

Council Meeting Agenda & Reports

2 September 2024

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials  /cityofnpsp  @cityofnpsp



City of
Norwood
Payneham
& St Peters

29 August 2024

To all Members of the Council

NOTICE OF MEETING

I wish to advise that pursuant to Sections 83 and 87 of the *Local Government Act 1999*, the next Ordinary Meeting of the Norwood Payneham & St Peters Council, will be held in the Council Chambers, Norwood Town Hall, 175 The Parade, Norwood, on:

Monday 2 September 2024, commencing at 7.00pm.

Please advise Tina Zullo on 8366 4545 or email tzullo@npsp.sa.gov.au, if you are unable to attend this meeting or will be late.

Yours faithfully



Mario Barone
CHIEF EXECUTIVE OFFICER

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials  /cityofnpsp  @cityofnpsp



City of
Norwood
Payneham
& St Peters

1.	KAURNA ACKNOWLEDGEMENT	1
2.	OPENING PRAYER	1
3.	CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 5 AUGUST 2024	1
4.	MAYOR'S COMMUNICATION.....	1
5.	DELEGATES COMMUNICATION	1
6.	QUESTIONS WITHOUT NOTICE.....	1
7.	QUESTIONS WITH NOTICE	1
8.	DEPUTATIONS	1
9.	PETITIONS.....	1
10.	WRITTEN NOTICES OF MOTION	1
	10.1 WRITTEN NOTICE OF MOTION – REPRESENTATION REVIEW – SELECTION OF PREFERRED STRUCTURE – RESCISSION OF MOTION – SUBMITTED BY CR JOSH ROBINSON	2
	<i>Attachments – Item 10.1.....</i>	4
	10.2 WRITTEN NOTICE OF MOTION – COUNCIL RATES FOR PROPERTIES USED FOR SHORT-STAY ACCOMMODATION – SUBMITTED BY CR KESTER MOORHOUSE	5
11.	STAFF REPORTS	6
	Section 1 – Strategy & Policy.....	7
	11.1 CITYPLAN 2030 – UPDATE 2024.....	8
	<i>Attachments – Item 11.1.....</i>	16
	11.2 DRAFT ASSET MANAGEMENT PLANS.....	17
	<i>Attachments – Item 11.2.....</i>	22
	11.3 VOLUNTEER STRATEGY 2024-2028	23
	<i>Attachments – Item 11.3.....</i>	29
	11.4 REVIEW OF POLICIES	30
	<i>Attachments – Item 11.4.....</i>	34
	Section 2 – Corporate & Finance.....	35
	11.5 REVIEW OF FINANCIAL CONTROLS – AUDIT OPINION BY COUNCIL'S AUDITOR	36
	<i>Attachments – Item 11.5.....</i>	40
	11.6 ST PETERS TOWN HALL COMPLEX - GALLERY ACTIVATION 2023-2024 AND CULTURAL HERITAGE PRIORITIES	41
	Section 3 – Governance & General.....	49
	11.7 EXECUTION OF COUNCIL SEAL - FUNDING DEED UNDER 2024-2025 COMMONWEALTH INFRASTRUCTURE INVESTMENT BLACK SPOT PROGRAM	50
	<i>Attachments – Item 11.7.....</i>	53
	11.8 EASTERN HEALTH AUTHORITY - DRAFT LEASE AGREEMENT	54
	<i>Attachments – Item 11.8.....</i>	57
	11.9 2023-2024 ANNUAL REPORT OF THE AUDIT & RISK COMMITTEE	58
	<i>Attachments – Item 11.9.....</i>	60
	11.10 GREATER ADELAIDE FREIGHT BYPASS.....	61
	<i>Attachments – Item 11.10.....</i>	63
12.	ADOPTION OF COMMITTEE RECOMMENDATIONS.....	64
13.	OTHER BUSINESS	65
14.	CONFIDENTIAL REPORTS	65
15.	CLOSURE.....	65

VENUE Council Chambers, Norwood Town Hall

HOUR

PRESENT

Council Members

Staff

APOLOGIES Cr Connie Granozio, Cr Garry Knoblauch

ABSENT

1. **KAURNA ACKNOWLEDGEMENT**
2. **OPENING PRAYER**
3. **CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 5 AUGUST 2024**
4. **MAYOR'S COMMUNICATION**
5. **DELEGATES COMMUNICATION**
6. **QUESTIONS WITHOUT NOTICE**
7. **QUESTIONS WITH NOTICE**
Nil
8. **DEPUTATIONS**
Nil
9. **PETITIONS**
Nil
10. **WRITTEN NOTICES OF MOTION**

10.1 WRITTEN NOTICE OF MOTION – REPRESENTATION REVIEW – SELECTION OF PREFERRED STRUCTURE – RESCISSION OF MOTION – SUBMITTED BY CR JOSH ROBINSON

NOTICE OF MOTION: Representation Review – Selection of Preferred Structure – Rescission of Motion
SUBMITTED BY: Cr Josh Robinson
FILE REFERENCE: qA1039 qA138632
ATTACHMENTS: A

Pursuant to Regulation 12(1) of the *Local Government (Procedures at Meetings) Regulations 2013*, the following Notice of Motion has been submitted by Cr Josh Robinson.

NOTICE OF MOTION

That Part 2 of the Council's decision made at the Council Meeting held on 5 August 2024 (Item 11.8, page 52 of the Minutes), which reads as follows:

2. *That Option A be endorsed as the structure which will be included in the draft Representation Report.*

be rescinded.

If Part 2 as set out above is rescinded, Cr Robinson intends to move the following Motion:

That Option 9.1 (Attachment A), as set out in the City of Norwood Payneham & St Peters Representation Review Discussion Paper (provided to Elected Members on 27 May 2024), be endorsed as the structure which will be included in the draft Representation Report.

REASONS IN SUPPORT OF MOTION

1. Sense of Community

As Councillors we are part of our community. If the Wards are to progress as agreed, I believe we will lose that sense of community, and it is something worth holding onto. The Ward that I would be part of stretches into Royston Park. I can honestly say, since moving into the Norwood Payneham & St Peters Council area, I don't believe I have been to Royston Park in that time. There is also a large difference in demographics within the newly adopted Ward structure which I believe will be a lot harder to manage.

2. Accessibility

Running an election campaign takes time, energy and more importantly, money. But increasing the size of the Wards, we are making running for Council less accessible for those who may otherwise have run. I am concerned that this may pave the way for more party influence on Council as they can provide time and resources to door knock and letterbox drop. I love that the Norwood Payneham & St Peters Council has very few ties to the major political parties and I think it's important that it stays that way.

3. Loss of Less Councillor's

Changing to the attached (**Attachment A**) Ward structure would mean we are only losing one (1) Councillor at the next election. More voices on Council is a good thing as it provides different perspectives and experiences. We are losing at least one (1) Councillor at the next election, I see no reason why we need to make it any more than that.

4. Retention of Identity

The current Ward structure remains somewhat intact. The major change being the splitting of the Maylands and Trinity Gardens area into two (2) separate Wards. People will still know and understand the Ward boundaries, and the Councillors which represent them. This is beneficial for the community as a whole as they know who to contact in their local area.

STAFF COMMENT
PREPARED BY GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS

Nil

Attachments – Item 10.1

Attachment A

**Written Notice of Motion
Representation Review - Selection of Preferred Structure
Rescission of Motion
Submitted by Cr Josh Robinson**



9.1 Option 1 – Twelve Councillors/Six Wards

9.1.1 Description

The division of the Council area into six (6) wards, with each of the proposed wards being represented by two (2) councillors.

Ward 1: Comprising the suburbs of; Marden, Felixstow and Royston Park.

Ward 2: Comprising the suburbs of; Payneham, Glynde and Evandale, and the portion of Payneham South which lies to the north of Luhrs Road.

Ward 3: Comprising the suburbs of; Joslin, St Peters, College Park and Hackney.

Ward 4: Comprising the suburbs of; Firle, St Morris and Trinity Gardens, the portion of Maylands contained within the area to the east of Frederick, Clifton and Phillis Streets, and the portion of Payneham South which lies to the south of Luhrs Road.

Ward 5: Comprising the suburbs of; Stephney and Kent Town, the portion of Norwood which lies to the west of Osmond Terrace, and the portion of Maylands contained within the area to the west of Frederick, Clifton and Phillis Streets.

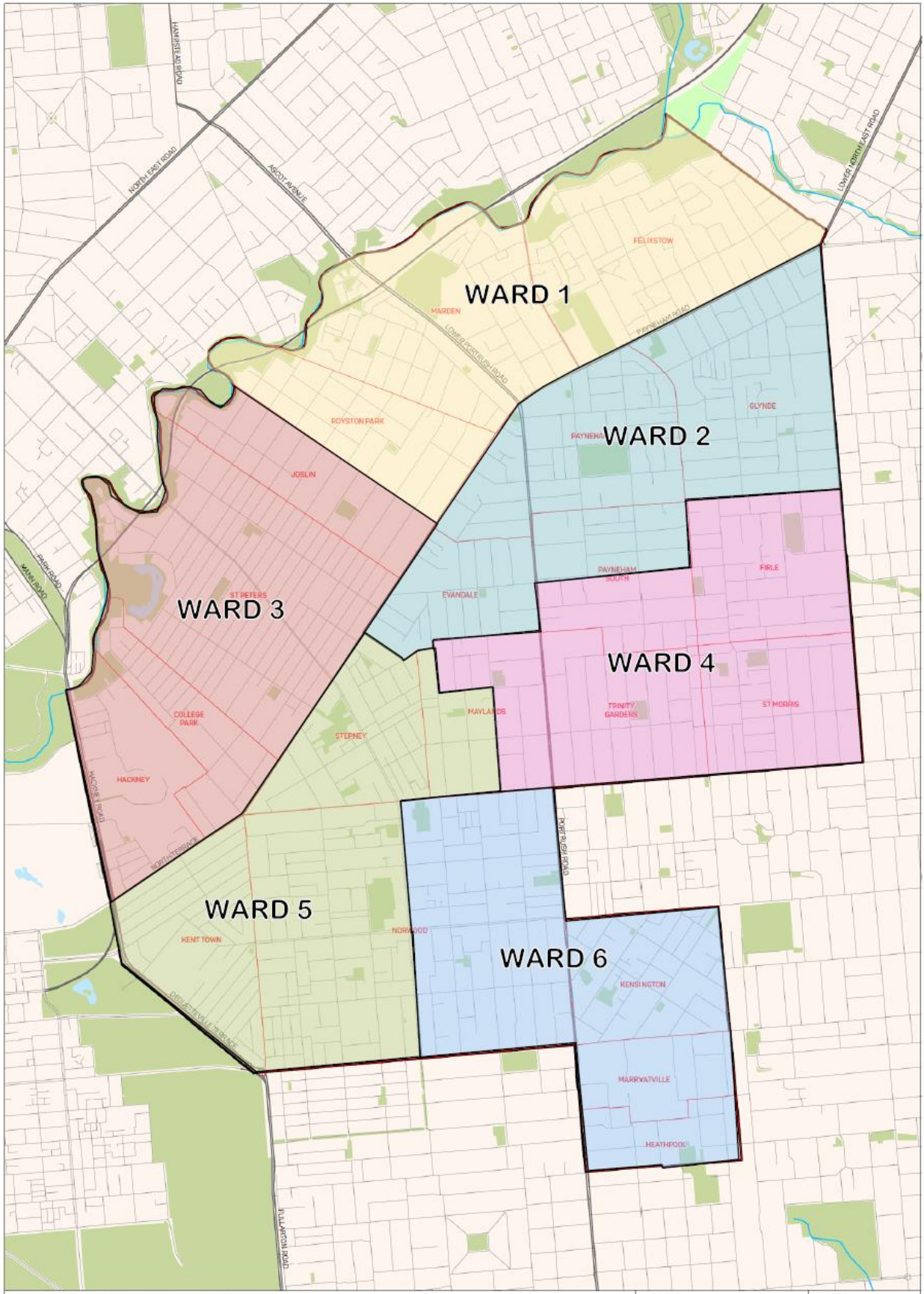
Ward 6: Comprising the suburbs of; Kensington, Marryatville, Heathpool, the portion of Norwood which lies to the east of Osmond Terrace.

9.1.2 Ward Representation

Ward	Councillors	Electors	Ratio	% Variance
Ward 1	2	4,193	1:2,097	- 2.16
Ward 2	2	4,436	1:2,218	+ 3.51
Ward 3	2	4,102	1:2,051	- 4.28
Ward 4	2	4,202	1:2,101	- 1.95
Ward 5	2	4,405	1:2,203	+ 2.79
Ward 6	2	4,375	1:2,188	+ 2.09
Total	12	25,713		
Average			1:2,143	

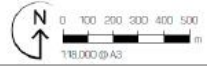
Source: Electoral Commission SA , House of Assembly Roll (March 2024)
Council Voters Roll (March 2024)

CITY OF NORWOOD PAYNEHAM & ST PETERS



THE CITY OF NORWOOD, PAYNEHAM AND ST PETERS
ELECTOR REPRESENTATION REVIEW BASE

02/04/2024
REF: 1704-006



9.1.3 Comments

- This ward structure is based on twelve (12) councillors and, as such, complies with the specified “member cap”.
- The level of representation in the proposed wards is consistent (i.e. two councillors per ward).
- The ward elector ratios lay within the specified quota tolerance limits.
- The suburbs of Norwood, Payneham South and Maylands are divided between the proposed wards.
- This ward structure demonstrates the difficulty of identifying a ward structure which has a rational basis and, at the same time, maintains and/or preserves whole communities of interest (suburbs) within a ward; proposes an equitable distribution of electors between the wards; allows for any anticipated population growth; and exhibits logical and/or identifiable boundaries.

10.2 WRITTEN NOTICE OF MOTION – COUNCIL RATES FOR PROPERTIES USED FOR SHORT-STAY ACCOMMODATION – SUBMITTED BY CR KESTER MOORHOUSE

NOTICE OF MOTION: Council Rates for Properties Used for Short-stay Accommodation
SUBMITTED BY: Cr Kester Moorhouse
FILE REFERENCE: qA1039
ATTACHMENTS: Nil

Pursuant to Regulation 12(1) of the *Local Government (Procedures at Meetings) Regulations 2013*, the following Notice of Motion has been submitted by Cr Kester Moorhouse.

NOTICE OF MOTION

That Council staff prepare a report on the feasibility of properties used for short-stay accommodation, such as Airbnb, being charged Council rates at the commercial rate, rather than at the residential rate.

REASONS IN SUPPORT OF MOTION

Almost all properties at which people reside are rated at the residential rate and properties at which businesses operate are rated at the commercial rate. Nobody lives at properties used exclusively for Airbnb, but they are used to run a business. These properties should be charged at the commercial rate.

The City of Adelaide has resolved for their 2024-2025 Business Plan and Budget to include charging short-stay accommodation, such as Airbnb, at the commercial rate. This motion seeks to investigate if their model can be used as a template for us to follow. This would send a strong signal to the community that we take their concerns seriously regarding both unneighbourly behaviour by Airbnb guests, and the impact that the massive expansion of short stay accommodation has had in reducing the supply of affordable residential rentals.

**STAFF COMMENT
PREPARED BY CHIEF FINANCIAL OFFICER**

A report, as requested, will be provided to the Council.

11. STAFF REPORTS

Section 1 – Strategy & Policy

Reports

11.1 CITYPLAN 2030 – UPDATE 2024

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 83664509
FILE REFERENCE: qA129675
ATTACHMENTS: A - C

PURPOSE OF REPORT

The purpose of this report is to advise the Council of the results of the community consultation and engagement process regarding the draft *CityPlan 2030: Shaping Our Future – Update 2024* (the Council's Strategic Management Plan), and to present the final draft Plan to the Council for endorsement.

BACKGROUND

The Council's Strategic Management Plan, *CityPlan 2030: Shaping Our Future*, provides the overarching strategic framework for all of the Council's services, projects and decision-making. It is based on a *Quadruple Bottom Line* approach, applying best practice sustainability principles to guide all decisions in respect to how the Council plans and delivers its services, facilities and initiatives. The four (4) Pillars of integrated sustainability, upon which the Council's strategic plan is based are: Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

The *Local Government Act 1999* (the Act), requires Councils to undertake a review of Strategic Management Plan(s) within two (2) years of each Council General Election. Given that a general election of the Norwood Payneham & St Peters Council was held in 2022, a review of the Council's Strategic Management Plan, *CityPlan 2030* needs to be completed by no later than November 2024.

CityPlan 2030: Shaping our Future was originally developed in 2007 and adopted by the Council in July 2008, as a long-term Strategic Management Plan spanning a twenty-year period. This contrasts with the traditional short-term strategic plans, which generally have a lifespan of three-to-five years, are generally associated with political cycles and can change direction with consequent impacts on financial and organisational stability. Included as part of *CityPlan 2030*, was the establishment of the Review Framework which reflects both the Local Government election cycle of four-year terms and also the long-term nature of the Plan. Establishing a planning horizon to 2030, allows the Council to undertake four (4) updates of *CityPlan 2030* throughout the life of the plan, with a more comprehensive mid-term review (undertaken in 2020).

At the Council meeting held on 13 November 2023, the Council endorsed the draft *CityPlan 2030 – Update 2024* for the purpose of undertaking for community consultation and engagement.

Following endorsement by the Council, the document was released for community consultation and engagement for a period of four (4) weeks, commencing on 15 January 2024 and concluding on 11 February 2024.

A copy of the Engagement Summary Report is contained in **Attachment A**.

In response to the comments which have been received during the community consultation and engagement process, only minor amendments are proposed and recommended to be made to the draft Plan which was released for consultation and engagement.

A copy of the final draft *CityPlan 2030 – Update 2024* with the recommended amendments is contained in **Attachment B**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The draft Strategic Plan, *CityPlan 2030 – Update 2024*, (contained in Attachment B), continues to reflect the key policy frameworks which guide the Council's planning and decision-making, which includes sustainable principles and Quadruple Bottom Line (QBL) planning, decision making and reporting.

It is proposed that through the update that has been undertaken, this commitment to the QBL continue and in turn the four (4) Outcomes of Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability, be retained as the framework upon which the Plan is structured.

FINANCIAL AND BUDGET IMPLICATIONS

The Council allocated funding for the review of *CityPlan 2030 - Update 2024* as part of the 2023-2024 Budget.

EXTERNAL ECONOMIC IMPLICATIONS

Economic issues identified during the research, consultation and engagement process will be considered as part of the review.

SOCIAL ISSUES

Social issues identified during the research, consultation and engagement process will be considered as part of the review.

CULTURAL ISSUES

Cultural issues identified during the research, consultation and engagement process will be considered as part of the review.

ENVIRONMENTAL ISSUES

Environmental issues identified during the research, consultation and engagement process will be considered as part of the review.

RESOURCE ISSUES

The *CityPlan 2030 – Update 2024* was managed by the Council's Manager, Strategy. Staff from across the organisation have contributed to the review of the document, preparation of promotional materials and responding to community enquiries as they arise.

URPS was engaged to assist the Council with the preparation and delivery of the draft *CityPlan 2030 – Update 2024* document.

As part of the review of the document Council staff have been involved in workshops testing the validity and relevance of the Objectives and Strategies of *CityPlan 2030 – Update 2024* and the data and research used to formulate the changes.

RISK MANAGEMENT

Whilst a Council can review its Strategic Management Plans at any time, the *Local Government Act 1999*, requires councils to review their Strategic Management Plans within two (2) years of Council General Elections.

Finalising the process of reviewing *CityPlan 2030 – Update 2024* ensures that the Council meets its legislative obligations under the *Local Government Act 1999*.

However, as *CityPlan 2030* is a long-term plan, it is important for the ongoing stability of the Council's future planning and operations that the strategic directions of the Plan are not significantly changed in the middle of the planning cycle. On this basis, it is recommended that adjustments and changes reflect emerging issues and any shifts in the community's priorities, rather than the high-level Outcomes or the Council's overall vision. If the Council has a robust and well considered Strategic Management Plan in place, any adjustments to *CityPlan 2030* should be at the Objectives and Strategies levels only.

Undertaking a review as part of the four (4) yearly cycle of updates of *CityPlan 2030* and consulting with the community as part of the process demonstrates responsible governance and the Council's commitment to authentic and effective community engagement. Failure to consult with the community would demonstrate a lack of commitment by the Council to the overall well-being of the community.

CONSULTATION

- **Elected Members**

A Workshop was held with Elected Members on 30 October 2023, to 'set the scene' for the review of *CityPlan 2030* and to assess the current Objectives and Strategies contained within *CityPlan 2030*.

The draft *CityPlan 2030 – Update 2024* document was presented to the Council at its meeting held on 13 November 2023 for review and consideration prior to releasing the document for community consultation and engagement.

An information Session was subsequently held in August 2024 to present the proposed changes to the Objectives and Strategies, prior to finalising the draft *CityPlan 2030 - Update 2024* document for adoption.

- **Community**

Extensive community engagement was undertaken in 2007 when *CityPlan 2030* was first developed and further engagement was again undertaken as part of the 2012 and 2017 updates and the 2020 Mid-term Review.

Community engagement on *CityPlan 2030 – Update 2024* was undertaken in accordance with the Council's *Community Consultation Policy*.

The consultation and engagement process for the draft *CityPlan 2030 - Update 2024* involved a four (4) week consultation period commencing on 15 January 2024 and concluding on 11 February 2024.

During this consultation period, three (3) community 'drop-in sessions' were held at the Norwood Town Hall, Payneham Library and St Peters Library at which a total of twenty-six (26) groups/people attended. Online and hard copy surveys were available for citizens to provide their comments on the draft Plan. A total of thirty-nine (39) submissions were received (9 written submissions and 30 survey respondents).

- **Staff**

A Workshop was held with Council staff focusing on the objectives and strategies under each of the four (4) Outcomes. The Workshop provided staff with an opportunity to contribute to the review of the Plan and to provide feedback on the whether or not the Objectives and Strategies were still considered to be relevant, whether there was a need to make any modifications based on community expectations and global trends and if there were any gaps in the Strategy.

- **Other Agencies**

State and Local Government stakeholders, as well as Members of Parliament, were advised of the consultation period on the draft *CityPlan 2030 – Mid Term Review* and invited to provide comments as part of the community consultation and engagement process.

No comments have been received from these agencies.

DISCUSSION

When *CityPlan 2030* was originally initiated in 2007, it was based on an extensive and wide-ranging community engagement program, incorporating a comprehensive *Community Visioning* exercise which developed the Vision for a preferred future based on the community's shared values, aspirations and priorities. It was through this process that the Quadruple Bottom Line (QBL) model for Well-being, which incorporates the Outcomes of Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability were adopted. From this process, a series of Objectives, Strategies, Indicators and Targets were prepared.

Similar to the last three (3) reviews (ie 2012, 2017 and 2020), the current review has not involved the redrafting of the Plan. The purpose of this review is to reaffirm the high-level strategic direction of the Council through the format of a progress review, intended to confirm the continued relevance of the Objectives and Strategies and determine whether amendments or additions are required, in order to achieve the Outcomes more effectively, address any emerging issues, or reflect any changes in the Council's or the community's expectations and priorities.

The framework for the review of *CityPlan 2030*, which was originally prepared in 2007, continues to remain relevant for the 2024 Update. As previously outlined in this report, the Review Framework has been developed to reflect the Local Government Council Election cycle of four-year terms and also the long-term nature of the Plan.

A copy of the Review Framework is contained in the draft *CityPlan 2030 – Update 2024*.

The planning framework to 2030 allows for four (4) updates of *CityPlan 2030* scheduled in 2012, 2016 (completed in 2017), 2024 and 2028 with an additional Mid Term Review scheduled for 2020. This review constitutes the fourth update of the Plan. Although a review of *CityPlan 2030* is required to be undertaken after each Local Government General Election, it is important that political interests are balanced with the long-term strategies, which were identified during the original consultation process in 2007.

The draft *CityPlan2030 – Update 2024* ensures:

- the continued alignment of *CityPlan 2030* with current State Government strategic planning documents (both existing and draft) – where common objectives exist; and
- that the Strategies for each Objective reflect new opportunities or changes to priorities, as well as the initiatives which have been identified by the Council.

The draft *CityPlan2030 – Update 2024* has also been reviewed against the following ten (10) considerations identified from statistical and policy research and where appropriate changes have been made to the objectives and strategies to strengthen them accordingly.

1. Population growth and character preservation
2. Tree canopy establishment and protection
3. Supporting businesses and economic prosperity
4. Supporting young and old
5. Housing availability and affordability
6. Accessible and attractive neighbourhoods (cycling, walking, parking, open space)
7. Climate change adaptation and mitigation
8. Waste management
9. Community wellbeing, pride and cultural inclusion
10. Smart City

The input provided by Elected Members, staff and the community as well as research of trends emerging from the 2021 ABS Census data and 2023 Remplan economic data, 2021 Business and Residents Surveys, and National, State and local policy have also been used to inform the draft *CityPlan2030 – Update 2024*.

Overall, it is clear that the strategic direction of the Council as expressed through *CityPlan 2030* remains relevant and is supported by the Elected Members and the community.

Outlined below is a brief overview of each section. A summary of the full set of changes and revised Objectives and Strategies is contained in the draft *CityPlan2030 – Update 2024*.

Vision

No change is proposed to the Vision and therefore will remain as follows:

“A City which values its heritage, cultural diversity, sense of place and natural environment. A progressive City which is prosperous, sustainable and socially cohesive, with a strong community spirit.”

Outcomes

Similar to the Vision, the Outcomes are proposed to remain unchanged.

- **Outcome 1: Social Equity**
An inclusive, connected, accessible and friendly community.
- **Outcome 2: Cultural Vitality**
A culturally rich and diverse city, with a strong identity, history and 'sense of place'.
- **Outcome 3: Economic Prosperity**
A dynamic and thriving centre for business and services.
- **Outcome 4: Environmental**
A leader in environmental sustainability.

Objectives and Strategies

As a result of the research and comments which have been received, minor changes are recommended to the wording of the existing Objectives and Strategies. Generally, the proposed changes reflect emerging trends and the Council's level of influence and role in the delivery of its programs, services, facilities and initiatives, all of which were discussed or raised by Elected Members and staff. The key themes that were taken into consideration are outlined below:

Social Equity Outcome –

- Increasing the focus on sustainable active transport with a greater focus on integrated transport planning and the importance of creating walkable and cyclable neighbourhoods,
- Increasing disability access and inclusion.
- Increasing access to Wi-Fi.
- Housing diversity (single, intergenerational).
- Neighbourhood improvements and presentation.
- Community connection.

Cultural Vitality Outcome –

- Acknowledging and celebrating both the existing and newly arrived cultural groups that live in our City.
- Considering innovative architecture that supports extensions to heritage properties.

Economic Prosperity Outcome

- Reducing the focus on creative industries.
- Focusing on enabling, brokering, facilitating new or innovative businesses that meet a community need or want.
- Focusing on master planning and creating an attractive public realm to support and attract businesses.
- Supporting social enterprises, community groups and consider co-working spaces.

Environmental Sustainability Outcome

- Focusing on tree canopy in response to the new Tree Strategy.
- Elevating waste management and circular economy to its own objective and providing more direction.
- Biodiversity planning and conservation.
- Sustainable procurement.
- Focusing on education and volunteering.

Indicators and Targets

CityPlan 2030 – Mid Term Review introduced a revised approach to measuring the Council's success, whereby Targets are aligned to the four (4) key Outcomes, as opposed to the Objectives. This structure focuses on measuring the Council's achievement against what the Council is striving for, that is the four (4) Outcomes of *CityPlan 2030 – Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability*.

Measures of success are outlined for each of the four (4) Outcomes in the Plan and are set at the following three (3) strategic levels:

- **Macro** – Targets reflect the Council's commitment to contributing towards State and Federal Government Targets, however the level of achievement against these targets is influenced by external economic and social factors, which are not in the full control of the Council.
- **Council** – Targets are set against deliverables which the Council is wholly accountable for and are not impacted by any reasonable external influences.
- **Community** – Perception Targets are set that reflect the community's level of satisfaction.

CityPlan2030 - Update 2024 has not amended these measures.

The purpose of this approach to the targets, is to ensure that the Council can easily measure and capture information on the progress towards strategic directions of the Plan.

The complete set of Targets are outlined in the draft *CityPlan – Update 2024*. There are no changes proposed to the Targets.

Outcome of the Community Consultation and Engagement

The community consultation and engagement phase involved the release of the draft *CityPlan 2030 – Update 2024* document to the community for its consideration and comment. The engagement and promotional activities for this stage of consultation included the following:

- promotion of the draft *CityPlan 2030* engagement opportunities on the Council's website, and on social media channels;
- promotional posters, postcards and copies of the draft *CityPlan 2030* document and hard copy feedback forms available at each of the Council's libraries and at the Norwood Town Hall Citizen Service Centre;
- signage at two (2) key intersections located in the City; and
- an opportunity for people to provide feedback via an online survey form available on the Council's consultation webpage.

The consultation and engagement process for the draft *CityPlan 2030 - Update 2024*, involved a four (4) week consultation period commencing on 15 January 2024 and concluding on 11 February 2024.

During this consultation period, three (3) community 'drop-in sessions' were held at the Norwood Town Hall, Payneham Library and St Peters Library at which a total of twenty-six (26) groups/people attended. Online and hard copy surveys were available for citizens to provide their comments on the draft Plan.

A total of thirty-nine (39) submissions have been received (9 written submissions and 30 survey respondents).

The survey asked participants whether they supported each of the Objectives and Strategies in the draft *CityPlan 2030 – Update 2024* document by responding 'yes', 'no' or 'in part' to each individually. The survey also provided opportunities for open responses on the draft Plan and asked participants to comment on, “Why you agree or disagree? What do like or dislike? What should be changed, removed or added?”

A copy of the survey is contained in **Attachment C**.

The Engagement Summary Report which has been prepared by URPS (consultants) (Attachment A), includes the following:

- a summary of the survey results;
- a copy of the comments which were provided as part of the survey responses; and
- a copy of the written submissions.

In summary, there was a positive level of support for the draft *CityPlan 2030 – Update 2024* and the majority of strategies set out in the document.

In response to the comments which have been received, a number of minor changes are proposed. The changes have been incorporated into the final draft *CityPlan 2030 – Update 2024*.

Table 1 below sets out the proposed and recommended amendments to the draft *CityPlan 2030 – Update 2024* in response to the comments received.

TABLE 1: SUMMARY OF AMENDMENTS PROPOSED TO CITYPLAN 2030 – UPDATE 2024

Outcome	Strategy	Proposed Amendment
Social Equity	Strategy 1.2.5 (new)	<i>Enable installation of electric vehicle charging infrastructure.</i>
Social Equity	Strategy 1.4.1 (updated wording)	<i>Provide all ages and abilities programs and spaces for sport, recreation and play to support physical and mental wellbeing</i>
Cultural Vitality	Strategy 2.4.3 (updated wording)	<i>Encourage the protection of trees and maximise greening in new development and the public realm.</i>
Cultural Vitality	Strategy 2.4.5 (new)	<i>Encourage infill development to balance housing diversity with the liveability and character of established neighbourhoods.</i>

In addition to the above, at the Elected Members’ Information Session held on Monday, 12 August 2024, an additional strategy was discussed as a potential update to Strategy 1.3.1 under the Social Equity outcome:

1.3.1 Promote and facilitate volunteering and community led ideas in the community and within the Council.

This strategy has not been recommended to be included in *CityPlan 2030 – Update 2024* on the basis that Objective 1.3 as it currently reads, provides opportunities for community involvement ranging from input into decision making and the development of programs to facilitating partnerships to build community capacity.

In summary, the proposed amendments to the draft *CityPlan 2030 – Update 2024* are relatively minor, which suggests that generally the Plan meets the community expectations for the future of the City. A further review to *CityPlan 2030* is scheduled to occur in 2028 prior to a new plan being prepared in 2030.

Subsequent to the Council endorsing the draft *CityPlan 2030 – Update 2024*, the following activities will be undertaken to promote the release of the final document:

- all members of the community who participated in the consultation and engagement will be notified in writing of the outcome;
- a media release will be prepared;
- updates will be made to the Council’s website and *CityPlan 2030* web page; and
- printing and distribution of the final *CityPlan 2030 – Update 2024* will occur.

Additionally, all future references to *CityPlan 2030* will be based on the updated document.

OPTIONS

The Council can choose not to endorse the draft *CityPlan 2030 – Update 2024* document. However the draft *CityPlan 2030 – Update 2024* has been prepared based on the comments received from Elected Members, staff and the community as well as extensive research of key trends and drivers of change currently facing society. On this basis, it is recommended that the draft *CityPlan 2030 – Update 2024*, as contained in **Attachment B**, be endorsed by the Council.

CONCLUSION

The *CityPlan 2030: Shaping Our Future – Update 2024* seeks to build upon the strategic directions which have been identified by the Council in the first iteration of the Plan, as the Council works towards the overarching Vision and Goal of Community Well-being. Undertaking the community consultation and engagement has enabled the Council to ‘test’ the draft amendments that have been proposed and refine the strategies aimed at achieving the Vision of *CityPlan 2030*, in order to produce the final draft presented herein.

COMMENTS

The review of *CityPlan 2030* has ensured that the Council is continuing to meet the aspirations and expectations of the community, whilst ensuring that it continues to strive to achieve the four (4) outcomes of Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

Also important, is the stable environment that the Council achieves from adopting a long-term Vision and progressively working towards its implementation. This can be seen when reviewing the standard and variety of projects which have been undertaken by the Council and the quality of the Council’s services, programs and facilities it has delivered.

RECOMMENDATION

1. That the draft *CityPlan 2030 – Update 2024*, contained in Attachment B be endorsed.
2. That the Chief Executive Officer be authorised to make any editorial changes to *CityPlan 2030 – Update 2024*, as necessary, to finalise the document in a form suitable for finalisation and printing.

Attachments – Item 11.1

Attachment A

CityPlan 2030
Update 2024



City of Norwood Payneham & St Peters
23ADL-0912
29 April 2024

Engagement Summary Report

Draft Norwood Payneham & St Peters
CityPlan

Engagement Summary Report

29 April 2024

Lead consultant URPS
27 Halifax Street
Enter via Symonds Pl
Adelaide SA 5000

(08) 8333 7999
urps.com.au

Prepared for City of Norwood Payneham & St Peters

Consultant Project Manager Zoe Hambour, Principal Consultant
zhambour@urps.com.au

URPS Ref 23ADL-0912

Document history and status

Revision	Date	Author	Reviewed	Details
V1	26/02/24	S. Lowe	Z. Hambour	Initiation of report
V2	29/04/24			Updates from client

We acknowledge the Kaurna People as the Traditional Custodians of the land on which we work and pay respect to their Elders past, present and emerging.

© URPS. All rights reserved; these materials are copyright. No part may be reproduced or copied in any way, form or by any means without prior permission. This report has been prepared for URPS' client. URPS and its associated consultants are not liable to any person or entity for any damage or loss that has occurred, or may occur, in relation to that person or entity taking or not taking action in respect of any representation, statement, opinion or advice referred to herein.

Contents

1.	Why we engaged	2
2.	How we engaged	3
3.	What we heard - Survey.....	4
3.1	Summary	4
3.2	Suburb of respondents.....	7
3.3	Outcome 1 – Social Equity	7
3.4	Outcome 2 – Cultural Vitality.....	9
3.5	Outcome 3 – Economic Prosperity	12
3.6	Outcome 4 – Environmental Sustainability	14
4.	What we heard – Written submissions.....	17
	Appendix A – Verbatim survey comments	18
	Appendix B – Written submissions.....	23

1. Why we engaged

The City of Norwood Payneham & St Peters is reviewing its Strategic Management Plan, *CityPlan 2030 – Update 2024*. The Plan provides the overarching strategic framework for all of the Council's services, projects and decision-making under four Outcomes: Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

Public consultation was undertaken on the draft *CityPlan 2030 – Update 2024* to understand the level of community support for the draft and what is liked or could be improved.

This report summarises how the consultation was undertaken and its results. The results will be used to inform the final *CityPlan 2030 – Update 2024*.

2. How we engaged

Consultation on the draft *CityPlan 2030 – Update 2024* was undertaken for 4 weeks from 15 January to 11 February 2024.

The table below summarises how the consultation was undertaken.

Consultation activity	Description
Community drop-in sessions	<p>3 drop-in sessions were held for the community at which they could view the draft Update 2024 and ask questions of Council staff. Attendees were invited to provide their feedback through the survey (see below activity).</p> <p>The drop-in sessions were attended by 26 people.</p> <ul style="list-style-type: none"> • Wednesday 31 January, 10am-11:30am at Payneham Library • Thursday 1 February, 5:30pm-7pm at Norwood Town Hall Citizen Services Centre • Friday 2 February, 2:30pm-4pm at St Peters Library
Survey	<p>A survey was made available on the Council's website and in hard copy for people to provide their feedback from 15 January 2024 to 11 February 2024 (4 weeks). 30 responses were received.</p>
Written submissions	<p>The community was also invited to provide written submissions. 9 written submissions were received.</p>

3. What we heard - Survey

3.1 Summary

30 respondents completed a survey. Most (50%) were from the suburbs of Norwood and Marden.

The survey sought feedback on the draft Update2024 Outcomes: Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

Each Outcome included draft objectives and the strategies proposed to achieve them. Respondents were asked to indicate their level for support for each of the draft strategies under each of the Outcome's objectives (on a scale of increasing support from 1 – 5).

Key points

- The survey results indicated a positive level of support overall for the draft Update 2024.
- The vast majority of draft strategies received on average score of 4 or above indicating support.
- No draft strategy scored 3 (neutral) on average or below.
- The draft strategies of Outcome 4 Environmental Sustainability received the strongest support on average. The average level of support across all draft strategies was 4.47. All but one of its draft strategies received an average score of 4 or above.
- The draft strategies of Outcome 2 (Cultural Vitality) received the lowest level of support on average. There average was 4.12 across all objectives. However an average score of 4 still indicates support.
- The objective for which strategies received on average the strongest support was objective 4.2 Generous tree canopy, and sustainable streets and open spaces.
- The objectives which strategies received on average the lowest level of support were objective 2.1 An artistic, creative, cultural and visually interesting City, and objective 2.2 A community embracing and celebrating its cultural diversity and heritage.

The strategies in the following table scored an average level of support below 4. It should be noted that all these strategies still scored on average above 3 (neutral).

Outcome	Draft strategies with averages support score of 4 or below (scale of increasing support from 1 to 5)
Outcome 1 – Social Equity	<ul style="list-style-type: none"> • 1.1.4 Expand the availability of free Wi-Fi in Council facilities and public places. • 1.4.4 Facilitate a range of housing options to assist in maintaining social and cultural diversity and affordability.
Outcome 2 – Cultural Vitality	<ul style="list-style-type: none"> • 2.1.1 Use the arts to enliven public spaces and create a 'sense of place'. • 2.1.2 Provide opportunities and places for creative expression for all people. • 2.2.1 Acknowledge, protect and celebrate local Aboriginal heritage. • 2.2.2 Work with cultural groups to support cultural inclusion and opportunities for cultural expression and celebration. • 2.2.3 Promote understanding of and respect for our cultures and heritage. • 2.2.4 Reflect our City's culture in the design of Council places. • 2.5.3 Provide features or experiences in public spaces, that surprise, encourage reflection or celebrate our community and heritage.
Outcome 3 – Economic Prosperity	<ul style="list-style-type: none"> • 3.2.3 Promote the City as a visitor and shopping destination. • 3.4.2 Encourage businesses to sponsor local community activities.
Outcome 4 – Environmental Sustainability	No draft strategies scored on average below 4.

The survey also invited respondents to provide comments. 22 respondents provided comments. Verbatim comments are provided in Appendix A. The comments received were a mix of general comments and direct responses to the draft strategies and objectives. The comments have been summarised into the themes below.

Transport

- Management of traffic and parking (reduce speeding, rat running and park and ride parking).
- Maintenance and safety of footpaths (lighting, smooth surface).
- Supporting active transport (e.g. riding) versus no more bike lanes.

Open space and public realm

- Increase greening (less bitumen, more street trees and gardens, open space, in new development).
- Rate incentives for greening.
- New open space or facilities (older children playgrounds, adult exercise equipment, new park in Kent Town).

Art and activation

- More public art and art initiatives.
- Activation of industrial land with bars etc.

Community.

- Need to support community wellbeing.
- Concern about technology (5G, digital literacy).
- Community places for people to connect and learn face to face (e.g. libraries).
- Desire to retain Australia Day and not do Acknowledgment of Country.

Development

- Infill – less subdivision versus appropriate density and height for area/neighbours.
- Ensure adequate parking for new development.
- Protect trees from development and require greening as part of development.
- Protect heritage and culture. Too much has already been lost.
- More energy efficient building and home design.
- Shopping centres (Coles development not favourable, upgrade the Avenues, more retail variety in Norwood).

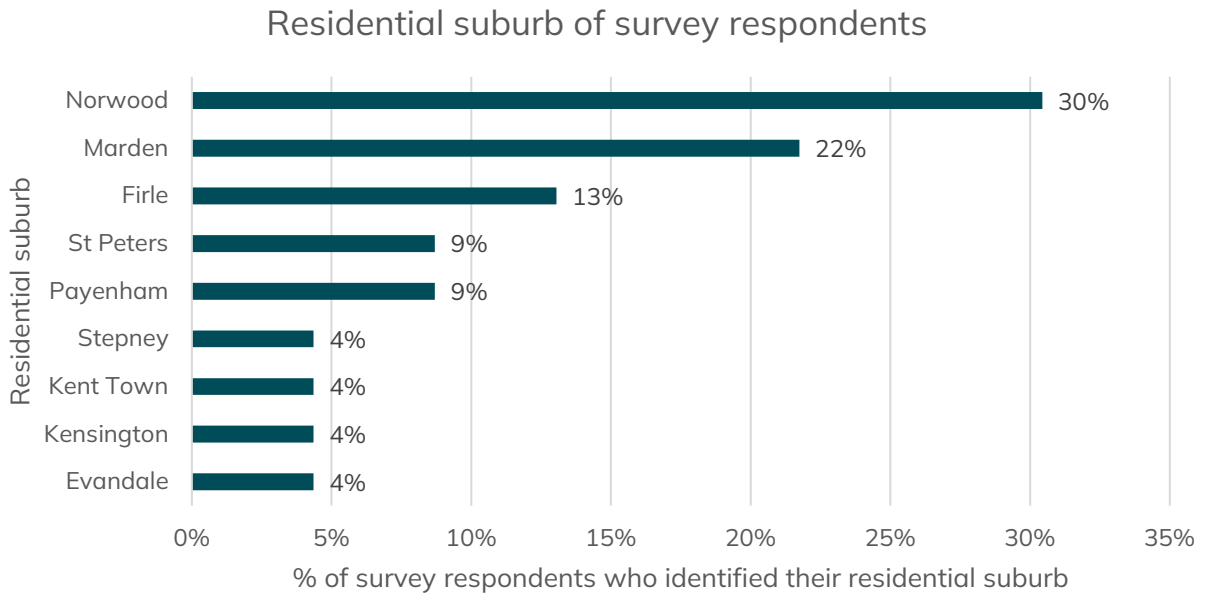
Environment

- Support community energy efficiency and sustainable development versus criticism of climate change efforts (e.g. electric vehicles, carbon emission reduction).
- Greening needed to retain biodiversity.

Governance

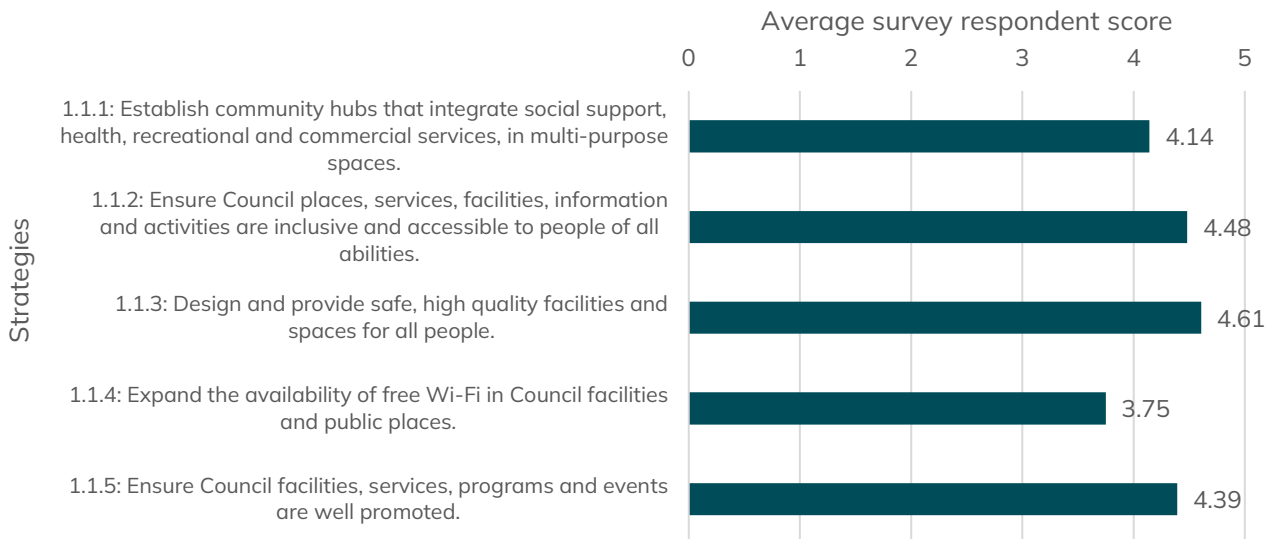
- Support don't impede small business (too many lost already).
- Focus on its core business (e.g. roads, footpaths, parks, waste).
- Important to utilise partnerships i.e. State Government.
- Consider value for money for rates paid (i.e. should Council provide a given service).

