

His Worship the Mayor
Councillors
CITY OF MARION



**NOTICE OF
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING**

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

Tuesday 4 July 2017

Commencing at 6.30pm

In the Chamber

Council Administration Centre

245 Sturt Road, Sturt

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

Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to the 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", with a horizontal line extending from the end of the signature.

Adrian Skull
CHIEF EXECUTIVE OFFICER

29 June 2017

**CITY OF MARION
INFRASTRUCTURE & STRATEGY COMMITTEE AGENDA
FOR THE MEETING TO BE HELD ON
TUESDAY 4 JULY 2017
COMMENCING AT 6.30 PM
COUNCIL CHAMBER
245 STURT ROAD, STURT**



1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

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

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

4. CONFIRMATION OF MINUTES

4.1 Confirmation of the minutes for the Infrastructure & Strategy Committee meeting held on 6 June 20173

5. BUSINESS ARISING

5.1 Review of the Business Arising from previous meetings of the Infrastructure and Strategy Committee Meetings.....9

6. PRESENTATION

Nil

7. REPORTS / WORKSHOPS

7.1 Infrastructure Projects Update
Report Reference: ISC040717R7.119

7.2 Playground Framework
Report Reference: ISC040717R7.245

7.3 Community Data – Tools and Progress
Report Reference: ISC040717R7.366

7.4 ICT Strategy and Future Technology
Report Reference: ISC040717R7.4104

8. CONFIDENTIAL ITEMS

Nil

9. ANY OTHER BUSINESS

- 9.1 Customer Service Survey Monkey
Verbal update by Tony Lines

10. MEETING CLOSURE

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

11. NEXT MEETING

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

Time: 6.30pm

Date: 1 August 2017

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

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 6 JUNE 2017**



PRESENT

Elected Members

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

Mayor Hanna (from 8:00pm to 9:31pm)

Independent Member

Mr Christian Reynolds

In Attendance

Councillor Crossland
Councillor Telfer
Councillor Hutchinson
Mr Tony Lines
Ms Abby Dickson
Ms Sherie Walczak
Ms Jaimie Thwaites
Ms Carol Hampton
Mr James O'Hanlon
Ms Fiona Harvey
Ms Liz Byrne
Ms Birgit Stroehrer

General Manager City Services
General Manager City Development
Acting Unit Manager Governance and Records (minute taker)
Acting Manager Corporate Governance
Manager City Property
Unit Manager Sport and Recreation Facilities
Manager Innovation and Strategy
Manager Community and Cultural Services
Registered Architect, Strategic Projects

1. OPEN MEETING

The meeting commenced at 6:48pm.

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 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. 6:48pm CONFIRMATION OF MINUTES

Moved Councillor Pfeiffer, Seconded Councillor Westwood that the minutes of the Infrastructure and Strategy Committee Meeting held on 2 May 2017 be taken as read and confirmed.

Carried Unanimously

5. 6:49pm BUSINESS ARISING

The business arising statement was noted.

- The Committee discussed the outcome of the Marion Outdoor Pool master plan and asked that when recommendations from the Committee are made to General Council that the outcome of the resolution is reported back to Committee.
- The Committee queried the status of the Project Management Office structure and asked that the final structure be brought to next Committee meeting.
- The Committee acknowledged that the Draft Works Program had changed slightly due to the 4 April 2017 meeting not being held. In particular, the Feature Project may not be in the correct month. They also advised that there may be another big project to consider in the coming months.
- The Committee queried the status of the energy efficient lighting project in relation to the Marion Leisure and Fitness Centre and noted that the report for which is due to be tabled at the General Council meeting schedule for 25 July 2017.
- The Committee discussed the Smart City projects and the availability of an online platform for councils to collaborate. It was queried if we have explored the \$50 million grants available for projects such as this and noted that a consultant is drafting Council's joint application with SA Power Network and City of Charles Sturt.

6. PRESENTATION

Nil

7. REPORTS / WORKSHOPS

7.1 7:02pm Edwardstown Oval Project Report Reference: ISC020517R7.1

The Edwardstown Oval Board's President, Darren Williams and Deputy Chair, Shaun Krutti were in attendance for this item.

General Manager City Development provided the Committee with a presentation on the Edwardstown Soldiers Memorial Recreation Ground.

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

- Clarification in regards to the types of training opportunities which included:
 - Cert 1 and 2 in commercial cookery and Cert 4 in catering management.
 - Opportunity to explore the linkages with Registered Training Organisations regarding fitness certificates.

- Discussions are already underway with Flinders University and a partnership with Shape
- The governance model was discussed by the Committee and outlined as follows:
 - A new constitution was adopted approximately 18 months ago
 - An independent, community elected, skills-based Board was recruited and are performing well
 - A Manager is yet to be appointed and the employer/employee relationship is still to be determined however, the employment contract will include KPIs that are aligned to Council's objectives for the site. Council propose to subsidise the position initially.
- The Committee noted that staff should be congratulated on the design of the facilities The Committee provided feedback on the Vision and Objectives, which align to Council's strategy and the economic outcomes as required by Federal Government funding:
 - Objectives need to be more specific and measurable
 - The report being prepared for Council regarding the management model should include a financial forecast, community utilisation, governance framework/model relative to the objectives and KPIs that may include weighting/numeric values,
 - Deliverables need to sit alongside each of these objectives.
- Mr Reynolds made a number of recommendations including:
 - The first duty is to the community and the project's financial viability.
 - The plan should have compelling offerings to the community and the affiliate clubs and should include chartered behaviours.
 - The Board should act on Council's behalf and then the community (which includes the affiliate clubs).
 - If the board is to be fully responsible then the manager should report to the Board.
 - Timing of the employment of the facilities manager should be early enough to respond to the initial KPIs. This ensures the business continuity from inception stage, the oversight of project delivery to finalisation.
 - Memorandums of Understanding to secure partnership opportunities and extra affiliates or sub-lessees should be pursued, which will underpin the economic viability of the site.
- The Committee raised the need for contact to be made with Vicinity, who manage nearby Castle Plaza Shopping Centre to determine opportunities to be involved in the facility.

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

1. Notes the report for the Edwardstown Oval redevelopment Project.
2. Recommend that Council review the employment strategy of the Facility Manager for project delivery and operations, which will be included in the Report being prepared for Council the General Council
3. Recommend that Council review the formulation of the facility's 1-3 year goals.
4. Consider the next round of deliverables that support each of the objectives.
5. Administration to supply the Committee with a copy of the economic benefit model contained in the Nation Stronger Regions Funding agreement.

Carried Unanimously

8:15pm Mayor Hanna and Councillor Pfeiffer left the meeting

7.2 8:16pm Community Facilities Strategy Review Report Reference: ISC060617R7.2

Manager City Property and Unit Manager Sport and Recreation Facilities provided the Committee with a presentation on the Community Facilities Strategy Review.

8:22pm Councillor Pfeiffer re-entered the meeting

8:23pm Mayor Hanna re-entered the meeting

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

- The Community Facilities Strategy Review and the linkages to other Strategic Plans and Policies, specifically the need to ensure alignment to the Open Space Strategy and the Asset Management Plan.
- There is need for consistent terminology across the reports and plans to avoid confusion.
- Clarity is required around the meaning of the words 'sustainable' and 'resources' which should be expanded in the next iteration of the principles
- Consider reviewing the principle of Placemaking and Community Involvement, consider changing to pride and participation .
- Revision is required to clarify regional hierarchy catering to 20,000 people vs catering to a population of 20,000 people.
- Further clarity is required around the definitions of Regional, District and Local hierarchy.
- The plan requires reference to the 30-year, 10-year and 4 year strategies as well as the six success factor of CoM (wheel).
- Need to clarify the interpretation of local facilities of 5km is it intended to reduce facilities or guide decision making?
- A higher emphasis is required on 'equitable' allocation of facilities.
- The anomalies included on the maps, ie Meals on Wheels, need to be recognised due to the strong social justice component.
- Questions raised regarding the data source of the distances referred to from the LGA report on walking distances.
- Data sources need to be built into the unpinning document ie asset management, building audit, patronage numbers and financial viability.
- Large facilities like BMX track project need overarching motherhood statements included in the plan.

9:01pm Councillor Kerry left the meeting

9:05pm Councillor Kerry re-entered the meeting

9:06pm Councillor Westwood left the meeting

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

1. Notes the draft report.
2. Notes the discussion and feedback of the workshop regarding the Community Facilities Strategy Review to be brought back to the 5 September meeting.

7.3 9:08pm Morphettsville Sports Club Update – Verbal Briefing
Report Reference: ISC060617R7.3

Manager City Property and Unit Manager Sport and Recreation Facilities provided a verbal update on the Morphettsville Sports Club.

9:10pm Councillor Westwood re-entered the meeting

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

- Office of Recreation and Sport grant was awarded on 25 April 2017, the funds are to be expended within 24 months
- Working with the committee to ensure female changes room will integrate into any future development of the building
- Confirmation that an architect has been contracted, through Birgit Stroeher, to work on concept plans.
- Concepts plans include single and 2-story floorplan options submitted to the Office of Sport and Recreation in response to their \$500,000 grant for provision of female change-rooms.
- Concept plans due in approximately three weeks and updates are to be provided to the next Committee meeting.

9:13pm Moved Councillor Hull, Seconded Christian Reynolds that the Infrastructure and Strategy Committee extend the meeting until 10:00pm

Vote was tied

Deliberative vote by the Presiding member to extend the meeting until 10:00pm

7.4 9:16pm Customer Service Provision from Council Facilities
Report Reference: ISC060617R7.4

Manager Community and Cultural Facilities provided a verbal update on the Customer Service Provision from Council Facilities.

9:31 Mayor Hanna left the meeting

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

- Discussion around resident asking why the Customer Service Centre is not open on Council meeting nights.
- Automation of transactional customer contact vs personalisation to improve efficiency and improve customer experience. Personalisation could be in the form of SMS to proactively remind customers about rates being due.
- There is a balancing act to be considered when rolling out technology improvements in regards to demographics and target audience and potential strategies should be benchmarked against industry counterparts.
- Current customer service data is limited which makes it difficult to compare to other councils.
- Customers should be given the option of selecting that their rates notices are provided either by mail or by email.

- Another opportunity is that a discount be provided for annual payment up-front instead of the default quarterly rate notices.
- Do we capture the customer service issues ie pain points when they present at CSC or via the call centre?
- IT Infrastructure /Information System strategy is missing from the report.

7.5 9:56pm Key Infrastructure needs to support City Development over the next 5-10 years Report Reference: ISC060617R7.5

This item was adjourned to the Committee meeting scheduled for 1 August 2017.

9:58pm Moved Councillor Hull that the Infrastructure and Strategy Committee extend the meeting until 10:30pm but lapsed for want of a seconder.

8. CONFIDENTIAL ITEMS

Nil

9. ANY OTHER BUSINESS

- **Question of Notice from Councillor Hull:**
How have some of the Ward’s tennis courts been rebadged to multi-purpose courts in order to retain them during the tennis court review which resulted in closure of other tennis courts and when were the terms of reference changed.
- Smart Cities series conference is being held in Adelaide on 5 September 2017.

10. MEETING CLOSURE

The meeting was declared closed at 10:01pm

11. NEXT MEETING

The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on 4 July 2017 in the Council Chamber, 245 Sturt Road, Sturt.

CONFIRMED

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CHAIRPERSON

/ /

**CITY OF MARION
BUSINESS ARISING FROM THE INFRASTRUCTURE AND STRATEGY COMMITTEE MEETINGS
AS AT 04 JULY 2017**



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	2 May 2017	7.2 Committee to be provided with a copy of the Project Management Office structure once finalised (including high level summary of the roles and responsibilities)	Abby Dickson	30 June 2017	<p>The Project Management Leader will work at a strategic level providing leadership, coordination and management of the PMO processes and functions across the organisation. The role will provide advice and guidance, monitoring and assurance, advocacy and education with respect to programs, projects, and their delivery, to Councillors, executives, project managers and staff at all levels.</p> <p>Key responsibilities include: supporting project and infrastructure program managers, and developing corporate standards for project initiation and prioritization, planning, risk identification and mitigation, management, control and reporting.</p> <p>The position will drive business success through leading and developing, with key internal project stakeholders, a consistent project prioritisation model(s) and delivery practices aligned to Council's strategic objectives and the Community vision.</p> <p>The key focus areas of the position include:</p> <ul style="list-style-type: none"> • develop and instill project management discipline across the organisation, • working closely to support the project and infrastructure program managers • developing corporate standards for project initiation and 	Completed 4 July 2017

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
					<p>prioritisation, planning, management, control and reporting.</p> <ul style="list-style-type: none"> • Leadership to ensure consistency, useful metrics and prioritisation models to deliver and evaluate key projects and programs to meet community's expectations. • Work with key stakeholders to influence outcomes in complex project and program environments • Liaising with council and committees to provide advice, expertise and reports on prioritisation, and progress of key projects and programs <p>Note the role is not a direct deliverer of programs/projects</p>	
2.	6 June 2017	7.1 Edwardstown Oval Project Committee to be provided with a copy of the economic benefit model contained in the National Stronger Regions Funding Agreement	Abby Dickson	04 July 2017	<p>Using REMPLAN™, the City of Marion has used a model of the Marion economy to estimate the direct and indirect effects of the Edwardstown Oval Project.</p> <p>In summary, the upgraded Edwardstown Oval will contribute to economic growth in the region through:</p> <ul style="list-style-type: none"> • The creation of 39 jobs, both direct and indirect over the 12 month construction phase • A further 17 jobs, both direct and indirect supported by the project on an ongoing basis • A contribution to the economic output of the City of Marion of an additional \$2.111 million per year • Delivery of over 500 training 	Completed 4 July 2017

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date	
					<p>opportunities for local residents with up to 325 associated job outcomes</p> <ul style="list-style-type: none"> • A cost benefit ratio of 1:2.01 <p>This analysis was provided to Council in the Section 48 prudential management report.</p> <p>It should be noted funding was not secured under the National Stronger Regions Funding Agreement, however Federal Government funding was provided as an election commitment.</p>		
3.	6 June 2017	9	<p>Any other business Question from Councillor Hull regarding 'How have some of the Ward's tennis courts been rebadged to multi-purpose courts in order to retain them during the tennis court review which resulted in closure of other tennis courts and when were the terms of reference changed'</p>	Abby Dickson	04 July 2017	<p>Council considered a report regarding the tennis and netball review at the 28 February 2017 General Council meeting and endorsed a 3 year works program which included multipurpose courts. The report identified that the works would include multi-purpose courts.</p> <p>The Tennis and Netball review considered a number of issues including</p> <ul style="list-style-type: none"> • Current status of clubs membership, use of courts, club planning and overall club health • The club's history and use of particular sites • Existing locations of facilities 	Completed 4 July 2017

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
					<ul style="list-style-type: none"> • Constraint of sites • Condition of facilities • Use of community courts • Consultation with clubs, stakeholders and the wider the community • Consultation with State Sporting organisations • Leasing implications • Benchmarks for facilities – numbers of courts based on population statistics • Where possible creating multipurpose venues to maximise utilisation • Links to other Council projects <p>There are a number of benefits to retaining some courts in the northern wards which are in excellent condition, have up to 25 years remaining useful life and are collocated with other recreation facilities and playgrounds.</p>	

* Completed items to be removed are shaded

Appendix 1 – Draft works program

7 February	6.30 – 9.30	Infrastructure & Strategy
7 March	6.30 – 9.30	Infrastructure & Strategy
4 April	6.30 – 9.30	Infrastructure & Strategy
2 May	6.30 – 9.30	Infrastructure & Strategy
6 June	6.30 – 9.30	Infrastructure & Strategy
4 July	6.30 – 9.30	Infrastructure & Strategy
1 August	6.30 – 9.30	Infrastructure & Strategy
5 September	6.30 – 9.30	Infrastructure & Strategy
3 October	6.30 – 9.30	Infrastructure & Strategy
7 November	6.30 – 9.30	Infrastructure & Strategy

- 1st Tue of each month from February – November 2017
- Membership – 5 Elected Members
- Quorum - 4 Elected Members
- Reference Minutes – SGC011116R04

Presiding Member - Janet Byram

Expert Member – Christian Reynolds

Members

- Tim Pfeiffer
- Nick Kerry
- Bruce Hull
- Nick Westwood
- Janet Byram

Draft works program

Infrastructure & Strategy Committee Date: Tuesday, 7 February Time: 6.30pm – 9.30pm					
Venue: Committee Room					
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Committee Introduction and Terms of Reference	COMPLETE				
Infrastructure Projects Update	COMPLETE				
Future City Infrastructure Workshop	COMPLETE				

Infrastructure & Strategy Committee Date: Tuesday, 7 March Time: 6.30pm – 9.30pm					
Venue: Committee Room					
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Feature Project – Marion Outdoor Swimming Centre	COMPLETE Presentation of Marion Outdoor Swim Centre Masterplan				Carol Hampton
Community Data	COMPLETE <ul style="list-style-type: none"> • Presentation on current community data sets • Examples of opportunities to expand community data • Potential tools for data collection 				Fiona Harvey
10 year Strategic Plan	COMPLETE Presentation of feedback on draft 20 year Strategic Plan				Fiona Harvey
Overview of Strategic Management Framework	COMPLETE				Fiona Harvey
Oaklands ASR	COMPLETE Verbal update provided by General Manager Operations				Tony Lines

Draft works program

Infrastructure & Strategy Committee					
Date: Tuesday, 4 April Time: 6.30pm – 9.30pm - MEETING NOT HELD – AGENDA ITEMS SCHEDULED FOR 2 MAY MEETING					
Venue: Committee Room					
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Marion Outdoor Swimming Centre	Discussion following deferral of item on General Council on 28 March				Carol Hampton
Infrastructure Projects Update	Progress updates on key infrastructure projects Update on any emerging risks, significant changes				Abby Dickson
Overview of Project Governance	An overview will be provided to the committee on how the organisation currently achieves oversight of project and program delivery				Abby Dickson/Tony Lines
Community Data	Discuss current community satisfaction survey and opportunity to expand data collected through this process in the future				Fiona Harvey
Asset Systems Service Review	Overview of current service review to seek Committee's input into the progress of the review as a key stakeholder				Fiona Harvey
Drainage Service Review	Seek Committee's input into the drainage service review				Mathew Allen
Morphettville Sports Club	Provide update on Morphettville Sports Club upgrade				Carol Hampton

Infrastructure & Strategy Committee					
Date: Tuesday, 2 May Time: 6.30pm – 9.30pm					
Venue: Committee Room					
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Feature Project – To be determined					TBC
Community Data – tools and progress	Update on progress with community data tools, opportunity for further scoping, consideration of specific focus areas RESCHEDULED TO JULY MEETING				Fiona Harvey
Community Facilities Strategy	Presentation on review and update of community facilities information and strategy RESCHEDULED TO JUNE MEETING				Carol Hampton
Infrastructure – connecting communities	Overview of key infrastructure projects which will strengthen community connections. Input to be sought from Committee Members RESCHEDULED TO AUGUST MEETING				John Valentine

Draft works program

Infrastructure & Strategy Committee		Date: Tuesday, 6 June Time: 6.30pm – 9.30pm			Venue: Committee Room
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Edwardstown Oval Project Update	Progress updates on key infrastructure projects Update on any emerging risks, significant changes				Abby Dickson
Customer Service provision from Council facilities	Workshop on service provision and how Councils facilities and technology can enhance service provision				Liz Byrne
Key Infrastructure Future Planning	Discussion on key infrastructure needs to support city development over the next 5-15 years DEFERRED				Tony Lines
Community Facilities Strategy	Presentation on review and update of community facilities information and strategy RESCHEDULED FROM MAY MEETING				Carol Hampton

Infrastructure & Strategy Committee		Date: Tuesday, 4 July Time: 6.30pm – 9.30pm			Venue: Committee Room
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Infrastructure Projects Update	Progress updates on key infrastructure projects Update on any emerging risks, significant changes				
ICT strategy and future technology	Key priorities for ICT over the next 5-15 years				John Deally
Community Data – tools and progress	Update on progress with community data tools, opportunity for further scoping, consideration of specific focus areas – Rescheduled from May meeting				Fiona Harvey
Playground Framework	Overview of the Playground Framework currently being developed and seek feedback from the Committee on user catchment distances				Fiona Harvey

Draft works program

Infrastructure & Strategy Committee		Date: Tuesday, 7 November Time: 6.30pm – 9.30pm			Venue: Committee Room
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Capital Construction – Quarterly Update	Request from 2 May 2017 meeting				Tony Lines
Infrastructure Projects Update	Progress updates on key infrastructure projects Update on any emerging risks, significant changes				Abby Dickson

**CITY OF MARION
INFRASTRUCTURE & STRATEGY COMMITTEE MEETING
4 July 2017**

General Manager: Abby Dickson, General Manager City Development
Subject: Infrastructure Projects Progress Updates
Report Reference: ISC040717R

REPORT OBJECTIVE

To provide the Infrastructure & Strategy Committee with a progress report on key infrastructure projects.

RECOMMENDATION

DUE DATES

That the Infrastructure Committee:

- | | |
|---|---------------------|
| 1. Notes the progress report on key infrastructure projects. | 04 July 2017 |
|---|---------------------|

DISCUSSION

A number of key infrastructure projects are progressing in line with priorities adopted by Council. The reports attached in appendix 1 and 2 provides a progress update on the projects against the key project performance measures of schedule, budget, milestones, and problems/risks identified.

