

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 7 March 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 to the right.

Adrian Skull
CHIEF EXECUTIVE OFFICER

2 March 2017

**CITY OF MARION
INFRASTRUCTURE & STRATEGY COMMITTEE AGENDA
FOR THE MEETING TO BE HELD ON
TUESDAY 7 MARCH 2017
COMMENCING AT 6.30 PM
COUNCIL CHAMBER
245 STURT ROAD, STURT**



1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

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

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

4. CONFIRMATION OF MINUTES

Confirmation of the minutes for the Infrastructure & Strategy Committee held on 7 February 20174

5. BUSINESS ARISING

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

6. PRESENTATION

Nil

7. REPORTS

7.1 Work Program and Meeting Schedule for 2017
Report Reference: ISC070317R7.110

7.2 Marion Outdoor Swimming Centre
Report Reference: ISC070317R7.216

7.3 Overview of Strategic Management Framework
Report Reference: ISC070317R7.3.....21

7.4 Community Data
Report Reference: ISC070317R7.4.....52

7.5 Verbal Update on Oaklands ASR from Tony Lines, General Manager Operations

8. WORKSHOP

Nil

9. CONFIDENTIAL ITEMS

Nil

10. ANY OTHER BUSINESS

11. 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.

12. NEXT MEETING

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

Time: 6.30pm

Date: 4 April 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 7 FEBRUARY 2017**



PRESENT

Elected Members

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

His Worship the Mayor Kris Hanna (8.02pm – 9.30pm)

Independent Member

Mr Christian Reynolds

In Attendance

Ms Abby Dickson	General Manager City Development
Mr Tony Lines	General Manager Operations
Ms Fiona Harvey	Manager Innovation and Strategy
Ms Carol Hampton	Manager City Property
Mr Neil McNish	Business Growth and Investment Manager
Ms Jaimie Thwaites	Acting Manager Governance
Ms Elaine Delgado	Strategic Planner (minute taker)

1. OPEN MEETING

The meeting commenced at 6.30pm.

2. KAURNA ACKNOWLEDGEMENT

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

3. MEMBERS DECLARATION OF INTEREST

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

No interests were disclosed.

4. CONFIRMATION OF MINUTES

Nil

5. BUSINESS ARISING

Nil

6. PRESENTATION

Nil

7. REPORTS

**7.1 Infrastructure and Strategy Committee Terms of Reference and Overview of Skills
Report Reference: ISC070217R7.1**

The resolution:

1. Note the Terms of Reference identified at Appendix 1 to the report

to be amended to address the following points:

- Membership to comprise of five Elected Members
- An Elected Member to be the presiding member of the Committee
- A quorum for a meeting of the Committee shall be four Elected Members of the Committee
- Amend references to the Local Government Act 1999 in Sections 2 to 5 of the Terms of Reference to 'The Act' as stated in section 1
- Minor reformatting of numbering to accommodate the above

Due to the level of shared knowledge it was agreed that it was unnecessary for Committee Members to provide an overview of skills.

**Moved, Cr Pfeiffer, Seconded, Cr Westwood
Carried unanimously**

Action: Prepare a report for Council to adopt a revised Terms of Reference for the Infrastructure and Strategy Committee that incorporates the identified amendments

**7.2 Infrastructure Projects Progress Updates
Report Reference: ISC070217R7.2**

The following points were raised in discussion:

- Project progress updates should include future milestones
- Effective project management that includes a rigorous approach to risk management is critical for successful outcomes
- Future project progress updates as presented in Appendix 1 with reporting on name; schedule; budget; key milestones; problems/risks identified to include additional information to enhance visibility as follows:

- 'Activated' projects add information on Strategic Plan links; risk register; gantt chart; red/amber/green indicators to mark project progress; emerging opportunities
- 'Non-activated' projects add information on Strategic Plan links; red/amber/green indicators to mark project progress
- Project progress updates to be provided to Infrastructure and Strategy Committee (the Committee) meetings in 2017 as follows:
 - Comprehensive updates on April, June, August, October
 - Report on changes only to projects that may have risk consequences on March, May, July, September, November
- Glade Crescent Reserve should be considered a major project
- Consideration should be given to balancing project risks with opportunities to maximise community benefit
- It is important the Committee has a future focus and oversees project delivery.
- The focus of the Committee should be the transitioning to a 3-10 year timeframe for infrastructure projects
- Reporting on the Streetscape Project, despite being an 'activated project', will not require inclusion of a risk register or gantt chart due to the less significant scope of projects
- Discussion on Asset Optimisation included the following points:
 - A Community Facilities Strategic Review is being undertaken that will include the analysis of data to inform asset evaluation and the review will be presented for Members to consider at a future meeting.
 - A future-focussed approach to asset management is required over a 3, 5 and 10 year horizon to ensure Council is aware, and can meet, future demands on its assets
 - Communication with the community of council's decision-making processes in relation to asset management is important
 - The collection and analysis of data relating to assets, including a needs analysis, is critical in effective decision-making
 - As a key stakeholder, the Committee needs to have input into the Asset Management service review

Cr Kerry left the meeting at 7.15pm

Cr Kerry returned to the meeting at 7.20pm

Mayor Hanna entered the meeting at 8.02pm

Moved, Mr Reynolds, Seconded, Cr Pfeiffer that the Infrastructure and Strategy Committee:

Amend the resolution to:

1. Note the progress report on key infrastructure projects
2. Infrastructure project progress updates at future Committee meetings to include reporting on a Risk Register and Gantt Chart for activated projects
3. Urgently address issues associated with governance, systems, technology and processes, as they relate to the management of major projects
4. An update be brought to the Committee and Council to provide details in relation to the rectification of the issues in point 3 above
5. Committee members to provide input into the Asset Management service review as a key stakeholder

Carried Unanimously

- Actions:**
- **Amend infrastructure project progress updates as noted**
 - **Add Glade Crescent Reserve as a major project to the project progress updates**
 - **Provide a report to the Committee and Council on governance, systems, technology and processes applied that relate to major projects**
 - **Organise an opportunity for Committee members to have input into Council's asset service review**

2. WORKSHOP

8.1 Smart Future City infrastructure Report Reference: ISC070217R8.1

- Cr Byram introduced the agenda item and it was agreed the workshop be held as a group discussion
- Ms Dickson provided an overview of key major projects in the City of Marion and invited discussion on infrastructure needs for the City of Marion over the next 5-10 years in the context of 'Smart Cities'
- Ms Harvey introduced some videos to provide an introduction to Smart Cities from the perspectives of city development and infrastructure

The following points relating to a Smart Future City were raised in discussion:

- A definition of a Smart City was proposed as: 'Access and delivery of services and information for the benefit of the community, economy and environment'
- A digital environment is critical to supporting effective data collection and analysis necessary for council decision-making, and service delivery for residential and business communities
- Smart City elements cited were:
 - Effective access and egress
 - Walkable footpaths
 - The importance of Tonsley in its capacity as an economic driver
 - Exploration of Public Private Partnership models
 - IT opportunities, including its role in delivery of Council services
- The definition of the term 'Smart City' is ambiguous
- Rather than focussing on the terminology 'Smart City', Council needs to determine what it wants to deliver to residents and businesses, and the role of technology in delivery. Some examples would be facility bookings, capturing information on repairs required for infrastructure, such as playgrounds
- The community survey conducted by Council that sought feedback on specific assets was a beginning
- Consideration could be given to using a problem-centred approach to identifying quantitative and qualitative data required for the planning and delivery of council projects and services
- Use of technology for community engagement has a key role as both a method for data collection, and as a 'pulse-check', to ensure planning and decision-making supports appropriate infrastructure investment
- Effective data collection and analysis is critical for providing a strong foundation for strategic directions and financial management
- Data is central to identifying and informing solutions to megatrends that can pose challenges to industry, small business, and infrastructure
- Agenda items were identified for future meetings

The following points were raised relating to Council's 10-year Strategic Plan:

- Environmental scan data to be included to provide rationale for goals and strategies
- Strategies need to focus on what can be delivered at a local government level
- Strategies need to be measurable to support accountability

- Actions:**
- **Environmental Scan to be forwarded to Committee members**
 - **Committee members to provide feedback on draft 10-year Strategic Plan to Ms Harvey**
 - **7 March 2017 Committee meeting to include agenda item on current data and tools used for the collation and analysis of data**
 - **Note agenda items for future Committee meetings:**
 - **Feature project (to be selected based on issues that require discussion)**
 - **Identification of data needs and relevant tools**
 - **10-15 year outlook on key infrastructure challenges and investments**
 - **Process for review of 3-year Business Plan 2016-2019**

3. CONFIDENTIAL ITEMS

Nil

4. ANY OTHER BUSINESS

Nil

5. MEETING CLOSURE

The meeting was declared closed at 9.30pm

6. NEXT MEETING

The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on Tuesday 7 March 2017 in the Council Chamber, 245 Sturt Road, Sturt.

