

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

CONFIDENTIAL REPORT

Originating Officer: Deborah Horton, Quality Governance Coordinator
Corporate Manager: Steph Roberts, Manager Human Resources
General Manager: Vincent Mifsud, General Manager Corporate Services
Subject: CEO KPI's Annual Confidential Report 2016/17
Report Reference: GC281117F03

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



**Adrian Skull
CHIEF EXECUTIVE OFFICER**

RECOMMENDATION:

1. That pursuant to Section 90(2) and (3)(a) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull and Steph Roberts be excluded from the meeting as the Council receives and considers information relating to CEO Key Performance Indicators for Quarter 4 2016/17 (Annual Confidential Report), upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to personal affairs of the Chief Executive Officer.

REPORT OBJECTIVES & SUMMARY

To provide the 2016-17 CEO Key Performance Indicators (KPIs). Appendix 1 provides detail regarding each KPI.

E = Exceptional
A = Acceptable
U = Unacceptable
O = On track
N = No target set

		Results			
Details	Measure/Range	Qtr 1	Qtr 2	Qtr 3	Qtr 4
A Delivery within 5% parameters of agreed annual budget costs	E 95%≤T<98% A 98%≤T≤100% U T>100%	111% 	104% 	100% 	95.7%
		Comment: This target was met.			
B Delivery of agreed projects identified in the Annual Business Plan and 1 st year targets in the 3 year Plan.	E 97%≤T≤100% A 95%≤T<97% U T<95%	1% 	7% 	14% 	93%
		Comment: 13 of 14 projects identified for commencement and completion within the financial year were realised as at 30 June 2017. A further three projects were completed ahead of schedule as at 30 June 2017. ¹			
C Lost Time Injury Frequency Rate compared with last year (2015-16)	E T ≥ 25% reduction A 5%≤T<25% reduction U T<5% reduction	77% 	68% 	78% 	62.5%
		Comment: A consistent positive result has been achieved.			
D Staff net numbers (FTE equivalent, employee and agency)	E >1% reduction A 0%≤T≤1% U any increase	+0.95% 	+2.1% 	+1.75% 	-0.1%
		Comment: This target was met. ²			
E Retention of key staff	E 100% retention A 95%≤T<100% U T<95%	Verbal update	Verbal update	Verbal update	91.3%
		Comment: This KPI is an annual measure. Parameters for identifying and measuring this target were adopted during the 2016/17 year with 23 positions nominated as 'key retains' that have retention plans in place. During the year, two of these staff left the organisation.			
F Community Satisfaction with; 1. Community facilities 2. Sports facilities 3. Events	E >85% satisfaction A 75%≤T≤85% U T<75%				Comm Fac 97% Sport & Rec 87%
		Comment: This KPI is an annual measure. A survey was undertaken in May 2017 to 5,000 households based upon the 2016 survey to enable quantifiable comparison.			
G Rating by Elected Members	E Expectations exceeded A Expectations met U Expectations not met	This is an annual measure.			
		Comment: Please refer to RSC71107F01.			
H Number of prioritised Major Capital Works (BMX, Soccer, Mitchell Pk Stadium & Centre) reaching approval stage at Council	E 2+ A 1 U 0	N/a	1 	N/a	3
		Comment: This indicator is an annual measure.			
I Councils' cash contribution in respect of each Major Capital Work	E T<40% A 40%≤T≤60% U T>60%	N/a	50% 	N/a	45.4%
		Comment: This indicator is an annual measure relating to KPI H.			
J Completion of Council Members priority list of budgeted projects (13)	E All 13 completed A 11 or 12 completed U less than 11 completed	N/a	Verbal update	Verbal update	Verbal update
		Comment: All 13 commenced, 8 completed, 4 on track and 1 on hold by Council resolution.			

RECOMMENDATIONS

That Council:

1. Note this report.

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2. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report: 2016/17 CEO KPI's Annual Confidential Report (including appendix) and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) of the Act, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2017.

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¹ Three projects: L2 Innovative: Neighborhood Centre Marketing Plans, L2.5 Liveable: Capella Reserve, L7 Liveable: Age Friendly Strategy.

² Actual figures provided.

CEO Key Performance Indicators Quarter 4 - 2016-17: May - July 2017 (Annual)



This Performance Report provides both an overall dashboard view and a progress update for each of the measures.

Dashboard Status icons

	Exceptional
	Acceptable
	Unacceptable
	On track
	No target set

The following KPIs are based on no substantial cuts to existing services provided to the community (unless by Council resolution) and applying the level of rate increase as set by Council.