The state Government budget provides Council with further funding opportunities towards Infrastructure projects and these will be pursued as further information becomes available. Opportunities within the State Government budget include:

- \$174.3 million over three years to upgrade Oaklands Crossing to separate rail and road traffic with a rail underpass under Diagonal Road. The Commonwealth will contribute \$95 million towards the project and Council is
- Fund My Neighbourhood Program – \$40 Million over 2 years towards
- Women’s sporting facilities – \$20 Million over 2 years
- \$20 Million over two years to support sporting clubs to install synthetic playing field surfaces

Partnership funding will also be pursued in the lead up to the State Government Election.

Appendix 1 & 2– Infrastructure Projects progress Update Table

Infrastructure and Strategy Committee

Project Name: Edwardstown Oval redevelopment

Council Role: Council as project partner (Fed \$4m, Marion \$4m) and project deliverer

Report Ref No: ISC040717R7.1



Project Status

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/ potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
CONCEPT STAGE				
Develop project outcomes	COMPLETE	COMPLETE	COMPLETE	Council resolution to redevelop Edwardstown Soldiers Memorial Ground (14 April 2015) City of Marion Business Plan 2016 - 2019
Develop partnerships	COMPLETE	COMPLETE	COMPLETE	<ul style="list-style-type: none"> Community Consultation first undertaken 2012-2013 Worked with Oval Committee and clubs through concept stage New Constitution and Board established
Approve design concept and cost estimate	COMPLETE	COMPLETE	COMPLETE	Concept design and cost estimate approved by Council
Approval to proceed to next stage	COMPLETE	COMPLETE	COMPLETE	Federal funding agreement approved and approval to progress to Commitment Stage and further design and cost development
COMMITMENT STAGE				
Secure land	AMBER	COMPLETE	AMBER	Land owned by City of Marion. Current Development Plan zoning allows third party appeals that could delay the project. Planning is a 12-week approval process, if there are no public representations. Planning report to be submitted July 2017. Rezoning process (Recreation Community DPA) currently with the Minister for

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
				authorisation and the DPA would allow type development contemplated with no appeal rights. This is anticipated to be in place at the end of 2017.
Finalise design and cost	GREEN	GREEN	AMBER	Design development stage was completed May 2017. The Community Engagement process has also been completed. Project budget approved by Council is \$8 million. Current cost estimate is slightly higher with a strategy to align a scope within the approved budget. Design Development endorsement and approval to undertake an EOI was obtained at the General Council meeting 27 June 2017. Approval to proceed to a select tender will be sought from Council in Sept 2017.
Prudential Review and Endorsement	COMPLETE	COMPLETE	COMPLETE	Section 48 report approved by Council in 2016.
Facility Management Model	GREEN	GREEN	AMBER	Management Plan is being developed with Board and affiliate clubs. A report on the business plan model including operating costs will be presented at the 25 July 2017 General Council meeting.
Approval to proceed to call construction tenders	GREEN	GREEN	GREEN	A report will be submitted to Council in September 2017 for approval to proceed to calling of tenders for the construction stage.
CONSTRUCTION STAGE	GREEN	GREEN	GREEN	Construction stage to commence when Council approves calling of tenders, acceptable tenders are received and Council endorses contractor. The Federal funding deed requires construction to start by December 2017.
COMMISSIONING STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Commissioning commences when building complete and ready for occupation. Expected March 2019
CLOSE	ON-HOLD	ON-HOLD	ON-HOLD	Close process occurs after Commissioning Stage and specifically at the end of the 12 month defects and liability period.

Scope	June 2017	July 2017	Aug. 2017	Sep. 2017	Oct. 2017	Nov. 2017	Dec. 2017	Jan. 2018	Feb. 2018	March 2018	April 2018	May 2018 +	Feb. 2019	March 2019
Detailed Design/Documentation														
Development Approval														
Procurement EOI stage														
Pre tender estimate														
Procurement Construction tender stage														
Construction														
Commissioning														

Key Risks

#	Description	Response / Mitigation	Status
1	Stakeholders do not reach agreement on the design and management model for the integrated facility	Engage with stakeholders, both internal and external. Engagement includes wider community	OPEN
2	Re-zoning of the land is not achieved to meet programme, resulting in a Cat 3 development with notification and appeal rights	Planning submission to be completed based on a Cat 3 timeframe.	OPEN
3	Project cost exceed \$8M	Potential delayed works identified for Council consideration. Further report to be developed for September Council meeting.	OPEN

Infrastructure and Strategy Committee

Project Name: BMX

Council Role: Project Partner (ORS \$2m, Onkaparinga \$750,000, Marion \$750,000) and project deliverer

Report Ref No: ISC040717R7.1



Project Status

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
CONCEPT STAGE				
Develop project outcomes	COMPLETE	COMPLETE	COMPLETE	Council resolution to develop BMX track (14 April 2015) City of Marion Business Plan 2016 - 2019
Develop partnerships	COMPLETE	COMPLETE	COMPLETE	Feasibility Study included BMX Australia, BMX SA, The Cove BMX club, Happy Valley BMX club, Office of Recreation and Sport, City of Onkaparinga and City of Marion
Approve design concept and cost estimate	COMPLETE	COMPLETE	COMPLETE	Feasibility Study considered by funding partners and \$3.5 million funding pool established
Approval to proceed to next stage	COMPLETE	COMPLETE	COMPLETE	State funding agreement approved by Council on 23 August 2016 and funds received (\$2 million) and approval to progress to Commitment Stage and further design and cost development.
COMMITMENT STAGE				
Secure land	AMBER	GREEN	GREEN	Land owned by Department of Water and Natural Resources. Current Development Plan zoning allows third party appeals that could delay the project. State agencies considering possibility of a state agency applying under Section 49 of the Development Act to streamline approval process.

Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
				Lease being prepared between DEWNR and Marion to enable the development.
Finalise design and cost	AMBER	GREEN	RED	Concept design stage completed. Concept cost estimate completed and is being reviewed by funding partners against the \$3.5 million funding pool. Estimated costs are currently above \$3.5 million. Options to secure further funding and to stage the works are being considered by the funding partners. Concept design is followed by two further design stages before construction tenders can be called. All design stages require stakeholder and Council approval.
Prudential management approval (Section 48 report)	AMBER	GREEN	RED	Inputs to Section 48 report to be further developed. Management Plan being developed with clubs, BMX bodies and funding stakeholders. Both Section 48 and Management Plan effected by cost estimate to inform whole of life costs.
Approval to proceed to call construction tenders	ON-HOLD	ON-HOLD	ON-HOLD	Finance and Audit Committee, then Council, to review Section 48 report prior to calling of tenders for construction stage. Time frames are yet to be determined and will occur after scope and costs have been finalised by funding partners.
CONSTRUCTION STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Construction stage to commence when Council approves calling of tenders, acceptable tenders are received and Council endorses contractor. Marion wrote to Minister for Recreation and Sport on advice received that construction earthworks in the highly expansive clays in the wet season is not recommended. This would affect construction period in the Deed shown as 1 July to 31 December 2017.
COMMISSIONING STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Commissioning commences when building complete and ready for occupation
CLOSE	ON-HOLD	ON-HOLD	ON-HOLD	Close process occurs after Commissioning Stage and specifically at the end of the defects and liability period

Key Risks

#	Type (Issue, Risk, Change)	Description	Response / Mitigation	Status
1	Risk	Highly expansive clay soils making site unsuitable, or cost to remove and replace	Geotechnical treatment options being explored and costed; layout and alignment of UCI track has an impact.	Ongoing
2	Risk	Effect of highly expansive clay soils and flat site on stormwater drainage	Design options being explored and costed. Timing of construction - earthworks.	Ongoing
3	Risk	Operational and maintenance costs after construction completed	Develop an equitable management model with Councils, State Government and BMX clubs and bodies.	Ongoing
4	Risk	Insufficient budget	Value manage the design. UCI track is the known priority. Discuss further funding and staging opportunities with ORS. Deed of Agreement between the CoM and the Minister for Recreation and Sport, which anticipated the costs being more than \$3.5M requires parties to reach a mutually agreeable funding solution.	Ongoing

Timeline: Timeline to be developed once budget and design issues are resolved.

Infrastructure and Strategy Committee

Project Name: Soccer Facilities

Council Role: Funding Partner – An in principle capped financial commitment of \$2.5 million towards the project.



Report Ref No: ISC040417R7.1

Project Status

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/ potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
CONCEPT STAGE				
Develop project outcomes	ON-HOLD	ON-HOLD	ON-HOLD	Council resolution to provide funding for the project June 2016. The facility will include 3 artificial pitches, clubrooms and car parking. A partnership agreement and deed will need to be established once the State Government has considered and announced a funding commitment.
Develop partnerships	ON-HOLD	ON-HOLD	ON-HOLD	The City of Marion will provide funding as part of the partnership with the State Government and FFSA to develop a new Southern Regional Football Facility (SRFF) to be located at Majors Rd O’Halloran Hill. Football Federation SA (FFSA) will lead the project.
Approve design concept and cost estimate	ON-HOLD	ON-HOLD	ON-HOLD	A concept design will be developed by FFSA once all funding for the project is committed and funding agreements established.
Approval to proceed to next stage	ON-HOLD	ON-HOLD	ON-HOLD	Currently waiting on commitment from state government.

Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
COMMITMENT STAGE				
Secure land	Green	ON-HOLD	ON-HOLD	The preferred location for the SRFF is on Crown Land identified as Volume 6088 Folio 98 on the southern side of Major's Rd. A proposal has been submitted to DEWNR, which is currently under review. A geotech report has been provided to FFSA to inform them of the soil conditions at Majors Rd.
Finalise design and cost	ON-HOLD	ON-HOLD	ON-HOLD	NA
Prudential management approval (Section 48 report)	ON-HOLD	ON-HOLD	ON-HOLD	NA
Approval to proceed to call construction tenders	ON-HOLD	ON-HOLD	ON-HOLD	NA
CONSTRUCTION STAGE	ON-HOLD	ON-HOLD	ON-HOLD	NA
COMMISSIONING STAGE	ON-HOLD	ON-HOLD	ON-HOLD	NA
CLOSE	ON-HOLD	ON-HOLD	ON-HOLD	NA

Timeline and risk register to be developed when project progresses to commitment stage.

Infrastructure and Strategy Committee

Project Name: Mitchell Park Sports and Community Centre

Council Role: Project Partner (Council \$9.875m, balance to be achieved) and project deliverer

Report Ref No: ISC040717R7.1



Project Status

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/
potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
CONCEPT STAGE				
Develop project outcomes	COMPLETE	COMPLETE	COMPLETE	Council resolution (14 April 2015) City of Marion Business Plan 2016 - 2019
Develop partnerships	COMPLETE	COMPLETE	COMPLETE	Worked with MPCSS Committee and clubs through concept stage Working with Basketball SA.
Approve design concept and cost estimate	COMPLETE	COMPLETE	COMPLETE	Design and Cost approved through Section 48 report reviewed by Finance and Audit Committee and approval by Council. Council allocated 50% funding (\$9.875 m) and is seeking 50% from other levels of government.
Approval to proceed to next stage	COMPLETE	COMPLETE	COMPLETE	Section 48 report approved by Council in June 2016. The project requires partnership funding.
COMMITMENT STAGE				
Secure land	AMBER	COMPLETE	AMBER	Land owned by City of Marion. Current Development Plan zoning allows third party appeals that could delay the project. Rezoning process (Recreation Community DPA) on community consultation completed 12 April 2017 and will then progress to the Minister for authorisation anticipated for August 2017. The DPA should be brought back

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
				to Council by the end of the year. The DPA would allow this type of development contemplated with no appeal rights.
Secure funding	GREEN	GREEN	GREEN	Partnership funding to be pursued, opportunities include 2018 State election, 2019 Federal election. Grant programs have been monitored for potential funding opportunities. A funding strategy to be developed for Council's consideration as a lead up to the State Election. Advocacy materials developed.
Finalise design and cost	ON-HOLD	ON-HOLD	ON-HOLD	Further design development is subject to securing balance of funding to develop the project.
Approval to proceed to call construction tenders	ON-HOLD	ON-HOLD	ON-HOLD	As above
CONSTRUCTION STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Construction stage to commence when Council approves calling of tenders, acceptable tenders are received and Council endorses contractor.
COMMISSIONING STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Commissioning commences when building complete and ready for occupation
CLOSE	ON-HOLD	ON-HOLD	ON-HOLD	Close process occurs after Commissioning Stage and specifically at the end of the defects and liability period

Key Risks

Risk	Partnership funding not secured	Proactively seek partnership funding	Ongoing
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Infrastructure & Strategy Committee Project Report

Project Name: Marion Outdoor Pool (MOP) Upgrade – Stage 1 works 2017-18**Council Role:** Funder and deliverer**Report Ref No:** ISC040717R7.1**Project Status**

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/
potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold


Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
CONCEPT STAGE				
Develop project outcomes	COMPLETE	COMPLETE	COMPLETE	<p>Concept developed through masterplan process. City of Marion Business Plan 2016 – 2019 required masterplan to be presented to Council The Infrastructure and Strategy Committee (ISC070317R7.2) provided feedback on the masterplan seeking a scaled down scope of works. A report was prepared for Councils consideration.</p>
Design concept and cost estimate	GREEN	GREEN	GREEN	<p>Council endorsed funding for a slide (GC280317M03) from the Asset Sustainability Reserve to be delivered and operational by October 2017</p> <p>9 May 2017 (GC090517R02) - Council endorsed an allocation of up to \$268,000 in the 2017/18 Annual Business Plan and Budgeting process for:</p> <ul style="list-style-type: none"> – Preparation of detailed design and costing for the reconfiguration of the foyer and upgrade to the façade – 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 <p>Funds approved as part of the Annual Business Plan and Budget at the 27 June Council meeting.</p>

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
Approval to proceed to next stage	GREEN	GREEN	GREEN	Works funded for 2017-18
COMMITMENT STAGE				
Land	GREEN	GREEN	GREEN	Land owned by City of Marion.
Finalise design and cost	GREEN	GREEN	GREEN	Tender scope currently being developed Design to be completed by Nov 2017
Approval to proceed to call construction tenders	ON-HOLD	ON-HOLD	ON-HOLD	Approval to install second water slide and shade structures was provided at 9 May 2017 meeting. Design for foyer upgrade incorporating multi function area and external façade improvements will commence July 2017 and be brought back to Council
CONSTRUCTION STAGE				
Waterslide & shade structure installation	GREEN	GREEN	GREEN	Second slide to be installed before the 2017/18 swimming season. Other construction to be determined through design and cost process then subsequent Council review and approval.
COMMISSIONING STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Subject to Council approvals to proceed.
CLOSE	ON-HOLD	ON-HOLD	ON-HOLD	Subject to Council approval to proceed.


Scope – Marion Outdoor Pool Stage 1 works	May 2017	June. 2017	July 2017	Aug 2017	Sep. 2017	Oct. 2017	Nov. 2017	Dec. 2017	Jan 2018	Feb 2018	May 2018	June 2018
New Slide & Shade Structures												
Procurement Construction tender stage												
Detailed Design/Documentation												
Development & Building Approval												
Construction (Slide & shade Structure)												
Commissioning												
Design – future works												
Budget Adopted												
Scope works, tender and procurement of contractor												
Detailed design and cost phase												
Council considers design and costs												
Hold Point												
Budget approved												

Key Risks:

#	Type (Issue, Risk, Change)	Description	Response / Mitigation
1	Risk	Future works are not fully integrated into stage 1 works	Require design work to consider future works
2	Risk	Water slide is not installed in time for 2017-18 season due to weather or delays in delivery	Contingency plan developed for delayed installation
3	Risk	Cost exceed budget	Detailed brief developed and proactive contract management

 Report: I&S Committee		Home		Reporting at end May-17											
Project Objective	Status	Source	Original Start date	Revised Start date	Original End date	Revised End date	Status should be	Project start	Project end date	Progress in the quarter (by month)	Next steps	Risk status	Mitigation of risks & issues		
Engineering C3, 13.3-Streetscapes To provide consistent design for streets that balances the needs of pedestrians/cyclists and vehicles, provides visual amenity, supports connectivity and safety, and is environmentally sustainable.	Commenced	13 Special Projects & Business Plan	27-Jan-15	27-Jan-15	31-Mar-17	28-May-17	Complete	on track	delayed	Pilot projects progressing, with design for Alawoona Avenue commenced, held Council EM Forum 18/4 to discuss program of works followed by Council endorsement on the 9 May 2017 that includes a ward filter and alignment with other initiatives.	Continue construction works on Charles Street along with detailed design for Alawoona Avenue. Ramrod Avenue has experienced delays as a result of concerns with the preferred contractor. Project to be re-tendered.	Medium	Integration of Project with existing works program, resources for coordination of program. Residential Redevelopment of Alawoona Avenue.		
Strategic Projects C4-Oaklands Rail Crossing To lobby to pursue Federal funding for a road / rail separation at Oaklands Crossing and, dependent on the timing of funding, work with the State Government to achieve related design, pedestrian and cycle linkages and development outcomes that benefit to Marion community	Commenced	Business Plan	15-Oct-16	15-Oct-16	30-Jun-19	30-Jun-19	Commenced	on track	on track	APRIL 17 -determine status of State Government dealings with Federal Government and Infrastructure Australia(IA) regarding funding. IA are still seeking information from State Government in relation to the project to assess merits of the project. MARCH - monitoring of State position re Oaklands Crossing PREVIOUSLY - Council considered report in February 2017 and resolved that the public campaign can be held before the end of February 2018. Mayor met with Minister Mullighan and Minister Fletcher in early December, as a result two development options were prepared for rail under Diagonal / Morphett and demonstrating new development potential and redevelopment of Warradale Shopping Precinct. Second meeting with Minister Mullighan on 20 December discussed 2 development options which were well received. Follow up information provided as requested by Minister Mulligham. Monitoring of State and Federal positioning regarding funding and related Federal audit of Northern Expressway expenditure. On 7 June 2017, the Federal and State Governments, together with the City of Marion, announced a \$174.3 million upgrade to Oaklands Crossing.	The next step in the project will be the finalisation of the design with construction likely to start in the first half of 2018. The Federal Government will contribute \$95 million, the State Government \$74.3 million and the City of Marion has made an in-principle agreement of \$5 million in land, roadworks and greenspace, while facilitating a special planning zone to allow for high-density developments.	Medium	Key risk for the project is the social and economic opportunities in the project outcomes are not fully maximised. This will be mitigated through Councils proactive involvement in the design process and collaboration with other stakeholders.		