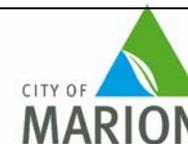
CONFIRMED

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CHAIRPERSON

/ /

**CITY OF MARION
BUSINESS ARISING FROM THE INFRASTRUCTURE AND STRATEGY COMMITTEE MEETINGS
AS AT 2 MARCH 2017**



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	7 February 2017	7.1 Prepare a report for Council to adopt a revised Terms of Reference for the Infrastructure and Strategy Committee that incorporates the identified amendments	Ms Delgado	16 February 2017		Completed
2.	7 February 2017	7.2 Amend infrastructure project progress updates as noted	Ms Delgado	7 March 2017		Completed
3.	7 February 2017	7.2 Add Glade Crescent Reserve as a major project to the project progress updates	Ms Delgado	7 March 2017		Completed
4.	7 February 2017	7.2 Provide a report to the Committee and Council on governance, systems, technology and processes applied that relate to major projects	Ms Dickson/ Mr Lines	4 April 2017	Scheduled as agenda item 'Overview of Project Governance' for 4 April 2017 I&S Committee meeting	
5.	7 February 2017	7.2 Organise an opportunity for Committee members to have input into Council's asset service review	Ms Harvey	4 April 2017	Scheduled as agenda item 'Asset Management' for 4 April 2017 I&S Committee meeting	
6.	7 February 2017	8.1 Environmental Scan to be forwarded to Committee members	Ms Harvey	7 March 2017	Attached to I&S Committee report for agenda item 'Overview of Strategic Management Framework'	
7.	7 February 2017	8.1 Committee members to provide feedback on draft 10-year Strategic Plan to Ms Harvey	Ms Harvey	7 March 2017		Completed
8.	7 February 2017	8.1 7 March 2017 Committee meeting to include agenda item on current data and tools used for the collation and analysis of data	Ms Harvey	7 March 2017		Completed
9.	7 February 2017	8.1 Note agenda items for future Committee meetings: <ul style="list-style-type: none"> ○ Feature project (to be selected based on issues that require discussion) ○ Identification of data needs and relevant tools ○ 10-15 year outlook on key infrastructure challenges and investments ○ Process for review of 3-year Business Plan 2016-2019 	Ms Dickson	24 February 2017		Completed

* completed items to be removed are shaded

**CITY OF MARION
STRATEGY COMMITTEE MEETING
7 MARCH 2017**

General Manager: Abby Dickson, City Development
Subject: Work Program and Meeting Schedule for 2017
Reference No: ISC070317R7.1

REPORT OBJECTIVE

Setting an annual work program helps to ensure that the Infrastructure & Strategy Committee addresses the scope of activities identified in the Committee's Terms of Reference, and ensures that the workload of the Committee is planned, managed and resourced. It allows the Committee to relay the dates and times of the meetings to the community and provides for upcoming business to be dealt with in a timely manner.

EXECUTIVE SUMMARY

A work program, based on the Committee's Terms of Reference and meeting schedule for 2017 will be discussed by the Committee. The template for the work program is provided in **Appendix 1** as a starting point for the Committee's consideration.

RECOMMENDATION

DUE DATES

That the Strategy Committee:

- | | |
|--|---------------------|
| 1. Considers the work program for 2017 as attached in Appendix 1. | 7 March 2017 |
|--|---------------------|

Schedule of Infrastructure & Strategy Meetings 2017

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

Schedule of Infrastructure & Strategy Meetings 2017

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					
Infrastructure Projects Update					
Future City Infrastructure Workshop					

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	Presentation of Marion Outdoor Swim Centre Masterplan				Carol Hampton
Community Data	<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	Presentation of feedback on draft 20 year Strategic Plan				Fiona Harvey
Overview of Strategic Management Framework					Fiona Harvey
Oaklands ASR	Verbal update provided by General Manager Operations				Tony Lines

Infrastructure & Strategy Committee Date: Tuesday, 4 April 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				Abby Dickson

Schedule of Infrastructure & Strategy Meetings 2017

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
Asset Management	<ul style="list-style-type: none"> Overview of Asset Management and current service review Committee's input into the progress of the service review as a key stakeholder 				Fiona Harvey

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				Fiona Harvey
Community Facilities Strategy	Presentation on review and update of community facilities information and strategy				Carol Hampton
Infrastructure – connecting communities	Overview of key infrastructure projects which will strengthen community connections. Input to be sought from Committee Members				John Valentine

Infrastructure & Strategy Committee		Date: Tuesday, 6 June 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				Abby Dickson
Customer Service provision from Council facilities	Workshop on service provision and how Councils facilities and technology can enhance service provision				TBC

Schedule of Infrastructure & Strategy Meetings 2017

Key Infrastructure Future Planning	Discussion on key infrastructure needs to support city development over the next 5-15 years				Tony Lines

Infrastructure & Strategy Committee		Date: Tuesday, 4 July Time: 6.30pm – 9.30pm			Venue: Committee Room
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Feature Project – To be determined					TBC
ICT strategy and future technology	Key priorities for ICT over the next 5-15 years				John Deally
Mid Year Committee Review					

Infrastructure & Strategy Committee		Date: Tuesday, 1 August 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				Abby Dickson

Infrastructure & Strategy Committee		Date: Tuesday, 5 September Time: 6.30pm – 9.30pm			Venue: Committee Room
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Feature Project – To be determined					TBC

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE
7 MARCH 2017**

Originating Officer: Tyson Brown, Unit Manager Cultural Facilities
Manager: Carol Hampton, Manager City Property
General Manager: Abby Dickson, General Manager City Development
Subject: Marion Outdoor Swimming Centre
Report Reference: ISC070317R7.2

REPORT OBJECTIVE

The Infrastructure and Strategy Committee at its first meeting for 2017 identified as part of its 2017 works program it wished to devote time to exploring unfunded projects in depth.

This agenda item will facilitate the committee's consideration of the Marion Outdoor Swimming Centre (MOSC) unfunded master plan. A presentation will be provided to the Committee outlining a potential upgrade approach of various key elements to the Centre's facilities based on the master planning process, seeking to implement components of the master plan as discussed at various Elected Member forums.

The key elements proposed will seek to progress the master plan to improve the amenity, ensure the facility remains competitive with other Adelaide metropolitan pools and increase income generation through enhanced experiences for children and families.

The Marion Outdoor Pool master plan is an initiative in Council's 3 Year Business Plan where the master plan is to be presented to Council in 2016/17 and detailed design is to be completed and partnership funding sought in 2017/18 and 2018/19.

The project is currently unfunded.

RECOMMENDATIONS

That the Infrastructure and Strategy Committee:

- 1. Notes the overview of the Marion Outdoor Swimming Centre Master Plan.** 7 Mar 2017
- 2. Provides feedback on the Marion Outdoor Swimming Centre Master Plan in order for a report to be developed and presented to Council in March 2017.** 7 Mar 2017

BACKGROUND

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

The following facilities are available at the MOSC:

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

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

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

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

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

Use of Facility

The facility provides the community with a range of activities such as lap swimming, recreational swimming, swimming lessons, carnivals and competitions, family fun days, birthday parties and aqua aerobics.

The MOSC serves multiple identified groups, distinguishable by unique usage patterns. The current user groups can be classified as follows:

- Lap swimmers
- Recreational swimmers
- Swimming students (swim clubs and swim schools)
- Group fitness participants
- Family groups

The establishment of the indoor South Australian Aquatic and Leisure Centre (SAALC) in 2011/12 within the Council area has impacted on attendances and subsequent revenue at MOSC. Prior to SAALC's opening, attendances were 101,300 (2010/11) compared to 95,000 the year SAALC opened (2011/12) and 83,000 (2015/16). Essentially MOSC has not attained similar attendance rates since SAALC opened. In particular, the MOSC has seen a reduction in use by the education

sector with an indoor aquatic facility being more reliable as its can be utilised by schools in all weather conditions.

The MOSC attendance rates post SAALC are comparable when benchmarked with Adelaide metropolitan outdoor pools of 85,000 visits per season indicating the service is still well utilised by the community. This indicates community demand for an outdoor facility within the City remains relatively high.

Understanding our market due to the close location of SAALC and additional indoor pools presents the opportunity to further strengthen our point of difference and attract people from further abroad.

This market segment is families seeking affordable opportunities to enjoy the outdoors/expansive lawn areas and water play spaces for children to learn and interact in a pleasant environment for long periods.