3.2 Suburb of respondents

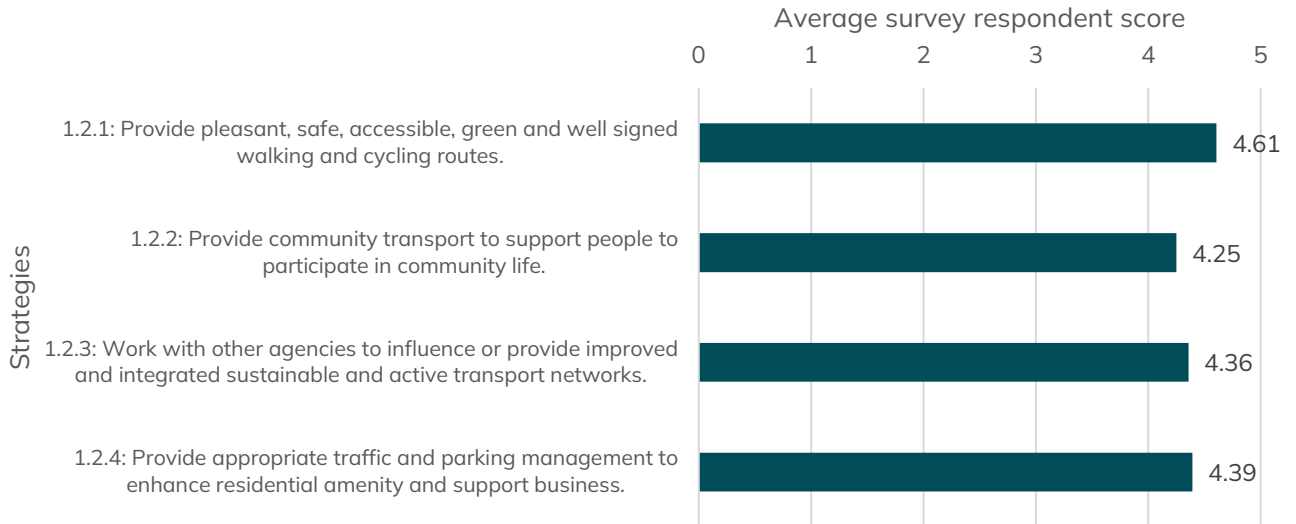


3.3 Outcome 1 – Social Equity

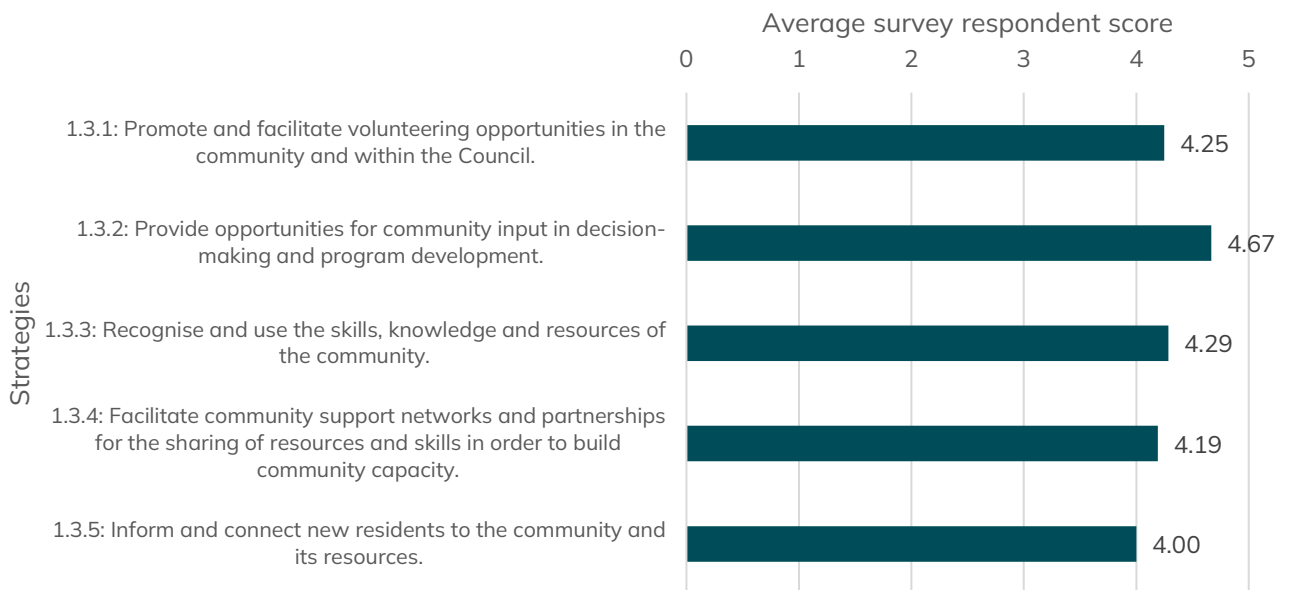
Objective 1.1 Convenient and accessible services, information and facilities - average level of support out of 5



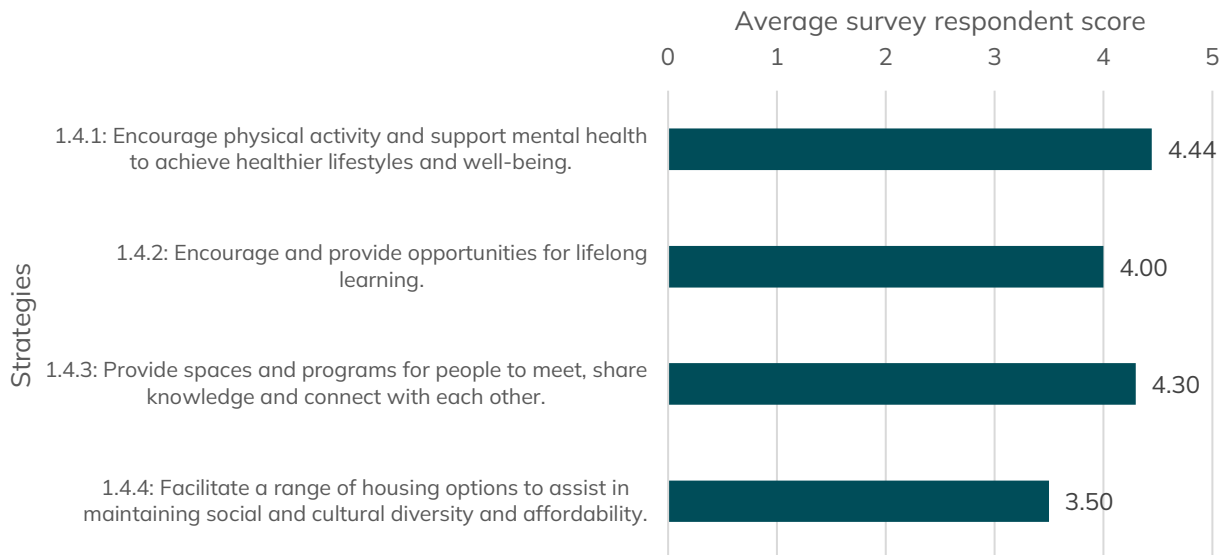
Objective 1.2 A people-friendly, integrated and sustainable transport network - average level of support out of 5



Objective 1.3 An engaged and participating community - average level of support out of 5

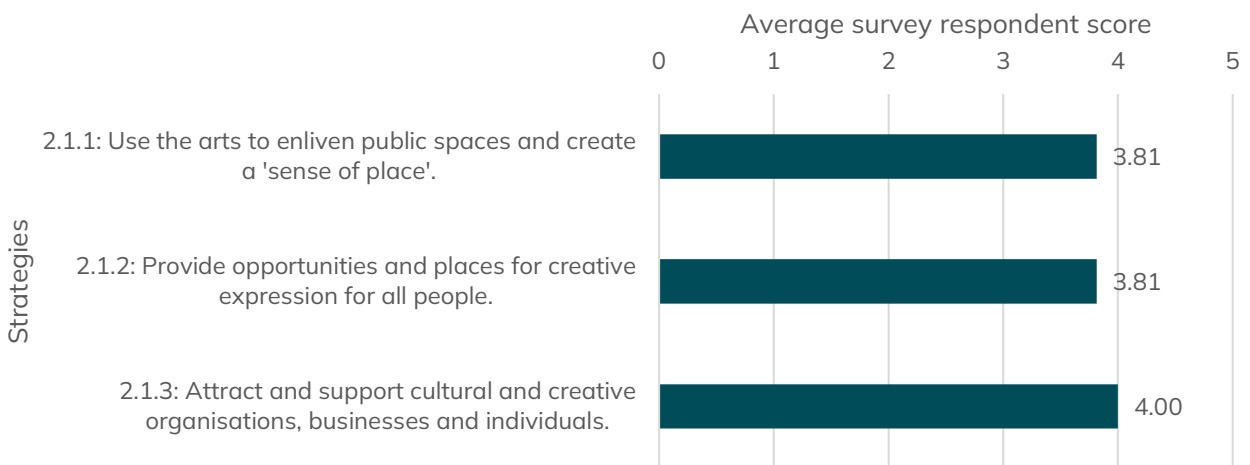


Objective 1.4 A strong, healthy, resilient and inclusive community - average level of support out of 5

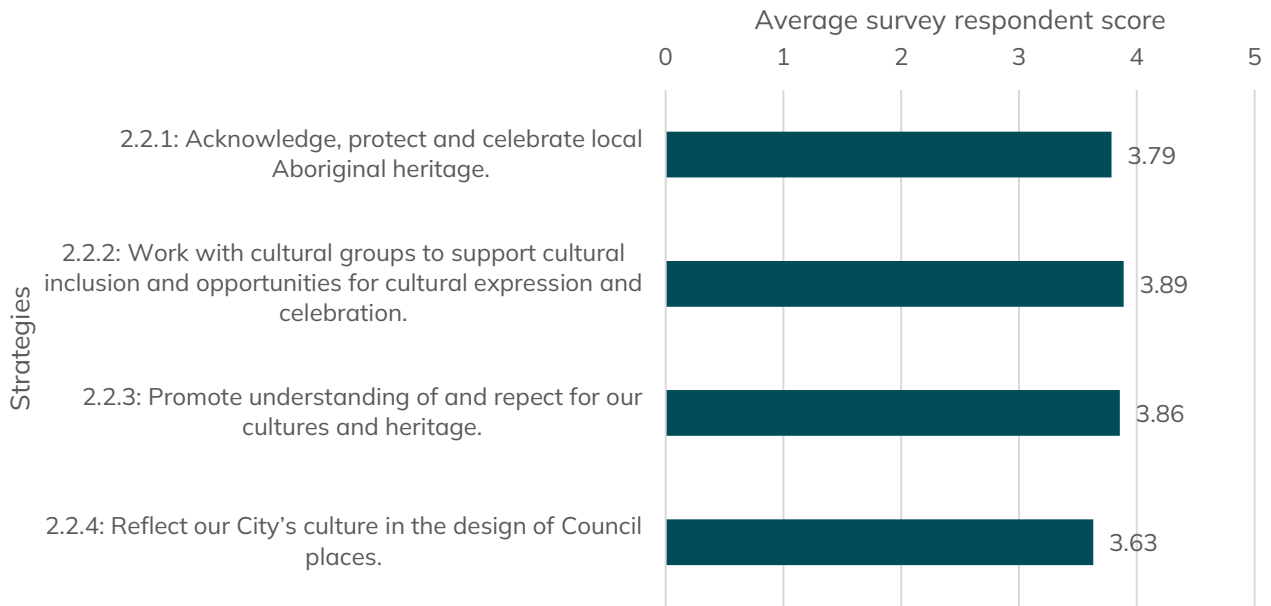


3.4 Outcome 2 – Cultural Vitality

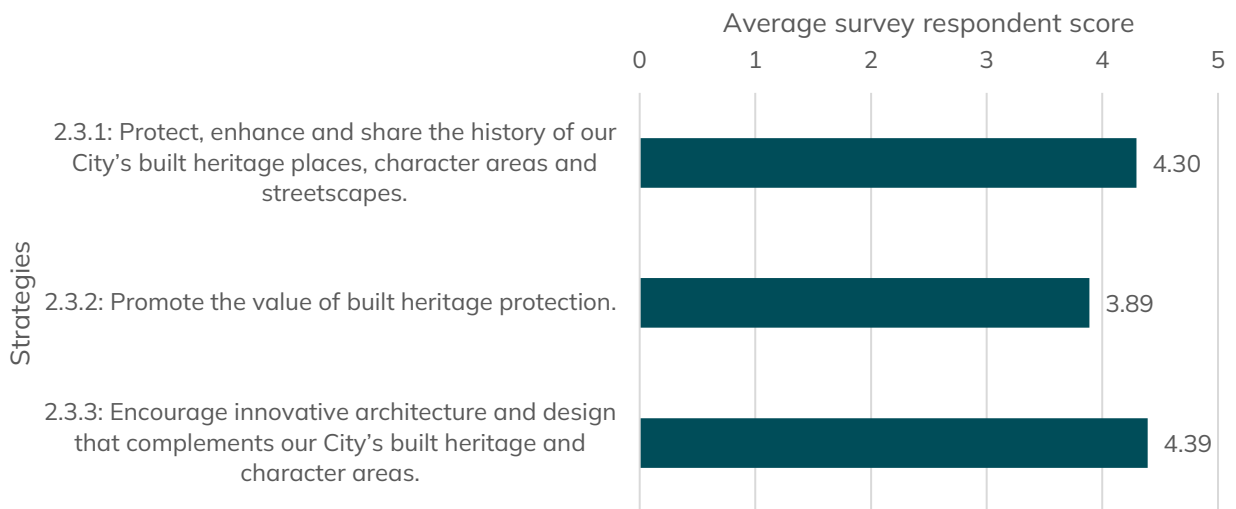
Objective 2.1 An artistic, creative, cultural and visually interesting City - average level of support out of 5



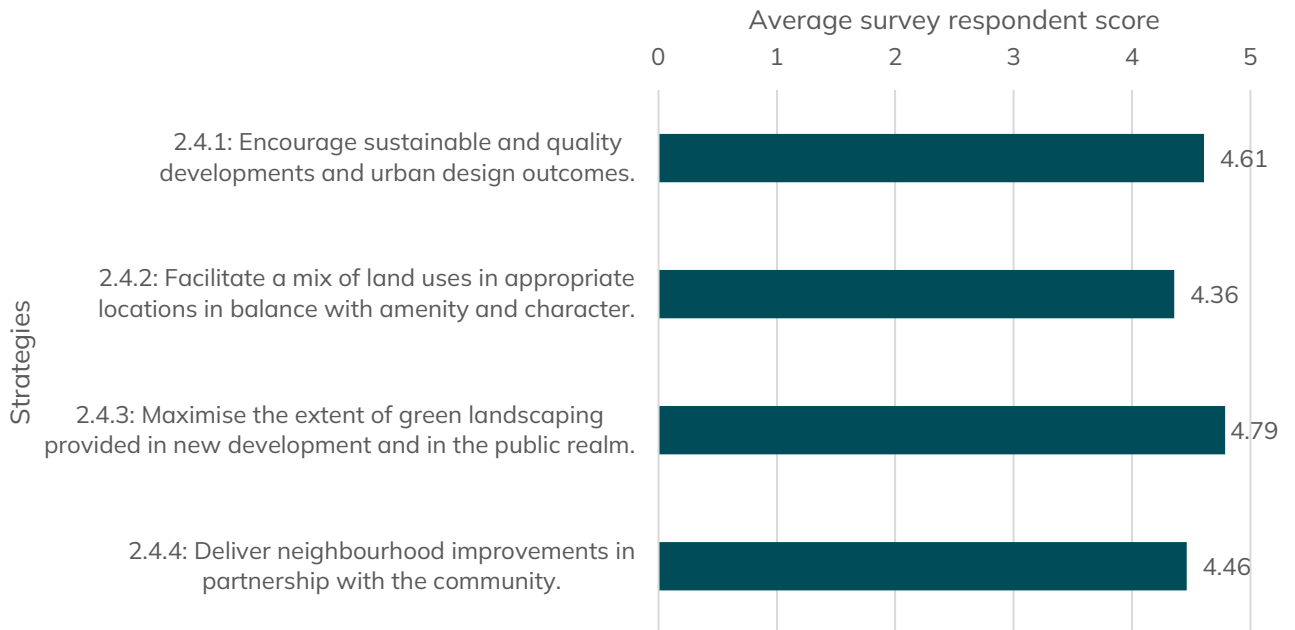
Objective 2.2 A community embracing and celebrating its cultural diversity and heritage - average level of support out of 5



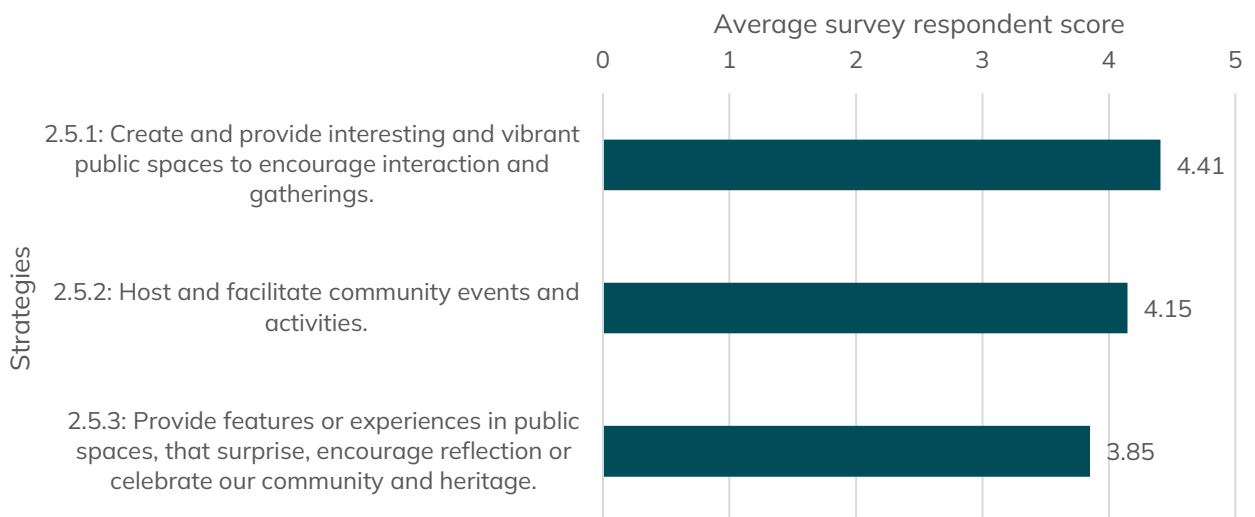
Objective 2.3 A City which values and protects built heritage - average level of support out of 5



Objective 2.4 Pleasant, well designed, and sustainable neighbourhoods - average level of support out of 5

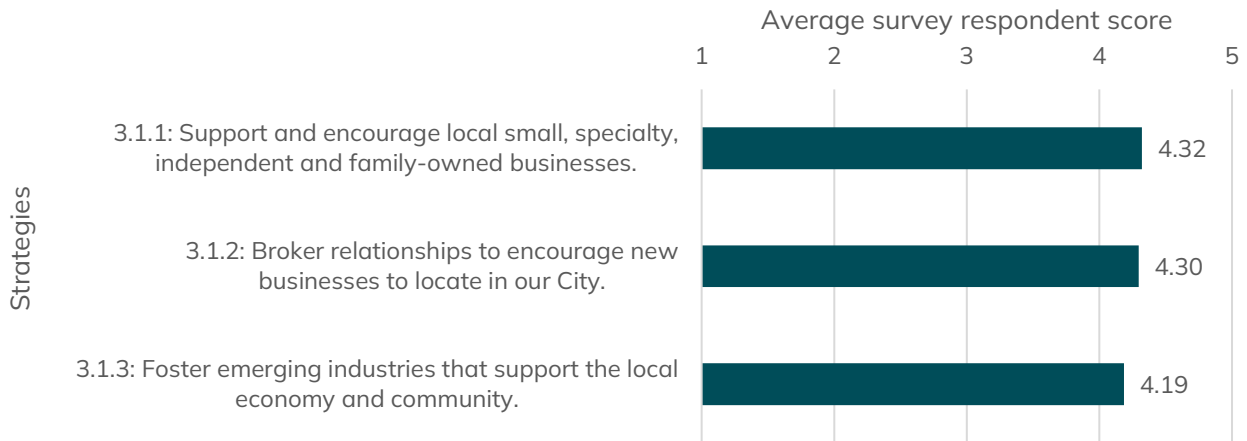


Objective 2.5 Dynamic community life in public spaces and precincts - average level of support out of 5

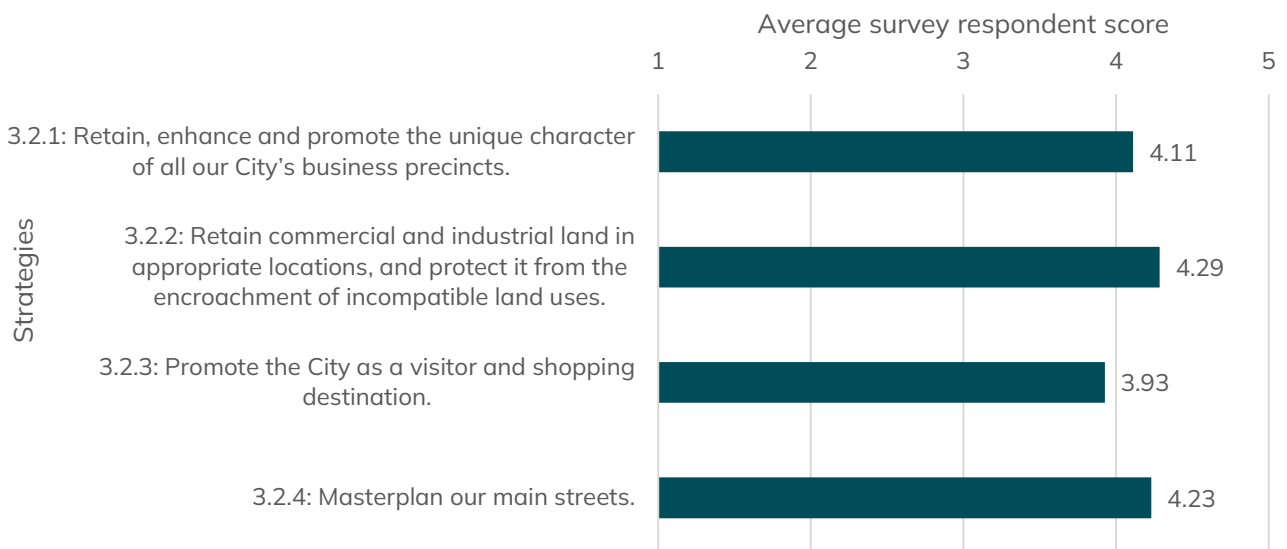


3.5 Outcome 3 – Economic Prosperity

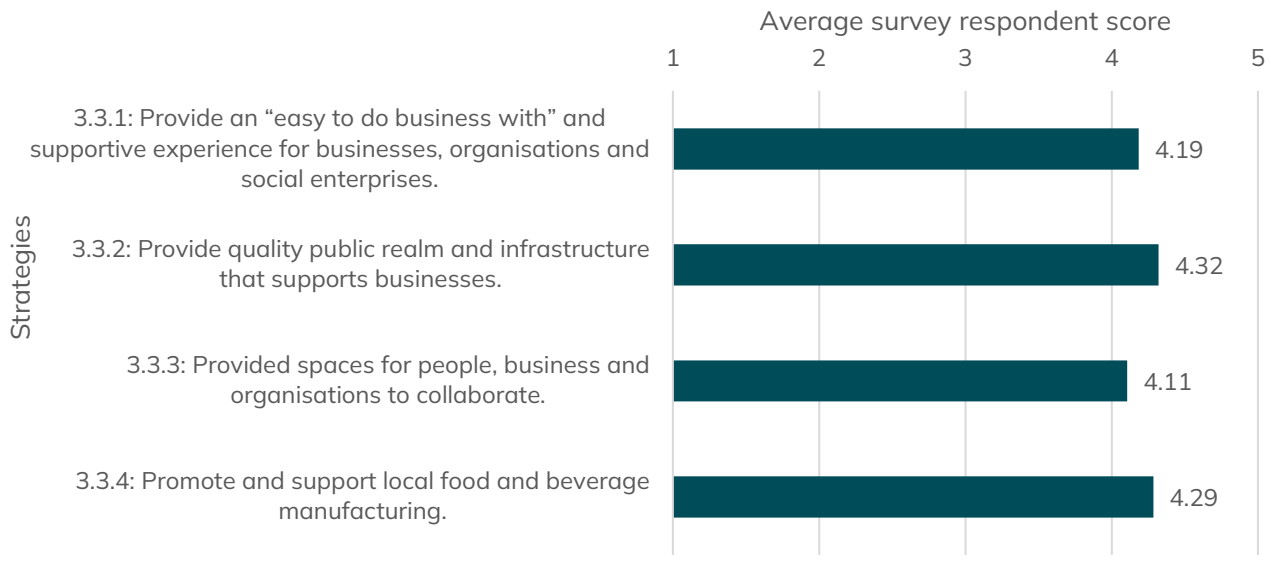
Objective 3.1 A diverse range of businesses and services - average level of support out of 5



Objective 3.2 Cosmopolitan business precincts contributing to the prosperity of the City - average level of support out of 5



Objective 3.3 An attractive and supportive City for business and new enterprise - average level of support out of 5

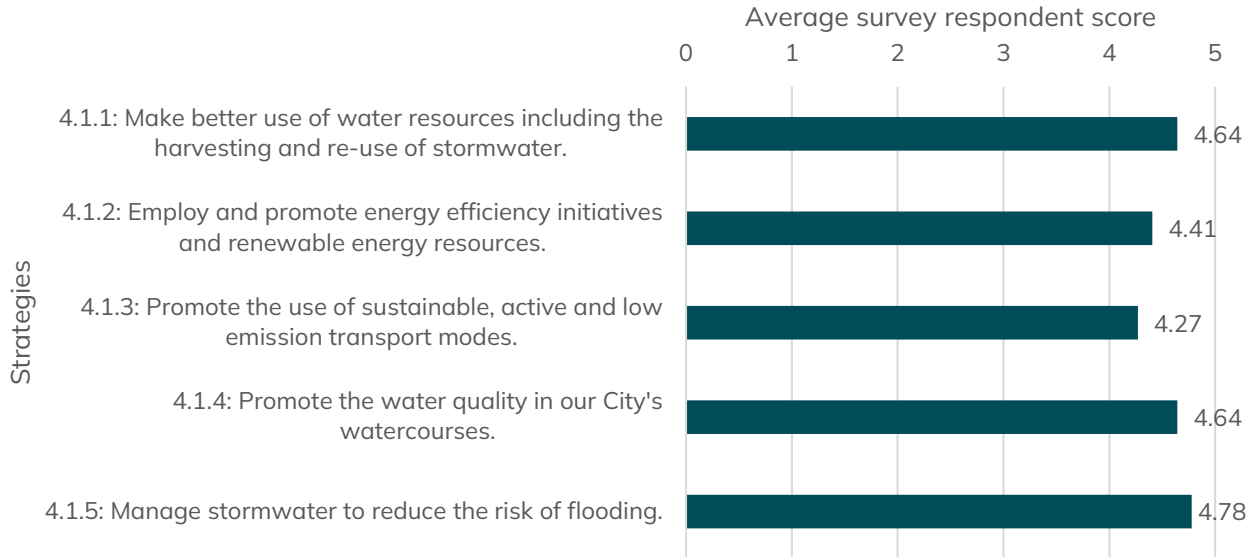


Objective 3.4 A local economy supporting and supported by its community - average level of support out of 5

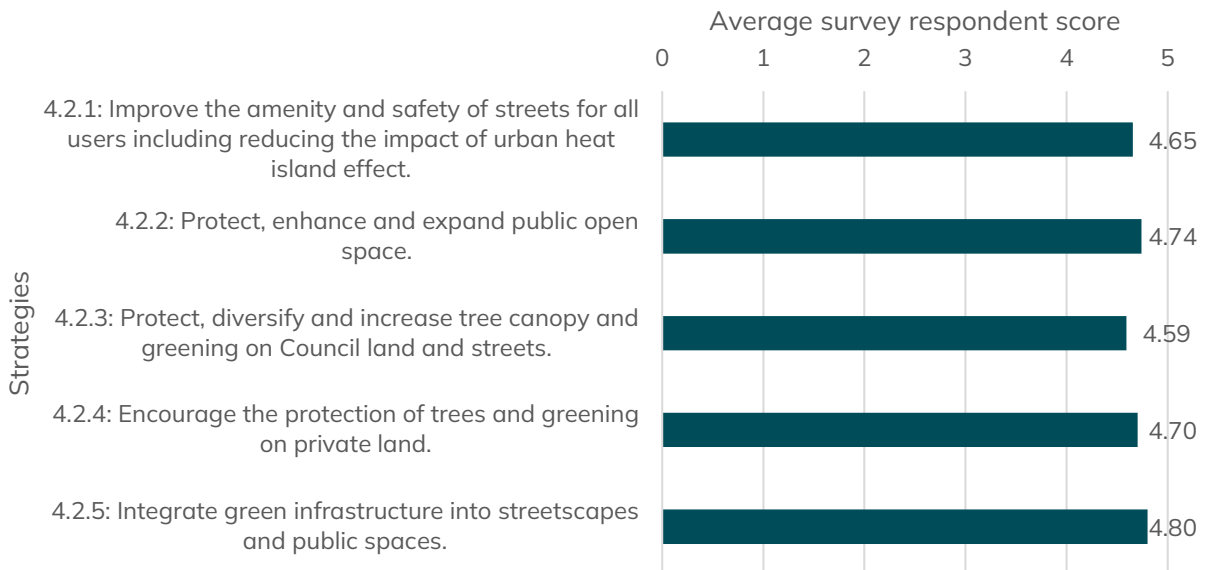


3.6 Outcome 4 – Environmental Sustainability

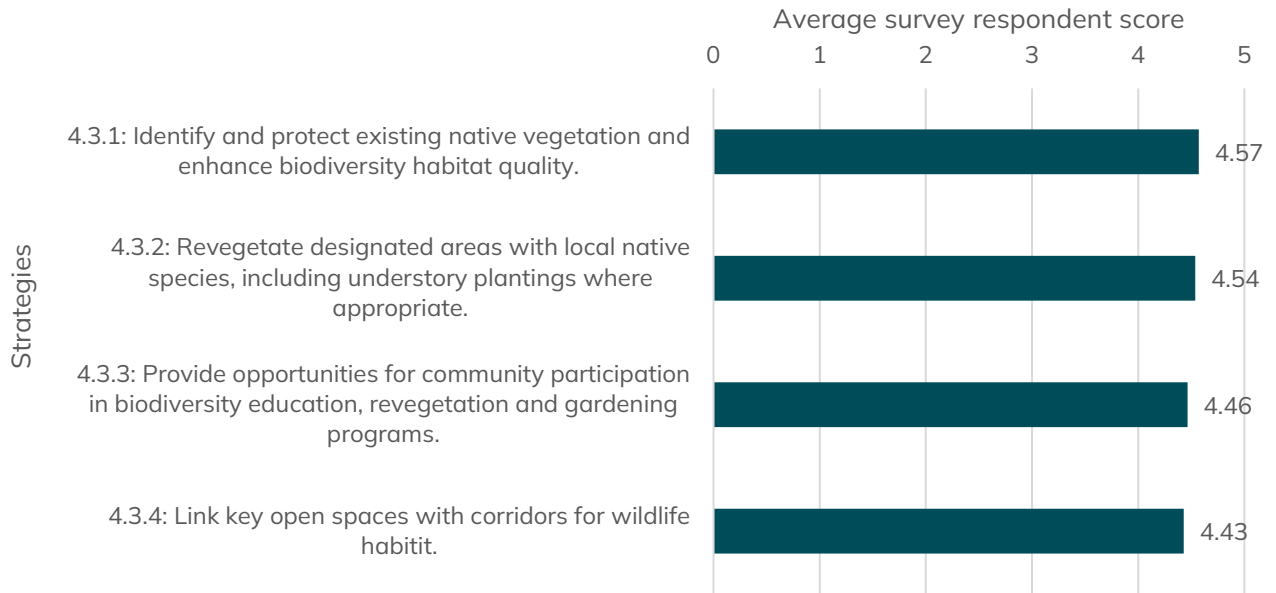
Objective 4.1 Sustainable resource use and management - average level of support out of 5



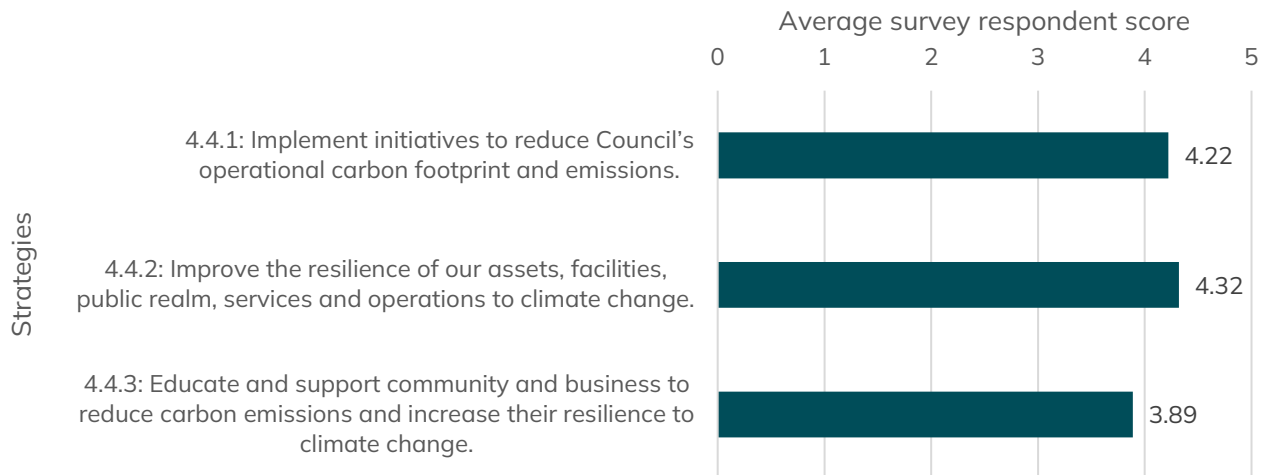
Objective 4.2 Generous tree canopy, and sustainable streets and open spaces - average level of support out of 5



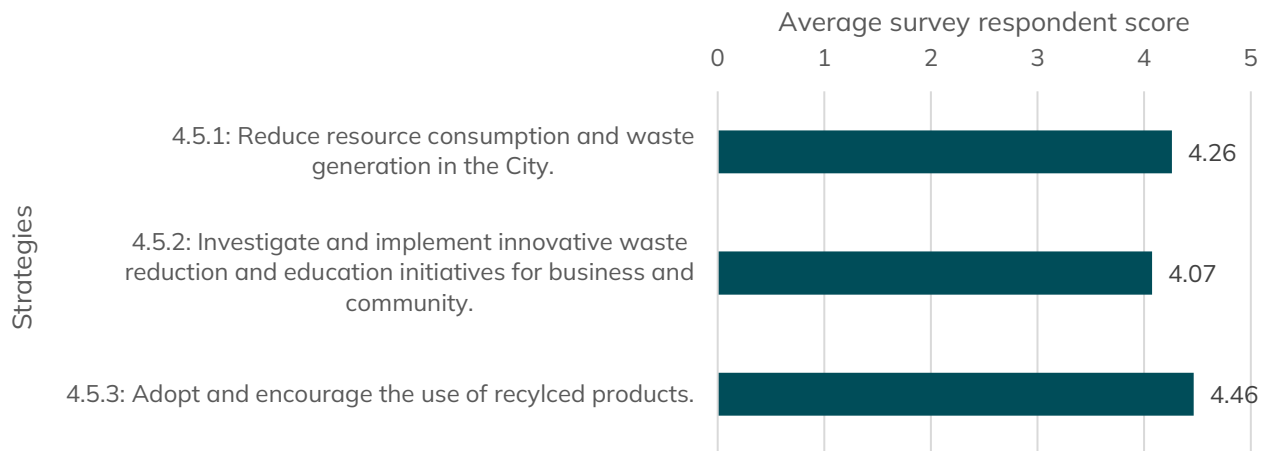
Objective 4.3 Thriving and healthy habitats for native flora and fauna - average level of support out of 5



Objective 4.4 Mitigating and adapting to the impacts of climate change - average level of support out of 5



Objective 4.5 Reduce waste to landfill and promote the circular economy - average level of support out of 5



4. What we heard – Written submissions

9 written submissions were received. These are provided in Appendix B.

The themes of feedback received were similar to that of the survey with a focus on footpath accessibility, supporting small business, and a desire for infill development being balanced with existing character and resident needs.

Other ideas raised including increasing access to the community bus service and a desired for more electric vehicle charging stations (e.g. at Coles on The Parade).

Appendix A – Verbatim survey comments

1. The council needs to prioritise residents in 2024. The wellbeing of residents should be a focus. The streets are clogged with park and riders vehicles who park their car and catch the bus to the cbd for work or park their car and ride their bike to the cbd. As a resident of 21 years it has been impossible to have elderly parents or family or friends visit during business hours as no parks are available or the closest parking spot is 500m away. Lack of parking has had a negative impact on my family's daily life. A survey to ascertain the parking situation on Norwood streets was conducted a few years ago but no action has been taken. The council needs to focus on its core duties, which include maintaining our roads, footpaths, parks, collecting rubbish and taking care of residents needs. Residents should be able to enjoy living in Norwood. Instead residents live with the stress of no available street parking limiting social and family interactions. In 2024 I await action on street parking.
2. Marden suburban zone were I live was going to merge with Royston Park suburban. Is this proposal still open for discussion, please let me know. Thank you.
3. I see other suburbs outside of NPSP making a noticeable effort to increase the greenery on their streets but I don't see the same effort in NPSP- almost the opposite. It would be great to see more verge gardens and greenery and less focus on unnecessary road and roundabout upgrades! NPSP needs to work a bit harder to live up to the image and reputation it has built in the past - it feels a bit like it's getting left behind.
4. Keep Australia Day, don't support DEI or ESG when it discriminates against local residents. Take a color blind approach to employees.
5. The Avenues is an embarrassment. The entire thing needs to be demolished and re-built.
6. The facilities in norwood are almost non existent. Shopping ioffers a very narrow range of choices. There have been numerous opportunities for council to acquire land by way of buying houses adjoining Hutchinson park to enlarge the open green space and council has ignored. There are few walking tracks and the footpaths are dangerous for older people due to the uneven surface. The playgrounds are old and uninteresting and not 'mature play,. There are no exercise facilities in parks for adults.(I've found this council area very poor in every aspect. I have to drive to Campbeltown Arc facility for a decent gym. We need a complete 'shake up' of this council. Kind regards in anticipation of a better effort in the future.
7. Can council be responsible for the removal of trees under and in power lines to reduce power outages during times of storms. Salisbury council have a management plan where trees are in these areas are removed and replaced with more suitable types over time. This will reduce the need for trimming to zero (eventually), and stop falling trees hitting power lines. Please, please no more bike lanes. The idea of a 15 minute city is a bad joke. Also, when did we take a vote on whether or not we actually have a climate crisis.
8. Number one priority for me and many other residents is the management of traffic. Traffic speed and volume is a real problem within Firle and Payneham, as neighbouring suburbs use the residential

streets to rat run and cut out main road intersections. This adds to an increase unwanted noise and traffic hazards affecting public safety and detracts from the liveability of the area.

9. Need to improve street lighting and footpaths so I can walk at night without tripping on tree roots and uplifted pavers and feel safe Also Margaret street and Scott street intersection/ area in Firlie is an accident waiting to happen- parking restrictions need to be extended from corner in all directions or there will be a head on collision.
10. More public art, art groups and activities. Stop subdividing blocks!! These tiny houses with no backyards!! Keep our blocks big and green!
11. Rezoning of land - support existing communities in achieving appropriate densities and building heights to ensure the interface between existing housing and future housing is acceptable and suited to the area.
12. Better consideration of the public realm, especially green open spaces and trees in urban infill and medium density housing developments. Trees and green open spaces should be prioritised over parking spaces - active travel should be promoted given close proximity to the Adelaide CBD and reducing need for cars (or multiple cars per single dwelling). Better parking management in areas of medium density housing given poor design of newer medium density housing developments is required. The Council had an opportunity to become a leader in quality design of new medium density housing developments by providing quality, energy efficient and "green" housing development in Marden / River St complex - instead it risks becoming a concrete jungle. Council should prioritise builders who provide quality and energy efficient housing, with green open spaces and trees at the forefront. Consumers would be willing to pay extra for better quality housing when these new developments are being planned if they meet improved energy efficiency standards and emphasise trees/green space over parking spaces and heavily paved areas, which increase the urban heat island effect. Activation of the more industrial areas by bringing in small bars/cafes/micro breweries (e.g. in and around Stepney) is great to see! More of this across the council would be beneficial for the local economy and opportunities for residents to meet closer to home. Thank you for the opportunity to provide feedback on the Council's future strategic directions.
13. There is a statement in the CityPlan 2030: "...The City of Norwood Payneham & St Peters is committed to creating safe and attractive streets that encourage people to walk or cycle..." However, this statement is not backed up with sufficient budget allocation or Council staff focus at the chief executive level. For example, First and Second Avenue in St Peters and Joslin are used for "through-traffic rat-running" due to their proximity to Payneham Rd and their long, wide, straight and open nature. A small investment in traffic calming (median strips, single-lane pinch points) which also improves the green landscaping and reduces the heat island effect, will go a long way to improving NPSP's reputation as a desirable place to reside. There has been a glaring lack of residential street amenity and street safety protection and residential street improvements, for the past 25 years of this Council. We live on First Avenue, St Peters - this residential street is being used as an arterial through-road, negatively impacting our amenity, our safety, and the community's well-being. There are no local traffic management plans, strategies or effective policies (the current policy is out of date and ineffective). Lastly, the CityPlan 2030, has some key statements that are not supported with evidence or

justifications. For example, "...The City of Norwood Payneham & St Peters is proud of its reputation as a leader in Local Government and one of South Australia's most desirable places to live, work, play and visit..." - unfortunately, this may have been the case, more than 20 years ago, however the Council area and its "reputation" is not what it may have once been. What evidence or justification do you have to support your claim? New, invigorated, and professional executive management is required.

14. I commend the council on undertaking regular reviews of its plans and ensuring their relevance. Our personal plans are to continue to age and reside in the city as it meets all our needs and believe this will not change and the ambiance of the city will continue to improve. Our only concern is that focus is lost on the maintenance of the city assets, specifically the footpaths. We have had one elderly neighbour break her hip as a result of the uneven footpath, another who requires a walking frame for his everyday mobility needing to constantly use the road as the footpath is unsuitable. As we age, our mobility will decrease and I'd like to see the infrastructure improve to avoid the current restrictions our neighbours face. My understanding is that the footpath upgrade was in the 2018 budget but is yet to be done, I hope it will not be forgotten as there is still a need for the problems to be addressed and shouldn't be delayed by activity in the first 30 metres of the street.
15. The survey was well thought out covering every aspect of life in NPSP. However it was virtually impossible to disagree with any question. Headings could have asked for community thoughts on the priorities to 2030 within each heading. Every subject covered and questioned should of course be logically be part of any Council Community Plan.
16. 1) Make The Parade Master plan happen and fix and upgrade the footpaths along The Parade and leading to it. 2) Implement the bicycle network as planned, including the Bicycle and Pedestrian Actuated Crossing between Beulah Park and Trinity Gardens on Magill Road at Osborn Avenue and Ashbrook Avenue. Work with DIT and the City of Burnside for the integrated bicycle network. 3) Ask SAPOL to provide more patrols in Glynde and Firlie on weekends with hoon drivers after 11 pm. They do burn outs in the local streets and in the car park at Firlie Plaza which is a private property.
17. I'd like to see more encouragement to increase tree cover on private land. New park space in Kent town/ Norwood west. Planning for a future dog park in the city. Also initiatives to encourage residents to plant out their pavement garden areas. Also more consultation with the community about your plans to reduce emissions by 2030. Investigations into Bioenergy to reduce landfill and produce energy.
18. Outcome 1 Comment - Many of the above comments are very broad based. In theory it sounds great - operationally how and at what cost to ratepayers. It must be a balanced approach as increasing rates to a great extent can disproportionately affect people on fixed income streams. Also the tangibility i.e. cost to benefit ratio, must be weighed up. Outcome 3 Comment - Once again it must be a cost to benefit ration balanced. The Parade is already well utilised with people coming from all around to use amenities. Promotion should not just fall on council, but to the retailers providing goods and services. Outcome 4 Comment - Some of the above points I believe should be State Government initiative i.e. point 4.4.3 and 4.5.2. Point 4.2.4 is potentially controversial i.e. people who are on larger allotments have to have more trees etc (water cost is high) and yet developers can "fill" blocks boundary to boundary with no greening. I have suggested to current sitting member of Dunstan (as at

2.2.2024) that it would help if water rates were reduced for those people who have trees and greening to encourage people to keep it."

- 19."Outcome 1 Comment - I'm keen & supportive to see a vibrant diverse community. As I'm aware there is a lot of loneliness within the community. Many living alone - need somewhere to go & connect regularly including weekends. This seems to be more of a challenge.
- 20."Outcome 2 Comment - Please no ugly murals. No more high rise - or 2 story boxes - e.g. Stepney development. No ghostly murals, ridiculous sculptures that cost a fortune and have a hidden meaning no-one understands. We already have a couple of these! Outcome 4 Comment -It's not working - energy costs are crippling many people because of subsidies! I'm all for recycling & upcycling please research hemp. Hempcrete is a construction material, fireproof, non-toxic, sustainable, breathable & highly insulative. An average hempcrete house would store 5005 tonnes of CARBON over its lifetime! (for those concerned with climate change). Objective 4.4 Comment - No carbon = no life - plants need CO2 for photosynthesis which produces oxygen for life! Have you ever heard of solar flares from the sun! It affects the climate. It's not all about CO2 being bad. Other Comments - Re. 4.1.3. In the past couple of weeks 3 electric buses have spontaneously self-combusted in London. EUs are exploding all over the world. The fires can burn for days. Difficult to extinguish Cargo ships have been destroyed personally. I won't park anywhere near an EU. E-scooters are a hazard too."
- 21."Outcome 1 Comment - In order to facilitate learning and connection, we need connection to people not technology. We do not need artificial intelligence monitoring our activities. We need people to be there in their jobs doing their jobs. Why is mental illness on the rise if we are constantly building strong, healthy, resilient communities? Why are mentally ill in dividing paedophiles, are included? Where are healthy families? Outcome 2 Comment - The Aboriginal culture has been destroyed long ago. What is left is heartbreaking pain and devastation. We do not need pretend and fake ""acknowledgements"" by pushing Aboriginal art or recitation of whom does the land belong to. Actions are louder than words, What is broken, money can't fix. Where are the old buildings that show heritage? Bulldozed down by the developers. Outcome 3 Comment - Businesses are burdened by undeliverable costs. Half of city Adelaide is up for ""rent"", where small business used to be. More businesses go down everyday. Why does Australian water and electricity not belong to Australia? Why is it owned by China & America? Why does the local council allow to destroy little business - example Coles on Parade - little business. Like shoe repairs shops and dry cleaners no longer had space to exist there but Coles gotten expanded and more parking lots, more concrete, created. Where are our green trees that took such a long time to establish? Outcome 3 Comment - New broom do not sweep better. Where is the knowledge of the old? Building in regard to the movement of the sun, reducing use of technology inside the houses e.g. air conditioner because of smart building, understanding the impact of the sun. The vanishing of the little suburbia gardens due to modern development decimate wild life. The little gardens are decimated by hungry birds. We need our diversity to remain. Other Comments - The 2030 plan has no interest of the local people at heart. It is the push to globalisation. There always seems to be money on upgrading to technology driven monitoring systems but not to expansion of values that allow people to stand in the integrity and autonomy. Where are libraries that have books on artists of true classical art, philosophies, free thinkers? Why is the ""old"" being decimated? Why is community made so hard to exist?"

22."Outcome 1 Comment - The role of government is to maintain street trees, footpaths, libraries, swimming pools, tennis courts, parks, historical records, collect rubbish. Agenda 2030 is coming from the WEF, which is a private organisation of unelected billionaires. Stand up to them and tell them to go away and mind their own business. They want total power, they are megalomaniacs and our lives are in DANGER if you don't stop. Outcome 2 Comment - Current experience, evidence shows that heritage is being faded out the rate of knots and environmental principles like gardens. North facing windows to collect the North sun are ignored or not even known about! Surely your undergraduate degrees taught this? Outcome 3 Comment - Your note is simple: maintain amenity. Business people who have shown the backbone and courage to use their own money to go into business should be left alone to do their work without interference from bored govt. Learn to observe boundaries. Outcome 4 Comment - I feel you are over stepping your fundamental raison d'etre which means our council rate will go up. Stick to the reason you exist - may be boring but that's why you get good salaries. Learn to be public servants and keep our rates down. We're your employers. " If you think this your deed so far shows the opposite. With high-rise Coles destroying small businesses you have created DANGER. By expanding the availability of wifi in public places this implies an expansion of 5G and surveillance so we DON'T want this. We need personal privacy, personal integrity. Events are created by individuals not Council/ Govt. Remember your ROLE: Public Servants. Don't put bitumen everywhere. Get back to doing REAL work. If sustainable - STOP. Electric Vehicles are stop trees being razed. Well Smart Cities have been rolled out so far behind closed doors. And stop them bulldozing our way of life and heritage. Digitising everything DISABLES older generations. Swimming pools, tennis courts, this isn't really your role apart from Libraries. Well why was a whole block of houses razed to make a wider Portrush Rd at Magill intersection with owners forced to find other houses at lower prices?. let the people do this. Well why did you allow the Coles development. These things grow and percolate overtime - sev businesses were destroyed by Coles development

Appendix B – Written submissions

Keke Michalos

From: [REDACTED]
Sent: Monday, 22 January 2024 3:25 PM
To: Townhall
Subject: CityPlan 2030 Advice

Today I received a card advising of an update to Council's 2030 Plan requesting comments.

Having now lived in the NPSP area for three years @ the LHI Village at Payneham, I can say that there are pluses and minuses in residing in this area.

The closeness to the city is a real positive as it makes a trip to the city much less time-consuming. However our proximity to the main thoroughfare of Payneham Road creates considerably more traffic noise than our previous location at Highbury(not that is anything that your Council can do about).

There are two issues that I would like to see addressed which I see as a need for future follow-up, the first being the paved footpaths in the vicinity of the Lutheran Homes at Glynde/Payneham. As this area is frequented by elderly people on a regular basis there is danger in the unevenness of the paved footpaths(I believe contributed by street trees). Having been a victim to one fall and several near misses, I can attest to the potential injury this situation can pose. As the tree-roots will continue grow, the potential remains that pavement movement will become a constant, and continually pose a threat to people falling(I have reported this issue on several occasions previously but nothing has been done, and no follow-up to me has been undertaken).

It would be my recommendation that annual inspection of paved footpaths become a normal operation(in any areas that have paved footpaths) to ensure that any potential danger areas be rectified quickly.

The second issue that has come to my notice in the NPSP area is that where multiple homes/units have been built on a previously single dwelling block, there is a propensity to have traffic snarls, whereby a number of vehicles are parked in the street, rather than in the properties themselves. This situation creates possible traffic congestion and perhaps potential vehicle accidents. If Council continues to allow infill building, there needs to be a stipulation that the property has to have sufficient parking for the owners' vehicles, even if it is in the basement of the proposed building. If this cannot be complied with, then regulations that vehicles can only be parked on one side of the street needs to be put in place.

Kind regards
[REDACTED]

Keke Michalos

From: [REDACTED]
Sent: Monday, 22 January 2024 1:35 PM
To: Townhall
Subject: City plan update.

On thinking and reflecting about what Adelaide should try to achieve, it in my opinion shouldn't try to copy other places. It should be Unique and keep it's open spaces and traditional blocks with variable looking homes, This gives history and character and undeniable charm. The suburbs are becoming a site for sore eyes with too many flats and units which makes for overcrowding and bad infrastructure. Eventually this leads to a third world look with washing hanging over verandahs etc. Whilst some may like this look it will not encourage the majority to visit, spend money and stay to take in the charm that could be.

If Housing is the problem then spread and make new towns. Fill them with music and love and somethings characteristic to the sites. Make efforts for commuting easier and less costly.

[REDACTED]
GLYNDE.S.A

Keke Michalos

From: [REDACTED] <[REDACTED]>
Sent: Friday, 26 January 2024 10:25 AM
To: Townhall
Subject: Suggestion about making our community better

Hello,

I am living in Hampden street, Firlie.

Just a suggestion according to the CityPlan: Can you refurbish the playground in Hampden street. The facilities are very rusty, some of them even dangerous for kids. If that park can be rebuilt, it will be very benefited to local residents.

Thanks!

[REDACTED]

Keke Michalos

From: [REDACTED]
Sent: Friday, 26 January 2024 5:09 PM
To: Townhall
Subject: No Subject

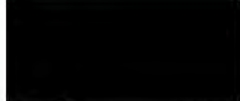
I am replying to a pamphlet I received in the post box this last week. I am unable to attend any of the sessions offered during the next week or so but I would like to have a say.

I live in a retirement Village on Davis Road, and I have a disability and need to use either a walker or an electric gopher. Legally, to use this gopher I am supposed to ride on the footpath and not the road. However, the paths are in such a state of disrepair that I feel very unsafe to ride on them. There are edges which have lifted, bits missing in the paths, and tree roots which take up part of the footpath thereby not leaving enough room to pass. Some households have planted a garden alongside their fence nearest to the footpath which infringes on the path space. Lots and lots of weeds are along the path which can be another hazard. The roads in question are Davis Rd, Scott Street, Almond Ave, and Loader Street.

Is there money in the budget to counteract these problems which seem relatively minor compared to other areas of need? However, they are a problem to me and other elderly people who reside in this area. I have already fallen over once and I don't wish for it to happen again.

Yours sincerely,

[REDACTED]


28th January 2024

Ms K Michalos
Council's Manager
Economic Development & Strategy
PO box 204
Kent Town. SA 5071

Dear Ms Michalos,

Re: CityPlan 2030; Update 2024

Thank you for inviting the residents of the City of Norwood, Payneham and St Peters to provide their input into the Draft CityPlan 2030 Update 2024. I note your 4 key outcomes in this strategic plan, viz. 1) Social Equity, 2) Cultural Diversity, 3) Economic Prosperity and 4) Environmental Sustainability.

While reading these outcomes, I was heartened to hear that 'the City of Norwood Payneham & St Peters is a community which values its diversity and provides a welcoming, inclusive and safe environment where people of all backgrounds, cultures, ages and abilities feel welcome and connected', that 'landscaped streetscapes are treasured assets of the City', and furthermore that 'the Council continues to work on ensuring better connections for pedestrians, cyclists and public transport users, facilitating lifestyle choices'.

Under these outcomes, the Council very commendably aims to 'encourage physical activity and support mental health to achieve healthier lifestyles and well-being', to enhance 'the level of community satisfaction with safety during the day and night', to create 'quality urban design' in part through 'high-quality streetscapes', to manage 'stormwater to reduce the risks of flooding' and to ensure 'that no segment of the community is left behind',

I am therefore writing to you regarding the 2020-2021 Capital Works Program for the Footpath reconstruction of Seventh Avenue in St Peters 5069 as it appears that this has been forgotten.

This footpath upgrade, which includes the footpath area between number 1 and number 17 Seventh Avenue, St Peters, was scheduled to commence on the 19th April 2021 (please see attached letter of 7th April 2021). However, on 8th April 2021, the residents were informed that this footpath reconstruction would not proceed until a comprehensive review of potential stormwater upgrade requirements was investigated (please see attached letter of 8th April 2021). There has, to my knowledge, been no further update on this footpath reconstruction program in the subsequent 3 years, although a number of other programs to upgrade streetscapes and parks in the immediate area have been started and, some, such as the St Peters St Upgrade Project, completed (please see attached letter of May 2nd 2023).


While part of the footpaths in Seventh Avenue in St Peters, and those in the adjacent St Peters St have been very impressively reconstructed (please see Figure 1), the improvements suddenly stop part way along Seventh Avenue and remain unfinished between numbers 1 and 17. There are elderly people, who are residents in this part of Seventh Avenue. Here, the footpaths are both hazardous and poorly lit at night, and represent an accident waiting to happen. Furthermore, they do not encourage

walking, do not engender a feeling of safety and do not create high quality landscapes envisaged by the Council (please see Figure 2).

Given that the Council is keen that 'no segment of the community is left behind', I can only assume that this delay in the 2020-2021 Footpath Reconstruction program for Seventh Avenue has been an oversight, and that the Council will indeed be including the final part of the footpath reconstruction for Seventh Avenue in their program of works in 2024.

I look forward to hearing this good news from you.

Yours sincerely,



Figures 1 and 2 attached below.

3 Letters attached



Figure 1: St Peters St adjacent to Seventh Avenue



Figure 2. (a) Reconstruction of Seventh Avenue St Peters from St Peters St to number 19 Seventh Avenue, and adjoining the area (number 1-17) of Seventh Avenue which remains unfinished (b).

Keke Michalos

From: City of Norwood Payneham & St Peters <website@vps.npsp.sa.gov.au>
Sent: Sunday, 28 January 2024 8:11 PM
To: Townhall
Subject: City of Norwood Payneham & St Peters - Form submission: Feedback & Complaints Form

Feedback & Complaints Form form submission

Name [REDACTED]

Email [REDACTED]

Phone [REDACTED]

Do you live here Yes

Postcode 5068

Feedback or complaint? Other

Details Hello. I'd love for the koster playground , located on Avonmore Ave - Trinity gardens to be reviewed to be renovated. However wasn't sure about the correct avenue to go down.

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_27/1593

Best Wishes
City of Norwood Payneham & St Peters

Community Well-being is...
Social Equity
Economic Prosperity
Cultural Vitality
Environmental Sustainability



City of
Norwood
Payneham
& St Peters



Keke Michalos

From: [REDACTED] <[REDACTED]>
Sent: Monday, 5 February 2024 9:56 AM
To: Townhall
Subject: CITYPLAN 2030 FEEDBACK

CITYPLAN 2030 Feedback

Hello,

I believe the council objectives and targets for future buildings need to be seriously considered taking into account the impact on the community and people generally.

Target for "The level of community satisfaction with the nature of new development within the Council area" should include the conduct by postal feedback to all residents with free return post, at least annually. Many people of the community are not aware how to provide their satisfaction or dissatisfaction with building in their area and proper analysis should be made. Also, many of the residents do not have English as their first language and they should be encouraged to provide feedback.

Also, subdivisions should be reduced to retain the historical look of suburbs and not convert them to city dwellings. Perhaps consideration to minimum block sizes should be increased and a survey could be conducted (not with builders but with the community).

The target for "The provision of connected, safe and enjoyable streets, paths and facilities that encourage cycling and walking" should include vehicle access between parked cars must be a minimum of 2 average car widths. Or, only allow side street parking on one side only. This will allow garbage trucks to travel smoothly, avoid car congestion and community frustration for people living in side streets.

Regards

[REDACTED]

Keke Michalos

From: [REDACTED] <[REDACTED]>
Sent: Monday, 5 February 2024 8:04 PM
To: Townhall
Subject: CityPlan 2030

Resident Feedback on CityPlan

I commend Council members for their work in producing this document. Thank you for giving residents the opportunity to express their ideas and concerns.

I respectfully submit my comments:

1. There is a growing need for more electric vehicle charging stations eg the new Coles carpark would have been an ideal chance to make such a commitment.
2. Now that we have a new community bus, could we increase the programs for those in the 70 + age bracket?
3. We need to ensure a variety of retail outlets. There is a risk of large stores and brands 'swallowing' smaller and more out of the ordinary shops and eateries.
4. There is a strong need for greater parking controls especially of the 78.5 people who are non-residents working in Norwood. Some streets are used for free all-day parking causing significant difficulty for residents who do not have off-street parking or who have visitors.
5. The section Climate Change Adaptation and Mitigation is too vague. We need to work on definite projects following the examples of other cities around the world ie point Number 1 above.

Warm regards,

[REDACTED]

Keke Michalos

From: [REDACTED] <[REDACTED]>
Sent: Tuesday, 6 February 2024 11:25 AM
To: Townhall
Subject: Fwd: Draft city plan meeting

Sent from my iPad

Begin forwarded message:

From: [REDACTED] <[REDACTED]>
Date: 6 February 2024 at 10:02:31 am ACDT
To: 4555townhall@npsp.sa.gov.au
Subject: Draft city plan meeting

Thank you for your invitation to have our say on the draft city plan 2030 (update 2024). I attended the drop in session on 1/2/24 at the town hall. I was the only attendee at the time, (5.45pm) and the council was represented by Tyson. I made several observations concerning the following:-

- (1). Our street (Gertrude st) needs to be made one way as it is a narrow throughfare and parking is at a premium for residents and visitors.
- (2). Some street trees are totally unsuitable for our street (Gertrude st) which has the scarfe cottages with elderly residents. Several trees are lifting the pavement and driveways. It is only a matter of time before a resident trips and incurs a serious injury. These trees should be removed and replaced with trees that do not have such an aggressive root system.

