklands Park:

- Encourage higher density development and increased housing diversity on properties adjacent to the Seaford Railway Line in Ascot Park, Marion, Oaklands Park and Warradale.
- Explore opportunities to implement a higher density corridor for properties adjacent Morphett Road in Glengowrie, Warradale, Oaklands Park, Morphettville, Dover Gardens and Seacombe Gardens. Potential zoning as an Urban Corridor Zone, Suburban Activity Node Zone or similar.
- Explore opportunities to implement a higher density corridor for properties adjacent Diagonal Road (in Glengowrie, Oaklands Park, Sturt and Warradale). Potential zoning as an Urban Corridor Zone, Suburban Activity Node Zone or similar.
- Facilitate increased housing diversity and density for properties adjacent to the Regional Centre Zone (in Oaklands Park, Seacombe Gardens and Warradale). Potential zoning as Urban Core Zone or similar.
- Investigate the establishment of a low density policy area in the suburbs of Oaklands Park, Glengowrie, Sturt and Warradale (except those parts of the suburbs adjacent arterial roads and the railway corridor) to negate further adverse impacts on existing streetscapes arising from ad hoc infill development. Review minimum allotment dimensions and density criteria with potential for increased frontage widths and discourage hammerhead allotments
- Review housing diversity within the existing Residential Character Policy Area in the suburb of Marion known as "Oaklands Estate".

Open Space Policy

The Vision and Principles set out in the Open Space Policy states that Council’s commitment to provide open spaces that are accessible and diverse and provide opportunities for community activation. To support accessibility, it is proposed open spaces be provided for the majority of people within 400 metres – 500 metres walking distance of their residence and/or workplace.

The attached map (Appendix 1) shows the 400m and 500m from nearby reserves. The houses outside the radius lines falls outside this criteria.

The open space framework comprises 2 elements – a Heirarchy and Classifications as shown below.

Hierarchy (Open space & Recreation Strategy 2006-2016)	Hierarchy (Open Space Policy 2017) (to be endorsed)	Classification (Open space & Recreation Strategy 2006-2016)	Classification (Open Space Policy 2017) (to be endorsed)
Local	Local	Natural landscaping area	Recreation – non-active

The principles of access and amenity set out in the draft Open Space Policy provide the following guide:

- Access for the majority of people to at least one type of open space within 400 - 500 metres of their residence and/or work place
- Design that enhances safe use of open spaces including good passive surveillance
- Design that enhances the character and amenity of neighbourhoods
- Well distributed open space to mitigate the urban heat island effect
- Provides destinations that support the cycling network
- Facilities and amenities to support the primary function of the open space
- Contributes to the amenity and attractiveness of business precincts

Nearby open spaces include:

Reserve	Approx distance from Oliphant Ave	User Catchment (Open Space & Recreation Strategy 2006-2016)	Function Classification (Open Space & Recreation Strategy 2006-2016)	Amenities
Jacaranda Grove reserve – Peppertree Reserve	150m	Local	Recreation – unstructured, passive	Lawned area
Dwyer Road Reserve	575m	Local	Recreation – unstructured, physically active	Playground equipment, a mini basketball area and a seat
George Street Reserve	450m	Neighbourhood	Recreation – unstructured, physically active	Exeloo toilet, modular steel play and fitness equipment, seating, a picnic setting and a shelter
Kenton Avenue Reserve	400m	Neighbourhood	Recreation – unstructured, physically active	playground equipment, seats and a picnic setting

Trusts, Dedications or Restrictions on the Land

None that Council is presently aware of.

Heritage Listing

The land is not on the South Australian Government Heritage Places Database.

Aboriginal Heritage

The Aboriginal Heritage Act 1988 protects any Aboriginal site or object on the land. Information will be provided on the Property Interest Report (Section 7 search). Details of any such site or object may be sought from the "traditional owners" as defined in the Aboriginal Heritage Act.

Contamination

Council's records that indicate that the land may be contaminated. The land is listed as "Potential" contamination.

There is a suggestion that the site may potentially have been an old refuse tip or fill site.

Contamination investigations have been undertaken to determine any future liability that may remain with Council as a result of any site contamination.

The findings from the investigations has indicated on the basis of the investigations undertaken, potential exposure pathways associated with the current and historical use of the site have not been identified for Lot 23 Oliphant Avenue, Oaklands Park.

The results of the investigations for this site would not preclude the future use of the site for residential or continuation of recreational land use.

Valuation - 2016

The Valuer General's value is listed at \$339,000.

Zoning / Land Use

Land use – Parks and gardens including picnicking - Res

Zoning – Residential

It is likely that Development Approval is required for a change of land use.

Drainage and other Council Infrastructure on the Land

Council's records indicate that there is no Council owned infrastructure on this land.

Dial Before You Dig

A dial before you dig indicates that SA Power Networks and Telstra own infrastructure over the land.

SA Power Networks have a low voltage underground cable through the reserve.

Statutory Easements

SA Power Networks may have infrastructure over this land which protected by a statutory easement. A statutory easement is not generally registered on the title for the land.

A Dial Before You Dig search indicates that SA Power Networks have a low voltage cable through the reserve.

Trees

There are two regulated Lemon Scented Gums at the front of the reserve.

The tree protection zone for the eastern regulated tree is a 9 metre radius from the centre of the trunk. Any works within this zone would need to be tree sensitive to prevent tree damaging activity to a regulated tree, therefore the protection zone (9m radius from the trunk) will impact future development of the site.

The tree protection zone for the western regulated tree is an 8.4 metre radius. The western regulated tree is less than 10 metres from a dwelling and therefore loses any regulated tree status.



Sale of the Land

The Community Land classification must be revoked pursuant to Section 194 of the Local Government Act 1999 before the land can be sold.

Other Comments

The reserve is comprised of two separate allotments. Only the smaller of these allotments are considered for disposal.

Council Policies

A lease of the asset or portion thereof, must be in accordance with Council's Leasing/Licensing of Council Owned Facilities Policy.

A sale of the asset must be in accordance with Disposal of Land and Assets Policy.

Total Area 681 m²

Disclaimer

Any purchaser or prospective purchaser of the land cannot rely on the information provided by the City of Marion and will need to make their own investigations.

Conclusion

This portion of Oliphant Avenue Reserve is comprised in one allotment.

Council's records that indicate that the land may be contaminated. There is a suggestion that the site may potentially have been an old refuse tip or fill site. Soil investigations have been undertaken which indicate that potential exposure pathways associated with the current and historical use of the site have not been identified for Lot 23 Oliphant Avenue, Oaklands Park.