Customer Satisfaction

In 2012, the City of Marion conducted an internal and external benchmarking review of MOSC customer service quality and operational management. The University of South Australia Centre for Tourism and Leisure Management conducted this review using their industry recognised CERM Performance Indicator tool. The information below provides a summary of the Customer Service Quality (CSQ) Review results.

The following information summarises the key findings from the review:

- It is identified that when compared to other aquatic and leisure facilities, MOSC performed exceptionally well in the CSQ evaluation.
- The survey identified the outstanding attributes of the facility as being staff friendliness and staff responsiveness.
- The survey of 287 MOSC users identified the following outstanding feedback:
 - 65% were very satisfied with a further 23% satisfied with service provision.
 - 71% were very satisfied with a further 20% satisfied with management.
 - 79% were very likely to recommend the facility to others with a 13% likely to recommend the facility.

The survey also sought customer feedback on opportunities for improvement and 39% of suggested improvements related to the facility itself.

A customer satisfaction survey is scheduled for 2017/18 season to obtain up to date customer feedback.

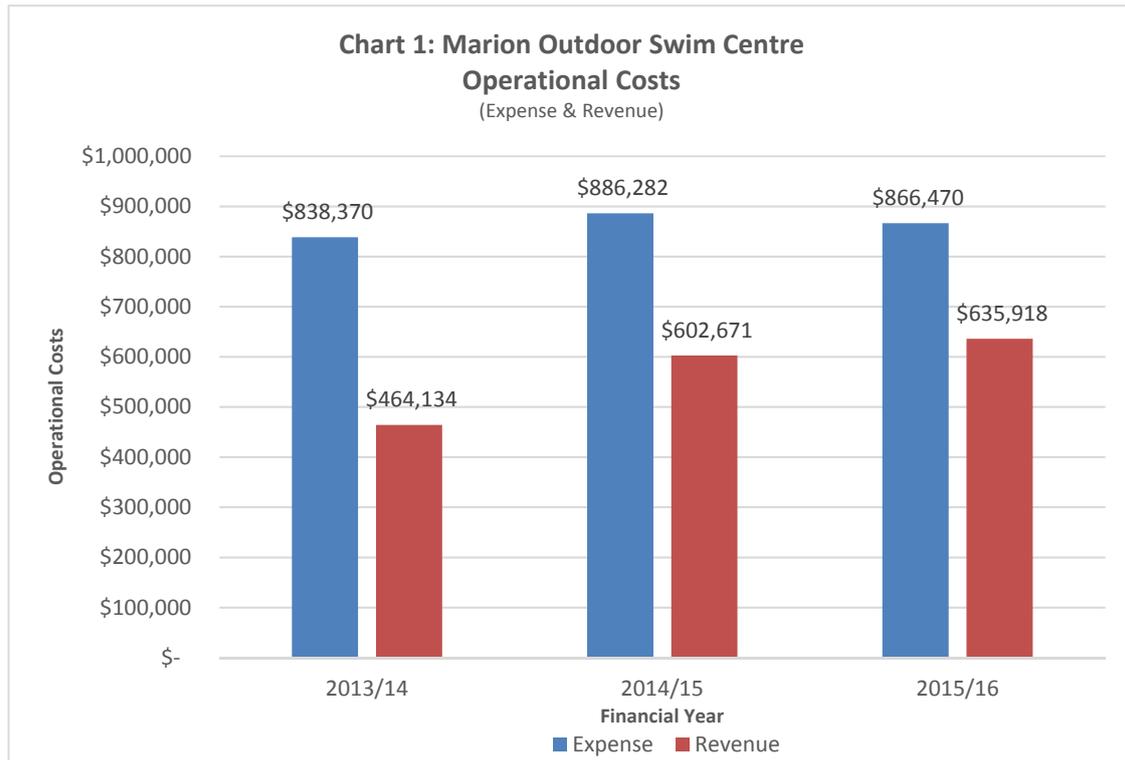
Expenditure and revenue

The MOSC operates at a deficit of approximately \$230k per year down from \$283k in 2014/15 and \$394k in 2013/14. This decrease is attributed anecdotally to a combination of initiatives, including the installation of the new water slide which has increased attendances and marketing plan strategies.

Salaries produce the most significant cost (representing 56% of operational expenses). Operational expenses are approximately \$866k per year.

Chart 1 provides a summary of the MOSC expenses and revenue details for the past three financial years.

Revenue for the past 2 years has been over \$600k. In 2013/14 revenue was significantly lower and is attributed to the waterslide not being in operation. It should be noted revenue can vary significantly across years due to weather conditions.



Benchmarking:

A service review was undertaken late 2016 and considered by Council at the 24 January 2017 General Council Meeting. The review included external benchmarking with South Australian Local Government outdoor swimming centres to enable a comparison across a broad range of aspects e.g. season period, admission numbers, type of facilities. The key themes identified in the benchmarking are summarised below:

- The average length of the operating season was 28 weeks with MOSC slightly below the average of 26 weeks
- The number of operating hours per week at MOSC was 91 which was above the average of the other metropolitan swimming centres at 89.5
- Staff costs per hour were \$206 at Marion, compared to an average of \$209 metropolitan swimming centres
- There was a variation noted in the staff costs per week by metropolitan swimming centres, with Marion 1% over the average at \$18,770, however this 1% increase is due to longer operating hours
- The majority of metropolitan Councils have undergone redevelopments to improve amenity which indicates that the MOSC may be considered outdated compared to like facilities across Adelaide.

Facility Condition and Future Upgrades:

A 2015 Condition Audit report prepared by Tonkin Consulting provided a guide to prioritising future works that would be required to maintain and renew the facility to an acceptable standard. The report provided a current replacement cost, based on a “like-for-like replacement”. These costs have been appropriately included in Council’s Long Term Financial Plan but do not allow for improvement in service levels, increased functionality or enhancements to the facility.

The major pool structures are due for renewal around 2045 based on the residual life provided in the Tonkin audit.

The recent GHD Building Condition Audit has indicated that the useful remaining life of the buildings is 25 years.

Council has recently undertaken a master plan process which has identified opportunities to improve the amenity of the facility which is starting to look tired and outdated. Future investment in the facility will be required should Council wish to be comparable with other metropolitan outdoor swimming centres. An analysis has been undertaken regarding investment costs, however Council is yet to determine what components of the business case are preferred. It should be noted that all of the metropolitan pools benchmarked against (Cities of Salisbury, Unley, TTG and Burnside) have undergone major developments.

Council has considered the master plan on two occasions at the following Elected Member forums:

- 17 May 2016
- 20 September 2016

The Masterplan was costed in the order of \$11.6 million and remains an unfunded project. It should be noted that the current iteration of the draft 2017/18 annual budget does not have any available funding capacity and any funding considerations would require the preparation of an appropriate prudential management report.

Council has requested that staff review components of the master plan and the business case analysis undertaken by KPMG and develop recommendations for Council on future renewal and redevelopment works. A report is being prepared for Council's consideration in March 2017.

Draft options containing elements from the MOSC masterplan will be presented to the Infrastructure & Strategy Meeting at the 7 March 2017 meeting and feedback will be sought by the Committee into this unfunded project.

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE
7 March 2017**

Originating Officer: Fiona Harvey, Manager Innovation and Strategy
General Manager: Abby Dickson, General Manager City Development
Subject: Overview of Strategic Management Framework
Report Reference: ISC070317R7.3

OBJECTIVE

This report provides an overview of City of Marion's Strategic Management Framework (SMF) and highlights key elements relating to assets and infrastructure.

RECOMMENDATIONS

DUE DATES

That the Infrastructure and Strategy Committee:

- | | |
|--|-------------------|
| 1. Notes the overview of the Strategic Management Framework. | 7 Mar 2017 |
| 2. Provides feedback on the draft 10 year Strategic Plan in order for the plan to be presented to Council for adoption in April 2017. | 7 Mar 2017 |
| 3. Provides feedback on the draft Community indicators. | 7 Mar 2017 |

Background

The focus of the SMF is to ensure that strategic and operational plans and management systems and processes are aligned and integrated to ensure that Council can effectively deliver its strategic goals and the Community's vision over the next 30 years.

The Council's suite of Strategic Plans comprises:

- the 30 year Community Vision
- the 10 year Strategic Plan
- the Urban Development Plan (Strategic Directions Report)
- Asset Management Plans
- Long Term Financial Plan
- Annual Business Plan

Each team has an operational plan (Work Area Plan) that details the team's services and programs, and priority projects (as set out in the strategic plans) aligned with Council's strategic goals.

Each individual has a performance development plan that details their responsibilities in service, program and project delivery.