I note that our street is not the only one with these issues, and of course the Parade between Osmond the and Fullerton red is severely affected by this problem.

- (3). I enjoy waking our streets. Apart from tree roots lifting the pavement, there are overgrown hedges and tree limbs intruding on or over the footpaths. At night these are real hazards which can cause facial injuries or worse.

In summary:-

1. I was extremely disappointed to have to voice these matters to a person who appeared to me to be of junior status within the council. No notes or minutes were taken of our discussion. He didn't even bother to to take my name.
2. The council has sent this invitation. "Have your say" at some cost to the rate payers.
3. When I arrived for this session I was met by an employee (leaving) who was completely unaware of the councils invitation for input and comments.
4. I got the distinct impression that the council as a whole has used this "have your say" invitation as a cynical excercise in public relations.
5. As such, the council is wasting ratepayers money and he meeting was definitely a waste of my time (and Tyson's).

Please acknowledge this letter.

Yours. Betty Moore ([REDACTED])

PS. In planning Gertrude street as one way, entry being from Kensington road. It is used as a throughfare from the parade (Argo Deli). Cars often travel at some speed along this narrow and winding street.

Sent from my iPad

Keke Michalos

From: [REDACTED]
Sent: Thursday, 8 February 2024 2:02 PM
To: Townhall
Subject: City Plan 2030

Attention: Keke Michalos, Manager, Economic Development & Strategy.

Thank you for the invitation to give input to the draft City Plan 2030.

I own property and reside in Koolaman Street in Joslin SA. My exercise routine includes running on the streets and the River Torrens Linear Park Trails. Each week I aim to work out on public exercise equipment, but note that such equipment are few and far between in our area. Where they are installed, I note that such equipment are frequently utilised by all age groups and both genders.

May I request that you consider installing both static and mechanical exercise equipment in more locations for the public's use in the Joslin and St Peters areas?

The Dunstan Adventure Playground was recently upgraded and I see that there is suitable space there to instal exercise equipment, for example. There are other locations of green spaces in the Joslin and St Peters areas where exercise equipment could be installed and their use would benefit the health, fitness and well being of local residents.

Yours sincerely

[REDACTED]
Mobile [REDACTED]
Email [REDACTED]

SHAPING
GREAT
COMMUNITIES



URPS

Attachment B

CityPlan 2030
Update 2024



CityPlan 2030

Shaping Our Future

Update 2024



Community Well-being

Social Equity | **Cultural Vitality** | **Economic Prosperity** | **Environmental Sustainability**



City of
Norwood
Payneham
& St Peters

Kurna Acknowledgement

The City of Norwood Payneham & St Peters acknowledges that this land is the traditional land of the Kurna people and that we respect their spiritual connection with their country.

We also acknowledge the Kurna people as the custodians of the greater Adelaide region and that their cultural and heritage beliefs are still important to the living Kurna people today.

Cover image:

The Children's Art Studio

The colourful canvases featured in this document, depict the vision of the City of Norwood Payneham & St Peters area in 2030. They were painted by the senior students of the 'Kid's Art Studio' under the guidance of Briony Fitzgerald (a student at Uni SA) and Maxine Cavaggion.

The students involved in the project were: Verity Tonkin, Sarah Hadaway, Tiana Della-Putta, Gulsara Kaplun, Shannon Eisenblatter, Laura Sinclair, Elizabeth Cardinale, Katie Georgiou, Ashleigh Duggan, Emma Oborn, Georgia Van Dissell, Erin Fraser, Asha Klose, Mahala Sultan, Lucy Tunno, Stella Tunno and Lucy Strokes.

Image right: Dunstan Adventure Playground Mural



Contents

Mayor's Message	2
Our Council	3
City of Norwood Payneham & St Peters	4
Our History	6
CityPlan 2030	7
Our Strategic Planning Framework	8
Our Achievements	12
Update 2024	14
Our Review Framework	15
Our City Today	16
Challenges and Opportunities: 2024 and Beyond	20
Our Roles in Delivering CityPlan 2030	23
Our Strategic Plan	24
Outcome 1 - Social Equity	27
Outcome 2 - Cultural Vitality	31
Outcome 3 - Economic Prosperity	35
Outcome 4 - Environmental Sustainability	39

Mayor's Message

The City of Norwood Payneham & St Peters is proud of its reputation as a leader in Local Government and one of South Australia's most desirable places to live, work, play and visit.

Achieving this status has been possible with strong and clear strategic directions which guide our decision making and work. Since 2008 *CityPlan 2030* has played a pivotal role in guiding the City of Norwood Payneham & St Peters towards its preferred vision for the future.

The *CityPlan 2030 - Update 2024*, has taken into consideration the views, aspirations and ideas communicated by our community over the last four years and overlaid those with the societal changes that we have seen and are predicted to see in the future.

This review has presented a timely opportunity for the new Council and the community to reflect on what we believe to be the unique and defining elements of the City of Norwood Payneham & St Peters, and how we will continue to protect and nurture our City and our community over the next four years.



From left to right: Cr Josh Robinson, Cr Scott Sims, Cr Hugh Holfeld, Cr Victoria McFarlane, Cr Garry Knoblauch, Cr Kevin Duke, Cr Claire Clutterham, Mayor Robert Bria, Cr John Callisto, Cr Christel Mex, Cr Grant Piggott, Cr Sue Whittington, Cr Kester Moorhouse, Cr Connie Granzio.

and beyond. The everchanging and fast paced world that we live in requires us to be resilient, agile and innovative to ensure that we keep up with the pace of rapid and at times, unpredictable change.

The *CityPlan 2030 - Update 2024* retains the original vision for the City and continues to maintain focus on the four Outcomes: Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability, providing stability and certainty in an environment of constant change. For this reason changes have only been made to the Objectives and Strategies.

This update continues to highlight the Council’s focus on sustainable active transport and climate change adaptation, as well as the protection of our much valued built heritage, while enabling growth in appropriate locations. As it has in the past, the Council intends to implement the revised Objectives and Strategies of the Plan and embrace new challenges and opportunities with a commitment to openness and collaboration.

Now, more than ever, it is important that we live by our values, work together and support our local businesses and

community to ensure that our natural environment, rich built heritage, cultural diversity, community spirit and local economy are nurtured and protected for ourselves, our children and future generations.

The Council looks forward to working together with the community in the coming years to continue delivering this aspirational vision and making the City of Norwood Payneham & St Peters a great place to call home.

**Robert Bria
Mayor**



Our Council

The City of Norwood Payneham & St Peters is represented by a Mayor and 13 Councillors who are elected by the community every four years.

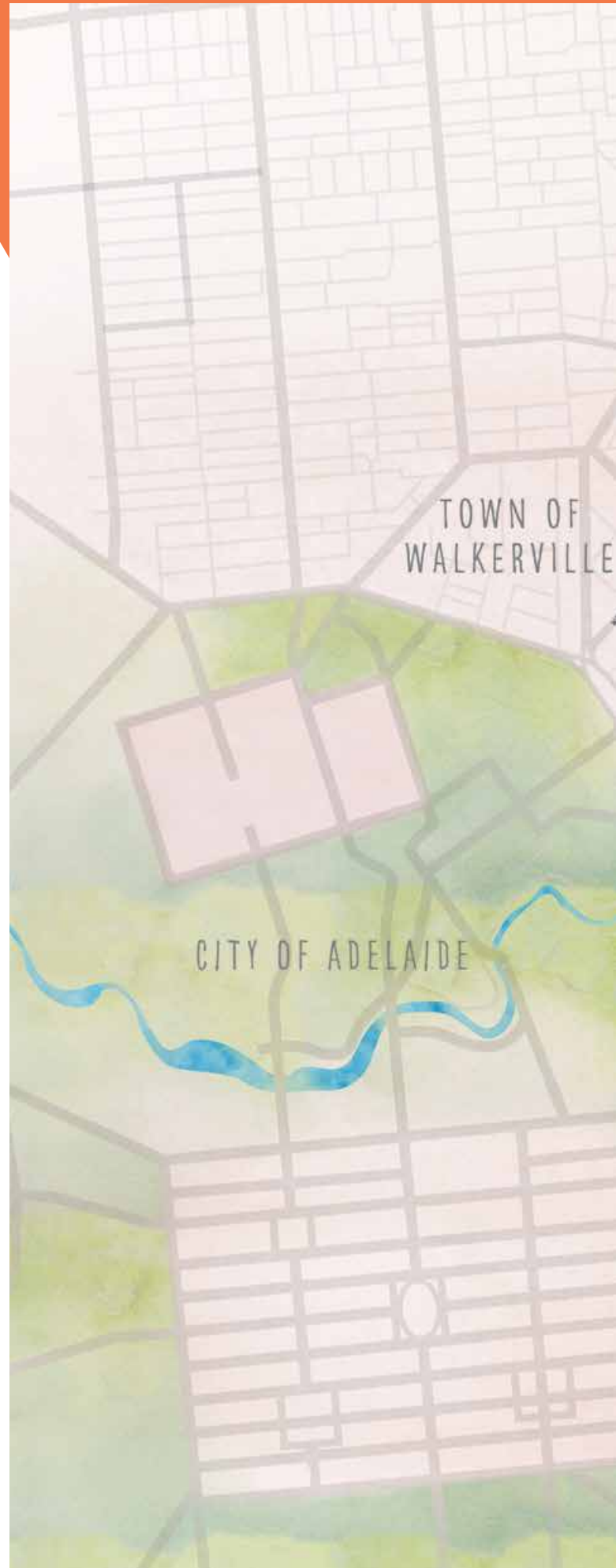
Elected to one of six wards, Elected Members play a vital leadership role by representing the interests of the broader community and delivering on the vision and strategic direction of the Council.



City of Norwood Payneham & St Peters

Located just five minutes east of the Adelaide CBD, the City of Norwood Payneham & St Peters, enjoys a reputation as one of Adelaide's most desirable places to live, work, study and visit.

The City of Norwood Payneham & St Peters is bounded by the City of Port Adelaide Enfield to the north; Campbelltown City Council to the east; the City of Burnside to the south; City of Adelaide to the west; and the Town of Walkerville to the north-west. The River Torrens also forms a boundary to the west and north.





Our History

The City of Norwood Payneham & St Peters is one of South Australia's most historic inner-urban areas spanning 21 suburbs and located on the eastern side of the Adelaide Plains, adjacent the Mount Lofty Ranges.

The Kurna people are the Traditional Owners of the land. They lived around the four creeks which traverse the City, gathering for ceremony and cultural activities for more than 40,000 years prior to European settlement in the 1830s. Successive waves of migrants have since exerted significant influence over the development of the City, which has instilled the City of Norwood Payneham & St Peters with an identity and character distinct from any other in South Australia.

The heritage of the City of Norwood Payneham & St Peters draws on the histories of three uniquely South Australian communities and municipalities. The first of these is the City of Kensington and Norwood,

the first township (outside of the City of Adelaide) to be granted municipal government in Australia. The second is the Town of St Peters with its distinctive villas and cottages amid tree-lined streets, and the third is the meandering River Torrens Valley to the north known as the Garden City of Payneham. The amalgamation of these three council areas in November 1997, unified a rich multicultural community and created the City of Norwood Payneham & St Peters.

Many of South Australia's most influential leaders have lived in our City, having impacts across disciplines that encompass politics, the arts, religion, sport and social reform. As the oldest suburban South Australian local government municipality, our beautiful residential, public and commercial buildings contribute to the unrivalled heritage character of the City, which fills our community with a great sense of pride.



The Parade, Norwood circa 1952

The future can be shaped, modelled and influenced by our actions today, for both our benefit and that of future generations.

CityPlan 2030

***CityPlan 2030: Shaping Our Future* is the long-term Strategic Management Plan for the City of Norwood Payneham & St Peters. First endorsed by the Council in 2008, *CityPlan 2030* outlines the community's vision and aspirations to the year 2030 and establishes the broad directions which will help shape the City's future.**

The focus of *CityPlan 2030* is to continue developing the things we love, changing the things which we don't and creating the things we want for the preferred future of our City.

CityPlan 2030 also builds upon the City's unique features—those features which set us apart from other cities and Local Government Areas and make the City of Norwood Payneham & St Peters an attractive place to live, work, study and visit. The title 'Shaping Our Future' reflects the view that the future can be shaped, modelled and influenced by our actions today, for both our benefit and that of future generations.

The Council takes a long-term approach to planning for the development and future requirements of the City. This approach allows the Council to target the investment of scarce resources and energy over a longer period thereby creating stability, certainty and building strong foundations for the future.

An extensive community visioning exercise was undertaken to prepare the first iteration of *CityPlan 2030* and develop a long-term strategic vision. This process included consultation and

involvement of a broad cross-section of the community which helped to create a document that will, in essence, stand the test of time.

The City of Norwood Payneham & St Peters is committed to strategic planning in order to achieve a high-level of community well-being. *CityPlan 2030* identifies the broad strategic directions which will create the desired future for the City of Norwood Payneham & St Peters. The strategic framework illustrates how the Council's other plans and strategies align with *CityPlan 2030*, with the aim of achieving the long-term Vision and ultimately improving Community Well-being—the pivotal objective of this plan.

All councils are required to prepare a strategic management plan which complies with the requirements of Section 122 of the *Local Government Act 1999*.

This 2024 update of *CityPlan 2030*, will guide the direction of the Council for the next four years until the next review is scheduled to be undertaken.

Our Strategic Planning Framework

The Council's Strategic Planning Framework is used to plan the future programming and delivery of the Council's programs, projects, services and initiatives, as well as to measure and report on progress.

How We Plan

CityPlan 2030 sets out the long-term strategic vision and plan for the City of Norwood Payneham & St Peters. It is intended to be a strategic document which provides high-level guidance to the Council and the community.

CityPlan 2030 outlines the Vision and the four Outcomes which reflect the community's aspirations for the City of Norwood Payneham & St Peters. *CityPlan 2030* is supported by a series of other strategic documents including the Asset Management Plans, Long-term Financial Plan, Management Plans and thematic Strategies.

Quadruple Bottom Line Approach

The Vision for the City continues to be underpinned by the four Outcomes of **Social Equity**, **Cultural Vitality**, **Economic Prosperity** and **Environmental Sustainability**. These four Outcomes (or Pillars) are the foundation upon which *CityPlan 2030* is based and this approach is referred to as the Quadruple Bottom Line.

Quadruple Bottom Line (QBL) is a management tool which ensures that the Council's sustainability principles are embedded across all of its operations and undertakings. The QBL is about achieving social, economic, cultural and environmental sustainability, without irreversibly damaging the ecological systems which support everything that we do. Adding the fourth Pillar of Culture to the traditional Triple Bottom Line approach of environmental, social and economic sustainability, highlights the importance which the Council and the community has placed on protecting and enhancing the City's unique character and 'sense of place'.

The Council continues to work towards these Outcomes over the long-term through its programs, services, special projects and initiatives.



The Plan outlines the Vision and four Outcomes which reflect the community's aspirations for the City of Norwood Payneham & St Peters over the next six years and beyond.

Sustainability Principles

The development of *CityPlan 2030* provided the opportunity to embed the principles of sustainable development at the local level. These principles provide a framework for the review of the Plan against our Vision for the future and how we work towards this.



Sustainability for the City of Norwood Payneham & St Peters, is based on achieving economic, environmental, social and cultural growth without irreversibly exhausting the environmental systems which support that growth. In practice, this means integrated decision-making which generates mutually beneficial economic, social, cultural and environmental outcomes wherever possible.

As it applies to the City of Norwood Payneham & St Peters, sustainability is also about:

- **thinking long term** by planning for future generations;
- **having vision** with a focus on the preferred future; and
- **fostering our individuality** and what it is that actually makes the City unique.

Where possible, regeneration principles should also be considered in the implementation of the Council's programs, projects, services and initiatives that are delivered as a result of *CityPlan 2030*.

How We Implement

CityPlan 2030 is supported by a series of strategic documents which are then implemented through the Council's Annual Business Plan, Annual Budget, Project Plans and Action Plans, which highlight the Council's key priorities for each financial year.

In order to achieve this, the Council is committed to establishing partnerships and collaborating with the community, the business sector, other levels of government and key stakeholders, including other Councils and in particular the Eastern Region Alliance. To an extent, all members of the community will play a role in shaping and delivering a better future for the City of Norwood Payneham & St Peters.

Much of the detail regarding how the Vision for the City will be achieved, is outlined in other Council plans and strategies which are produced to guide the delivery of the Council's programs, projects, services and initiatives. The Council will also prepare a Corporate Plan to identify the specific programs and actions required to implement and integrate all of the elements of *CityPlan 2030* over the next four years.

The Council will work to ensure that activities arising from *CityPlan 2030* utilise an allocation of Council resources and result in outcomes that provide value for money for the community and its citizens.

How We Report

The Council is committed to delivering *CityPlan 2030* through to 2030 and monitoring progress through regular reporting to our community through the Council's Annual Report. Additional reporting is also provided through the Council's Reporting Framework.

Measures of success are outlined in *CityPlan 2030* for each of the four Outcomes in the Plan and are set at three strategic levels: macro, Council and community.

- ▶ **Macro Targets** reflect the Council's commitment to contributing towards State and Federal Government targets, however the level of achievement against these targets is influenced by external economic and social factors, which are not within full control of the Council.
- ▶ **Council Targets** are set against deliverables which the Council is wholly accountable for and are not impacted by any reasonable external influences.
- ▶ **Community Perception Targets** are set that reflect the community's level of satisfaction.

Targets set against each Outcome area provide a measure of achievement that the Council will be aiming to reach. They provide a clear goal for the Council to work towards over the next four-year period to 2028. These targets will be used to evaluate our success when the Council undertakes its next review.



Plans and strategies are produced to guide the delivery of the Council's programs, projects, services and initiatives.

Tree pruning services, College Park

Strategic Planning Framework

The Council's overall Vision is achieved through a framework comprising three key stages—Planning, Implementation and Reporting.



Our Achievements



Dunstan Adventure Playground



Norwood Oval Clubrooms and Members Facilities

A snapshot of achievements since 2020

Developed the **Patterson Reserve** Community and Recreation Precinct Masterplan.

Completed the detailed design for the **Payneham Memorial Swimming Centre** redevelopment and commenced construction in 2024.

Commenced construction of a new 2.5 kilometre section of the **River Torrens Linear Park Shared Path** comprising of a wider path, improved wayfinding, signage and lighting.

Commenced the detail design of **The Parade Masterplan** which focuses on protecting the identity, appeal and sense of place of Adelaide's premier mainstreet and supporting pedestrian safety, movement and amenity.

Completed the redevelopment of the **Dunstan Adventure Playground** in St Peters.

Prepared the **Economic Development Strategy 2021–2026** to guide economic development and articulate Council's role in supporting local businesses.

Completed the new Clubrooms and Members Facilities at the iconic **Norwood Oval**.

Completed Stages 2 & 3 of the **Trinity Valley Stormwater Drainage Upgrade**.

Upgraded the **tennis courts at Payneham Oval and Buttery Reserve**.

Redeveloped **Langman Grove** to improve safety, address flooding and improve amenity.

Implemented water sensitive urban design at the **Marian Road Roundabout**.

Completed the redevelopment of **Burchell Reserve**, incorporating new features such as multipurpose courts, improved safety and access, public toilets, playground, barbeques and park furniture.

Provided **free Wi-Fi** at all three of Council's Libraries.

Installed a new shade shelter and barbeque facilities at **Willow Bend Reserve**.

Completed the upgrade of **Cruickshank Reserve Clubrooms** to provide a fit-for-purpose building to support tennis, netball and other recreation activities.

Completed the **St Peters Street Streetscape Upgrade Project**.



St Peters Street Streetscape Upgrade



AFL Gather Round at Norwood Oval

Prepared the **Tree Strategy 2022–2027**.

Delivered the **Urban Greening Program** and native plant giveaways.

Introduced a **shared car scheme** and e-scooter trials.

Established a new **Arts, Culture and Community Connections Unit** and **Action Plan**.

Constructed the **Nino Solari Commemorative Path** to recognise the late cyclist's achievements and contributions.

Prepared the **Built Heritage Strategy 2022–2027**.

Developed the **Corporate Emissions Reduction Plan**.

Hosted **AFL Gather Round** in 2023 and 2024 at Norwood Oval.

Purchased a new **Community Bus**.

Completed several **Kent Town streetscapes** with widened footpaths, trees, garden beds and street furniture.

Converted the privately owned **Charlotte Lane** into a public road for the benefit of adjoining residents and businesses.

Continued to install the **smart irrigation system** in our parks and reserves.

Improved infrastructure and controlling erosion at the **Second Creek Outfall and along the River Torrens Linear Park**.

Reduced flood risk through the **Stephen Terrace Flood Mitigation Upgrade**.

Commissioned the installation of six public **electric vehicle charging stations** across the City.

Completed Stage 2 of the **Third Creek Drainage Upgrade**.

Constructed unisex change room facilities at the **Payneham Oval**.

Implemented Australia's first **Smart School Crossing** outside St Joseph's Memorial School.

Held a series of **Sustainable Home Expert Webinars** in partnership with Resilient East.

Appointed a contractor to undertake the biggest **flood mitigation** projects in the Council's history at **Trinity Valley**.

Update 2024

CityPlan 2030 was designed to evolve from its adoption in 2008 through to 2030, in order to address emerging or changing issues and trends, while also reflecting updated data. The Council recognises that as local, national and international conditions change, CityPlan 2030 will be required to adapt.

A major mid-term review of *CityPlan 2030* was undertaken in 2020.

This 2024 update has taken into consideration whether adjustments were required to some of the Objectives and Strategies to reflect changes in the community's aspirations and broader demographic, economic, policy and societal trends.

This update has not involved an overhaul of the Plan. Rather, it has reaffirmed the high-level strategic direction that the Council is taking through the format of a progress review, intended to confirm the continued relevance of the Objectives and Strategies.

This update has taken into account trends emerging from the 2021 ABS Census data and 2022 Remplan economic data, 2021 Business and Residents Surveys and national, State and local policies.

The comments that have been received through the community and stakeholder consultation, has also been used to inform the 2024 update of *CityPlan 2030*.

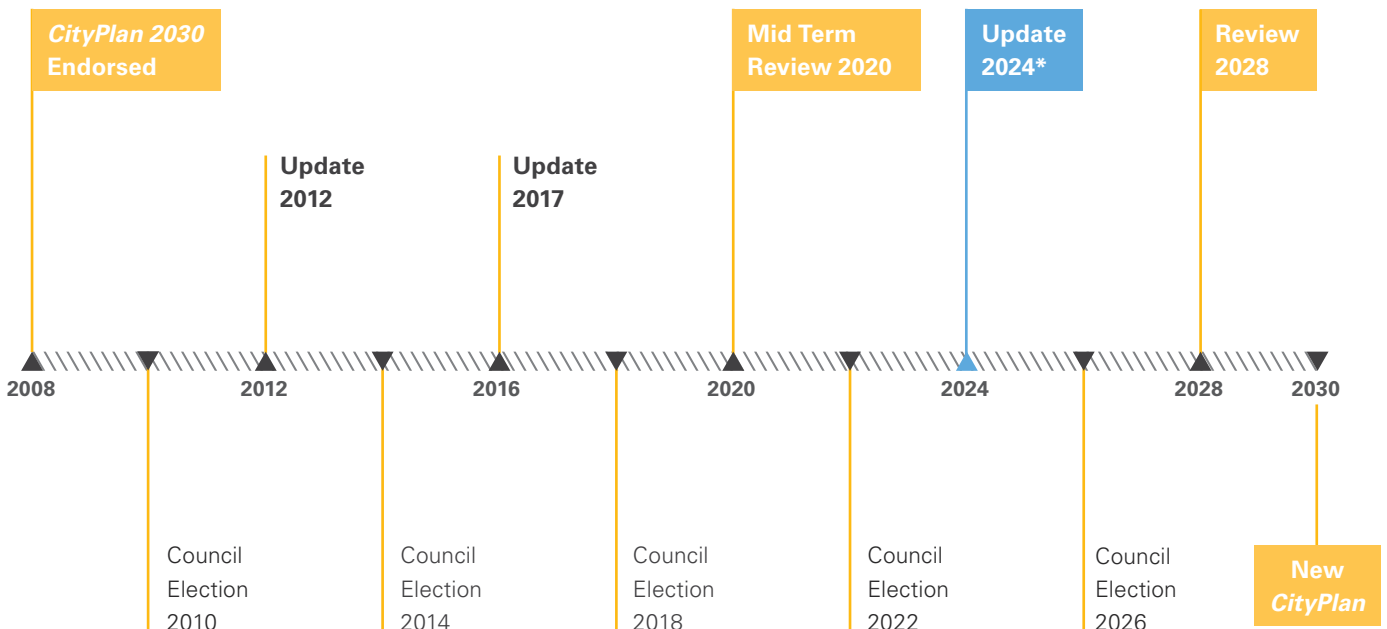


CityPlan 2030 is reviewed every four years to ensure that the priorities continue to reflect the community's aspirations.

River Torrens Linear Park Shared Path

Our Review Framework

An update of *CityPlan 2030* is undertaken every four years to ensure that the priorities continue to reflect the community’s aspirations. The previous three updates of *CityPlan 2030* were undertaken in 2012, 2017 and 2020, with the next update scheduled for 2028.



CityPlan 2030 has a planning horizon to 2030

*Denotes current review

Our City Today

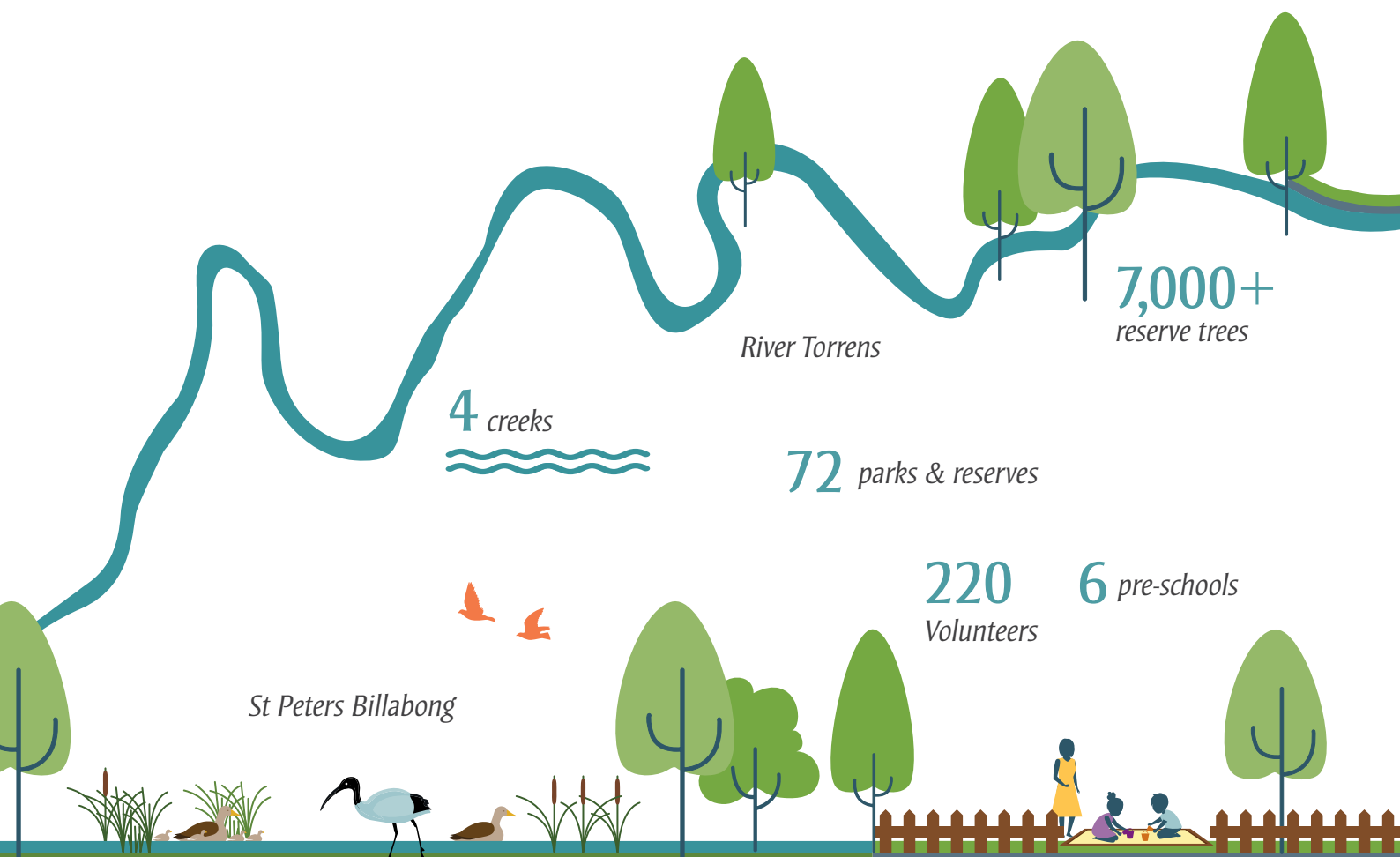
Located in the inner-eastern suburbs of Adelaide, the City of Norwood Payneham & St Peters, comprises a unique mix of historic and contemporary architecture, complemented with a range of parks and gardens and leafy green streets which provide an attractive and distinct character.

Although the City is predominantly residential in terms of its land-use and built form, the extensive range of retail, commercial and institutional land uses, with pockets of industrial land make it a highly sought after area in which to live, work and play.

The citizens of the City of Norwood Payneham & St Peters are proud of the City's diverse population and celebrate the many cultures which are represented in the community, creating a strong 'sense of place' and belonging.

With a reputation for its cosmopolitan lifestyle and cultural influences, the City has evolved over the last 20 years into a vibrant destination with mainstreets located along The Parade, Magill Road and Payneham Road and thriving food and beverage manufacturing precincts in the suburbs of Glynde and Stepney.

With its close proximity to Adelaide's Central Business District (CBD), presents as a location of choice for businesses of all sizes. The City offers a hub for innovative and emerging industries, co-working spaces, food and beverage manufacturing as well as creative industries. Existing professional, manufacturing and light industry precincts are also significant contributors to the State and local economies, along with smaller home-based businesses and starts-ups, which underpin local entrepreneurialism.



Although the socio-economic profile of the City is higher than the Adelaide and South Australian profiles, there are also pockets of disadvantage. As such, the Council continues to provide services and infrastructure for people of all ages and at all stages of life and abilities.

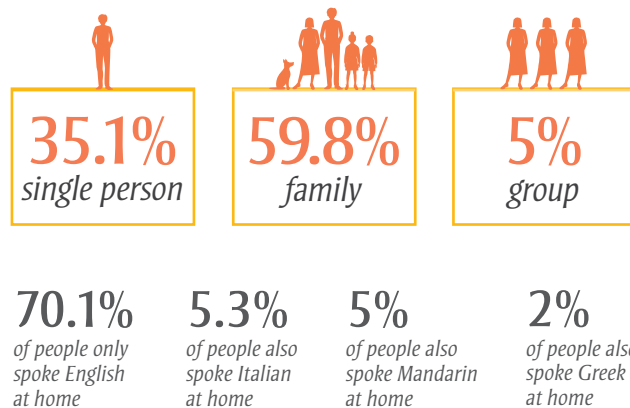
1,510 ha
land area (15km²)



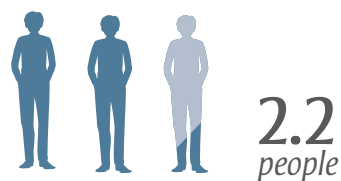
16 schools



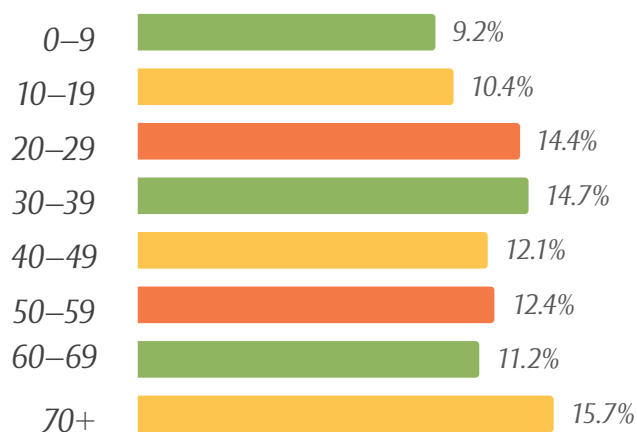
Household composition[#]



Average household[#]



Age of the NPSP population[#]



The City of Norwood Payneham & St Peters has a lower proportion of young people under 20 and a higher proportion of people over 70 compared to the average for Greater Adelaide.

Our City Today

Continued

8,117
local businesses

158
Not-for-profit
businesses

27,821+
Workers
An increase of 32.4%
since February 2020
(during COVID-19)

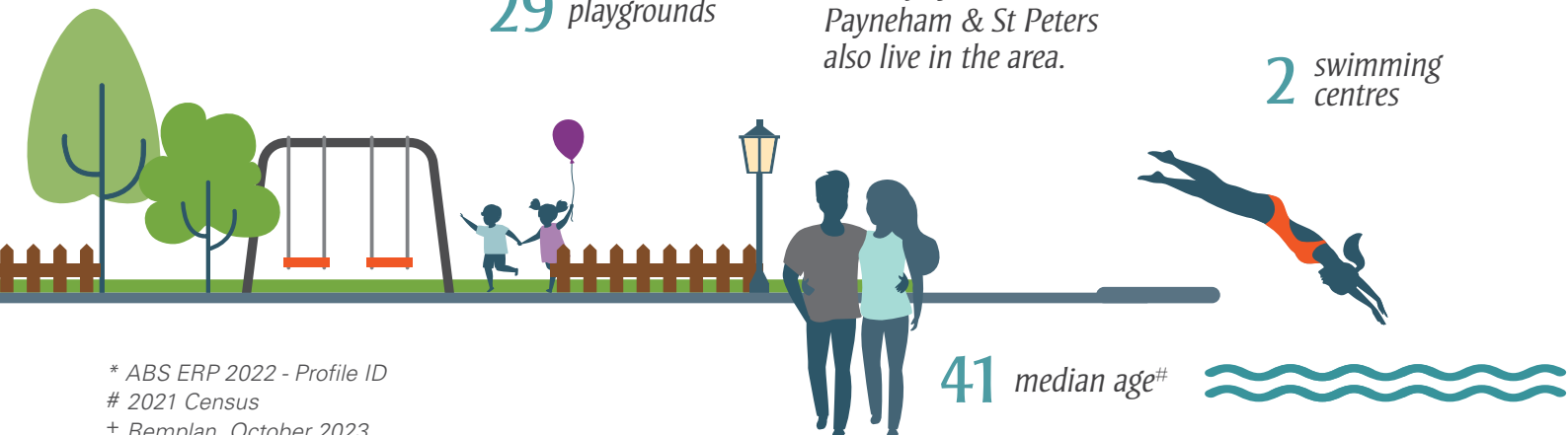


More than 20,000
street trees

29 playgrounds

21.5%
of people who work in
the City of Norwood
Payneham & St Peters
also live in the area.

2 swimming
centres



* ABS ERP 2022 - Profile ID
2021 Census
+ Remplan, October 2023
^ DPTI Dec 2019 Population Projections

78.5%

of people who work in the City of Norwood Payneham & St Peters live outside the area.



An increase of 5.4% from 2022

38,005*
Residents

Population
forecast
40,063^
by 2036



170 *ancestries#*

Top 3 Employment sectors⁺



Health care and social assistance



Professional, scientific and technical services



Education and Training

Our homes[#]

The City of Norwood Payneham & St Peters offers much greater housing diversity than the average for Greater Adelaide.

▶ **51.5%**
of dwellings are separate houses

▶ **29.3%**
are townhouses, row/terrace houses etc.

▶ **18.6%**
are flats or apartments

Challenges and Opportunities 2024 and Beyond

As the City of Norwood Payneham & St Peters continues to evolve and grow, there are several opportunities and challenges which must be considered.

Global, national and state economic, political and environmental factors, continue to drive a number of changes since the mid-term review of *CityPlan 2030* that was undertaken in 2020. The most pressing challenges and biggest opportunities that present in the City of Norwood Payneham & St Peters, reflect many of the major changes that are taking place globally and across other parts of Australia with many inextricably linked to broader economic, social and environmental changes in society.

The Council must respond and consider impending changes in order to accommodate changes to the City's built form, while maintaining and enhancing the City's transport and open space networks, community facilities and services, and the well-being and connectedness of citizens.

Alongside the challenges, the changes present an opportunity for the Council to work with the community and partners, to demonstrate strong leadership and good governance in delivering high quality infrastructure and services. Embracing and planning for the future is the foundation upon which *CityPlan 2030* has been developed.

It is likely that these factors will have an impact on our society at the local, national and global scale and that this will extend beyond the City's 2030 Vision.



Cruickshank Reserve Netball Courts, Maylands

Maintaining and enhancing our transport and open space networks, community facilities and services.

Global, national and state economic, political and environmental factors continue to drive a number of changes.

Population Growth and Urban Infill

Greater Adelaide's population is growing, with the City of Norwood Payneham & St Peters' population estimated to increase from 38,005 people currently to 40,063 by 2036.

A review of regional planning documents is currently underway by the State Government. With Urban infill proposed as a key way to sustainably accommodate some of the growth across Greater Adelaide. This includes inner rim Cities such as the City of Norwood Payneham & St Peters. One of the biggest challenges for the Council

over the next six years will be accommodating the projected growth while also protecting and retaining the City's heritage listed buildings.

The City of Norwood Payneham & St Peters is working with the State Government to identify how the Council area can contribute to the State's growth goals, whilst retaining what matters most to our community and protecting what makes our City great.

Ageing population

In many areas across Australia, including the City of Norwood Payneham & St Peters, the population is ageing. The City has a growing number of older people and its important that the Council plan to ensure the City provides what people need to age well. Consideration is given to the fact that people have different requirements and expectations of our Citizens as they age. The City of Norwood Payneham & St Peters is working to ensure there is appropriate housing, facilities and programs that support people to age in place and to continue to actively participate in City life.

Housing and Liveability

Australia is currently facing a housing shortage, where the demand for housing is exceeding the current supply. Home ownership is increasingly difficult to achieve, and property prices and rents are increasing, with vacancy rates around Australia at an all-time low. Coupled with rapid increase in the cost of life's essentials, more and more households are finding themselves allocating a greater proportion of their income to life's essential costs, resulting in less disposable income.

A place to call home is a fundamental right and we all need to be able to afford what we need, to stay well and prosper. The City of Norwood Payneham & St Peters is committed to advocating for and facilitating a range of affordable housing options and to providing free or low-cost services, events and programs that support the community.

Smart City

A Smart City generally refers to a city or region which uses information and communication technology as the enabler for providing services to and connecting with the community in a faster, more efficient and more environmentally sustainable manner.

Smart City technology generates huge amounts of data allowing real-time insights into the City which was previously not possible. The introduction of smart city technology has significant implications for the way local government decisions are made and services are delivered.

The City of Norwood Payneham & St Peters is committed to leveraging the benefits of the smart city revolution with the Council having a number of existing digital programs and reforms already in place. Some competing challenges for the Council to navigate will include how to prioritise the introduction of smart city initiatives into the Council and how to integrate this technology across the broader Council service offering, while using it to achieve all four Outcomes of *CityPlan 2030*.

Alongside the potential for better service provision, comes increased opportunities for citizens of the City to interact with the Council in real time.

Transport and Movement

As fuel prices and concerns about carbon emissions increase and homes are designed with fewer or no off-street car parking spaces, more and more people are turning to alternative forms of transport including walking, cycling and public transport. The trend is also placing more pressure on the street network for car parking with an increased expectation for high quality cycling and walking networks.

The City of Norwood Payneham & St Peters is committed to creating safe and attractive streets that encourage people to walk or cycle to the City's many nearby shops, services and facilities; and to explore other options such as car share or e-scooter schemes.

Climate Change Adaptation and Mitigation

The Council recognises that globally we are experiencing climate change which requires coincidence by all levels of government and subsequently is affirming its commitment to both mitigate against and adapt to, the adverse impacts occurring within the City of Norwood Payneham & St Peters.

Impacts to the local environment are likely to be experienced through the loss of biodiversity and natural character in our parks and reserves, reduced comfort and liveability in our streets and an increased pressure on stormwater infrastructure, amongst other impacts.

While climate change is a global issue, it is felt locally and therefore, the City of Norwood Payneham & St Peters is adapting by collaborating with its key partners and the community to introduce initiatives to mitigate the effects as much as possible, while also identifying opportunities to reduce its contribution to climate change.

Our Roles in Delivering CityPlan 2030

CityPlan 2030 identifies the strategies which the Council will implement in order to achieve our Vision. Implementation of these strategies will be achieved by understanding the community's expectations in the services being offered and in the Council determining its most appropriate role in delivering these strategies.

In implementing *CityPlan 2030*, the Council will act as:

Service Provider

Provide a range of local services, programs and infrastructure for our community.

Facilitator

Bring together and connect stakeholders with a common purpose to achieve an outcome.

Advocate

Be a voice for our community on broader issues.

Leader

Play a lead role by providing direction and solutions on community issues.

Partner/Collaborator

Partner and collaborate with the community, other levels of government and the private sector to deliver.

*Be a voice
for our
community
on broader
issues*

Our Strategic Plan

CityPlan 2030: Shaping Our Future is the blueprint for the direction that our City will take over the long-term in achieving Community Well-being.

The Vision is based on the community's aspirations and is underpinned by four Outcomes — Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability. Each of the Outcomes in *CityPlan 2030* is translated into a series of Objectives and Strategies.

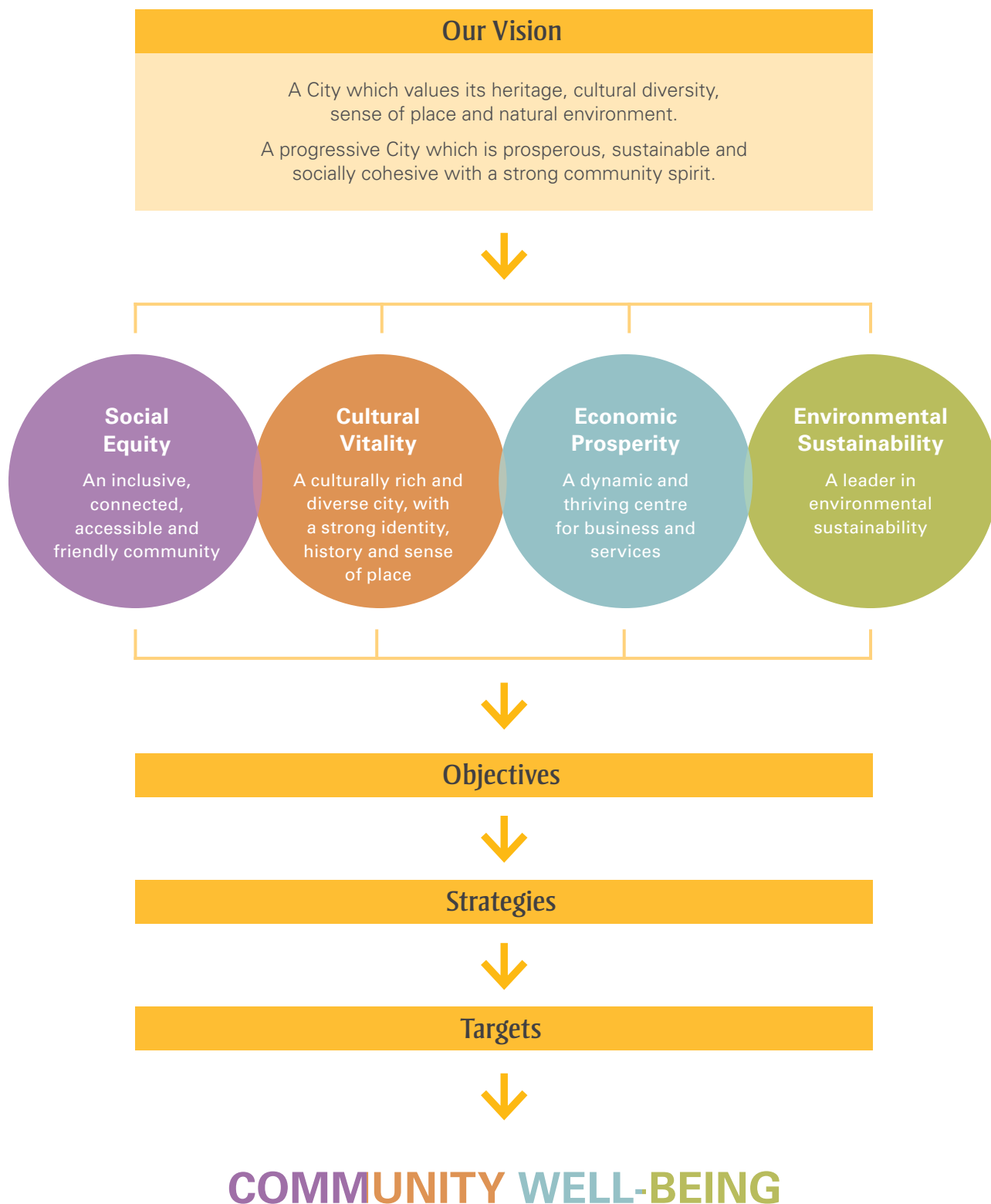
The Objectives outline the priorities which are aimed at achieving the four Outcomes, while the Strategies outline in broad terms how the Objectives will be achieved. Targets have subsequently been identified to measure our success in delivering on each of the four pillars.

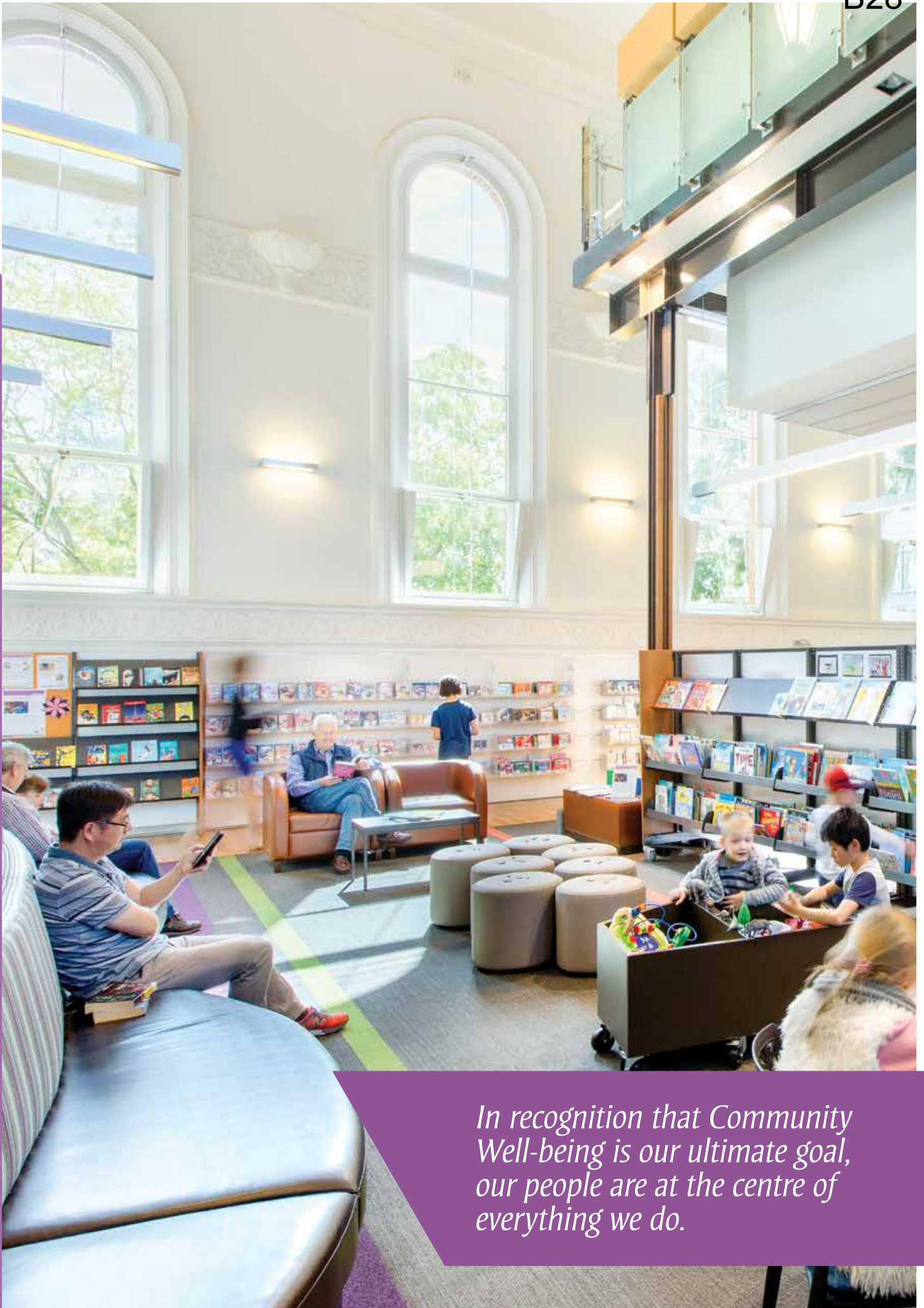


The Vision is based on the community's aspirations and is underpinned by four outcomes.

CityPlan 2030

Shaping Our Future





In recognition that Community Well-being is our ultimate goal, our people are at the centre of everything we do.



Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

The City of Norwood Payneham & St Peters is a community which values its diversity and provides a welcoming, inclusive and safe environment where people of all backgrounds, cultures, ages and abilities feel welcome and connected.

Home to some 38,000 residents, the City has experienced a small but steady increase in its population and is predicted to continue to grow over the next twelve years with an additional 2,000 people choosing the City of Norwood Payneham & St Peters as their place of residence. In recent years the community has grown with an influx of new residents born in Australia, India, China, Sri Lanka, England, Brazil and Nepal. There has been a recent decrease in the number of people born in Italy.

Our community is diverse and one where people from all walks of life are valued for who they are and the qualities they bring with them. In recognition that Community Well-being is our ultimate goal, our people are at the centre of everything we do, and our residents feel a strong sense of connection with their community.

To improve the health and well-being of the community, the Council looks to address the drivers of social disadvantage by creating services, information and facilities that are accessible to all. This includes maximising participation across the community and providing diverse opportunities for the community to feel socially connected, ensuring that no segment of the community is left behind.

The Council is also committed to accommodating the needs of the diverse population by facilitating a range of housing options to assist in maintaining social and cultural diversity and affordability across the City.

The City's connection is built on the ability of all people to move efficiently and sustainably. To achieve this the Council is committed to further developing its people-friendly, sustainable transport network. The Council continues to work on ensuring better connections for pedestrians, cyclists and public transport users, facilitating lifestyle choices. New technology and climate change will continue to influence and shape the way people move around, with active transport modes being increasingly prioritised over traditional transport modes.



Social Equity

Objective 1.1

Convenient and accessible services, information and facilities.

Strategy

- 1.1.1 Establish community hubs that integrate social support, health, recreational and commercial services, in multi-purpose spaces.
- 1.1.2 Ensure Council places, services, facilities, information and activities are inclusive and accessible to people of all abilities.
- 1.1.3 Design and provide safe, high-quality facilities and spaces for all people.
- 1.1.4 Expand the availability of free Wi-Fi in Council facilities and public places.
- 1.1.5 Ensure Council facilities, services, programs and events are well promoted.

Objective 1.2

A people-friendly, integrated and sustainable transport network.

Strategy

- 1.2.1 Provide pleasant, safe, accessible, green and well signed walking and cycling routes.
- 1.2.2 Provide community transport to support people to participate in community life.

- 1.2.3 Work with other agencies to influence or provide improved and integrated sustainable and active transport networks.
- 1.2.4 Provide appropriate traffic and parking management to enhance residential amenity and support business.
- 1.2.5 Enable installation of electric vehicle charging infrastructure.

Objective 1.3

An engaged and participating community.

Strategy

- 1.3.1 Promote and facilitate volunteering opportunities in the community and within the Council.
- 1.3.2 Provide opportunities for community input in decision-making and program development.
- 1.3.3 Recognise and use the skills, knowledge and resources of the community.
- 1.3.4 Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.
- 1.3.5 Inform and connect new residents to the community and its resources.

Objective 1.4

A strong, healthy, resilient and inclusive community.

Strategy

- 1.4.1 Provide all ages and abilities programs and spaces for sport, recreation and play to support physical and mental wellbeing.
- 1.4.2 Encourage and provide opportunities for lifelong learning.
- 1.4.3 Provide spaces and programs for people to meet, share knowledge and connect with each other.
- 1.4.4 Facilitate a range of housing options to assist in maintaining social and cultural diversity and affordability.