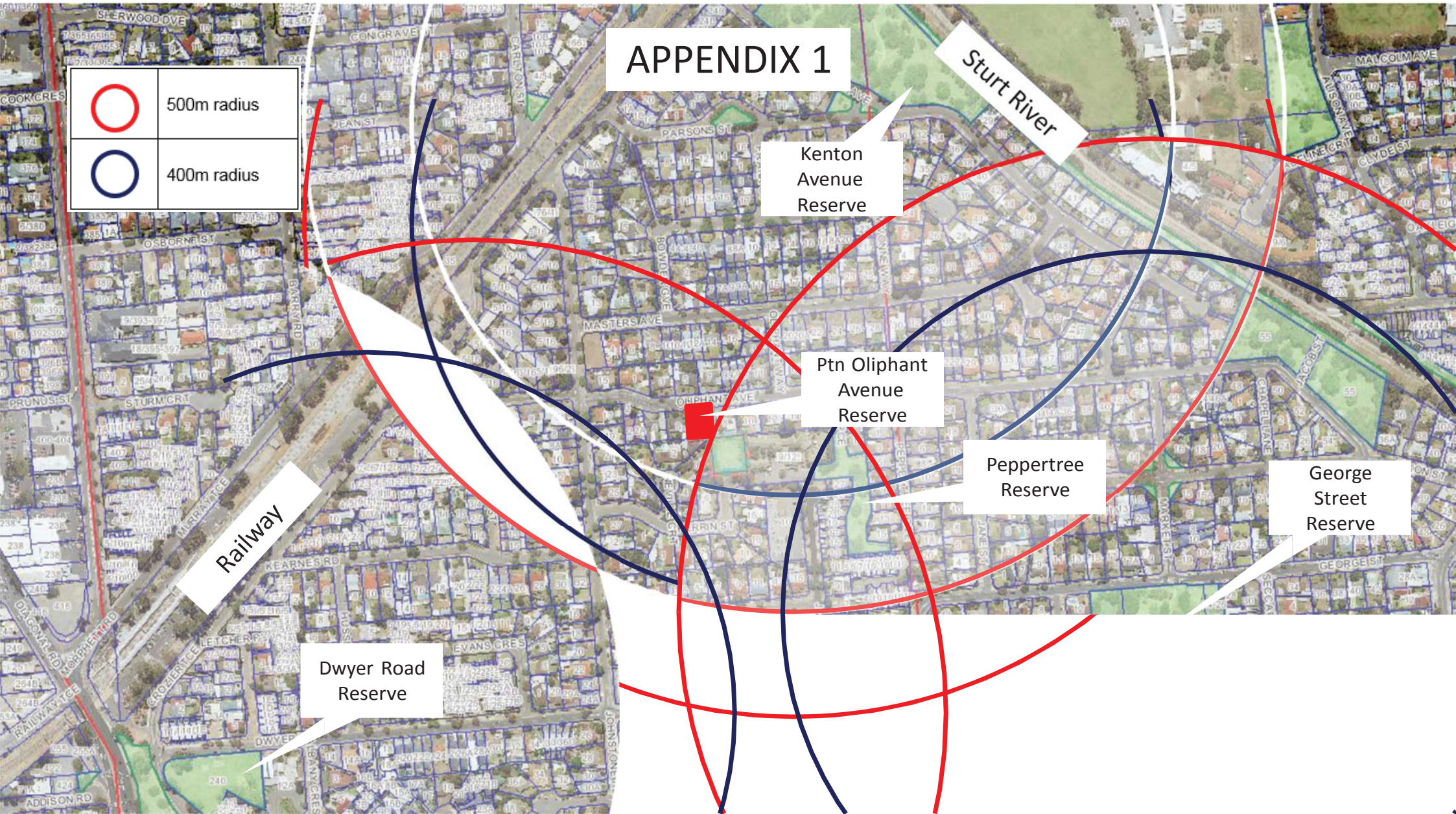
The results of the investigations for this site would not preclude the future use of the site for residential or continuation of recreational land use.

A dial before you dig indicates that SA Power Networks and Telstra own infrastructure over the land.

Total Area 681 m²

There are two regulated Lemon Scented Gums at the front of the reserve. There is potential for the development of the reserve, subject to ensuring no ill health to the established street trees and subject to Development Approval.

It is recommended that the reserve be considered for disposal, subject to the outcome of further investigations by a qualified consultant into the potential contamination of the reserve.



DISPOSAL CONSIDERATIONS**Health Data**

Health data for the City of Marion indicates that a high percentage of the population's wellbeing has the potential to be improved with participation in recreational activities. Some of these groups are:

- Persons not involved in recreational activities
- Children with asthma
- Female adults with psychological distress
- Children self-reporting health as fair/poor
- Males self-reporting health as fair/poor
- Age pension recipients
- Housing SA tenants

There may be opportunities for the establishment of community gardens in reserves which would provide equitable access to the produce of fresh food. The health data for the City of Marion dated November 2015 identifies that the percentage of the community with sufficient vegetable consumption is:

- Male children 5.1%
- Male adults 32.7%
- Adults 41.4%

These percentages are all below the benchmarks.

As also referenced in the Draft 30 Year Plan for Greater Adelaide, the provision of open space may assist in the mitigation of the impacts of the urban heat island effect by creating cooler environments.

Draft 30-Year Plan for Greater Adelaide

The Draft 30-Year Plan for Greater Adelaide identifies that greater emphasis must be placed on quality open public spaces within our communities as many new houses have small back yards. The provision of open spaces will provide:

- A focus for social interaction
- Help support safe, healthy and connected communities
- An opportunity to increase their physical activity levels which in turn improves the overall mental and physical health of the community and liveability
- The greening and cooling effect will be a key adaptation response to the increase infrequent extreme temperatures
- Promotion of physical activities

Access to open space also helps promote health and wellbeing in the community.

City of Marion Community Vision and Business Plan 2016-2019

The goal relating to Council's optimisation of assets in Council's Business Plan 2016-2019 is 'Review under-utilised council reserves and facilities to ensure community use of optimised'.

The Business Plan was adopted by Council in September 2016 (GC270916R03).

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 2017**

Originating Officer: **Steph Roberts, Manager Human Resources**

CEO: **Adrian Skull**

Subject: **2017-18 Corporate and CEO KPIs**

Report Reference: **GC090517R15**

REPORT OBJECTIVES:

For Council to consider and endorse the Corporate Key Performance Indicators (KPIs) for the 2017-18 financial year.

EXECUTIVE SUMMARY:

Developing and tracking KPIs in the organisation provides metrics to measure organisational effectiveness and efficiency. Implementing a well-considered and comprehensive set of KPIs creates a proactively performance- based operation. They provide all levels of the organisation with clear corporate targets and objectives with the ultimate goal of materially contributing to the success of the organisation.

This report details the 2017-18 Corporate KPIs and suggests consideration of aligning them with the CEO KPIs after November 2017.

RECOMMENDATION	DUE DATE
That Council:	
- Adopts the Corporate KPIs for the 2017-18 financial year as set out in Appendix 1.	9 May 2017
- Tasks the CEO with aligning the Corporate KPIs with those of the Chief Executive Officer, when the 2016-2017 end of year CEO performance review has been concluded in November 2017.	9 May 2017

BACKGROUND

Elected Members discussed the proposed 2017-2018 KPIs for the 2017-18 financial year at the Elected Member Forum 21 March 2017. At this Forum, it was recommended the alignment of the Corporate KPIs with the CEO's KPIs be considered at the 2 May 2017 Review and Selection Committee meeting. The Review and Selection Committee subsequently recommended an alignment of the Corporate KPIs with those of the CEO, when the 2016-2017 end of year CEO performance review has been concluded in November 2017.

DISCUSSION

Appendix 1 shows the proposed 2017-2018 Corporate KPIs.

Elected Members wished to consider the possibility of establishing an Information Management KPI. Given the breadth and complexity of 'Information Management' it is proposed to ensure there are commitments and actions in the 10-year Strategic Plan and Annual Business Plan to support Council actively exploring and investing in technology solutions that will deliver enhanced outcomes and services for our community.

The draft 10-year Strategic Plan identifies commitments to Information Management and Technology through the following goals and strategies:

Community Vision Theme	10 year strategy
Engaged	We will increasingly use data and community responses to understand what our community values and then we will deliver what they want
Innovative	<p>We will use the best technology possible to improve efficiency of our operations and delivery of our services</p> <p>We will use data to provide evidence for resource allocation relating to our services</p> <p>We will use technology and social media to improve our sharing of information</p> <p>We will use technology to better engage with our communities, understand their needs and seek their feedback</p>
Connected	We will provide more opportunities for use of the internet in public spaces

Council may also elect to highlight IT enhancements as a key area of focus in the Annual Business Plan.

CONCLUSION

Adopting aligned KPIs for the 2017-18 financial year will ensure all are aligned on where the focus needs to be in order to achieve the required outcomes for Council.