The current status of the SMF elements is provided in the table below:

30 year Community Vision	Adopted by Council 27 September 2016
10 year Strategic Plan	Currently in review. Draft presented at this I&S committee meeting
3 (4 year in the future) year Business Plan	Adopted by Council 27 September 2016
Asset Management Plans	Adopted by Council 19 January 2016 Outstanding Buildings Asset Management Plan currently being drafted
Urban Development Plan	Adopted by Council 10 December 2013
Long Term Financial Plan	2016/17 review adopted by Council 28 June 2016
Annual Business Plan	2016/17 Plan adopted by Council 28 June 2016
Work Area Plans	25 (100%) WAPs completed
Performance Development Plan	98% of staff have a PDP in place

10 Year Strategic Plan

The draft 10-year Strategic Plan (Appendix 2) provides a high level road map that identifies the key areas of focus over the next 10 years. The draft Plan sets out a 10-year goal and strategies under each theme of the Community Vision which then connect with the focus of the 3-year Business Plan under each of these themes.

The development of the draft 10-year Strategic Plan included the following steps:

- Consideration of Council's role
- Comprehensive environmental scanning (Appendix 3)
- Consideration of key data inputs under each Community vision theme
- Elected Member engagement through the Infrastructure and Strategy Committees in 2016 and individually
- Staff engagement
- Strategic plan drafting

Community indicators

In order to determine whether the Council's goals and strategies are progressing the Community's aspirations over the medium to long term, a suite of community indicators could be adopted. These indicators are outcome focused and would track the changes in the city and community, aligned with the 6 themes of the Community Vision. Although there are potentially a large number of indicators that could be tracked, it is recommended that a targeted

suite is implemented in the first instance which can then be built on over time. These outcome indicators differ from performance indicators as there are potentially a variety of factors (beyond City of Marion impacts) that could influence their status. However they provide a valuable 'state of the city' trend that can demonstrate where areas are trending well or where areas are not trending well and therefore may need more intervention.

A draft suite of community indicators is provided in Appendix 4. Note a number of indicators would require an expanded community engagement process to be measured.

Asset Management

To clarify definitions and terminology, the following terms are generally used when referring to assets:

- Assets: all individual, or a group of physical objects which has value and enables services to be provided.
- Infrastructure assets: those 'hard' assets that relate to roads and transport including roads, drains, stormwater infrastructure, kerbs, footpaths, traffic devices, bridges.
- Non-infrastructure assets: 'soft' assets including land, buildings, contents, playgrounds, structures, artwork, bus stops, plant and equipment.

From an Infrastructure/Asset perspective the targeted strategic documents that support effective and efficient asset management are the Asset Management Plans and the Long Term Financial Plan. The 3-year Business Plan and Annual Business Plan also identify new/upgrade asset projects.

Asset Management Plans (AMP) provide a 10 year plan to ensure that assets support the delivery of services, to the service standards set, in a financially sustainable manner. The AMPs detail the agreed services levels and asset management actions (operations, maintenance, renewal and minor upgrades) to ensure services continue to be provided in a cost effective and sustainable manner.

The Infrastructure and Strategy Committee may wish to consider whether a medium term (5-15 year) Asset/Infrastructure project focused plan is warranted. The benefit of this type of plan would be to identify the future focused infrastructure projects (beyond the current 3 year plan) that Council wishes to prioritise for planning and/or advocacy.

Appendices

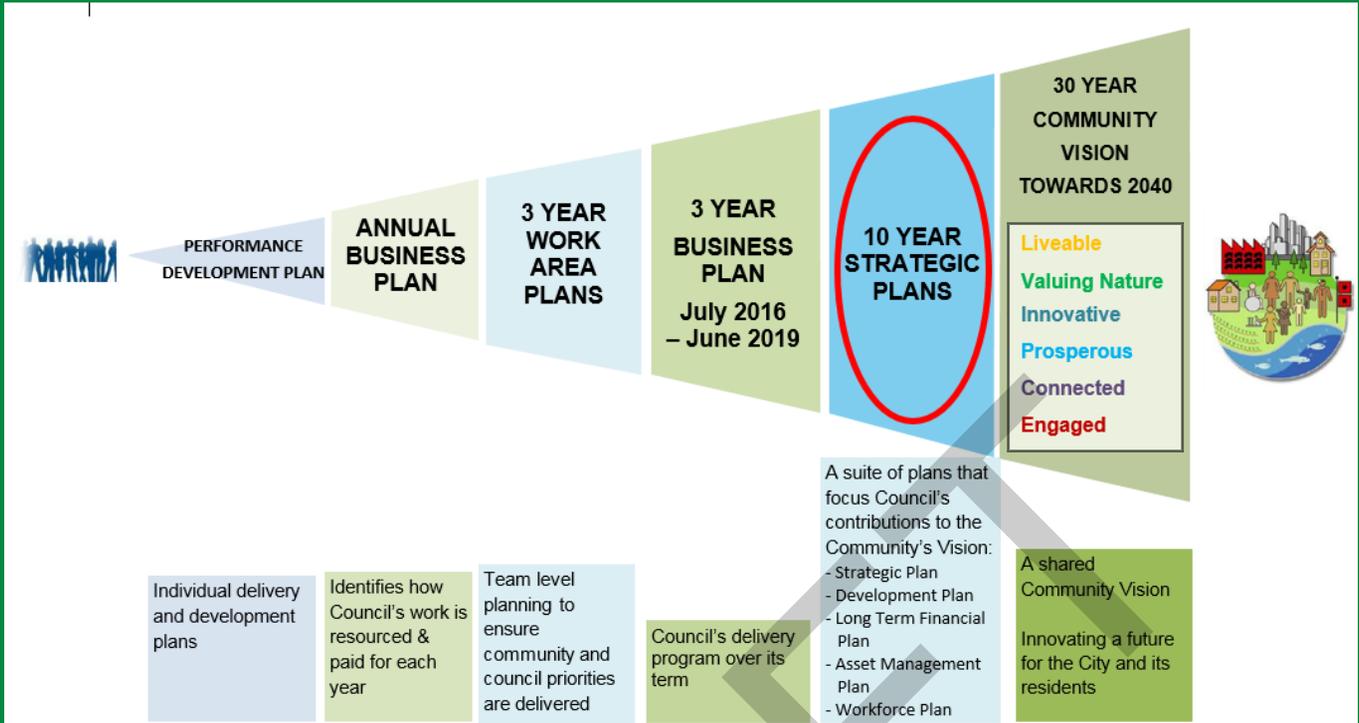
- Appendix 1 – Strategic Management Framework
- Appendix 2 – Draft 10 Year Strategic Plan
- Appendix 3 – Comprehensive Environmental Scan
- Appendix 4 – Draft Outcome Indicators



City of Marion Strategic Plan 2017-2027



HOW OUR STRATEGIC PLANNING WORKS



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

To be added

KRIS HANNA

Kris Hanna
Mayor



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

DRAFT



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 whilst 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 pensioners and over 85s
- Increasing diversity of cultures and ethnicities