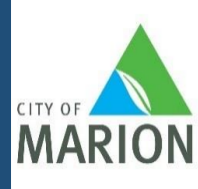
 Report: I&S Committee		Reporting at end May-17		Home											
Project Objective	Status	Source	Original Start date	Revised Start date	Original End date	Revised End date	Status should be	Project start	Project end date	Progress in the quarter (by month)	Next steps	Mitigation of risks & issues	Risk status		
Strategic Projects C5-DarlTonsleyFlindersRail Analyse and resolve infrastructure design and related costs, review governance arrangements, review potential council services to be provided in or adjacent to Tonsley project. Advocate for Council Strategic Outcomes. Support the rail expansion from Tonsley to Flinders Medical and University precinct	Commenced	Business Plan	00-Jan-00	01-Jul-16	30-Jun-19	30-Jun-19	Commenced	on track	on track	Apr- First of the 100% design packages provided by DPTI were reviewed review revised Flinders Link (Rail Extension)15% design plans . Stakeholder and Tech forum meetings attended to represent and resolve opportunities and issues particularly around stormwater, landscape treatments and placemaking, noise walls. May- review of design packages proceeding, issues regarding stormwater design still being investigated.	Continue review of 100% DPTI design packages and attend steering, traffic management and design group meetings. Continuing discussion and negotiation with DPTI and Gateway South of stormwater drainage infrastructure design and management responsibilities . Flinders Rail extension design will progress beyond the current 15% design development when a preferred tenderer for this work is approved by State and Federal Govt . Continuing discussions with DPTI regarding upgrading of stations and trail services on the Tonsley line.	Facilitating alignment of Council objectives with the proposed design elements features is both an issue and challenge. Proactive preparation and input through design review meetings is proving to be effective in achieving mutually beneficial outcomes.	Medium		
City Property I4-Council Solar Infrastructure Install solar panels on Council buildings (project initiated in 2015/16)	Complete	Business Plan	01-Jul-16	01-Jul-16	30-Jun-17	30-Jun-17	Commenced	on track	on track	April - structures assessed ready for project to commence May - Solar Panels for Administration Building and City Services Depot, Marion Outdoor Swimming Centre, Park Holme Library and Trott Park Neighbourhood centre were all completed	LKCC and Coodina purchase orders raised and panels ordered to be installed in 2017/18 (anticipated completion in August)	Lack of suitable contractors/suppliers - mitigated through effective procurement processes.	Low		

 Report: I&S Committee		Reporting at end May-17		Home													
Project Objective	Status	Source	Original Start date	Revised Start date	Original End date	Revised End date	Status should be	Project start	Project end date	Progress in the quarter (by month)	Next steps	Risk status	Mitigation of risks & issues				
City Property L2.6,13.9-Tennis & Netball Deliver State of the Art Sport and Recreational Facilities across the City: • Modern Sustainable Tennis and Netball Facilities across the city to meet the needs of the community now and into the future (Business Plan) report results of tennis and netball review for council consideration by the end of April 2017 so budget allocation for implementatin can be considered in the 2016/17 budget (13 special projects)	Commenced	13 Special Projects & Business Plan	01-Mar-16	01-Mar-16	30-Jun-20	30-Jun-20	Commenced	on track	on track	May - Funds committed and works commenced in line with the Works Program adopted by Council - Yanyarrie Reserve - remove fencing and clean courts, Hazelmere Reserve - remove part of the fence and establish multi courts, Nannagi - clean courts and fence and net repairs, South Park Holme - minor painting, repair works to toilet, install air conditioning and minor carpetner works and install blind, Roy Lander Reserve - remove courts, Stanley St - fence replacement and minor painting and court resurfacing.	Works Program for 2017/18 to be completed with the exception of Stanley St resurfacing as works cannot be undertaken in winter	Low	Clubs and the community may be unresponsive of Council directions. Mitigated through proactive engagement.				
Open Space & Recreation L4.3, 13.2-HallettCoveForeshore Deliver Iconic Open Spaces and Playgrounds across the City: Hallett Cove Foreshore precinct redevelopment (Business Plan)(13 Special Projects) Substantial completion of Hallett Cove Foreshore project -subject to budget approval	Commenced	13 Special Projects & Business Plan	01-Jul-16	01-Jul-16	30-Nov-18	30-Nov-18	Commenced	on track	on track	DA lodged and tender process commenced y. Budget for Stage 5 is \$1.035M. Construction to be complete by March 2018	Award tender for stage 5 amphitheatre and continue detailed design work on stage 4 playground	Medium	Stage 5 delivery timeframes critical to deliver Concert in the Cove in March 2018. Further changes requested to detail design plan is risk. Council prioritised Stage 5 Amphitheatre in staggered delivery of Stages 4 Playground and Reserve and Stage 5 Amphitheatre. Construction to commence early 2017/18 financial year				

 Report: I&S Committee		Home		Reporting at end May-17											
Project Objective	Status	Source	Original Start date	Revised Start date	Original End date	Revised End date	Status should be	Project start	Project end date	Progress in the quarter (by month)	Next steps	Mitigation of risks & issues	Risk status		
City Property L9.1-PropertyAsset Optimisation	Commenced	Business Plan	01-Jan-16	01-Jan-16	30-Jun-17	30-Jun-17	Commenced	on track	on track	May Toc H Hall - The property settled on 18 May. Completed. Luke Crt and Louise Ave - Contamination report received information provided to Council. Report provided to 11 April 2017 General Council meeting (GC110417R07) to consider the outcome of the consultation and seek authorisation to submit the request for the revocation to the Minister for Luke Crt Reserve and Louise Ave Reserve. An update on Ranger St Reserve was provided. Investigations and quotes being obtained for Ranger St fence to enable a report to be provided to Council. Following the council resolution letters were sent to the Minister in relation to Luke Crt and Louise Ave. It is anticipated that a response will be received from the Minister in June 2017. Oliphant Ave Reserve - A report on the outcome of the investigations for Oliphant Avenue Reserve provided to 9 May 2017 General Council meeting. Preparing for community consultation. McConnell Avenue Reserve (West) - Investigations undertaken into the potential for disposal and a report provided 9 May 2017 General Council meeting. Preparing for community consultation Investigations - continuing on vacant properties by suburb Travers St - Report received from landscape architect on the trees located on the site. A new development application has been submitted to the Planning Department. Waratah Square - information provided to ward members who advised to commence investigations to consider disposal of the property. Further investigations have identified that there is a potential requirement for the reserve for stormwater management. Developing the site will create an increase in stormwater runoff. Landscaping treatments have recently been undertaken. The approximate cost was \$25,000	Ranger St - investigate options for the treatment of the boundary fence and prepare a report for Council on potential disposal. A report is being drafted for 25 July 2017 General Council Meeting Luke Crt and Louise Ave - await response from Minister and prepare report for Council on the outcome. It is anticipated that the Minister's response will be received in June 2017. Travers St - waiting for determination of the new Development Application. The application will be a Category 2 development which requires public notification. Oliphant Ave - commence community consultation as part of the revocation process McConnell Ave (western reserve) - commence community consultation as part of the revocation process Continuing to work through each suburb to identify potential land for disposal.	Medium	Vacant Land - Community not supportive of changes/disposal, Minister does not support revocation of community land status Community Facilities Strategy - this will provide a long term plan for the Council and potentially will require several years to implement any major changes as well may not be supported by future councillors. Ranger Street Reserve - Asbestos fence options being investigated		
Business Growth and Investment P1-Tonsley Redevelopment	Commenced	Business Plan	01-Sep-12	01-Sep-12	30-Jun-19	30-Jun-19	Commenced	on track	on track	Apr 17: Transport Strategy brief for Regional Precinct being developed in conjunction with RSA, DPTI, City of Mitcham/Marion. PEET, the residential developer has met with staff around their planning application masterplan. Greenway design discussions with RSA and DPTI progression in conjunction with Flinders Link designs. Tonsley Activation Framework paper developed in collaboration with other City of Marion teams. The delivery team for the 'Grow Your Business Expo' have asked that a Tonsley Yellow Pages for Small Business be created. May 17: Regional Precinct Transport Strategy brief still in development. Renewal SA progressing detailed design on the Tonsley Greenway from Alawoona Ave South. Minister Maher welcomed Zeiss to site. Tonsley Activation planning to roll out 1 day a week programming. PEET Ltd, the residential developer lodged planning application for their masterplan .	Tonsley Yellow Pages for Small Business be created. 'Grow Your Business Expo' event planning to continue. Transport & Parking Strategy brief for Regional Precinct to be finalised. Greenway design discussions with RSA and DPTI will continue. Continue to review PEET Ltd, the residential developers masterplan.	Medium	Further analysis needed on the revenue and cost assumptions prior to reaching final agreement on transfer arrangements for the public infrastructure.		



Project Objective	Status	Source	Original	Revised	Original	Revised	Status should be	Project	Project	Progress in the quarter (by month)	Next steps	Mitigation of risks & issues
			Start date	Start date	End date	End date		start	end date			
Engineering VN10-Glade Crescent Wetlands This project moved into the construction phase for wetland 1 and associated infrastructure (inc GPT, stormwater bypass access track, paths, and landscaping), following extensive planning consultation, approvals and grant funding	Commenced	Business Plan	01-Jul-16	01-Jul-16	30-Jun-17	30-Jun-17	Commenced	on track	on track	Civil Works now complete. Work continues on planting, weed control and revegetation	Revegetation works Construction of embankment and associated infrastructure for Wetland cell3 has commenced.	Medium Rock (costs), weather (delays), contractor capacity, construction activities, complaints, confined space
Strategic Projects VN13, 13.7-Glenthorne Farm Strive for the opening up of Glenthorne Farm for community benefit in partnership arrangements (Business Plan) Best endeavours to negotiate public use of Glenthorne, consistent with the September resolution GC270916R04 (13 special projects)	Commenced	13 Special Projects & Business Plan	01-Jul-16	01-Jul-16	30-Jun-19	30-Jun-19	Commenced	on track	on track	MARCH - Prepare recission motion and prepare for debriefing Friends of Glenthorne re recission motion. APRIL - Council rescinded previous resolution regarding timing of public campaign, report to now go to April 2018 Council meeting re status of project after the State Election. Continue working with partners, Mayor and CEO to seek lobbying opportunitites consistent with Council's objectives for the site. MAY- Worked with key stakeholders and volunteer agencies to determine options that might support Friends of Glenthorne in gaining better access to Glenthorne.	Continue to work with key stakeholders and volunteer agencies to determine options that may support Friends of Glenthorne in gaining better access to Glenthorne.	Medium 0




Report: **I&S Committee**

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Project Objective	Status	Source	Original Start date	Revised Start date	Original End date	Revised End date	Status should be	Project start	Project end date	Progress in the quarter (by month)	Next steps	Risk status	Mitigation of risks & issues
Engineering VN2-Sustainable Public Lighting The transition to new LED lighting will reduce energy by 75% compared to existing lights and reduce Co2 greenhouse gas emission by over 1600 tonnes. The cost to transition to LED lighting is \$3,089,123 with a 6 year payback and potential ongoing savings of \$500,000.	Commenced	Business Plan	01-Jul-16	01-Jul-16	30-Jun-17	30-Jun-17	Commenced	on track	on track	Legal advice obtained, continue to meet with SAPN to discuss tariff agreement and project plan, meeting was extremely collaborative. Continue to meet and liaise with other Councils.	Conitnue to meet with SAPN to discuss project plan and tarrif. Finalise supply and install costs. Will develop a grant application for smart cities federal funding.	Medium	LGA Business Case Funding Kelvins

 Report: I&S Committee		Reporting at end May-17		Home											
Project Objective	Status	Source	Original Start date	Revised Start date	Original End date	Revised End date	Status should be	Project start	Project end date	Progress in the quarter (by month)	Next steps	Risk status	Mitigation of risks & issues		
Engineering C3, 13.3-Streetscapes To provide consistent design for streets that balances the needs of pedestrians/cyclists and vehicles, provides visual amenity, supports connectivity and safety, and is environmentally sustainable.	Commenced	13 Special Projects & Business Plan	27-Jan-15	27-Jan-15	31-Mar-17	28-May-17	Complete	on track	delayed	Pilot projects progressing, with design for Allawonna Avenue commenced, held Council EM Forum 18/4 to discuss program of works	We have had preliminary communication that the adjacent land along Alawonna Avenue will be developed in the next 2 years. Propose that this project be deferred and bring forward works on Finnis Street. A Council report to be prepared ASAP	Medium	Integration of Project with existing works program, resources for coordination of program. Residential Redevelopment of Alawonna Avenue.		
Strategic Projects C4-Oaklands Rail Crossing To lobby to pursue Federal funding for a road / rail separation at Oaklands Crossing and, dependent on the timing of funding, work with the State Government to achieve related design, pedestrian and cycle linkages and development. outcomes that benefit to Marion community	Commenced	Business Plan	15-Oct-16	15-Oct-16	30-Jun-19	30-Jun-19	Commenced	on track	on track	APRIL 17 -determine status of State Government dealings with Federal Government and Infrastructure Australia(IA) regarding funding. IA are still seeking information from State Government in relation to the project and so IA can assess the merits of the project. MARCH - monitoring of State position re Oaklands Crossing PREVIOUSLY - Council considered report in February 2017 and resolved that the public campaign can be held before the end of February 2018. Mayor met with Minister Mullighan and Minister Fletcher in early December, as a result two development options were prepared for rail under Diagonal / Morphett and demonstrating new development potential and redevelopment of Warradale Shopping Precinct. Second meeting with Minister Mullighan on 20 December discussed 2 development options which were well received. Follow up information provided as requested by Minister Mullighan. Monitoring of State and Federal positioning regarding funding and related Federal audit of Northern Expressway expenditure. May 17- Mayor Hanna along with the Federal and State Governments announced a \$174 million plan to fix Oaklands Crossing.	April 17: Get further information regarding State providing information to IA. May 17: Internal plan on how this project will progress and project documentation needs to be complete.	High	Facilitating an alignment of Council objectives and wishes with the proposed design elements features is both an issue and challenge. Proactive preparation and input through design review meetings and comment is proving to be effective in achieving mutually beneficial outcomes.		



Project Objective	Status	Source	Original	Revised	Revised	Status should be	Project start	Project end date	Progress in the quarter (by month)	Next steps	Risk status	Mitigation of risks & issues	
			Start date	Start date	End date						Medium		
Strategic Projects C5-DarlTonsleyFlindersRail Analyse and resolve infrastructure design and related costs, review governance arrangements, review potential council services to be provided in or adjacent to Tonsley project. Advocate for Council Strategic Outcomes. Support the rail expansion from Tonsley to Flinders Medical and University precinct	Commenced	Business Plan	00-Jan-00	01-Jul-16	30-Jun-19	30-Jun-19	Commenced	on track	on track	Apr- First of the 100% design packages provided by DPTI were reviewed review revised Flinders Link (Rail Extension)15% design plans. Stakeholder and Tech forum meetings attended to represent and resolve opportunities and issues particularly around stormwater, landscape treatments and placemaking, noise walls. May- review of design packages proceeding, issues regarding stormwater design still being investigated.	May- Commencing review of 100% DPTI design packages and attend steering, traffic management and design group meetings. Continuing discussion and negotiation with DPTI and Gateway South of stormwater drainage infrastructure design and management responsibilities . Flinders Rail extension design will progress beyond the current 15% design development when a preferred tenderer for this work is approved by State and Federal Govt . Continuing discussions with DPTI regarding upgraging of stations and trail services on the Tonsley line.	Medium	Facilitating an alignment of Council objectives and wishes with the proposed design elements features is both an issue and challenge. Proactive preparation and input through design review meetings and comment is proving to be effective in achieving mutually beneficial outcomes.
City Property I4-Council Solar Infrastructure Install solar panels on Council buildings (project initiated in 2015/16)	Complete	Business Plan	01-Jul-16	01-Jul-16	30-Jun-17	30-Jun-17	Commenced	on track	on track	April - structures assessed ready for project to commence May - Solar Panels for Administration Building and City Services Depot, Marion Outdoor Swimming Centre, Park Holme Library and Trott Park Neighbourhood centre were all completed	Project completed	Low	Lack of suitable contractors/suppliers - procurement process



Report: **I&S Committee**

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Project Objective	Status	Source	Original	Revised	Revised	Status should be	Project start	Project end date	Progress in the quarter (by month)	Next steps	Risk status	Mitigation of risks & issues	
			Start date	Start date	End date								
City Property L2.6,13.9-Tennis & Netball Deliver State of the Art Sport and Recreational Facilities across the City: • Modern Sustainable Tennis and Netball Facilities across the city to meet the needs of the community now and into the future (Business Plan) report results of tennis and netball review for council consideration by the end of April 2017 so budget allocation for implementatin can be considered in the 2016/17 budget (13 special projects)	Commenced	13 Special Projects & Business Plan	01-Mar-16	01-Mar-16	30-Jun-20	30-Jun-20	Commenced	on track	on track	June - Undertake scheduling of works due to be undertaken in 2017-18 as per council resolution. April - Co-ordinated and established works program for all works to be undertaken by June 30 as per outcome of T&N review (as per Council resolution).	Continuing to work thru works plan to ensure all projects are completed by June 30 timeline as per T&N review outcomes.	Low	Council approved directions for clubs are well supported by the clubs. Council to further consideration directions for Nanningai and Capella Reserve.
Open Space & Recreation L4.3, 13.2-HallettCoveForeshore Deliver Iconic Open Spaces and Playgrounds across the City: Hallett Cove Foreshore precinct redevelopment (Business Plan)(13 Special Projects) Substantial completion of Hallett Cove Foreshore project -subject to budget approval	Commenced	13 Special Projects & Business Plan	01-Jul-16	01-Jul-16	30-Nov-18	30-Nov-18	Commenced	on track	on track	DA lodged and tender process commenced y. Budget for Stage 5 is \$1.035M. Construction to be complete by March 2018	Award tender for stage 5 amphitheatre and continue detailed design work on stage 4 playground	Medium	Stage 5 delivery timeframes critical to deliver Concert in the Cove in March 2018. Further changes requested to detail design plan is risk. Council prioritised Stage 5 Amphitheatre in staggered delivery of Stages 4 Playground and Reserve and Stage 5 Amphitheatre. Construction to commence early 2017/18 financial year



Project Objective	Status	Source	Original	Revised	Revised	Status should be	Project start	Project end date	Progress in the quarter (by month)	Next steps	Mitigation of risks & issues	
			Start date	Start date	End date							
City Property L9.1-PropertyAsset Optimisation Review under-utilised council reserves and facilities to ensure facilities are optimised <ul style="list-style-type: none"> Continue implementation of priorities from the review of rservees and facilities A strategic review of Council facilities was undertaken several years ago but was not adopted by Council, this needs to be updated to enable Council to have a framework to guide future developments for sporting and community facilities. This will also assist Council to have service levels for community facilities, to guide funding levels and initiatives to be undertaken. Council has also identified that it has a lot of vacant land which could potentially be disposed of and funds invested in community facilities. 	Commenced	Business Plan	01-Jan-16	01-Jan-16	30-Jun-17	30-Jun-17	Commenced	on track	on track	May Toc H Hall - The property settled on 18 May. Completed. Luke Crt and Louise Ave - Contamination report received information provided to Council. Report provided to 11 April 2017 General Council meeting (GC110417R07) to consider the outcome of the consultation and seek authorisation to submit the request for the revocation to the Minister for Luke Crt Reserve and Louise Ave Reserve. An update on Ranger St Reserve was provided. Investigations and quotes being obtained for Ranger St fence to enable a report to be provided to Council. Following the council resolution letters were sent to the Minister in relation to Luke Crt and Louise Ave. It is anticipated that a response will be received from the Minister in June 2017. Oliphant Ave Reserve - A report on the outcome of the investigations for Oliphant Avenue Reserve provided to 9 May 2017 General Council meeting. Preparing for community consultation. McConnell Avenue Reserve (West) - Investigations undertaken into the potential for disposal and a report provided 9 May 2017 General Council meeting. Preparing for community consultation Investigations - continuing on vacant properties by suburb Travers St - Report received from landscape architect on the trees located on the site. A new development application has been submitted to the Planning Department. Waratah Square - information provided to ward members who advised to commence investigations to consider disposal of the property. Further investigations have identified that there is a potential requirement for the reserve for stormwater management. Developing the site will create an increase in stormwater runoff. Landscaping treatments have recently been undertaken. The approximate cost was \$25,000	Ranger St - investigate options for the treatment of the boundary fence and prepare a report for Council on potential disposal. A report is being drafted for 25 July 2017 General Council Meeting Luke Crt and Louise Ave - await response from Minister and prepare report for Council on the outcome. It is anticipated that the Minister's response will be received in June 2017. Travers St - waiting for determination of the new Development Application. The application will be a Category 2 development which requires public notification. Oliphant Ave - commence community consultation as part of the revocation process McConnell Ave (western reserve) - commence community consultation as part of the revocation process Continuing to work through each suburb to identify potential land for disposal.	Medium Vacant Land - Community not supportive of changes/disposal, Minister does not support revocation of community land status Community Facilities Strategy - this will provide a long term plan for the Council and potentially will require several years to implement any major changes as well may not be supported by future councillors. Ranger Street Reserve - Asbestos fence options being investigated
Business Growth and Investment P1-Tonsley Redevelopment To help ensure that the Tonsley Innovation Precinct is successful in attracting business investment and jobs for the benefit of the Marion and wider regional community. To work with State Government and other major stakeholders to support the vision and delivery of Tonsley as a major high end employment, tertiary education and innovative high desinty residential precinct, with advanced environmental managment systems and techniques.	Commenced	Business Plan	01-Sep-12	01-Sep-12	30-Jun-19	30-Jun-19	Commenced	on track	on track	Apr 17: Transport Strategy brief for Regional Precinct being developed in conjunction with RSA, DPTI, City of Mitcham/Marion. PEET, the residential developer has meet with staff around their planning application masterplan. Greenway design discussions with RSA and DPTI progression in conjunction with Flinders Link designs. Tonsley Activation Framework paper developed in collaboration with other City of Marion teams. The delivery team for the 'Grow Your Business Expo' have asked that a Tonsley Yellow Pages for Small Business be created. May 17: Regional Precinct Transport Strategy brief still in development. Renewal SA progressing detailed design on the Tonsley Greenway from Alawoona Ave South. Minister Maher welcomed Zeiss to site. Tonsley Activation planning to roll out 1 day a week programming.	Apr 17: Transport Strategy brief for Regional Precinct being developed in conjunction with RSA, DPTI, City of Mitcham/Marion. PEET, the residential developer planning application for their masterplan. Greenway design discussions with RSA and DPTI will continue. Internal and external consultation on the Tonsley Activation Framework paper to be conducted. The delivery team for the 'Grow Your Business Expo' have asked that a Tonsley Yellow Pages for Small Business be created. May 17: Tonsley Yellow Pages for Small Business be created. 'Grow Your Business Expo' event planning to continue. Transport & Parking Strategy brief for Regional Precinct to be finalised.	Medium Further analysis needed on the revenue and cost assumptions prior to reaching final agreement on transfer arrangements for the public infrastructure.



Project Objective	Status	Source	Original	Revised	Revised	Status should be	Project start	Project end date	Progress in the quarter (by month)	Next steps	Risk status	Mitigation of risks & issues
			Start date	Start date	End date							
Engineering VN10-Glade Crescent Wetlands This project moved into the construction phase for wetland 1 and associated infrastructure (inc GPT, stormwater bypass access track, paths, and landscaping), following extensive planning consultation, approvals and grant funding	Commenced	Business Plan	01-Jul-16	01-Jul-16	30-Jun-17	30-Jun-17	Commenced	on track	on track	Civil Works now complete. Work continues on planting, weed control and revegetation	Medium	Rock (costs), weather (delays), contractor capacity, construction activities, complaints, confined space
Strategic Projects VN13, 13.7-Glenthorne Farm Strive for the opening up of Glenthorne Farm for community benefit in partnership arrangements (Business Plan) Best endeavours to negotiate public use of Glenthorne, consistent with the September resolution GC270916R04 (13 special projects)	Commenced	13 Special Projects & Business Plan	01-Jul-16	01-Jul-16	30-Jun-19	30-Jun-19	Commenced	on track	on track	MARCH - Prepare recission motion and prepare for debriefing Friends of Glenthorne re recission motion. APRIL - Council rescinded previous resolution regarding timing of public campaign, report to now go to April 2018 Council meeting re status of project after the State Election. Continue working with partners, Mayor and CEO to seek lobbying opportunities consistent with Council's objectives for the site.	Medium	That a high profile for Glenthorne and the push for community access and environmental benefits is not maintained resulting in a lack of political pressure to resolve Glenthorne.