Relevant Plans

[Access & Inclusion Strategy](#)

[Better Living Better Health, EHA](#)

[Dog & Cat Management Plan](#)

[Youth Development Strategy](#)

[Smart City Plan](#)

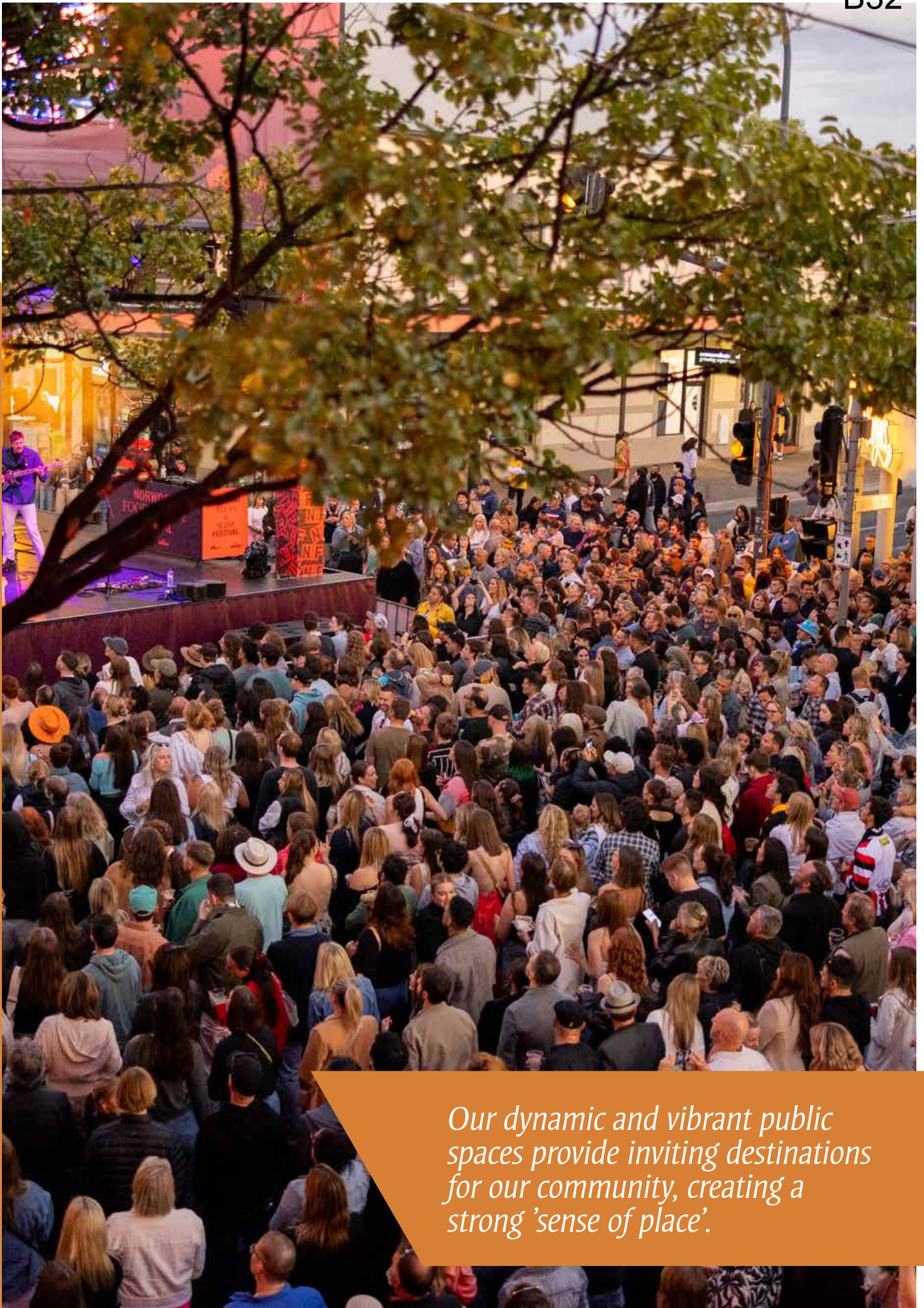
[Age-friendly Wayfinding Strategy](#)

*Aspiration
An inclusive, connected,
accessible and friendly
community*

Measuring Our Success

Metric	Measurement	Target
▶ The use of active transport (cycling, walking and public transport) to school/work.	Journey to work census data.	31% of trips made by active transport in 2045. Aligns with 30 Year Plan for Greater Adelaide (2017 update).
▶ The number of Lifelong learning programs provided by the Council.	Session numbers collected by the Council.	Year-on-year increase in the number of lifelong learning program sessions delivered by the Council.
▶ The provision of connected, safe and enjoyable streets, paths and facilities that encourage cycling and walking.	Infrastructure improvements recorded by the Council.	A minimum of one prioritised street improvement each year that encourages active transport.
▶ The level of community satisfaction with safety during the day and night.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys. Achieve a business perception rating higher than the average from the previous four Council Community Surveys.
▶ The level of community satisfaction with the access to services and facilities.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys. Achieve a business perception rating higher than the average from the previous four Council Community Surveys.

▶ Macro Targets ▶ Council Targets ▶ Community Targets



Our dynamic and vibrant public spaces provide inviting destinations for our community, creating a strong 'sense of place'.



Outcome 2 Cultural Vitality

A culturally rich and diverse City, with a strong identity, history and sense of place.

The City of Norwood Payneham & St Peters is located within the traditional lands of the Kurna people who lived around the City's creeks for more than 40,000 years prior to European settlement. Since that time, the City has developed a diverse cultural profile with a significant number of residents born in China, England, Italy, India, Malaysia and many other countries around the world.

The City has a rich and distinctive history with a long tradition of historical firsts at a local, state and national level. As a community we are proud of our history, which has been recognised through the City's acceptance into the International League of Historical Cities. We continue to ensure that our heritage is protected and celebrated through the City's cultural and built form and heritage programs recognising our history.

Residents take great pride in the appearance of our City, both in the built environment and the open spaces. A mix of land uses create a diverse and liveable city with quality urban design consisting of high-quality streetscapes, artworks and character, building a shared sense of identity for the community.

The City's culture is defined as our values and aspirations, traditions and shared memories, the way in which we

develop, receive and transmit these, and the ways of life that they produce.

Our dynamic and vibrant public spaces provide inviting destinations for our community, creating a strong 'sense of place'. A place where different cultures can share their experiences. These places are enlivened with creative expression and events relating to food, wine, music and the arts, and where the community is enriched with a sense of belonging.

Building on our strong community spirit and 'sense of place', and the existing assets within our City, the City of Norwood Payneham & St Peters facilitates opportunities for cultural representation and celebration encouraging an engaged and connected community.

The Council continues to encourage local creativity and participation in the arts, attracting and supporting cultural and creative organisations, businesses and people.

CityPlan 2030 presents an opportunity to celebrate our natural environment, together with our Kurna and European heritage, in a contemporary way to bring energy and vitality to our community.



Cultural Vitality

Objective 2.1

An artistic, creative, cultural and visually interesting City.

Strategy

- 2.1.1 Use the arts to enliven public spaces and create a 'sense of place'.
- 2.1.2 Provide opportunities and places for creative expression for all people.
- 2.1.3 Attract and support cultural and creative organisations, businesses and individuals.

Objective 2.2

A community embracing and celebrating its cultural diversity and heritage.

Strategy

- 2.2.1 Acknowledge, protect and celebrate local Aboriginal heritage.
- 2.2.2 Work with cultural groups to support cultural inclusion and opportunities for cultural expression and celebration.
- 2.2.3 Promote understanding of and respect for our cultures and heritage.
- 2.2.4 Reflect our City's culture in the design of Council places.

Objective 2.3

A City which values and protects built heritage.

Strategy

- 2.3.1 Protect, enhance and share the history of our City's built heritage places, character areas and streetscapes.
- 2.3.2 Promote the value of built heritage protection.
- 2.3.3 Encourage innovative architecture and design that complements our City's built heritage and character areas.

Objective 2.4

Pleasant, well designed, and sustainable neighbourhoods.

Strategy

- 2.4.1 Encourage sustainable and quality developments and urban design outcomes.
- 2.4.2 Facilitate a mix of land uses in appropriate locations in balance with amenity and character.
- 2.4.3 Encourage the protection of trees and maximise greening in new development and the public realm.
- 2.4.4 Deliver neighbourhood improvements in partnership with the community.
- 2.4.5 Encourage infill development to balance housing diversity with the liveability and character of established neighbourhoods.

Relevant Plans

[Arts and Culture Plan](#)

[Kent Town Public Realm Manual](#)

[Kent Town Urban Design Framework](#)

[Open Space Strategy](#)

[Playgrounds Strategy](#)

[Smart City Plan](#)

[Built Heritage Strategy](#)

[Youth Development Strategy](#)

[Live Music Policy](#)

Objective 2.5

Dynamic community life in public spaces and precincts.

Strategy

- 2.5.1 Create and provide interesting and vibrant public spaces to encourage interaction and gatherings.
- 2.5.2 Host and facilitate community events and activities.
- 2.5.3 Provide features or experiences in public spaces, that surprise, encourage reflection or celebrate our community and heritage.

*Aspiration
A culturally rich and
diverse City, with a strong
identity, history and
sense of place.*

Measuring Our Success

Metric	Measurement	Target
▶ Council support for initiatives and events that support cultural diversity.	The number of promotions delivered by the Council.	Promote four cultural events each year which celebrate our City's cultural diversity (eg NAIDOC Week, Harmony Day). Aligns with Arts & Culture Plan South Australia 2019–2024.
▶ The number of community events held.	The number of events delivered by the Council.	Hold a minimum of six major community events per year.
▶ Designs or upgrades undertaken to community spaces.	The number of projects delivered by the Council.	Undertake the design or upgrade of at least one public space per annum.
▶ The level of community satisfaction with the nature of new development within the Council area.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys. Achieve a business perception rating higher than the average from the previous four Council Community Surveys.
▶ The level of community satisfaction with cultural heritage programs provided by the Council.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.

▶ Macro Targets ▶ Council Targets ▶ Community Targets



Our economy is vital to the success of our City as a place where people can be educated, work and live.



Outcome 3 Economic Prosperity

*A dynamic and thriving centre
for business and services.*

The City of Norwood Payneham & St Peters is a dynamic and vibrant place to do business. The City's proximity to the Adelaide Central Business District attracts a diverse range of businesses.

Our economy is vital to the success of our City as a place where people can be educated, work and live. This is underpinned by a consistent and sustained residential population.

The City offers excellent primary and secondary schools providing an ideal location for students and families to live in close proximity to services and facilities. The significant number of students living in the City also presents a valuable opportunity to retain a diverse mix of people in the City, contributing to the vibrant economic and cultural identity of the City.

Start-up businesses grow from our home-based businesses and co-working spaces contribute to the diversity and growth of our local economy. Thriving light industrial and

manufacturing precincts, and a mix of growing and emerging sectors make the City an exciting opportunity for new businesses. Our approximately 8,100 businesses are supported by both locals and visitors who are attracted to the City's iconic, premier mainstreets for their unique mix of retail, hospitality, character and cosmopolitan lifestyle.

The Council has identified food manufacturing, retail, cultural and creative, and professional and scientific as priority sectors to drive the local economy forward for their recognised contribution to jobs and vibrancy in the City. The City of Norwood Payneham & St Peters defines the cultural and creative industries as architecture, design and visual arts; music and performing arts; film, radio and television; writing and publishing; advertising and marketing; and creative software applications.



Economic Prosperity

Objective 3.1

A diverse range of businesses and services.

Strategy

- 3.1.1 Support and encourage local small, specialty, independent and family-owned businesses.
- 3.1.2 Broker relationships to encourage new businesses to locate in our City.
- 3.1.3 Foster emerging industries that support the local economy and community.

Objective 3.2

Cosmopolitan business precincts contributing to the prosperity of the City.

Strategy

- 3.2.1 Retain, enhance and promote the unique character of all our City's business precincts.
- 3.2.2 Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.
- 3.2.3 Promote the City as a visitor and shopping destination.
- 3.2.4 Masterplan our main streets.

Objective 3.3

An attractive and supportive City for business and new enterprise.

Strategy

- 3.3.1 Provide an 'easy to do business with' and supportive experience for businesses, organisations and social enterprises.
- 3.3.2 Provide a quality public realm and infrastructure that supports businesses.
- 3.3.3 Provided spaces for people, business and organisations to collaborate.
- 3.3.4 Promote and support local food and beverage manufacturing.

Objective 3.4

A local economy supporting and supported by its community.

Strategy

- 3.4.1 Retain accessible local shopping and services.
- 3.4.2 Encourage businesses to sponsor local community activities.
- 3.4.3 Encourage the community to shop locally and try local services and products

Relevant Plans

[Economic Development Strategy](#)

[Kent Town Economic Growth Strategy](#)

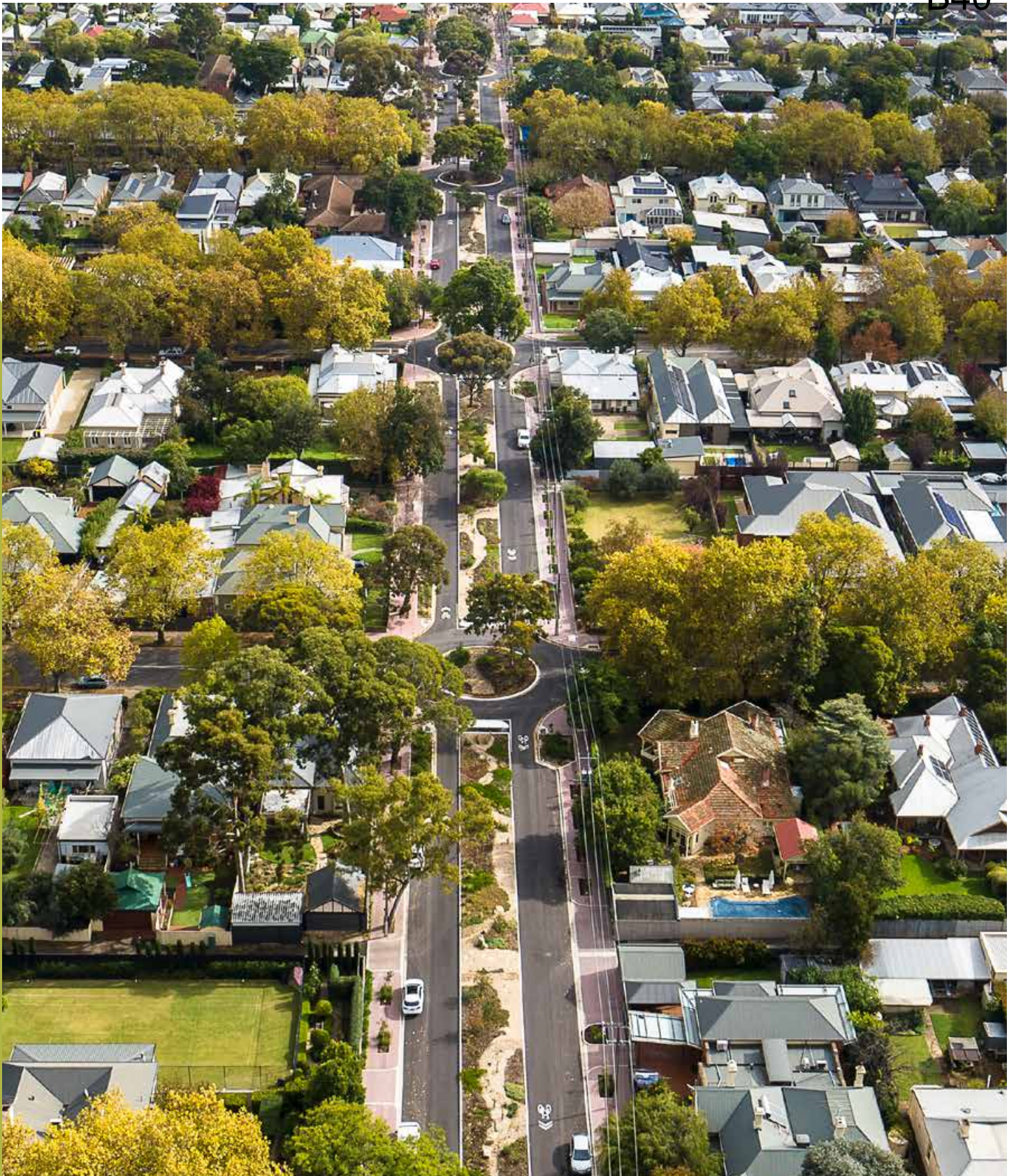
[Smart City Plan](#)

Aspiration
A dynamic and thriving centre
for business and services

Measuring Our Success

Metric	Measurement	Target
▶ The number of jobs in the City.	Australian Bureau of Statistics and Australian Business Register.	Number of people employed in the City returned to pre-COVID levels. (24,367 February 2020)
▶ The number of Council training & networking opportunities held by the Council.	Registration numbers recorded by the Council.	A minimum of six training/networking events held per annum.
▶ The number of promotional initiatives undertaken by the Council.	Initiatives recorded by the Council.	Year-on-year increase in the number of business promotional initiatives held.
▶ The level of community satisfaction with the Council's performance in attracting and supporting businesses.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys. Achieve a business perception rating higher than the average from the previous four Council Community Surveys.
▶ The level of community satisfaction that the mix of businesses in the City's precincts contributes to the prosperity of the area.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys. Achieve a business perception rating higher than the average from the previous four Council Community Surveys.

▶ Macro Targets ▶ Council Targets ▶ Community Targets



Our natural environment is a resource that is highly valued by residents and visitors.



Outcome 4 Environmental Sustainability

A leader in environmental sustainability.

The City of Norwood Payneham & St Peters is an inner metropolitan City with beautiful open spaces and valuable natural resources. It is a City where current and future populations can enjoy a high quality of life in an aesthetically pleasing and environmentally friendly environment.

Our natural environment is a resource that is highly valued by residents and visitors and for this reason it requires careful and efficient management to be protected for future generations.

Street trees and landscaped streetscapes are treasured assets of the City. Together with the integration of green infrastructure and protection of native vegetation, the Council is committed to enhancing environmental sustainability and green cover throughout the City. With the percentage of higher density housing steadily increasing across the City, community open space for passive and active recreation will become increasingly more important. Although the City is well provisioned with open space, the Council will continue to enhance the connection, and management, of the open space network across the City.

Environmental sustainability requires the management of resources from our natural system to ensure they are available in the long-term. The Council recognises its responsibility to protect its natural environment and has affirmed its commitment to both mitigate against, and adapt to, the adverse impacts of climate change. The Council has made significant progress in reducing the ecological footprint of the City by supporting the community through ongoing education initiatives and the implementation of climate change adaptation. Despite this, climate change continues to have impacts on the City's water resources and biodiversity.

While climate change is a global issue, it is felt locally and therefore it is important that the City of Norwood Payneham & St Peters is on the frontline of adaptation through its Resilient East initiative facilitated through the Eastern Region Alliance Partnership. Furthermore, minimising waste and increasing recycling and reuse remain important environmental priorities for the Council.

The Council will continue to work with the community and take bold action on climate change adaptation and mitigation to ensure the protection and sustainability of the City for future generations.



Environmental Sustainability

Objective 4.1

Sustainable resource use and management.

Strategy

- 4.1.1 Make better use of water resources including the harvesting and re-use of stormwater.
- 4.1.2 Employ and promote energy efficiency initiatives and renewable energy resources.
- 4.1.3 Promote the use of sustainable, active and low emission transport modes.
- 4.1.4 Improve the water quality in our City's watercourses.
- 4.1.5 Manage stormwater to reduce the risks of flooding.

Objective 4.2

Generous tree canopy, and sustainable streets and open spaces.

Strategy

- 4.2.1 Improve the amenity and safety of streets for all users including reducing the impact of urban heat island effect.
- 4.2.2 Protect, enhance, expand and link public open space.
- 4.2.3 Protect, diversify and increase tree canopy and greening on Council land and streets.
- 4.2.4 Encourage the protection of trees and greening on private land.
- 4.2.5 Integrate green infrastructure into streetscapes and public spaces.

Objective 4.3

Thriving and healthy habitats for native flora and fauna.

Strategy

- 4.3.1 Identify and protect existing native vegetation and enhance biodiversity habitat quality.
- 4.3.2 Revegetate designated areas with local native species, including understorey plantings, where appropriate.
- 4.3.3 Provide opportunities for community participation in biodiversity education, revegetation and gardening programs.
- 4.3.4 Link key open spaces with corridors for wildlife habitat.

Objective 4.4

Mitigating and adapting to the impacts of climate change.

Strategy

- 4.4.1 Implement initiatives to reduce Council's operational carbon footprint and emissions.
- 4.4.2 Improve the resilience of our assets, facilities, public realm, services and operations to climate change.
- 4.4.3 Educate and support community and business to reduce carbon emissions and increase their resilience to climate change.

Objective 4.5

Reduce waste to landfill and promote the circular economy.

Strategy

- 4.5.1 Reduce resource consumption and waste generation in the City.
- 4.5.2 Investigate and implement innovative waste reduction and education initiatives for business and community.
- 4.5.3 Adopt and encourage the use of recycled products.

Relevant Plans

[Tree Strategy](#)

[Resilient East Regional Climate Change Adaptation Plan](#)

[Smart City Plan](#)

[City-Wide Cycling Plan](#)

[Corporate Emissions Reduction Plan](#)

[Biodiversity Strategy](#)

*Aspiration
A leader in environmental
sustainability*

Measuring Our Success

Metric	Measurement	Target
▶ Total green cover (includes private and public land).	Record the number of new trees planted by the Council. LiDAR Analysis – Mapping Data.	Plant a minimum of 500 new trees per year in streets and/or public spaces. Requiring an increase of 8% green cover in the City of Norwood Payneham & St Peters by 2030.
▶ Corporate carbon emissions.	Carbon emissions recorded with the Trellis tool.	Zero corporate carbon emissions by 2030.
▶ The weight (tonnes) of recycled content purchased by the Council.	Council circular procurement reporting tool.	Year-on-year increase in corporate purchases of products or materials that contain recycled content.
▶ The level of community satisfaction with the Council's response to climate change.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys. Achieve a business perception rating higher than the average from the previous four Council Community Surveys.
▶ The level of community satisfaction with the Council's management and use of water.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys. Achieve a business perception rating higher than the average from the previous four Council Community Surveys.

▶ Macro Targets ▶ Council Targets ▶ Community Targets

Further Information

For information on the Council's *CityPlan 2030: Shaping Our Future*, please visit www.npsp.sa.gov.au or phone 8366 4555.

You can also visit the Council's Citizen Service Centre at the Norwood Town Hall, 175 The Parade, Norwood.

Additional Copies

CityPlan 2030: Shaping Our Future can be viewed online at www.npsp.sa.gov.au

Additional copies may also be obtained by:



- visiting Norwood Town Hall
- visiting any of the Council's Libraries
- emailing townhall@npsp.sa.gov.au
- contacting the Council on 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074.

Thinking of the environment

This document is printed on certified carbon neutral recycled stock, manufactured in Australia.



City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials  /cityofnpsp  @cityofnpsp



City of
Norwood
Payneham
& St Peters

Attachment C

CityPlan 2030
Update 2024



Draft CityPlan 2030

Shaping Our Future

Update 2024



**HAVE
YOUR
SAY!**

CityPlan 2030: Shaping Our Future is the long-term strategic management plan for the City of Norwood Payneham & St Peters. The plan provides a blueprint for the direction which our City will take over the long-term in order to achieve community well-being.

As *CityPlan 2030* is a long-term plan, the Vision and four high-level Outcomes have not changed as part of Update 2024. Rather, adjustments have been made to some of the Objectives and Strategies which reflect both changes in the community's aspirations and broader societal trends.

As a valued member of our community, you are an important participant in this review process. Your input will provide insights to help refine *CityPlan 2030* and ensure it remains a relevant document that supports our City to continue to prosper and retain its vibrancy and strong 'sense of place'.

Thank you for completing this survey and contributing to the review of *CityPlan 2030*.

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials [f /cityofnpsp](https://www.facebook.com/cityofnpsp) [@cityofnpsp](https://www.instagram.com/cityofnpsp)



City of
Norwood
Payneham
& St Peters

CityPlan 2030: Shaping Our Future Update 2024 Survey

Outcome 1: Social Equity

(Refer to pages 27–28 of *CityPlan 2030–Update 2024*)

Do you support the Objectives and Strategies proposed under Outcome 1 – Social Equity?

Objective 1.1 Convenient and accessible services, information and facilities.		Yes	No	In part
1.1.1	Establish community hubs that integrate social support, health, recreational and commercial services, in multi-purpose spaces.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.2	Ensure Council places, services, facilities, information and activities are inclusive and accessible to people of all abilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.3	Design and provide safe, high-quality facilities and spaces for all people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.4	Expand the availability of free Wi-Fi in Council facilities and public places.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.5	Ensure Council facilities, services, programs and events are well promoted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 1.2 A people-friendly, integrated and sustainable transport network.		Yes	No	In part
1.2.1	Provide pleasant, safe, accessible, green and well signed walking and cycling routes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.2	Provide community transport to support people to participate in community life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.3	Work with other agencies to influence or provide improved and integrated sustainable and active transport networks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.4	Provide appropriate traffic and parking management to enhance residential amenity and support business.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 1.3 An engaged and participating community.		Yes	No	In part
1.3.1	Promote and facilitate volunteering opportunities in the community and within the Council.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3.2	Provide opportunities for community input in decision-making and program development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3.3	Recognise and use the skills, knowledge and resources of the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3.4	Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3.5	Inform and connect new residents to the community and its resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Objective 1.4		Yes	No	In part
A strong, healthy, resilient and inclusive community.				
1.4.1	Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4.2	Encourage and provide opportunities for lifelong learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4.3	Provide spaces and programs for people to meet, share knowledge and connect with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4.4	Facilitate a range of housing options to assist in maintaining social and cultural diversity and affordability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: Why do you agree or disagree? What do you like or dislike? What should be changed, removed or added? Please reference the relevant Objective or Strategy number in your comments.

Outcome 2: Cultural Vitality

(Refer to pages 31–32 of *CityPlan 2030 – Update 2024*)

Do you support the Objectives and Strategies proposed under Outcome 2 – Cultural Vitality?

Objective 2.1		Yes	No	In part
An artistic, creative, cultural and visually interesting City.				
2.1.1	Use the arts to enliven public spaces and create a ‘sense of place’.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1.2	Provide opportunities and places for creative expression for all people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1.3	Attract and support cultural and creative organisations, businesses and individuals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Objective 2.2		Yes	No	In part
A community embracing and celebrating its cultural diversity and heritage.				
2.2.1	Acknowledge, protect and celebrate local Aboriginal heritage.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2.2	Work with cultural groups to support cultural inclusion and opportunities for cultural expression and celebration.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2.3	Promote understanding of and respect for our cultures and heritage.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2.4	Reflect our City’s culture in the design of Council places.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Outcome 3: Economic Prosperity

(Refer to pages 35–36 of *CityPlan 2030–Update 2024*)

Do you support the Objectives and Strategies proposed under Outcome 3 – Economic Prosperity?

Objective 3.1 A diverse range of businesses and services.		Yes	No	In part
3.1.1	Support and encourage local small, specialty, independent and family-owned businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.2	Broker relationships to encourage new businesses to locate to in our City.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.3	Foster emerging industries that support the local economy and community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 3.2 Cosmopolitan business precincts contributing to the prosperity of the City.		Yes	No	In part
3.2.1	Retain, enhance and promote the unique character of all our City's business precincts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2.2	Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2.3	Promote the City as a visitor and shopping destination.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2.4	Masterplan our main streets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 3.3 An attractive and supportive City for business and new enterprise.		Yes	No	In part
3.3.1	Provide an 'easy to do business with' and supportive experience for businesses, organisations and social enterprises.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3.2	Provide quality public realm and infrastructure that supports businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3.3	Provided spaces for people, business and organisations to collaborate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3.4	Promote and support local food and beverage manufacturing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 3.4 A local economy supporting and supported by its community.		Yes	No	In part
3.4.1	Retain accessible local shopping and services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4.2	Encourage businesses to sponsor local community activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4.3	Encourage the community to shop locally and try local services and products.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: Why do you agree or disagree? What do you like or dislike? What should be changed, removed or added?
Please reference the relevant Objective or Strategy number in your comments.

Outcome 4: Environmental Sustainability

(Refer to pages 38–39 of *CityPlan 2030 – Update 2024*)

Do you support the Objectives and Strategies proposed under Outcome 4 – Environmental Sustainability?

Objective 4.1 Sustainable resource use and management.	Yes	No	In part
4.1.1 Make better use of water resources including the harvesting and re-use of stormwater.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.2 Employ and promote energy efficiency initiatives and renewable energy resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.3 Promote the use of sustainable, active and low emission transport modes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.4 Improve the water quality in our City's watercourses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.5 Manage stormwater to reduce the risks of flooding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 4.2 Generous tree canopy, and sustainable streets and open spaces.	Yes	No	In part
4.2.1 Improve the amenity and safety of streets for all users including reducing the impact of urban heat island effect.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.2 Protect, enhance, expand and link public open space.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.3 Protect, diversify and increase tree canopy and greening on Council land and streets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.4 Encourage the protection of trees and greening on private land.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.5 Integrate green infrastructure into streetscapes and public spaces.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Objective 4.3 Thriving and healthy habitats for native flora and fauna.		Yes	No	In part
4.3.1	Identify and protect existing native vegetation and enhance biodiversity habitat quality.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3.2	Revegetate designated areas with local native species, including understory plantings where appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3.3	Provide opportunities for community participation in biodiversity education, revegetation and gardening programs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3.4	Link key open spaces with corridors for wildlife habitat.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Objective 4.4 Mitigating and adapting to the impacts of climate change.		Yes	No	In part
4.4.1	Implement initiatives to reduce Council’s operational carbon footprint and emissions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4.2	Improve the resilience of our assets, facilities, public realm, services and operations to climate change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4.3	Educate and support community and business to reduce carbon emissions and increase their resilience to climate change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Objective 4.5 Reduce waste to landfill and promote the circular economy.		Yes	No	In part
4.5.1	Reduce resource consumption and waste generation in the City.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5.2	Investigate and implement innovative waste reduction and education initiatives for business and community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5.3	Adopt and encourage the use of recycled products.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: Why do you agree or disagree? What do you like or dislike? What should be changed, removed or added?
Please reference the relevant Objective or Strategy number in your comments.

Other Comments

Do you have any further comments that you would like to share in relation to *CityPlan 2030 – Update 2024*?

Please note: All comments and submissions received as part of the community consultation will be collated and summarised for consideration by the Council and will be used to inform the final *CityPlan 2030 – Update 2024* document.

About You

Please tick all that apply:

- | | |
|---|---|
| <input type="checkbox"/> I live in the City of Norwood Payneham & St Peters | <input type="checkbox"/> I own a property in the City of Norwood Payneham & St Peters |
| <input type="checkbox"/> I work in the City of Norwood Payneham & St Peters | <input type="checkbox"/> Other |
| <input type="checkbox"/> I own a business in the City of Norwood Payneham & St Peters | |

First and Last Name:

Address (optional):

Keep in touch

- I would also like to receive the Council's eNewsletter, Your NPS.

Email:

Thank you for completing this survey. Your time is much appreciated by the City of Norwood Payneham & St Peters.

All survey responses must be received by the Council by 5pm on Sunday 11 February 2024.

11.2 DRAFT ASSET MANAGEMENT PLANS

REPORT AUTHOR: Project Manager, Assets
GENERAL MANAGER: General Manager, Infrastructure & Major Projects
CONTACT NUMBER: 8366 4586
FILE REFERENCE: qA156423
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present the draft Asset Management Plans (the AMPs) to the Council for endorsement for the purpose of conducting community consultation.

BACKGROUND

Pursuant to Section 122 (4) of the *Local Government Act 1999*, the Council must undertake a comprehensive review of its Strategic Management Plans, which includes the Council's Asset Management Plans, within two (2) years after each Local Government General Election.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Council's Strategic Management Plan, *CityPlan 2030*, provides the framework upon which the Council's Strategic Management Plans are developed. The Council's suite of Strategic Management Plans currently incorporates the *CityPlan 2030*, the Long-Term Financial Plan (LTFP), the Asset Management Plans, and the Annual Business Plan and Budget.

FINANCIAL AND BUDGET IMPLICATIONS

The AMPs allow for the long-term planning of the renewal and upgrade of the City's infrastructure and assets, which in turn provides for the integration of projects from across the respective asset classes. This approach leads to improved efficiency and more effective use of the Council's financial resources, which in turn results in better outcomes for the community.

To this end, reference should be made each year to the AMPs when preparing the Annual Business Plan and Annual Budget, to ensure that the Council's broad outcomes, both financial and operational, are continuing to be achieved.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

The AMPs set out how the Council intends to maintain, renew and upgrade its existing asset base. The AMPs identify the service standards that are to be set and maintained with respect to the roads, footpaths, stormwater drainage, open space and buildings. If assets are not maintained and renewed in line with the timing and standards set out within the respective AMPs, community well-being may be impacted upon through a reduction in service through the removal of assets (i.e., playgrounds, public facilities) from service or exposure to hazards resulting from inadequately maintained assets.

CULTURAL ISSUES

Not applicable.

ENVIRONMENTAL ISSUES

Not applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

The review of the Asset Management Plans has been undertaken to ensure that Council meets its legislative obligations, as set out in the *Local Government Act 1999*.

CONSULTATION

- **Elected Members**

An Elected Members Information Briefing Session was held 12 August 2024.

The Audit & Risk Committee considered and endorsed the draft AMPs at its meeting held on 19 August 2024.

- **Community**

The Community will be provided with the opportunity to comment on the draft AMPs through the community consultation process which is scheduled to commence on 4 September 2024 until 2 October 2024.

- **Staff**

Chief Executive Officer
Chief Financial Officer
General Manager, Infrastructure & Major Projects
Finance Business Partner
Manager, City Projects

- **Other Agencies**

Nil

DISCUSSION

Asset management is the combination of management, financial, economic, engineering and other practices that are applied to the management and custodianship of physical assets with the objective of meeting the required level of service in the most cost-effective manner. Asset management planning ensures the delivery of services from an infrastructure perspective is provided in a financially sustainable manner.

The AMPs form part of the Council's suite of Strategic plans and set out the Council's approach to the management of Council owned assets over the lifecycle of each asset class, which includes acquisition, operational maintenance, renewal and disposal.

The Council has AMPs for each of the major asset classes;

- Civil Infrastructure
 - roads (surface, pavement, kerbing and footpaths);
 - traffic control devices;
 - off-road carparks; and
 - shared paths.
- Stormwater Management
 - culverts;
 - pipes; and
 - pits.
- Buildings
 - external structures;
 - internal structures; and
 - services, including mechanical and electrical.

- Recreation and Open Space
 - reserves and play equipment;
 - fences;
 - lighting; and
 - furniture (seats, benches, BBQs, bins and bus shelters).

The AMPs are contained in **Attachment A**.

Each draft AMP defines the services which the Council will provide, how the services will be provided and what funds are required to provide the services to the standards that are set out by Council.

The AMPs also assist the Council in predicting infrastructure renewal demand. The renewal demand is the cost of bringing an asset back to new at the optimum time in its lifecycle. The objectives of asset management are:

- ensuring a 'life cycle approach' to the management of assets;
- developing cost effective management strategies for the long term;
- providing a defined level of service and monitoring performance;
- understanding and meeting the demands of growth;
- managing risks; and
- ensuring the continuous improvement in asset management practices.

The AMPs are influenced by strategic documents, such as but not limited to, *CityPlan 2030*, the City-Wide Cycling Plan and the Open Space Strategy, as these associated documents are used to identify future infrastructure requirements, as well as condition of existing assets, which is collected periodically and used to plan for the renewal of existing assets.

In developing the asset management strategy for each class of asset, service standards have been based on:

- safety and compliance of infrastructure with Australian Standards and Codes for intended uses of each asset class;
- capacity of infrastructure and functionality of assets to meet usage requirements;
- monitoring of conditions to ensure serviceability maintained and timely maintenance or renewal undertaken; and
- capacity of infrastructure such as underground stormwater drainage network and overland flow paths to perform during target rainfall events.

In developing the AMPs, renewal works are aligned with new and upgrade projects where possible and practicable to ensure that there is efficient use of resources and where possible, assets are not being replaced earlier than required. In addition, projects involving more than one asset class are, where possible, integrated to provide improved efficiency and outcomes for the community.

Examples of projects where integration of multiple projects from differing asset classes have been undertaken include:

- Trinity Valley Stormwater Drainage Upgrade (flood mitigation and water quality improvements and re-use) and upgrading of the St Morris Bikeway (ongoing);
- Bicycle boulevard projects timed to coincide with civil asset renewal (William Street Bikeway, 2023-2024); and
- Dunstan Adventure Playground Upgrade and River Torren Linear Park Path Upgrade (in conjunction with Green Adelaide, 2023-2024).

The AMPs are referred to annually when developing the annual works program to determine the annual funding that is required for inclusion in the Annual Business Plan and Budget.

Financial Targets

The measure of the Council’s success in achieving its financial goal of being a *City which delivers on our Strategic Outcomes by managing our financial resources in a suitable and equitable manner* is measured against a series of targets and performance measures which reflect and achieve the objectives of financial sustainability.

A primary financial target adopted by the Council to measure performance of the AMPs against the LTFP and financial sustainability, is the Asset Renewal Funding Ratio.

Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio (ARFR) measures how well the Council is performing in respect to the funding of the renewal of its existing physical assets, such as roads, footpaths, kerbing, buildings, and playgrounds.

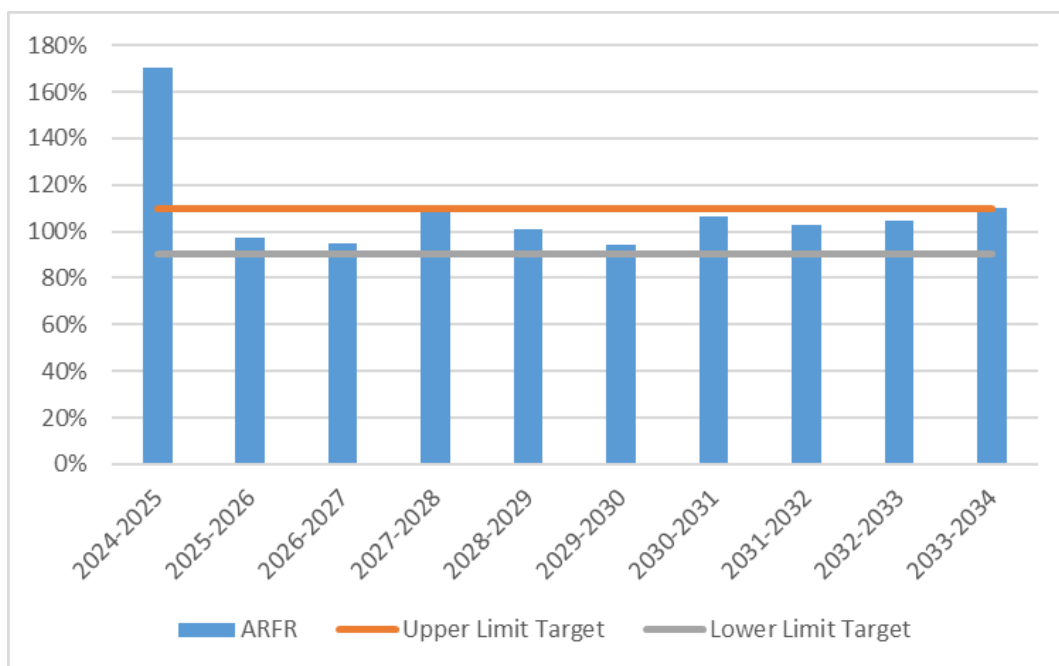
ARFR is calculated using the following formula:

$$ARFR = \frac{\text{Actual asset renewal expenditure (LTFP)}}{\text{Required asset renewal expenditure (AMP)}}$$

Ideally, assets should be renewed at the same rate the stock of assets is wearing out, resulting in a ratio of 1.0 or 100%.

The ARFR over the ten (10) year planning period is shown in **Figure 1** below.

FIGURE 1: ARFR OVER THE TEN (10) YEAR PLANNING PERIOD



2024-2025 ARFR

As outlined in Section 5.4 of the Stormwater Management Infrastructure AMP, the Trinity Valley Stormwater Drainage Upgrade Project initially entailed the renewal of existing assets within Trinity Valley, as well as minor upgrades of a number of sections of the stormwater drainage system. As the project progressed, it was deemed that major upgrade works were required to be undertaken to ensure that the objectives of the Project are met. Therefore, for the 2024-2025 financial year, which is when the project is scheduled to be completed, there is a notable difference between the AMP figure (approximately \$3.1 million) and the LTFP figure (approximately \$11.6 million) required to complete the project. This leads to a higher ARFR for the 2024-2025 financial year.

Overall ARFR

It is recognised that there may be some instances that require the Council to either accelerate or decelerate the renewal of its existing asset base, and hence, there are instances wherein the ARFR is above or below 100%. As such, the Council target is within the range of 90% to 110%.

It is important to note that the ARFR over the ten (10) year planning period is 108%, which meets Council's financial target for this Ratio.

OPTIONS

Not Applicable.

CONCLUSION

Given the existing services, asset renewal program and strategic projects which have been identified to be completed across the planning timeframe, the draft AMPs represent a solution to the management of the competing demands of services and facilities to the community. The draft AMPs seek to balance the funding needs of renewal infrastructure assets, with the timing of proposed upgrade or new infrastructure projects being linked to asset renewals, so that the existing levels of service can be maintained.

COMMENTS

Nil.

RECOMMENDATION

1. That the draft Asset Management Plans contained in **Attachment A** be endorsed and released for community consultation.
2. The Council notes that a report will be presented for consideration at the Council meeting to be held on 4 November 2024 meeting, outlining the results of the community consultation regarding the draft Asset Management Plans.

Attachments – Item 11.2

Attachment A

Draft Asset Management Plans





Norwood Oval Member Facility and Clubroom

Asset Management Plan

Buildings Infrastructure 2025–2034



City of
Norwood
Payneham
& St Peters

Document Control		2025-2034 ASSET MANAGEMENT PLAN BUILDING INFRASTRUCTURE			
Rev No	Date	Revision Details	Author	Reviewer	Approver
0	August 2024	Draft for Community Consultation	JC	DL	DL

Draft

Contents

1.0	EXECUTIVE SUMMARY	5
1.1	Asset Management Plans	5
1.2	Asset Description	5
1.3	Levels of Service.....	5
1.4	Future Demand	6
1.5	Life-Cycle Management Plan	6
1.6	Financial Summary.....	6
1.7	Asset Management Practices	7
1.8	Monitoring and Improvement Program	8
2.0	INTRODUCTION	9
2.1	Background	9
2.2	Goals and Objectives of Asset Ownership	12
3.0	LEVELS OF SERVICE	14
3.1	Community Research and Expectations	14
3.2	Strategic and Corporate Goals.....	14
3.3	Legislative Requirements.....	15
3.4	Citizen Values.....	16
3.5	Citizen Levels of Service.....	17
3.6	Technical Levels of Service.....	18
4.0	FUTURE DEMAND	21
4.1	Demand Drivers	21
4.2	Demand Forecasts	21
4.3	Demand Impact and Demand Management Plan	21
4.4	Asset Programs to Meet Demand.....	21
4.5	Climate Change and Adaptation	22
5.0	LIFE-CYCLE MANAGEMENT PLAN	23
5.1	Background Data	23
5.2	Operational Maintenance Plan	24
5.3	Renewal Plan	24
5.4	Summary of Future Renewal Costs.....	25
5.5	Acquisition Plan	26
5.6	Disposal Plan.....	27
6.0	RISK MANAGEMENT PLANNING	28

6.1 Critical Assets 28

6.2 Risk Assessment 28

6.3 Infrastructure Resilience Approach 30

6.4 Service and Risk Trade-Offs 30

7.0 FINANCIAL SUMMARY 32

7.1 Financial Statements and Projections 32

7.2 Funding Strategy 33

7.3 Valuation Forecasts 34

7.4 Key Assumptions Made in Financial Forecasts 34

7.5 Forecast Reliability and Confidence 34

8.0 PLAN IMPROVEMENT AND MONITORING 36

8.2 Improvement Plan 36

8.3 Monitoring and Review Procedures 36

8.4 Performance Measures 37

9.0 REFERENCES 38

10.0 APPENDICES 39

Appendix A 39

Appendix B 40

Appendix C 41

Appendix D 42

Draft

1.0 EXECUTIVE SUMMARY

1.1 Asset Management Plans

The City of Norwood Payneham & St Peters Asset Management Plans (the AMPs), provide a comprehensive overview of the City's assets, encompassing their replacement value, current condition, performance, service levels, objectives, and the Council's financial position in relation to these assets.

Its purpose is to ensure that the Council can effectively deliver services, maintain assets and achieve its strategic goals in a financially sustainable manner over the short, medium and long terms.

The AMPs outline the requirements for managing, inspecting and replacing assets, including projected annual expenditure over a ten (10) year period, while also detailing the Council's planned activities for its assets to achieve its strategic goals and deliver community services in the medium to long term.

The AMPs comprise of four documents, each of which have been developed to encompass the major classes of assets, including civil infrastructure, stormwater management, buildings, and recreation and open space.

Purpose of AMPs

The AMPs are crucial strategic documents for the Council to ensure the efficient management of its assets throughout the lifespan of these respective assets, which ultimately achieves the Council's strategic objectives, while maintaining compliance with legislation and delivering a high level of service to the community.

The purpose of the AMPs is to communicate the requirements for the sustainable delivery of services through the management of the assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the long-term planning period.

Requirement under Local Government Act

Section 122 of *Local Government Act 1999*, requires the Council to develop and adopt an AMP, relating to the management and development of its infrastructure and major assets, for a period of at least ten (10) years.

This requirement to develop and adopt an AMP, ensures that the Council considers the management and development of its infrastructure and major assets at a strategic level and in line with its strategic management plan (i.e., *CityPlan 2030*). It also includes projections for asset renewal over the next ten (10) years, aligned with the Council's Long-term Financial Plan (LTFP).

1.2 Asset Description

The City's Building Infrastructure Network comprises of the following:

- municipal buildings;
- community facilities;
- recreation and leisure buildings and facilities;
- swimming centres; and
- public toilets.

The Building Infrastructure Network has a significant total renewal value estimated at \$162,360,300.

1.3 Levels of Service

The Council's present funding levels are sufficient to continue to provide existing services at current service levels.

The main service consequences of the Planned Budget expenditure are:

- assets are replaced accordingly with respect to condition and intended useful life; and

- assets complying with the relevant standards and guidelines.

1.4 Future Demand

The main demands for new services are created by:

- increased use of Building Infrastructure assets due to an increase in population; and
- increased demand for sustainability practices due to climate change.

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures, including:

- monitoring and auditing of asset condition and compliance; and
- understanding the expectations and needs of the community.

1.5 Life-Cycle Management Plan

1.5.1 What does it Cost?

The forecast life-cycle costs necessary to provide the services covered by this AMP includes operational maintenance, renewal, acquisition, and disposal of assets. Although the AMP may be prepared for a range of time periods, it typically informs a long-term financial planning period of ten (10) years. Therefore, a summary output from the AMP is the forecast of ten (10) year total outlays, which for the Building Infrastructure Network is estimated as \$101,564,665 or \$10,156,466 on average per year.

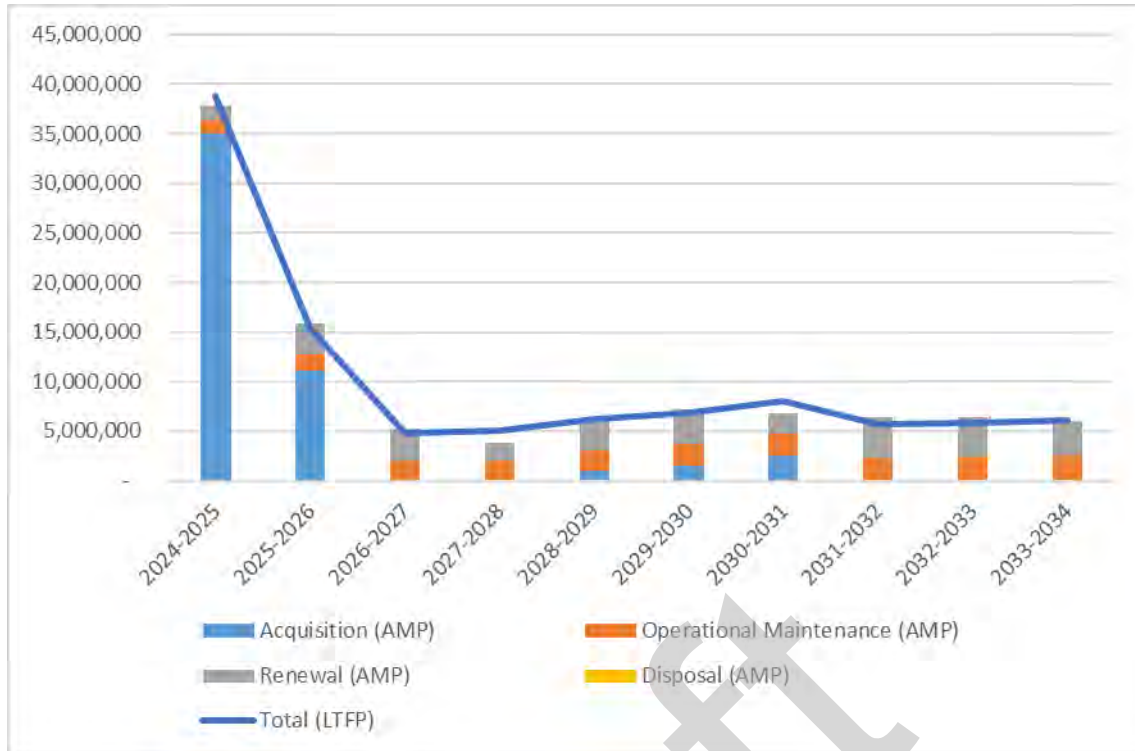
1.6 Financial Summary

1.6.1 What the Council will do

Estimated available funding for the ten (10) year period is \$102,759,372 (or \$10,275,937 on average per year) as set out in the LTFP. This is 101.18%% of the cost to sustain the current level of service at the lowest life-cycle cost.

The reality is that only what is funded in the LTFP can be provided. The informed decision-making depends on the AMP emphasising the consequences of Planned Budgets on the service levels which are provided and the associated risks.

The anticipated Planned Budget for the City's Buildings Infrastructure Network results in nil shortfall for the forecast life-cycle costs required to provide services in the AMP compared with the Planned Budget currently included in the LTFP. This is shown in Figure 1.6.1 below.

Figure 1.6.1: FORECAST LIFE-CYCLE COSTS AND PLANNED BUDGETS

The Council plans to undertake the following in respect to the existing Building Infrastructure Network:

- undertaking of major acquisition works within the ten (10) year planning period consisting of upgrade of the Payneham Memorial Swimming Centre and Norwood Library as set out in the Council's LTFP; and
- provision of operational maintenance and renewal works of existing and proposed new assets to meet current service levels.

1.6.2 What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council's LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

1.6.3 Managing the Risks

If there is forecast work (operational maintenance, renewal, acquisition or disposal) that cannot be undertaken due to insufficient resources, then this will result in service consequences for users. These service consequences include:

- increased risk of asset failure due to deferred operational maintenance works;
- service provided by assets not to the standard of the users; and
- loss of Council's reputation.

The Council will endeavour to manage these risks within the available funding allocation by:

- finding efficiencies within the current operational maintenance program; and
- increasing proactive inspections and maintenance.

1.7 Asset Management Practices

The Council's systems to manage assets include:

- the Council's asset management system;
- the Council's financial system; and
- the Council's strategic and planning documents.

1.8 Monitoring and Improvement Program

The next steps resulting from this AMP to improve asset management practices are:

- formalise ongoing monitoring and reporting of improvement plan tasks and performance measures;
- assist the development of a Council wide Buildings and Facilities Strategy allowing alignment of its objectives with the Plan and LTFP;
- review and amend Business Unit structure to improve accountability for Building and Facility Management
- establish formal condition rating process of building infrastructure;
- further develop risk assessment and management planning;
- improve GIS data storage system integration with asset database;
- review resilience of critical infrastructure; and
- integrate building assets with asset management system.

Draft

2.0 INTRODUCTION

2.1 Background

This AMP communicates the requirements for the sustainable delivery of services through the management of assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the long-term planning period.

This AMP is to be read in conjunction with the following key planning documents:

- *CityPlan 2030: Shaping Our Future;*
- Long-term Financial Plan;
- Annual Business Plan;
- Access & Inclusion Policy;
- Asset Management Policy; and
- City of Norwood Payneham & St Peters Community Survey Report.

The Council has a strong focus on asset management, with continuous improvements during the revision of the AMP. Integration of acquisition and renewal planning is undergoing continuous improvement to ensure the minimum required investment provides the greatest value outcomes.

Strategic Direction

The Council's strategic direction is guided by four outcomes or Pillars which contribute to the realisation of the Council's Vision and are based on the four Pillars of the Quadruple Bottom Line (QBL) framework. The four outcomes are Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.



For our City, adding the fourth Pillar of culture to the traditional Triple Bottom Line (TBL) of environmental, social and economic sustainability highlights the importance of protecting and enhancing our City's unique character and sense of place.

The objectives set out in *CityPlan 2030: Shaping Our Future*, which outline the priorities for what needs to happen to achieve the four outcomes, reflect the community’s aspirations, the policy commitments of the Council and the likely trends and issues which our City will face over the course of *CityPlan 2030*.