Measure		Measure / Range		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Overall Results (blank for Committee determination)
FINANCIAL								
A	Delivery within 5% parameters of agreed annual budget costs	Exceptional Acceptable Unacceptable	95%≤T<98% 98%≤T≤100% T> 100%	111%	104%	100%	95.7%	
B	Delivery of agreed projects identified in the Annual Business Plan and 1 st year targets in the 3 year Plan.	Exceptional Acceptable Unacceptable	97%≤T≤100% 95%≤T< 97% T<95%	1%	7%	14%	93%	
C	Lost Time Injury Frequency Rate compared with last year (2015-16)	Exceptional Acceptable Unacceptable	T ≥ 25% reduction 5%≤T<25%reduction T < 5% reduction	77%	68%	78%	62.5%	
PEOPLE								
D	Staff net numbers (Fulltime equivalent, employee and agency)	Exceptional Acceptable Unacceptable	>1% reduction 0%≤T≤1% any increase	+0.95%	+2.1%	+1.75%	-0.1%	
E	Retention of key staff	Exceptional Acceptable Unacceptable	100% retention 95%≤T<100% T<95%	Verbal update	Verbal update	Verbal update	91.3%	
F	Community Satisfaction with; 1. Community facilities 2. Sports facilities 3. Events	Exceptional Acceptable Unacceptable	>85% satisfaction 75%≤T≤85% T<75%	-	-	-	Community 97% Sport & Rec 87%	
G	Rating by Elected Members	Exceptional Acceptable Unacceptable	Expectations exceeded Expectations met Expectations not met	N/a	N/a	N/a	Refer: GC281117F02.	
CAPITAL WORKS								
H	Number of prioritised Major Capital Works (BMX, Soccer, Mitchell Pk Stadium & Centre) reaching approval stage at Council	Exceptional Acceptable Unacceptable	2+ 1 0	N/a	1	N/a	3	
I	Councils' cash contribution in respect of each Major Capital Work	Exceptional Acceptable Unacceptable	T<40% 40%≤T≤60% T>60%	N/a	50%	N/a	45.4%	
J	Completion of priority list of budgeted projects (13)	Exceptional Acceptable Unacceptable	All 13 completed 11 or 12 completed less than 11 completed	N/a	Verbal update	1 complete 12 on track	8 complete 4 on track 1 on hold	

KEY PERFORMANCE INDICATOR A: Delivery within 5% parameters of agreed annual budget costs

QUARTER 4 YTD PERFORMANCE:  **95.7%**

	Adopted Budget 2016/17 \$'000	Annual Financial Statements 2016/17 \$'000	YTD Performance %
Operating Expenditure (Opex)	76,957	76,500	99.4%
Less: Extra Depreciation Expense	0	2,850	
Opex Net of Extra Depreciation	76,957	73,650	95.7%

Background

This KPI is calculated by comparing the total actual Operating Expenditure per the 2016/17 Annual Financial Statements against the adopted budget per Council's 2016/17 Annual Business Plan.

Performance

Due to the full implementation of Accounting Standard AASB 116, Council is no longer able to recognise the residual value of certain assets, particularly infrastructure assets such as roads.

As part of the comprehensive independent valuation of infrastructure assets at 30 June 2016, the residual value of some assets has been reduced to zero to ensure full compliance with this standard.

This has had the impact of increasing the accounting provision for depreciation of such assets going forward, with the impact for the 2016/17 financial year being an additional depreciation charge of \$2.85m. It should be noted that this is a non-cash accounting provision which, while impacting on operating expenses, has no cash impact on Council's adopted budget.

The result for the year has been adjusted for this additional depreciation charge as shown in the table above.

KEY PERFORMANCE INDICATOR B: Delivery of agreed projects identified in the Annual Business Plan and 1st year targets in the 3-year Plan.

QUARTER 4 YTD PERFORMANCE:  **93%**

Background

There are 74 projects in the 2016-19 Business Plan with 73 projects commencing in 2016/17 (14 to be completed by 30 June 2017). The remaining 59 are scheduled to be completed in stages to 2019.

Performance

13 of the 14 projects to be commenced and completed this financial year were achieved (refer table provided below), with project VN2: Valuing Nature not yet delivered.

In addition, a further three projects were completed ahead of schedule;

- L2: Innovative – Launch a marketing plan for all neighbourhood centres that supports creative use, programming and participation within the centres.
- L2.5: Liveable - Deliver Capella Reserve redevelopment in partnership with the Cove Football Club to pursue funding opportunities.
- L7: Liveable - Develop and deliver an Age Friendly Strategy in partnership with neighbouring councils.

Reference	Project	Reference	Project
C1: Connected	Expand the walking and cycling network linking key destinations across the City and beyond. <ul style="list-style-type: none"> • Delivery of Charles Street Streetscape project expanding the City's walking and cycling network by 350mtrs. 	L10: Liveable	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.
C:8 Connected	Develop a business case for an innovative 'creative space' that showcases leading edge technologies for the community's creative and learning opportunities.	L13: Liveable	Better manage traffic in Marion and Oaklands Park.
E8: Engaged	Pilot a place activation project focussed on the use of vacant commercial properties in partnership with local community groups.	P7: Prosperous	Re-invigorate the Southern Adelaide Economic Development Board to establish an industry led, independent advocacy group for the Southern Adelaide Region.
I4: Innovative	Deliver a solar panel network at key council sites across the City.	P8: Prosperous	Deliver the Tonsley Small Business Advisory Service, providing free advice to start up early stage businesses.
L3: Liveable	Present the Marion Outdoor Pool Masterplan.	VN2: Valuing Nature	Develop a business case and commence delivery of the transition to safe and sustainable street and public lighting.
L4.2 Liveable	Deliver Jervois Street South Plympton Play space.	VN4: Valuing Nature	Design the final stages for the Oaklands Reserve redevelopment.
L9.1: Liveable	Review under-utilized Council reserves and facilities to ensure community use is optimised.	VN13: Valuing Nature	Strive for the opening up of Glenthorne Farm for community benefit in partnership arrangements.