Report: **I&S Committee**

Reporting at end **May-17**

[Home](#)

Project Objective	Status	Source	Original	Revised	Revised	Status should be	Project start	Project end date	Progress in the quarter (by month)	Next steps	Risk status	Mitigation of risks & issues	
			Start date	Start date	End date						Medium		
Engineering VN2-Sustainable Public Lighting The transition to new LED lighting will reduce energy by 75% compared to existing lights and reduce Co2 greenhouse gas emission by over 1600 tonnes. The cost to transition to LED lighting is \$3,089,123 with a 6 year payback and potential ongoing savings of \$500,000.	Commenced	Business Plan	01-Jul-16	01-Jul-16	30-Jun-17	30-Jun-17	Commenced	on track	on track	Legal advice obtained, continue to meet with SAPN to discuss tariff agreement and project plan, meeting was extremely collaborative. Continue to meet and liaise with other Councils.	Conitnue to meet with SAPN to discuss project plan and tarrif. Finalise supply and install costs. Will develop a grant application for smart cities federal funding.	Medium	LGA Business Case Funding Kelvins

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
4 July 2017**

Originating Officer: Alicia Clutterham, Unit Manager Open Space & Recreation

Manager: Fiona Harvey, Manager Innovation & Strategy
Carol Hampton, Manager City Property

General Manager: Abby Dickson, General Manager City Development

Subject: Playground Framework

Report Reference: ISC040717R7.2

REPORT OBJECTIVE

To provide the Infrastructure and Strategy Committee with an overview of the Playground Framework currently being developed and seek feedback from the Committee on user catchment distances with particular consideration to areas with unique topography considerations.

RECOMMENDATIONS

That the Infrastructure and Strategy Committee:	DUE DATES
1. Notes the draft report.	4 July 2017
2. Participates in a workshop to provide input into the Playground Framework user catchment distance review.	4 July 2017

BACKGROUND

At the Council meeting held on 27 June 2017 (GC270617R12) Council resolved:

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 August 2017.*

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

Community consultation was undertaken 19 March – 13 April 2017 on the draft Playground Policy and Service levels.

Substantial work has progressed on these items with discussions continuing at ward briefings to further progress some matters.

In addition, a shade audit has been undertaken for neighbourhood and regional playgrounds to inform a 5 year shade works program to be considered as part of the Playground Framework.

Through the preparation of the report to present the policy and service levels for Council consideration questions regarding user catchment distances in southern parts of the Council area has been raised for further investigation.

A workshop with the Infrastructure and Strategy Committee is proposed to enable further discussion to consider the impacts (including financial considerations) and issues relating to a reduced user catchment distance for playgrounds in parts of the Council that have unique topography considerations before providing a report back to Council.

DISCUSSION

The Draft Playground Policy (Appendix A) outlines principles that guide the City of Marion's planning, development and management of playgrounds. The draft Playground Service levels are provided in Appendix B.

Community consultation for both the draft Playground Policy and draft Playground Service levels occurred in March and April 2017. The community consultation report is provided as Appendix C.

Within the draft Playground Policy, a principle of accessibility is:

Playgrounds will be provided within walking distance (500m), where possible, of every residence.

The accessibility principles will guide Council's decision making and planning for upgrading, retaining or planning new playgrounds into the future. This principle is proposed as a guide, with unique features of areas to be taken into consideration through its application. Given this, further consideration of topographic issues has been requested, especially in the southern part of the City of Marion, where 'hilly' terrain makes the 500m distance more challenging to walk to.

A 350 metre radius has been investigated, with mapping of the 500m and 350m distances provided in Appendix D and E. The reduction from 500m to 350m will impact on playground provision and will have flow on financial and resourcing impacts. The financial implications for capital funding required for both options (500m and 350m) is outlined in Appendix F.

Workshop

The purpose of the workshop with the Infrastructure and Strategy Committee is to consider key questions that will guide the next steps in refining the Playground Framework:

- What does the current principle of providing playgrounds within 500 metre mean?
- Is a 350 metre playground accessibility radius required?
- Should the 350m radius be applied to all of City of Marion?
- Are school playgrounds to be factored in when considering user catchment distance?
- Are there any other considerations?

Appendices

Appendix A – Draft Playground Policy

Appendix B – Draft Playground Service Levels

Appendix C – Community Consultation report

Appendix D – 500m user catchment mapping

Appendix E – 350m user catchment mapping

Appendix F – Financial Implications

Draft Playground Policy



1. POLICY STATEMENT

This policy sets out how the City of Marion provides for accessible and safe play environments that contribute to physical, mental, emotional and social development.

2. CONTEXT

Play is a fundamental and vital part of physical, mental, emotional and social development and a primary element through which life skills are learned. As a provider of public places dedicated to play, the City of Marion has an integral role in ensuring accessible and safe environments are provided to support developmental needs and community wellbeing.

In this context the City of Marion owns and maintains approximately 100 playgrounds that include elements for a range of play experiences (including play equipment, nature play, informal sporting facilities, fitness equipment) and associated amenities (including seating, shelters, barbecues, fencing, toilets, pathways).

This policy will be supported by operational systems and processes to ensure efficient delivery and long term sustainability of playground provision and management across the City.

3. VISION

The City of Marion will be recognised for its equitable and sustainable provision and management of accessible, diverse, creative, innovative, safe, high quality and fun playgrounds that contribute to developmental needs and are places that encourage community interaction, understanding and wellbeing.

4. PRINCIPLES

The following principles will guide the City of Marion's planning, development and management of playgrounds:

Accessible & Diverse

- Playgrounds and associated facilities and amenities will cater for a range of abilities and needs
- Playground designs will be unique, stimulating and fun to enable varying play environments within each community
- Playgrounds will be provided within walking distance (approximately 500m), where possible, of every residence
- The location and design complexity of playgrounds that are located in the open space network will be guided by the Open Space Hierarchy for the City of Marion

Creative, Innovative & Fun

- Playgrounds will be designed to provide a high play value, incorporating:
 - Challenging and fun physical play
 - Stimulating cognitive play
 - Free and creative play
 - Opportunities for social and interactive play
 - Integrated associated facilities (such as seating, pathways, shelters)
- Playgrounds will be designed to encourage child development through the four types of play, which are:
 - Individual or quiet play
 - Social play
 - Active play
 - Cognitive and creative play

Safe & Sustainable

- User safety will be a high priority in the location, design and management of playgrounds which is undertaken in line with the Australian Standards
- Playgrounds will be designed with a focus on eliminating hazards, rather than risks, through design and management that is based on the knowledge that taking calculated and graduated risks at play is essential for good physical and mental development*

Community Engagement

- The community will have opportunities to comment on proposed playgrounds and their views will be considered.

5. POLICY SCOPE

The scope of this policy pertains to all publicly accessible playgrounds on land owned and under the care, control and management of the City of Marion.

6. IMPLEMENTATION

This Policy is a component of a Playground Framework comprising:

1. Policy (including hierarchy)
2. Service Levels
3. Prioritised Works List
4. Project Methodology (including Community Engagement Approach)

The Playground Framework program will be supported by operational systems and processes to ensure the efficient delivery for capital, renewal and maintenance works.

A Standardised Palette approach will be utilised to guide the design of local and neighbourhood hierarchy playgrounds. Regional and City Wide Destination playgrounds will be designed as high quality destinations responsive to Council and resident needs and can utilise equipment outside of the palette as required.

7. HIERARCHY

The Playground hierarchy describes the level of playgrounds and types of facilities that may exist within the playground and includes definitions and user catchment distances for hierarchies. These are to be used as a **guide** in the provision of playground planning and may be subject to other considerations as they arise such as topography, major barriers including major roads, drains and rail lines.

Local Level

Categories	Description
Purpose	Local Level playgrounds primarily cater for people living and working within walking distance. These spaces are less developed with limited play equipment. They provide environmental value through urban heat mitigation, contributing to biodiversity, and improving air quality.
User Catchment	Distributed within approximately 500m walking distance to dwellings and work places.
Types of facilities	May include: Minimal park furniture and amenities, Pathways for accessibility, Minimal formal play equipment and/or nature play design with limited irrigated grass, natural shade, water sensitive urban design landscaping.

Neighbourhood Level

Categories	Description
Purpose	Neighbourhood Level playgrounds will be of a higher quality with a diversity of character in good locations that cater for one or more suburbs. Due to the broader scale of facilities people can use these playgrounds for extended periods of time. They provide similar environmental value as Local Level playgrounds.
User Catchment	Distributed within approximately 750m distance to dwellings and work places. Serves surrounding suburbs and is generally within walking or cycling distance, but some may drive.
Types of facilities	Sporting and recreation facilities for unstructured sport, park furniture and amenities, pathways for accessibility, diverse opportunities for play for a range of ages, shelter and natural shade with consideration of shade over playground equipment, water sensitive urban design landscaping, limited irrigated grass.

Regional Level

Categories	Description
Purpose	Regional Level playgrounds are large, high quality destinations that have broad appeal and attract visitors and local community members alike. They offer unique play and recreation opportunities and offer environmental benefits through the enhancement of natural landscapes.
User catchment	Distributed within approximately 1.5km distance to dwellings and work places. Large catchment serving residents citywide and regionally. These open spaces can be used for long periods of time.
Types of facilities	Sporting and recreation facilities for unstructured sport, diverse opportunities for play for a range of ages, playgrounds that are unique and complex for a range of ages and abilities, park furniture and amenities including public toilets, Shade and shelter with consideration of shade over playground equipment, pathways for accessibility, water sensitive urban design landscaping, irrigated grass, public art, off-road car parking

City Wide Attraction

Categories	Description
Purpose	A space that attracts city wide visitors and tourists. The space will offer a unique play and recreation opportunity that celebrates the City of Marion sense of place in addition to offering environmental benefits through the enhancement of natural landscapes. A City Wide Attraction will be aligned to a placemaking opportunity facilitating economic development, community capacity building and stewardship.
User catchment	Large catchment serving residents city wide and state wide tourists. A City Wide Attraction will cater for a diversity of users from passive recreation, family picnics, community group gatherings to larger events.
Types of facilities	A City Wide Attraction is likely to include play equipment of various forms inclusive of custom iconic play pieces, nature play, experiential features, toilets, car parking, lighting and amenities such as picnic tables and shelters, shade structures with consideration of shade over playground equipment, BBQ's and public art. A City Wide Attraction would cater for all ages and abilities, providing amenities to enable long stays.

8. DEFINITIONS

Playground

'Playground' refers to a space that can be utilised for the purposes of formal, informal, active and passive play as well as the provision of any associated facilities and amenities.

Play Value

'Play Value' is the extent to which a child's physical, mental, emotional and social developmental needs are met through the provision of a 'playground'.

Nature Play

'Nature Play' provides opportunities for unstructured, open ended and self-directed play, allowing for freedom to roam seeking adventure and exploration which inspires creativity and imagination inspired by nature.

Open Space Hierarchy

The hierarchy categorises open spaces from local to state levels to indicate user catchments, guide equitable distribution, and standards for the provision of facilities such as playgrounds, picnic amenities, pathways, public toilets.

9. RELATED DOCUMENTS

This policy links with the following current documents:

South Australian Government

- Local Government Act 1999
- Development Act 1993
- South Australian Planning Strategy
- Development Regulations (e.g. fencing)
- South Australian Public Health Act 2011
- Crime Prevention Through Environmental Design, Attorney-General's Department

City of Marion

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- Community Vision – Towards 2040
- Strategic Plan 2017-2027
- Business Plan 2016-2019
- Open Space Policy
- Walking and Cycling Strategy
- Tree Management Policy & Framework
- Irrigation Management Plan
- Asset Management Policy & Plans
- Risk Framework
- Community Engagement Policy

Other

- Australian Standard for Playground Equipment 4685:2014 Parts 1 - 6
- Australian Standard for Playground Surfacing 4422:2016
- Play Australia's "Getting the Balance Right: Risk Management for Play" 2016

Policy Name and version no.	City of Marion Playground Policy - V1.1
Last update	
Last Council review (report reference)	
Next review due	
Responsibility	Team Leader, Open Space and Recreation

Proposed Service Levels for City of Marion Playgrounds

Appendix B

June 2017

Local (\$100k)*	Indicative costs	Neighbourhood (\$180-250k)*	Indicative costs	Regional (900k +)*	Indicative costs	Destination (\$3.75m)*	Indicative costs
Play equipment i.e. swing, slide combination system	\$37,000	Play equipment i.e. swing, slide combination system, natural play elements where possible	\$60,125	Play equipment i.e. swing, slide combination system, climbing structures, potential basketball/netball half court, natural play elements, iconic features.	\$129,500	Extensive play equipment i.e. swings, slide combination system, climbing structures, nature play	\$500,000
Seats/Furniture	\$12,500	Seats and picnic facilities, drink fountain	\$20,750	Opportunity for site specific play elements	\$74,000	Opportunity for site specific play elements	\$450,000
Vegetation amenity plantings	\$15,750	Vegetation amenity plantings	\$25,000	Rubber soft fall	\$80,000	Soft fall including rubber	\$200,000
Pathways including civil	\$30,000	Pathways including civil	\$50,000	Seats, multiple picnic facilities, BBQ, drink fountain	\$74,000	Seats, multiple picnic facilities, BBQ, drink fountains	\$250,000
		Basketball/ netball half court	\$15,000	Vegetation amenity plantings	\$65,000	Vegetation amenity plantings	\$300,000
		Rubber soft fall	\$30,000	Pathways including civil	\$180,000	Pathways including civil	\$450,000
		Shelter structure.	\$20,750	Shade and shelter	\$111,750	Shade and shelter. Potential for artificial shade over play equipment	\$300,000
		Other play features and amenities for a range of age groups	\$13,875	Amenity landscaping and large turf area for kickabout pending on site constraints.	\$50,000	Amenity landscaping/ irrigation and large turf area for kickabout pending on site constraints.	\$200,000
		Consideration for artificial shade over play equipment***	TBC	Basketball/netball halfcourt	\$25,000	Multi purpose courts	\$300,000
				Car parking	\$50,000	Car parking/stormwater works	\$300,000
				Integrated public art	\$30,000	Integrated public art	\$50,000
				**Toilet		Lighting	\$100,000
				Consideration for artificial shade over play equipment***	TBC	Toilets	\$350,000
Sub Total	\$95,250	Sub Total ***	\$235,500	Sub Total***	\$869,250	Sub Total	\$3,750,000
Indicative Life cycle costing (per annum per reserve) – costing based on 5% of capital cost							
	\$4,763		\$11,775		\$43,463		\$187,500

* Indicative costings and elements included will vary depending on site conditions and scale of reserve

* Service levels exclude resurfacing of club courts which will require alternate funding.

** Toilet and service supply and connection to be provided by 'public convenience' budget line

*** Artificial shade will be costed as an additional cost on a case by case basis



Playground Policy and Service Levels 2017

Community Consultation Report

April 2017

Playground Policy and Service Levels 2017

Community Engagement Summary

April 2017

The draft Playground Framework as outlined in the report (GC270916R08) proposed that the City of Marion Playground Framework incorporates

- a. Policy (including hierarchy)
- b. Service Levels
- c. Prioritised works list
- d. Project Methodology (including Community Engagement Approach)

At the General Council meeting on 24th January 2017 the following recommendation was endorsed

That council:

- Endorses community consultation on the draft Playground Policy and draft Playground Service Levels for a three-week period in February 2017.

Community feedback was sought on support for the policy and service levels and what was most important to them when planning a playground. Feedback was also sought from relevant peak bodies.

This survey was made available on-line at makingmarion.com.au/playground-framework.

The survey link was distributed in the following ways

- A social media posts was placed on the City of Marion Facebook page
- An email with the link was sent to relevant peak bodies
- A parks and playgrounds newsletter was sent to a database of 432

The survey was open for 3 weeks – 19th March 2017 - 13th April 2017

We had a total of **12** people complete the survey.

A full summary of all responses to each question is provided in this report

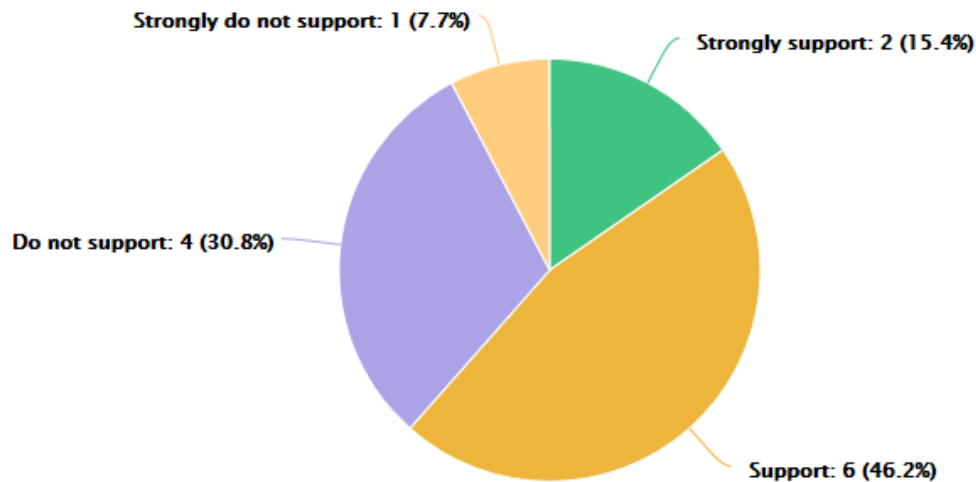
Feedback was divided for support for the policy and service levels and written responses were received.

Overall summary of key themes received

- 61.6% of respondents support or strongly support the draft playground policy and service levels
- It was most important that people had opportunity to comment on proposed playground designs planned near them

Attachment 1 – Summary of feedback received

Q1. Overall what do you think about the Draft Playground Policy and Proposed Service Levels?



Comments included:

- Toilets should also be considered for 'Neighbourhood' level playgrounds. I understand that toilets bring with them their own set of problems. However, I would support seeing toilets (not exelooos) that are locked over-night, have video surveillance and have cleaners attend daily. Expensive maybe, but adds a lot of value to the area (and employment).
- Consultation with children should be a priority and each playground should have consultation so that they are all different, varied and meet the needs of the locals. This is highlighted by the success of the Jervois Street playground and the Edwardstown Oval playground.
- Would like to see more consultation with relevant peak bodies included
- In order to contribute to physical, mental, emotional and social development; and community wellbeing, the Council needs to develop policies that go beyond the needs of families with young children and young people. Although the policy refers to "Sporting and recreation facilities for unstructured sport, diverse opportunities for play for a range of ages, playgrounds that are unique and complex for a range of ages and abilities", the proposed service levels appear to have limited scope for meeting the needs of older residents (50+)"
- 1. Under the heading community engagement the policy stipulates that "the community will have opportunities to comment on proposed playgrounds and their views by considered" Although no formal requirements exist to the depths that council should engage with the community in development of playgrounds and surrounding facilities. It is well known through experience that informing or consulting (lighter and faster approach) is viewed as tokenism and doesn't truly reflect the local communities aspirations for play and social development. A recent example from a neighboring council saw a community backlash when plans were presented that did not reflect the current trend in play. A major reworking of the design was undertaken. Marion council should look to avoid this where possible and seek opportunities to allow local communities to participate in the design process ranked as "Involve" in the IAP2 Spectrum.
- What is also concerning is that this approach doesn't allow for the active participation of Children; the very members of our community who benefit from these facilities. Local government has a duty to apply the UN Convention on the Rights of the Child.

Australia ratified the CRC in December 1990. This means that Australia has a duty to ensure that all children in Australia enjoy the rights set out in the treaty. Article 12 (Extract Text Link <https://www.unicef.org/crc/files/Right-to-Participation.pdf>) of the Convention on the Rights of the Child states that children have the right to participate in decision-making processes that may be relevant in their lives and to influence decisions taken in their regard—within the family, the school or the community. The principle affirms that children are full-fledged persons who have the right to express their views in all matters affecting them and requires that those views be heard and given due weight in accordance with the child's age and maturity. It recognizes the potential of children to enrich decision-making processes, to share perspectives and to participate as citizens and actors of change. The practical meaning of children's right to participation must be considered in each and every matter concerning children. Jervis Street Reserve is a primary example of where Children's Voice was actively sought by council early in the project. Local Schools, Children's Centre, YAC, NGO Youth Services all participated, not to forget the on site consultation which allowed children to design their park through child led activities. The importance of this approach should not be overlooked by council if it wants to continue in providing facilities and playgrounds that are celebrated by the community.