Appendix 1 - Proposed 2017/18 Corporate KPIs

Key Performance Indicator	Core Target	Stretch Target
Financial Sustainability	Council maintains a break even or better cash funding position in delivering its annual budget	
Delivery of agreed projects identified in the Annual Business Plan and the second year targets in the 3 year Plan	Greater than or equal to 95%	
Lost Time Injury Frequency Rate	Greater than or equal to 25% reduction from the previous year's result	Greater than or equal to 30% reduction from the previous year's result
Total employee costs (including agency staff)	Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs	Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs
Retention of key staff	Greater than or equal to 80% key staff retained	Greater than or equal to 90% key staff retained
Overall satisfaction with Council's performance	Greater than or equal to 75% rated as satisfied or above	Greater than or equal to 85% rated as satisfied or above
Asset Sustainability	Asset Sustainability Ratio greater than or equal to 80%	Asset Sustainability Ratio greater than or equal to 90%
Delivery of Council's capital works program	Greater than or equal to 80% delivery of Council's planned capital works program (adjusted for extraordinary items)	Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 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: Corporate Performance Report (Organisational Key Performance Indicators 2016/17) – 3rd Quarter 2016-17 YTD

Report Reference: GC090517R016

REPORT OBJECTIVES

This report provides Council with the third quarter YTD status report on Corporate Performance Measures (Organisational Key Performance Indicators 2016/17) as adopted on 14 June 2016 (GC140616R06). It forms part of the regular corporate performance reporting to Council, in conjunction with the quarterly budget review.

EXECUTIVE SUMMARY

KPI	Key Performance Indicator	Measure/Range 2016/17	YTD Performance		
			Qtr 1	Qtr 2	Qtr 3
A	Delivery within 5% parameters of agreed annual budget costs	95%-105%	111% 	104% 	100%
			Comment: N/a		
B	Delivery of agreed projects identified in the Annual Business Plan and the first year targets in the 3 year Plan	95% or greater	1% 	7% 	14%
			Comment: 2 projects complete to date. The organisation is on track to achieve 100% of the remaining 12 projects by 30 June 2017.		
C	Lost Time Injury Frequency Rate	Reduction of 25% in the LTIFR from the previous year's result	77% 	68% 	78%
			Comment: N/a		
D	Staff net numbers (full time equivalent, employee and agency)	A reduction	.95% 	+2.1% 	+1.75%
			Comment: This quarter has seen a slight increase due to; • 2 gap year staff (resolution of Council). • 4 seasonal pool staff.		
E	Retention of key staff	Equal to or greater than 95%	N/A	N/A	N/A
			Comment:		
F	Community Satisfaction. Overall satisfaction with each of: 1. Community facilities 2. Sports facilities 3. Events	Greater than 75%	N/A	N/A	N/A
			Comment: This is on track with the survey to be released in May to 5,000 households.		

RECOMMENDATIONS

That Council:

- Note the Corporate Performance Report (Organisational Key Performance Indicators 2016/17) – 3rd Quarter 2016-17 YTD and Appendix 1.**

DUE DATES

9 May 2017

**Corporate Performance Report
2016/17 Quarter Three YTD**



This Performance Report provides both an overall dashboard view and a progress update for each of the measures.

Key Performance Indicator		Measure/Range	Qtr 1	Qtr 2	Qtr 3	Qtr4	Overall
A	Delivery within 5% parameters of agreed annual budget costs	95%-105%	111% 	104% 	100% 		
B	Delivery of agreed projects identified in the Annual Business Plan and the first year targets in the 3 year Plan	95% or greater	1% 	7% 	14% 		
C	Lost Time Injury Frequency Rate	Reduction of 25% in the LTIFR from the previous year's result.	77% 	68% 	78% 		
D	Staff net numbers (full time equivalent, employee and agency)	A reduction	Agency (-9.19%) Employee (+1.78%) Overall (+0.95%) 	Agency (+41.3%) Employee (-0.77%) Overall (+2.1%) 	Overall (+1.75%) 		
E	Retention of key staff	Equal to or greater than 95%	-	-	-		
F	Community satisfaction. Overall satisfaction with each of; 1. Community Facilities 2. Sports Facilities 3. Events	Greater than 75%	-	-	-		

Dashboard Status icons

	Target met		Target acceptable		Target not met	-	Not measured
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KEY PERFORMANCE INDICATOR A:

Delivery within 5% parameters of agreed annual budget costs.

TARGET: 95% - 105%

QUARTER 3 YTD PERFORMANCE:  **100 %**

Background

This KPI has been calculated by comparing the total actual Operating Expenditure per the March 2017 Monthly Finance Report (\$57,539k) against the year-to-date adopted budget per Council's 2016/17 Annual Business Plan (\$57,718k).

Performance

- Third quarter performance is in line with budget.
- Third quarter result is negatively impacted by an additional depreciation charge of \$2.5m.¹
- It should be noted that depreciation is a non-cash accounting provision which, while impacting on operating expenses, has no cash impact on Council's adopted budget.
- The unfavourable increase in depreciation has been offset by favourable reductions in other operating expenditure categories.

¹ Due to the full implementation of Accounting Standard AASB 116, Council is no longer able to recognise the residual value of certain assets, particularly infrastructure assets such as roads. This has meant that the residual value of some assets (as a result of an independent valuation of infrastructure assets on 30 June 2016) have been reduced to zero to ensure full compliance with this standard.

KEY PERFORMANCE INDICATOR B:

Delivery of agreed projects identified in the Annual Business Plan and 1st year targets in the 3-year Plan

TARGET: ≥95%

QUARTER 3 YTD PERFORMANCE:



2 project completed to date (**14%**)

100% forecast by 30 June 2017

Background

There are 74 projects in the 2016 -19 Business Plan with 73 commencing in 2016/17. Of these 73 projects, 14 are due to be completed in their entirety by the end of 2016/17, with the remaining 59 projects being completed in stages (to 2019). This KPI measures the percentage of projects completed that are due to be completed as programmed by 30 June 2017.

Performance

Of the 14 projects to be completed by the end of 2016/17, 2 projects (Liveable – Better manage Traffic in Marion/Oaklands Park and Jervois Street Playspace) have been completed. Progress has been made on the remaining 12 projects for this quarter as stated below;

Project		Status – to date
1	<ul style="list-style-type: none"> Present Marion Outdoor Pool Masterplan. 	<ul style="list-style-type: none"> Report presented to 28 March 2017 General Council, adjourned to General Council 9 May 2017. Council has also approved \$320,000 for a new slide to be installed for the 2017 Swim Season.
2	<ul style="list-style-type: none"> Review under-utilised reserves and facilities to optimise community use. 	<ul style="list-style-type: none"> TOC Hall settles May 2017. Further properties / facilities are being investigated by suburb including; <ul style="list-style-type: none"> Travers Street McConnell Avenue Reserve Oliphant Avenue Reserve
3	<ul style="list-style-type: none"> Undertake an evaluation and review of at least nine Council services to ensure they continue to provide maximum value to the Community. 	<ul style="list-style-type: none"> Four service reviews complete, seven in progress.
4	<ul style="list-style-type: none"> Develop business case and commence delivery of the transition to safe and sustainable street public lighting. 	<ul style="list-style-type: none"> Staff met with South Australian Power Networks to discuss project plan 28 March 2017, with discussions progressing.
5	<ul style="list-style-type: none"> Strive for the opening of Glenthorne Farm for Community benefit in partnership arrangements. 	<ul style="list-style-type: none"> At 11 April 2017 General Council meeting, council reaffirmed its commitment to the project, requesting a report back to Council in April 2018 advising of progress.
6	<ul style="list-style-type: none"> Place activation project on vacant commercial properties in partnership with local community groups. 	<ul style="list-style-type: none"> Draft licence from Castle Plaza resulted in two vacant spaces available as a pilot project (14 March – 8 April) for business associations to use.
7	<ul style="list-style-type: none"> Deliver final stages of Oaklands Reserve re-development. 	<ul style="list-style-type: none"> 28 February Council adopted design option 3 for Oaklands Park Stage 2, feedback from community consultation is being analysed.
8	<ul style="list-style-type: none"> Deliver a solar panel network at key council sites across the City. 	<ul style="list-style-type: none"> Contact for supplier finalised, design concepts currently in progress.