CityPlan 2030 plays a pivotal role in guiding the City of Norwood Payneham & St Peters towards the community’s vision for the future. Achieving the strategies contained in *CityPlan 2030*, requires transparent and accountable governance structures and processes which are both flexible and responsive to the future opportunities and challenges that will present themselves.

It will also require a positive ‘can-do attitude’ and approach to ensure that we realise the future which we want for ourselves and the next generation, rather than just ‘letting things happen’.

Strategic Planning Framework

In working towards our vision, all of the programs, projects and services which the Council delivers are structured into four key outcome areas, referred to as the ‘Four Pillars’ of Community Well-being.



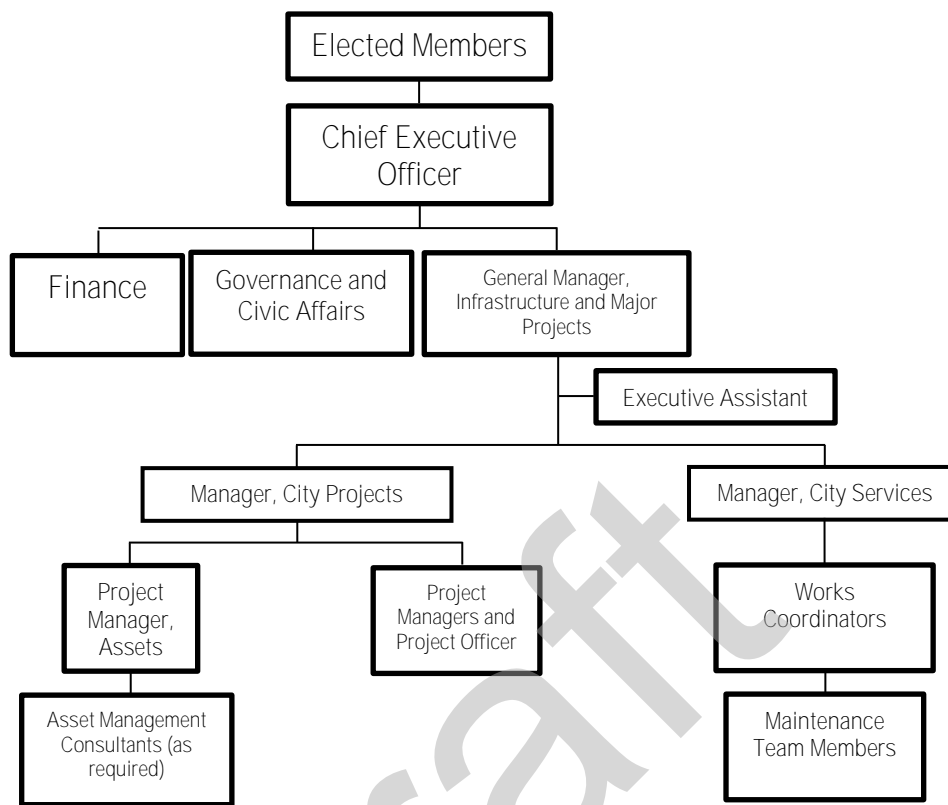
Key stakeholders in the preparation and implementation of this AMP are shown in Table 2.1 below.

Table 2.1: KEY STAKEHOLDERS IN THE PLAN

Key Stakeholder	Role in AMP
Elected Members	Represent needs of community and shareholders, allocate resources to meet planning objectives in providing services while managing risks and ensure services are sustainable.
Chief Executive Officer	Endorse the development of the AMP and provide resources (as funded by the Council) required to complete the task.
General Manager, Infrastructure and Major Projects Manager, City Projects	Set high level priorities for asset management development and support the implementation of actions resulting from this AMP.
Finance Governance and Civic Affairs	Development of supporting policies such as capitalisation and depreciation. Provision of GIS applications and support.
Asset Management Consultants	Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards. Host and consolidate asset register including updating valuations, capitalisation and disposals. Provide support for development of the AMP and the implementation of effective asset management principles. Independently endorse asset revaluation methodology.
Project Manager, Assets	Responsible for the overall development of the AMP. Coordinate input of other stakeholders into the AMP. Manage the periodic collection of asset condition data.
City Assets / City Projects	Assist the Project Manager, Assets in the development of the AMP.
City Services	Provide local knowledge level of detail of the assets. Describe the maintenance standards deployed and the ability to meet the technical and citizen levels of service.
External Parties	Local Residents; Local Businesses; Utilities; Developers; and Federal and State Governments.

The Council's organisational structure for service delivery of infrastructure assets is detailed in Figure 2.1 below.

Figure 2.1: ORGANISATIONAL STRUCTURE



2.2 Goals and Objectives of Asset Ownership

The Council's goal in respect to the management of infrastructure assets, is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of asset management are:

- providing a defined level of service and monitoring performance;
- managing the impact of growth through demand management and infrastructure investment;
- taking a life-cycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- identifying, assessing and appropriately controlling risks; and
- linking to the LTFP which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are:

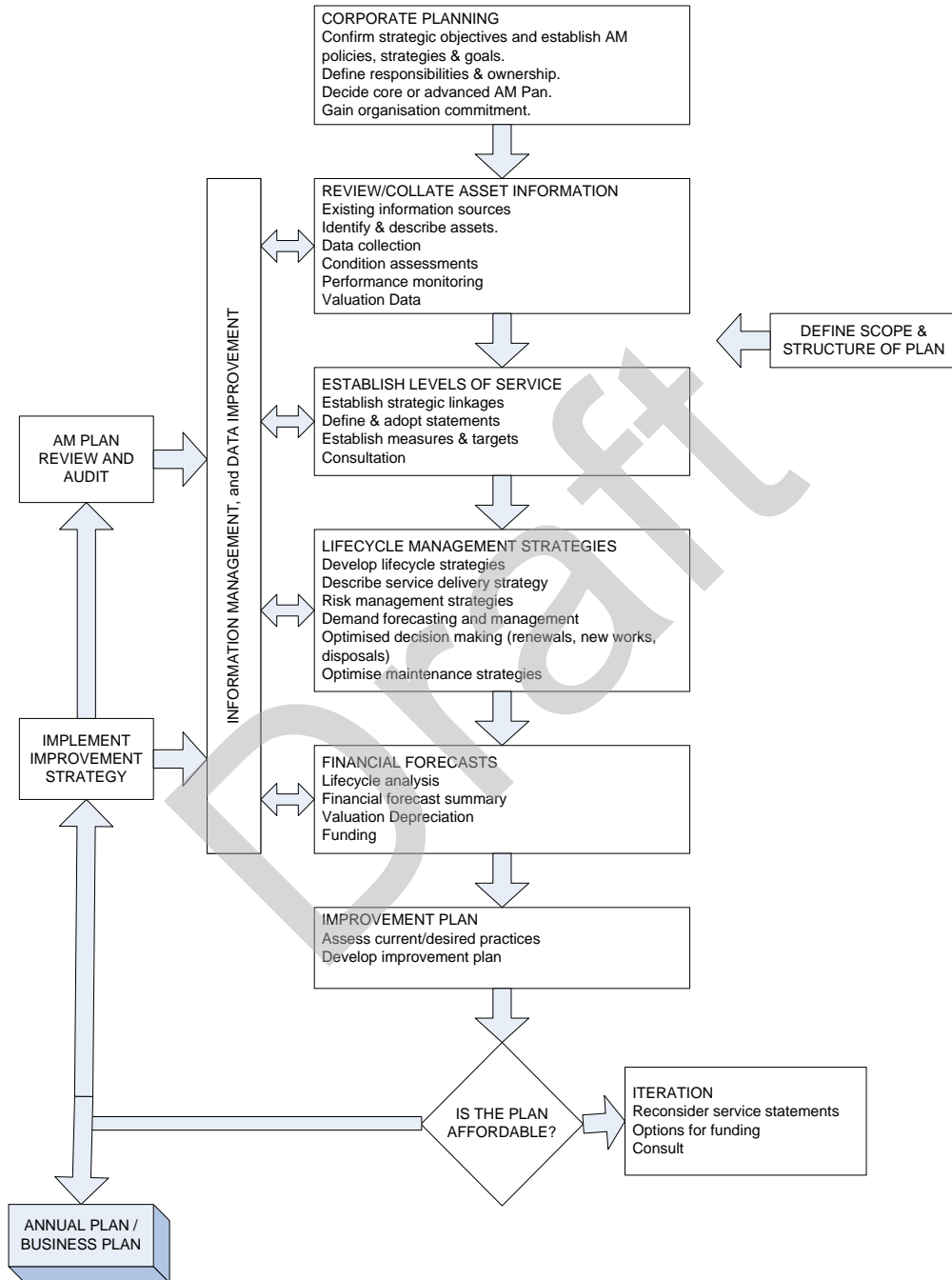
- **levels of service** – specifies the services and levels of service to be provided;
- **future demand** – how this will impact on future service delivery and how this is to be met;
- **life-cycle management** – how to manage its existing and future assets to provide defined levels of service;
- **financial summary** – what funds are required to provide the defined services;
- **asset management practices** – how the Council manages the provision of the services;
- **monitoring** – how the AMP will be monitored to ensure objectives are met; and
- **asset management improvement plan** – how the Council increases asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ¹; and
- International Organisation for Standardisation (ISO) 55000².

A road map for preparing an AMP is shown in Figure 2.2 below.

Figure 2.2: ROAD MAP FOR PREPARING AN AMP



Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

3.0 LEVELS OF SERVICE

3.1 Community Research and Expectations

The Council conducts Community Surveys at regular intervals to establish how the Council is performing in a number of key indicators. Community Surveys have been conducted in 2009, 2011, 2013, 2017, 2019 and 2021, with the most recent survey undertaken in 2023. The survey uses a 5-point scale to determine satisfaction, with 1 being very dissatisfied, and 5 being very satisfied. The last version of the AMP included data up to 2019. Table 3.1 below summarises the results from the Council's Resident Surveys.

Table 3.1: RESIDENT SATISFACTION SURVEY LEVELS

Performance Measure	Satisfaction Level						
	2023	2021	2019	2017	2013	2011	2009
Overall Infrastructure Satisfaction	3.8	3.9	3.8	3.8	4.0	4.0	3.6
The Presentation & Cleanliness of the Council Area	4.0	4.2	4.1	4.1	4.2	4.1	4.0
Swimming Pools	3.7	4.1	4.1	NA	NA	NA	NA
Library Services	4.4	4.4	4.5	NA	NA	NA	NA
Community Halls and Centres	4.0	4.1	3.9	NA	NA	NA	NA

3.2 Strategic and Corporate Goals

This AMP has been prepared in accordance with the Council's Vision, Mission, Goals and Objectives as set out in its Strategic Management Plan, *CityPlan 2030: Shaping our Future*.

The Council's Vision is:

'A City which values its heritage, cultural diversity, sense of place and natural environment.

A progressive City which is prosperous, sustainable and socially cohesive, with a strong community spirit.'

Council's strategic goals, and how these are addressed in this AMP, are summarised in Table 3.2 below.

Table 3.2: GOALS AND HOW THESE ARE ADDRESSED IN THIS AMP

Goal	Objective	How Goal and Objectives are Addressed in the AMP
Social Equity - A connected, accessible and pedestrian friendly community	Convenient and accessible services, information and facilities.	Development of service levels provided by the infrastructure and the balancing of this with the available funding and acceptable risk.
Environmental Sustainability – A leader in environmental sustainability	A people-friendly, integrated, sustainable and active transport and pedestrian network.	Building assets exist to support and provide services to the community. Planning the long-term management of these assets is essential to the sustainability of these services.
Environmental Sustainability – A leader in environmental sustainability	Mitigating and adapting to the impacts of a changing climate.	Planning of long-term sustainable infrastructure is important and to enable appropriate resources to be identified and provided.

3.3 Legislative Requirements

There are a number of legislative requirements relating to the management of assets. Legislative requirements that impact upon the delivery of the Building Infrastructure Network are set out in Table 3.3 below.

Table 3.3: LEGISLATIVE REQUIREMENTS

Legislation	Requirement
Aboriginal Heritage Act 1988	An Act to provide for the protection and preservation of the Aboriginal heritage, and for other purposes.
Australian Accounting Standards	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of transport assets.
Australian Standards	Council's infrastructure projects are undertaken in accordance with Australian Standards, or in the absence of, best practice techniques.
Building Code of Australia	Sets out minimum standards for construction of new assets. Also provides minimum standards for new properties.
Disability Discrimination Act 1992	Provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
Environmental Protection Act 1993	Sets out requirements for any works to comply with, as well as water quality standards.
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by infrastructure and asset management plans for sustainable service delivery.
Planning Development and Infrastructure Act 2016	An Act to provide for matters that are relevant to the use, development and management of land and buildings.
Retail and Commercial Leases Act 1995	An Act regulating the leasing of certain properties.

Retail and Commercial Leases Amendment Act 2019	
Work Health and Safety Act 2012	Provides minimum standards for health and safety of individuals performing works.

3.4 Citizen Values

Service levels are defined in three (3) ways: Citizen Values, Citizen Levels of Service and Technical Levels of Service.

Citizens Values indicate:

- what aspects of a service is important to the citizen;
- whether they see value in what is currently being provided; and
- the likely trend over time based on the current budget provision.

A summary of the satisfaction measure being used, the current feedback and the expected performance based on the current funding level is set out in Table 3.4 below.

Draft

Table 3.4: CITIZEN VALUES

Citizen Values	Citizen Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
The Presentation & Cleanliness of the Council Area	Community Survey Report	Community survey results indicate: <ul style="list-style-type: none"> this is the most important factor which impacts overall infrastructure satisfaction satisfaction has slightly decreased when compared to 2019 (i.e., when the AMP was last renewed) 	Likely to remain unchanged, as forecasted operational maintenance works are not likely to significantly change.
Swimming Centres	Community Survey Report	Community survey results indicate: <ul style="list-style-type: none"> this is the eighth most important factor which impacts overall satisfaction with community services satisfaction has decreased when compared to 2019 	Likely to increase significantly once the Payneham Memorial Swimming Centre Project is complete
Library Services	Community Survey Report	Community survey results indicate: <ul style="list-style-type: none"> this is the fourth most important factor which impacts overall satisfaction with community services satisfaction has slightly decreased when compared to 2019 	Likely to increase significantly once the Norwood Library Redevelopment upgrade works are complete
Community Halls and Centres	Community Survey Report	Community survey results indicate: <ul style="list-style-type: none"> this is the third most important factor which impacts overall satisfaction with community services satisfaction has slightly increased when compared to 2019 	Potential to increase subject to development of strategy and strategic alignment of building asset renewal work with the strategy

3.5 Citizen Levels of Service

The Citizen Levels of Service are considered in terms of:

- **quality:** How good is the service? What is the condition or quality of the service?
- **function:** Is it suitable for its intended purpose? Is it the right service?
- **capacity:** Is the service over or under used? Does the Council need more or less of these assets?

A summary of the performance measure being used, the current performance and the expected performance based on the current funding level is set out in Table 3.5 below.

Confidence levels of current performance and expected trend are set out in Table 3.5 below and are categorised as follows:

- **high:** professional judgement supported by extensive data;
- **medium:** professional judgement supported by data sampling; or
- **low:** professional judgement with no data evidence.

Table 3.5: CITIZEN LEVELS OF SERVICE MEASURES

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Quality	Asset condition is <i>'fit for purpose'</i>	Community Survey on The Presentation & Cleanliness of the Council Area	Community survey results indicate satisfaction has remained consistent with 2019 (i.e., when the AMP was last renewed)	No change, as expired assets are renewed as required
	Confidence levels		High	Medium
Function	Accessibility	Public areas of Council buildings to provide access to people with disabilities	High-usage and high-risk areas are being reviewed from accessibility perspective, and issues are being addressed accordingly	New assets installed as part of building assets will be required to meet DDA access requirements Several audits scheduled for 2024-2025 to identify issues and increase confidence levels for the accessibility
	Confidence levels		Medium	High
Capacity	Capacity of assets to meet demands	Community Survey Report	The usage of various Council services (swimming pools, library services, community halls & centres) is seen to have increased since 2019	Upcoming upgrades to Payneham Pool and Norwood Library will increase capacity of our facilities to meet demand in those specific areas
	Confidence levels		High	Medium

3.6 Technical Levels of Service

To deliver the Citizen Values and impact the achieved Citizen Levels of Service, operational or technical measures of performance are used. These technical measures relate to the activities and allocation of resources to best achieve the desired community outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **acquisition:** the activities to provide a higher level of service or a new service that did not exist previously (e.g. purchase of new building);
- **operational maintenance:** the regular activities to retain an asset as near as practicable to an appropriate service condition (e.g. crack repairs);

- **renewal:** the activities that return the service capability of an asset up to that which it had originally provided (e.g. replacement of air conditioning system); and
- **disposal:** the activities associated with the disposal of a decommissioned asset including sale, demolition or relocation (e.g. demolition of a building).

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 below shows the activities expected to be provided under the current Planned Budget allocation and the forecast activity requirements being recommended in this AMP.

Table 3.6: TECHNICAL LEVELS OF SERVICE

Life-Cycle Activity	Purpose of Activity	Activity Measure	Current Performance (LTFP)	Recommended Performance (AMP)
Acquisition	Upgrade of the Council's swimming centres and libraries	Quantity	The Payneham Memorial Swimming Centre and Norwood Library are programmed to be upgraded	The Payneham Memorial Swimming Centre and Norwood Library are programmed to be upgraded
	Gifted infrastructure from developers	Incorporate into asset register upon ownership	Occurs on an ad hoc basis dependent on development	Occurs on an ad hoc basis dependent on development
		Budget	\$51,101,956 over ten (10) years	\$51,101,956 over ten (10) years
Operational Maintenance	Operational maintenance works (e.g. cleaning, crack repairs, inspections) conducted on building assets	Frequency	As required and based on previous years' budgets	As required and based on previous years' budgets
	Asset Condition Assessment	Frequency	Asset Condition Assessment undertaken once every five years	Asset Condition Assessment undertaken once every five years
		Budget	\$20,822,831 over ten (10) years	\$20,822,831 over ten (10) years
Renewal	Replacement of critical assets	Frequency	As budgeted within the LTFP. Development of a Buildings and Facilities Strategy will assist in the efficient scheduling of renewal to align with strategic priorities.	As required based on standard useful life and strategic organisational priorities
		Budget	\$30,834,585 over ten (10) years	\$29,639,878 over ten (10) years
Disposal	Disposal of assets no longer in use	As identified in the AMP	No assets identified as no longer in use	No assets identified as no longer in use
		Budget	\$0 over ten (10) years	\$0 over ten (10) years

³ IPWEA, 2015, IIMM, p 2|28.

It is important to regularly monitor the service levels provided by the Council as these will change. The current performance is influenced by work efficiencies and technology, and community priorities will change over time.

Draft

4.0 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include (but are not limited to) changes in population, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices and environmental awareness.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3 below. The table is not a comprehensive list, as a Buildings and Facilities Strategy is scheduled to be undertaken in 2024-2025 which will delve into demands across the coming decades within the City of Norwood Payneham & St Peters.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3 below. Further opportunities will be developed in future revisions of this AMP subject to the outcomes of a Buildings and Facilities Strategy being developed.

Table 4.3: DEMAND MANAGEMENT PLAN

Demand Driver	Current Position	Projection	Impact on Services	Demand Management Plan
Climate change	Refer Section 4.5			
Change in frequency of use	A significant number of residential properties within the Council area have a swimming pool	More land subdivisions will lead to smaller properties with no room for swimming pools	Increased use of swimming centres, increased rate of deterioration of building assets	Increase condition assessment and inspections of assets.
Change in user requirements	Some building facilities do not have DDA-compliant access	A significant push from the community to ensure access into facilities for the disabled	Some facilities will not be DDA compliant	Ensure that DDA-compliance is included in designs of building facility upgrades and renewals.

4.4 Asset Programs to Meet Demand

The new assets required to meet demand may be acquired, donated or constructed and these assets are discussed in Section 5.5.

Acquiring new assets will commit the Council to increased ongoing operational maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operational maintenance and renewal costs for inclusion in the LTFP (refer to Section 5).

4.5 Climate Change and Adaptation

The impacts of climate change can have a significant impact on the assets which the Council manages and the services which are provided. In the context of the asset management planning process, climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of asset and services provided, as will the way in which the Council responds and manage these impacts.

As a minimum, the Council should consider both how to manage existing assets given the potential impacts of climate change and how to create resilience to climate change in any new works or acquisitions.

Opportunities which have been identified to date to manage the impacts of climate change on existing assets are shown in Table 4.5.1 below.

Table 4.5.1: MANAGING THE IMPACT OF CLIMATE CHANGE ON ASSETS

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Temperature	Higher maximum temperatures, lower minimum temperatures	Increased deterioration of externally-located assets	Increase monitoring of externally-located assets as required
Storm Events	Increase rainfall and wind intensity during rainfall events	Increased deterioration of externally-located assets	Increase monitoring of externally-located assets as required

The way in which the Council constructs new assets should recognise that there is opportunity to develop resilience to the impacts of climate change. Developing resilience has a number of benefits including but not limited to:

- assets will be able to withstand the impacts of climate change;
- services can be sustained; and
- assets that can endure the impacts of climate change may potentially lower the life-cycle cost and reduce their carbon footprint.

Table 4.5.2 below summarises some asset climate change resilience opportunities.

Table 4.5.2: DEVELOPING ASSET RESILIENCE TO CLIMATE CHANGE

New Asset Description	Climate Change Impact These Assets?	Develop Resilience in New Works
Externally-located building assets	Higher maximum temperatures, lower minimum temperatures	Investigate environmentally sustainable and environmentally resilient assets with lower carbon emission footprint, increase use of renewable materials where possible

These initiatives are currently being implemented within Council projects where possible. However, it is acknowledged that the impact of climate change on assets is a relatively new and complex issue, and further opportunities will be developed in future revisions of this AMP.

5.0 LIFE-CYCLE MANAGEMENT PLAN

The Life-Cycle Management Plan details how the Council plans to manage and operate the assets at the agreed levels of service (refer to Section 3) while managing life-cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AMP are shown in Table 5.1.1 below.

Table 5.1.1: ASSETS COVERED BY THIS AMP

Asset Category	Replacement Value (\$)
Municipal Buildings	58,322,000
Community Buildings	24,161,000
Culture Facilities	14,983,300
Recreation & Leisure Buildings	64,894,000
TOTAL	162,360,300

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2 below.

Table 5.1.2: KNOWN SERVICE PERFORMANCE DEFICIENCIES

Location	Service Deficiency
Access into facilities	The standards and guidelines for access may have changed after the construction of the facilities and building assets
Painting	Painting of external and internal walls and ceilings not renewed when required leading to poor condition and performance

The above service deficiencies have been identified through the asset condition assessments and reviews undertaken in recent years. They are intended to be addressed through renewals and / or upgrade works. The identified service deficiencies are addressed systematically through the annual works programs and operational maintenance works wherever feasible.

5.1.3 Asset condition

The condition of assets is currently monitored by undertaking a condition assessment of the Civil Infrastructure assets once every five (5) years, the last being in the 2022-2023 financial year. Annual inspections of the worst-conditioned assets are completed to inform the following year's asset renewal program.

A formal condition rating has not been historically provided with Building Infrastructure condition assessments. The output has consisted of defects lists and associated maintenance requirements. The condition assessment rating system is to be formalised prior to the next condition data collection (scheduled for the 2027-2028 financial year).

It will be crucial to align building defects lists, condition data and strategic planning in the future, to enhance the general condition of assets and meet future demands proactively.

5.2 Operational Maintenance Plan

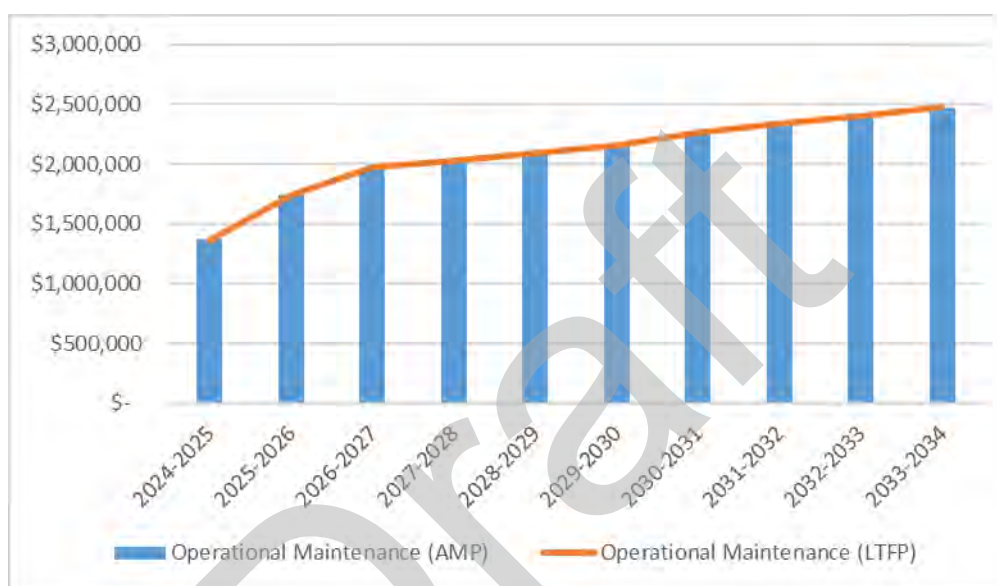
Operational maintenance works focus on the efficiency of assets to ensure the achievement of organisational objectives and the improvement of performance. They include all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Examples of typical operational maintenance activities include asset inspections and patch repairs.

Summary of forecast operational maintenance costs

Forecast operational maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operational maintenance costs are forecast to increase. If assets are disposed, the forecast operational maintenance costs are expected to decrease. Figure 5.2 below shows the forecast operational maintenance costs relative to the proposed operational maintenance Planned Budget.

Figure 5.2: OPERATIONS AND MAINTENANCE SUMMARY



Additional operational maintenance costs due to the undertaking of acquisition projects have been allowed for. However, these additional costs will be required to be monitored to ensure that the same service levels are being provided following the acquisition of new assets.

5.3 Renewal Plan

Renewal involves major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operational maintenance costs.

The typical “useful lives” of assets used to develop projected asset renewal forecasts are shown in Table 5.3 below.

Table 5.3: USEFUL LIVES OF ASSETS

Asset Category	Useful life
Air Conditioning	15 to 30 years
Communications Systems	20 to 25 years
Doors	15 to 30 years

Electrical Infrastructure	15 to 30 years
Fire System	10 to 30 years
Floors	15 to 50 years
Kitchens	20 to 30 years
Lifts	25 to 30 years
Plumbing	15 to 40 years
Roof	30 to 40 years
Security Systems	25 years
Smoke Alarm Systems	25 years
Solar Systems	25 years
Stairs	50 years
Ventilation Systems	15 to 30 years
Walls	15 to 30 years
Windows	30 years

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate; or
- to ensure the infrastructure is of sufficient quality to meet the service requirements.⁴

It is possible to prioritise renewals by identifying assets or asset groups that:

- have a high consequence of failure;
- have high use and subsequent impact on users would be significant;
- have higher than expected operational maintenance costs, and
- have potential to reduce life-cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁵

5.4 Summary of Future Renewal Costs

The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4 below.

⁴ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁵ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Figure 5.4: FORECAST RENEWAL COSTS

The Council intends to undertake a strategic review of all of the Council's building assets with the objective of developing a Building and Facilities Strategy. This document will drive the strategic direction of the Building Infrastructure renewals. Once the Strategy has been finalised, the findings will be reviewed from a renewals perspective. At that time, the AMP and LTFP will be reviewed and updated accordingly.

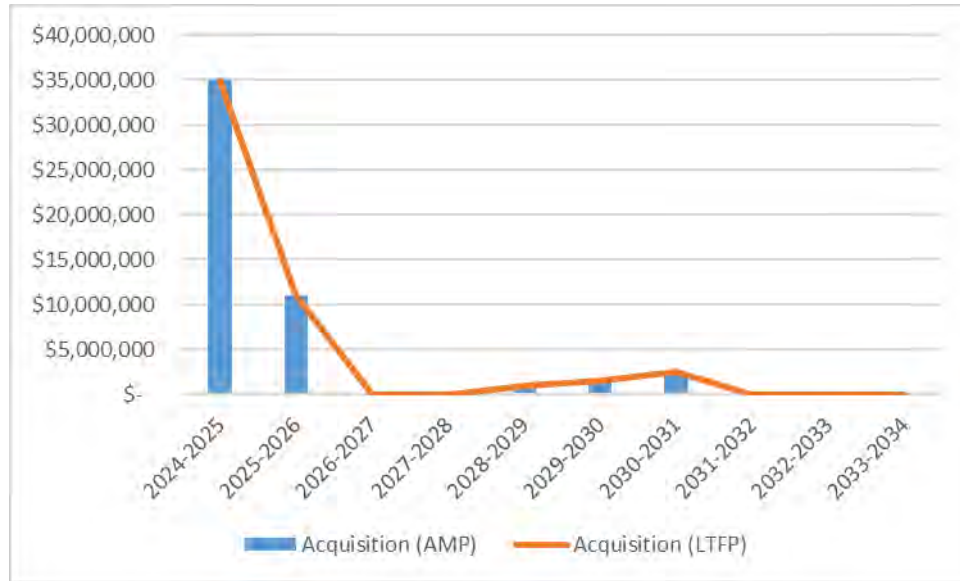
5.5 Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Council.

The acquisition projects included in the AMP are projects identified within Council's strategies.

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised in Figure 5.5 and shown relative to the proposed acquisition budget. The forecast acquisition projects are shown in Appendix A.

Figure 5.5: FORECAST ACQUISITION COSTS

Expenditure on new assets and services will be accommodated in the Council's LTFP, but only to the extent that there is available funding.

The proposed new and upgraded projects associated with the Building Infrastructure Network have been programmed to be constructed in conjunction with the renewal and acquisition requirements of other asset classes, such as road reseals or recreation and open space upgrades, wherever possible, to increase the efficiency of expenditure. Programming of new works and upgrades has been taken into account with the development of the LTFP to ensure that the Council has the financial capacity to afford the proposed new and upgraded assets.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

At this stage, there are no disposal costs forecasted in the next ten (10) years.

6.0 RISK MANAGEMENT PLANNING

The purpose of risk management associated with infrastructure assets is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’⁶.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery are summarised in Table 6.1 below.

Table 6.1: CRITICAL ASSETS

Critical Assets	Failure Mode	Impact
Essential building services (e.g. electrical, fire, mechanical, security)	Deterioration and fault within the system	Building deemed non-compliant
Council-operated buildings providing essential services	Deterioration (age, third-party damage)	Unable to provide essential services to the community

By identifying critical assets and failure modes, an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

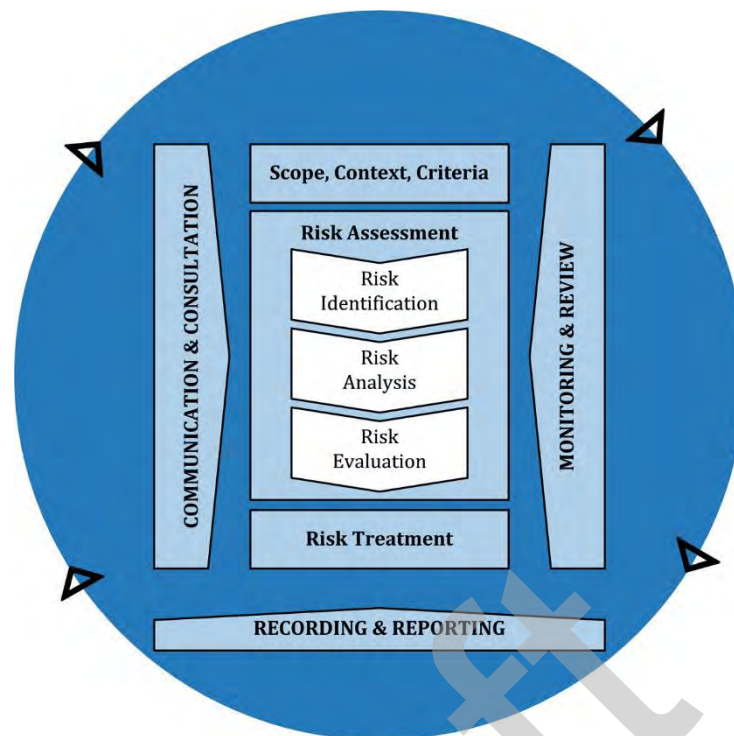
The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

⁶ ISO 31000:2009, p 2

Figure 6.2: RISK MANAGEMENT PROCESS – ABRIDGED



Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts or other consequences. This is outlined in Table 6.2 below.

Table 6.2: RISKS AND TREATMENT PLANS

Service or Asset at Risk	What Can Happen	Impact Category	Risk Rating	Risk Treatment Plan	Residual Risk
Community Facilities (e.g., St Peters Child Care Centre, Concert Hall, Norwood Swimming Centre)	In the absence of a Building and Facilities Strategy, the programming of renewal works are not optimal. Assets deteriorate faster than expected.	Service / Reputation	High (7)	Development of Buildings and Facilities Strategy to enable optimal long-term renewal and acquisition planning. In the meantime, improved liaison with facility managers and users to improve prioritisation and alignment of operations, maintenance and renewal works	Medium (17)
Access into buildings	Non-compliance with regards to DDA requirements	Service / Reputation	High (7)	Engage access consultants to review the most urgent issues (high-risk, high-usage). Program the recommended remediation works into the works program	Medium (17)

6.3 Infrastructure Resilience Approach

The resilience of the Council's critical infrastructure is vital to the ongoing provision of services to the community. To adapt to changing conditions, the Council needs to understand its capacity to 'withstand a given level of stress or demand' and to respond to possible disruptions to ensure continuity of service.

Resilience is built on aspects such as response and recovery planning, financial capacity, climate change and crisis leadership.

The Council does not currently measure our resilience in service delivery. This will be included in future iterations of the AMP.

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AMP are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council's LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

6.4.2 Service trade-off

If there is forecast work (operational maintenance, renewal, acquisition or disposal) that cannot be undertaken due to insufficient resources, then this will result in service consequences for users. These service consequences include:

- increased risk of asset failure due to deferred operational maintenance works;
- service provided by assets not to the standard expected by the users; and
- loss of Council's reputation.

6.4.3 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- unsafe condition of assets leading to user risk;
- service provided by assets not to the standard expected by the users; and
- loss of the Council's reputation.

The Council will endeavour to manage these risks within the available funding allocation by:

- finding efficiencies within the current operational maintenance program; and
- increasing proactive inspections and maintenance.

Draft

7.0 FINANCIAL SUMMARY

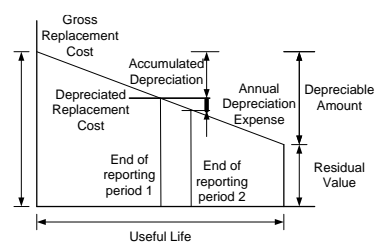
This section contains the financial requirements resulting from the information presented in the previous sections of this AMP. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Statements and Projections

7.1.1 Asset valuations

The best available estimate of the value of assets included in this Plan are shown below. The assets are valued at cost to replace service capacity:

Current (Gross) Replacement Cost	\$162,360,300
Depreciable Amount	\$162,360,300
Depreciated Replacement Cost ⁷	\$66,685,474
Depreciation during the 2022-2023 Financial Year	\$2,233,881



7.1.2 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AMP for this service area, namely:

- asset renewal funding ratio (proposed LTFP renewal budget for the next ten (10) years / forecast AMP renewal costs for next ten (10) years); and
- medium term forecast costs / proposed budget (over ten (10) years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio⁸ 104.03%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next ten (10) years, the Council expects to have 100% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget is illustrated in Appendix C.

Medium term – ten (10) year financial planning period

This AMP identifies the forecast operational maintenance and renewal costs required to provide an agreed level of service to the community over a ten (10) year period. This provides input into ten (10) year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the ten (10) year period to identify any funding shortfall.

The forecast AMP operational maintenance and renewal costs over the ten (10) year planning period is \$5,046,271 on average per year.

The LTFP operational maintenance and renewal funding is \$5,165,742 on average per year, resulting in nil funding shortfall. This indicates that 100% of the forecast costs needed to provide the services documented in this AMP are accommodated in the proposed budget.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AMP and ideally over the ten (10) year life of the LTFP.

⁷ Also reported as Written Down Value, Carrying or Net Book Value.

⁸ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

7.1.3 Forecast Costs

A summary of the anticipated AMP forecast life-cycle costs compared with the LTFP planned budget are shown in Table 7.1.3 and Figure 7.1.3 below.

Table 7.1.3: FORECAST LIFE-CYCLE COSTS AND PLANNED BUDGETS

Year	Acquisition (AMP) (\$)	Operational Maintenance (AMP) (\$)	Renewal (AMP) (\$)	Disposal (AMP) (\$)	Total Budget (LTFP) (\$)
2024-2025	35,030,000	1,364,186	1,503,500	0	38,804,741
2025-2026	11,071,956	1,741,310	3,019,000	0	15,393,981
2026-2027	-	1,970,758	3,256,377	0	4,852,138
2027-2028	-	2,029,357	1,822,982	0	5,009,063
2028-2029	1,000,000	2,089,699	2,871,194	0	6,170,409
2029-2030	1,500,000	2,151,836	3,472,924	0	6,844,755
2030-2031	2,500,000	2,265,820	2,066,333	0	8,051,608
2031-2032	-	2,333,208	4,063,841	0	5,713,479
2032-2033	-	2,402,600	3,980,723	0	5,875,947
2033-2034	-	2,474,057	3,583,004	0	6,043,251

Figure 7.1.3: FORECAST LIFE-CYCLE COSTS AND PLANNED BUDGETS



7.2 Funding Strategy

The proposed funding for assets is outlined in the Council's Annual Budget and LTFP.

The Council's financial strategy outlines how funding will be provided, whereas the AMP communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to service.

Additional assets will generally add to the operational maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AMP, it has been necessary to make some assumptions. This section details the key assumptions made in the development of this AMP and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AMP are:

- acquisition and renewal costs have been based on professional judgement; and
- forecasted operational maintenance costs are based on previous expenditure for the same service levels.

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AMP are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on an A to E level scale⁹ in accordance with Table 7.5.1 below.

Table 7.5.1: DATA CONFIDENCE GRADING SYSTEM

Confidence Grade	Description
A. Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AMP is shown in Table 7.5.2 below.

⁹ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Table 7.5.2: DATA CONFIDENCE ASSESSMENT FOR DATA USED IN AMP

Data	Confidence Assessment	Comment
Demand drivers	C	Based on development application trends, <i>profile.id</i> data, climate change data, community surveys
Growth projections	C	Based on development application trends, <i>profile.id</i> data
Acquisition forecast	B	In line with strategic plans, policy and procedures
Operational maintenance forecast	B	In line with previous years
Renewal forecast - Asset values	B	As per approved methodology
- Asset useful lives	B	Current estimates from asset register
- Condition modelling	C	Methodology and data capture to be updated
Disposal forecast	E	No disposal forecast – may be subject to change through strategic planning

The estimated confidence level for and reliability of data used in this AMP is considered to be reliable.

Draft

8.0 PLAN IMPROVEMENT AND MONITORING

8.1.1 Accounting and financial data sources

The Council uses Authority and Conquest as its financial management and accounting systems. These systems have the capability to report the full lifecycle of assets, providing full transparency from acquisition to disposal.

8.1.2 Asset management data sources

The Council uses Conquest as its asset management system, and Spectrum Spatial as its geographical information system. There are plans to improve integration between the GIS data with the asset management register to provide a live and amalgamated asset data system.

8.2 Improvement Plan

It is important that the Council recognise areas of their AMP and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AMP is shown in Table 8.2 below.

Table 8.2: IMPROVEMENT PLAN

Task No.	Task	Responsibility	Resources Required	Timeline
1	Formalise ongoing monitoring and reporting of improvement plan tasks and performance measures	Project Manager, Assets	Manager, City Projects	1 year
2	Review structure and resourcing to clarify accountabilities and responsibilities with regard to Buildings and Facilities	General Manager, Infrastructure and Major Projects	Project Manager, Assets and Manager, City Projects	1 year
3	Develop Buildings and Facilities Strategy, and align its objectives with the Plan and LTFP	Manager, Strategy	Project Manager, Assets and Manager, City Projects	2 years
4	Establish formal condition rating process of building infrastructure	Project Manager, Assets	Asset Consultants	2 years
5	Further develop risk assessment and management planning	Project Manager, Assets	Project Officer, Assets and Asset Consultants	2 years
6	Improve GIS data storage system integration with asset database	Project Manager, Assets	Information Services, Consultants	3 years
7	Review resilience of critical infrastructure	Project Manager, Assets	City Assets and Asset Consultants	4 years
8	Integrate building assets with asset management system	Project Manager, Assets	Asset Consultants, Finance	4 years

8.3 Monitoring and Review Procedures

The AMP will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operational maintenance, renewals, acquisition and disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the LTFP or will be incorporated into the LTFP once completed.

The AMP has a maximum life of four (4) years and is due for complete revision and updating within two (2) years of each Council election.

8.4 Performance Measures

The effectiveness of this AMP can be measured in the following ways:

- the degree to which the required forecast costs identified in this AMP are incorporated into the LTFP;
- the degree to which the short-term detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the AMP;
- the Asset Renewal Funding Ratio achieving the Organisational Target (this target is often 1.0).

Draft

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus;
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM;
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney;
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines;
- *CityPlan 2030: Shaping Our Future*;
- Long-term Financial Plan;
- Annual Business Plan;
- Access & Inclusion Policy;
- Asset Management Policy; and
- City of Norwood Payneham & St Peters Community Survey Report.

Draft

10.0 APPENDICES

Appendix A

Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

The new and upgrade projects contained within this AMP have been derived from the Council's strategies.

A.2 – Acquisition Project Summary

Table A2: ACQUISITION PROJECT SUMMARY

Year	Project	Cost (\$)
2024-2025	Payneham Memorial Swimming Centre Upgrade	35,000,000
2024-2025	Staff Bike Parking Webbe Street	30,000
2025-2026	Payneham Memorial Swimming Centre Upgrade	11,071,956
2028-2029	Norwood Library Redevelopment	1,000,000
2029-2030	Norwood Library Redevelopment	1,500,000
2030-2031	Norwood Library Redevelopment	2,500,000

A.3 – Acquisition Forecast Summary

Table A3: ACQUISITION FORECAST SUMMARY

Year	Acquisition (AMP) (\$)	Acquisition (LTFP) (\$)
2024-2025	35,030,000	35,030,000
2025-2026	11,071,956	11,071,956
2026-2027	-	-
2027-2028	-	-
2028-2029	1,000,000	1,000,000
2029-2030	1,500,000	1,500,000
2030-2031	2,500,000	2,500,000
2031-2032	-	-
2032-2033	-	-
2033-2034	-	-

Appendix B

Operation Forecast

Operational Maintenance Forecast

B.1 – Operational Maintenance Forecast Assumptions and Source

The operational maintenance forecast has been based on previous expenditure for the same service levels, with requirements of additional operational maintenance expenditure due to acquisition projects factored in.

B.2 – Operational Maintenance Forecast Summary

Table B2: OPERATIONAL MAINTENANCE FORECAST SUMMARY

Year	Operational Maintenance (AMP) (\$)	Operational Maintenance (LTFP) (\$)
2024-2025	1,364,186	1,364,186
2025-2026	1,741,310	1,741,310
2026-2027	1,970,758	1,970,758
2027-2028	2,029,357	2,029,357
2028-2029	2,089,699	2,089,699
2029-2030	2,151,836	2,151,836
2030-2031	2,265,820	2,265,820
2031-2032	2,333,208	2,333,208
2032-2033	2,402,600	2,402,600
2033-2034	2,474,057	2,474,057

Appendix C

Renewal Forecast Summary

C.1 – Renewal Forecast Assumptions and Source

The scheduling of identified renewal proposals is currently guided by the condition and age of assets, and by the Council's Buildings Assets Strategy once its update is finalised.

C.2 – Renewal Forecast Summary

Table C3: RENEWAL FORECAST SUMMARY

Year	Renewal (AMP) (\$)	Renewal (LTFP) (\$)
2024-2025	1,503,500	2,410,555
2025-2026	3,019,000	2,580,715
2026-2027	3,256,377	2,881,380
2027-2028	1,822,982	2,979,706
2028-2029	2,871,194	3,080,710
2029-2030	3,472,924	3,192,919
2030-2031	2,066,333	3,285,788
2031-2032	4,063,841	3,380,271
2032-2033	3,980,723	3,473,347
2033-2034	3,583,004	3,569,194

Appendix D

Disposal Summary

D.1 – Disposal Forecast Assumptions and Source

No disposals have been forecast over the AMP period.

D.2 – Disposal Forecast Summary

Table D2: DISPOSAL ACTIVITY SUMMARY

Year	Disposal (AMP) (\$)	Disposal (LTFP) (\$)
2024-2025	0	0
2025-2026	0	0
2026-2027	0	0
2027-2028	0	0
2028-2029	0	0
2029-2030	0	0
2030-2031	0	0
2031-2032	0	0
2032-2033	0	0
2033-2034	0	0

Draft



Linear Park Shared Path Upgrade

Asset Management Plan

Civil Infrastructure 2025–2034



City of
Norwood
Payneham
& St Peters

Document Control		2025-2034 ASSET MANAGEMENT PLAN CIVIL INFRASTRUCTURE			
Rev No	Date	Revision Details	Author	Reviewer	Approver
0	August 2024	Draft for Community Consultation	JC	DL	DL

Draft

Contents

1.0	EXECUTIVE SUMMARY	5
1.1	Asset Management Plans	5
1.2	Asset Description	5
1.3	Levels of Service.....	5
1.4	Future Demand	6
1.5	Life-Cycle Management Plan	6
1.6	Financial Summary.....	6
1.7	Asset Management Practices	7
1.8	Monitoring and Improvement Program	8
2.0	INTRODUCTION	9
2.1	Background	9
2.2	Goals and Objectives of Asset Ownership	12
3.0	LEVELS OF SERVICE	14
3.1	Community Research and Expectations	14
3.2	Strategic and Corporate Goals	14
3.3	Legislative Requirements.....	15
3.4	Citizen Values.....	16
3.5	Citizen Levels of Service.....	17
3.6	Technical Levels of Service.....	18
4.0	FUTURE DEMAND	21
4.1	Demand Drivers	21
4.2	Demand Forecasts	21
4.3	Demand Impact and Demand Management Plan	21
4.4	Asset Programs to Meet Demand.....	21
4.5	Climate Change and Adaptation	21
5.0	LIFE-CYCLE MANAGEMENT PLAN	23
5.1	Background Data	23
5.2	Operational Maintenance Plan	26
5.3	Renewal Plan	26
5.4	Summary of Future Renewal Costs.....	27
5.5	Acquisition Plan	28
5.6	Disposal Plan.....	29
6.0	RISK MANAGEMENT PLANNING	30

6.1	Critical Assets.....	30
6.2	Risk Assessment.....	30
6.3	Infrastructure Resilience Approach	32
6.4	Service and Risk Trade-Offs	32
7.0	FINANCIAL SUMMARY	34
7.1	Financial Statements and Projections.....	34
7.2	Funding Strategy.....	35
7.3	Valuation Forecasts	35
7.4	Key Assumptions Made in Financial Forecasts	36
7.5	Forecast Reliability and Confidence.....	36
8.0	PLAN IMPROVEMENT AND MONITORING	38
8.1	Status of Asset Management Practices	38
8.2	Improvement Plan	38
8.3	Monitoring and Review Procedures	38
8.4	Performance Measures	38
9.0	REFERENCES	39
10.0	APPENDICES	40
	Appendix A.....	40
	Appendix B.....	41
	Appendix C.....	42
	Appendix D.....	43

1.0 EXECUTIVE SUMMARY

1.1 Asset Management Plans

The City of Norwood Payneham & St Peters Asset Management Plans (the AMPs), provide a comprehensive overview of the City's assets, encompassing their replacement value, current condition, performance, service levels, objectives, and the Council's financial position in relation to these assets.

Its purpose is to ensure that the Council can effectively deliver services, maintain assets and achieve its strategic goals in a financially sustainable manner over the short, medium and long terms.

The AMPs outline the requirements for managing, inspecting and replacing assets, including projected annual expenditure over a ten (10) year period, while also detailing the Council's planned activities for its assets to achieve its strategic goals and deliver community services in the medium to long term.

The AMPs comprise of four documents, each of which have been developed to encompass the major classes of assets, including civil infrastructure, stormwater management, buildings, and recreation and open space.

Purpose of AMPs

The AMPs are crucial strategic documents for the Council to ensure the efficient management of its assets throughout the lifespan of these respective assets, which ultimately achieves the Council's strategic objectives, while maintaining compliance with legislation and delivering a high level of service to the community.

The purpose of the AMPs is to communicate the requirements for the sustainable delivery of services through the management of the assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the long-term planning period.

Requirement under Local Government Act

Section 122 of *Local Government Act 1999*, requires the Council to develop and adopt an AMP, relating to the management and development of its infrastructure and major assets, for a period of at least ten (10) years.

This requirement to develop and adopt an AMP, ensures that the Council considers the management and development of its infrastructure and major assets at a strategic level and in line with its strategic management plan (i.e., *CityPlan 2030*). It also includes projections for asset renewal over the next ten (10) years, aligned with the Council's Long-term Financial Plan (LTFP).

1.2 Asset Description

The City's Civil Infrastructure Network comprises of the following:

- road pavement and surface;
- kerbing;
- footpaths;
- traffic control devices;
- off-road carparks; and
- shared paths.

The Civil Infrastructure Network has a significant total renewal value estimated at \$313,047,727.

1.3 Levels of Service

The Council's present funding levels are sufficient to continue to provide existing services at current service levels.

The main service consequences of the Planned Budget expenditure are:

- assets will deteriorate over time and be renewed only at the end of life;

- operational maintenance of assets will be undertaken to ensure functionality is maintained and asset life maximised; and
- user expectations likely to be met in regards to maintained assets appearance.

1.4 Future Demand

The main demands for new services are created by:

- increased citizen expectations;
- increased rate of loadings on roads; and
- increased population density resultant from urban development.

Meeting these demands will be approached by using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures, including:

- monitoring the condition of assets;
- undertaking of citizen expectation surveys; and
- planning for demographic changes over time.

1.5 Life-Cycle Management Plan

1.5.1 What does it Cost?

The forecast life-cycle costs necessary to provide the services covered by this AMP includes operational maintenance, renewal, acquisition, and disposal of assets. Although the AMP may be prepared for a range of time periods, it typically informs a long-term financial planning period of ten (10) years. Therefore, a summary output from the AMP is the forecast of ten (10) year total outlays, which for the Civil Infrastructure Network is estimated as \$135,516,913 or \$13,551,691 on average per year.

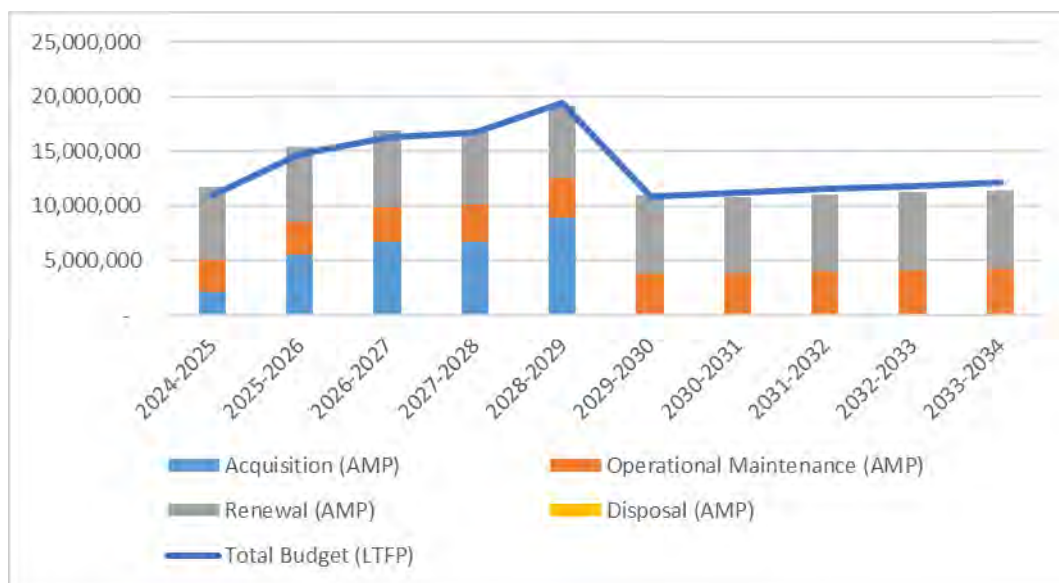
1.6 Financial Summary

1.6.1 What the Council will do

Estimated available funding for the ten (10) year period is \$135,773,771 (or \$13,577,377 on average per year) as set out in the LTFP. This is approximately 100% of the cost to sustain the current level of service at the lowest life-cycle cost.

The reality is that only what is funded in the LTFP can be provided. The informed decision-making depends on the AMP emphasising the consequences of Planned Budgets on the service levels which are provided and the associated risks.

The anticipated Planned Budget for the City's Civil Infrastructure Network results in nil shortfall per year for the forecast life-cycle costs required to provide services in the AMP compared with the Planned Budget currently included in the LTFP. This is shown in Figure 1.6.1 below.