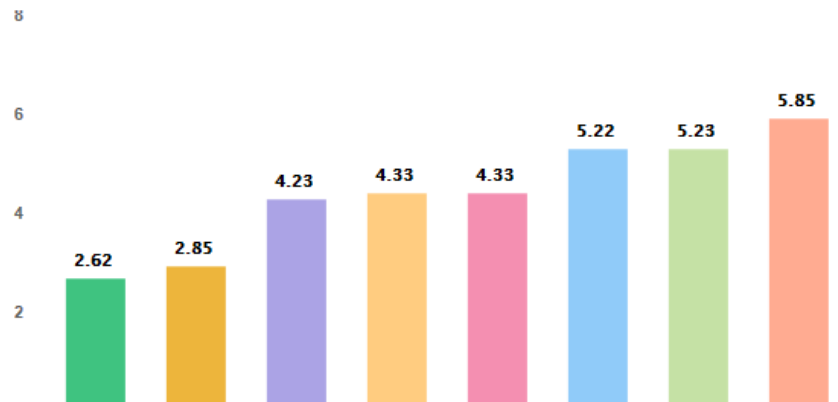
- 2 Under implementation council is looking to create standardised palette reflecting a hierarchy of playground status. The perception is that Council will decide what the community shall have in their playspace limited to a palette that the community have not been able to select. Once again I can see a backlash once the community realise the limitations that council has imposed on them. I'm curious to understand who picks these elements, what happens when a new element/ trend comes onto the market how does it become added to the palette. I also feel that by creating an approach that makes all our playspace look and feel the same; we have lost sight as a council of what playgrounds are about. Playgrounds should never look and feel the same. Playgrounds firstly should reflect its community, not all communities within your council are the same. Great planning emphasis is placed on re-creating urban villages to reclaim the community vibrancy of bygone eras. Expanding suburbia has ripped the community soul out of our neighborhoods. The place where we live, work and play defines who we are, gives us a sense of belonging a sense of community. Playgrounds are a major destination, a focal point for communities. They should therefore reflect the social, cultural and play values that resonates within its radius celebrate its uniqueness. This is also defined in our early years education framework in belonging, being and becoming. Its important that council in provision of playgrounds seek collaborative influences that ensure that our public playgrounds are providing values that echo our national learning objectives for play based learning.
- Children need different experiences and standard designs don't promote different opportunities

Q2. What is most important to you when we develop and upgrade new Playgrounds?

Question options

(Click items to hide)

- Playgrounds are creative, innovative and fun
- That playgrounds are accessible for different abilities and ages
- Shade at playgrounds is really important
- Playgrounds are safe and will last a long time
- Playgrounds are provided within 500m, where possible of every residence
- Other
- Playgrounds that are provided are different across the city
- I value having an opportunity to comment on proposed playground designs planned near me



- Toilets
- If the intent of the policy is to be inclusive of all ages and abilities, the facilities at all levels should accommodate the needs of adults and people with mobility issues. For example, every park should have shelters with benches and tables to encourage local residents to socialise, play games and get engaged within their local community.
- Playgrounds that are fenced in and dogs are allowed off leash
- Have some fixed outdoor gym equipment eg. Pull up bar, abdominal bench etc. also having a small basketball court will be a nice touch.
- I have completed the above Q2 only because I had to so I could submit this survey. I have several items that have equal standing in order and wasn't able to reflect this above. So please remove my Q2 response from your final report.
- My number 2 is they must have toilets. Kids can't hold it.

Q3. Any further comments?

- Good to see Marion taking seriously the value of Play! Important that the facilities provided are sustainable (long lasting) and well maintained. I really love the focus on Nature Play. Would like to see the Mitchell Park Reserve development to included a creative, accessible, sustainable, nature inspired playground. The natural trees, grass and mounds already provide great play - so don't change that. Just needs some well designed equipment and facilities to go with it.
- It would be highly desirable if the future planning includes facilities for the older residents such as herb gardens, flower gardens, bocce/petanque, table tennis and encourage other forms of gentle physical exercise.

- Would be really gratefully if there can be a playground within walking distance of Allambee Ave in Edwardstown.
- Thanks to Marion for allowing myself as a rate payer to provide feedback on the draft play policy. I thank the council for seeking opportunities to reduce rate burdens but believe that any cost benefit is severely outweighed by the negatives as outlined above.

Response from Australian Institute of Landscape Architects (SA Chapter)
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AILA SA thanks the City of Marion for the opportunity to provide comment on the Draft Playground Policy and commends Council on their vision for creating “accessible and safe play environments that contribute to physical, mental, emotional and social development”. Below is some feedback from the AILA SA Executive team for your consideration.

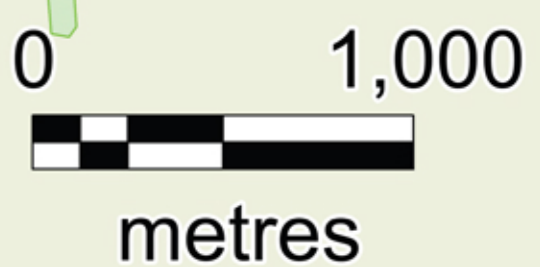
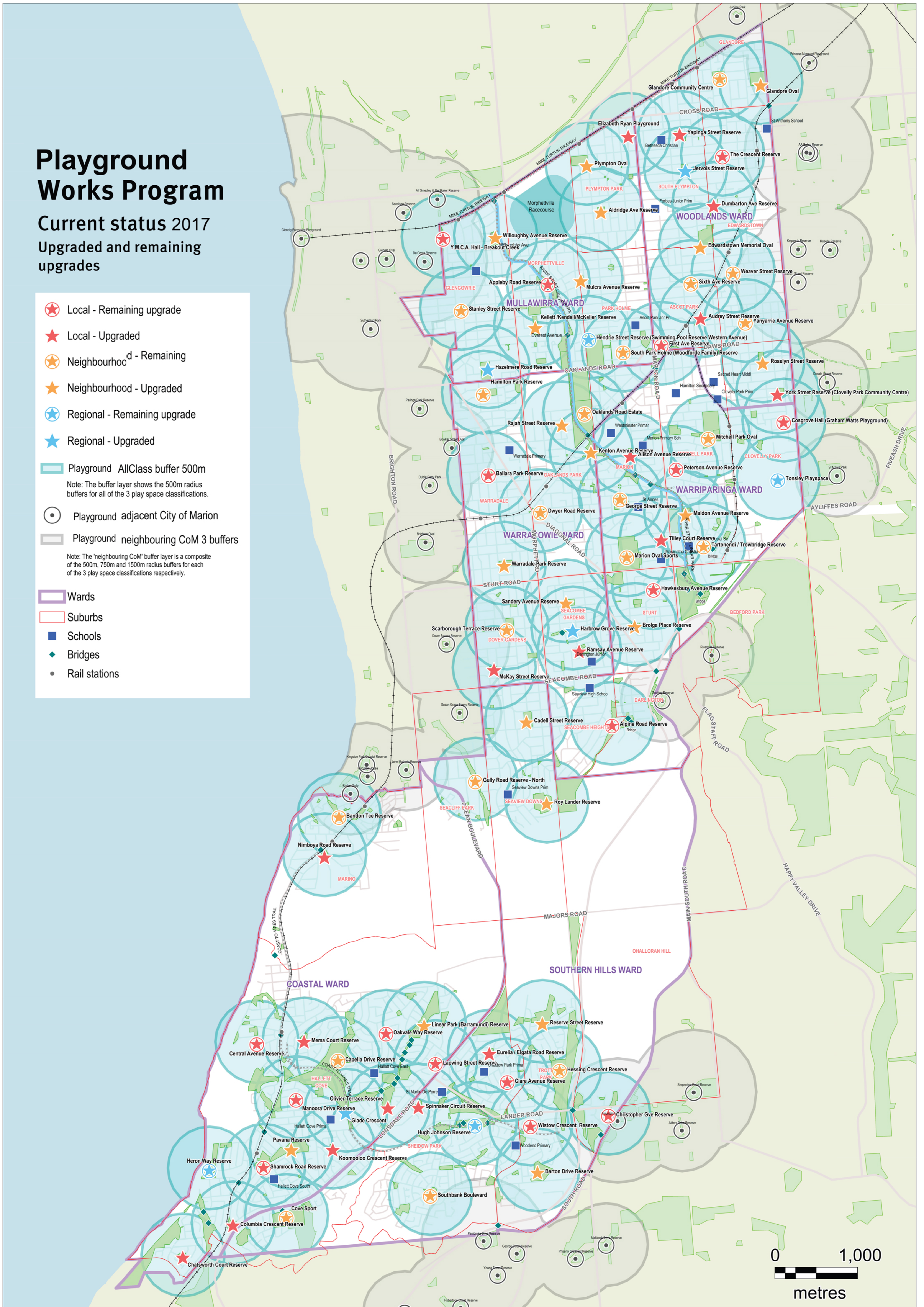
AILA SA Executive:

- supports Council’s strategic vision for playgrounds, and the role playgrounds perform in providing health and wellbeing opportunities for the community;
- supports Council’s integration of play experiences to offer something for everyone to ensure playgrounds are inclusive rather than exclusive destinations;
- recommends the inclusion of any public art opportunities that could assist with the identity / cultural history of the site of the playground;
- recommends careful consideration of plant and tree species to heighten the experiential opportunities of landscape through colour, foliage, tactility and smell;
- encourages consideration of food producing plants and trees - both endemic and imported;
- encourages Council to look at the role of play grounds in a denser urban environment to perform a broader role as neighbourhood open space;
- encourages Council to include stronger reference to the interaction of playgrounds with the natural environment / trees / vegetation / green infrastructure; and
- recommends including some reference to cycle parking facilities.

Playground Works Program















Current status 2017 Upgraded and remaining upgrades

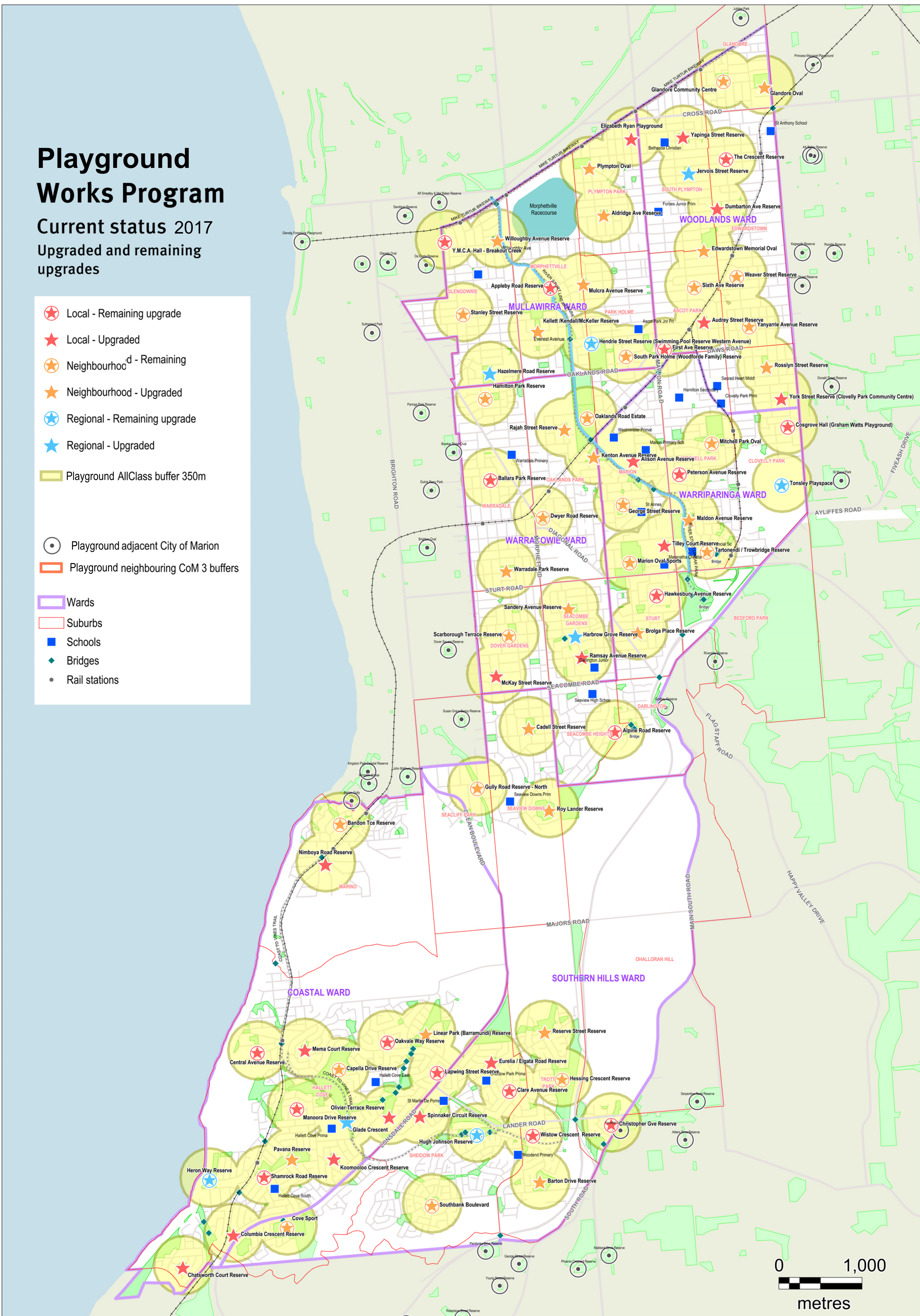
-  Local - Remaining upgrade
-  Local - Upgraded
-  Neighbourhood - Remaining
-  Neighbourhood - Upgraded
-  Regional - Remaining upgrade
-  Regional - Upgraded
-  Playground AllClass buffer 500m
Note: The buffer layer shows the 500m radius buffers for all of the 3 play space classifications.
-  Playground adjacent City of Marion
-  Playground neighbouring CoM 3 buffers
Note: The 'neighbouring CoM' buffer layer is a composite of the 500m, 750m and 1500m radius buffers for each of the 3 play space classifications respectively.
-  Wards
-  Suburbs
-  Schools
-  Bridges
-  Rail stations



Playground Works Program

Current status 2017 Upgraded and remaining upgrades

-  Local - Remaining upgrade
-  Local - Upgraded
-  Neighbourhood - Remaining
-  Neighbourhood - Upgraded
-  Regional - Remaining upgrade
-  Regional - Upgraded
-  Playground AllClass buffer 350m
-  Playground adjacent City of Marion
-  Playground neighbouring CoM 3 buffers
-  Wards
-  Suburbs
-  Schools
-  Bridges
-  Rail stations



Reserve	Ward	Hierarchy	Hierarchy to be removed	Playground Installation year	Option 1 (500m local, 750m neighbourhood)	Option 2 (350m local, 500m neighbourhood)
Chatsworth Court Reserve	Coastal	Local		2010	\$95,250	\$95,250
Columbia Crescent Reserve	Coastal	Local		2010	\$95,250	\$95,250
Central Avenue Reserve 1	Coastal	Local		1990	\$95,250	\$235,500
Koomooloo Cresent Reserve	Coastal	Local		2010	\$95,250	\$95,250
Oakvale Way Reserve	Coastal	Local		1994	\$95,250	\$95,250
Olivier Terrace Reserve	Coastal	Local		2010	\$95,250	\$95,250
Lapwing Street Reserve	Coastal	Local		1994	\$95,250	\$95,250
Nimboya Road Reserve	Coastal	Local		2011	\$95,250	\$95,250
Manoora Drive Reserve	Coastal	Local		2006	\$95,250	\$95,250
Mema Court Reserve	Coastal	Local		2010	\$95,250	\$95,250
Pavana Reserve	Coastal	Neighbourhood		2010	\$235,500	\$235,500
Linear Park Reserve 3	Coastal	Neighbourhood		2014	\$235,500	\$235,500
Bandon Terrace Reserve	Coastal	Neighbourhood		1994	\$235,500	\$235,500
Shamrock Road Reserve	Coastal	Neighbourhood		1995	\$235,500	\$235,500
Glade Crescent Reserve	Coastal	Regional		2012	\$869,250	\$869,250
Heron Way Reserve	Coastal	Regional		1999	\$869,250	\$869,250
Cormorant Drive Reserve 2	Coastal		Local	2001		\$95,250
Nannigai Drive Reserve	Coastal		Local	1994		\$95,250
McConnell (NEW)	Coastal	Local				\$95,250
					\$3,633,000	\$4,059,000
Breakout Creek Reserve	Mullawirra	Local		1995	\$95,250	\$95,250
Elizabeth Ryan Playground	Mullawirra	Local		2007	\$95,250	\$95,250
Appleby Road Reserve	Mullawirra	Local		1991	\$95,250	\$95,250
Stanley Street Reserve	Mullawirra	Neighbourhood		1995	\$235,500	\$235,500
Mulcra Avenue Reserve	Mullawirra	Neighbourhood		2012	\$235,500	\$235,500
Aldridge Avenue Reserve	Mullawirra	Neighbourhood		2013	\$235,500	\$235,500
South Park Holme Reserve (Woodforde Family)	Mullawirra	Neighbourhood		1990	\$235,500	\$235,500
Plympton Oval	Mullawirra	Neighbourhood		2015	\$235,500	\$235,500

\$426,000

Kendall Reserve	Mullawirra	Neighbourhood		2013	\$235,500	\$235,500
Willoughby Avenue Reserve	Mullawirra	Neighbourhood		2010	\$235,500	\$235,500
Hendrie Street	Mullawirra	Regional		1995	\$869,250	\$869,250
Hazelmere Road Reserve	Mullawirra	Regional		2011	\$869,250	\$869,250
Parsons Grove Traffic Island 2	Mullawirra		Local	1990		
Cowra Crescent Reserve or (NEW) location	Mullawirra		Local	1994		\$95,250
Teasdale Crescent Reserve (NEW)	Mullawirra	Local				\$95,250
					\$3,672,750	\$3,863,250
Eurelia Road Reserve/Elgata Reserve	Southern Hills	Local		2010	\$95,250	\$95,250
Clare Avenue Reserve	Southern Hills	Local		1994	\$95,250	\$95,250
Christopher Grove Reserve	Southern Hills	Local		1996	\$95,250	\$95,250
Wistow Crescent Reserve	Southern Hills	Local		1996	\$95,250	\$95,250
Spinnaker Circuit Reserve - West	Southern Hills	Local		2013	\$95,250	\$95,250
The Cove Oval and Sports Club 2	Southern Hills	Neighbourhood		2006	\$235,500	\$235,500
Reserve Street Reserve	Southern Hills	Neighbourhood		2012	\$235,500	\$235,500
Southbank Boulevard Reserve	Southern Hills	Neighbourhood		2005	\$235,500	\$235,500
Roy Lander Reserve	Southern Hills	Neighbourhood		2010	\$235,500	\$235,500
Cadell Street Reserve	Southern Hills	Neighbourhood		2011	\$235,500	\$235,500
Barton Drive Reserve	Southern Hills	Neighbourhood		2012	\$235,500	\$235,500
Hessing Crescent Reserve	Southern Hills	Neighbourhood		1995	\$235,500	\$235,500
Gully Road Reserve South	Southern Hills	Neighbourhood		1990	\$235,500	\$235,500
Hugh Johnstone Boulevard Reserve	Southern Hills	Regional		1998	\$869,500	\$869,500
Skipper Close Reserve (NEW)	Southern Hills	Local				\$95,250
Brooklyn Drive Hallett Cove Heights (NEW)	Southern Hills	Local			\$95,250	\$95,250
Woodend Rd Residential Dvpt area (NEW)	Southern Hills	Local				\$95,250
Westall Way Reserve	Southern Hills		Local	1995		
Strutt Court Reserve	Southern Hills		Local	2001		
Mitchell Street Reserve	Southern Hills		Local	1994		
Sandy Glass Court Reserve	Southern Hills		Local	2013		\$95,250
Gully Road Reserve North	Southern Hills		Neighbourhood	1994		
					\$3,325,000	\$3,610,750
McKay Street Reserve	Warracowie	Local		2010	\$95,250	\$95,250
Ballara Park Reserve	Warracowie	Local		1995	\$95,250	\$95,250

\$190,500**\$285,750**

Ramsay Avenue Reserve 2	Warracowie	Local		2011	\$95,250	\$95,250
Scarborough Terrace Reserve	Warracowie	Neighbourhood		2001	\$235,500	\$235,500
Sandery Avenue Reserve	Warracowie	Neighbourhood		2010	\$235,500	\$235,500
Rajah Street Reserve	Warracowie	Neighbourhood		2014	\$235,500	\$235,500
Kenton Avenue Reserve	Warracowie	Neighbourhood		2013	\$235,500	\$235,500
Dwyer Road Reserve	Warracowie	Neighbourhood		1999	\$235,500	\$235,500
Harbrow Grove Reserve	Warracowie	Regional		2011	\$869,500	\$869,500
Hamilton Park Reserve	Warracowie	Neighbourhood		1996	\$235,500	\$235,500
Warradale Park Reserve	Warracowie	Neighbourhood		2014	\$235,500	\$235,500
Oaklands Road Estate	Warracowie	Neighbourhood		1994	\$235,500	\$235,500
Ben Pethick Reserve	Warracowie		Local	1994		
					\$3,039,250	\$3,039,250
Alpine Road Reserve 1	Warriparinga	Local		1994	\$95,250	\$235,500
Alison Avenue Reserve	Warriparinga	Local		2010	\$95,250	\$95,250
Tilley Court Reserve	Warriparinga	Local		2011	\$95,250	\$95,250
Peterson Avenue Reserve	Warriparinga	Local		1998	\$95,250	\$95,250
Cosgrove Hall	Warriparinga	Local		2005	\$95,250	\$95,250
Hawkesbury Avenue Reserve	Warriparinga	Local		1994	\$95,250	\$95,250
Myer Road Reserve	Warriparinga	Local		2003	\$235,500	\$235,500
Marion Oval	Warriparinga	Neighbourhood		2005	\$235,500	\$235,500
Brolga Place Reserve	Warriparinga	Neighbourhood		2010	\$235,500	\$235,500
Maldon Avenue Reserve	Warriparinga	Neighbourhood		2012	\$235,500	\$235,500
Mitchell Park Oval/Reserve	Warriparinga	Neighbourhood		1994	\$235,500	\$235,500
Tartonendi	Warriparinga	Neighbourhood		1994	\$235,500	\$235,500
George Street Reserve	Warriparinga	Neighbourhood		1994	\$235,500	\$235,500
Tonsley (NEW)	Warriparinga	Regional			\$869,500	\$869,500
Penrith Court Reserve	Warriparinga		Local	1995		
Cohen Court Reserve	Warriparinga		Local	1994		
Nicholas Road Reserve (NEW)	Warriparinga	Local				\$95,250
Ash Court Reserve (NEW)	Warriparinga	Local				\$95,250
					\$3,089,500	\$3,420,250

\$0

\$330,750

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
4 July 2017**

Originating Officer: Fiona Harvey, Manager Innovation and Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: 2017 Community Survey and Community Data Platform

Report Reference: ISC040717R7.3

OBJECTIVE

This report provides a summary of the community satisfaction survey results for 2017 and considers opportunities to collect additional community data to assist Council's understanding of its community, and inform decision making on strategic priorities and investment in services in the future. The consideration of community data platforms links with the agenda item on ICT Strategy and Future Technology (Agenda item 7.4).