Draft 10-year goal

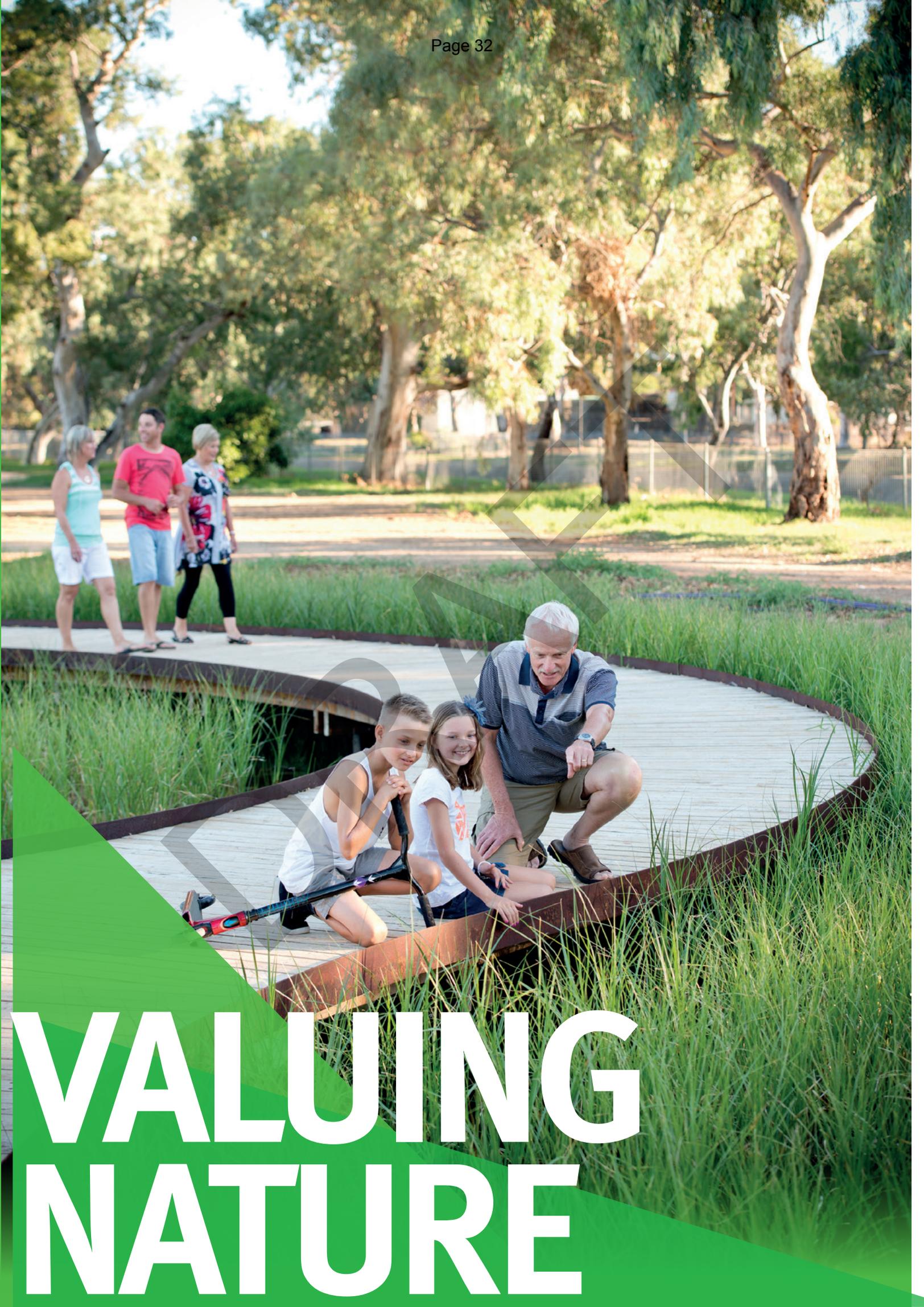
By 2026 our city will have attractive neighbourhoods with diverse urban development, vibrant community hubs, excellent sporting facilities, open spaces and playspaces. There are opportunities for everyone to live well and contribute to their community

Draft 10-year Strategies

- A feeling of safety throughout the city at all times
- Easily accessible services, parks, public spaces, events and active recreational opportunities
- A vibrant city with attractive destinations and activated spaces that reflect cultural diversity and community values
- Supporting our community to age well in their neighbourhoods and homes

Our focus for 2016-2019:

- 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

- The need to better manage our energy and water use
- Adapting to the impacts of climate change - planning for and responding to extreme weather events through our services and urban form, managing infrastructure issues associated with flooding and stormwater and building community resilience
- Reducing adverse impacts of pest plants and animals on natural ecosystems
- Recognising the benefits of nature in improving health and wellbeing
- Factoring Nature Play into our recreational spaces
- Growth of community gardening in public and private spaces

Draft 10-year goal

By 2026 our city will be known for its natural environment and leadership in green issues. There will be improved stormwater management, increased energy efficiency, protected biodiversity and opportunities for people to interact with nature

Draft 10-year Strategies

- Greening our city
- Pursuing a low carbon local economy
- Adapting current infrastructure to impacts of climate change
- Living and working more sustainably

Our focus for 2016-2019:

- 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

- Improved engagement and connection to build resilience when faced with change
- 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
- Disengaged young people
- Community's growing expectation to be engaged in decision making
- High percentage of community not involved in social, recreational or community activities

Draft 10-year goal

By 2026 our community of volunteers will be growing. We will see the benefits of community-led initiatives, people will be better informed of the services we provide, and our partnerships will be building great neighbourhoods

Draft 10-year Strategies

- Understanding what people value and showcasing how we are performing
- Harnessing the experience, skills and interests of older people
- Building emerging leaders and actively engaged young people
- Empowering community-led projects
- Greening our city
- Pursuing a low carbon local economy
- Adapting current infrastructure to impacts of climate change
- Living and working more sustainably

Our focus for 2016-2019:

- 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

- Strengthening Council's future focus – how the community will live work and play in the future? What are the skills, built form and governance structures required?
- Rapid technological change, including NBN rollout and Gig City ultra-fast internet at Tonsley
- Smart City infrastructure opportunities
- New ways of working including enterprise hubs and co-working spaces
- Partnership opportunities with universities, start-ups, businesses and the community

Draft 10-year goal

By 2026 our city will focus on ideas and innovation through a strong presence and collaboration at the Tonsley site, working with residents, businesses and thought leaders in understanding our future roadmap. We will continue to innovate our business

Draft 10-year Strategies

- An evolving city fit for the future
- Working with emerging leaders to pilot new and emerging technology and business models
- Being nimbler, adaptive and less risk averse
- Using technology to work smarter

Our focus for 2016-2019:

- 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 is static and our population is increasing
- Tonsley and Edwardstown redevelopments
- Continuing shift towards digital and knowledge based economies 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
- Emerging business models and new ways of working
- Trend to work, shop and play locally

Draft 10-year goal

By 2026 our city will be 'Open for Business' and support 43,000 jobs in the region. Maximising the potential of the Tonsley redevelopment and other key destinations, we will attract investors, encourage and support business start-ups and draw more visitors to the region

Draft 10-year Strategies

- A thriving economy, increased visitation and vibrant atmosphere
- A city known for start-up opportunities for emerging entrepreneurs
- Strong partnerships with universities, business peak groups, regional, state and federal government
- Becoming a 'living laboratory' known for life-long learning experiences, driving innovation, attracting smart investment and adopting change

Our focus for 2016-2019:

- 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, including NBN rollout and Gig City ultra-fast internet at Tonsley
- Many residents don't have ready access to internet, data or information and are not 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 that are ageing and mobility impaired
- Increased interest and participation in walking and cycling

Draft 10-year goal

By 2026 it will be easier and safer to move around our city which will have new and reinvigorated destinations, accessible services, enhanced streetscapes and walking and cycling paths. New technology and creative spaces will better connect our community

Draft 10-year Strategies

- Developing the city into a unique and sought-after destination providing a variety of options for social interaction
- Neighbourhoods are places where the daily needs of residents can be met within a short walk or bike ride
- Utilising technology, co-working and creative spaces to connect isolated residents, home workers and students

Our focus for 2016-2019:

- 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

DRAFT

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

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

Current or emerging issues and opportunities		Criticality for action				2016-2019 Business Plan initiative reference	2016-2019 Business Plan initiative detail	Other initiatives / further detail	
Headline	Detail	Short term: 12 months	Medium term: 2-4 years	Long term: 5-10 years	Watching brief / Ongoing				
Liveable	Population growth of around 1% per annum & concerning public health demographics increasing demands on public places and spaces and public services	Higher than metropolitan average proportion of people with physically chronic conditions, mental health problems and psychological distress particularly in central and northern Marion - High % of adults overweight/obese, high cholesterol, high blood pressure, asthma, arthritis - High proportion of premature mortality due to circulatory system, heart disease, cancers and self-inflicted injury - High proportion of females with osteoporosis - High % of adults with psychological distress - High % of people with multiple chronic health conditions - High proportion of hospital admissions due to mental health conditions - High % of older people not participating in sufficient physical activity - Higher proportion than metropolitan average of children not achieving recommended amount of physical activity (SAMSS data)	✓	✓			L1 Amend the zoning of key sporting areas/hubs to support revitalised, modern sports facilities	Reconsideration of place based urban design and other Council services to encourage active living, healthy lifestyles and social connectivity for all age profiles	
			✓	✓	✓		L2 Deliver excellent Sport and Recreational Facilities across the City: • Community Club and indoor sports stadium at Mitchell Park • Sports and community complex at the Edwardstown Soldiers Memorial Oval • A new regional soccer facility in the South in partnership with Football SA • An International standard BMX complex in the South, led by BMX SA • Capella Reserve redevelopment in partnership with the Cove Football Club to pursue funding opportunities • Modern sustainable tennis and netball facilities across the City to meet the needs of the Community now and into the future	Continue and expand Crime Prevention Through Environmental Design Place-making opportunities in Tonsley, transport hubs, Hallett Cove Foreshore redevelopment, local and main streets also linked with community governance approaches The changing role of Council in disease prevention, health promotion and health protection, embedding the four priority areas of Public Health legislation: - Increasing Opportunities for Healthy Living, Healthy Eating & Being Active - Preparing for Climate Change - Sustaining and Improving Public and Environmental Health Protection - Stronger & Healthier Communities & Neighbourhoods for All Generations	
			✓				L3 Present the Marion Outdoor Pool Masterplan		
			✓	✓	✓		L4 Deliver Open Spaces and Playspaces across the City: • South Australia's first Inclusive Playspace at Hendrie Street Reserve • Jervois Street South Plympton Playspace • Hallett Cove Foreshore precinct redevelopment • Reserve Street Reserve Trott Park dog park, plus location and design for a second dedicated dog park • 8 local/neighbourhood scale playspaces, plus plans for a further 4 playspaces • Priority open space developments based on our Open Space plan, to meet the needs of a growing and changing community into the future • High quality public toilets in our priority reserves and parks	Maximise connectivity in and around major projects (to address physical activity; isolation and disadvantage; poor health outcomes; access to education, training and employment; access to open space with walking distance of homes and businesses; access to arts and culture and public safety Alignment with PERMA + Positive Emotion, Engagement, Relationships, Meaning and Accomplishment PLUS Optimism, Resilience, Physical Activity, Nutrition and Sleep messages	
		Limited housing choices	Urban demographics: - Limited housing choice to meet the needs of everyone in the community - Population growth and urban infill cause increased traffic and limited on-street parking with increasing demands on public places and spaces and public services	✓	✓			L5 Review housing zones to preserve the character of areas in the north of our city and create housing choice in the south	Housing Diversity DPA will reflect the unique topography of Marion requiring different urban solutions: - create more choice in southern Marion due to increased density - decrease density in the north to protect character and heritage areas, open space and trees whilst meeting 30 Year Plan for Greater Adelaide and review of Southern Growth Corridor population targets Collaborate on Main South Road / Darlington DPA - higher Tonsley density, Sturt Triangle and Lot 707
				✓	✓			L6 In partnership with State Government, the SA Jockey Club and adjoining councils, support the housing development at Morphettville Racecourse	
		National and international trends on people remaining independent as they age	Increase in 85+ year olds and pensioners Opportunity to focus more on individual quality of life	✓	✓	✓		L7 Develop and deliver an Age Friendly Strategy in partnership with neighbouring councils	
				✓	✓	✓		L8 Support our community to 'age well' through participation in the Adelaide Living Laboratory	
		Reconciliation		✓	✓	✓		L11 Celebrate and recognise our Kaurna heritage through committed delivery of the 2016-2019 Reconciliation Action Plan (RAP)	
				✓	✓	✓		L12 Build strong relationships with the Elders of the Kaurna community, facilitated by the RAP Committee	
	Disengaged young people	Low % of young people involved in arts/ cultural activities, student leadership, and youth groups	✓	✓	✓		L14 Deliver transformed youth partnership programs focused on providing diverse and exciting opportunities for youth leadership, engagement and services		
	The National Disability Insurance Scheme (NDIS) roll-out	By July 2018, an estimated 26,000 people will access the NDIS, including 17,000 people from the existing SA specialist disability system. The agreement provides for another 6,500 people who are not currently receiving disability services to enter from July 2018 onwards.				✓			

Current or emerging issues and opportunities			Criticality for action				2016-2019 Business Plan initiative reference	Page 44	
Headline	Detail	Short term: 12 months	Medium term: 2-4 years	Long term: 5-10 years	Watching brief/ Ongoing	2016-2019 Business Plan initiative detail		Other initiatives / further detail	
Valuing Nature	Opportunities in Water Sensitive Urban Design, energy efficiency and 'green' infrastructure	Opportunities in biophilia, WSUD, energy efficiency and green infrastructure including whole-of-government green infrastructure strategy (SA) and the Living Adelaide initiative to mitigate the adverse impacts of urban planning and infill development on biodiversity/natural environments/ecosystems/water resources management/renewable energy and stormwater infrastructure requirements. Improving energy efficiency to combat the increasing maintenance and utility costs impact on the cost of delivering services SA Government 50% renewables commitment by 2025 & net zero emissions by 2050	✓	✓	✓		VN1	Significantly increase energy efficiency across our council facilities	
			✓	✓	✓		VN2	Develop a business case and commence delivery of the transition to safe and sustainable street and public lighting	
			✓	✓	✓		VN9	Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes	CoM contribution to the Water Sensitive SA project that delivers WSUD capacity building initiatives for Council staff, etc Influence DPTI to include biophilia and green infrastructure in projects within CoM Resilient South partnership projects such as Urban heat Island mapping project & developing a business case for urban trees project
			✓	✓	✓		VN10	Continue to transform the Glade Crescent Wetlands scheme	Complete stage 1A (access road, Gross Pollutant Traps, sedimentation basin and high flow bypass) - complete December 2016 and 1B (wetland cells, overflow weirs, additional drainage the planting and landscaping) construction works package at Glade Crescent Wetlands scheme
			✓	✓	✓		VN13	Strive for the opening up of Glenthorne Farm for community benefit in partnership arrangements	
			✓	✓	✓		VN8	Manage stormwater in close partnership with our neighbours	Implement the two adopted Regional Stormwater Management Plans; Hallett Cove Creeks, and the Coastal Catchment between Glenelg and Marino. Complete draft Stormwater Management Plans for the catchments of 'East of Sturt River' and 'Urban area abutting Field River' for Council consideration and public consultation. Commence the Stormwater Masterplan DPA in 2017 with Completion in 2018.
	Adverse impacts of pest plants and animals on natural ecosystems		✓	✓	✓		VN12	Plan and deliver a program for the protection of precious remnant native vegetation in our reserves	
	Impacts of climate change	Limited natural resources and increased impacts on the natural environment and waste production Impacts of increasing temperatures, longer heatwaves, reduced rainfall but increased rainfall intensity, increased fire danger days and increased sea levels) on: - natural resources and ecosystems (including coastal and marine environments and water resources) - natural resources and ecosystems (including coastal and marine environments and water resources) - infrastructure and built environment (urban heat islands) - service level expectations for the public realm - essential services - manufacturing and business (business continuity support) - community health and wellbeing	✓	✓	✓		VN3	Implement the Resilient South Climate Change Policy and Plan	
			✓	✓	✓		VN11	Develop and deliver a Regional Coastal Management Plan to support effective coastal management	
			✓	✓	✓		VN4	Design the final stages of the Oaklands Reserve redevelopment	
			✓	✓	✓		VN5	Expand the Oaklands Wetland water distribution network to maximise sustainable irrigation of our parks and reserves	
	Emergence of Nature Play	Increased desire for recreational spaces for young people without needing built form				✓			Recognition of Nature Play within new Playspace Strategy Bio Blitz Nature Play activities, design of reserves and playspaces
	Growth of localism	Links to community gardening, urban bee keeping, verge gardening, food forager movement, etc.				✓			Increasing number of community gardens Citizen Science, Bio Blitz and Common Thread events - move to more community led events Increased promotion of related Neighbourhood Centre and Library resources
Greening supply chains					✓				

Current or emerging issues and opportunities			Criticality for action				2016-2019 Business Plan initiative reference	Page 45	
Headline	Detail	Short term: 12 months	Medium term: 2-4 years	Long term: 5-10 years	Watching brief / Ongoing	2016-2019 Business Plan initiative detail		Other initiatives / further detail	
Engaged	Increased numbers of volunteers	Increasing community interest in volunteerism is providing a varied skill base but higher expectations. Longer working hours are reducing the capacity for long-term volunteering and increasing the desire for more flexible periodic and short-term volunteering opportunities	✓	✓	✓		E1	Strive to become renowned for volunteers through targeted growth and diversity, and harnessing the skills and experience of our volunteers	
	Community governance – growing expectation and desire to be effectively engaged in decision making requiring more active stakeholder management	High % of community not involved in social, recreational or community activities Low % of community on decision- making board or committees	✓	✓	✓		E2	Launch a Marketing Plan to enhance community engagement and partnering in council's services	
			✓	✓	✓		E3	Support our lease and licence holders to develop their club management capacity	Review Leasing and Licensing Policy. Focused program to ensure 80% of facility leases are up to date (subject to negotiations with major lease holders) by June 2016
			✓	✓	✓		E4	Work in partnership with the Edwardstown Region Business Association and the Hallett Cove Business Association to grow membership and sustainability	
			✓	✓	✓		E5	Maximise community benefits through community led initiatives	
			✓	✓	✓		E6	Implement our reformed Community Grants programs with emphasis on diversity and community capacity building	
			✓	✓	✓		E7	Expand our network of community gardens in partnership with community groups	
			✓	✓	✓		E8	Pilot a place activation project focused on the use of vacant commercial properties in partnership with local community groups	
			✓	✓	✓		E10	Grow the Community Leadership Program to support and harness the ideas and skills of emerging leaders within our community	
			✓	✓	✓		E9	Develop and deliver a Business Engagement Plan in consultation with the local business community to provide valuable business information to support small business growth	
Prosperous	Development of the Tonsley site	The regional focus on job creation in key growth areas of clean technology, advanced manufacturing and tourism including food and wine	✓	✓	✓		P1	Work in partnership to progress the Tonsley Redevelopment as a state of the art advanced manufacturing and urban environment	
	The number of GST registered businesses in Marion is falling		✓	✓	✓		P2	Work with key partners on the Darlington project and the Flinders Link rail project to maximise business and employment opportunities	
			✓	✓	✓		P4	Review Edwardstown Industry/Commerce Planning framework to support future business needs	
	Number of jobs in Marion remains static, whilst population is increasing		✓	✓	✓		P5	Support the development of priority precincts that cater for a range of residential and business needs, and services that are aligned with the 30 Year Plan for Greater Adelaide	
			✓	✓	✓		P6	Develop, in close cooperation with other councils and State Government, a business attraction plan that support jobs growth	
	Growth in higher/tertiary education particularly at Flinders University and Tonsley.		✓	✓	✓		P7	Re-invigorate the Southern Adelaide Economic Development Board to establish an industry-led, independent advocacy and advisory group for the southern Adelaide region	
			✓	✓	✓		P8	Deliver the Tonsley Small Business Advisory Service, providing free advice to start up and early stage businesses	
	Trend toward people wishing to work, shop and play locally		✓	✓	✓		P9	Reduce red-tape to support and promote business growth and employment opportunities	
			✓	✓	✓		P10	Deliver digital economy education programs for businesses to capitalise on the NBN roll-out	
			✓	✓	✓		P11	In partnership with local businesses, grow visitation and increase spending in the region through the delivery of a Visitor Economy Strategy	
	Retail everywhere – e-commerce and pop-up shops	The continuing shift towards digital and knowledge based economies				✓			