9	<ul style="list-style-type: none"> • Re-invigorate the Southern Adelaide Economic Development Board to establish an industry led, independent advocacy group for the Southern Adelaide Region. 	<ul style="list-style-type: none"> • First meeting held on 2 March and discussion commenced on Board priorities with agreement reached on holding a second meeting in April to continue this process.
10	<ul style="list-style-type: none"> • Deliver the Tonsley Small Business Advocacy Service providing free advice and start up. 	<ul style="list-style-type: none"> • A meeting with Department of State Development is being scheduled after June 2017 to deliver an outline proposal for a regional approach.
11	<ul style="list-style-type: none"> • Expand the walking and cycling network linking key destinations across the city. 	<ul style="list-style-type: none"> • Tonsley Greenway - detailed design investigation of Celtic to Daws Road. • Preliminary design plans being designed for Birch Crescent with input into Darlington upgrade.
12	<ul style="list-style-type: none"> • Develop a business case for innovative 'Creative Space' that showcases leading edge technologies for the community's creative and learning opportunities. 	<ul style="list-style-type: none"> • Model developed for Digital Hub at Cove Civic Centre. Initial branding and promotion meeting with key staff progressing this quarter.

KEY PERFORMANCE INDICATOR C:

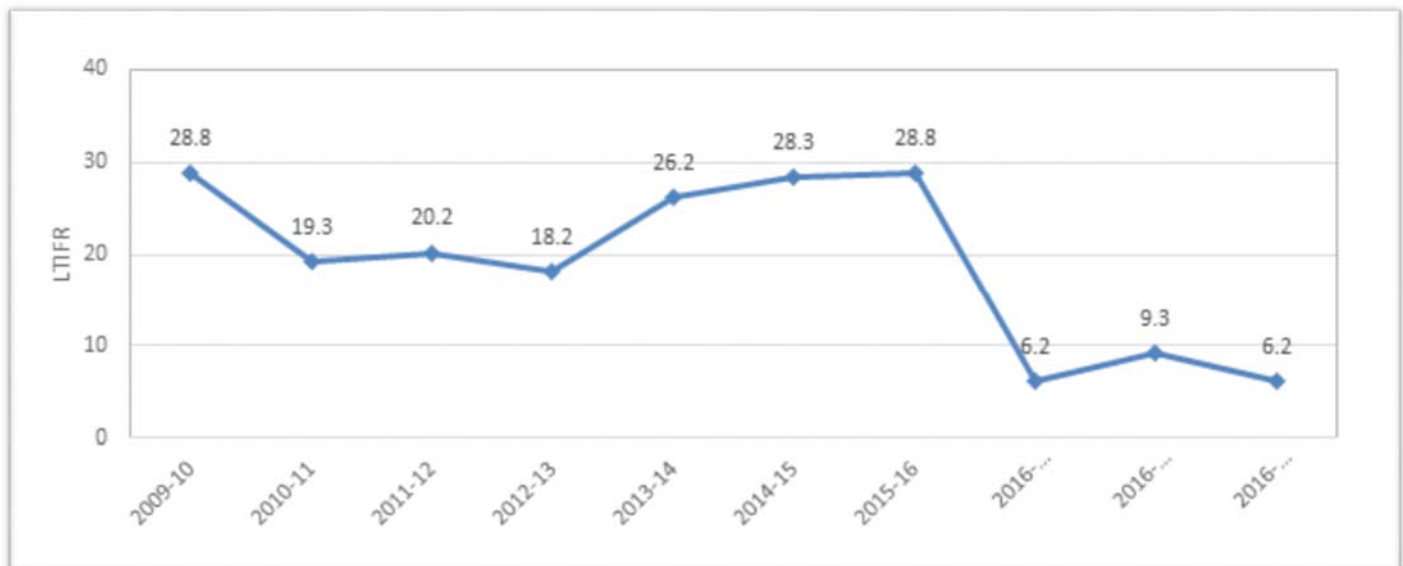
Lost Time Injury Frequency Rate compared with last year (2015/16 – 28.8)²

TARGET: reduction of 25% in the LTIFR from the previous year's result

QUARTER 3 YTD PERFORMANCE:  **78% reduction**

Background

Lost Time Injury Frequency Rate (LTIFR) takes the number of injuries resulting in lost time reported against this industry standard performance indicator. Claims statistics are collected from the Local Government Association's (LGA) Member Centre and measurement is then calculated against the Australian Standard 1885.1: 'Total number of Lost Time Injuries/Total Hours Worked) * 1,000,000'.

Performance

The City of Marion has recorded five LTIs at the end of March (for which claims have been lodged with the Local Government Association Workers Compensation Scheme (LGAWCS)). The LGAWCS claims data reports an LTIFR of 6.2. This figure is only representative of three LTIs due to the fourth and fifth LTI being accepted late in March and awaiting reimbursement of wages claimed through LGAWCS.

The five LTI's recorded have been categorised into four primary classes of injury:

1. One x Manual handling (muscular stress while lifting or carrying).
A back injury whilst sorting concrete from recycling piles.
2. One x Falls from the same and differing levels (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.

² An incident occurred and was reported via the incident reporting system in May 2016, but the injured worker did not initially lose time from work or lodge a claim. However, due to ongoing soreness which escalated over some weeks they sought medical treatment and subsequently lost time from work due to undergoing a medical procedure in September 2016. This LTI has appropriately been retrospectively allocated into the May 2016 figures, which alters the previously reported total LTIs for 2015/16 from 18 to 19 and therefore also revises the previously reported LTIFR for 2015/16 from 27.3 to 28.8.

4. One x Mental disorder (exposure to mental stress factors)

An accusation of bullying which is currently under investigation.

Five LTI incidents have been reported to date in 2016/17 compared to fifteen at the same time the previous year. If the current downward trend continues, the forecasted LTIFR for the end of period reporting is likely to be 10.8 which, if achieved, would represent a reduction of 62% on the reported and updated LTIFR for 2015/16.

In mitigating the injuries described above, the following provides a number of strategies currently in place;

- Introduction of corporate values stating that safety is at the forefront of everything we do,
- Organisational Hazard Register - Review of all tasks for identification of potential sources of injury, assessment of risk and implementation of further controls to reduce the risk.
- Organisational WHS Corrective & Preventative Action Register – a centralised log of actions to be taken for improving our WHS management system and eliminating or reducing risk of injury and illness,
- Changes to our injury management processes including preferred medical providers, suitable duties register and letters to doctors advising of City of Marion’s commitment to lost time injury prevention,
- Training of the leadership team in hazard management, incident reporting & investigation and early return to work injury management,
- Adoption of the 25% LTIFR reduction performance indicator.

KEY PERFORMANCE INDICATOR D:

Staff net numbers (full time equivalent employee and agency)

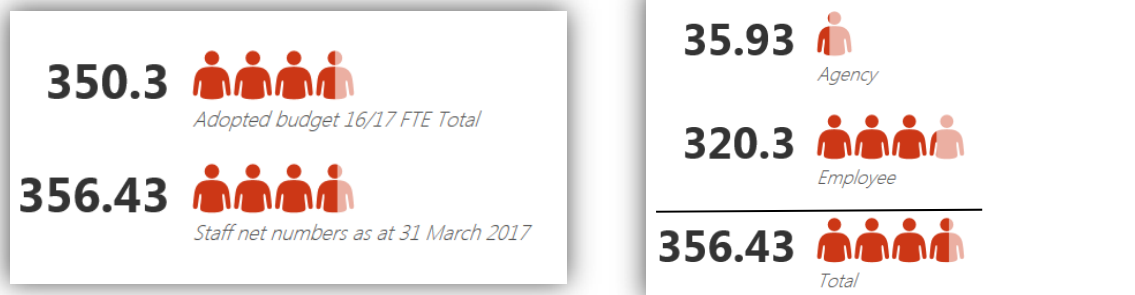
TARGET: A reduction

QUARTER 3 YTD PERFORMANCE: Overall  **+1.75%**

Background

Previously, this indicator gave a percentage of FTE employees (staff and agency) employed across the organisation for the quarter, then compared this figure with the previous quarter percentage.