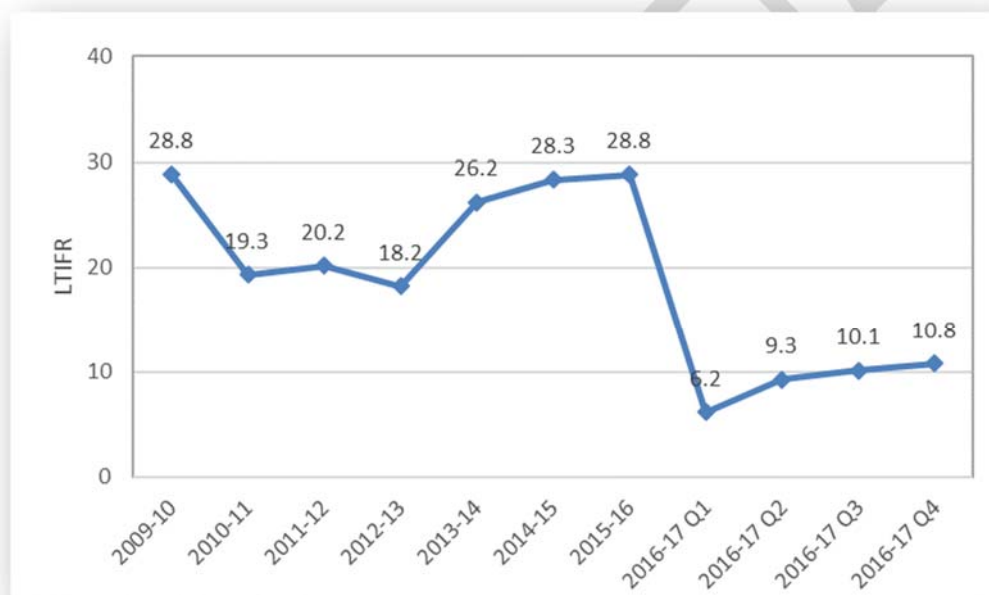
KEY PERFORMANCE INDICATOR C: Lost Time Injury Frequency Rate compared with last year (2015/16 – 28.8)¹

QUARTER 4 YTD PERFORMANCE:  **62.5% reduction**

Background

Lost Time Injury Frequency Rate (LTIFR) takes the number of injuries resulting in lost time reported against this industry standard performance indicator. Claims statistics are collected from the Local Government Association's (LGA) Member Centre and measurement is then calculated against the Australian Standard 1885.1: 'Total number of Lost Time Injuries/Total Hours Worked' * 1,000,000'.

Performance



The City of Marion has recorded six lost time injuries (LTI's) at the end of the 2016-17 financial year (for which claims have been lodged with the Local Government Association Workers Compensation Scheme (LGAWCS) resulting in a LTIFR of 10.8. This figure represents three LTI's (the fourth and fifth were accepted late March and are awaiting reimbursement of wages claimed through LGAWCS).

Analysis of the incidents resulting in lost time injury in 2016-17 identifies the primary injuries are:

1. One x Manual handling (muscular stress while lifting or carrying)
 - Back injury from sorting concrete from recycling piles
2. Two x Falls from the same or differing level (slips, trips and falls)
 - A broken ankle whilst walking on a wet slippery surface
 - A knee and back injury from losing footing on uneven ground
3. Three x Repetitive movement (low muscle loading)

¹ An incident occurred and was reported via the incident reporting system in May 2016, but the injured worker did not initially lose time from work or lodge a claim. However, due to ongoing soreness which escalated over some weeks they sought medical treatment and subsequently lost time from work due to undergoing a medical procedure in September 2016. This LTI has appropriately been retrospectively allocated into the May 2016 figures, which alters the previously reported total LTIs for 2015/16 from 18 to 19 and therefore also revises the previously reported LTIFR for 2015/16 from 27.3 to 28.8.

- An elbow strain from a manual labour task (i.e. repetitive spreading of mulch)
- A shoulder strain from a manual labour task (i.e. repetitive raking of leaves)
- An aggravation of a previous hip injury from a repetitive seated position

4. One x Mental disorder (exposure to mental stress factors)
- An accusation of bullying

To mitigate the injuries described above, the following strategies have been developed and implemented;

- The introduction of corporate values stating that the community and safety are at the forefront of everything we do.
- A review of the Organisational Hazard Register for identification of potential sources of injury, assessment of risk and implementation of further controls to reduce the risk.
- The implementation of an Organisational WHS Corrective & Preventative Action Register, which is a centralised log of actions to be taken for improving our WHS management system and eliminating or reducing risk of injury and illness.
- The adoption of revised Injury Management Procedures, including the provision of injury management wallet cards to assist people leaders, preferred medical providers, suitable duties register and letters to doctors advising of City of Marion's commitment to the early return to work for the benefit of our employees.
- Training of the leadership team in hazard management, incident reporting, investigation and early return to work injury management.
- Adoption of the 25% LTIFR reduction performance indicator.
- SkyTrust WHS Management software approved for implementation in 2017/18.