Figure 1.6.1: FORECAST LIFE-CYCLE COSTS AND PLANNED BUDGETS

The Council plans to undertake the following in respect to the existing Civil Infrastructure Network:

- undertaking of major acquisition works within the ten (10) year planning period consisting of various road reconstruction projects, bikeway projects, and streetscape upgrade projects as set out in the Council's LTFP; and
- provision of operational maintenance and renewal works of existing and proposed new assets to meet current service levels.

1.6.2 What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council's LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

1.6.3 Managing the Risks

If there is forecast work (operational maintenance, renewal, acquisition or disposal) that cannot be undertaken due to insufficient resources, then this will result in service consequences for users. These service consequences include:

- deterioration of asset condition quicker than planned;
- increase in hazards; and
- changes to asset performance requirements due to external factors.

The Council will endeavour to manage these risks within the available funding allocation by:

- finding efficiencies within the current operational maintenance program; and
- prioritisation of renewal works.

1.7 Asset Management Practices

The Council's systems to manage assets include:

- the Council's asset management system;
- the Council's financial system; and
- the Council's strategic and planning documents.

1.8 Monitoring and Improvement Program

The next steps resulting from this AMP to improve asset management practices are to:

- formalise ongoing monitoring and reporting of improvement plan tasks and performance measures;
- review condition assessment data collected in 2023-2024;
- further develop risk assessment and management planning;
- improve GIS data storage system integration with asset database; and
- review resilience of critical infrastructure.

Draft

2.0 INTRODUCTION

2.1 Background

This AMP communicates the requirements for the sustainable delivery of services through the management of assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the long-term planning period.

This AMP is to be read in conjunction with the following key planning documents:

- *CityPlan 2030: Shaping Our Future*;
- Long-term Financial Plan;
- Annual Business Plan;
- City-Wide Cycling Plan;
- Kent Town Urban Design Framework and Public Realm Manual;
- River Torrens Linear Park Strategic Integrated Asset Management Plan;
- Private Laneways Policy and Procedure;
- Asset Management Policy; and
- City of Norwood Payneham & St Peters Community Survey Report.

The Council has a strong focus on asset management, with continuous improvements during the revision of the AMP. Integration of acquisition and renewal planning is undergoing continuous improvement to ensure the minimum required investment provides the greatest value outcomes.

Strategic Direction

The Council's strategic direction is guided by four outcomes or Pillars which contribute to the realisation of the Council's Vision and are based on the four Pillars of the Quadruple Bottom Line (QBL) framework. The four outcomes are Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.



For our City, adding the fourth Pillar of culture to the traditional Triple Bottom Line (TBL) of environmental, social and economic sustainability highlights the importance of protecting and enhancing our City’s unique character and sense of place.

The objectives set out in *CityPlan 2030: Shaping Our Future*, which outline the priorities for what needs to happen to achieve the four outcomes, reflect the community’s aspirations, the policy commitments of the Council and the likely trends and issues which our City will face over the course of *CityPlan 2030*.

CityPlan 2030 plays a pivotal role in guiding the City of Norwood Payneham & St Peters towards the community’s vision for the future. Achieving the strategies contained in *CityPlan 2030*, requires transparent and accountable governance structures and processes which are both flexible and responsive to the future opportunities and challenges that will present themselves.

It will also require a positive ‘can-do attitude’ and approach to ensure that we realise the future which we want for ourselves and the next generation, rather than just ‘letting things happen’.

Strategic Planning Framework

In working towards our vision, all of the programs, projects and services which the Council delivers are structured into four key outcome areas, referred to as the ‘Four Pillars’ of Community Well-being.



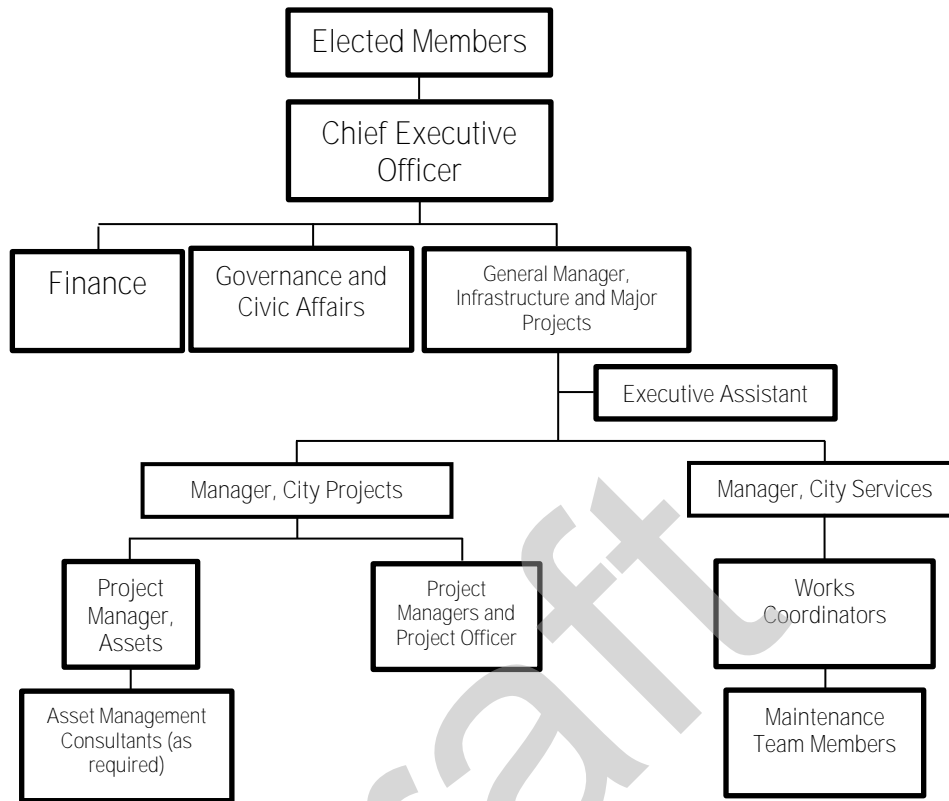
Key stakeholders in the preparation and implementation of this AMP are shown in Table 2.1 below.

Table 2.1: KEY STAKEHOLDERS IN THE AMP

Key Stakeholder	Role in AMP
Elected Members	Represent needs of community and shareholders, allocate resources to meet planning objectives in providing services while managing risks and ensure services are sustainable.
Chief Executive Officer	Endorse the development of the AMP and provide resources (as funded by the Council) required to complete the task.
General Manager, Infrastructure and Major Projects Manager, City Projects	Set high level priorities for asset management development and support the implementation of actions resulting from this AMP.
Finance Governance and Civic Affairs	Development of supporting policies such as capitalisation and depreciation. Provision of GIS applications and support.
Asset Management Consultants	Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards. Host and consolidate asset register including updating valuations, capitalisation and disposals. Provide support for development of the AMP and the implementation of effective asset management principles. Independently endorse asset revaluation methodology.
Project Manager, Assets	Responsible for the overall development of the AMP. Coordinate input of other stakeholders into the AMP. Manage the periodic collection of asset condition data.
City Assets / City Projects	Assist the Project Manager, Assets in the development of the AMP.
City Services	Provide local knowledge level of detail of the assets. Describe the maintenance standards deployed and the ability to meet the technical and citizen levels of service.
External Parties	Local Residents; Local Businesses; Utilities; Developers; and Federal and State Governments.

The Council's organisational structure for service delivery of infrastructure assets is detailed in Figure 2.1 below.

Figure 2.1: ORGANISATIONAL STRUCTURE



2.2 Goals and Objectives of Asset Ownership

The Council's goal in respect to the management of infrastructure assets, is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of asset management are:

- providing a defined level of service and monitoring performance;
- managing the impact of growth through demand management and infrastructure investment;
- taking a life-cycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- identifying, assessing and appropriately controlling risks; and
- linking to the LTFP which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are:

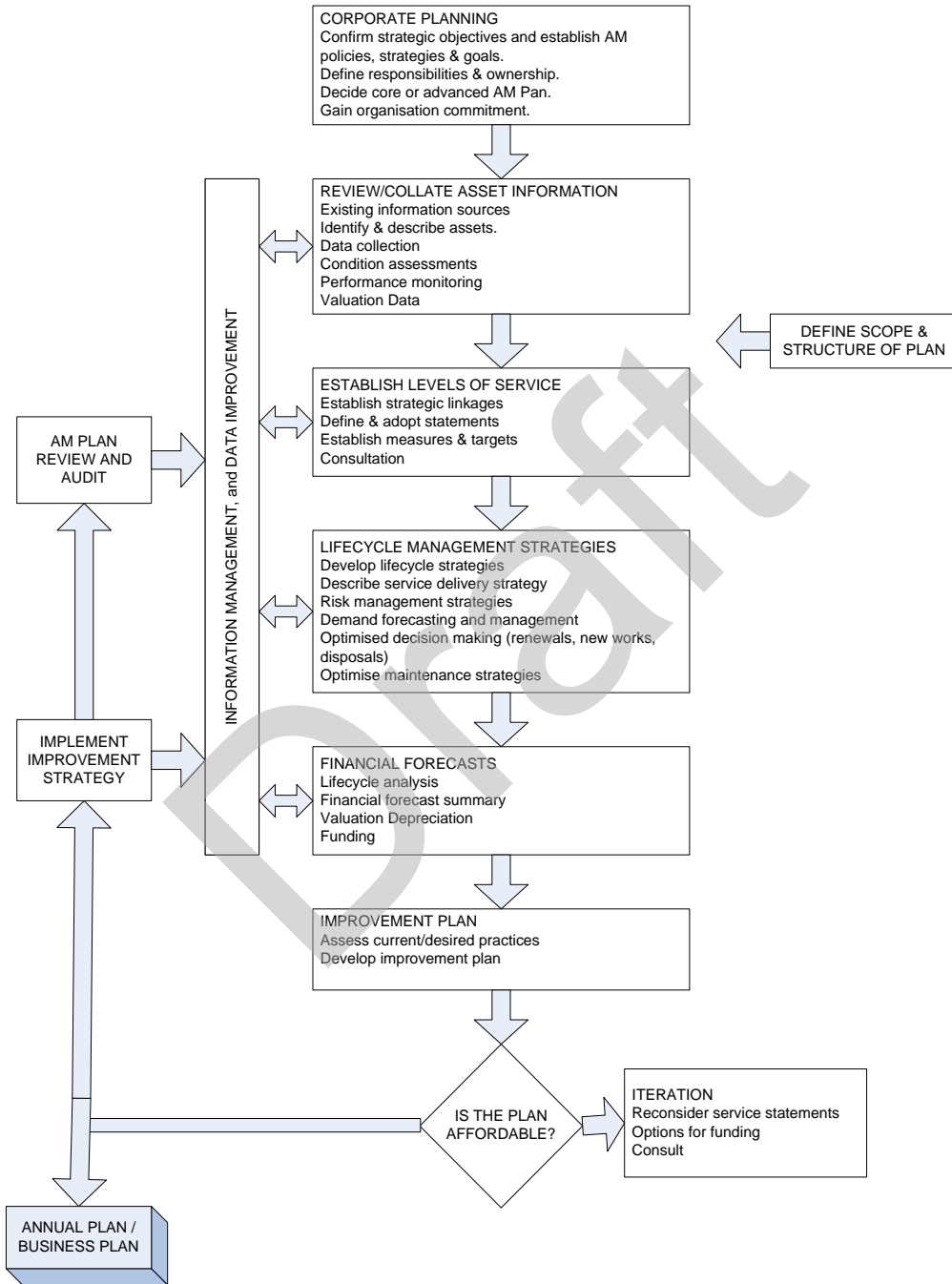
- **levels of service** – specifies the services and levels of service to be provided;
- **future demand** – how this will impact on future service delivery and how this is to be met;
- **life-cycle management** – how to manage its existing and future assets to provide defined levels of service;
- **financial summary** – what funds are required to provide the defined services;
- **asset management practices** – how the Council manages the provision of the services;
- **monitoring** – how the AMP will be monitored to ensure objectives are met; and
- **asset management improvement plan** – how the Council increases asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ¹; and
- International Organisation for Standardisation (ISO) 55000².

A road map for preparing an AMP is shown in Figure 2.2 below.

Figure 2.2: ROAD MAP FOR PREPARING AN AMP



Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

3.0 LEVELS OF SERVICE

3.1 Community Research and Expectations

The Council conducts Community Surveys at regular intervals to establish how the Council is performing in a number of key indicators. Community Surveys have been conducted in 2009, 2011, 2013, 2017, 2019 and 2021, with the most recent survey undertaken in 2023. The survey uses a 5-point scale to determine satisfaction, with 1 being very dissatisfied, and 5 being very satisfied. The last version of the AMP included data up to 2019. Table 3.1 below summarises the results from the Council's Resident Surveys.

Table 3.1: RESIDENT SATISFACTION SURVEY LEVELS

Performance Measure	Satisfaction Level						
	2023	2021	2019	2017	2013	2011	2009
Overall Infrastructure Satisfaction	3.8	3.9	3.8	3.8	4.0	4.0	3.6
Providing and Maintaining Roads	3.7	3.7	3.6	3.6	3.8	3.8	3.6
The Provision and Maintenance of Cycling Pathways	3.6	3.8	3.6	3.6	3.7	3.7	3.3
Providing and Maintaining Footpaths	3.1	3.4	3.2	3.2	3.4	3.3	3.1
The Presentation and Cleanliness of the Council Area	4.0	4.2	4.1	4.1	4.2	4.1	4.0

3.2 Strategic and Corporate Goals

This AMP has been prepared in accordance with the Council's Vision, Mission, Goals and Objectives as set out in its Strategic Management Plan, *CityPlan 2030: Shaping our Future*.

The Council's Vision is:

'A City which values its heritage, cultural diversity, sense of place and natural environment.

A progressive City which is prosperous, sustainable and socially cohesive, with a strong community spirit.'

Council's strategic goals, and how these are addressed in this AMP, are summarised in Table 3.2 below.

Table 3.2: GOALS AND HOW THESE ARE ADDRESSED IN THIS AMP

Goal	Objective	How Goal and Objectives are Addressed in the AMP
Social Equity - A connected, accessible and pedestrian friendly community	A people friendly, integrated and sustainable transport and pedestrian network.	Civil Infrastructure assets exist to support and provide services to the community. Planning the long-term management of these assets is essential to the sustainability of these services.
Environmental Sustainability – A leader in environmental sustainability	Sustainable and attractive streetscapes and open spaces	Development of service levels provided by the infrastructure and the balancing of this with the available funding and acceptable risk.
Environmental Sustainability – A leader in environmental sustainability	Mitigating and adapting to the impacts of climate change	Planning of long-term sustainable infrastructure is important and to enable appropriate resources to be identified and provided.

3.3 Legislative Requirements

There are a number of legislative requirements relating to the management of assets. Legislative requirements that impact upon the delivery of the Civil Infrastructure Network are set out in Table 3.3 below.

Table 3.3: LEGISLATIVE REQUIREMENTS

Legislation	Requirement
Aboriginal Heritage Act 1988	An Act to provide for the protection and preservation of the Aboriginal heritage, and for other purposes.
Australian Accounting Standards	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of transport assets.
Australian Standards	Council's infrastructure projects are undertaken in accordance with Australian Standards, or in the absence of, best practice techniques.
Building Code of Australia	Sets out minimum standards for construction of new assets. Also provides minimum standards for new properties.
Disability Discrimination Act 1992	Provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
Environmental Protection Act 1993	Sets out requirements for any works to comply with, as well as water quality standards.
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a LTFP supported by AMPs for sustainable service delivery.
Manual of Legal Responsibilities and Technical Requirements for Traffic Control Devices – Part 2 – Code of Technical Requirements	Defines legal requirements for the installation of traffic control devices.
Road Traffic Act 1961	Defines responsibilities pertaining to roadways and standards.

Roads (Opening & Closing Act) 1991	Allows for the formalisation of roadways status.
Work Health and Safety Act 2012	Provides minimum standards for health and safety of individuals performing works.

3.4 Citizen Values

Service levels are defined in three (3) ways: Citizen Values, Citizen Levels of Service and Technical Levels of Service.

Citizens Values indicate:

- what aspects of a service is important to the citizen;
- whether they see value in what is currently being provided; and
- the likely trend over time based on the current budget provision.

A summary of the satisfaction measure being used, the current feedback and the expected performance based on the current funding level is set out in Table 3.4 below.

Draft

Table 3.4: CITIZEN VALUES

Citizen Values	Citizen Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Providing and Maintaining Roads	Community Survey Report	Community survey results indicate: <ul style="list-style-type: none"> this is the second most important factor which impacts overall satisfaction with community services satisfaction has slightly increased when compared to 2019 (i.e., when the AMP was last renewed) 	Improved strategic alignment of works is expected to increase the efficiency of the renewal program.
The Provision and Maintenance of Cycling Pathways	Community Survey Report	Community survey results indicate: <ul style="list-style-type: none"> this is the sixth most important factor which impacts overall satisfaction with community services satisfaction remains consistent when compared to 2019 	Both the importance factor and satisfaction are expected to increase in the coming years, as a result of a greater focus on cycling strategies and infrastructure by both the Council and citizens.
Providing and Maintaining Footpaths	Community Survey Report	Community survey results indicate: <ul style="list-style-type: none"> this is the fourth most important factor which impacts overall satisfaction with community services satisfaction has slightly decreased when compared to 2019 	Increased expenditure in footpath renewal works is expected to result in a decrease hazards and therefore higher satisfaction.
The Presentation and Cleanliness of the Council Area	Community Survey Report	Community survey results indicate: <ul style="list-style-type: none"> this is the most important factor which impacts overall satisfaction with community services satisfaction has slightly decreased when compared to 2019 	Targeted street sweeping and footpath blowing program implemented to current expenditure. Complaints expected to maintain current level due street tree leaf drop.

3.5 Citizen Levels of Service

The Citizen Levels of Service are considered in terms of:

- **quality:** How good is the service? What is the condition or quality of the service?
- **function:** Is it suitable for its intended purpose? Is it the right service?
- **capacity:** Is the service over or under used? Does the Council need more or less of these assets?

A summary of the performance measure being used, the current performance and the expected performance based on the current funding level is set out in Table 3.5 below.

Confidence levels of current performance and expected trend are set out in Table 3.5 below and are categorised as follows:

- **high:** professional judgement supported by extensive data;
- **medium:** professional judgement supported by data sampling; or
- **low:** professional judgement with no data evidence.

Table 3.5: CITIZEN LEVELS OF SERVICE MEASURES

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Quality	Asset condition is 'fit for purpose'	Community Survey on Providing and Maintaining of Roads and Footpaths	Community survey results indicate satisfaction has remained consistent with 2019 (i.e., when the AMP was last updated)	Improved strategic alignment of works is expected to increase the efficiency of the renewal program
	Confidence levels		High	Medium
Function	Different assets (roads, footpaths, cycle paths) are linked in a functional and user-friendly manner	Community Survey on Provision and Maintenance of Cycling Pathways	Community survey results indicate satisfaction has remained consistent with 2019	Upgrade of Council's bikeways will continue, leading to improved service levels
	Confidence levels		High	Medium
Capacity	Capacity of assets to meet demands	Community Survey on Overall Infrastructure Satisfaction	Community survey results indicate satisfaction has remained consistent with 2019	Continued upgrade of infrastructure expected to balance out the forecasted increase in demand
	Confidence levels		High	Medium

3.6 Technical Levels of Service

To deliver the Citizen Values and impact the achieved Citizen Levels of Service, operational or technical measures of performance are used. These technical measures relate to the activities and allocation of resources to best achieve the desired community outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **acquisition:** the activities to provide a higher level of service or a new service that did not exist previously (e.g. conversion of a private laneway to a public road);
- **operational maintenance:** the regular activities to retain an asset as near as practicable to an appropriate service condition (e.g. pothole patching);
- **renewal:** the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing); and
- **disposal:** the activities associated with the disposal of a decommissioned asset including sale, demolition or relocation (e.g. sale of a section of a road).

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 below shows the activities expected to be provided under the current Planned Budget allocation and the forecast activity requirements being recommended in this AMP.

Table 3.6: TECHNICAL LEVELS OF SERVICE

Life-Cycle Activity	Purpose of Activity	Activity Measure	Current Performance (LTFP)	Recommended Performance (AMP)	
Acquisition	Upgrade of The Parade streetscape	Budget allocation	Budgeted within the LTFP	As recommended by The Parade Masterplan	
	Upgrade of active transport corridor streetscapes	Budget allocation	Budgeted within the LTFP	As recommended by the City-Wide Cycling Plan	
	Gifted infrastructure from developers	Incorporate into asset register upon ownership	Occurs on an ad hoc basis dependent on development	Occurs on an ad hoc basis dependent on development	
		Budget	\$30,010,000 over ten (10) years	\$30,010,000 over ten (10) years	
Operational Maintenance	Asset Condition Assessment	Frequency	Asset Condition Assessment undertaken once every five years	Asset Condition Assessment undertaken once every five years	
	Road surface	Maintenance frequency	Reactive to limit of budget to repair surface defects which lead to hazards.	Reactive to limit of budget to repair surface defects which lead to hazards.	
	Footpaths	Maintenance frequency	Programmed and reactive to citizen requests. Footpath free of defects and hazards greater than 10mm	Programmed and reactive to citizen requests. Footpath free of defects and hazards greater than 10mm	
	Kerbing	Maintenance frequency	Reactive to limit of budget to repair defects which cause hazards by preventing free flow of stormwater	Reactive to limit of budget to repair defects which cause hazards by preventing free flow of stormwater	
	Traffic control devices	Maintenance frequency	Reactive to limit of budget to repair defects which cause sight line and collision hazards	Reactive to limit of budget to repair defects which cause sight line and collision hazards	
			Budget	\$36,436,562 over ten (10) years	\$36,436,562 over ten (10) years
Renewal	Road surface	Renewal as per lifecycle model	Current implementation budget smoothed over ten (10) year timeframe	Current implementation budget smoothed over ten (10) year timeframe	

³ IPWEA, 2015, IIMM, p 2|28.

Life-Cycle Activity	Purpose of Activity	Activity Measure	Current Performance (LTFP)	Recommended Performance (AMP)
	Kerbing	Renewal as per lifecycle model	Renewal program and budget to align with road surface program	Renewal program and budget to align with road surface program
	Traffic control devices	Renewal as per lifecycle model	Renewal program and budget to align with road surface program	Renewal program and budget to align with road surface program
	Footpaths	Renewal as per lifecycle model	Targeted renewal of high-risk and high-traffic areas	Accelerated renewal program to replace all asphalt and concrete with block paving
		Budget	\$69,070,350 over ten (10) years	\$69,327,209 over ten (10) years
Disposal	Disposal of assets no longer in use	As identified in the AMP	No assets identified as no longer in use	No assets identified as no longer in use
		Budget	\$0 over ten (10) years	\$0 over ten (10) years

It is important to regularly monitor the service levels provided by the Council as these will change. The current performance is influenced by work efficiencies and technology, and community priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include (but are not limited to) changes in population, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices and environmental awareness.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3 below.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3 below. Further opportunities will be developed in future revisions of this AMP.

Table 4.3: DEMAND MANAGEMENT PLAN

Demand Driver	Current Position	Projection	Impact on Services	Demand Management Plan
Climate change	Refer Section 4.5			
Change in frequency of use	Renewal and maintenance programs designed for current utilisation	Higher population and more land sub-divisions will lead to increase use of assets, particularly roads	Increased deterioration of assets	Increase condition assessment and inspections of assets.
Change in transport preference	Strategic corridors identified for upgrade	Increased demand for cycling and shared path infrastructure	More diverse and higher service level expected	Implement recommendations of strategic plans (such as City-Wide Cycling Plan)

4.4 Asset Programs to Meet Demand

The new assets required to meet demand may be acquired, donated or constructed and these assets are discussed in Section 5.5.

Acquiring new assets will commit the Council to increased ongoing operational maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operational maintenance and renewal costs for inclusion in the LTFP (refer to Section 5).

4.5 Climate Change and Adaptation

The impacts of climate change can have a significant impact on the assets which the Council manages and the services which are provided. In the context of the asset management planning process, climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of asset and services provided, as will the way in which the Council responds and manage these impacts.

As a minimum, the Council should consider both how to manage existing assets given the potential impacts of climate change and how to create resilience to climate change in any new works or acquisitions.

Opportunities which have been identified to date to manage the impacts of climate change on existing assets are shown in Table 4.5.1 below.

Table 4.5.1: MANAGING THE IMPACT OF CLIMATE CHANGE ON ASSETS

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Temperature	Higher maximum temperatures, lower minimum temperatures	Increased rate of deterioration of assets	Increase monitoring and condition assessment of assets as required
Storm Events	Increase rainfall and wind intensity during rainfall events	Increased rate of deterioration of assets	Increase monitoring and condition assessment of assets as required

The way in which the Council constructs new assets should recognise that there is opportunity to develop resilience to the impacts of climate change. Developing resilience has a number of benefits including but not limited to:

- assets will be able to withstand the impacts of climate change;
- services can be sustained; and
- assets that can endure the impacts of climate change may potentially lower the life-cycle cost and reduce their carbon footprint.

Table 4.5.2 below summarises some asset climate change resilience opportunities.

Table 4.5.2: DEVELOPING ASSET RESILIENCE TO CLIMATE CHANGE

New Asset Description	Climate Change Impact These Assets?	Develop Resilience in New Works
Civil assets	Higher maximum temperatures	Align road and footpath renewals with tree planting program where possible. Increase in tree canopy cover to provide cooling through shade.
WSUD infrastructure	Reduced annual rainfall	Utilising rainfall for passive irrigation of street trees and landscaping through streetscape WSUD initiatives.

These initiatives are currently being implemented within Council projects where possible. However, it is acknowledged that the impact of climate change on assets is a relatively new and complex issue, and further opportunities will be developed in future revisions of this AMP.

5.0 LIFE-CYCLE MANAGEMENT PLAN

The Life-Cycle Management Plan details how the Council plans to manage and operate the assets at the agreed levels of service (refer to Section 3) while managing life-cycle costs.

5.1 Background Data

5.1.1 Physical parameters

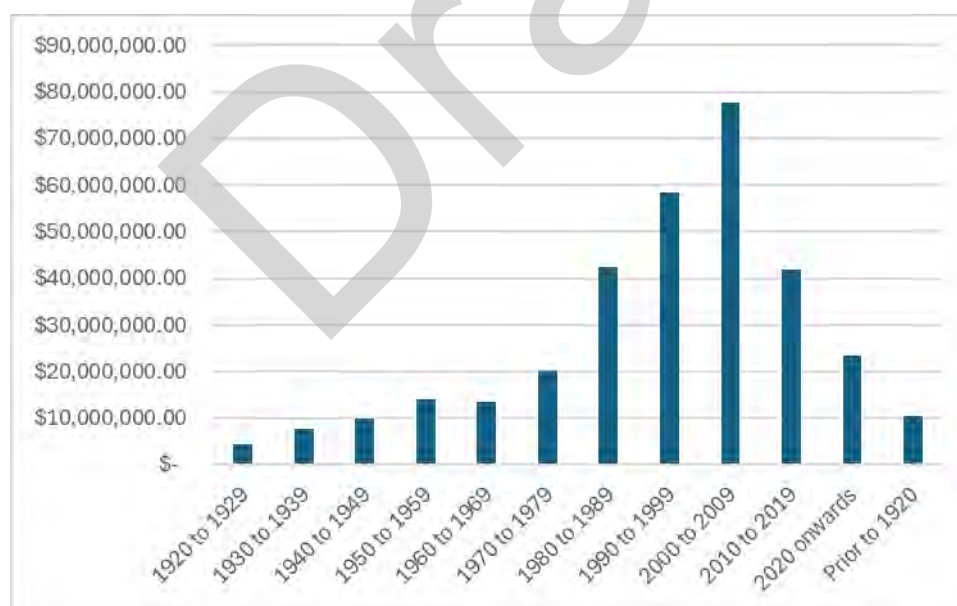
The assets covered by this AMP are shown in Table 5.1.1 below.

The age profile of the assets included in this AMP are shown in Figure 5.1.1 below.

Table 5.1.1: ASSETS COVERED BY THIS AMP

Asset Category	Replacement Value (\$)
Road	155,622,160
Kerbing	89,504,775
Footpath	55,263,733
Traffic control devices	7,855,672
Other Assets (Off-Road Carparks, Shared Pathways)	4,801,387
TOTAL	313,047,727

Figure 5.1.1: ASSET AGE PROFILE



The majority of assets acquired prior to the 1990s, are long-life assets such as road pavement and kerbing. The more recent assets are typically shorter life assets, such as road seals, that have been through one or more renewal cycles and require renewal more frequently.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2 below.

Table 5.1.2: KNOWN SERVICE PERFORMANCE DEFICIENCIES

Location	Service Deficiency
Footpath tripping hazards due to tree roots	Regardless of the footpath material and when the footpath segment was last renewed, tree roots will cause tripping hazards over time
Roads on bus routes	Pavement not designed for bus loading resulting in premature failure
Various pram ramp road crossings	Pram ramp crossing does not meet current design and DDA criteria
Significant leaf fall on roads and footpaths	Segments of footpaths and roads experience heavy leaf fall during autumn season, especially in heavily tree-lined suburbs such as Norwood and St Peters

The above service deficiencies were identified from the asset condition assessment completed in the 2023-2024 financial year, as well as via internally-conducted inspections. The identified service deficiencies are addressed systematically through the annual works programs and operational maintenance works wherever feasible.

5.1.3 Asset condition

The condition of assets is currently monitored by undertaking a condition assessment of the Civil Infrastructure assets once every five (5) years, the last being in the 2023-2024 financial year. Annual inspections of the worst-conditioned assets are completed to inform the following year's asset renewal program.

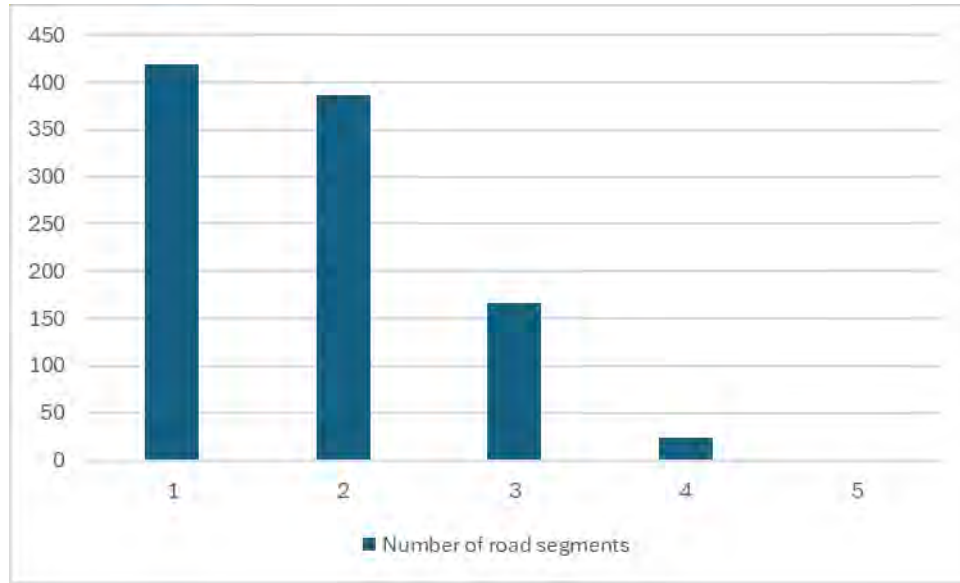
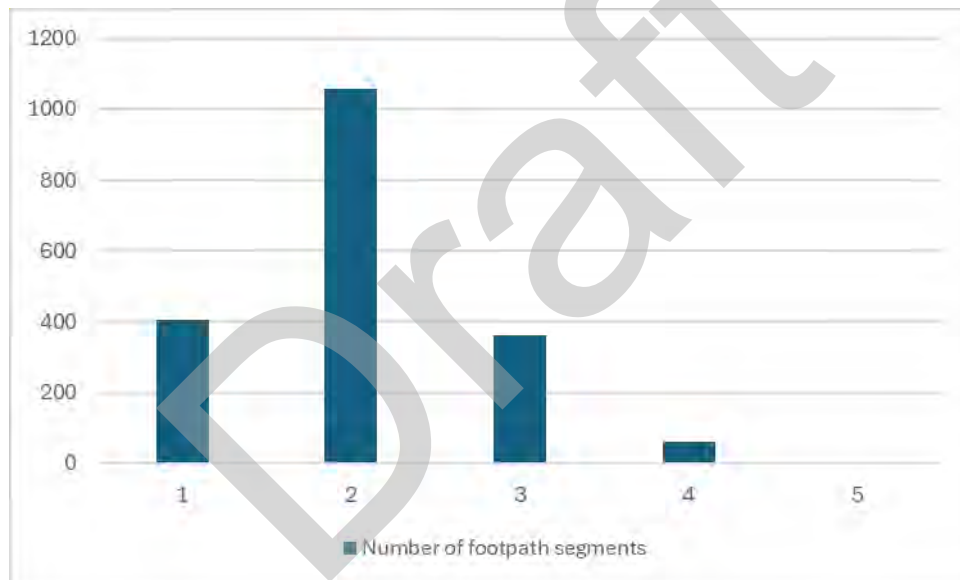
Condition is measured using a 1 to 5 grading system⁴ as detailed in Table 5.1.3 below. It is important that consistent condition grades be used in reporting various assets across an organisation. This supports effective communication. At the detailed level, assets may be measured utilising different condition scales, however, for reporting in the AMP they are all translated to the 1 to 5 grading scale.

Table 5.1.3: SIMPLE CONDITION GRADING MODEL

Condition Grading	Description of Condition
1	Very Good: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance
3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very Poor: physically unsound and/or beyond rehabilitation

The condition grading profiles for roads and footpaths are shown in Figure 5.1.3a and Figure 5.1.3b below.

⁴ IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Figure 5.1.3a: ASSET CONDITION PROFILE - ROADS**Figure 5.1.3b: ASSET CONDITION PROFILE - FOOTPATHS**

The condition rating profile of road assets (road seal, road pavement) are essential to monitor, as the renewal of these assets will drive the renewal of adjacent civil assets, namely kerbing, traffic control devices and off-road carparks. It can be seen that the majority of roads are rated as 3 or better. There are a number of renewal of lowly-rated roads which have been deferred to ensure optimal alignment with other projects. For example, the streets in Stepney and Maylands within the Trinity Valley, such as Clifton Street, were due for renewal several years ago. However, they have been scheduled to be renewed in conjunction with the Trinity Valley Stormwater Drainage Upgrade Project, which allows for work efficiencies and optimal budget expenditure.

The condition rating profile of footpath assets shows that a majority of footpaths are in “good” condition. From an asset management perspective, it is noted that the proposed accelerated conversion of concrete footpaths to brick-paved footpaths is not necessarily driven by the current condition of footpaths, but more so to increase consistency and efficiency with regards to ongoing operational maintenance works.

5.2 Operational Maintenance Plan

Operational maintenance works focus on the efficiency of assets to ensure the achievement of organisational objectives and the improvement of performance. They include all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Examples of typical operational maintenance activities include asset inspections and patch repairs.

Summary of forecast operational maintenance costs

Forecast operational maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operational maintenance costs are forecast to increase. If assets are disposed, the forecast operational maintenance costs are expected to decrease. Figure 5.2 below shows the forecast operational maintenance costs relative to the proposed operational maintenance Planned Budget.

Figure 5.2: OPERATIONAL MAINTENANCE SUMMARY



Additional operational maintenance costs due to the undertaking of acquisition projects have been allowed for. However, these additional costs will be required to be monitored to ensure that the same service levels are being provided following the acquisition of new assets.

5.3 Renewal Plan

Renewal involves major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operational maintenance costs.

The typical “useful lives” of assets used to develop projected asset renewal forecasts are shown in Table 5.3 below.

Table 5.3: USEFUL LIVES OF ASSETS

Asset Category	Useful life
Road Pavement	80 to 300 years
Road Surface	15 to 40 years

Kerbing	40 to 70 years
Footpath	30 to 50 years
Linear Park Shared Path Pavement	60 years
Linear Park Shared Path Surface	30 years
Roundabouts	50 years
Traffic Control Devices	30 to 60 years

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate; or
- to ensure the infrastructure is of sufficient quality to meet the service requirements.⁵

It is possible to prioritise renewals by identifying assets or asset groups that:

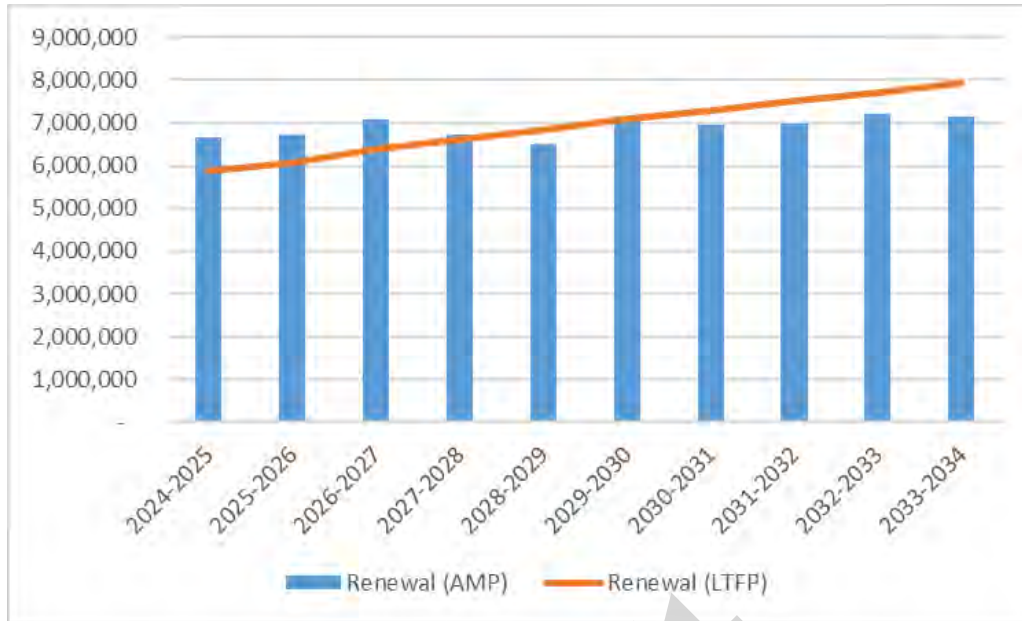
- have a high consequence of failure;
- have high use and subsequent impact on users would be significant;
- have higher than expected operational maintenance costs, and
- have potential to reduce life-cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁶

5.4 Summary of Future Renewal Costs

The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4 below.

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Figure 5.4: FORECAST RENEWAL COSTS

It has been determined through asset management models that expenditure of approximately \$3.75 million per year on road seal asset renewals will ensure that current road asset condition profile shown in Section 5.1.3 is maintained and does not worsen over the ten (10) year timeframe. As per Section 5.1.3, the renewal of kerbing and traffic control devices will be strategically aligned where possible, such as via the “whole street” renewal approach or the City-Wide Cycling Plan.

Following the review and processing of the condition assessment data which was collected during 2023-2024, a works program will be formulated to gain a better understanding of the expenditure and timeframe required to complete the conversion of concrete and asphalt footpaths to brick-paved footpaths.

Should there be resourcing issues, prioritisation of these renewals will need to be determined, with high-risk assets to be renewed when required and lower-risk assets being deferred.

5.5 Acquisition Plan

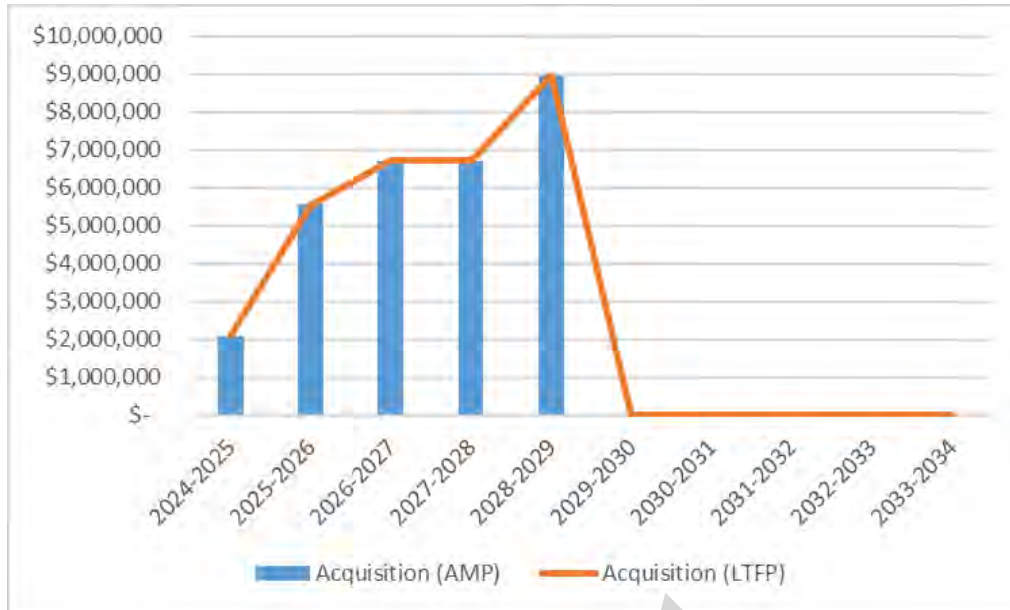
Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Council.

The acquisition projects included in the AMP are projects identified within Council’s strategies.

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised in Figure 5.5 and shown relative to the proposed acquisition budget. The forecast acquisition projects are shown in Appendix A.

Figure 5.5: FORECAST ACQUISITION COSTS



The proposed new and upgraded Civil Infrastructure assets have been programmed to be constructed in conjunction with the requirement for renewal wherever feasible to ensure the full value of existing assets are utilised and that the renewal budget is fully available to assist with the construction of the upgraded asset.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

At this stage, there are no disposal costs forecasted in the next ten (10) years.

6.0 RISK MANAGEMENT PLANNING

The purpose of risk management associated with infrastructure assets is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’⁷.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery are summarised in Table 6.1 below.

Table 6.1: CRITICAL ASSETS

Critical Assets	Failure Mode	Impact
Traffic Control Device	Degradation, third party damage	Service interruption
Footpaths	Degradation, third party damage	Service interruption
Road seal	Degradation, third party damage resulting in permeability	Failure of underlying pavement

By identifying critical assets and failure modes, an organisation can ensure that investigative activities, condition inspection programs, operational maintenance, and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

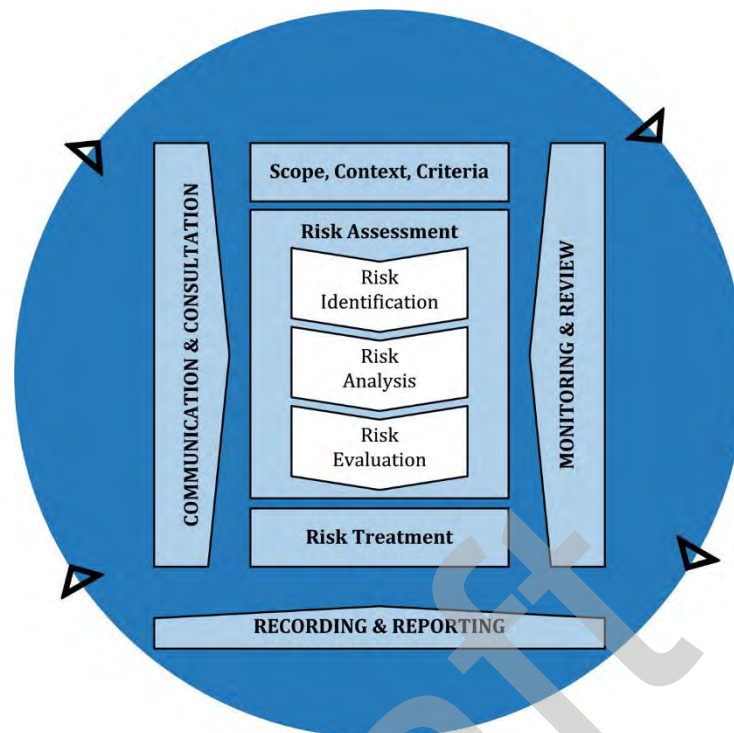
The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

⁷ ISO 31000:2009, p 2

Figure 6.2: RISK MANAGEMENT PROCESS – ABRIDGED



Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts or other consequences. This is outlined in Table 6.2 below.

Table 6.2: RISKS AND TREATMENT PLANS

Service or Asset at Risk	What Can Happen	Impact Category	Risk Rating	Risk Treatment Plan	Residual Risk
Footpaths	Tripping hazards	Service / Reputation	Substantial (13)	Accelerated conversion of concrete and asphalt footpaths to brick-paved footpaths leads to immediate decrease in hazards. Over the long-term, consistency in footpath material will lead to increased efficiencies with regards to operational maintenance works.	Medium (17)
Strategic alignment of asset renewal and upgrade projects	Missed opportunities for “whole street” projects. Inefficiencies in renewal program.	Reputation	Medium (17)	Establishment of effective GIS to enable optimal alignment of renewals, upgrades and strategies	Low (22)

6.3 Infrastructure Resilience Approach

The resilience of the Council’s critical infrastructure is vital to the ongoing provision of services to the community. To adapt to changing conditions, the Council needs to understand its capacity to ‘withstand a given level of stress or demand’ and to respond to possible disruptions to ensure continuity of service.

Resilience is built on aspects such as response and recovery planning, financial capacity, climate change and crisis leadership.

The Council does not currently measure our resilience in service delivery. This will be included in future iterations of the AMP.

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AMP are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council’s LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

6.4.2 Service trade-off

If there are forecast works (operational maintenance, renewal, acquisition or disposal) which cannot be undertaken due to insufficient resources, then this will result in service consequences for users. These service consequences include:

- decreased levels of service;
- potential asset failures; and
- limited acquisition of new assets.

6.4.3 Risk trade-off

The forecast works not being undertaken due to insufficient resources may sustain or create risk consequences. These risk consequences include:

- unsafe condition of assets leading to user risk;
- service provided by assets not to the standard of the users; and
- loss of the Council's reputation.

The Council will endeavour to manage these risks within the available funding allocation by:

- finding efficiencies within the current operational maintenance program; and
- prioritisation of renewal works.

Draft

7.0 FINANCIAL SUMMARY

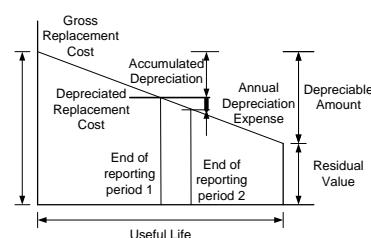
This section contains the financial requirements resulting from the information presented in the previous sections of this AMP. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Statements and Projections

7.1.1 Asset valuations

The best available estimate of the value of assets included in this AMP are shown below. The assets are valued at cost to replace service capacity:

Current (Gross) Replacement Cost	\$313,047,727
Depreciable Amount	\$313,047,727
Depreciated Replacement Cost ⁸	\$189,026,721
Depreciation during the 2022-2023 Financial Year	\$4,957,783



7.1.2 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AMP for this service area, namely:

- asset renewal funding ratio (proposed LTFP renewal budget for the next ten (10) years / forecast AMP renewal costs for next ten (10) years); and
- medium term forecast costs / proposed budget (over ten (10) years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio⁹ 100.37%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next ten (10) years, the Council expects to have approximately 100% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget is illustrated in Appendix C.

Medium term – ten (10) year financial planning period

This AMP identifies the forecast operational maintenance and renewal costs required to provide an agreed level of service to the community over a ten (10) year period. This provides input into ten (10) year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the ten (10) year period to identify any funding shortfall.

The forecast AMP operational maintenance and renewal costs over the ten (10) year planning period is \$10,550,691 on average per year.

The LTFP operational maintenance and renewal funding is \$10,576,377 on average per year, resulting in nil funding shortfall. This indicates that 100% of the forecast costs needed to provide the services documented in this AMP are accommodated in the proposed budget.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AMP and ideally over the ten (10) year life of the LTFP.

⁸ Also reported as Written Down Value, Carrying or Net Book Value.

⁹ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

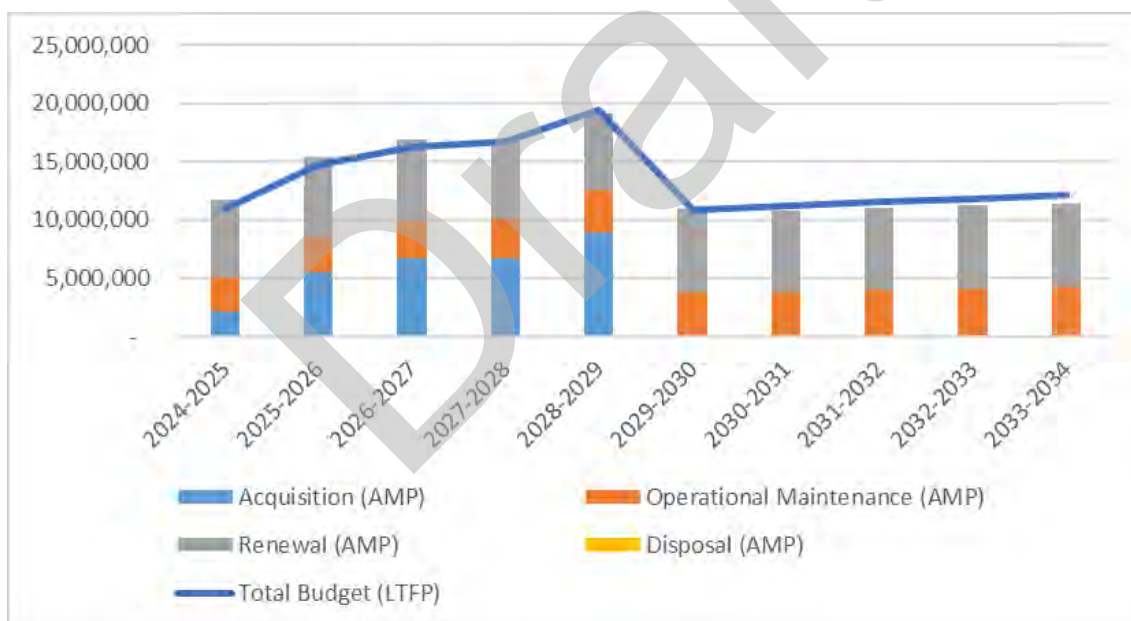
7.1.3 Forecast Costs

A summary of the anticipated AMP forecast life-cycle costs compared with the LTFP planned budget are shown in Table 7.1.3 and Figure 7.1.3 below.

Table 7.1.3: FORECAST LIFE-CYCLE COSTS AND PLANNED BUDGETS

Year	Acquisition (AMP) (\$)	Operational Maintenance (AMP) (\$)	Renewal (AMP) (\$)	Disposal (AMP) (\$)	Total Budget (LTFP) (\$)
2024-2025	2,110,000	2,987,455	6,674,028	0	10,986,439
2025-2026	5,550,000	3,077,079	6,715,623	0	14,709,709
2026-2027	6,700,000	3,169,391	7,092,695	0	16,264,208
2027-2028	6,700,000	3,454,473	6,720,930	0	16,767,510
2028-2029	8,950,000	3,671,407	6,490,875	0	19,458,608
2029-2030	0	3,781,549	7,107,595	0	10,867,783
2030-2031	0	3,894,996	6,943,776	0	11,187,340
2031-2032	0	4,011,845	6,993,250	0	11,513,880
2032-2033	0	4,132,201	7,198,067	0	11,840,806
2033-2034	0	4,256,167	7,133,512	0	12,177,489

Figure 7.1.3: FORECAST LIFE-CYCLE COSTS AND PLANNED BUDGETS



7.2 Funding Strategy

The proposed funding for assets is outlined in the Council's Annual Budget and LTFP.

The Council's financial strategy outlines how funding will be provided, whereas the AMP communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to service.

Additional assets will generally add to the operational maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AMP, it has been necessary to make some assumptions. This section details the key assumptions made in the development of this AMP and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AMP are:

- acquisition and renewal costs have been based on professional judgement; and
- forecasted operational maintenance costs are based on previous expenditure for the same service levels.

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AMP are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on an A to E level scale¹⁰ in accordance with Table 7.5.1 below.

Table 7.5.1: DATA CONFIDENCE GRADING SYSTEM

Confidence Grade	Description
A. Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AMP is shown in Table 7.5.2 below.

Table 7.5.2: DATA CONFIDENCE ASSESSMENT FOR DATA USED IN AMP

Data	Confidence Assessment	Comment
Demand drivers	C	Based on development application trends, <i>profile.id</i> data, climate change data, community surveys

¹⁰ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Growth projections	C	Based on development application trends, <i>profile.id</i> data
Acquisition forecast	B	In line with strategic plans, policy and procedures
Operational maintenance forecast	B	Based on previous years
Renewal forecast	B	As per approved methodology
- Asset values	B	As per approved methodology
- Asset useful lives	B	Current estimates from asset register
- Condition modelling	B	Methodology and data capture to be updated
Disposal forecast	E	No disposal forecast

The estimated confidence level for and reliability of data used in this AMP is considered to be reliable.

Draft

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

8.1.1 Accounting and financial data sources

The Council uses Authority and Conquest as its financial management and accounting systems. These systems have the capability to report the full lifecycle of assets, providing full transparency from acquisition to disposal.