For this quarter, the performance indicator has calculated the percentage of FTE employees (staff and agency) employed across the organisation from 1 January – 30 March 2017, then compared this figure to the FTE adopted budget, providing an explanation of the variance.

Performance

The increase in FTE's as at March 2017 incorporates:

- +2.0 - Gap Year students per Council resolution (GC270916R10).
- +4.5 - Marion Outdoor Swimming Centre. As the pool operates seasonally, agency numbers increase. This is expected to decrease in the final quarter as the pool closes for the season.

Whilst this target reflects an increase in headcount, there has been no permanent increase in positions to the organisational structure.

KEY PERFORMANCE INDICATOR E:

Retention of key staff

TARGET: Equal to or greater than 95%

QUARTER 3 YTD PERFORMANCE: **N/A** Verbal update

Background

The intention of measuring this performance indicator is to calculate the percentage of retained key staff as defined by the Executive Leadership Team.

Performance

There are 23 positions nominated as 'key retains' in late 2016. All have a retention plan in place.

KEY PERFORMANCE INDICATOR F:

Community satisfaction. Overall satisfaction with each of:
(1) Community facilities (2) Sports facilities (3) Events (external)

TARGET: Greater than 75%

QUARTER 3 YTD PERFORMANCE: **N/A** Not Measured to date

Background**Performance**

Staff are on track to deliver a community satisfaction survey to 5,000 households in May 2017. This survey has been slightly modified to simplify the 2016 survey.

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 2017**

Originating Officer: Heath Harding, Management Accountant
Corporate Manager: Ray Barnwell, Manager Finance
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: 3rd Budget Review 2016/17
Report Reference: GC090517R17

REPORT OBJECTIVE AND EXECUTIVE SUMMARY

The purpose of this report is to provide the financial results for the 3rd Budget Review for 2016/17. The budget review is a revised forecast of the original budget and as such any savings identified during the reviews will not be confirmed until the financial statements are prepared and audited at the end of the financial year.

Cash Position

The completion of the 3rd Budget Review has identified a favourable Cash adjustment of **\$0.129m**. This when added to the 2nd Review Cash Surplus of \$1.833m brings the full year forecast Cash Surplus to \$1.962m (refer Appendix 1 Budgeted Funding Statement – “Movement in levels of Cash/ Accruals”).

This budget review’s favourable adjustment is attributable to the following adjustments from the 2nd Budget Review of 2016/17:

- Investment Income	\$0.150m (F)
- Bore Renewal Capital Works	(\$0.220m) (U)
- Waste Collection	(\$0.063m) (U)
- Other various net adjustments	<u>\$0.262m (F)</u>
Net favourable Cash adjustments	<u>\$0.129m (F)</u>

Operating

The 3rd Budget Review forecasts a full year Operating Surplus for 2016/17 of \$6.597m (7.63%), a minor decrease of \$0.014m from the 2nd Budget Review surplus of \$6.611m (7.68%). This decrease is mainly attributed to the following items;

2nd Review Operating Surplus - (7.7%)	\$6.611m
Add: - Interest Income	\$0.150m (F)
- Bridge Audit funding not required	\$0.049m (F)
Less: - Waste Collection	(\$0.063m) (U)
- Council Solutions Optimization Review	(\$0.044m) (U)
Less: - Other various minor adjustments	<u>(\$0.106m) (U)</u>
3rd Review Operating Surplus - (7.6%)	<u>\$6.597m</u>

The 3rd Budget Review operating budget surplus of \$6.597m (7.6%) currently exceeds the target set in the Annual Business Plan and Budget of \$0 - \$4.303m (0 – 5%).

RECOMMENDATIONS (1):**DUE DATES****That Council:**

1. **Adopt, as presented in Appendix 1, the revised budgeted statements including the Income Statement, Balance Sheet, Statement of Changes in Equity and Statement of Cash Flows.**

09 May 2017**BACKGROUND:**

Council is required to reconsider the approved budget three times during the year in accordance with Section 123 (13) of the Local Government Act 1999 and Section 7 of the Local Government Regulations.

The original 2016/17 budget was developed within the context of a long term framework to achieve a balance between meeting the objectives of the Strategic Plan and attaining financial sustainability in the long term.

Framework

This budget review continues the focus on achieving the framework set by Council when developing the 2016/17 budget, this being:

- Support the achievement of the City of Marion's Strategic Directions;
- Address issues arising from internal audit reviews and assessments;
- Maintains an operating surplus ratio of between 0-5% over any five consecutive years, with a primary focus being on Cash Flow and Funding;
- Continue to improve the maintenance of assets in accordance with Council's Asset Management Plans, with a priority on maintenance before renewal, and renewal before new where it is cost effective to do so;
- Review existing services and assets to ensure they meet prioritised community needs;
- Council only approves new Major Projects where it has the identified funding capacity to do so;
- Maintain Council's position for an average residential rate which remains among the lower rating metropolitan councils;
- Implement responses for progressing liveable cities strategies and funding opportunities within Marion.

DISCUSSION:

Cash Result

The 3rd Budget Review forecasts a favourable Cash adjustment of **\$0.129m**. This when added to the 2nd Review Cash Surplus of \$1.833m brings the full year forecast Cash Surplus to \$1.962m.

2 nd Review Cash Surplus/(Deficit)	\$1.833m
3 rd Budget Review Adjustments - Favourable	<u>\$0.129m</u>
3 rd Review Cash Surplus/(Deficit)	<u>\$1.962m</u>

The funding result:

- Identifies the cash difference between total revenues and expenditures of Council after allowing for funding from loans, investments, cash draw-downs and reserves.
- Includes capital expenditures, which are excluded from the operating result.
- Provides information of changes in uncommitted financial resources available to Council.
- Returns a cash surplus where savings arise from the original budget, representing an increase in uncommitted financial resources or returns a cash deficit when costs are greater than the original budget, representing a decrease in available financial resources.

The 3rd Budget review is based upon actual results to the end of March 2017 and forecast to June 2017. In accordance with the Local Government (Financial Management) Regulations 1999 a revised budgeted income statement, balance sheet, statement of changes in equity and statement of cash flows are provided in the Attachments to Appendix 1.

Operating Result

The 3rd Budget Review forecasts a full year operating budget surplus for 2016/17 of \$6.597m, a minor decrease of \$0.014m from the 2nd Budget Review surplus of \$6.611m.

The 3rd Budget Review operating budget surplus of \$6.597m (7.6%) currently exceeds the target set in the Annual Business Plan of \$0 - \$4.303m (0 – 5%).

Capital Budget

The 3rd Budget Review forecasts expenditure on capital assets decreasing by \$0.160m from \$26.387m to \$26.227m (Renewal \$15.865m, New \$10.362m). The net decrease includes the retiming of Hendrie Street Inclusive Playspace to 2017/18 (\$0.556m) offset by the Swim Centre Water Slide (GC280317M03 \$0.320m) funded from Council's Asset Sustainability Reserve and Bore Renewal works (\$0.220m).

The Capital Budget is linked to one of Council's key financial indicators, the Asset Sustainability Ratio, which indicates that Council is slightly below its performance indicator target of 95 – 100% at 85.83%.

Borrowings

Council's Treasury Management Policy indicates that in the management of its finances, any funds that are not required to meet approved expenditure can be used to reduce the level of borrowings that would otherwise be required.

The current Long Term Financial Plan incorporates a modest borrowing program and it is considered good Treasury Management to offset some future borrowing requirements where possible. In addition, the guidelines of Council's Annual Savings Initiative have the objective to ensure continued improvement in financial performance. One of the three focus areas is to reduce the borrowing program to assist with Long Term Financial Planning.