KEY PERFORMANCE INDICATOR D: Staff net numbers (FTE - fulltime equivalent, employee and agency)

QUARTER 4 YTD PERFORMANCE:  **-0.1% decrease**

Background

This indicator presents the relevant quarter's actual FTE (employee and agency) figure at that point in time and compares this to the actual FTE figure at the end of the previous financial year.

Performance

The table below presents the actual number of FTE's (employee and agency) employed across the organisation, at 30 June 2017 compared to 30 June 2016, after excluding the impact of Gap Year Positions, Pool staff and Grant Funded positions.

	Annual Financial Statements 30-Jun-16 FTE	Annual Financial Statements 30-Jun-17 FTE	YTD Performance %
Employee and Agency Staff per Accounts	342.00	343.50	0.4%
Less:			
- Gap Year Positions (GC270916R10)	0.00	2.00	
- Outdoor Pool Casual Staff *	0.00	0.00	
Employee and Agency Staff (adjusted)	342.00	341.50	-0.1%

* No Outdoor Pool casual staff at 30 June as outside of pool season.

The adjusted number of FTE's (employee and agency) at 30 June 2017 is in line with the comparable figure at 30 June 2016.

The following attachments provide additional FTE information:

- Appendix 2 – FTE Budget figures as adopted by Council since 2015/16.
- Appendix 3 – Summary of net SLT Manager reductions since 2015/16.

KEY PERFORMANCE INDICATOR E: Retention of key staff

TARGET RANGE: Equal to or greater than 95%

QUARTER 4 YTD PERFORMANCE:



Background

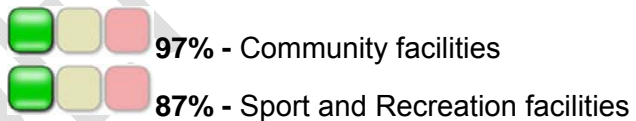
The intention of measuring this performance indicator is to calculate the percentage of retained key staff as defined by the Executive Leadership Team.

Performance

Parameters for identifying and measuring this target were developed during the 2016/17 financial year, with 23 positions nominated as 'key retains' that have retention plans in place. During the year, two of these staff left the organisation.

KEY PERFORMANCE INDICATOR F: Community satisfaction. Overall satisfaction with each of:
(1) Community facilities (2) Sports facilities (3) Events (external)

QUARTER 4 YTD PERFORMANCE:



Background

The 2017 Community Facilities and Events Survey was undertaken in May 2017, through distribution to 5000 households across all suburbs within the City, and an e-survey via the Council's Making Marion community engagement portal.

Performance

The response rate for the 2017 survey was 9% (430 hardcopy surveys), with a further 42 surveys completed online. This compares with 7.5% (75 hardcopy surveys from 1,000) and 24 online surveys in 2016. The overall satisfaction levels in 2017 were:

- Sport and Recreation Facilities – 87%
- Community and Cultural Facilities – 97%
- Events (no overall satisfaction levels measured)

A summary of the results of the full survey were provided to the Infrastructure and Strategy Committee on 4 July 2017 (refer copy attached as Appendix 4).

KEY PERFORMANCE INDICATOR G: Rating by Elected Members

QUARTER 4 YTD PERFORMANCE: Refer to GC281117F02.

Background

The CEO Agreement (part 9) stipulates that the CEO must undergo one formal assessment per year.

KEY PERFORMANCE INDICATOR H: Number of prioritised Major Capital Works (eg, Edwardstown Oval, BMX, Soccer, Mitchell Pk Stadium & Centre) reaching approval stage at Council.²

QUARTER 4 PERFORMANCE:  Three of the projects identified above were approved by Council during 2016/17.

Background

This measure identifies the projects listed above that have reached approval stage by Council.

Performance

Edwardstown Oval

- Edwardstown Oval redevelopment commitment 22 November 2016 (GC221116R11).
- Development design approved on 27 June 2017 (GC270617R11).
- A confidential financial and management model was presented to Council 8 August 2017 (GC080817F02).
- Pre-tender estimate and approval for stage two construction tender presented to a Special Council meeting 12 September 2017 (SGC120917F01).

Sam Willoughby International BMX Track

- In principle Council support for the project was provided on 14 June 2017 (GC140616F01).
- Federal funding deed for \$2million was approved on 23 August 2016 (GC230816R03).
- Confidential Section 48 Report was presented to the Finance & Audit Committee (FAC101017F8.14) with further reports expected by December 2017.

Southern Region Soccer Facility

- Council resolved to commit up to \$2.5million 24 January 2017 (GC240117R07).
- The City of Marion and the Football Federation of South Australia (FFSA) continue to work closely together to progress this project.

² Definition of 'Approval stage' – Interpreted to include budget commitment.

KEY PERFORMANCE INDICATOR I: Council's cash contribution in respect of each Major Capital Works

QUARTER 4 YTD PERFORMANCE:  A summary of Council's committed funding contributions are provided below.

Background

This measure identifies the major projects (as related in KPI H) that have Council approval regarding funding during the quarter. Where appropriate, any other major project (other than those listed in KPI H) will be identified and captured in this indicator.

Performance

Edwardstown Oval

Council's approved contribution of \$4.43 million to the \$8.43 million project equates to 52.6%.