8.1.2 Asset management data sources

The Council uses Conquest as its asset management system, and Spectrum Spatial as its geographical information system. There are plans to improve integration between the GIS data with the asset management register to provide a live and amalgamated asset data system.

8.2 Improvement Plan

It is important that the Council recognise areas of their AMP and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AMP is shown in Table 8.2 below.

Table 8.2: IMPROVEMENT PLAN

Task No.	Task	Responsibility	Resources Required	Timeline
1	Formalise ongoing monitoring and reporting of improvement plan tasks and performance measures	Project Manager, Assets	Manager, City Projects	1 year
2	Review condition assessment data collected in 2023-2024	Project Manager, Assets	Manager, City Projects	1 year
3	Further develop risk assessment and management planning	Project Manager, Assets	Project Officer, Assets and Asset Consultants	2 years
4	Improve GIS data storage system integration with asset database	Project Manager, Assets	Information Services, Consultants	3 years
5	Review resilience of critical infrastructure	Project Manager, Assets	City Assets and Asset Consultants	4 years

8.3 Monitoring and Review Procedures

The AMP will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operational maintenance, renewals, acquisition and disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the LTFP or will be incorporated into the LTFP once completed.

The AMP has a maximum life of four (4) years and is due for complete revision and updating within two (2) years of each Council election.

8.4 Performance Measures

The effectiveness of this AMP can be measured in the following ways:

- the degree to which the required forecast costs identified in this AMP are incorporated into the LTFP;
- the degree to which the short-term detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the AMP;
- the Asset Renewal Funding Ratio achieving the Organisational Target (this target is often 1.0).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus;
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM;
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney;
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines;
- *CityPlan 2030: Shaping Our Future*;
- Long-term Financial Plan;
- Annual Business Plan;
- City-Wide Cycling Plan;
- Kent Town Urban Design Framework and Public Realm Manual;
- River Torrens Linear Park Strategic Integrated Asset Management Plan;
- Private Laneways Policy and Procedure;
- Asset Management Policy; and
- City of Norwood Payneham & St Peters Community Survey Report.

10.0 APPENDICES

Appendix A

Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

The acquisition projects contained within this AMP have been derived from the Council's strategies.

A.2 – Acquisition Project Summary

Table A2: ACQUISITION PROJECT SUMMARY

Year	Project	Cost (\$)
2024-2025	Traffic Management Marden & Royston Park - Detailed Design	30,000
2024-2025	Traffic Management Marden & Royston Park - Construction	250,000
2024-2025	Traffic Management in Payneham South, Firle and Trinity Gardens - Detailed Design	70,000
2024-2025	Richmond St, Hackney & Eighth Ave, St Peters - Detailed Design	50,000
2024-2025	Installation of Speed Cushions in Langman Grove	150,000
2024-2025	George Street Upgrade - Additional Funding	1,560,000
2025-2026	Implementation of The Parade Master Plan	5,250,000
2025-2026	Traffic Management in Payneham South, Firle and Trinity Gardens - Construction	300,000
2026-2027	Implementation of The Parade Master Plan	6,700,000
2027-2028	Implementation of The Parade Master Plan	6,700,000
2028-2029	Implementation of The Parade Master Plan	8,950,000

A.3 – Acquisition Forecast Summary

Table A3: ACQUISITION FORECAST SUMMARY

Year	Acquisition (AMP) (\$)	Acquisition (LTFP) (\$)
2024-2025	2,110,000	2,110,000
2025-2026	5,550,000	5,550,000
2026-2027	6,700,000	6,700,000
2027-2028	6,700,000	6,700,000
2028-2029	8,950,000	8,950,000
2029-2030	0	0
2030-2031	0	0
2031-2032	0	0
2032-2033	0	0
2033-2034	0	0

Appendix B

Operational Maintenance Forecast

B.1 – Operational Maintenance Forecast Assumptions and Source

The operational maintenance forecast has been based on previous expenditure for the same service levels, with requirements of additional operational maintenance expenditure due to acquisition projects factored in.

B.2 – Operational Maintenance Forecast Summary

Table B2: OPERATIONAL MAINTENANCE FORECAST SUMMARY

Year	Operational Maintenance (AMP) (\$)	Operational Maintenance (LTFP) (\$)
2024-2025	2,987,455	2,987,455
2025-2026	3,077,079	3,077,079
2026-2027	3,169,391	3,169,391
2027-2028	3,454,473	3,454,473
2028-2029	3,671,407	3,671,407
2029-2030	3,781,549	3,781,549
2030-2031	3,894,996	3,894,996
2031-2032	4,011,845	4,011,845
2032-2033	4,132,201	4,132,201
2033-2034	4,256,167	4,256,167

Appendix C

Renewal Forecast Summary

C.1 – Renewal Forecast Assumptions and Source

The asset renewal program was derived from asset condition audits and the Council's asset register. Additional factors were all considered for some asset classes as described below.

Road Pavements and Surfaces were modelled using Road Surface Manager to provide a program for optimal intervention times and extent of works required.

Kerbing was programmed in conjunction with the road resealing program. Works programmed with the road resealing program are not necessarily full reconstructions and can be limited to repair of sections that have incurred external damage.

Traffic Control Devices were programmed in conjunction with the road resealing program. Certain types of traffic control devices such as speed humps will require reconstruction with the reseal of the road and have been programmed accordingly.

Footpaths have been programmed from the asset register. An accelerated program to replace asphalt and concrete footpaths with block pavers will be implemented and will be based on observations from the findings of the asset condition assessment works.

C.2 – Renewal Forecast Summary

Table C2: RENEWAL FORECAST SUMMARY

Year	Renewal (AMP) (\$)	Renewal (LTFP) (\$)
2024-2025	6,674,028	5,888,984
2025-2026	6,715,623	6,082,630
2026-2027	7,092,695	6,394,817
2027-2028	6,720,930	6,613,037
2028-2029	6,490,875	6,837,201
2029-2030	7,107,595	7,086,234
2030-2031	6,943,776	7,292,344
2031-2032	6,993,250	7,502,035
2032-2033	7,198,067	7,708,605
2033-2034	7,133,512	7,921,322

Appendix D

Disposal Summary

D.1 – Disposal Forecast Assumptions and Source

No disposals have been forecast over the AMP period.

D.2 – Disposal Forecast Summary

Table D2: DISPOSAL ACTIVITY SUMMARY

Year	Disposal (AMP) (\$)	Disposal (LTFP) (\$)
2024-2025	0	0
2025-2026	0	0
2026-2027	0	0
2027-2028	0	0
2028-2029	0	0
2029-2030	0	0
2030-2031	0	0
2031-2032	0	0
2032-2033	0	0
2033-2034	0	0

Draft



Dunstan Adventure Playground

Asset Management Plan

Recreation and Open Space Infrastructure

2025–2034



City of
Norwood
Payneham
& St Peters

Document Control		2025-20234 ASSET MANAGEMENT PLAN RECREATION AND OPEN SPACE INFRASTRUCTURE			
Rev No	Date	Revision Details	Author	Reviewer	Approver
0	August 2024	Draft for Community Consultation	JC	DL	DL

Draft

Contents

1.0	EXECUTIVE SUMMARY	5
1.1	Asset Management Plans	5
1.2	Asset Description	5
1.3	Levels of Service.....	5
1.4	Future Demand	6
1.5	Life-Cycle Management Plan	6
1.6	Financial Summary.....	6
1.7	Asset Management Practices	7
1.8	Monitoring and Improvement Program	7
2.0	INTRODUCTION	9
2.1	Background	9
2.2	Goals and Objectives of Asset Ownership	12
3.0	LEVELS OF SERVICE	14
3.1	Community Research and Expectations	14
3.2	Strategic and Corporate Goals.....	14
3.3	Legislative Requirements.....	15
3.4	Citizen Values.....	16
3.5	Citizen Levels of Service.....	16
3.6	Technical Levels of Service.....	17
4.0	FUTURE DEMAND	20
4.1	Demand Drivers	20
4.2	Demand Forecasts	20
4.3	Demand Impact and Demand Management Plan	20
4.4	Asset Programs to Meet Demand.....	20
4.5	Climate Change and Adaptation	21
5.0	LIFE-CYCLE MANAGEMENT PLAN	23
5.1	Background Data	23
5.2	Operational Maintenance Plan.....	25
5.3	Renewal Plan	26
5.4	Summary of Future Renewal Costs.....	27
5.5	Acquisition Plan	28
5.6	Disposal Plan.....	28
6.0	RISK MANAGEMENT PLANNING	29

6.1	Critical Assets.....	29
6.2	Risk Assessment.....	29
6.3	Infrastructure Resilience Approach	31
6.4	Service and Risk Trade-Offs	31
7.0	FINANCIAL SUMMARY	33
7.1	Financial Statements and Projections.....	33
7.2	Funding Strategy.....	34
7.3	Valuation Forecasts	34
7.4	Key Assumptions Made in Financial Forecasts	35
7.5	Forecast Reliability and Confidence.....	35
8.0	PLAN IMPROVEMENT AND MONITORING	37
8.1	Status of Asset Management Practices	37
8.2	Improvement Plan	37
8.3	Monitoring and Review Procedures	37
8.4	Performance Measures	37
9.0	REFERENCES	39
10.0	APPENDICES	40
	Appendix A.....	40
	Appendix B.....	41
	Appendix C.....	42
	Appendix D.....	43

1.0 EXECUTIVE SUMMARY

1.1 Asset Management Plans

The City of Norwood Payneham & St Peters Asset Management Plans (the AMPs), provide a comprehensive overview of the City's assets, encompassing their replacement value, current condition, performance, service levels, objectives, and the Council's financial position in relation to these assets.

Its purpose is to ensure that the Council can effectively deliver services, maintain assets and achieve its strategic goals in a financially sustainable manner over the short, medium and long terms.

The AMPs outline the requirements for managing, inspecting and replacing assets, including projected annual expenditure over a ten (10) year period, while also detailing the Council's planned activities for its assets to achieve its strategic goals and deliver community services in the medium to long term.

The AMPs comprise of four documents, each of which have been developed to encompass the major classes of assets, including civil infrastructure, stormwater management, buildings, and recreation and open space.

Purpose of AMPs

The AMPs are crucial strategic documents for the Council to ensure the efficient management of its assets throughout the lifespan of these respective assets, which ultimately achieves the Council's strategic objectives, while maintaining compliance with legislation and delivering a high level of service to the community.

The purpose of the AMPs is to communicate the requirements for the sustainable delivery of services through the management of the assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the long-term planning period.

Requirement under Local Government Act

Section 122 of *Local Government Act 1999*, requires the Council to develop and adopt an AMP, relating to the management and development of its infrastructure and major assets, for a period of at least ten (10) years.

This requirement to develop and adopt an AMP, ensures that the Council considers the management and development of its infrastructure and major assets at a strategic level and in line with its strategic management plan (i.e., *CityPlan 2030*). It also includes projections for asset renewal over the next ten (10) years, aligned with the Council's Long-term Financial Plan (LTFP).

1.2 Asset Description

The City's Recreation and Open Space Infrastructure Network comprises of the following:

- fencing (including open space fencing and barriers);
- furniture (including bus stop shelters, barbecues, benches, bike racks, litter bins, dog bag dispensers, drinking fountains, picnic table settings);
- irrigation systems;
- reserve lighting;
- paths (including path steps and paths hand rails);
- retaining walls (including stone and concrete retaining walls); and
- spots and playgrounds (including tennis facilities, basketball courts and shade sail structures).

The Recreation and Open Space Infrastructure Network has a significant total renewal value estimated at \$32,129,245.

1.3 Levels of Service

The Council's present funding levels are sufficient to continue to provide existing services at current service levels.

The main service consequences of the Planned Budget expenditure are:

- assets are replaced accordingly with respect to condition and intended useful life; and
- assets complying with the relevant standards and guidelines.

1.4 Future Demand

The main demands for new services are created by:

- increased use of Recreation and Open Space Infrastructure assets due to the increase in population and the decrease of outdoor recreation areas at home as a result of smaller residential blocks; and
- increasing temperature and reduced rainfall due to a changing climate.

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures, including:

- monitoring and auditing of asset condition and compliance; and
- understanding the expectations and needs of the community.

1.5 Life-Cycle Management Plan

1.5.1 What does it Cost?

The forecast life-cycle costs necessary to provide the services covered by this AMP includes operational maintenance, renewal, acquisition, and disposal of assets. Although the AMP may be prepared for a range of time periods, it typically informs a long-term financial planning period of ten (10) years. Therefore, a summary output from the AMP is the forecast of ten (10) year total outlays, which for the Recreation and Open Space Infrastructure Network is estimated as \$62,314,249 or \$6,231,425 on average per year.

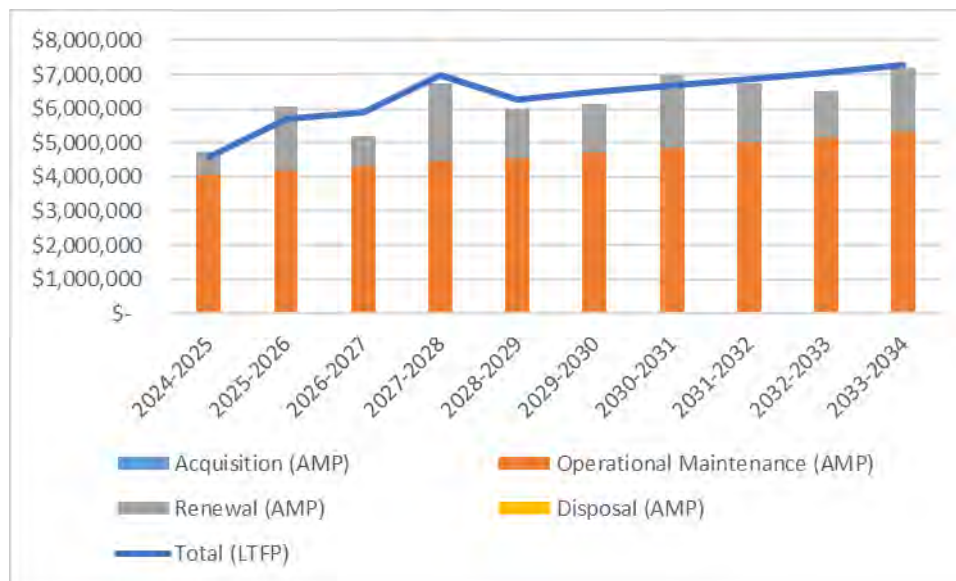
1.6 Financial Summary

1.6.1 What the Council will do

Estimated available funding for the ten (10) year period is \$63,787,100 (or \$6,378,710 on average per year) as set out in the LTFP. This is approximately 102.36% of the cost to sustain the current level of service at the lowest life-cycle cost.

The reality is that only what is funded in the LTFP can be provided. The informed decision-making depends on the AMP emphasising the consequences of Planned Budgets on the service levels which are provided and the associated risks.

The anticipated Planned Budget for the City's Recreation and Open Space Infrastructure Network results in nil shortfall for the forecast life-cycle costs required to provide services in the AMP compared with the Planned Budget currently included in the LTFP. This is shown in Figure 1.6.1 below.

Figure 1.6.1: FORECAST LIFE-CYCLE COSTS AND PLANNED BUDGETS

The Council plans to undertake the following in respect to the existing Recreation and Open Space Infrastructure Network:

- provision of operational maintenance and renewal works for existing assets to meet current service levels; and
- review the findings of the updated Open Space Strategy, and align its objectives with the AMP and LTFP.

1.6.2 What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council's LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

1.6.3 Managing the Risks

If there is forecast work (operational maintenance, renewal, acquisition or disposal) that cannot be undertaken due to insufficient resources, then this will result in service consequences for users. These service consequences include:

- playground assets not compliant with relevant Standards and guidelines; and
- increased risk of asset failure due to deferred or under-funded operational maintenance works.

The Council will endeavour to manage these risks within the available funding allocation by:

- finding efficiencies within the current operational maintenance program; and
- increasing proactive inspections and maintenance.

1.7 Asset Management Practices

The Council's systems to manage assets include:

- the Council's asset management system;
- the Council's financial system; and
- the Council's strategic and planning documents.

1.8 Monitoring and Improvement Program

The next steps resulting from this AMP to improve asset management practices are:

- formalise ongoing monitoring and reporting of improvement plan tasks and performance measures;
- finalise update of Open Space Strategy, and align its objectives with the Plan and LTFP accordingly;
- further develop risk assessment and management planning;
- improve GIS data storage system integration with asset database; and
- review resilience of critical infrastructure.

Draft

2.0 INTRODUCTION

2.1 Background

This AMP communicates the requirements for the sustainable delivery of services through the management of assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the long-term planning period.

This AMP is to be read in conjunction with the following key planning documents:

- *CityPlan 2030: Shaping Our Future;*
- Long-term Financial Plan;
- Annual Business Plan;
- Open Space Strategy;
- Playgrounds Strategy;
- Tennis Facilities Policy;
- Asset Management Policy; and
- City of Norwood Payneham & St Peters Community Survey Report.

The Council has a strong focus on asset management, with continuous improvements during the revision of the AMP. Integration of acquisition and renewal planning is undergoing continuous improvement to ensure the minimum required investment provides the greatest value outcomes.

Strategic Direction

The Council's strategic direction is guided by four outcomes or Pillars which contribute to the realisation of the Council's Vision and are based on the four Pillars of the Quadruple Bottom Line (QBL) framework. The four outcomes are Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.



For our City, adding the fourth Pillar of culture to the traditional Triple Bottom Line (TBL) of environmental, social and economic sustainability highlights the importance of protecting and enhancing our City’s unique character and sense of place.

The objectives set out in *CityPlan 2030: Shaping Our Future*, which outline the priorities for what needs to happen to achieve the four outcomes, reflect the community’s aspirations, the policy commitments of the Council and the likely trends and issues which our City will face over the course of *CityPlan 2030*.

CityPlan 2030 plays a pivotal role in guiding the City of Norwood Payneham & St Peters towards the community’s vision for the future. Achieving the strategies contained in *CityPlan 2030*, requires transparent and accountable governance structures and processes which are both flexible and responsive to the future opportunities and challenges that will present themselves.

It will also require a positive ‘can-do attitude’ and approach to ensure that we realise the future which we want for ourselves and the next generation, rather than just ‘letting things happen’.

Strategic Planning Framework

In working towards our vision, all of the programs, projects and services which the Council delivers are structured into four key outcome areas, referred to as the ‘Four Pillars’ of Community Well-being.



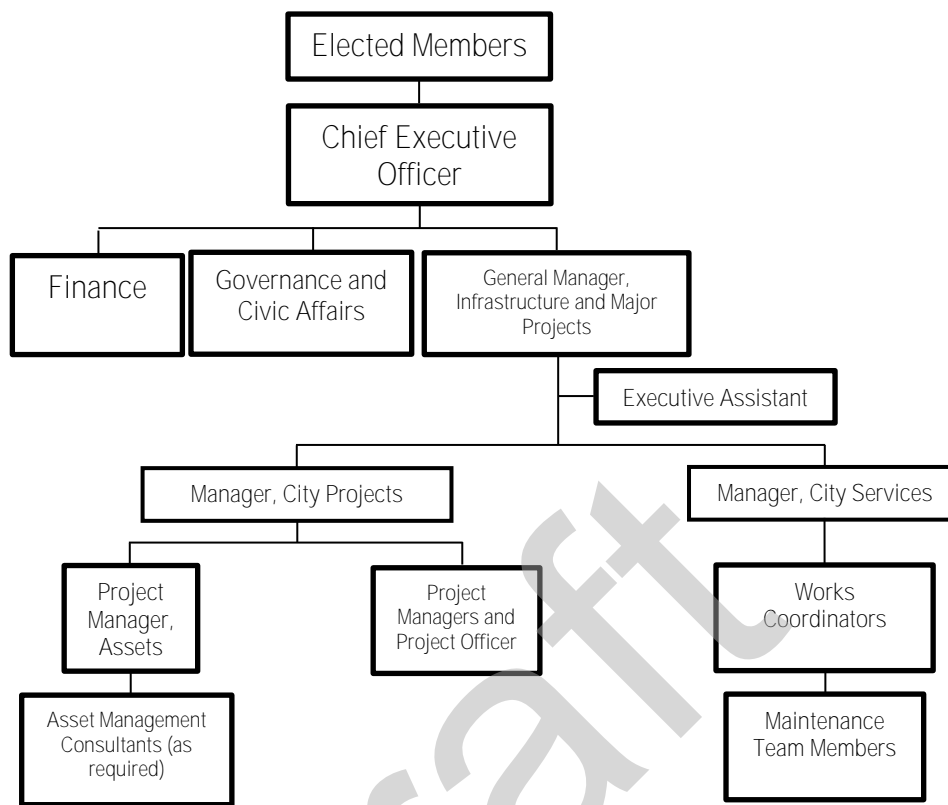
Key stakeholders in the preparation and implementation of this AMP are shown in Table 2.1 below.

Table 2.1: KEY STAKEHOLDERS IN THE AMP

Key Stakeholder	Role in AMP
Elected Members	Represent needs of community and shareholders, allocate resources to meet planning objectives in providing services while managing risks and ensure services are sustainable.
Chief Executive Officer	Endorse the development of the AMP and provide resources (as funded by the Council) required to complete the task.
General Manager, Infrastructure and Major Projects Manager, City Projects	Set high level priorities for asset management development and support the implementation of actions resulting from this AMP.
Finance Governance and Civic Affairs	Development of supporting policies such as capitalisation and depreciation. Provision of GIS applications and support.
Asset Management Consultants	Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards. Host and consolidate asset register including updating valuations, capitalisation and disposals. Provide support for development of the AMP and the implementation of effective asset management principles. Independently endorse asset revaluation methodology.
Project Manager, Assets	Responsible for the overall development of the AMP. Coordinate input of other stakeholders into the AMP. Manage the periodic collection of asset condition data.
City Assets / City Projects	Assist the Project Manager, Assets in the development of the AMP.
City Services	Provide local knowledge level of detail of the assets. Describe the maintenance standards deployed and the ability to meet the technical and citizen levels of service.
External Parties	Local Residents; Local Businesses; Utilities; Developers; and Federal and State Governments.

The Council's organisational structure for service delivery of infrastructure assets is detailed in Figure 2.1 below.

Figure 2.1: ORGANISATIONAL STRUCTURE



2.2 Goals and Objectives of Asset Ownership

The Council's goal in respect to the management of infrastructure assets, is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of asset management are:

- providing a defined level of service and monitoring performance;
- managing the impact of growth through demand management and infrastructure investment;
- taking a life-cycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- identifying, assessing and appropriately controlling risks; and
- linking to the LTFP which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are:

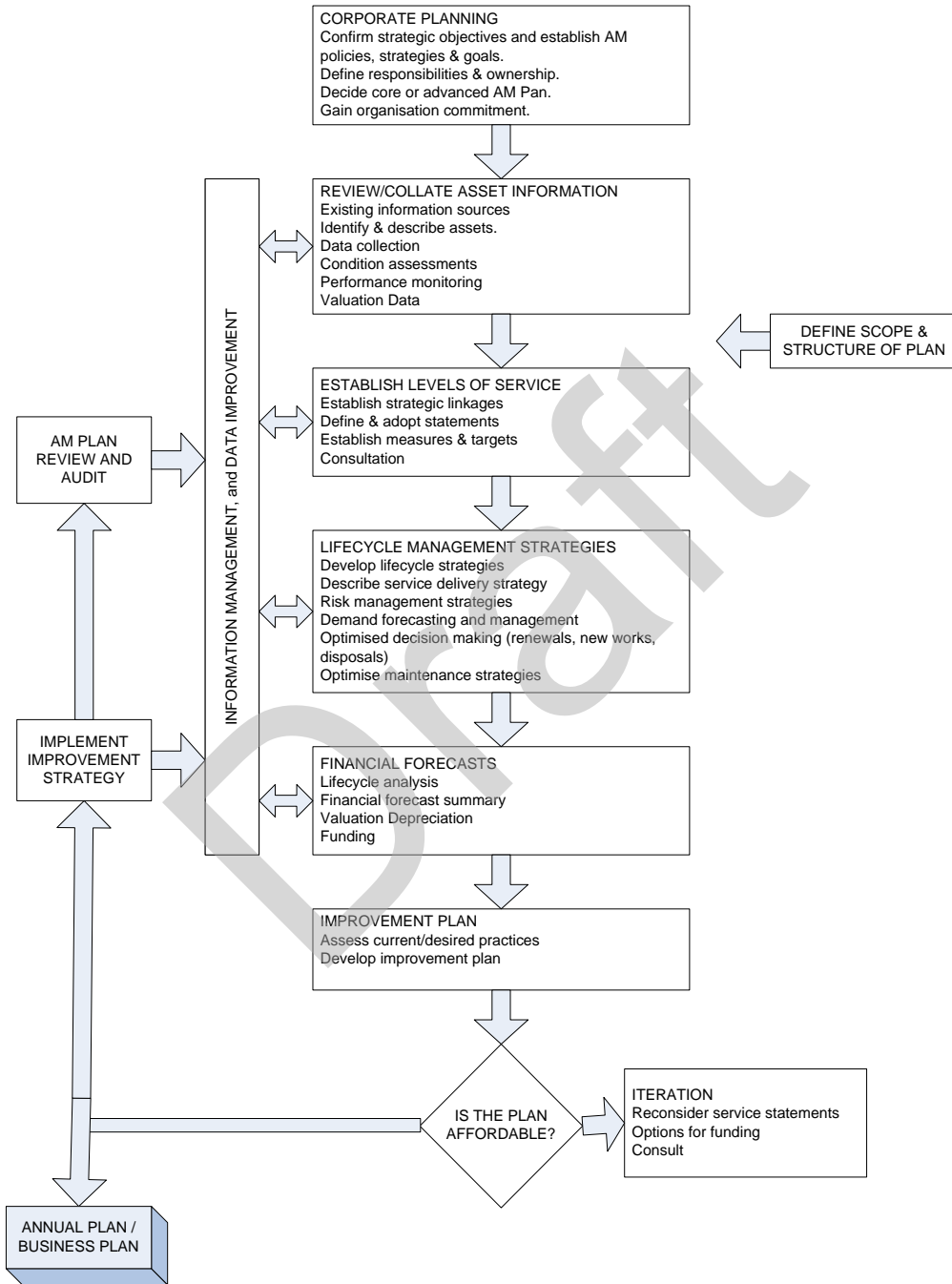
- **levels of service** – specifies the services and levels of service to be provided;
- **future demand** – how this will impact on future service delivery and how this is to be met;
- **life-cycle management** – how to manage its existing and future assets to provide defined levels of service;
- **financial summary** – what funds are required to provide the defined services;
- **asset management practices** – how the Council manages the provision of the services;
- **monitoring** – how the AMP will be monitored to ensure objectives are met; and
- **asset management improvement plan** – how the Council increases asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ¹; and
- International Organisation for Standardisation (ISO) 55000².

A road map for preparing an AMP is shown in Figure 2.2 below.

Figure 2.2: ROAD MAP FOR PREPARING AN AMP



Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

3.0 LEVELS OF SERVICE

3.1 Community Research and Expectations

The Council conducts Community Surveys at regular intervals to establish how the Council is performing in a number of key indicators. Community Surveys have been conducted in 2009, 2011, 2013, 2017, 2019 and 2021, with the most recent survey undertaken in 2023. The survey uses a 5-point scale to determine satisfaction, with 1 being very dissatisfied, and 5 being very satisfied. The last version of the AMP included data up to 2019. Table 3.1 below summarises the results from the Council's Resident Surveys.

Table 3.1: RESIDENT SATISFACTION SURVEY LEVELS

Performance Measure	Satisfaction Level						
	2023	2021	2019	2017	2013	2011	2009
Overall Infrastructure Satisfaction	3.8	3.9	3.8	3.8	4.0	4.0	3.6
Provision and Maintenance of Parks and Recreational Areas	4.2	4.2	4.2	4.1	4.2	4.3	3.9
Recreation & Sporting Facilities Satisfaction	4.0	4.2	4.1	NA	NA	NA	NA

3.2 Strategic and Corporate Goals

This AMP has been prepared in accordance with the Council's Vision, Mission, Goals and Objectives as set out in its Strategic Management Plan, *CityPlan 2030: Shaping our Future*.

The Council's Vision is:

'A City which values its heritage, cultural diversity, sense of place and natural environment.

A progressive City which is prosperous, sustainable and socially cohesive, with a strong community spirit.'

Council's strategic goals, and how these are addressed in this AMP, are summarised in Table 3.2 below.

Table 3.2: GOALS AND HOW THESE ARE ADDRESSED IN THIS AMP

Goal	Objective	How Goal and Objectives are Addressed in the AMP
Social Equity - A connected, accessible and pedestrian friendly community	A people-friendly, integrated, sustainable and active transport and pedestrian network.	The Recreation and Open Space Infrastructure Network exist to support and provide active and movement-based services to the community. Planning the long term management of these assets is essential to the sustainability of these services.
Environmental Sustainability – A leader in environmental sustainability	Sustainable and attractive streetscapes and open spaces	Development of service levels provided by the infrastructure and the balancing of this with the available funding and acceptable risk.
Environmental Sustainability – A leader in environmental sustainability	Mitigating and adapting to the impacts of a changing climate	Planning of long term sustainable infrastructure enables appropriate resources to be identified and provided.

3.3 Legislative Requirements

There are a number of legislative requirements relating to the management of assets. Legislative requirements that impact upon the delivery of the Recreation and Open Space Infrastructure Network are set out in Table 3.3 below.

Table 3.3: LEGISLATIVE REQUIREMENTS

Legislation	Requirement
Aboriginal Heritage Act 1988	An Act to provide for the protection and preservation of the Aboriginal heritage, and for other purposes.
Australian Accounting Standards	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of transport assets.
Australian Standards	Council's infrastructure projects are undertaken in accordance with Australian Standards, or in the absence of, best practice techniques.
Building Code of Australia	Sets out minimum standards for construction of new assets. Also provides minimum standards for new properties.
Disability Discrimination Act 1992	Provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
Environmental Protection Act 1993	Provides the regulatory framework to protect South Australia's environment, including land, air and water.
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by infrastructure and asset management plans for sustainable service delivery.
Manual of Legal Responsibilities and Technical Requirements for Traffic Control Devices – Part 2 – Code of Technical Requirements	Defines legal requirements for the installation of traffic control devices.

Work Health and Safety Act 2012

Provides minimum standards for health and safety of individuals performing works.

3.4 Citizen Values

Service levels are defined in three (3) ways: Citizen Values, Citizen Levels of Service and Technical Levels of Service.

Citizens Values indicate:

- what aspects of a service is important to the citizen;
- whether they see value in what is currently being provided; and
- the likely trend over time based on the current budget provision.

A summary of the satisfaction measure being used, the current feedback and the expected performance based on the current funding level is set out in Table 3.4 below.

Table 3.4: CITIZEN VALUES

Citizen Values	Citizen Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Provision and Maintenance of Parks and Recreational Areas	Community Survey Report	Community survey results indicate: <ul style="list-style-type: none"> • this is the third most important factor which impacts overall satisfaction with infrastructure • satisfaction remains consistent when compared to 2019 (i.e., when the AMP was last renewed) 	<p>Likely to remain unchanged with limited opportunity to provide additional spaces with the urban environment.</p> <p>No major change to maintenance standards as funding will remain consistent</p>
Recreation & Sporting Facilities Satisfaction	Community Survey Report	Community survey results indicate: <ul style="list-style-type: none"> • this is the sixth most important factor which impacts overall satisfaction with community services • satisfaction has decreased slightly when compared to 2019 	Projected improvement due to recent major upgrades (Dunstan Adventure Playground, Burchell Reserve)

3.5 Citizen Levels of Service

The Citizen Levels of Service are considered in terms of:

- **quality:** How good is the service? What is the condition or quality of the service?
- **function:** Is it suitable for its intended purpose? Is it the right service?
- **capacity:** Is the service over or under used? Does the Council need more or less of these assets?

A summary of the performance measure being used, the current performance and the expected performance based on the current funding level is set out in Table 3.5 below.

Confidence levels of current performance and expected trend are set out in Table 3.5 below and are categorised as follows:

- **high:** professional judgement supported by extensive data;

- **medium:** professional judgement supported by data sampling; or
- **low:** professional judgement with no data evidence.

Table 3.5: CITIZEN LEVELS OF SERVICE MEASURES

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Quality	Asset condition is 'fit for purpose'	Community Survey on Provision and Maintenance of Parks and Recreational Areas	Community survey results indicate satisfaction has remained consistent with 2019 (i.e., when the AMP was last renewed)	No change, as expired assets are renewed as required
	Confidence levels		High	Medium
Function	Compliance of playground equipment	Annual playground equipment audit	Risk mitigation works for non-compliances identified within the most recent audit undertaken in mid-2023 are ongoing	New playground equipment ensured to be compliant throughout design and construction stages
	Confidence levels		High	High
Capacity	Capacity of assets to meet demands	Community Survey Report	Usage levels of parks and playgrounds: 2023 – 90% 2021 – 81% 2019 – 88%	Expected upward trend in use of reserve and playgrounds likely due to increased housing density. Upgraded assets will serve to increase supply of high-quality assets for the community
	Confidence levels		High	High

3.6 Technical Levels of Service

To deliver the Citizen Values and impact the achieved Citizen Levels of Service, operational or technical measures of performance are used. These technical measures relate to the activities and allocation of resources to best achieve the desired community outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **acquisition:** the activities to provide a higher level of service or a new service that did not exist previously (e.g. creation of a new playground);
- **operational maintenance:** the regular activities to retain an asset as near as practicable to an appropriate service condition (e.g. reserve furniture repairs);
- **renewal:** the activities that return the service capability of an asset up to that which it had originally provided (e.g. replacement of aged playground equipment); and
- **disposal:** the activities associated with the disposal of a decommissioned asset including sale, demolition or relocation (e.g. sale of a park or reserve).

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 below shows the activities expected to be provided under the current Planned Budget allocation and the forecast activity requirements being recommended in this AMP.

Table 3.6: TECHNICAL LEVELS OF SERVICE

Life-Cycle Activity	Purpose of Activity	Activity Measure	Current Performance (LTFP)	Recommended Performance (AMP)
Acquisition	Implement master plan upgrade of playgrounds and reserves	Quantity	There are no acquisition costs forecasted in the next ten (10) years.	As recommended by the Open Space Strategy (to be confirmed)
	Gifted infrastructure from developers	Incorporate into asset register upon ownership	Occurs on an ad hoc basis dependent on development	Occurs on an ad hoc basis dependent on development
		Budget	\$0 over ten (10) years	\$0 over ten (10) years
Operational Maintenance	Operational maintenance works (e.g., cleaning, repairs, inspections) undertaken within playgrounds and reserves	Frequency	Conduct on a programmed basis and on request	Conduct on a programmed basis and on request
	Comprehensive playground inspection by third-party consultant	Frequency	Annual inspection of all Council playgrounds	Annual inspection of all Council playgrounds
	Recreation and Open Space Assets Condition Assessment	Frequency	Asset Condition Assessment undertaken once every five (5) years	Asset Condition Assessment undertaken once every five (5) years
		Budget	\$46,574,795 over ten (10) years	\$46,574,795 over ten (10) years
Renewal	Renewal of existing assets	Renewal to requirements of asset register	As budgeted within the LTFP	As required based on standard useful life, and aligned with other projects whenever possible
		Budget	\$17,212,305 over ten (10) years	\$15,739,454 over ten (10) years
Disposal	Disposal of assets no longer in use	As identified in the AMP	No assets identified as no longer in use	No assets identified as no longer in use
		Budget	\$0 over ten (10) years	\$0 over ten (10) years

³ IPWEA, 2015, IIMM, p 2|28.

It is important to regularly monitor the service levels provided by the Council as these will change. The current performance is influenced by work efficiencies and technology, and community priorities will change over time.

Draft

4.0 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include (but are not limited to) changes in population, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices and environmental awareness.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3 below.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3 below. Further opportunities will be developed in future revisions of this AMP.

Table 4.3: DEMAND MANAGEMENT PLAN

Demand Driver	Current Position	Projection	Impact on Services	Demand Management Plan
Climate change			Refer Section 4.5	
Infill development	Many of the current private properties within the Council have a backyard and / or outdoor play equipment area	More land sub-divisions will lead to smaller properties with little to no outdoor play area	Increased use of reserves and playgrounds, increased rate of deterioration of recreation and open space assets	Ensure sufficient schedule of condition assessment and inspections of assets, in particular playground equipment
Change in user requirements	Low number of inclusive play equipment to cater for users of all ability	A significant push from the community to have more inclusive play equipment	A majority of playgrounds will not have inclusive play equipment	Ensure that inclusive play equipment is highly considered when reserves and playgrounds are upgraded. Highlight to the general public the inclusive play equipment which are currently available for use.

4.4 Asset Programs to Meet Demand

The new assets required to meet demand may be acquired, donated or constructed and these assets are discussed in Section 5.5.

Acquiring new assets will commit the Council to increased ongoing operational maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operational maintenance and renewal costs for inclusion in the LTFP (refer to Section 5).

4.5 Climate Change and Adaptation

The impacts of climate change can have a significant impact on the assets which the Council manages and the services which are provided. In the context of the asset management planning process, climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of asset and services provided, as will the way in which the Council responds and manage these impacts.

As a minimum, the Council should consider both how to manage existing assets given the potential impacts of climate change and how to create resilience to climate change in any new works or acquisitions.

Opportunities which have been identified to date to manage the impacts of climate change on existing assets are shown in Table 4.5.1 below.

Table 4.5.1: MANAGING THE IMPACT OF CLIMATE CHANGE ON ASSETS

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Storm intensity	Increased rainfall intensity during rainfall events	Increased likelihood of damage to grass and garden bed areas.	Ensure sufficient schedule of inspection of lawn and garden bed areas
Rainfall	More variation in rainfall intensity	Irrigation systems are over-watering or under-watering reserves.	Increase use of smart irrigation systems to optimise water use
Temperature	Higher maximum temperatures	Increased deterioration of recreation and open space assets, increased demand for structures providing shade.	Investigate increasing shade provided by tree canopy and new shade structures

The way in which the Council constructs new assets should recognise that there is opportunity to develop resilience to the impacts of climate change. Developing resilience has a number of benefits including but not limited to:

- assets will be able to withstand the impacts of climate change;
- services can be sustained; and
- assets that can endure the impacts of climate change may potentially lower the life-cycle cost and reduce their carbon footprint.

Table 4.5.2 below summarises some asset climate change resilience opportunities.

Table 4.5.2: DEVELOPING ASSET RESILIENCE TO CLIMATE CHANGE

New Asset Description	Climate Change Impact These Assets?	Develop Resilience in New Works
Playground equipment	Higher maximum temperatures	Investigate equipment which are manufactured from materials that are suitable for higher temperatures, increase use of renewable materials where possible
Irrigation Systems	Reduced annual rainfall	As mentioned above, investigate renewing aging irrigation systems with smart systems to optimise water usage

These initiatives are currently being implemented within Council projects where possible. However, it is acknowledged that the impact of climate change on assets is a new and complex issue, and further opportunities will be developed in future revisions of this AMP.

Draft

5.0 LIFE-CYCLE MANAGEMENT PLAN

The Life-Cycle Management Plan details how the Council plans to manage and operate the assets at the agreed levels of service (refer to Section 3) while managing life-cycle costs.

5.1 Background Data

5.1.1 Physical parameters

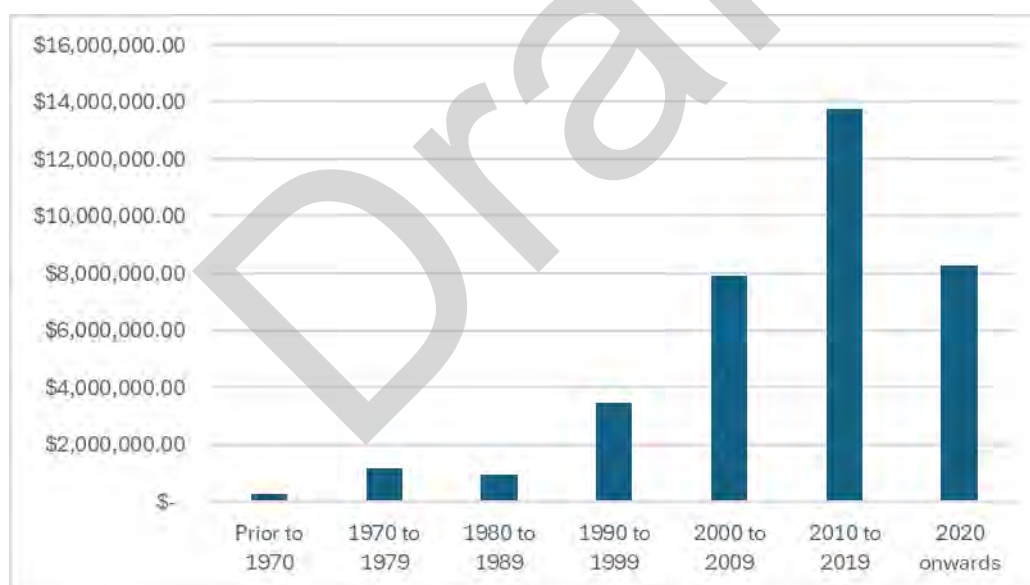
The assets covered by this AMP are shown in Table 5.1.1 below.

The age profile of the assets included in this AMP are shown in Figure 5.1.1 below.

Table 5.1.1: ASSETS COVERED BY THIS AMP

Asset Category	Replacement Value (\$)
Streetscaping	1,964,947
Drainage Reserves	2,112,366
Parks, Gardens & Recreational Reserves	23,662,138
Tennis Courts	4,389,794
TOTAL	32,129,245

Figure 5.1.1: ASSET AGE PROFILE



The majority of the Recreation and Open Space Infrastructure assets were built from 2010 onwards, due to the relatively short lifespan of this asset class. Low-value assets which remain from prior to 1970 are long-life assets such as monuments.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2 below.

Table 5.1.2: KNOWN SERVICE PERFORMANCE DEFICIENCIES

Location	Service Deficiency
Playground equipment compliance	The standards and guidelines for playground equipment may have changed after the installation of the equipment
Irrigation system condition	Insufficient levels of internal condition assessment in previous years resulting in systems not being renewed when required, leading to poor condition and performance

The above service deficiencies were identified from the undertaking internal and external condition assessments in recent years. The identified service deficiencies are addressed systematically through the annual works programs and operational maintenance works wherever feasible.

5.1.3 Asset condition

The condition of assets is currently monitored by undertaking a condition assessment of the Recreation and Open Space Infrastructure assets once every five (5) years, the last being in the 2021-2022 financial year. Annual inspections of the worst-conditioned assets are completed to inform the following year's asset renewal program.

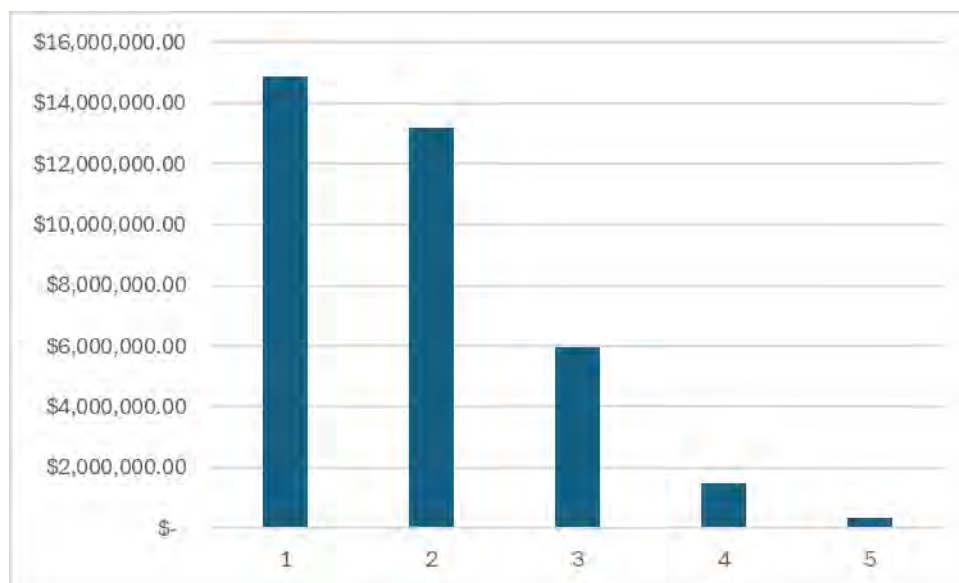
Condition is measured using a 1 to 5 grading system⁴ as detailed in Table 5.1.3 below. It is important that consistent condition grades be used in reporting various assets across an organisation. This supports effective communication. At the detailed level, assets may be measured utilising different condition scales, however, for reporting in the AMP they are all translated to the 1 to 5 grading scale.

Table 5.1.3: SIMPLE CONDITION GRADING MODEL

Condition Grading	Description of Condition
1	Very Good: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance
3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very Poor: physically unsound and/or beyond rehabilitation

The condition grading profile is shown in Figure 5.1.3 below.

⁴ IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Figure 5.1.3: ASSET CONDITION PROFILE

Over the last few financial years, there has been a significant number of reserve and playground upgrades, such as Felixstow Reserve, Drage Reserve, Syd Jones Reserve, Dunstan Adventure Playground and Burchell Reserve. Therefore, the majority of assets are in condition 2 (good) or better.

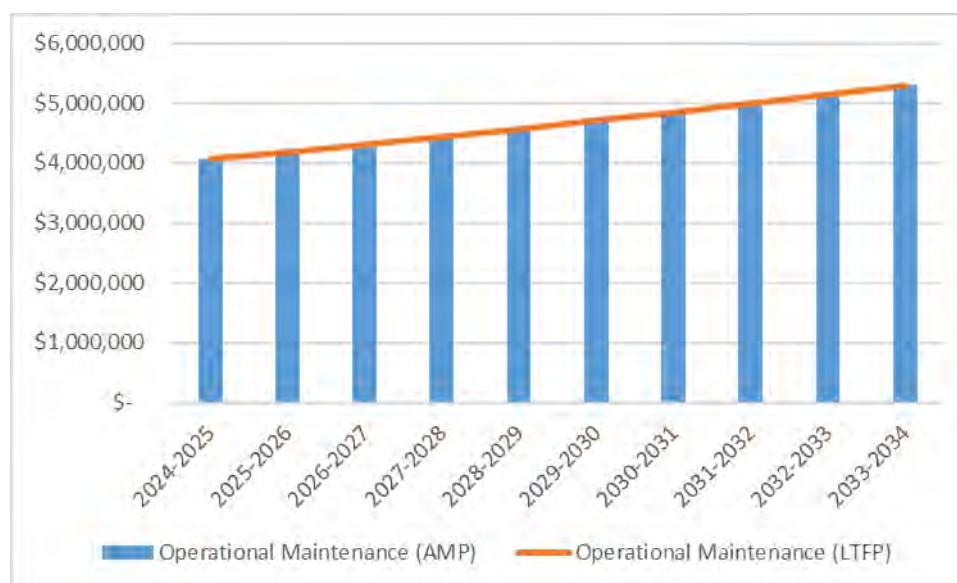
5.2 Operational Maintenance Plan

Operational maintenance works focus on the efficiency of assets to ensure the achievement of organisational objectives and the improvement of performance. They include all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Examples of typical operational maintenance activities include asset inspections and patch repairs.

Summary of forecast operational maintenance costs

Forecast operational maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operational maintenance costs are forecast to increase. If assets are disposed, the forecast operational maintenance costs are expected to decrease. Figure 5.2 below shows the forecast operational maintenance costs relative to the proposed operational maintenance Planned Budget.

Figure 5.2: OPERATIONAL MAINTENANCE SUMMARY

Operational maintenance costs remain relatively consistent over the course of the AMP, as the cost for the Recreation and Open Space Infrastructure Network are stable due to the nature and location of the assets. However, an expected increase of popularity and usage of playgrounds due to recent upgrades may lead to an increase in operational maintenance costs, which will need to be monitored in the coming years.

5.3 Renewal Plan

Renewal involves major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operational maintenance costs.

The typical “useful lives” of assets used to develop projected asset renewal forecasts are shown in Table 5.3 below.

Table 5.3: USEFUL LIVES OF ASSETS

Asset Category	Useful Life
Artwork, Monuments and Plaques	100 years
BBQs	20 years
Benches and Seats	15 to 25 years
Bike Racks	20 years
Bollards	20 to 40 years
Bus Stop Shelters	20 years
Drinking Fountains	20 years
Fences	20 to 50 years
Irrigation Systems	20 years

Lighting	25 years
Litter Bins	20 years
Pathways	30 to 50 years
Picnic Tables	20 to 25 years
Playground Equipment and Structures	10 to 60 years
Retaining Walls	25 to 75 years
Sports Court Equipment and Structures	7 to 70 years

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate; or
- to ensure the infrastructure is of sufficient quality to meet the service requirements.⁵

It is possible to prioritise renewals by identifying assets or asset groups that:

- have a high consequence of failure;
- have high use and subsequent impact on users would be significant;
- have higher than expected operational or maintenance costs, and
- have potential to reduce life-cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁶

5.4 Summary of Future Renewal Costs

The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4 below.

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Figure 5.4: FORECAST RENEWAL COSTS

It is noted that Council's Open Space Strategy is currently in the process of being updated. This document will drive the strategic direction of the Recreation & Open Space Infrastructure renewals. Once the update of the Strategy has been finalised, the findings will be renewed from a renewals perspective. At that time, the AMP and LTFP will be reviewed and updated accordingly.

Should there be resourcing issues, prioritisation of these renewals will need to be determined, with high-risk assets to be renewed when required and lower-risk assets being deferred.

5.5 Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Council.

At this stage, there are no acquisition costs forecasted in the next ten (10) years.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

At this stage, there are no disposal costs forecasted in the next ten (10) years.

6.0 RISK MANAGEMENT PLANNING

The purpose of risk management associated with infrastructure assets is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’⁷.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery are summarised in Table 6.1 below.

Table 6.1: CRITICAL ASSETS

Critical Assets	Failure Mode	Impact
Playground equipment	Deterioration, non-compliance	Death / injury, closure and replacement of playground equipment
Irrigation system	Fault within the system	Manual watering in the interim, decreased quality of grass

By identifying critical assets and failure modes, an organisation can ensure that investigative activities, condition inspection programs, operational maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

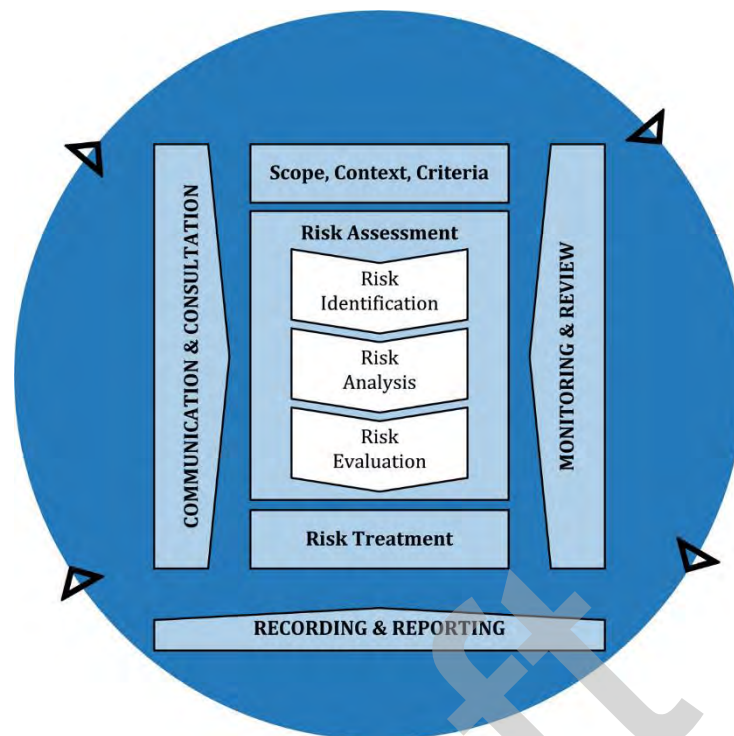
The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

⁷ ISO 31000:2009, p 2

Figure 6.2: RISK MANAGEMENT PROCESS – ABRIDGED



Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts or other consequences. This is outlined in Table 6.2 below.

Table 6.2: RISKS AND TREATMENT PLANS

Service or Asset at Risk	What Can Happen	Impact Category	Risk Rating	Risk Treatment Plan	Residual Risk
Playground equipment	Asset is not compliant with relevant Standards and guidelines	Service / Reputation	Substantial (12)	Engage a consultant to undertake the comprehensive annual playground inspection early in each financial year to enable either the undertaking of urgent remediation maintenance works as soon as possible, or the addition of less-urgent renewal works to the following year's capital works program	Medium (17)
Recreation and Open Space Assets	Operational maintenance are under-funded	Service / Reputation	Substantial (13)	Ensure that the Depot staff are involved with playground and reserve renewal upgrades from project inception to completion. This allows input from Depot staff to assist with minimising subsequent operational maintenance costs, and to increase understanding of upcoming handover of responsibilities.	Low (21)

6.3 Infrastructure Resilience Approach

The resilience of the Council's critical infrastructure is vital to the ongoing provision of services to the community. To adapt to changing conditions, the Council needs to understand its capacity to 'withstand a given level of stress or demand' and to respond to possible disruptions to ensure continuity of service.

Resilience is built on aspects such as response and recovery planning, financial capacity, climate change and crisis leadership.