The 3rd Budget Review forecasts no change in the level of loan funding. Loan principal repayments for 2016/17 remain unchanged.

Reserves

Net transfers to reserve have increased by \$127,336 during the 3rd Budget Review. These transfers are a result of the following:

Transfers to Reserve

Grants & C/Over - Hendrie Street Reserve (retimed to 2017/18)	556,200
CFPP - Cove Netball Club funding reconciliation (GC131216R11)	3,667

Transfers from Reserve

Asset Sustainability - Swim Centre Water Slide (GC280317M03)	(320,000)
CFPP - Capella Reserve Lights (GC220316R11)	(45,250)
Grants & C/Over - Open Space Structural Audit Works not required	(67,281)
Total Net Transfers from Reserve	<u>127,336</u>

Below is a detailed breakdown of the funding currently quarantined in the Asset Sustainability Reserve. This breakdown highlights funding allocated as part of the 2016/17 budget and allocations committed not yet spent.

Asset Sustainability Reserve									
Council Report Ref		Major Infrastructure		Walk & Cycling	Energy Efficiency	CFPP	Major New Projects	Total	
		Failure	General						
1-Jul-16	Opening Balance	2,000,000	1,127,064	-	-	2,922,754	4,197,462	10,247,280	
Funding allocated as per 2016/17 budget:									
1-Jul-16	SGC120716R02	TFR CFPP 2016/17 Budget Allocation				1,900,000		1,900,000	
1-Jul-16	GC080915R03	Walking & Cycling 2016/17 Budget Alloc		200,000				200,000	
1-Jul-16	GC280715R06	Estimated Green Power Savings			40,000			40,000	
Other Funds Quarantined in ASR									
25-Oct-16	GC251016R01	Identified Savings following the completion of the 2015/16 Annual Accounts		1,769,000				1,769,000	
14-Feb-17	GC140217R04	Net Proceeds from Sale of old Hallett Cove Library		1,560,362				1,560,362	
			-	3,329,362	200,000	40,000	-	5,469,362	
Allocations committed but not yet spent:									
11-Aug-15	GC110815R01	Hallett Cove Foreshore Masterplan		(15,000)				(15,000)	
11-Aug-15	GC110815R01	Heron Way - Stage 4		(293,000)				(293,000)	
8-Dec-15	GC081215R05	Mitchell Park Masterplan - Engagement of specialist consultants required to develop a costed concept plan				(8,051)		(8,051)	
19-Jan-16	GC190116M02	Cove Sports Club Balcony				(30,000)		(30,000)	
22-Mar-16	GC220316R11	Capella Drive Reserve Improvements				(45,250)		(45,250)	
22-Mar-16	GC220316R13	Hallett Cove Beach Tennis Club				(38,000)		(38,000)	
24-May-16	GC240516R23/GC131216R11	Cove Netball Courts				(36,333)		(36,333)	
14-Jun-16	GC140616R08	Clovelly Park Netball Courts				(62,344)		(62,344)	
13-Dec-16	GC131216R05	Glade Crescent Embankment Repairs		(325,000)				(325,000)	
11-Apr-17	GC280317M03	MOSC - Speed Slide		(320,000)				(320,000)	
			-	(953,000)	-	-	-	(1,172,978)	
Unallocated - Fund Availability 31.03.17		2,000,000	3,503,426	200,000	40,000	4,602,776	4,197,462	14,543,664	

Investment Income

Investment income is forecast to increase by \$0.150m as a result of larger average cash deposits expected to be held throughout the year.

Employee Costs

Forecast employee costs have decreased by \$0.001m (0%) from the 2nd Budget Review to \$32.928m.

Contractual Services

Expenditure on Contractual Services is forecast to increase by \$0.367m to \$18.052m. This increase includes Waste Collection costs (\$0.064m), Optimisation Review (\$0.044m) and Reserve & Street Tree Auditing works (\$0.068).

Corporate KPI – Performance against Council's Adopted Budget

Council's key financial indicators have been updated to reflect adjustments associated with the 3rd Budget Review. Commentary in relation to the indicators is provided in Appendix 1.

CONCLUSION:

The 3rd Budget Review forecasts a favourable Cash adjustment of **\$0.129m**. This when added to the 2nd Review Cash Surplus of \$1.833m brings the full year forecast 2016/17 Cash Surplus to \$1.962m.

Appendix 1

Budgeted Funding Statement

The following report details the proposed budget changes for the 3rd Budget Review.

CITY OF MARION			
Budgeted Funding Statement			
	2016/17	2016/17	
	2nd Review	3rd Review	Variance
	\$000's	\$000's	\$000's
OPERATING REVENUE			
Rates			
General	70,837	70,858	21
Other - NRM	1,683	1,683	-
Statutory Charges	1,755	1,750	(5)
User Charges	1,742	1,795	53
Operating Grants and Subsidies	7,604	7,587	(17)
Investment Income	704	854	150
Reimbursements	785	788	3
Share of Profit SRWRA	324	324	-
Other	630	763	133
	86,064	86,402	338
OPERATING EXPENSES			
Employee Costs	32,929	32,928	(1)
Contractual Services	17,685	18,052	367
Materials	4,625	4,633	8
Finance Charges	613	613	-
Depreciation	17,108	17,104	(4)
Other	6,493	6,476	(17)
	79,453	79,805	352
Operating Surplus/(Deficit) before Capital rev's	6,611	6,597	(14)
<i>Add</i>			
(a) Capital Revenue	3,500	3,614	114
<i>Equals</i> Net Surplus/(Deficit) resulting from operations	10,111	10,211	100
<i>Add</i> Depreciation	17,108	17,104	(4)
<i>Less</i> Share of Profit SRWRA	324	324	-
<i>Equals</i> Funding available for Capital Investment exp	26,895	26,991	96
Capital			
<i>Less</i> Capital Expenditure - Renewal	15,903	15,865	(38)
<i>Less</i> Capital Expenditure - New	10,484	10,362	(122)
<i>Less</i> Capital - contributed assets	1,500	1,500	-
<i>add</i> Proceeds from Sale of Surplus Land	(1,572)	(1,572)	-
<i>Equals</i> Net Overall funding Surplus/(Deficit)	580	836	256

CITY OF MARION
Budgeted Funding Statement

	2016/17 2nd Review \$000's	2016/17 Review \$000's	3rd Variance \$000's
Funding transactions associated with accomodating the above net overall funding deficit (or applying the net overall funding surplus) are as follows:			
LOANS			
	-	-	-
	-	-	-
Less	1,126	1,126	-
	(1,126)	(1,126)	-
Movement in level of cash & accruals			
(b)	1,833	1,962	129
	(2,379)	(2,252)	127
	(546)	(290)	256
	(580)	(836)	(256)
<i>Equals</i>			
Funding Transactions	(580)	(836)	(256)

(a) Capital Revenue excludes book gains/loss on sale of assets

(b) Relates to use of cash to fund major projects

Analysis of Budgeted Funding Statement

This section of the 3rd Budget Review provides an analysis of the movements in the Budgeted Funding Statement (revenues, expenditures, capital, loans and reserves).

The 3rd Budget Review forecasts a cash surplus of \$1.962m, a favourable adjustment of \$0.129m from the 2nd Budget Review surplus of \$1.833m.

Financial Indicators

To assist Council in meeting its objective of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided. Where a Council target has not been adopted the recommended Local Government Association (LGA) target has been provided. The following table provides a matrix of indicators of the 3rd Budget Review 2016/17 and whether the target has been achieved.

Key Financial Indicator	2016/17 3 rd Budget Review	Target	Result 5 Yr Avg
Operating Surplus/(Deficit)	\$6.593m	\$0 - \$4.303m	↑
Operating Surplus Ratio	7.63%	0 - 5%	↑
Net Financial Liabilities	(\$1.09m)	\$0 - \$43.03m	↓
Net Financial Liabilities Ratio	(1.26%)	0 - 50%	↓
Interest Cover Ratio	(0.28%)	0 - 5%	↓
Asset Sustainability Ratio	85.83%	95 - 100%	↓
Asset Consumption Ratio	77.67%	80 - 100%	↓

Further detail is provided below which explains the basis of each indicator:

Operating surplus – being the operating surplus (deficit) before capital amounts

Operating Surplus Ratio – This ratio expresses the operating surplus (deficit) as a percentage of general and other rates, net of rebates.