Sam Willoughby International BMX Track

Council's approved contribution of \$750,000 to the \$3.5 million funding pool equates to 21.4%.

Southern Region Soccer Facility

Council's approved commitment of \$2.5 million to the estimated \$5 million cost equates to 50%.

Across the three Major Capital Works projects, Council's approved/committed contribution equates to \$7.68 million of an estimated total cost of \$16.93 million or 45.4%.

KEY PERFORMANCE INDICATOR J: Completion of Council Member's priority list of budgeted projects (13) – 1/11/16 – 31/10/17.

QUARTER 4 YTD PERFORMANCE: 13 commenced (8 completed and 4 on track) and 1 on hold by Council Resolution.

The project list below is monitored for the period of 1 November 2016 – 30 October 2017. The results are provided as at 30 October 2017 unless indicated otherwise. Where requested, the CEO will provide a verbal explanation.

No.	Project name	Status	Comment
1	Commencing Community Land Revocation on at least 4 parcels of land.	Completed six parcels of land.	<ul style="list-style-type: none"> • Toc H Hall approval for disposal (GC251016R04) • Mc Connell approval for retention (GC260917R05) • Louise Avenue approval for disposal (GC250717R08) • Luke Court approval for disposal (GC250717R08) • Oliphant Avenue Reserve for retention (GC241017R09) • Ranger Street Reserve for retention (GC241017R10)
2	Substantial completion of Hallett Cove Foreshore project (subject to budget approval).	Completed.	Hallett Cove Foreshore Master Plan Stage 4 (Playground and Reserve) adopting budget approval (GC220817R08) and report presented October (GC241017R16) endorsed designs.
3	Fully expending the \$500,000 street-scaping budget by 30 June 2017.	Commenced.	Ramrod Tender awarded works to commence late October 2017. Finniss Street design progressing.
4	Development of a concept plan for Railway Terrace from Sixth Avenue, Ascot Park to Cross Road on the Adelaide Marino Rocks Greenway.	Commenced.	Consultant currently working on concepts and cross sections.
5	90% of Council resolutions completed by the due date.	Completed. Average:97%	Nov '16: 100% Feb '17: 98% May: 96% Aug '17:100% Dec '16: 97% Mar '17:97% Jun: 97% Sep'17:97% Jan '17: 98% Apr '17:92% Jul: 97% Oct '17: TBA%
6	At least 12 major service reviews completed in the 12 months November 2016 – November 2017.	Completed. 13 Service Reviews conducted.	Qtr 1: Governance, Recruitment, Marion Outdoor Pool Qtr 2: Drainage, Maintenance of Council facilities, Library, Qtr 3: Parking, Management of Recycling Depot, Stores, Qtr 4: Roads, Asset management, Marion Celebrates. Public litter.
7	Best endeavours to negotiate public use of Glenthorne, consistent with the September resolution.	On hold by Council Resolution.	September resolution (GC270916R04) supported Glenthorne to be a site preserved for revegetation. A November report (GC111116R06) endorsed a community engagement strategy regarding the site. Council passed a rescission motion in April 2017 (GC110417R05) effectively voiding the November decision with the result that a further report will be brought to Council in April 2018 to review status and next stages.
8	Improved format and clarity of reports coming to General Council.	Commenced.	Tenders called for implementation of software solution expecting contracts to be signed October 2017.
9	Report results of tennis and netball review to council for consideration by the end of April 2017 so budget allocation for implementation can be considered in the 2017/18 budget.	Completed and met.	Tennis and Netball Review Report was presented to Council (GC280217R06) endorsing a three year works program and budget. A rescission motion was endorsed by Council (GC280317R09) to amend the February works program and budget.
10	Marion Outdoor Pool Masterplan – proposed improvements to be prioritised, costed and brought to Council for decision (expected March/April 2017).	Completed and met.	The Marion Outdoor Swimming Centre Master Plan was presented to the Infrastructure and Strategy Committee (ISC020517R7.1) with subsequent endorsement by Council (GC090517R02).
11	IT Improvements allowing EM's to; 1. Blog in relevant categories and 2. Easily search for historical reports and minutes indexed by topic.	Commenced.	This KPI relates to KPI 8 above and was incorporated in the CMS Website Platform project. The website project is on track for launch April 2018 with EM functionality and searching improvements incorporated. At the Elected Member Forum on 14 November 2017, staff presented Elected Members with the proposed design to ensure these improvements are appropriately met.

12	Demonstrated, increased savings from Council Solutions and /or Council collaborations (i.e: 2015/16).	Completed and met.	Council Solutions identified an estimated total of \$974,683 as the City of Marion's savings achieved for this period.
13	Business case (cost benefit) for Council's LGA Membership completed by the end of February 2017.	Completed and met.	At the Special General Council meeting on 1 August 2016 (SGC010816F01), it was resolved that a report be presented to Council in March 2017 to determine its LGA Membership for 2017/18 and beyond. This was achieved with a report presented (GC140317F02) regarding membership and an additional report (GC140317F03) regarding LGA Insurance Schemes.