RECOMMENDATIONS

DUE DATES

That the Infrastructure and Strategy Committee:

- | | |
|--|-------------------|
| 1. Notes the 2017 community facilities and events survey results as summarised in Appendix 1. | 4 Jul 2017 |
| 2. Advises Council of a suggested approach to develop a broader community data platform to improve understanding of community values and satisfaction levels, and inform Council's strategic priorities and investment in services in the future. | 4 Jul 2017 |

BACKGROUND

The City of Marion has a current corporate KPI on Community Satisfaction: Overall satisfaction of greater than 75% with each of (1) community facilities (2) sports facilities and (3) events. A community satisfaction survey was conducted in April-May 2016 for the first time to collect data to inform this KPI. 1,000 households across the city were provided hard-copy surveys, and the survey was made available via our Making Marion community engagement portal for residents wishing to self-select to complete the survey.

The survey was refined and run again in April-May 2017, with distribution to 5,000 households and opportunity for completion via the Making Marion portal. A summary of the survey results is provided in Appendix 1.

DISCUSSION

At the Infrastructure and Strategy Committee meeting held on 7 March 2017, following the discussion on the draft 10-year Strategic Plan, it was noted that collection and use of community data, particularly data on what the community values and their levels of satisfaction, could be explored further to inform the ongoing review of strategic priorities and service levels.

This community data could also provide input on delivery and performance of strategic goals over time.

The 2017-2027 Strategic Plan and a suite of community indicators were adopted by Council in June 2017 (Appendix 2). The Plan and community indicators provide further context for considering our community data needs into the future. The Strategic Plan identifies a diverse range of 10 year strategies that will progress many different services, programs and projects. Measuring the progress of the strategies will be reliant on getting information and feedback from the community in a range of ways to build an understanding of a) their willingness to invest in particular programs/services (e.g. what they value) and b) their satisfaction with how our strategic priorities are progressing.

The current targeted surveys and community engagement forums provide information relating to some of our strategic priorities and specific services and programs however there are others where we don't have data, and hence knowledge, gaps.

Some examples of this are:

- Accessibility of services and open space
- Opportunities for recreation and social interaction
- Community resilience to manage the impacts of climate change
- Encouraging community to be environmentally sustainable
- Harnessing experience, skills and interests of older people
- Improving engagement to understand community needs and seek feedback
- Information sharing through social media
- City activation
- Encouraging walking and cycling within the city.

A number of the proposed community indicators are also reliant on measuring the community's perception of aspects such as safety, connectedness and value for money.

Current data

Currently a multitude of methods are used to collect and compile information about our communities. These include demographic profiling, environmental scans, public health data, community satisfaction with our events and facilities, customer satisfaction with our front line customer services, customer complaints and requests, and feedback relating to projects.

Individual and group representation also provides input into our understanding of community values and satisfaction. In some circumstances this feedback may represent only a small portion of the community, or may only provide one perspective on an issue or opportunity.

We currently collect data about our community, and directly from our community, which has informed the development of the 3 year Business Plan, the review of the 10 year Strategic Plan, a range of formal service reviews and ongoing improvement to services, programs and projects.

A current gap identified is relevant and comprehensive data about what our community values. Sourcing this data through a range of techniques including options such as expanded community surveys, community forums and digital/on-line forums, using traditional and new technological platforms, would enable us to trend how well we are delivering against our Strategic Plan and that our programs and projects are reflective of communities' genuine wants and needs.

Hard data and soft data

To assist understanding of the benefits of compiling a community data platform describe the types of data we collect as being 'hard' data and 'soft' data.

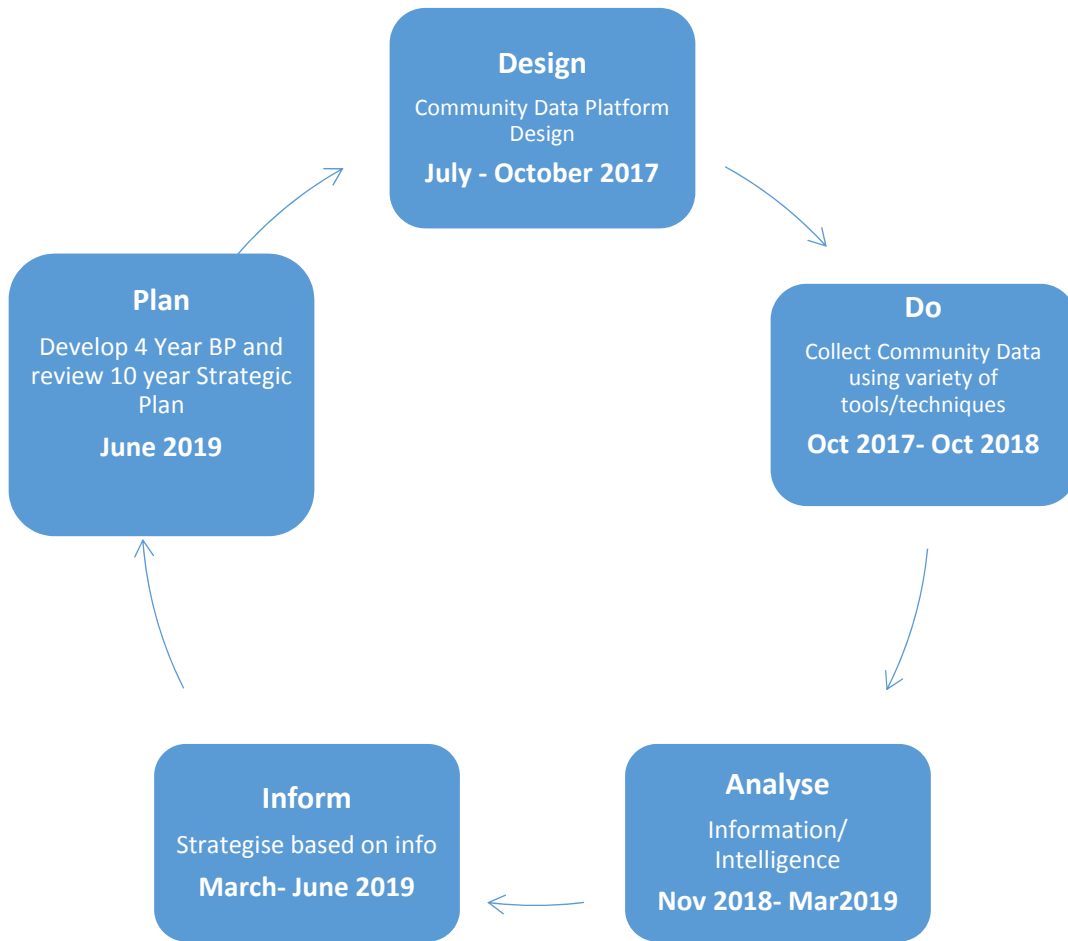
Hard data can be referred to as objective facts and statistics usually collected by systems or programs e.g. community age profiles, counts of residents using a service such as library borrowings, economic trends. Soft data can be referred to as subjective intelligence such as opinions, suggestions, interpretations and perceptions e.g. residents' feedback on service delivery, perceptions of safety, opinions on value for money.

Using either source of data independent of the other can affect decision-making and limit our understanding of issues and opportunities. When brought together in a consolidated community data platform we can add value to our decisions, streamline resources and identify efficiencies and opportunities.

GAP ANALYSIS

Whilst City of Marion has access to, or holds, significant sets of hard data there would be value in expanding the community data and consolidating this into a community data platform to support the understanding of how the community believes we are delivering against our strategic goals. The Infrastructure and Strategy Committee's input into progressing the development of a community data platform, in conjunction with its consideration of the ICT Strategy and Future Technology, is sought.

One model for the development of a scalable community data platform is provided in the diagram below. The key element of this model is that the platform could be built and used to inform the development of the next 4 year Business Plan 2019-2023, and the review of the Strategic Plan in 2019/20.

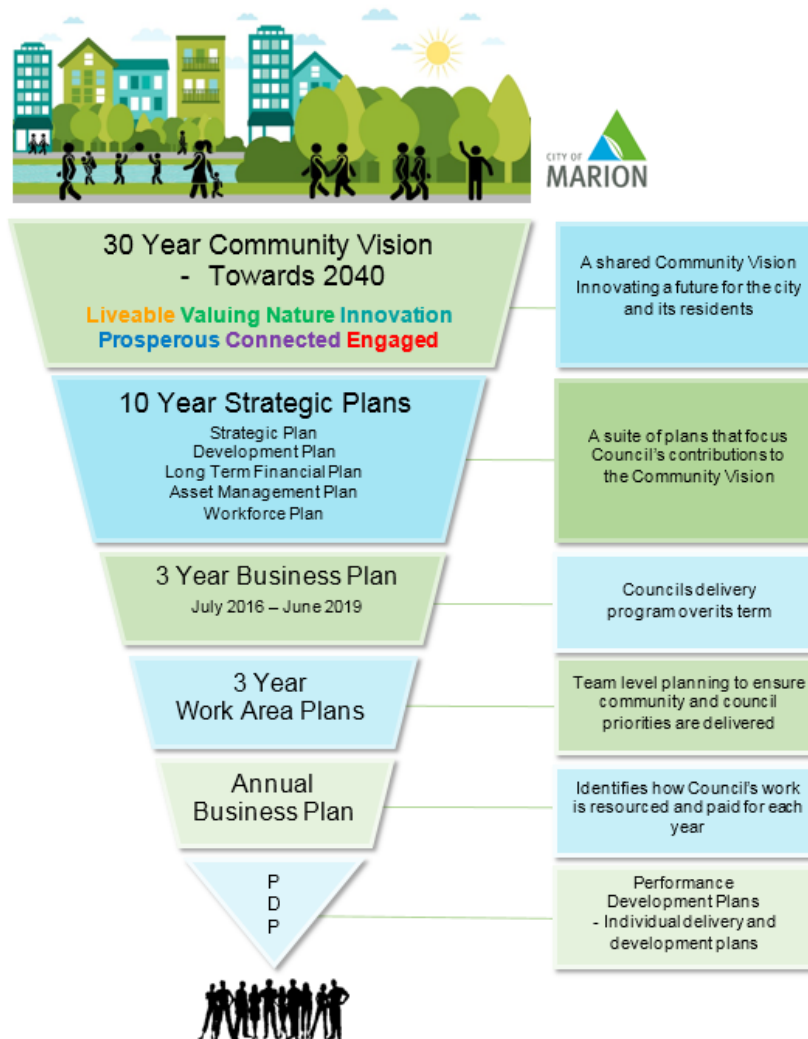


City of Marion Strategic Plan 2017-2027



HOW OUR STRATEGIC PLANNING WORKS

Strategic Management Framework



To ensure Council's activities continue to contribute to the **Community Vision – Towards 2040** we have a Strategic Management Framework in place. The framework shows how the suite of plans provide strategic direction and operational focus to ensure that goals and outcomes are achieved in the most effective and efficient way.

The framework provides a clear line of sight between the **Community Vision – Towards 2040** and everyone involved in contributing to the vision, including Elected Members and staff. It also focuses on integration of the critical strategic plans to ensure we are well positioned to achieve the best outcomes in the community.

We are continuing to develop and refine elements of the new framework, including plans, key performance indicators and community partnerships which will provide a strong foundation for future years.

This **Strategic Plan 2017-2027** provides our roadmap for the next ten years.

WELCOME

Here is the City of Marion Strategic Plan 2017-2027.

You will see it is consistent with our Vision for the city. All Council activities are now aligned to a current Business Plan. As we prepare a new Business Plan after each Council election, Council's choice of new projects will be guided by the priorities set out in this Strategic Plan.

The Council elected in 2014 was committed to organisational renewal and an ambitious program to upgrade our recreational facilities. This Strategic Plan covers the period during which these plans will come to fruition. Meanwhile the redevelopment of Tonsley and the expansion of Westfield Marion Shopping Centre will provide further opportunities. In all of this, collaboration with other Councils, and State and Federal Governments, is essential.

Council is becoming more conscious of water and energy efficiency. We are also exploring better service delivery through use of technology. Over the next 10 years I trust you will see practical benefits from this innovative thinking.

It's all about making our place an even better place to live.

KRIS HANNA

Mayor Kris Hanna



COMMUNITY VISION › TOWARDS 2040

Six themes of our Community Vision

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

LIVEABLE

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

VALUING NATURE

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

ENGAGED

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

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.

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.

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.



OUR PURPOSE, VISION AND VALUES

OUR PURPOSE

(Why we exist)

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

OUR COMMUNITY VISION

(What we want to become)

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

OUR VALUES

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

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

Integrity - Fostering trust and honesty in all of our interactions

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

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



LIVEABLE

Community Vision – Towards 2040

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

Key challenges and opportunities

- Population growth is increasing demands on services
- Housing choices are currently limited, particularly in the south. More housing options are required that cater for a diversity of household types and people at different life stages
- Balancing revitalisation and growth while retaining the City of Marion's unique visual character and heritage
- Increasing urban infill is creating traffic, parking, amenity and service demand
- The changing role of Council in community health
- Increase in number of pensioners and over 85s
- Increasing diversity of cultures and ethnicities
- Community access to Glenthorne Farm

10-year goal

By 2027 we will have attractive neighbourhoods with diverse urban development, vibrant community hubs, excellent sporting facilities, open spaces and playgrounds.

10-year strategies

- We will make our services, facilities and open spaces more accessible
- We will create more opportunities for residents to enjoy recreation and social interaction in our neighbourhood centres, libraries, sports facilities and other Council facilities
- We will create a series of streetscaped avenues to improve the amenity of our neighbourhoods
- We will celebrate our rich cultural diversity and heritage through artistic, cultural and community activities and vibrant destinations

Our current focus

- Communities that are safe and inclusive, embracing active living and healthy lifestyles
- Access to housing choices and services for a growing and diverse population
- Neighbourhoods that reflect local character, heritage and create a sense of belonging



VALUING NATURE

Community Vision – Towards 2040

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

Key challenges and opportunities

- Increasing scarcity and cost of energy production and potable water.
- Increasing impacts of climate change
- Building our understanding of and ability to adapt to climate change
- The impact of pest plants and animals on natural ecosystems

10-year goal

By 2027 we will improve stormwater management, increase energy efficiency, promote biodiversity and improve opportunities for people to play in open spaces and interact with nature

10-year strategies

- We will plan for and respond to extreme weather events through our services and urban form, managing infrastructure issues associated with flooding and stormwater.
- We will build community resilience to the impacts of climate change
- We will operate more efficiently and sustainably in terms of energy and water use, using the best technologies and methods to be as self-sufficient as possible.
- We will, within budgetary constraints, provide playgrounds (including opportunities for “Nature Play”) within a fair distance to every resident
- We will encourage more community gardening in public spaces
- We will encourage our community to be careful in their energy and water consumption
- We will encourage our community to minimise waste going to landfill, and we will adopt best technologies and methods for recycling of green-waste and other waste

Our current focus

- A healthy and climate resilient urban environment and community
- A city that reflects a deep value of the natural world
- Improved condition, diversity and connectivity of ecosystems



ENGAGED

Community Vision – Towards 2040

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

Key challenges and opportunities

- Cynicism about government generally
- Increased numbers of volunteers and the desire for more flexible and short-term volunteering
- Diverse skills across the community that can be harnessed
- Increase in pensioners and over 85s
- High percentage of community not involved in social, recreational or community activities

10-year goal

By 2027 our community will feel engaged and empowered to influence the improvement of their own neighbourhood

10-year strategies

- We will increasingly use data and community responses to understand what our community values and then we will deliver what they want
- We will harness the experience, skills and interests of older people
- We will foster emerging leaders and actively engaged young people
- We will ensure our community is well informed about the services we provide
- We will provide ample structured opportunities for volunteering
- We will encourage community led initiatives and community responses to all of our significant proposals

Our current focus

- Communities that embrace partnering, volunteering and social interaction
- Meaningful opportunities for community engagement, partnerships and co-creation



INNOVATIVE

Community Vision – Towards 2040

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

Key challenges and opportunities

- Rapid technological change
- Partnership opportunities with universities, start-ups, businesses and the community
- Full development of the Tonsley Precinct
- NBN roll-out and Gig City

10-year goal

By 2027 we will be constantly ready to adapt to technological advances. We will be better and quicker at sharing relevant information

10-year strategies

- We will use the best technology possible to improve efficiency of our operations and delivery of our services
- We will use data to provide evidence for resource allocation relating to our services
- We will use technology and social media to improve our sharing of information
- We will use technology to better engage with our communities, understand their needs and seek their feedback

Our current focus

- A community that harnesses creativity, research and collaboration to pursue innovative ideas
- A city that provides infrastructure and support that enables innovation to flourish



PROSPEROUS

Community Vision – Towards 2040

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

Key challenges and opportunities

- The number of GST registered businesses in Marion is falling while the number of jobs remains static and our population is increasing
- Developments in the Tonsley and the Edwardstown industrial / retail precincts
- Continuing shift towards digital and knowledge based businesses with a regional focus on job creation in key growth areas of clean technology, advanced manufacturing and tourism
- Darlington upgrade and Flinders Link rail projects plus broader South Rd/North-South Corridor works
- Growth in higher/tertiary education particularly at Flinders University and Tonsley
- The expansion of Westfield Marion Shopping Centre
- The future of Morphettville race course

10-year goal

By 2027 our city will see realisation of the full potential of the Tonsley Precinct and other key commercial – industrial – retail zones

10-year strategies

- We will ensure that our development regulation and interaction with businesses allows for a thriving economy, increased visitation and vibrant atmosphere
- We will work with universities, business peak groups, Regional, State and Federal Government to facilitate local economic growth
- We will encourage our residential and business communities to pursue education and training, innovation and local investment
- We will seek to activate our city through quality streetscapes and placemaking initiatives to deliver vibrant and prosperous business precincts
- We will bring people together through networking opportunities to provide more economic opportunities (e.g. Business to business, landlord and tenant)

Our current focus

- An exciting urban environment that attracts business investment and economic activity
- A city that promotes and supports business growth and offers increased local employment and skills development opportunities
- A welcoming city offering residents and visitors a wide range of leisure and cultural experiences



CONNECTED

Community Vision – Towards 2040

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

Key challenges and opportunities

- Rapid technological change
- Not all residents have ready access to the internet, data or information and are digitally literate
- Rail expansion and infrastructure upgrades, including Oaklands Crossing, station locations and Flinders Link
- Prevalence of cars on our roads, coupled with the significant number of major arterial roads and transit corridors throughout the city
- Risk of isolation to residents who are ageing and mobility impaired
- Increased interest and participation in walking and cycling

10-year goal

By 2027 it will be easier and safer to move around our city which will have accessible services and plenty of walking and cycling paths. New technology and community facilities will better connect our community

10-year strategies

- We will provide a variety of options for social interaction
- We will encourage, where economically feasible, the provision of the daily needs of residents within a short walk or bike ride
- We will provide more opportunities for use of the internet in public spaces

Our current focus

- A road network that connects neighbourhoods and supports safe walking, cycling and vehicle travel
- A city that advocates improved public transport systems, linkages and networks that connect people to destinations
- A city that supports equitable access to diverse information sources and reliable digital technologies

GOOD GOVERNANCE

To progress the community vision over the next 10 years, it is critical that we continue to improve our business through building workforce skills and capacity for the future, reviewing policies and strengthening our reporting.

We will continue to strengthen the foundation of our business through excellent financial management and strong and transparent decision making whilst seeking to become nimbler, adaptive and less risk averse.

We are committed to using data and technology to help us set priorities and make decisions,

against an ongoing assessment of our changing local, regional and national issues and opportunities.

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

To maximise community value we place strong emphasis on developing delivery models using regional and partnership approaches. We acknowledge the expertise, knowledge and creativity these diverse groups contribute to the shared pursuit of community aspirations.