Net Financial Liabilities – total liabilities less financial assets. This measures a Council's net indebtedness.

Net Financial Liabilities Ratio – indicates the extent to which net financial liabilities of Council can be met by Council's total operating revenue

Interest Cover Ratio – indicates the extent to which Council's interest expenses are met by total operating revenues

Asset Sustainability Ratio – indicates whether Council is renewing or replacing existing assets at the rate of consumption.

Asset Consumption Ratio – indicates the remaining useful life of Council's assets or the asset stock at a point in time.

Attachments to Appendix 1

- Attachment 1 – Budgeted Income Statement
- Attachment 2 – Budgeted Statement of Financial Position
- Attachment 3 – Budgeted Statement of Changes in Equity
- Attachment 4 – Budgeted Statement of Cash Flows
- Attachment 5 – Consultants

ATTACHMENT 1

CITY OF MARION		
Budgeted Income Statement		
	Actual	3rd
	2015/16	Review
	\$000's	2016/17
		\$000's
OPERATING REVENUE		
Rates		
General	68,435	70,858
Other	1,562	1,683
Statutory Charges	1,813	1,750
User Charges	1,771	1,795
Operating Grants and Subsidies	6,482	7,587
Investment Income	696	854
Reimbursements	814	788
Net Gain - Equity Accounted Council Businesses	540	324
Other Revenue	515	763
	82,628	86,402
OPERATING EXPENSES		
Employee Costs	31,783	32,928
Contractual Services	16,293	18,052
Materials	4,740	4,633
Finance Charges	700	613
Depreciation	13,634	17,104
Other Expenses	5,594	6,476
Net Loss - Equity Accounted Council Businesses	1	-
	72,745	79,805
Operating Surplus/(Deficit) before Capital Revenues	9,883	6,597
CAPITAL REVENUES		
Capital Grants, Subsidies and Monetary Contributions	540	2,114
Physical resources received free of charge	655	1,500
Gain/(Loss) on disposal of assets	(233)	-
Net Surplus/(Deficit) resulting from Operations	10,845	10,211

ATTACHMENT 2

CITY OF MARION		
Budgeted Statement of Financial Position		
	Actual	3rd
	2015/16	Review
	\$000's	2016/17
		\$000's
<u>CURRENT ASSETS</u>		
Cash & Cash Equivalents	24,471	19,899
Receivables	4,754	3,929
Inventory	176	226
TOTAL CURRENT ASSETS	29,401	24,054
<u>CURRENT LIABILITIES</u>		
Creditors	6,082	7,696
Provisions	5,192	5,140
Loans	1,126	1,197
TOTAL CURRENT LIABILITIES	12,400	14,033
Net Current Assets/(Liabilities)	17,001	10,021
<u>NON-CURRENT ASSETS</u>		
Investment in SRWRA & Council Solutions	5,659	5,983
Infrastructure, Property, Plant & Equipment	1,113,999	1,129,721
TOTAL NON-CURRENT ASSETS	1,119,658	1,135,704
<u>NON-CURRENT LIABILITIES</u>		
Provisions	744	796
Loans	9,102	7,905
TOTAL NON-CURRENT LIABILITIES	9,846	8,701
NET ASSETS	1,126,813	1,137,024
<u>EQUITY</u>		
Accumulated surplus	369,211	381,674
Reserves	757,602	755,350
TOTAL EQUITY	1,126,813	1,137,024

ATTACHMENT 3

CITY OF MARION		
Budgeted Statement of Changes in Equity		
	Actual	3rd
	2015/16	Review
	\$000's	2016/17
		\$000's
ACCUMULATED SURPLUS		
Balance at beginning of period	360,929	369,211
Net Surplus/(Deficit)	10,845	10,211
Transfers from Reserves	15,522	7,517
Transfers to Reserves	(18,085)	(5,265)
Balance at end of period	369,211	381,674
ASSET REVALUATION RESERVE		
Balance at beginning of period	740,335	735,835
Net change this year	(4,500)	-
Balance at end of period	735,835	735,835
OPEN SPACE RESERVES		
Balance at beginning of period	857	1,014
Net change this year	157	150
Balance at end of period	1,014	1,164
OTHER RESERVES		
Balance at beginning of period	18,347	20,753
Net change this year	2,406	(2,402)
Balance at end of period	20,753	18,351
Total Reserves	757,602	755,350
TOTAL EQUITY	1,126,813	1,137,024

ATTACHMENT 4

CITY OF MARION		
Budgeted Statement of Cash Flows		
	Actual	3rd
	2015/16	Review
	\$000's	2016/17
		\$000's
CASH FLOWS FROM OPERATING ACTIVITIES		
<i>Receipts</i>	85,878	87,140
<i>Payments</i>	(64,969)	(68,045)
NET CASH PROVIDED BY OPERATING ACTIVITIES	20,909	19,095
CASH FLOWS FROM FINANCING ACTIVITIES		
<i>Receipts</i>		
Loans Received	-	-
Proceeds from Bonds & Deposits	21	-
<i>Payments</i>		
Loan Principal	(1,672)	(1,126)
NET CASH (USED IN) FINANCING ACTIVITIES	(1,651)	(1,126)
CASH FLOWS FROM INVESTING ACTIVITIES		
<i>Receipts</i>		
Capital Grants/Subsidies & Contributions/Investments	540	2,114
Sale of Equipment	559	-
<i>Payments</i>		
Purchase of IPP&E	(18,324)	(24,655)
NET CASH (USED IN) INVESTING ACTIVITIES	(17,225)	(22,541)
NET INCREASE/(DECREASE) IN CASH HELD	2,033	(4,572)
CASH AT BEGINNING OF REPORTING PERIOD	22,438	24,471
CASH AT END OF REPORTING PERIOD	24,471	19,899

ATTACHMENT 5**CONSULTANTS**

Council resolved at the Council meeting held 8 December 1998 that future budget reviews include an Executive Summary with reference to consultants.

Consultants are defined as an expert called on to provide professional or technical advice not currently available within the organisation. An analysis of Council's accounts reveals the following information of actual + committed year to date (27/04/17) expenditure versus full year actuals for 2015/16 relating to expenditure on Consultants of an operating nature:

Legal Consultants

As at 27 April 2017 3rd Budget review

	Full Year Actual 2015/16	Actual YTD 2016/17
Human Resources <i>(Employment advice)</i>	93,638	15,713
Libraries	1,170	-
Open Space Services	312	25
Environmental Health	13,869	2,326
General Inspection <i>(Dog/Cat & Parking Control)</i>	23,843	16,413
Governance	35,504	17,996
Civil Services	-	3,102
Cultural Development	-	4,271
Financial Services	-	1,230
Strategic Projects	16,101	5,415
Asset & Property Management	41,951	6,896
Development Assessment	194,394	146,168
Infrastructure Management (Engineering)	2,534	800
Civil Management	750	3,044
	424,066	223,399
Full Year Budget		291,547

Other Consultants (not including legal)