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Year	FTE	Movement against Prior year
2017/18 (as per GC270617R04)	359.8	9.5
2016/17 (as per GC140616R05)	350.3	-3.5
2015/16	353.8	-12.4
2014/15	366.2	
Total Movement		-6.4

Note: the FTE figures include 4 FTE's for seasonal Temporary Labour Hire at the Outdoor Pool. No other FTE's have been included for Temporary Labour Hire - it is assumed any other temporary labour hire is to be backfilling budgeted positions.

Movements made up of

Removals	FTE	\$
Cultural Heritage Officer	-0.6	-54,894
Redundant SLT positions	-3.0	-496,629
Unit Manager Community Development	-0.8	-101,100
Manager Infrastructure Projects	-0.6	-79,093
Development Services Officer Planning	-1.0	-84,180
Project Coordinator	-1.0	-130,279
Architect & Project Design	-1.0	-104,011
Project Officer	-1.0	-118,638
Property Assets Officer	-1.0	-85,313
HACC Officers (Grant Funded)	-0.5	-37,658
Healthy Communities (Grant Funded)	-1.9	-175,980
Management Accountant	-0.2	-23,933
Business Excellence Partner	-1.0	-105,317
Service Quality Partner	-1.0	-112,117
Crime Prevention Officer	-1.0	-104,029
Transport Officer	-1.0	-102,060
Local History Officer	-0.9	-72,494
Open Space Maintenance Team Members	-2.0	-130,128
Youth Development Officer/Operational Support Officer	-1.3	-114,357
Reduction Unit Manager Community Development	-0.2	-22,175
Reduction Recreational Development Officer	-0.4	-34,161
Building Officer	-1.0	-101,178
Redundant SLT positions	-4.0	-568,571
Reduction in Community Engagement Officer	-0.2	-22,821
Reduction in Human Resources Manager (SLT)	-0.2	-37,008
Reduction in Traffic & Parking Investigation Officer	-0.2	-18,018
Library reductions	-0.3	-21,381
Sub-total Removals	-27.3	-3,057,524

Additions	FTE	\$
Manager City Activation (SLT)	1.0	157,201
Manager Customer Experience (SLT)	1.0	157,201
Project Management Officer (PMO) Leader	1.0	121,389
Performance & Innovation Leader	1.0	110,454
Operations Engineer	1.0	100,150
Unit Manager Contracts	1.0	136,290
City Development Senior Advisor	1.0	128,655
Unit Manager Sport & Recreation Facilities	1.0	116,437
HACC/Nhood Centre Officers (Grant Funded)	3.7	255,524
NRM Education Officer (Grant Funded)	0.8	73,449
Community Passenger Network (Grant Funded)	1.0	97,979
GAP Year Positions (GC270916R10 - Council Resolution)	2.0	80,372
City Property Manager (SLT)	1.0	152,280
MCC Theatre Technician	0.5	42,076
ICT Help Desk	0.5	36,000
Additional Open Space Resources (GC26041610 - Council Resolution)	3.4	335,000
Sub-total Additions	20.9	1,535,101
Net Movement	-6.4	-1,522,423

2017/18 - Labour Budget Summary

Area	FTE
ELT	
ELT	4.0
Human Resources	7.8
	11.8
City Services	
Neighbourhood Centres & Community Development	31.5
Libraries	35.0
Customer Experience	16.5
Civil Services	47.0
Operational Support	13.0
Engineering	13.8
Open Space Operations	50.0
	206.8
City Development	
City Property	23.7
Marion Outdoor Pool Temporary Labour Hire	4.0
Innovation & Strategy	19.1
City Activation	11.0
Community Health & Safety	15.7
Dev Services	20.7
	94.2
Corporate Services	
Finance & Contracts	20.4
ICT	10.7
Governance	16.0
	47.1
Total	359.8

2016/17 - Labour Budget Summary

Area	FTE
ELT	
ELT	4.0
Human Resources	4.8
	8.8
Operations	
Neighbourhood Centres	20.8
Community & Cultural Services	20.7
Libraries	36.8
Civil Services	47.0
Engineering	12.7
Open Space Operations	50.0
	188.0
City Development	
City Property	15.5
Marion Outdoor Pool Temporary Labour Hire	4.0
Innovation & Strategy	26.0
Strategic Projects	3.1
Economic Development	3.5
Community Health & Safety	15.6
Dev Services	21.8
	89.6
Corporate Services	
Contracts	7.0
Operational Support	15.8
ICT	10.7
Governance	17.5
Finance	13.0
	64.0
Total	350.3

2015/16 - Labour Budget Summary

Area	FTE
EMG	
EMG	4.0
Economic Development	3.5
	7.5
Directorate	
Open Space Operations	52.0
Property	6.0
Open Space Facilities	5.0
Neighbourhood Centres	10.5
Community Care	8.2
Community Development	7.4
Community Health & Safety	16.6
Manager Community Participation	2.0
Libraries	36.4
Cultural Facilities	6.5
Marion Outdoor Pool Temporary Labour Hire	4.0
Arts & Cultural Development	6.0
	160.6
Directorate	
Strategy	4.4
Organisational Excellence/Records	5.0
Customer Services	10.3
Governance	17.8
Organisational Development	5.0
Development Services	22.8
Environmental Sustainability	3.0
Engineering	13.8
Operational Support	15.8
Civil Services	47.0
	144.9
Directorate	
Strategic Assets	8.6
Infrastructure Projects	0.6
Contracts	6.0
Finance	13.0
ICT	10.2
Strategic Projects	2.5
	40.8
Total	353.8