CONNECT WITH US ONLINE



City of Marion



@CityofMarion



City of Marion



@CityofMarion

City of Marion
245 Sturt Rd
Sturt SA 5047

Tel (08) 8375 6600
Fax (08) 8375 6699
Email council@marion.sa.gov.au

marion.sa.gov.au

Community Indicators

Community Theme	Community Indicators	Measure
Liveable	Increasing housing choice in the city	Residential densities per m2 in targeted locations
	Population growth	ABS population statistics
	Minimised incidence of crime and antisocial behaviour Increased feeling of safety in the community	SAPOL crime statistics Community perception survey
	Improved quality and accessibility of open space	Residents that live within 500m of quality open space
	Improved health status	Increased number of residents participating in recreation activities (ABS data)
Valuing Nature	Improving environmental management and sustainability	% of council owned/leased facilities utilizing energy efficiency/renewables measures Decreasing reliance on potable water Increase in waste diverted from landfill
	Increased biodiversity and abundance of key flora and fauna	Increased number of trees/% of tree canopy coverage Increased numbers of identified natural landscaping/biodiversity sites

Engaged	Residents highly value services and facilities	Community value/satisfaction survey
	Increasing numbers and diversity of volunteers	% increase in numbers/range of volunteer positions on offer
	Numbers of residents engaging in community activities/programs	Increased utilization of council facilities Community satisfaction with programs Community perception of neighbourhood connectedness
	Voter turnout	% of eligible population voting in council elections
Innovative	Research and development investment	% increased investment in research and development (including \$ and time)
	Partnerships with universities, innovation leaders	Number of partnerships developed
	Improved use of technology	NBN connections / take up (compared to state average) Technology improvements in council infrastructure
Prosperous	Gross Regional Product	GDP data, plus GDP per employee data
	Business investment and diversity	Net changes in businesses entering and exiting the City of Marion Diversity in industry sectors (REMPPLAN data)
	Unemployment rate	Marion unemployment rate (Small area labour market data - compared to state average)
	Number of jobs in the City of Marion	% change in job numbers (ABS Census data)
Connected	Improving active transport/recreation modes	% increase in number of people using walking and cycling paths through the City
	Improved streetscapes	Number of streets upgraded
	Increased internet access and improved digital literacy	% households connected to the internet (compared to state average)

Events and Facilities Survey Results

The 2016/17 Community Events and Facilities survey was distributed to 5000 homes across every suburb in the City of Marion. In conjunction with paper surveys delivered to homes, the survey was launched on the Making Marion community engagement website, allowing residents (and others living outside of City of Marion) to self-select a response.

Of the 5000 surveys delivered to residents, **430** were returned completed, and 160 were 'returned to sender' unopened, equating to a response rate of **9%**. This compares to a response rate of **7.5%** in 2016. The Making Marion Web portal provided 42 responses.

2016			2017		
Method	Count	Percentage of total	Method	Count	Percentage of total
Online	24	24%	Online	42	9%
Hard Copy	75	76%	Hard Copy	430	91%
Total	99	100%	Total	472	100%

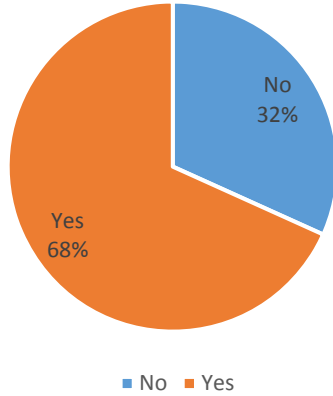
Fast Facts:

- Roughly 60% of survey respondents were female
- 50% of respondents have lived in Marion for over 20 years
- 66% of respondents were aged over 50 years with 30% aged 70+
- We had responses from every suburb except Bedford Park
- We had the highest percentage of responses from Hallett Cove with 12%
- 77% of responders said they had been to a community event in the past year
- 70% of responders said they had used sport and recreation facilities in the past 12 months
- 59% of responders said they have used community and cultural facilities in the past 12 months

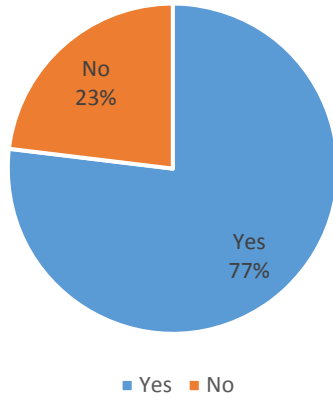
The data has been summarized below, firstly separating out the paper (hard copy) survey responses and the Making Marion responses and also combining this data in total.

Sport and Recreational Facilities

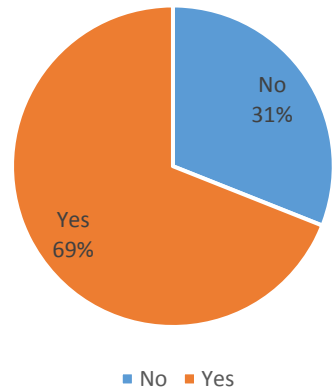
Have you used any Sports and Recreation Facilities in the past 12 months-Hard Copy



Have you used any Sports and Recreation Facilities in the past 12 months - Making Marion



Have you used any Sports and Recreation Facilities in the past 12 months-Hard - Combined



How would you rate your overall satisfaction with these facilities? - Hard Copy				
Facility	Count of Respondents - Rating Scale			
	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Cove Sports and Community Club	8	13	5	2
Edwardstown Soldiers' Memorial Recreation Ground (Edwardstown Oval)	11	30	2	0
Glandore Recreation Centre (Glandore Oval)	9	14	1	2
Marion Sports and Community Club (Club Marion)	45	40	2	1
Mitchell Park Sports and Community Club	12	12	1	0
Morphettville Park Sporting Club	7	3	5	3
Plympton Sporting and Recreation Club	9	18	2	0
Marion Outdoor Swimming Pool	34	34	2	1
Tennis Courts	12	22	6	5
Netball Courts	2	8	2	2
Basketball Courts	4	9	6	1
Outdoor fitness equipment	7	19	7	5
Crickets nets and pitches	3	8	8	1
Skate parks	10	14	1	2
BMX tracks	2	6	1	1
Soccer goals	2	7	3	0
Parks and Reserves	73	97	11	5
Playgrounds	44	62	14	5
Walking and Cycle paths	55	97	11	3
TOTAL	349	513	90	39
Percentage of Total	35	52	9	4
How would you rate your overall satisfaction with these facilities? -Making marion				
Facility	Count of Respondents - Rating Scale			
	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Cove Sports and Community Club	0	4	0	0
Edwardstown Soldiers' Memorial Recreation Ground (Edwardstown Oval)	3	2	2	0
Glandore Recreation Centre (Glandore Oval)	1	3	1	0
Marion Sports and Community Club (Club Marion)	1	3	0	2
Mitchell Park Sports and Community Club	0	4	0	0
Morphettville Park Sporting Club	2	1	0	0
Plympton Sporting and Recreation Club	1	2	0	0
Marion Outdoor Swimming Pool	4	4	0	0
Tennis Courts	1	7	1	0
Netball Courts	0	4	1	0
Basketball Courts	0	2	3	0
Outdoor fitness equipment	2	2	1	0
Crickets nets and pitches	0	2	1	0
Skate parks	3	4	0	0
BMX tracks	0	3	0	0
Soccer goals	0	2	1	0
Parks and Reserves	6	14	0	0
Playgrounds	6	10	1	0
Walking and Cycle paths	5	13	0	0
TOTAL	35	86	12	2
Percentage of Total	26	64	9	1
How would you rate your overall satisfaction with these facilities? -Making marion - Combined				
Facility	Count of Respondents - Rating Scale			
	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Cove Sports and Community Club	8	17	5	2
Edwardstown Soldiers' Memorial Recreation Ground (Edwardstown Oval)	14	32	4	0
Glandore Recreation Centre (Glandore Oval)	10	17	2	2
Marion Sports and Community Club (Club Marion)	46	43	2	3
Mitchell Park Sports and Community Club	12	16	1	0
Morphettville Park Sporting Club	9	4	5	3
Plympton Sporting and Recreation Club	10	20	2	0
Marion Outdoor Swimming Pool	38	38	2	1
Tennis Courts	13	29	7	5
Netball Courts	2	12	3	2
Basketball Courts	4	11	9	1
Outdoor fitness equipment	9	21	8	5
Crickets nets and pitches	3	10	9	1
Skate parks	13	18	1	2
BMX tracks	2	9	1	1
Soccer goals	2	9	4	0
Parks and Reserves	79	111	11	5
Playgrounds	50	72	15	5
Walking and Cycle paths	60	110	11	3
TOTAL	384	599	102	41
Percentage of Total	34	53	9	4

Looking at the combined satisfaction levels for sport and recreational facilities – 87% were either satisfied or very satisfied, while 13% were dissatisfied or very dissatisfied with facilities. The facilities that were most highly rated were walking and cycling paths, playgrounds, parks and reserves, Marion Outdoor pool, and the Marion Sports and Community Club.

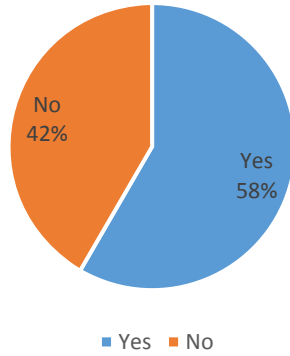
Sport and Recreation Comments

If no can you please tell us why you did not use any Sport and Recreation facilities facilities		
Reason	Number of Comments	Comment Samples
Too old	28	We are retired, the facilities are expensive + full of youngsters
		Age
		Nearly 90 yrs old
		Because I am too old for that now but I do go for walks in the parks and reserves I am 85 and can't walk
No Interest/No need	19	Not part of any sporting club
		I'm not interested in sport and tend to do exercise in the adjoining LGA (Glenelg beach and Patalonga)
		No reason (possibly that I am not a member of a club or organisation) I am not really interested
Use facilities outside the Marion area	18	Tend to be in the Onkaparinga Council Area
		I play competitive tennis at a tennis club in the city of Charles Sturt area. I have been at the club for over 30 years. This is my main form of sports and recreation.
		I use the brighton seacliff reserve every Saturday morning for fitness class
		I attend blackwood gym for aquarobics classes because they are much cheaper than the SA aquatic centre classes and fees
Too busy	3	No, because at last yeat I was busy with my study and placement which hardly be free to do sports
		Too busy - would like too, especially the swimming centre.
		Im not a sporty person but if I had more time, I'd like to go to the cultural centre
		I work full time and require more options in the evenings and weekends
Other	2	Kids are only 6 & 8 - I can't afford sports
		Never knew about the facilities

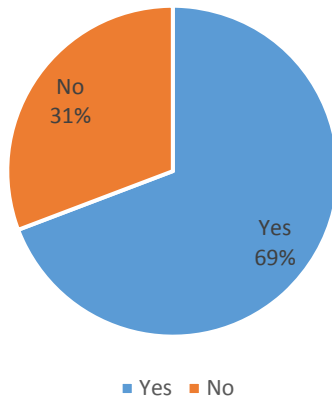
Please provide comments/feedback on specific sport and recreation facilities		
Facility	Number of Comments	Comment Samples
PLAYGROUNDS/RESERVES	144	<p>Parks and reserves - Other than mowing grass, these areas do not look 'cared for.' They are full of invasive weeds and after being upgraded are not maintained, but deteriorate to their previous untidy state</p> <p>Oaklands estate park - Needs a bit of updating for the toilet and play ground area</p> <p>Consider more fitness equipment at mitchell community sports park/Clovelly park area</p> <p>Hallett Cove playground on Quailo Avenue - is well set out and maintained. very popular . Good for young children Children like it have used the BBQ's there too</p> <p>Scarborough Tce/Claughton Rd reserve great toilets, playground, fitness track</p> <p>Jervois st Plympton park playground - Brilliant</p> <p>Linear Pk reserve, great for walking dog</p> <p>Hazelmere dog park - have experienced several dog owners not being responsible with their dogs. I have a small dog. I think we need a small dog park as well.</p>
WALKING/CYCLING	69	<p>Marion Coastal Walking trail- excellent track- Very Scenic</p> <p>Walking and cycle path are too dark at night</p> <p>Walking & Cycle paths/ lack of seating & tables/ rest areas/ obvious meeting places for illicit drug activities. Hallett Linear Park</p> <p>Walking tracks are rough and uneven and the area to the side of the track are generally poor (dirt, dead trees.) Track along creek is well used and would be even more popular if this was addressed.</p> <p>Cyclists I tend to think that they have right of way now. They do not use their bells when approaching from Behind</p> <p>Cyclist should be slowed down before bad accidents happen</p> <p>Lots of variety of walking places - including reserves around Hallett Cove</p>
EDWARDSTOWN Oval	17	<p>Edwardstown Oval- Excellent Playground</p> <p>The proposed upgrade of the Edwardstown oval is unacceptable to most parties involved. It especially disadvantages the bowling club therefore not wanted in it's present format</p> <p>We often use Edwardstown oval and enjoy the outdoor fitness equipment which was a good addition</p>
CLUB MARION	35	<p>Marion Sports and community club - Good access - Well managed facility</p> <p>Club Marion - Driveway from Jasmine Ave entrance needs serious attention. Deep potholes everywhere + tree roots which poses a danger for anyone driving or walking through there. I have almost fallen over a number of times + my husband almost came off his bike only a few weeks ago. Please Fix!</p> <p>Club Marion, relaxing peaceful dining environment and friendly staff</p> <p>Marion sports community club - excellent facilities</p>
COVE Sports Club	10	<p>Cove Sports and Community Club -Womens toilet no button on toilet. Very Rundown and old</p> <p>Cove Sports club - huge improvements but the toilets are poor. Community volunteers are doing most of the work</p>
MARION OUTDOOR POOL	20	<p>Marion outdoor swimming pool - very happy with the facility open a little more would be great</p> <p>The marion outdoor pool is great. Ive used it regularly for many years. It would be ideal if the season could be extended until the end of May - even on a restricted basis (like unley pool)</p>
Oaklands Wetlands	15	<p>Oaklands wetlands - Very Lovely (Very Satisfied)</p> <p>Oaklands Reserve and wetlands is a credit to you</p> <p>Oaklands wetlands, bins usually tidy, clean BBQ's, bird life</p>
Morphettville Sports	6	<p>Morphettville Park Sports Oval- Facilities need upgrading</p> <p>Morphettville park sport club oval- oval currently very hard and dry - not good for footy.</p>
Tennis Courts	15	<p>Capeela Drive tennis courts Hallett Cove - why wont council maintain & improve it. Disgraceful we don't have a good free local tennis court.</p> <p>The tennis courts on Aldridge Ave are usually well maintained</p> <p>Hallett Cove Beach tennis courts - better paving around courts and better parking required. I currently cannot bring my mum in a wheelchair to watch my daughter play tennis as the paving and parking areas are not disability friendly it's disappointing my mum has to miss out due to this</p>
Basketball Courts	7	<p>Not many basketball court/rings</p> <p>Basketball Courts - not enough/poor quality</p>
Mitchell Park Sports	10	<p>Mitchell park sports club - good space for training</p> <p>The sports club I believe is very good but used to take grandchildren + great grandchildren to mitchell Park oval. Playground not good and the small one has been taken away</p> <p>Mitchell Park Reserve - awful, replace or get rid of it altogether</p>
SA AQUATIC CENTRE	4	<p>SA Aquatic - Brilliant</p> <p>I swim at Noarlunga liesure Centre - It's much cheaper than Marion</p>
Plympton Sport and Rec Club	4	<p>Plympton Oval - good oval - Supporting the plympton bulldogs football</p> <p>Since the cricket nets at plympton sports club were repaired the gates on the nets area always locked when practice isnt on. Having used the nets respectfully for years with a young cricketer this is very disappointing as it is a community club is it not.</p>
Skateparks	4	<p>Skate park oaklands rd- It would be good to have an area dedicated to younger children</p> <p>Skate park- great for children + free!</p>
Marion Basketball Centre	4	<p>Marion basketball stadium old and outdated, roof leaks, no seating for large events, not enough courts for home basketball club so play home games at morphett Vale</p> <p>South Adelaide basketball stadium very old & outdated at least fix up the bathrooms</p>
Infrastructure	4	<p>Streets need more attention as dangerous due to tree roots pushing up pavers</p> <p>Morphett/Diagonal train intersection needs developing to free traffic</p>
Other	15	<p>Very sorry not to have our individual neighborhood center newsletter any more. Not enough local info in the combined one.</p> <p>No local sports activities suitable for over 50's. eg tai chi, yoga/meditation</p> <p>Golf is played by more people than any other sport! Not even mentioned</p>

Community and Cultural Facilities

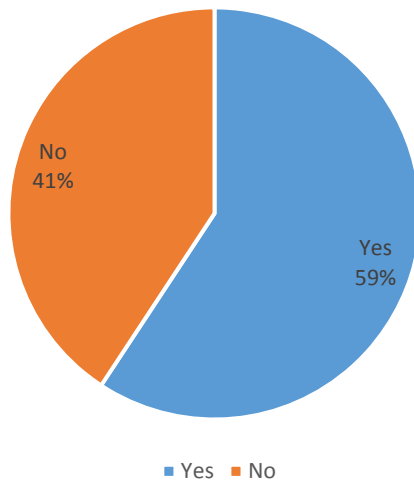
Have you used any community and cultural facilities in the past 12 months? - Hard Copy



Have you used any community and cultural facilities in the past 12 months? - Making Marion



Have you used any community and cultural facilities in the past 12 months? - Combined



How would you rate your overall satisfaction with community and cultural facilities you have used - Hard Copy				
Community and Cultural Facilities	Count of Respondents - Rating Scale			
	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Administration Centre	31	28	4	2
Marion Cultural Centre Library	99	49	0	2
Cove Civic Centre	45	14	2	0
Marion Heritage & Research Centre	9	10	1	0
Marion Cultural Centre Theatre Space	24	15	0	0
Marion Cultural Centre Gallery M	29	20	1	1
Park Holme Library	49	28	2	1
Cooinda Neighbourhood Centre	18	11	0	0
Glandore Neighbourhood Centre	12	16	1	1
Mitchell Park Neighbourhood Centre	8	8	0	0
Trott Park Neighbourhood Centre	12	7	1	0
Living Kurna Cultural Centre	13	6	0	0
Community Halls and Centres	6	9	1	1
Total	355	221	13	8
Percentage of total	59	37	2	1
How would you rate your overall satisfaction with community and cultural facilities you have used - Making Marion				
Community and Cultural Facilities	Count of Respondents - Rating Scale			
	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Administration Centre	3	5	1	0
Marion Cultural Centre Library	8	11	0	0
Cove Civic Centre	3	5	0	0
Marion Heritage & Research Centre	0	0	0	0
Marion Cultural Centre Theatre Space	3	3	0	0
Marion Cultural Centre Gallery M	4	2	0	0
Park Holme Library	10	1	0	0
Cooinda Neighbourhood Centre	2	1	0	0
Glandore Neighbourhood Centre	1	4	0	0
Mitchell Park Neighbourhood Centre	0	2	0	0
Trott Park Neighbourhood Centre	0	1	0	0
Living Kurna Cultural Centre	1	2	0	0
Community Halls and Centres	1	2	0	0
Total	36	39	1	0
Percentage of total	47	51	1	0
How would you rate your overall satisfaction with community and cultural facilities you have used - Combined				
Community and Cultural Facilities	Count of Respondents - Rating Scale			
	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Administration Centre	34	33	5	2
Marion Cultural Centre Library	107	60	0	2
Cove Civic Centre	48	19	2	0
Marion Heritage & Research Centre	9	10	1	0
Marion Cultural Centre Theatre Space	27	18	0	0
Marion Cultural Centre Gallery M	33	22	1	1
Park Holme Library	59	29	2	1
Cooinda Neighbourhood Centre	20	12	0	0
Glandore Neighbourhood Centre	13	20	1	1
Mitchell Park Neighbourhood Centre	8	10	0	0
Trott Park Neighbourhood Centre	12	8	1	0
Living Kurna Cultural Centre	14	8	0	0
Community Halls and Centres	7	11	1	1
Total	391	260	14	8
Percentage of total	58	39	2	1

Looking at the combined satisfaction levels for community and cultural facilities – 97% were either satisfied or very satisfied, while 3% were dissatisfied or very dissatisfied with facilities. The facilities that were most highly rated were Marion Cultural Centre Library, Park Holme Library and Cove Civic Centre.