As at 27 April 2017 3rd Budget review

	Actual Full Year 2015/16	Actual YTD 2016/17
Environmental Sustainability	73,594	48,609
Human Resources	73,665	39,003
Community Facilities Development	(a) 326,409	(a) 31,583
Community Centres	383	-
Occupational Health & Safety	250	-
Cultural Development	3,053	540
Marion Swim Centre	(b) 86,167	(b) 1,500
Governance	58,093	32,500
Process Improvement	(c) 9,925	(c) 124,579
Streetscape Development	-	(d) 50,600
Strategic Projects	43,642	23,730
Asset & Property Management	27,610	77,494
Development Assessment	44,371	42,586
Environmental Health	-	600
General Inspection	-	900
Communications & Public Relations	-	454
Infrastructure Management (Engineering)	107,309	72,502
Civil Services	25,906	4,109
Open Space Services	(e) 9,955	(e) 151,890
Depot	335	-
Recruitment	67,344	34,558
	958,011	737,737
Full Year Budget		959,614
(a) Edwardstown Memorial Master Plan	125,749	-
Mitchell Park Sports Club Development Concept Plan	185,920	25,500
Other expenditure	<u>14,740</u>	<u>6,083</u>
	<u>326,409</u>	<u>31,583</u>
(b) Marion Outdoor Pool Master Plan	86,167	1,500
(c) Optimisation Review	-	121,579
Other expenditure	<u>9,925</u>	<u>3,000</u>
	<u>9,925</u>	<u>124,579</u>
(d) Streetscape Program Design Guide	-	50,000
(e) Heron Way Reserve Development (stage 4 & 5)	-	40,395
Open Space Works Program (Playspace Design)	-	59,210
Marino Rocks Greenway Concept Plan	-	28,030
Other expenditure	<u>9,955</u>	<u>24,255</u>
	<u>9,955</u>	<u>151,890</u>

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 2017**

Question Received from: Councillor Ian Crossland

Subject: Cost Shifting

Reference No: GC090517Q01

QUESTION

Council often suffers the brunt of Government cost shifting. The State Government has recently introduced the Local Nuisance and Litter Control Act 2016" which provides for new legislative responsibilities for Local Government (being introduced incrementally throughout 2017) many of which were/are traditionally the ambit of the Environment Protection Authority under the Environment Protection Act 1993. Please briefly advise:

- How has Council prepared for these new legislative requirements?
- What will be the anticipated additional cost to the City of Marion and how will these additional responsibilities be funded?
- What assistance is being provided by State Government during the transition phase?

COMMENTS - Councillor Ian Crossland

Nil

COMMENTS - Sharon Perin, Unit Manager Community Health and Safety

- *How has Council prepared for these new legislative requirements?*

When the Local Nuisance and Litter Control Act was a draft Bill, Council provided feedback to the South Australian Government regarding concerns that Council was being charged with new legislative responsibilities without additional funding or resources. Concerns were raised about cost shifting by State Government.

The littering provisions of the Act were enacted on 1 February 2017 and the nuisance provisions of the Act will be enacted on 1 July 2017. Relevant staff have received training regarding administering the new Act, which was provided free by the Environment Protection Authority (EPA).

Consultation has occurred with SAPOL's Sturt Local Service Area's Crime Prevention Sergeant, regarding what aspects of the Act will be dealt with by Council staff and what aspects of the Act will be dealt with by SAPOL.

- *What will be the anticipated additional cost to the City of Marion and how will these additional responsibilities be funded?*

The littering provisions of the Act can be administered within current resources.

Other parts of the Act can also be administered within existing resources, for example, unsightly properties and properties in an insanitary condition, as these types of matters are currently dealt with under existing legislation and within existing resources.

It is not possible to predict the number of complaints and the complexity of complaints that will be received under the new nuisance provisions of the Act, so it is not possible at this stage to predict if extra resources will be required and what additional cost there may be to the City of Marion to administer the Act.

- *What assistance is being provided by State Government during the transition phase?*

The EPA has provided free training to Councils about the new legislation. The EPA has developed some resources such as information and fact sheets and is in the process of developing further resources. These resources are available to staff via the Local Government Association (LGA). The LGA has a dedicated staff member to liaise with and support council staff regarding the administration of the Local Nuisance and Litter Control Act.

**CITY OF MARION
GENERAL COUNCIL MEETING
9 MAY 2017**

Question Received from: Councillor Ian Crossland

Subject: SA Housing

Reference No: GC090517Q02

QUESTION:

The SA Housing Trust is continuing to transfer community housing (housing trust) to third party providers. Under current legislation, once transferred the third party providers can refuse to pay council rates.

- a) How many SAHT properties are there within the City of Marion?
- b) How many are no longer paying council rates and what is the impact on the annual budget and the Long Term Financial Plan.
- c) Once the City of Marion is unable to collect rates from all these properties remaining rate payers will be required to fund the shortfall. How much will this be in both the annual and long term financial impact to the City of Marion's budget.

COMMENTS: Councillor Ian Crossland

Nil

COMMENTS: Ray Barnwell, Manager Finance

Community Housing Association properties pay council rates but under current legislation are entitled to a mandatory 75% rebate of rates and therefore are only required to pay 25% of their rates.

- a) Currently there are 3,158 SA Housing Trust (SAHT) properties and 79 Aboriginal Housing (AH) properties within the City of Marion.
- b) Over the past seven years a total of 694 properties have been transferred from the SAHT to Community Housing Association providers. Of these 694 properties, 608 properties transferred in 2015/16 have not claimed the mandatory 75% rebate.

The remaining 86 properties have claimed rebates totalling \$85,616 this financial year. We are expecting a further 383 properties to be transferred from the SAHT to Junction Housing during 2017/18. This is expected to result in an additional annual rebate of approximately \$327,000 (date of transfer will determine the amount of rebate granted). As the date of transfer is expected around the end of September 2017, the estimated 75% mandatory rebate figure is \$245,400 for 2017/18.

- c) If all remaining SAHT and AH properties in Marion transferred to housing associations this would result in rebates of approximately \$2,575,082 for the current year, having to be redistributed across all other City of Marion ratepayers.

The table below provides the potential financial impact of the 75% Rebate on properties currently transferred and potential future transfers from SA Housing.

Financial Impact of 75% Rebate On SA Housing Transfers Over 10 Year LTFP											
	Number of Properties	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
SA Housing Properties transferred to Housing Associations currently claiming 75% rebate	86	\$85,616	\$87,756	\$89,950	\$92,199	\$94,504	\$96,867	\$99,288	\$101,771	\$104,315	\$106,923
SA Housing properties to be transferred during 17/18 and entitled to 75% rebate	383	\$0	\$245,400	\$335,175	\$343,554	\$352,143	\$360,947	\$369,970	\$379,220	\$388,700	\$398,418
Total Forecast 75% Rebate Over LTFP	469	\$85,616	\$333,156	\$425,125	\$435,753	\$446,647	\$457,813	\$469,259	\$480,990	\$493,015	\$505,340
Increase required by average ratepayer to fund the 75% Rebate from SA Housing transfers		\$2	\$8	\$10	\$10	\$11	\$11	\$11	\$11	\$12	\$12
Impact if SA Housing properties transferred in 2015/16 not currently claiming the rebate did claim 75% rebate	608	\$0	\$457,527	\$468,965	\$480,690	\$492,707	\$505,024	\$517,650	\$530,591	\$543,856	\$557,452
*Impact if all remaining SA Housing properties transferred and claimed 75% rebate	2,854	\$0	\$2,394,059	\$2,453,911	\$2,515,258	\$2,578,140	\$2,642,593	\$2,708,658	\$2,776,375	\$2,845,784	\$2,916,928
Potential 75% Rebates from transfers of SA Housing Properties	3,462	0	2,851,586	2,922,876	2,995,948	3,070,846	3,147,618	3,226,308	3,306,966	3,389,640	3,474,381
TOTAL	3,931	85,616	3,184,743	3,348,001	3,431,701	3,517,494	3,605,431	3,695,567	3,787,956	3,882,655	3,979,721
Increase required by average ratepayer to fund the 75% Rebate from all potential SA Housing transfers		\$2	\$75	\$79	\$81	\$83	\$85	\$87	\$90	\$92	\$94

Based on current 42,289 Rateable Assessments

*Note: the number of remaining properties is calculated on the following:
 $3,158 \text{ SAHT} + 79 \text{ AH} = 3,237 \text{ properties less } 383 \text{ transferred to Junction Housing} = 2,854$