2014/15 - Labour Budget FTE's

Area	FTE
EMG	
EMG	4.0
	4.0
Directorate	
Open Space Facilities	5.6
Open Space Services	52.0
Land & Property	7.0
Economic Development	3.0
Civil Services	47.0
Operational Support	15.8
Engineering	13.8
Strategic Assets	8.6
Strategic Projects	5.0
Infrastructure Projects	0.8
	158.6
Directorate	
Organisational Development	5.0
Customer Services	13.3
Environmental Sustainability	3.4
Development Assessment	22.8
Strategy & Organisational Excellence	7.6
	52.1
Directorate	
Community Development	8.2
Governance	18.4
Libraries	38.1
Contracts	6.0
Neighbourhood Centres	12.0
ICT	10.2
Finance	13.2
Manager Community	2.0
Community Health & Safety	16.6
Community Care	10.8
Arts & Culture	12.0
Marion Outdoor Pool Temporary Labour Hire	4.0
	151.5
Total	366.2

Movement in Senior Management positions since 2015/16

	Senior Management FTE	Senior Management FTE Reduction	FTE Transfers to staff	Net FTE movement	Senior Management Salary + Super	Movement Against Prior Year	Senior Management Package Value	Movement Against Prior Year
2015/16	20.6				3,175,374		3,409,297	
2016/17	15.7	(4.9)	1.0	(3.9)	2,575,816	(599,558)	2,754,296	(655,001)
2017/18	14.7	(1.0)	2.0	1.0	2,475,262	(100,554)	2,638,930	(115,366)
Total Movement		(5.9)	3.0	(2.9)		(700,112)		(770,367)

2015/16 Positions Removed from Senior Management

	Senior Management FTE Reduction	FTE Transfers to staff	Net FTE movement
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Manager Organisational Excellence	(1.0)		
Manager Strategic Assets	(1.0)		
Manager Community Participation	(1.0)		
Manager Open Space & Facilities	(1.0)		
Manager Infrastructure Projects	(0.6)		
Manager Environmental Sustainability	(1.0)		
<i>↳ transferred to staff</i>		1.0	

2015/16 Reductions in FTE of Senior Management

Manager Human Resources	(0.2)
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2015/16 Additional Senior Management Positions

Manager City Property	0.9
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2015/16 Net movements	(4.9)	1.0	(3.9)
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2016/17 Positions Removed from Senior Management

	Senior Management FTE Reduction	FTE Transfers to staff	Net FTE movement
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Manager Contracts	(1.0)		
<i>↳ transferred to staff</i>		1.0	
Manager Strategic Projects	(1.0)		
<i>↳ transferred to staff</i>		1.0	
Manager Economic Development	(1.0)		

2016/17 Additional Senior Management Positions

Manager City Activation	1.0
Manager Customer Experience	1.0

2016/17 Net movements	(1.0)	2.0	1.0
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Total Net movements attributed to Senior Management Restructures

Senior Management FTE Reduction	FTE Transfers to staff	Net FTE movement
(5.9)	3.0	(2.9)

Net Salary and Super Decrease inclusive of transfers to staff
(312,070)

Net Package Value Decrease inclusive of transfers to staff
(360,325)

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%

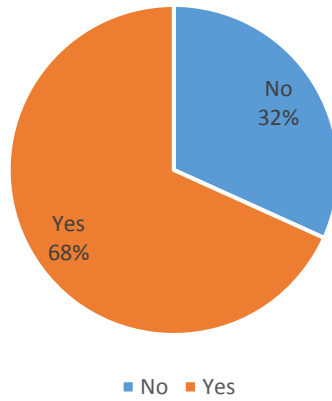
Fast Facts:

- 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

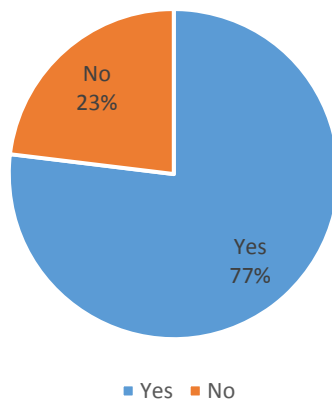
The data has been summarized below, firstly separating out the paper (hard copy) survey responses and the Making Marion responses and also combining this data in total.

Sport and Recreational Facilities

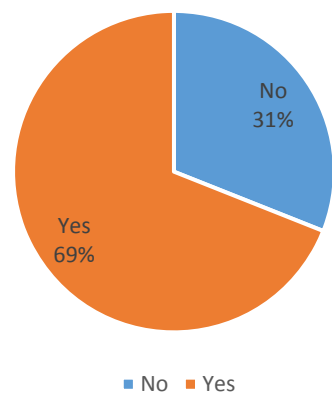
Have you used any Sports and Recreation Facilities in the past 12 months-Hard Copy



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
Cricket 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
Cricket 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
Cricket 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.