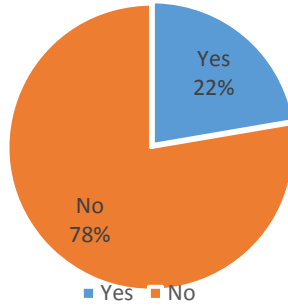
Community and Cultural Facilities Comments

If no can you please tell us why you did not use any community and cultural facilities		
Reason	Number of Comments	Comments
Too old	7	94 years old My social life is enough for me at 93
No Interest/No need	35	Heard the Park Holme music in the park without attending it Does not appear to be attractive to me. Not directed at my age group Nothing of interest. Interests are more dog parks I have no need for these facilities We have no reason to go to any of them
Use facilities outside the Marion area	15	Interests lie outside Marion council offerings. Photography and swimming in the sea I spent most of my sparetime supporting holdfast model aero club. No time for other organisations I use the Holdfast Bay (Brighton) library service
Too busy	13	There is no time, I'm busy rebuilding my garden I work full time and the majority centres operate 9-5pm
No information about them	4	Did not have any information on them Not exactly sure what is available and therefore what is there for me and my family I don't really know what they offer

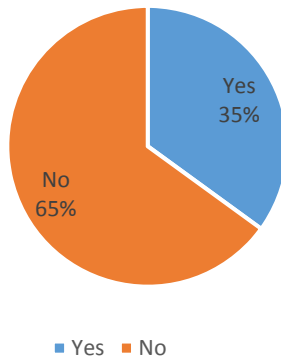
Please provide comments/feedback on specific community and cultural facilities		
Facility	Number of Comments	Comment Samples
Gallery M	14	Gallery M- Excellent gallery - we attend most exhibitions
		We love the Gallery M events - I'm a member there - very interesting exhibition (well done Julie and volunteers)
		Gallery M - Attend monthly art exhibitions - it is a good versatile venue used well to fit a variety of artwork
Marion Heritage and Research Centre	3	Heritage centre - fantastic source of info
		Marion Heritage & research center - lovely space and furniture+ equipment to conduct any sort of program and activity
Marion Culture Centre Theatre	11	MCC theatre space- excellent but café isn't all that good
		Marion cultural CentreGallery + theatre - love having these places in our local area + enjoy seeing shows regularly especially with my kids
Marion Culture Centre Library	57	Very Happy with staff at Marion Cultural Centre Library
		Marion Library -Excellent assistance from staff. Very good range of books etc.
		Marion Library - staff probably best in the state
		Library - love going there although a bit small. Great children area, great facilities, convenient
		Culture Centre library still has poor lighting not helped by colour of bookshelves.
		MCC library could do with an upgrade
Glandore	10	Glandore Neighbourhood centre run very well
		Glandore- The Staff are exceptionally helpful
Cooina	8	Cooina staff very helpful
		Cooina seems a little disjointed
		Cooina a blessing, provides something for everyone
Cove Civic Centre	30	Cove Civic Centre
		Very good Facility (lots going on)
		Cove Civic Centre- Library staff seem to resent access through and in the library foyer out of library hours.
		Cove Civic Centre - very good venue. Flexible design, good library. Pleasant staff. Provides a variety of events for community
		Cove library - Nowhere near good carparking like old library, less spaces near to library. Too many trees and poles as you back out from car park
		Cove library has no fishing/hunting magazines because those who run it disapprove of those sports
Cove Civic Centre- beautifully set up- heaps of space, well organised, staff helpful		
LKCC	4	LKCC excellent art and info. Great History
		Kaurna cultural centre - fantastic, expand this
Trott Park NC	6	Trott Park - a well used multi-purpose facility
		Trott Park NC very friendly + lots of different courses. Great place
Park Holme	21	Park Holme Library -
		Would like to see a wider range of books
		Park Holme Library- librarians polite & very helpful
Mitchell Park NC	3	Park Holme Library - excellent library, helpful staff + we love the toy library. Great range + great value
		Mitchell Park Neighborhood Centre - great team, friendly very accomodating with our monthly liver transplant peer support group
Admin	15	Mitchell Park Neighbourhood centre Excellent
		The new admin centre/library is very nice but - It's design is out of place with the rest of the neighbourhood, and it's very 'grandiose' - meaning probably very expensive.
		Admin- Too busy talking to each other in reception to attend to people waiting at desk
Other	33	Admin centre - staff always most helpful
		I like your attempts to get the community involved
		Depot for tree maint. Excellent
		Community Halls - Cosgrove Hall in Clovelly park needs to be utilized more
		More emphasis on basic rate payer needs. Less political wast and spending on issue like gays and minority groups
Too much money resources spent on showcasing diversity rather than unity		

Events

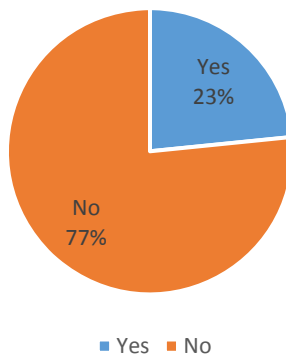
Have you attended any City of Marion community events in the last 12 months? - Hard copy



Have you attended any City of Marion community events in the last 12 months? - Making Marion



Have you attended any City of Marion community events in the last 12 months? - Combined



Community Events Comments

If you did attend an event please tell us what you liked about the event you attended		
What did you like about the event	Number of Comments	Comment Samples
Anzac Day At Hallett Cove	15	The event flowed well great venue/well organised great and important great setting great attendance and atmosphere very well put together good speakers, easy to find Always do a great job
Marion Celebrates	21	The multicultural displays and the really good band (latin/south american) More events like this please. We went to the multicultural event by the aquatic centre on Marion. We loved it - loved seeing all the different stalls and listening to multicultural music. Interesting multi cultural event Marion Celebrates- happy relaxed, informative, entertaining, enjoyable Marion Celebrates- amazing entertainment - performances were awesome Marion celebrates - it was a free event had a good variety of entertainment loved the photo booth Well organised, a diverse array of stall holders, food vendors and performers made it a really enjoyable event for me, my husband, my two children and my parents in law Multicultural celebration was fun; streets closed off for pedestrian traffic, lots of stalls and variety, great atmosphere. Etsy market was good opportunity to support local artists and appreciate creativity of people Marion multicultural festival. Great idea to celebrate diversity
Great community atmosphere	21	Fun, Community feel Being able to meet other people in the community Glandore Christmas Carols great family event Dawn Service at Edwardstown soldiers memorial garden - good community attendance Marion outdoor pool family day, great atmosphere Glandore Christmas Carols - very well attended plenty of entertainment great atmosphere & very enjoyable. Looking forward to this years Community Spirit Anzac day dawn service at Edwardstown soldiers great turn out and community atmosphere. Short and simple I think it was great to get to know people in the area Glandore Christmas Carols - well organised - nice atmosphere - good venue
Well organised/ well run	11	Gallery Opening - Great Facility Very well organised + fun and a great spot for it Marion Club mothers day lunch + Melbourne cup lunch. Both very well done, friendly professional staff Well organised event They are well run Well organised
Good information/Good entertainers	9	Very Good speakers very good information, Free! Good stalls entertainers Etsy market - some excellent local talent on show Australia day at Hallett Cove beach - location is what I liked Sound was good
Other	15	

Tell us how you think the event might have been improved		
Improvements	Number of comments	Comment Samples
No Improvement needed	14	
Better organisation required, ie advertising, parking, toilets	8	Event organisers at Marion don't do a good job. Events lack the wow factor and are poorly promoted. Onkaparinga is the opposite. Marion should study their success
More cultural stalls	2	It could have been bigger! More stalls - more multicultural craft for kids
More food + Better food	12	
More shelter required	4	
Better sound equipment/better bands/ Better MC	6	This years venue for Australia Day Awards was the Marion RSL clubroom. Everything about the event was good except the 'sound equipment.' Many people could not hear!! Maybe some suitable amplification could be hired next year using a professional company. The MC spent a lot of time talking and repeating himself- Very boring
More kids activity	3	Less line up for santa. Possibly a toddler bouncy castle and a separate kids one
Other	3	More lights as daylight savings has ended. Was a twilight market, maybe hold during the day on weekend Badges available for sale at the event to support fundraising & a record for people that attended More seating to watch the performers

If you didn't attend an event can you please tell us why you didn't attend any events		
What did you like about the event	Number of Comments	Comment Samples
Not interested	63	Too busy with my other interests mainly outside the council area I have not known of events
Didn't know they were on (were not advertised enough)	47	Not enough advertising. Suggest an app or message service for rate payers I never received any info about these
Too Busy/No Time	77	Always seem to be working when they are on Busy Busy Busy!!!
old age/Health	29	Health issues - appointments Old & Frail
only recently moved into area	8	We have only lived here for 5 months Have only recently moved into council area
Attend other events outside Marion Council Area	10	Anzac Day attended at Brighton No transport
Lack of transport/ cant get there	5	Not able to get to events. Don't Drive
other	14	Don't need to at this stage in my life - have a young family My english is not very good, I'm afraid to chat with local people Because they're lame. Carols in the park and Glandore community Center needs better performances, better rides and activities for the kids. It also needs to be on a Friday night Too much money wasted on too few people. Council should meet all ratepayers needs. By keeping rates low and maintain services roads, waste, libraries. That's it - stop being anything else we can not afford it City of Marion spends too much on cultural activity interest should be given to sporting events and activity promotion and support of existing facilities. Marion club is the best facility in the district and needs more support

Comparison of 2016 & 2017 information

Sport and Recreation Facilities	2016			2017			% change from 2016 to 2017
	Total number satisfied or very satisfied	Total number dissatisfied or very dissatisfied	Satisfaction rate %	Total number satisfied or very satisfied	Total number dissatisfied or very dissatisfied	Satisfaction rate %	
Cove Sports and Community Club	11	0	100	25	7	78	-22
Edwardstown Soldiers' Memorial Recreation Ground (Edwardstown Oval)	11	1	92	46	4	92	0
Glandore Recreation Centre (Glandore Oval)	11	0	100	27	4	87	-13
Marion Sports and Community Club (Club Marion)	20	1	95	89	5	95	-1
Mitchell Park Sports and Community Club	9	0	100	28	1	97	-3
Morphettville Park Sporting Club	4	0	100	13	8	62	-38
Plympton Sporting and Recreation Club	9	0	100	30	2	94	-6
Marion Outdoor Swimming Pool	32	0	100	76	3	96	-4
Tennis Courts	14	3	82	42	12	78	-5
Netball Courts	2	3	40	14	5	74	34
Basketball Courts	2	2	50	15	10	60	10
Outdoor fitness equipment	16	1	94	30	13	70	-24
Cricket nets and pitches	4	1	80	13	10	57	-23
Skate parks	7	0	100	31	3	91	-9
BMX tracks	4	0	100	11	2	85	-15
Soccer goals	2	0	100	11	4	73	-27
Parks and Reserves	60	4	94	190	16	92	-2
Playgrounds	32	2	94	122	20	86	-8
Walking and Cycle paths	49	3	94	170	14	92	-2

Community and Cultural Facilities	2016			2017			% change from 2016 to 2017
	Total number satisfied or very satisfied	Total number dissatisfied or very Dissatisfied	Satisfaction rate %	Total number satisfied or very satisfied	Total number dissatisfied or very dissatisfied	Satisfaction rate %	
Administration Centre	N/A	N/A	N/A	67	7	91	N/A
Marion Cultural Centre Library	46	0	100	167	2	99	-1
Cove Civic Centre	18	1	95	67	2	97	2
Marion Heritage & Research Centre	N/A	N/A	NA	19	1	95	N/A
Marion Cultural Centre Theatre Space	21	0	100	45	0	100	0
Marion Cultural Centre Gallery M	23	0	100	55	2	96	-4
Park Holme Library	27	0	100	88	3	97	-3
Cooinda Neighbourhood Centre	9	2	82	32	0	100	18
Glandore Neighbourhood Centre	18	0	100	33	2	94	-6
Mitchell Park Neighbourhood Centre	2	1	67	18	0	100	33
Trott Park Neighbourhood Centre	13	0	100	20	1	95	-5
Living Kurna Cultural Centre	18	1	95	22	0	100	5
Community Halls and Centres	2	0	100	18	2	90	-10

Overall Summary of Satisfaction levels

	Percentage satisfied or very satisfied		Percentage Change	Percentage dissatisfied or very dissatisfied		Percentage Change
	2016	2017		2016	2017	
Sport and Recreation Facilities	93%	87%	-6%	7%	13%	6%
Community and cultural facilities	98%	97%	-1%	2%	3%	1%

To note: the low numbers of response rates in 2016 are not statistically representative of the community and have potentially skewed individual data sets.

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
4 July 2017**

Manager: John Deally, Manager Information & Communication Technology (ICT)

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: ICT Strategy and Future Technology Workshop

Report Reference: ISC040717R7.4

REPORT OBJECTIVE

To provide the Infrastructure and Strategy Committee with background information to enable the facilitation of a workshop. The workshop will seek Members' feedback on what sort of things they believe could be considered as key ICT priorities over the next 5-15 years.

RECOMMENDATION

That the Strategy & Infrastructure Committee: **DUE DATES**

- | | |
|--|--------------------|
| 1. Participates in a workshop to seek Members' feedback on what sort of things they believe could be considered as key ICT priorities over the next 5-15 years. | 4 July 2017 |
|--|--------------------|

BACKGROUND

The key result areas (KRAs) of the ICT Strategy are linked to the City of Marion Community Plan Towards 2040 (Refer Appendix 1 attached).

These KRA's are:

1. Business as usual – maximise use of current systems and ICT tools
2. Modernise Systems Platforms – in order to connect and collaborate our people and our places (e.g. replacing ageing Lotus Notes technology)
3. Strategic Developments (e.g. Edwardstown Oval, Mitchell Park, BMX complex, other)
4. Mobility platforms, tools and GIS mapping integration (information anywhere anytime)
5. Use ICT to improve our business by way of:
 - Service to our Customers
 - Management of Assets, Land & Property
 - Knowledge and Learning (Staff and Community)
 - Business Performance, key processes, governance and risk

Significant business improvement and efficiency activities have been underway since 2014 to maximise the use of the Authority local government system (The City of Marion's core operating system) as well as the OpenOffice Customer Relationship Management (CRM) system.

The ongoing improvement program and priority ICT-related initiatives list is updated on an annual basis linked to the CoM Business Planning and Budget process.

Appendix 2 provides a summary list of key ICT-related initiatives currently in progress.

ICT TECHNOLOGY TRENDS

Factoring relevant technologies into the strategic planning process is likely to assist with future investment and prioritisation decisions. Example technologies include:

Mobile and spatially aware Applications

- Already available are handsets capable of rich, mobile commerce providing an environment for the convergence of mobility, location intelligence and the internet. There are already many thousands of commercial and domestic applications for platforms such as the Apple iPhone, the Apple iPad and Samsung Android devices. Enterprise application stores now readily available.

Search and location technologies (GIS)

- The ability to manage, organise and search information inside and outside of the organisation in a way that is transparent and easily understood, as well as identifying the location of services. Also related to Geospatial Information mapping Systems (GIS) and providing online service maps to the public.

Service centric, collaboration and social technologies

- An integrated environment to support work while providing access to internal and external information. A focus both on use of social software and social media and participation and integration with externally facing enterprise-sponsored and public communities enabling knowledge sharing and management for the organisation. Also includes citizen-managed data and service-centric web applications for customers.

Advanced Analytics and Business Intelligence

- Optimisation and simulation using analytical tools and models to maximise business process and decision effectiveness. Examining alternative outcomes and scenarios, before, during and after process implementation and execution to support business decisions.

Internet of Things and Big Data volumes

- Innovative aggregation and use of data captured by operational systems and devices (including sensors, aerial photography, etc) connected to data networks for decision making. May include real time data capture monitoring of assets and the environment. Also related to Open Data public use.

Cloud hosted computing

- Cloud computing is web based computing and storage e.g. Google, Apple, Microsoft Azure (Office 365), Amazon whereby shared resources, software and information are provided to computers and other devices on-demand, like electricity. It refers to the provision of ICT business tools and systems via third-party managed facilities, particularly for point solutions (business function specific, with minimal or no integration). Using cloud computing does not eliminate the costs of ICT solutions, but does re-arrange some and reduce others.

Virtualisation of ICT environment and Client Computing

- Virtualisation has been maturing as a top strategic technology for a few years. This remains an ICT trend as it evolves to provide a seamless interface with the user with minimum disruptions to the availability of knowledge, information and data on any device from anywhere. Virtualisation is bringing new ways of packaging the user desktop environment making the choice of a particular PC hardware or operating platform critical. It also contributes to Green ICT.

Green ICT

- Common green initiatives include the use of e-documents, reducing travel and telephone infrastructure, and video conferencing. ICT can also provide the analytic tools to assist decision-making to reduce energy consumption and other carbon management activities.

ICT Cyber Security and Data Privacy

- Traditionally, security has focused on putting up a perimeter fence to keep others out, but it has evolved to monitoring activities and identifying patterns to detect malicious activity. There is a constant stream of discrete events with increasing demands for ever-greater log analysis and reporting to support audit requirements.

Wireless Networking and National Broadband Network (NBN)

- The development of distributed centres of high connectivity fibre data networks for community access to council services and activity delivering enhanced communication and on-line interactions.

Cross-boundary interoperability

- Local government services delivered and co-locating in community hubs as demonstrated by the SA Council Maps website initiative. Working and delivering services collaboratively with other councils.

Smart Cities (information gathering and monitoring)

- Collecting and providing real time information to the community on the “status” of councils operations, services, facilities, places, community assets, infrastructure and the environment to add value to the public. Linked to the Internet of Things and high speed city networks (GigCity). Smart homes and smart environment a consideration in Development Planning.

Virtual Reality, Gaming, Drones and Wearable Technology

- Innovative ways of collecting, visualising and using information adapted to the business world.

Open Data

- Ways to find, access, publish and reuse public data for the benefit of the community including geospatial datasets (e.g. <http://data.gov.au/>).

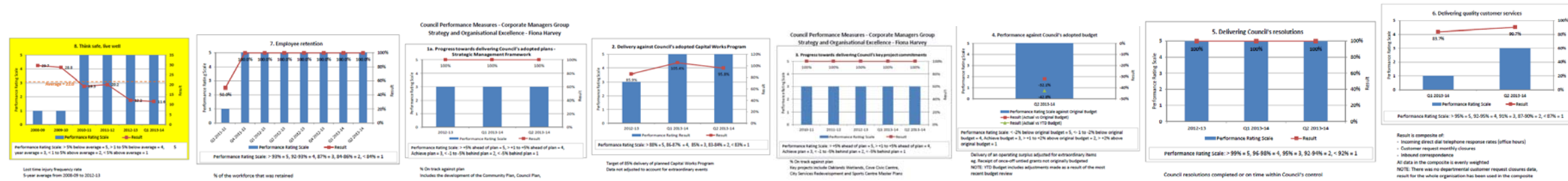
Workshop

The purpose of the workshop with the Infrastructure and Strategy Committee is to seek Members' feedback on what sort of things they believe could be considered as key ICT priorities over the next 5-15 years.

Facilitators:

John Deally, Manager ICT

Vincent Mifsud, General Manager Corporate Services



Cascaded Corporate Key Performance Indicators

- ✓ ICT Service Requests resolution timeframes
- ✓ Systems availability (unplanned outages)
- ✓ Customer satisfaction incl. phone support
- ✓ ICT-related initiatives, business improvements & projects

Team Performance Indicators

Role of ICT: *To improve customer service, business performance, and community health & wellbeing through ICT. With a focus on organisational excellence ICT supports over 100 business applications, modules & network services for 345 computer users to achieve the aspirations of the 6 themes in the Community Plan Towards 2040.*

ICT Strategy - Key Result Areas

<p>1. Business as usual</p> <ul style="list-style-type: none"> - Maximise use of current systems & ICT tools <p style="text-align: center; border: 1px solid black; padding: 2px;">Org excellence</p>	<p>2. Modernise Systems Platform</p> <ul style="list-style-type: none"> - Connect & Collaborate (people & places) <p style="text-align: center; border: 1px solid black; padding: 2px;">Connected</p>	<p>3. Strategic Developments</p> <ul style="list-style-type: none"> - Edwardstown Oval - Mitchell Park - BMX complex <p style="text-align: center; border: 1px solid black; padding: 2px;">Liveable</p>	<p>4. Mobility platforms, tools & GIS integration</p> <ul style="list-style-type: none"> - Information anywhere anytime <p style="text-align: center; border: 1px solid black; padding: 2px;">Innovative</p>
<p>5. Use ICT to improve (our business):</p>			
<p>Service to our Customers</p> <p style="text-align: center; border: 1px solid black; padding: 2px;">Prosperous</p>	<p>Management of Assets, Land & Property</p> <p style="text-align: center; border: 1px solid black; padding: 2px;">Biophilic</p>	<p>Knowledge & Learning (Staff & Community)</p> <p style="text-align: center; border: 1px solid black; padding: 2px;">Engaged</p>	<p>Business performance, key processes, governance & risk</p> <p style="text-align: center; border: 1px solid black; padding: 2px;">Org excellence</p>

ICT and Project Governance, Leadership, ICT Skills Development, Support/Resources, ICT Annual Work Area Plan

ICT Technology Projects Summary - In Progress at 28 June 2017

Project	Desired Outcomes/Benefits and Comments	Estimated Timeframe
1 CoM Connect - Email transition away from Lotus Notes - Bluepoint Records System Replacement - Lotus Notes Module Replacements	Microsoft Outlook. Microsoft Technologies. ICT Service Helpdesk, Vehicle Bookings, Training Manager.	Completed Completed Dec 2017
2 Fibre Optic Cable installations	Wi-Fi connectivity for Glandore and Trott Park NHC's	Jun 2018
3 Website Platform Upgrade - Unity Replacement	Includes Extranet, Discussion Board and Search functions	Early 2018
4 Agendas and Minutes Software Solution	Automation and Efficiency Gains	Early 2018
5 On-line Booking System	Facilities bookings system	Mid 2018
6 Asset Systems Comprehensive Review	High level business case with recommendations to FAC	Aug 2017
7 LED Lighting (+ pending Smart Technology Grant Bid)	Partnership with SAPN - 3 year program	Jun 2020
8 Development Services - Digitising Microfiche	Digital conversion of all microfiche records	Aug 2017
9 Development Services - Bluebeam Software for applications	- Electronic assessment and processing of applications. - Compatibility to enable future electronic lodgement capability.	Aug 2017
10 On-line Leave and Timesheet approval	Automation of staff Leave Applications and Timesheets	Early 2018
11 Skytrust WHS Software	Automation and reporting of key WHS data	Aug 2017
12 Disaster Recovery planned Equipment Upgrades	Maintain Business Continuity Capability	Dec 2017