Current or emerging issues and opportunities			Criticality for action				2016-2019 Business Plan initiative reference	Page 46	
Headline	Detail	Short term: 12 months	Medium term: 2-4 years	Long term: 5-10 years	Watching brief / Ongoing	2016-2019 Business Plan initiative detail		Other initiatives / further detail	
Connected	Rapid technological change, specifically the rollout of NBN in some City of Marion areas	Rapid technological change and wide application of social media, mobile devices and wireless and broadband networks	✓	✓	✓		C6	Expand our communication and engagement network through our website and social media platforms	Opportunities in location aware service information, augmented reality and tourism apps for smart devices
	Many residents don't have ready access to internet, data or information	The increasing "Digital divide" within our community given varied levels of digital literacy to access services, employment opportunities, social and cultural networks, lifelong learning, teleworking and information.	✓	✓	✓		C7	Deliver valuable digital literacy programs in our libraries and neighbourhood centres	Changing digital economic conditions and global employment opportunities
			✓	✓	✓		C8	Develop a business case for an innovative 'Creative Space' that showcases leading edge technologies for the community's creative and learning opportunities	Free Wi-Fi at Council sites and libraries. Free power, e-reference, learning and low cost printing facilities at libraries. Library review is being undertaken that will identify usage levels and inform future service provision Analysis of Library 'One Card' borrowing and collection data - potential for shared and specialised collection management across all formats Vision 2030 Smart Libraries... Smart Communities - Our libraries are valued as institutions of civil democracy and community engagement. They are hubs of knowledge, creativity and innovation, bringing together the physical and digital worlds and providing opportunities for learning and leisure, linking the people of South Australia to each other and the world - 'Tomorrow's Libraries' by Libraries SA
	The joy of missing out - trend in de-digitising to reconnect with people in person					✓			
	South Road & Darlington Interchange upgrades Train extension from Tonsley to Flinders University Potential risk of isolation to residents that are ageing and mobility impaired	Marion's road/rail/freight network: - Poor east-west connectivity - Competing/overlapping transport systems - Multiple arterial roads carrying high volume of through traffic - Transit corridors dividing communities - Rail corridor, Lonsdale Road, South Road, Sturt drain _ Poor transport linkages to public places and spaces, goods and services, local business and industry - Unique terrain of the South combined with current transport services poses potential risk of isolation to residents that are ageing and mobility impaired increasing demand on community bus, neighbourhood centres and mobile library	✓	✓	✓		C5	Support the rail expansion from Tonsley to Flinders Medical and University precinct	
			✓	✓	✓		C4	Advocate for key rail infrastructure including the grade separation at the Oaklands Rail crossing	
			✓	✓	✓		P3	Advocate for the future development of the North-South Corridor to improve east-west connectivity, which maximises community access and connection with the valuable adjacent areas.	
	Increased walking, cycling and public transport usage with fewer young drivers	Insufficient and poorly integrated walking & cycling networks					C1	Expand the Walking and Cycling network linking key destinations across the City and beyond	Implement high priority projects identified in the Walking and Cycling Strategy including the Tonsley Greenway, Sturt River Linear Park Greenway and other local cycling connections between Tonsley and the Marion Central precinct Reconstruct the next section(s) of Railway Terrace to extend the off road shared use path along the Adelaide to Marion Rocks Greenway

Current or emerging issues and opportunities			Criticality for action				2016-2019 Business Plan initiative reference	Page 47	
Headline	Detail	Short term: 12 months	Medium term: 2-4 years	Long term: 5-10 years	Watching brief / Ongoing	2016-2019 Business Plan initiative detail		Other initiatives / further detail	
Connected (continued)	Narrow footpaths with limited resting/seating places – poor accessibility for mobility impaired	The dependency on and prevalence of cars on our roads, coupled with the significant number of major arterial roads and transit corridors throughout the City					L13	Better manage traffic in Marion and Oaklands Park Commence delivery of priority elements of the Streetscape Masterplan Continue delivery of priority elements of the Streetscape Masterplan	
	Inadequate car parking for public transport commuters		✓	✓	✓		C2	Complete Glandore Laneways project to finalise council ownership of the laneways and improve safety and traffic flow	
	Dominance of cars causing congestion on roads and increased on-street parking demands		✓	✓	✓		C3	Deliver a Policy and Program to enhance streetscapes across the City	
	Lightweight vehicles developed					✓			
	Driverless cars - SA legislation reform underway (Motor Vehicles Act, Road Traffic Act)					✓			
	Smart parking systems – greater use of technology					✓			Opportunities may exist for smart parking technologies through the transition to LED lighting (which can be smart technology enabled)
	Car and bike sharing e.g. GoGet (Sydney) and Flexicar (Melbourne)					✓			
	Big data, smarter transport for trucking and freight etc.					✓			
Innovative	Embracing and developing new ideas and technologies providing opportunities for all		✓	✓	✓		I1	Establish partnerships with innovation mentors, including hosting university students to work on innovation projects	
			✓	✓	✓		I2	Launch a marketing plan for all neighbourhood centres that supports creative use, programming and participation within the centres	
			✓	✓	✓		I3	Maximise community feedback through a range of surveys, digital tools and campaigns to support our ongoing focus on innovation and improvement	
			✓	✓	✓		I4	Deliver a solar panel network at key council sites across the City	
			✓	✓	✓		I5	Renew the Leasing and Licensing Policy to set up a strong support and collaboration model for clubs and organisations to continue to innovate their businesses	
			✓	✓	✓		I6	Continue to promote and provide valuable programs at the Cove Enterprise Hub to support start-ups and small businesses in the southern region	
			✓	✓	✓		I7	Investigate Smart City technology and infrastructure opportunities	
			✓			VN6	Investigate the potential to establish a water supply business using the Oaklands Wetlands water distribution network		
Collaborative consumption, co-working spaces and sharing economy					✓				