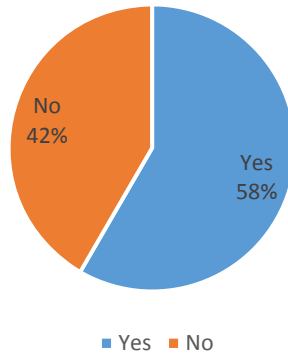
Sport and Recreation Comments

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

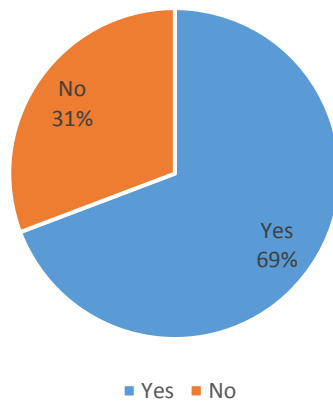
Please provide comments/feedback on specific sport and recreation facilities		
Facility	Number of Comments	Comment Samples
PLAYGROUNDS/RESERVES	144	<p>Parks and reserves - Other than mowing grass, these areas do not look 'cared for.'</p> <p>They are full of invasive weeds and after being upgraded are 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/Claeton 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 basketballclub 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

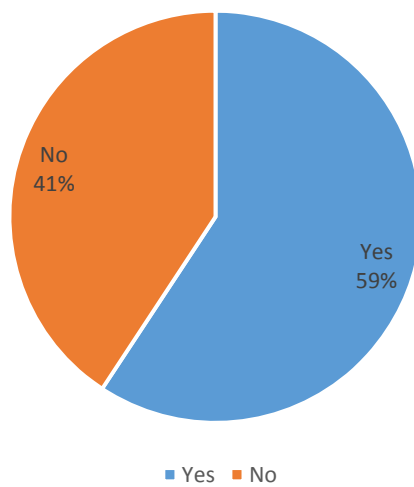
Have you used any community and cultural facilities in the past 12 months? - Hard Copy



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 Kaurna 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 Kaurna 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 Kaurna 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.

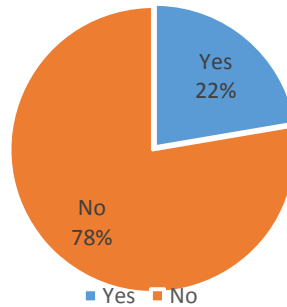
Community and Cultural Facilities Comments

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
Use facilities outside the Marion area	15	We have no reason to go to any of them
		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
Too busy	13	I use the Holdfast Bay (Brighton) library service
		There is no time, I'm busy rebuilding my garden
No information about them	4	I work full time and the majority centres operate 9-5pm
		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

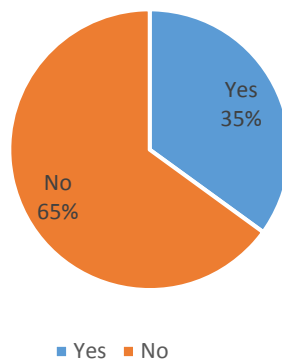
Please provide comments/feedback on specific community and cultural facilities		
Facility	Number of Comments	Comment Samples
Gallery M	14	Gallery M- Excellent gallery - we attend most exhibitions
		We love the Gallery M events - I'm a member there - very interesting exhibition (well done Julie and volunteers)
		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	Herritage centre - fantastic source of info
		Marion Herritage & 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.
Glandore	10	MCC library could do with an upgrade
		Glandore Neighbourhood centre run very well
Cooinda	8	Glandore- The Staff are exceptionally helpful
		Cooinda staff very helpful
		Cooinda seems a little disjointed
Cove Civic Centre	30	Cooinda a blessing, provides something for everyone
		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
LKCC	4	Cove Civic Centre- beautifully set up- heaps of space, well organised, staff helpful
		LKCC excellent art and info. Great History
Trott Park NC	6	Kaurna cultural centre - fantastic, expand this
		Trott Park - a well used multi-purpose facility
Park Holme	21	Trott Park NC very friendly + lots of different courses. Great place
		Park Holme Library -
		Would like to see a wider range of books
Mitchell Park NC	3	Park Holme Library- librarians polite & very helpful
		Park Holme Library - excellent library, helpful staff + we love the toy library. Great range + great value
Admin	15	Mitchell Park Neighborhood Centre - great team, friendly very accomodating with our monthly liver transplant peer support group
		Mitchell Park Neighbourhood centre Excellent
Other	33	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
		Admin centre - staff always most helpful
		I like your attempts to get the community involved
		Depot for tree maint. Excellent
Other	33	Community Halls - Cosgrove Hall in Clovelly park needs to be utilized more
		More emphasis on basic rate payer needs. Less political waste and spending on issue like gays and minority groups
		Too much money resources spent on showcasing diversity rather than unity

Events

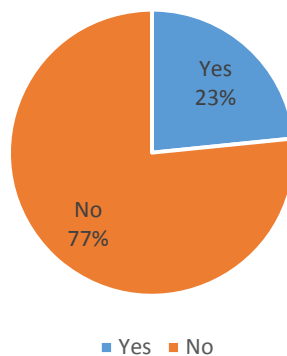
Have you attended any City of Marion community events in the last 12 months? - Hard copy



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
Well organised/ well run	11	Glandore Christmas Carols - well organised - nice atmosphere - good venue 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
Lack of transport/ cant get there	5	No transport 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.