Current or emerging issues and opportunities			Criticality for action				2016-2019 Business Plan initiative reference	Page 48	
Headline	Detail	Short term: 12 months	Medium term: 2-4 years	Long term: 5-10 years	Watching brief / Ongoing	2016-2019 Business Plan initiative detail		Other initiatives / further detail	
Political	Rate capping & State Government control	Rate capping a high likelihood if Liberal party win next state election. Potential impacts on service levels				✓		<p>Participating in the 'Council of the future' review regarding the potential future direction, structure and amalgamation of local government, regional approaches and the ongoing debate regarding constitutional recognition for local government.</p> <p>Improve understanding of ratepayer value to ensure rates are directed to highest priority services, programs, projects</p> <p>Provide Council with a feasibility analysis of boundary realignment opportunities between the City of Marion and adjoining Councils and commence implementation</p>	
	Maximise funding opportunities in the lead up to the next State election	Next State election March 2018	✓					<p>Ensure projects are spade ready.</p> <p>Build relationships and lobbying partnerships - become a voice for the South</p>	
Financial sustainability	<p>Continued focus on driving innovation and continuous improvement in a constrained budgetary environment</p> <p>The opportunity for Council shared services - need for greater collaboration, partnering and innovative funding solutions</p>	<p>Most revenue comes from rates with compromised financial capacity of ratepayers in economic climate and decreasing grant opportunities</p> <p>Increases in State Government fees and levies impact on the cost of delivering services</p> <p>Opportunity to work more collaboratively with regional Councils in cost sharing</p> <p>Limited funding capacity for competing strategic projects or incremental service improvements given current rates assumptions and funding position - need for greater collaboration, partnering and innovative funding solutions to achieve community outcomes in a challenging fiscal environment</p>	✓	✓	✓		L10	<p>Undertake an evaluation and review of at least 9 council services to ensure they continue to provide maximum value to our community, now and into the future.</p> <p>Ongoing review of the Long Term Financial Plan to ensure council remains in a sound and sustainable financial position. Low rate increases modelled for next 10 years</p> <p>Further models of collaborative procurement, public private partnership, cost sharing and funding streams investigated</p> <p>Uncertainty of future interest rates and its impact on our future loan portfolio</p> <p>Council Solutions' pilot program - data mining and benchmarking</p> <p>Further reduction of carry-overs</p>	
Asset reliability and sustainability	<p>Significant ageing infrastructure and assets</p> <p>Investigating innovative asset management/ownership models</p> <p>Potential for asset disposals</p> <p>Potential for non-asset solutions for service delivery</p>	<p>Reviewing our existing asset base:</p> <ul style="list-style-type: none"> - In light of increasing costs and customer service requests to maintain and renew our existing asset base - Understanding which assets could be repurposed, reused or disposed of in order to enhance other assets to better meet community needs - Investigating innovative asset management models e.g. share community use, public private partnerships and related business and retail opportunities 	✓	✓	✓		L9	<p>Review and under-utilised council reserves and facilities to ensure community use is optimised.</p> <p>Embedding the Asset Sustainability matrix into prioritisation of customer service request resolution actions</p> <p>Undertake a building/facilities condition audit</p> <p>Develop a building renewal plan</p> <p>Develop an asset disposal / consolidation program and commence implementation</p>	

Current or emerging issues and opportunities			Criticality for action				2016-2019 Business Plan initiative reference	Page 49	
Headline	Detail	Short term: 12 months	Medium term: 2-4 years	Long term: 5-10 years	Watching brief / Ongoing	2016-2019 Business Plan initiative detail		Other initiatives / further detail	
Service provision	Need to provide the appropriate technology tools and information resources for staff to connect, collaborate and do their jobs efficiently and effectively		✓	✓	✓			<p>COMConnect replacement of Lotus Notes within 12 months - Invest in new technology to modernise City of Marion's technology platform including retiring ageing Lotus Notes systems as a priority in 2016</p> <p>Opportunities to automate back office functions e.g. order & print out your own dog licence online</p> <p>Increased use of video technology for 'how-to' information and video calls</p> <p>Improved contract management under wider review of procurement management</p>	
	More insightful understanding of customer service needs	Opportunity to develop more insightful understanding of customer value, service needs and satisfaction levels, including customer perspective in the development of service range and required service levels	✓	✓	✓			<p>Develop and implement a community feedback program, including an annual community satisfaction survey</p> <p>Deliver an annual Stakeholder survey on satisfaction with Council facilities</p> <p>Greater effective use of evidence for decision making</p>	
	The need for all work groups to be aligned in terms of the Strategic Plan and Business Plan 2016-19	<p>Alignment of the organisation to deliver the aspirations of the Strategic Management Framework</p> <p>Continued building of leadership and workforce capability and skills, particularly in the areas of project management, partnership models and industry experience</p> <p>Vacancy Policy: positions are not filled unless a clear case can be made</p>	✓	✓	✓			<p>Endorsement of 3-year Business Plan and roll-out of new 10-year Strategic Plan</p> <p>Roll-out of values, Leadership Development Plans and Personal Development Plans</p> <p>Working collaboratively to deliver the 3-year Business Plan through integrated work area planning</p> <p>'Living' the values</p> <p>Develop and deliver consistent Project and Program Management</p> <p>Develop and deliver a Workforce Plan</p> <p>E3 learning & 70/20/10 training and development program</p> <p>LEAD leadership program</p> <p>Increased knowledge transfer from contractors</p>	
	Safety focus		✓	✓	✓			<p>Focus on reduction of Lost Time Injuries</p> <p>Improved Admin building security</p>	
	An organisation possibly too averse to risk	<p>Transition to an agile & responsive delivery model whilst maintaining prudent financial management</p> <p>Alignment of risk management throughout the organisation</p>	✓	✓	✓			<p>Review of frameworks and procedures to support delivery: Monitoring of risk registers, reformed Risk Working Group</p> <p>Changes to regional emergency management planning - update of emergency management procedure</p>	

Draft 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 of 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 Decrease in waste sent to 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 (further consideration of this theme is required)	Research and development investment	
	Partnerships with universities, innovation leaders	
	Improved use of technology	NBN connections 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)
	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

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE
7 MARCH 2017**

Originating Officer: Fiona Harvey, Manager Innovation and Strategy
General Manager: Abby Dickson, General Manager City Development
Subject: Community Data
Report Reference: ISC070317R7.4

OBJECTIVE

This report provides an overview of community data collected by the City of Marion and identifies opportunities to collect additional data to assist Council's understanding of its community, and inform decision making on strategic priorities and investment in services in the future.

RECOMMENDATIONS

DUE DATES

That the Infrastructure and Strategy Committee:

- | | |
|--|-------------------|
| 1. Notes the range of community data that is currently collected by City of Marion. | 7 Mar 2017 |
| 2. Considers the opportunities to expand the extent of community data collected to inform the setting of strategic priorities and investment in services in the future. | 7 Mar 2017 |

BACKGROUND

Currently there are a multitude of methods 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, and feedback relating to projects.

In 2012, we conducted a comprehensive community engagement exercise to understand the community's aspirations for the future, which informed the Community Vision. City of Marion also participated in the LGA Comparative Performance survey which collected information on two key elements; the community's ranking of importance of services and their level of satisfaction with our service provision.

Since that time the City of Marion has continued to 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.

DISCUSSION

Current data

The following provides a summary of example data sets that are collected at the City of Marion. This data is used to inform Council's strategic directions, projects, and service delivery and improvements.

People

- Demographic profiles of our residents including age, culture, education, employment and disability data
- Employee workforce data
- Public health data including housing status, social profiles, physical and mental health status
- Employment data, including level of education, industry sectors, occupations, age
- Perceptions of programs meeting cultural indicators
- Housing data, including accessibility and ownership

Place

- Residential dwelling data and number of new Development Applications lodged
- Traffic volumes
- REMPLAN economic modelling data to display business locations and types across the city
- Volume of waste/recyclables collected
- Tree coverage and urban heat island locations
- Environmental data including climate change data, carbon inventory, biodiversity, flora and fauna inventories

Service

- Number of telephone enquiries to Customer Service Centre
- Events and facilities satisfaction feedback
- Play space upgrades and program evaluation surveys
- Library, Neighbourhood Centre, Home and Community Care Program Evaluations
- Website and social media engagement and traffic
- Customer Events tracking certain interactions with residents
- Trellis online carbon inventory
- Volume of waste/recyclables and organic collected

Data Opportunities

At the Infrastructure and Strategy Meeting held on 7 February 2017, through 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 plans.

Most recently City of Marion has initiated three community surveys, each targeting different services:

1. Customer service benchmarking: This survey was run in 2014 and 2015 and sought customer satisfaction feedback from randomly selected residents who had called the customer service centre. The survey benchmarked City of Marion with other local government participants and other leading practice customer service benchmarks

2. Community satisfaction with sporting facilities, community facilities and events: This survey was run for the first time in 2015/16 and was distributed to randomly selected households across the city. Residents could also self-select to complete the survey via a website portal.
3. Clubs and Committees community facilities survey: This survey is an annual survey, initiated in 2015, to understand the levels of satisfaction of community facilities and council services, assessed by those clubs and committees who use the facilities.

Whilst these surveys have provided good insights into the communities' satisfaction with specific services and facilities they do not include an assessment of what the community considers most important/values highest, which would provide some valuable context to their assessment of satisfaction. i.e. people are likely to have strong views on things (in this case satisfaction levels) that are important to them, or they highly value.

Conducting an expanded community survey would assist us to identify those services, programs and facilities that communities and residents value highly which can inform strategic priority setting and planning, services levels and funding option into the future.

Some examples of expanded community surveys will be presented at the committee for consideration and comparison with our existing community data collection programs.