The Council does not currently measure our resilience in service delivery. This will be included in future iterations of the AMP.

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AMP are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council's LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

6.4.2 Service trade-off

If there are forecast works (operational maintenance, renewal, acquisition or disposal) which cannot be undertaken due to insufficient resources, then this will result in service consequences for users. These service consequences include:

- playground assets not compliant with relevant Standards and guidelines; and
- increased risk of asset failure due to deferred or under-funded operational maintenance works.

6.4.3 Risk trade-off

The forecast works not being undertaken due to insufficient resources may sustain or create risk consequences. These risk consequences include:

- unsafe condition of assets leading to user risk;
- service provided by assets not to the standard of the users; and
- loss of the Council's reputation.

The Council will endeavour to manage these risks within the available funding allocation by:

- finding efficiencies within the current operational maintenance program; and
- increasing proactive inspections and maintenance.

Draft

7.0 FINANCIAL SUMMARY

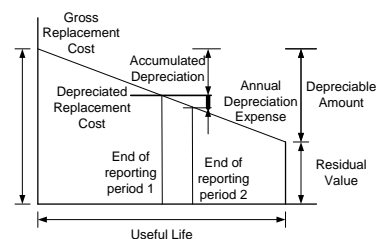
This section contains the financial requirements resulting from the information presented in the previous sections of this AMP. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Statements and Projections

7.1.1 Asset valuations

The best available estimate of the value of assets included in this AMP are shown below. The assets are valued at cost to replace service capacity:

Current (Gross) Replacement Cost	\$32,129,245
Depreciable Amount	\$32,129,245
Depreciated Replacement Cost ⁸	\$18,888,978
Depreciation during the 2022-2023 Financial Year	\$1,186,755



7.1.2 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AMP for this service area, namely:

- asset renewal funding ratio (proposed LTFP renewal budget for the next ten (10) years / forecast AMP renewal costs for next ten (10) years); and
- medium term forecast costs / proposed budget (over ten (10) years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio⁹ 109.36%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next ten (10) years, the Council expects to have 100% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget is illustrated in Appendix C.

Medium term – ten (10) year financial planning period

This AMP identifies the forecast operational maintenance and renewal costs required to provide an agreed level of service to the community over a ten (10) year period. This provides input into ten (10) year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the ten (10) year period to identify any funding shortfall.

The forecast AMP operational maintenance and renewal costs over the ten (10) year planning period is \$6,231,425 on average per year.

The LTFP operational maintenance and renewal funding is \$6,378,710 on average per year, resulting in nil funding shortfall. This indicates that 100% of the forecast costs needed to provide the services documented in this AMP are accommodated in the proposed budget.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AMP and ideally over the ten (10) year life of the LTFP.

⁸ Also reported as Written Down Value, Carrying or Net Book Value.

⁹ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

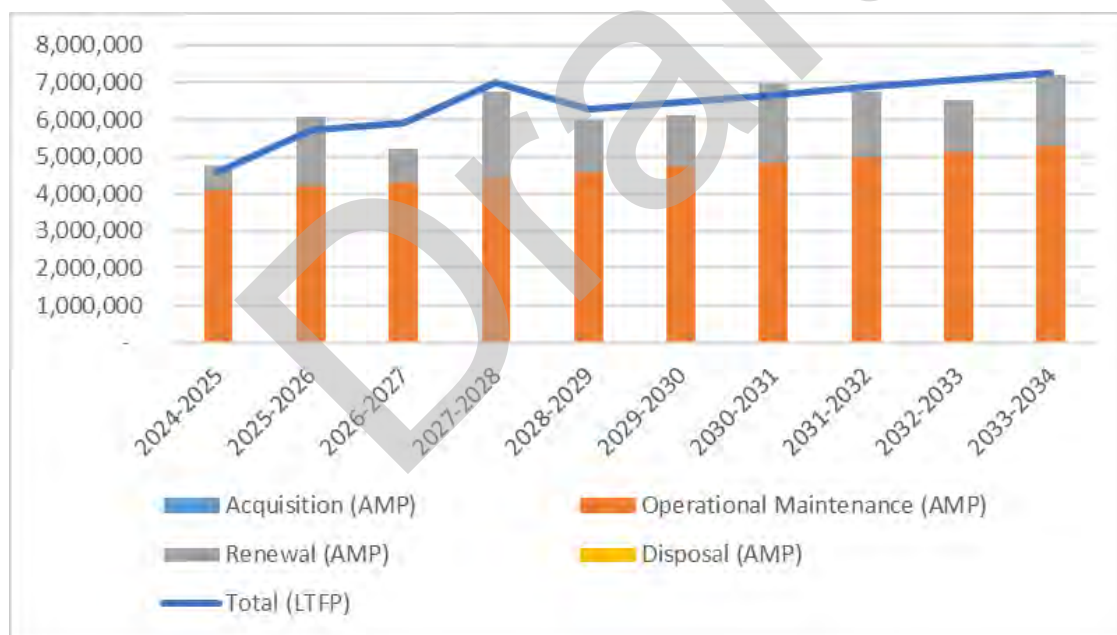
7.1.3 Forecast Costs (outlays) for the LTFP

A summary of the anticipated AMP forecast life-cycle costs compared with the LTFP planned budget are shown in Table 7.1.3 and Figure 7.1.3 below.

Table 7.1.3: FORECAST LIFE-CYCLE COSTS AND PLANNED BUDGETS

Year	Acquisition (AMP) (\$)	Operational Maintenance (AMP) (\$)	Renewal (AMP) (\$)	Disposal (AMP) (\$)	Total Budget (LTFP) (\$)
2024-2025	0	4,062,743	690,500	0	4,579,008
2025-2026	0	4,184,625	1,891,137	0	5,698,817
2026-2027	0	4,310,164	880,837	0	5,902,071
2027-2028	0	4,439,469	2,306,765	0	6,989,616
2028-2029	0	4,572,653	1,417,244	0	6,274,686
2029-2030	0	4,709,833	1,412,367	0	6,473,859
2030-2031	0	4,851,128	2,141,393	0	6,666,462
2031-2032	0	4,996,661	1,744,452	0	6,864,195
2032-2033	0	5,146,561	1,370,477	0	7,065,518
2033-2034	0	5,300,958	1,884,284	0	7,272,868

Figure 7.1.3: FORECAST LIFE-CYCLE COSTS AND PLANNED BUDGETS



7.2 Funding Strategy

The proposed funding for assets is outlined in the Council's Annual Budget and LTFP.

The Council's financial strategy outlines how funding will be provided, whereas the AMP communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to service.

Additional assets will generally add to the operational maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AMP, it has been necessary to make some assumptions. This section details the key assumptions made in the development of this AMP and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AMP are:

- renewal costs have been based on professional judgement; and
- forecasted operational maintenance costs are based on previous expenditure for the same service levels.

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AMP are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on an A to E level scale¹⁰ in accordance with Table 7.5.1 below.

Table 7.5.1: DATA CONFIDENCE GRADING SYSTEM

Confidence Grade	Description
A. Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AMP is shown in Table 7.5.2 below.

Table 7.5.2: DATA CONFIDENCE ASSESSMENT FOR DATA USED IN PLAN

Data	Confidence Assessment	Comment
Demand drivers	C	Based on development application trends, <i>profile.id</i> data, climate change data, community surveys

¹⁰ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Growth projections	C	Based on development application trends, <i>profile.id</i> data
Acquisition forecast	E	Acquisition to be determined following completion of Open Space Strategy.
Operational maintenance forecast	B	In line with previous years
Renewal forecast - Asset values	B	As per approved methodology
- Asset useful lives	B	Current estimates from asset register
- Condition modelling	B	Methodology and data capture to be updated
Disposal forecast	E	No disposal forecast – may be subject to change through strategic planning

The estimated confidence level for and reliability of data used in this AMP is considered to be reliable.

Draft

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

8.1.1 Accounting and financial data sources

The Council uses Authority and Conquest as its financial management and accounting systems. These systems have the capability to report the full lifecycle of assets, providing full transparency from acquisition to disposal.

8.1.2 Asset management data sources

The Council uses Conquest as its asset management system, and Spectrum Spatial as its geographical information system. There are plans to improve integration between the GIS data with the asset management register to provide a live and amalgamated asset data system.

8.2 Improvement Plan

It is important that the Council recognise areas of their AMP and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AMP is shown in Table 8.2 below.

Table 8.2: IMPROVEMENT PLAN

Task No.	Task	Responsibility	Resources Required	Timeline
1	Formalise ongoing monitoring and reporting of improvement plan tasks and performance measures	Project Manager, Assets	Manager, City Projects	1 year
2	Finalise update of Open Space Strategy, and align its objectives with the Plan and LTFP	Manager, Strategy	Project Manager, Assets and Manager, City Projects	2 years
3	Further develop risk assessment and management planning	Project Manager, Assets	Project Officer, Assets and Asset Consultants	2 years
4	Improve GIS data storage system integration with asset database	Project Manager, Assets	Information Services, Consultants	3 years
5	Review resilience of critical infrastructure	Project Manager, Assets	City Assets and Asset Consultants	4 years

8.3 Monitoring and Review Procedures

The AMP will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operational maintenance, renewals, acquisition and disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the LTFP or will be incorporated into the LTFP once completed.

The AMP has a maximum life of four (4) years and is due for complete revision and updating within two (2) years of each Council election.

8.4 Performance Measures

The effectiveness of this AMP can be measured in the following ways:

- the degree to which the required forecast costs identified in this AMP are incorporated into the LTFP;
- the degree to which the short-term detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the AMP;

- the Asset Renewal Funding Ratio achieving the Organisational Target (this target is often 1.0).

Draft

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus;
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM;
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney;
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines;
- *CityPlan 2030: Shaping Our Future*;
- Long-term Financial Plan;
- Annual Business Plan;
- Open Space Strategy;
- Playgrounds Strategy;
- Tennis Facilities Policy;
- Asset Management Policy; and
- City of Norwood Payneham & St Peters Community Survey Report.

Draft

10.0 APPENDICES

Appendix A

Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

The acquisition projects will derive from master plan upgrades, and gifted or transferred assets.

A.2 – Acquisition Forecast Summary

Table A2: ACQUISITION FORECAST SUMMARY

Year	Acquisition (AMP) (\$)	Acquisition (LTFP) (\$)
2024-2025	0	0
2025-2026	0	0
2026-2027	0	0
2027-2028	0	0
2028-2029	0	0
2029-2030	0	0
2030-2031	0	0
2031-2032	0	0
2032-2033	0	0
2033-2034	0	0

Appendix B

Operational Maintenance Forecast

B.1 – Operational Maintenance Forecast Assumptions and Source

The operational maintenance forecast has been based on previous expenditure for the same service levels.

B.2 – Operational Maintenance Forecast Summary

Table B2: OPERATIONAL MAINTENANCE FORECAST SUMMARY

Year	Operational Maintenance (AMP) (\$)	Operational Maintenance (LTFP) (\$)
2024-2025	4,062,743	4,062,743
2025-2026	4,184,625	4,184,625
2026-2027	4,310,164	4,310,164
2027-2028	4,439,469	4,439,469
2028-2029	4,572,653	4,572,653
2029-2030	4,709,833	4,709,833
2030-2031	4,851,128	4,851,128
2031-2032	4,996,661	4,996,661
2032-2033	5,146,561	5,146,561
2033-2034	5,300,958	5,300,958

Appendix C

Renewal Forecast Summary

C.1 – Renewal Forecast Assumptions and Source

The scheduling of identified renewal proposals is currently guided by the condition and age of assets, and by the Council's Open Space Strategy once its update is finalised.

C.2 – Renewal Forecast Summary

Table C2: RENEWAL FORECAST SUMMARY

Year	Renewal (AMP) (\$)	Renewal (LTFP) (\$)
2024-2025	690,500	516,265
2025-2026	1,891,137	1,514,192
2026-2027	880,837	1,591,907
2027-2028	2,306,765	2,550,147
2028-2029	1,417,244	1,702,033
2029-2030	1,412,367	1,764,026
2030-2031	2,141,393	1,815,334
2031-2032	1,744,452	1,867,534
2032-2033	1,370,477	1,918,957
2033-2034	1,884,284	1,971,910

Appendix D

Disposal Summary

D.1 – Disposal Forecast Assumptions and Source

No disposals have been forecast over the AMP period.

D.2 – Disposal Forecast Summary

Table D2: DISPOSAL ACTIVITY SUMMARY

Year	Disposal (AMP) (\$)	Disposal (LTFP) (\$)
2024-2025	0	0
2025-2026	0	0
2026-2027	0	0
2027-2028	0	0
2028-2029	0	0
2029-2030	0	0
2030-2031	0	0
2031-2032	0	0
2032-2033	0	0
2033-2034	0	0

Draft



Trinity Valley Stormwater Drainage Upgrade

Asset Management Plan

Stormwater Management Infrastructure

2025–2034



City of
Norwood
Payneham
& St Peters

Document Control		2025-2034 ASSET MANAGEMENT PLAN STORMWATER MANAGEMENT INFRASTRUCTURE			
Rev No	Date	Revision Details	Author	Reviewer	Approver
0	August 2024	Draft for Community Consultation	JC	DL	DL

Draft

Contents

1.0	EXECUTIVE SUMMARY	5
1.1	Asset Management Plans	5
1.2	Asset Description	5
1.3	Levels of Service.....	5
1.4	Future Demand	6
1.5	Life-Cycle Management Plan	6
1.6	Financial Summary.....	6
1.7	Asset Management Practices	8
1.8	Monitoring and Improvement Program	8
2.0	INTRODUCTION	9
2.1	Background	9
2.2	Goals and Objectives of Asset Ownership	12
3.0	LEVELS OF SERVICE	14
3.1	Community Research and Expectations	14
3.2	Strategic and Corporate Goals.....	14
3.3	Legislative Requirements.....	15
3.4	Citizen Values.....	16
3.5	Citizen Levels of Service.....	17
3.6	Technical Levels of Service.....	18
4.0	FUTURE DEMAND	20
4.1	Demand Drivers	20
4.2	Demand Forecasts	20
4.3	Demand Impact and Demand Management Plan	20
4.4	Asset Programs to Meet Demand.....	20
4.5	Climate Change and Adaptation	21
5.0	LIFE-CYCLE MANAGEMENT PLAN	22
5.1	Background Data	22
5.2	Operational Maintenance Plan	23
5.3	Renewal Plan	24
5.4	Summary of Future Renewal Costs.....	25
5.5	Acquisition Plan	26
5.6	Disposal Plan.....	26
6.0	RISK MANAGEMENT PLANNING	27

6.1	Critical Assets.....	27
6.2	Risk Assessment.....	27
6.3	Infrastructure Resilience Approach	29
6.4	Service and Risk Trade-Offs	29
7.0	FINANCIAL SUMMARY	31
7.1	Financial Statements and Projections.....	31
7.2	Funding Strategy.....	33
7.3	Valuation Forecasts	33
7.4	Key Assumptions Made in Financial Forecasts	33
7.5	Forecast Reliability and Confidence.....	33
8.0	PLAN IMPROVEMENT AND MONITORING	35
8.1	Status of Asset Management Practices	35
8.2	Improvement Plan	35
8.3	Monitoring and Review Procedures	35
8.4	Performance Measures	35
9.0	REFERENCES	36
10.0	APPENDICES	37
	Appendix A.....	37
	Appendix B.....	38
	Appendix C.....	39
	Appendix D.....	40

1.0 EXECUTIVE SUMMARY

1.1 Asset Management Plans

The City of Norwood Payneham & St Peters Asset Management Plans (the AMPs), provide a comprehensive overview of the City's assets, encompassing their replacement value, current condition, performance, service levels, objectives, and the Council's financial position in relation to these assets.

Its purpose is to ensure that the Council can effectively deliver services, maintain assets and achieve its strategic goals in a financially sustainable manner over the short, medium and long terms.

The AMPs outline the requirements for managing, inspecting and replacing assets, including projected annual expenditure over a ten (10) year period, while also detailing the Council's planned activities for its assets to achieve its strategic goals and deliver community services in the medium to long term.

The AMPs comprise of four documents, each of which have been developed to encompass the major classes of assets, including civil infrastructure, stormwater management, buildings, and recreation and open space.

Purpose of AMPs

The AMPs are crucial strategic documents for the Council to ensure the efficient management of its assets throughout the lifespan of these respective assets, which ultimately achieves the Council's strategic objectives, while maintaining compliance with legislation and delivering a high level of service to the community.

The purpose of the AMPs is to communicate the requirements for the sustainable delivery of services through the management of the assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the long-term planning period.

Requirement under Local Government Act

Section 122 of *Local Government Act 1999*, requires the Council to develop and adopt an AMP, relating to the management and development of its infrastructure and major assets, for a period of at least ten (10) years.

This requirement to develop and adopt an AMP, ensures that the Council considers the management and development of its infrastructure and major assets at a strategic level and in line with its strategic management plan (i.e., *CityPlan 2030*). It also includes projections for asset renewal over the next ten (10) years, aligned with the Council's Long-term Financial Plan (LTFP).

1.2 Asset Description

The City's Stormwater Management Infrastructure Network comprises of the following:

- stormwater drainage infrastructure (inclusive of pits, pipes, culverts and open channels);
- waterways under vehicular bridges; and
- footbridges.

The Stormwater Management Infrastructure Network has a significant total renewal value estimated at \$156,555,401.

1.3 Levels of Service

The Council's present funding levels are sufficient to continue to provide existing services at current service levels.

The main service consequences of the Planned Budget expenditure are:

- assets are replaced accordingly with respect to condition and intended useful life; and
- assets complying with the relevant standards and guidelines.

1.4 Future Demand

The main demands for new services are created by:

- climate change;
- increased runoff from historic development within catchments; and
- stormwater quality enhancements prior to discharging of stormwater.

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures, including:

- monitoring of asset condition;
- undertaking community expectation surveys; and
- monitoring the impacts of climate change and increased urban development.

1.5 Life-Cycle Management Plan

1.5.1 What does it Cost?

The forecast life-cycle costs necessary to provide the services covered by this AMP includes operational maintenance, renewal, acquisition, and disposal of assets. Although the AMP may be prepared for a range of time periods, it typically informs a long-term financial planning period of ten (10) years. Therefore, a summary output from the AMP is the forecast of ten (10) year total outlays, which for the Stormwater Management Infrastructure Network is estimated as \$36,054,708 or \$3,605,471 on average per year.

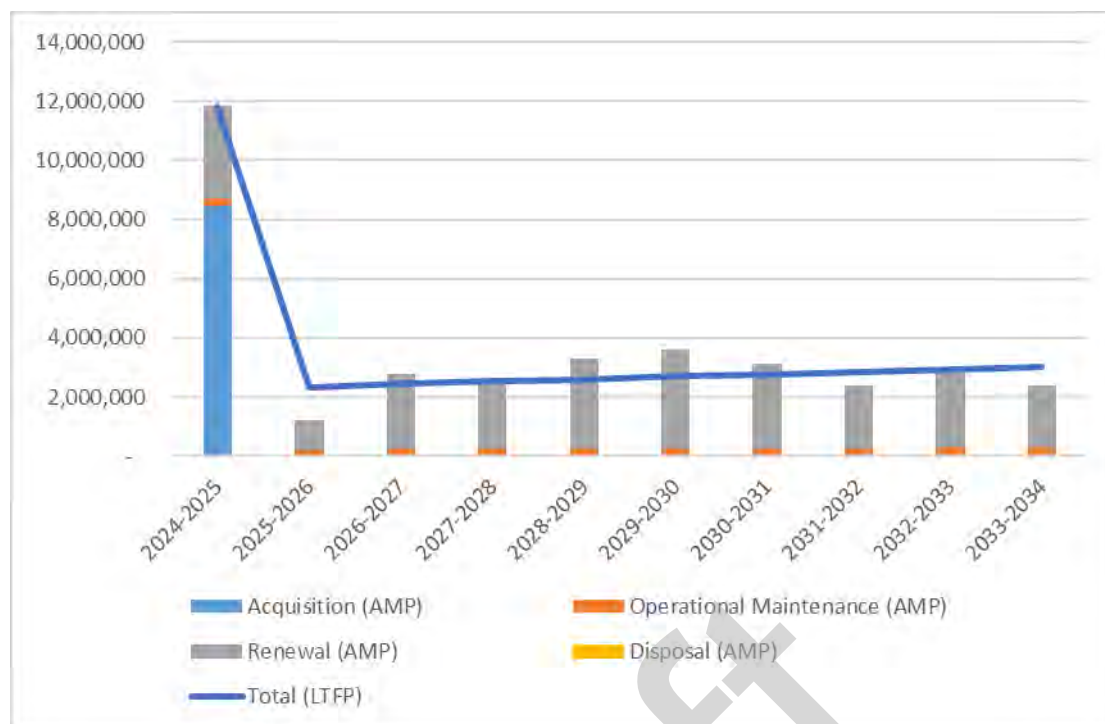
1.6 Financial Summary

1.6.1 What the Council will do

Estimated available funding for the ten (10) year period is \$36,055,936 (or \$3,605,594 on average per year) as set out in the LTFP. This is approximately 100% of the cost to sustain the current level of service at the lowest life-cycle cost.

The reality is that only what is funded in the LTFP can be provided. The informed decision-making depends on the AMP emphasising the consequences of Planned Budgets on the service levels which are provided and the associated risks.

The anticipated Planned Budget for the City's Stormwater Management Infrastructure Network results in nil shortfall for the forecast life-cycle costs required to provide services in the AMP compared with the Planned Budget currently included in the LTFP. This is shown in Figure 1.6.1 below.

Figure 1.6.1: FORECAST LIFE-CYCLE COSTS AND PLANNED BUDGETS

The Council plans to undertake the following in respect to the existing Stormwater Management Infrastructure Network:

- provision of operational maintenance and renewal works for existing assets to meet current service levels; and
- major renewal projects within the ten (10) year planning period which consists of improving the level of flood protection within catchments to provide the defined level of service through an integrated stormwater management approach. This includes opportunities for stormwater reuse and water sensitive urban design (WSUD) initiatives wherever possible within the project budget.

1.6.2 What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council's LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

1.6.3 Managing the Risks

If there is forecast work (operational maintenance, renewal, acquisition or disposal) that cannot be undertaken due to insufficient resources, then this will result in service consequences for users. These service consequences include:

- frequency of flood events increasing due to increasing stormwater runoff;
- stormwater of poor quality entering the receiving waters and wider environment; and
- community expectations are not met.

The Council will endeavour to manage these risks within the available funding allocation by:

- reacting to potential flood events with temporary mitigation measures;
- finding efficiencies within the current operational maintenance program; and
- prioritisation of renewal projects.

1.7 Asset Management Practices

The Council's systems to manage assets include:

- the Council's asset management system;
- the Council's financial system; and
- the Council's strategic and planning documents.

1.8 Monitoring and Improvement Program

The next steps resulting from this AMP to improve asset management practices are to:

- formalise ongoing monitoring and reporting of improvement plan tasks and performance measures;
- establish formal condition rating process of drainage infrastructure;
- further develop risk assessment and management planning;
- improve GIS data storage system integration with asset database; and
- review resilience of critical infrastructure.

Draft

2.0 INTRODUCTION

2.1 Background

This AMP communicates the requirements for the sustainable delivery of services through the management of assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the long-term planning period.

This AMP is to be read in conjunction with the following key planning documents:

- *CityPlan 2030: Shaping Our Future;*
- Long-term Financial Plan;
- Annual Business Plan;
- City Wide Floodplain Mapping and Long Term Drainage Program;
- Asset Management Policy; and
- City of Norwood Payneham & St Peters Community Survey Report.

The Council has a strong focus on asset management, with continuous improvements during the revision of the AMP. Integration of acquisition and renewal planning is undergoing continuous improvement to ensure the minimum required investment provides the greatest value outcomes.

Strategic Direction

The Council's strategic direction is guided by four outcomes or Pillars which contribute to the realisation of the Council's Vision and are based on the four Pillars of the Quadruple Bottom Line (QBL) framework. The four outcomes are Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.



For our City, adding the fourth Pillar of culture to the traditional Triple Bottom Line (TBL) of environmental, social and economic sustainability highlights the importance of protecting and enhancing our City's unique character and sense of place.

The objectives set out in *CityPlan 2030: Shaping Our Future*, which outline the priorities for what needs to happen to achieve the four outcomes, reflect the community’s aspirations, the policy commitments of the Council and the likely trends and issues which our City will face over the course of *CityPlan 2030*.

CityPlan 2030 plays a pivotal role in guiding the City of Norwood Payneham & St Peters towards the community’s vision for the future. Achieving the strategies contained in *CityPlan 2030*, requires transparent and accountable governance structures and processes which are both flexible and responsive to the future opportunities and challenges that will present themselves.

It will also require a positive ‘can-do attitude’ and approach to ensure that we realise the future which we want for ourselves and the next generation, rather than just ‘letting things happen’.

Strategic Planning Framework

In working towards our vision, all of the programs, projects and services which the Council delivers are structured into four key outcome areas, referred to as the ‘Four Pillars’ of Community Well-being.



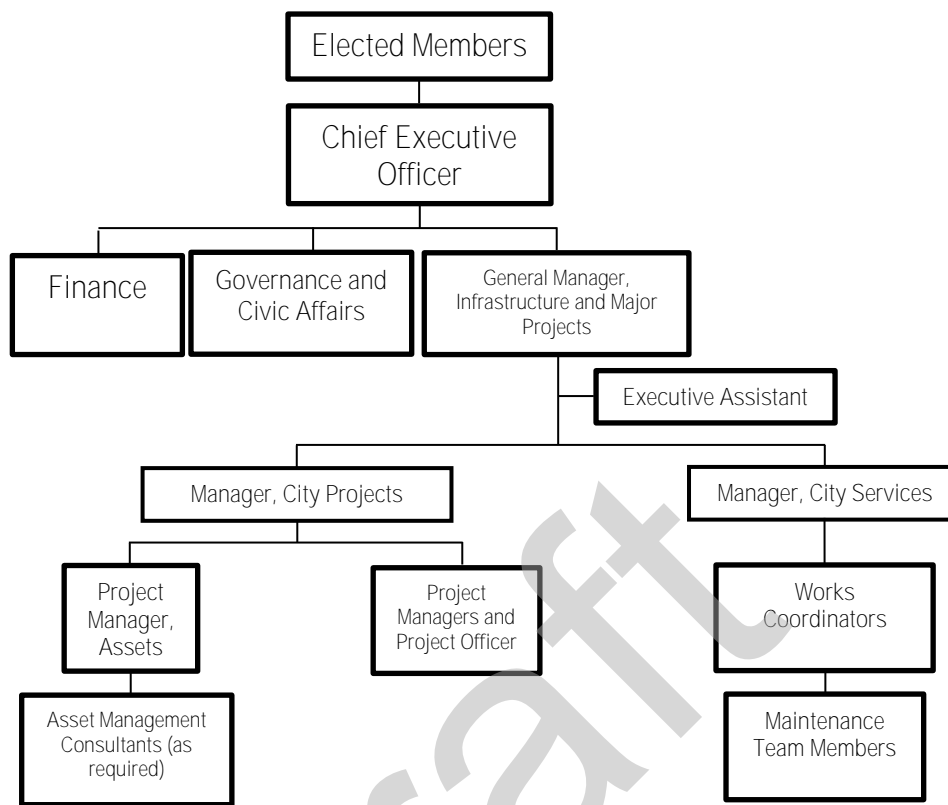
Key stakeholders in the preparation and implementation of this AMP are shown in Table 2.1 below.

Table 2.1: KEY STAKEHOLDERS IN THE AMP

Key Stakeholder	Role in AMP
Elected Members	Represent needs of community and shareholders, allocate resources to meet planning objectives in providing services while managing risks and ensure services are sustainable.
Chief Executive Officer	Endorse the development of the AMP and provide resources (as funded by the Council) required to complete the task.
General Manager, Infrastructure and Major Projects Manager, City Projects	Set high level priorities for asset management development and support the implementation of actions resulting from this AMP.
Finance Governance and Civic Affairs	Development of supporting policies such as capitalisation and depreciation. Provision of GIS applications and support.
Asset Management Consultants	Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards. Host and consolidate asset register including updating valuations, capitalisation and disposals. Provide support for development of the AMP and the implementation of effective asset management principles. Independently endorse asset revaluation methodology.
Project Manager, Assets	Responsible for the overall development of the AMP. Coordinate input of other stakeholders into the AMP. Manage the periodic collection of asset condition data.
City Assets / City Projects	Assist the Project Manager, Assets in the development of the AMP.
City Services	Provide local knowledge level of detail of the assets. Describe the maintenance standards deployed and the ability to meet the technical and citizen levels of service.
External Parties	Local Residents; Local Businesses; Utilities; Developers; and Federal and State Governments.

The Council's organisational structure for service delivery of infrastructure assets is detailed in Figure 2.1 below.

Figure 2.1: ORGANISATIONAL STRUCTURE



2.2 Goals and Objectives of Asset Ownership

The Council's goal in respect to the management of infrastructure assets, is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of asset management are:

- providing a defined level of service and monitoring performance;
- managing the impact of growth through demand management and infrastructure investment;
- taking a life-cycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- identifying, assessing and appropriately controlling risks; and
- linking to the LTFP which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are:

- **levels of service** – specifies the services and levels of service to be provided;
- **future demand** – how this will impact on future service delivery and how this is to be met;
- **life-cycle management** – how to manage its existing and future assets to provide defined levels of service;
- **financial summary** – what funds are required to provide the defined services;
- **asset management practices** – how the Council manages the provision of the services;
- **monitoring** – how the AMP will be monitored to ensure objectives are met; and

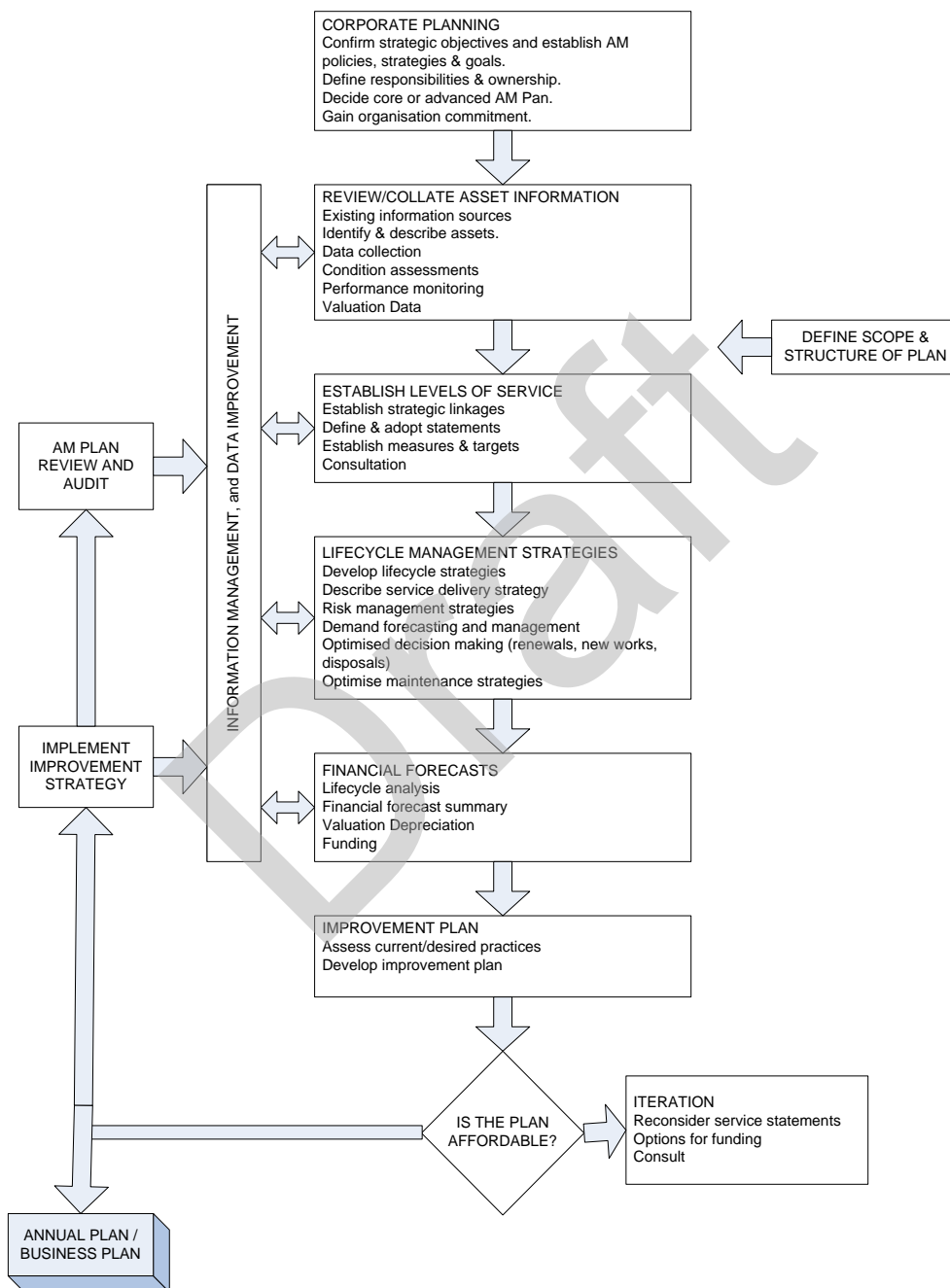
- **asset management improvement plan** – how the Council increases asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ¹; and
- International Organisation for Standardisation (ISO) 55000².

A road map for preparing an AMP is shown in Figure 2.2 below.

Figure 2.2: ROAD MAP FOR PREPARING AN AMP



Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

3.0 LEVELS OF SERVICE

3.1 Community Research and Expectations

The Council conducts Community Surveys at regular intervals to establish how the Council is performing in a number of key indicators. Community Surveys have been conducted in 2009, 2011, 2013, 2017, 2019 and 2021, with the most recent survey undertaken in 2023. The survey uses a 5-point scale to determine satisfaction, with 1 being very dissatisfied, and 5 being very satisfied. The last version of the AMP included data up to 2019. Table 3.1 below summarises the results from the Council's Resident Surveys.

Table 3.1: RESIDENT SATISFACTION SURVEY LEVELS

Performance Measure	Satisfaction Level						
	2023	2021	2019	2017	2013	2011	2009
Overall Infrastructure Satisfaction	3.8	3.9	3.8	3.8	4.0	4.0	3.6
Overall Environmental Management Satisfaction	3.5	3.8	3.4	3.7	3.9	4.0	3.7
Enhancing the Natural Environment	3.8	3.8	3.7	3.8	3.8	3.9	3.5
Managing Watercourses	3.8	3.7	3.4	3.6	3.6	3.6	3.2
Water, Management & Use	3.6	3.7	3.4	3.7	3.5	3.6	3.1
Undertaking Environmental Initiatives	3.4	3.7	3.4	3.5	3.2	3.2	3.0
Responding to Climate Change	3.1	3.3	3.0	N/A	N/A	N/A	N/A

3.2 Strategic and Corporate Goals

This AMP has been prepared in accordance with the Council's Vision, Mission, Goals and Objectives as set out in its Strategic Management Plan, *CityPlan 2030: Shaping our Future*.

The Council's Vision is:

'A City which values its heritage, cultural diversity, sense of place and natural environment.

A progressive City which is prosperous, sustainable and socially cohesive, with a strong community spirit.'

Council's strategic goals, and how these are addressed in this AMP, are summarised in Table 3.2 below.

Table 3.2: GOALS AND HOW THESE ARE ADDRESSED IN THIS AMP

Goal	Objective	How Goal and Objectives are Addressed in the AMP
Environmental Sustainability – A leader in environmental sustainability	Mitigating and adapting to the impacts of climate change	Development of service levels provided by the infrastructure and the balancing of this with the available funding and acceptable risk. Planning of long-term sustainable infrastructure is important and to enable appropriate resources to be identified and provided.
Environmental Sustainability - Sustainable and efficient management of water, waste, energy and other resources.	Implement mechanisms to make better use of water resources including the harvesting and re-use of stormwater.	Planning for water quality improvements upstream of existing stormwater harvesting infrastructure to increase the harvest potential. Planning to harvest stormwater for use in public toilet flushing where available and in conjunction with renewal of public toilet facilities.
Environmental Sustainability - Healthy and sustainable watercourses	Revegetate and restore natural watercourses. Improve the water quality in our City's watercourses. Encourage the capture and re-use of stormwater and reduce stormwater run-off.	Planning for naturalisation of existing watercourses where feasible in conjunction with Recreation and Open Space projects. Planning to develop WSUD initiatives as part of integrated stormwater management and streetscape projects. Planning to develop WSUD initiatives as part of integrated stormwater management and streetscape projects.

3.3 Legislative Requirements

There are a number of legislative requirements relating to the management of assets. Legislative requirements that impact upon the delivery of the Stormwater Management Infrastructure Network are set out in Table 3.3 below.

Table 3.3: LEGISLATIVE REQUIREMENTS

Legislation	Requirement
Aboriginal Heritage Act 1988	An Act to provide for the protection and preservation of the Aboriginal heritage, and for other purposes.
Australian Accounting Standards	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of transport assets.
Australian Standards	Council's infrastructure projects are undertaken in accordance with Australian Standards, or in the absence of, best practice techniques.
Building Code of Australia	Sets out minimum standards for construction of new assets. Also provides minimum standards for new properties.
Disability Discrimination Act 1992	Provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.

Environmental Protection Act 1993	Provides the regulatory framework to protect South Australia's environment, including land, air and water.
Highways Act 1926	An Act to provide for the appointment of a Commissioner of Highways, and to make further and better provision for the construction and maintenance of roads and works and for other purposes.
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by infrastructure and asset management plans for sustainable service delivery.
Manual of Legal Responsibilities and Technical Requirements for Traffic Control Devices – Part 2 – Code of Technical Requirements	Defines legal requirements for the installation of traffic control devices.
Road Traffic Act 1961	Defines responsibilities pertaining to roadways and standards.
Roads (Opening & Closing Act) 1991	Allows for the formalisation of roadways status.
Work Health and Safety Act 2012	Provides minimum standards for health and safety of individuals performing works.

3.4 Citizen Values

Service levels are defined in three (3) ways: Citizen Values, Citizen Levels of Service and Technical Levels of Service.

Citizens Values indicate:

- what aspects of a service is important to the citizen;
- whether they see value in what is currently being provided; and
- the likely trend over time based on the current budget provision.

A summary of the satisfaction measure being used, the current feedback and the expected performance based on the current funding level is set out in Table 3.4 below.

Table 3.4: CITIZEN VALUES

Citizen Values	Citizen Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Enhancing natural environment	Community Survey Report	Community survey results indicate: <ul style="list-style-type: none"> this is the second most important factor which impacts overall satisfaction with environment management satisfaction has remained consistent compared to 2019 (i.e., when the AMP was last renewed) 	Likely to remain unchanged with limited opportunity within urban environment.
Management of watercourses, including flooding	Community Survey Report	Community survey results indicate: <ul style="list-style-type: none"> this is the fourth most important factor which impacts overall satisfaction with environment management satisfaction has improved compared to 2019 	Continued improvement of management of watercourses including reduced risk of flooding to private property.
Undertaking environmental initiatives, including water quality and reuse	Community Survey Report	Community survey results indicate: <ul style="list-style-type: none"> this is the sixth most important factor which impacts overall satisfaction with environment management satisfaction has remained consistent compared to 2019 	Continued improvement with implementation of integrated stormwater management and streetscape projects.

3.5 Citizen Levels of Service

The Citizen Levels of Service are considered in terms of:

- **quality:** How good is the service? What is the condition or quality of the service?
- **function:** Is it suitable for its intended purpose? Is it the right service?
- **capacity:** Is the service over or under used? Does the Council need more or less of these assets?

A summary of the performance measure being used, the current performance and the expected performance based on the current funding level is set out in Table 3.5 below.

Confidence levels of current performance and expected trend are set out in Table 3.5 below and are categorised as follows:

- **high:** professional judgement supported by extensive data;
- **medium:** professional judgement supported by data sampling; or
- **low:** professional judgement with no data evidence.

Table 3.5: CITIZEN LEVELS OF SERVICE MEASURES

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Quality	Asset condition is <i>'fit for purpose'</i>	Community survey on Managing Watercourses	Community survey results indicate satisfaction has improved compared to 2019 (i.e., when the AMP was last renewed)	No change, as expired assets are renewed as required
	Confidence levels		High	Medium
Function	Asset meets service needs	Community survey on Enhancing Natural Environment	Community survey results indicate satisfaction has remained consistent compared to 2019	Likely to remain unchanged with limited opportunity within urban environment
	Confidence levels		High	Medium
Capacity	Capacity of assets to meet demands	Community survey on Managing Watercourses	Community survey results indicate satisfaction has improved compared to 2019	Improved performance is expected as a result of further drainage upgrade works
	Confidence levels		High	Medium

3.6 Technical Levels of Service

To deliver the Citizen Values and impact the achieved Citizen Levels of Service, operational or technical measures of performance are used. These technical measures relate to the activities and allocation of resources to best achieve the desired community outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **acquisition:** the activities to provide a higher level of service or a new service that did not exist previously (e.g. construction of a new detention basin);
- **operational maintenance:** the regular activities to retain an asset as near as practicable to an appropriate service condition (e.g. inspections and condition assessments);
- **renewal:** the activities that return the service capability of an asset up to that which it had originally provided (e.g. straight replacement of pipeline); and
- **disposal:** the activities associated with the disposal of a decommissioned asset including sale, demolition or relocation (e.g. redundancy of pipeline network).

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 below shows the activities expected to be provided under the current Planned Budget allocation and the forecast activity requirements being recommended in this AMP.

³ IPWEA, 2015, IIMM, p 2|28.

Table 3.6: TECHNICAL LEVELS OF SERVICE

Life-Cycle Activity	Purpose of Activity	Activity Measure	Current Performance (LTFP)	Recommended Performance (AMP)
Acquisition	Gifted or transferred infrastructure from developers / property owners	Incorporate into asset register upon ownership	Occurs on an ad hoc basis dependent on development	Occurs on an ad hoc basis dependent on development
	Trinity Valley Stormwater Drainage Upgrade	Budget allocation	As budgeted within the LTFP (this is discussed further in Sections 5.4 and 5.5)	As per Council's City Wide Floodplain Mapping and Long Term Drainage Program
		Budget	\$0 over ten (10) years	\$8,472,308 over ten (10) years
Operational Maintenance	Side entry pit and trash rack cleaning	Frequency	Conduct on a programmed basis and on request	Conduct on a programmed basis and on request
	CCTV inspection of underground assets	Frequency	Yearly inspection program of section of underground network	Yearly inspection program of section of underground network
	Drainage structures condition assessment	Frequency	Asset Condition Assessment undertaken once every five (5) years	Asset Condition Assessment undertaken once every five (5) years
		Budget	\$2,620,104 over ten (10) years	\$2,691,249 over ten (10) years
Renewal	Renewal of asset	Renewal to requirements of asset register	As budgeted within the LTFP	Prioritise and undertake projects as per Council's City Wide Floodplain Mapping and Long Term Drainage Program (2019)
		Budget	\$33,435,832 over ten (10) years	\$24,891,151 over ten (10) years
Disposal	Disposal of assets no longer in use	As identified in the AMP	No assets identified as no longer in use	No assets identified as no longer in use
		Budget	\$0 over ten (10) years	\$0 over ten (10) years

It is important to regularly monitor the service levels provided by the Council as these will change. The current performance is influenced by work efficiencies and technology, and community priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include (but are not limited to) changes in population, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices and environmental awareness.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3 below.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3 below. Further opportunities will be developed in future revisions of this AMP.

Table 4.3: DEMAND MANAGEMENT PLAN

Demand Driver	Current Position	Projection	Impact on Services	Demand Management Plan
Climate change			Refer Section 4.5	
Infill development	Minimise additional runoff to waterways through planning controls	Increased stormwater runoff	Higher stormwater flow capacity demand on services during heavy rainfall events	Maintain and enhance development planning controls
Environmental management	Renewal program designed to enhance environmental outcome where possible	Increased water quality and reuse expectations	Increased requirement for WSUD infrastructure	Asset renewal and upgrade designs to consider an integrated stormwater management approach Maintain and enhance development planning controls

4.4 Asset Programs to Meet Demand

The new assets required to meet demand may be acquired, donated or constructed and these assets are discussed in Section 5.5.

Acquiring new assets will commit the Council to increased ongoing operational maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operational maintenance and renewal costs for inclusion in the LTFP (refer to Section 5).

4.5 Climate Change and Adaptation

The impacts of climate change can have a significant impact on the assets which the Council manages and the services which are provided. In the context of the asset management planning process, climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of asset and services provided, as will the way in which the Council responds and manage these impacts.

As a minimum, the Council should consider both how to manage existing assets given the potential impacts of climate change and how to create resilience to climate change in any new works or acquisitions.

Opportunities which have been identified to date to manage the impacts of climate change on existing assets are shown in Table 4.5.1 below.

Table 4.5.1: MANAGING THE IMPACT OF CLIMATE CHANGE ON ASSETS

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Storm intensity	Increased rainfall intensity during rainfall events	Increased demand to manage increased flows	Asset renewal and upgrade designs to consider flood modelling which accounts for climate change impacts
Rainfall	Reduced annual rainfall	Reduced availability for water reuse	Asset renewal and upgrade designs to optimise water re-use
Temperature	Higher maximum temperatures	Decreased lifespan of assets	While most assets are underground, the material used for exposed above-ground assets can be considered more closely with regards to this issue

The way in which the Council constructs new assets should recognise that there is opportunity to develop resilience to the impacts of climate change. Developing resilience has a number of benefits including but not limited to:

- assets will be able to withstand the impacts of climate change;
- services can be sustained; and
- assets that can endure the impacts of climate change may potentially lower the life-cycle cost and reduce their carbon footprint.

Table 4.5.2 below summarises some asset climate change resilience opportunities.

Table 4.5.2: DEVELOPING ASSET RESILIENCE TO CLIMATE CHANGE

New Asset Description	Climate Change Impact These Assets?	Develop Resilience in New Works
WSUD infrastructure	Reduced annual rainfall	Higher quality stormwater more likely to be captured by ASR and reused for irrigation
Stormwater detention assets	Increased rainfall intensity during rainfall events	Reduce requirement to increase the capacity of the existing pit and pipe network

These initiatives are currently being implemented within Council projects where possible. However, it is acknowledged that the impact of climate change on assets is a new and complex issue, and further opportunities will be developed in future revisions of this AMP.

5.0 LIFE-CYCLE MANAGEMENT PLAN

The Life-Cycle Management Plan details how the Council plans to manage and operate the assets at the agreed levels of service (refer to Section 3) while managing life-cycle costs.

5.1 Background Data

5.1.1 Physical parameters

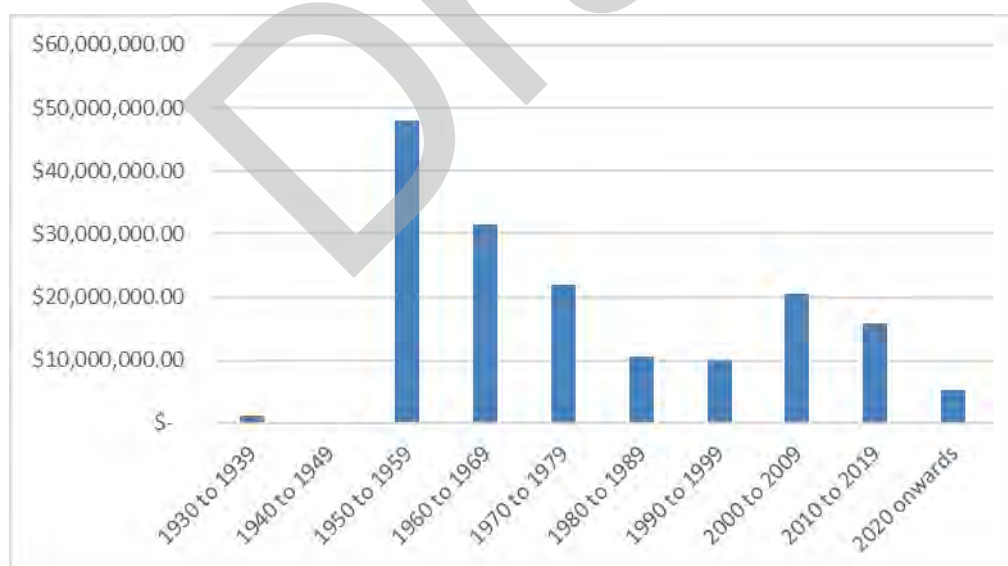
The assets covered by this AMP are shown in Table 5.1.1 below.

The age profile of the assets included in this AMP are shown in Figure 5.1.1 below.

Table 5.1.1: ASSETS COVERED BY THIS AMP

Asset Category	Replacement Value (\$)
Nodes (pits, outlets, chambers)	17,016,674
Pipes	88,510,260
Culverts	35,712,300
Channels	10,230,160
Waterways under vehicular bridges	2,525,953
Creek Protection	1,061,660
Footbridges	1,498,394
TOTAL	156,555,401

Figure 5.1.1: ASSET AGE PROFILE



Stormwater Management Infrastructure assets typically have a long life, often in excess of 80 to 100 years. The majority of the City's underground Stormwater Management Infrastructure was constructed between 1950 and 1970.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2 below.

Table 5.1.2: KNOWN SERVICE PERFORMANCE DEFICIENCIES

Location	Service Deficiency
Trinity Valley	Level of flood protection provided
Joslin Valley	Level of flood protection provided
First Creek	Level of flood protection provided

The above service deficiencies have been identified through the Council's City Wide Floodplain Mapping and Long Term Drainage Program, together with operational reports and historical data. The identified service deficiencies are addressed systematically through the annual works programs and operational maintenance works wherever feasible.

5.1.3 Asset condition

The condition of assets should be monitored by undertaking a condition assessment of the Stormwater Management Infrastructure assets accessible from ground (e.g. pits and open channels) once every five (5) years. Annual CCTV inspections of some inaccessible underground assets (e.g. pipes and culvert) should be completed to systematically monitor asset condition.

A formal condition rating has not been historically provided with Stormwater Management Infrastructure condition assessments. The output has consisted of defects lists and associated maintenance requirements. The condition assessment rating system is to be formalised prior to the next condition data collection (scheduled for the 2025-2026 financial year).

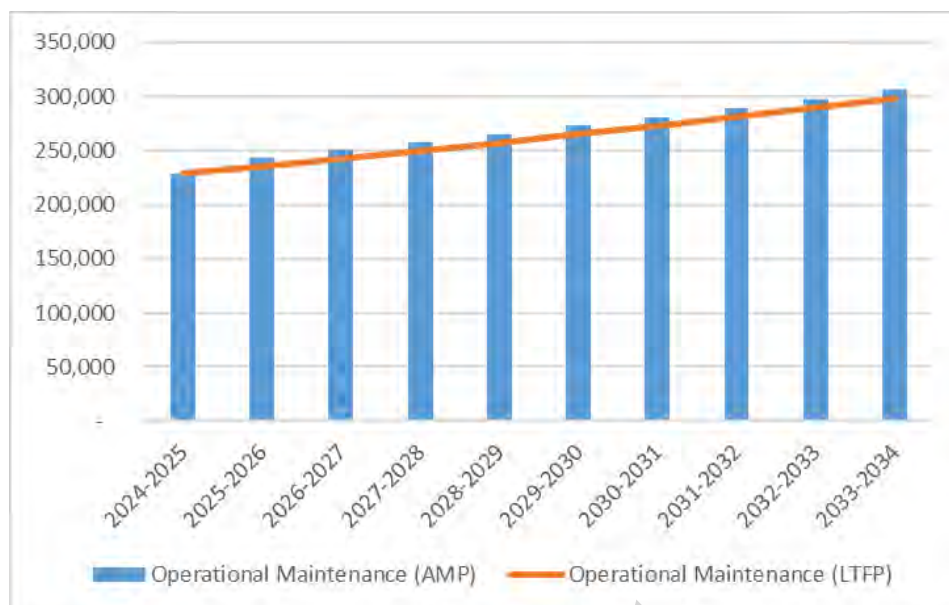
5.2 Operational Maintenance Plan

Operational maintenance works focus on the efficiency of assets to ensure the achievement of organisational objectives and the improvement of performance. They include all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Examples of typical operational maintenance activities include asset inspections and patch repairs.

Summary of forecast operational maintenance costs

Forecast operational maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operational maintenance costs are forecast to increase. If assets are disposed, the forecast operational maintenance costs are expected to decrease. Figure 5.2 below shows the forecast operational maintenance costs relative to the proposed operational maintenance Planned Budget.

Figure 5.2: OPERATIONAL MAINTENANCE SUMMARY

Operational maintenance costs remain consistent over the course of the AMP as the cost for the Stormwater Management Infrastructure Network are relatively stable due to the nature and location of the assets.

Upon completion of the Trinity Valley Stormwater Drainage Upgrade Project, the resulting additional operational costs will need to be monitored and reflected onto the LTFP accordingly. However, this increase in operational maintenance costs is forecasted to be minor in respect to the total operational maintenance costs for the Stormwater Management Infrastructure Network.

5.3 Renewal Plan

Renewal involves major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operational maintenance costs.

The typical “useful lives” of assets used to develop projected asset renewal forecasts are shown in Table 5.3 below.

Table 5.3: USEFUL LIVES OF ASSETS

Asset Category	Useful Life
Stormwater pipes, culverts, inlets and junction boxes	80 to 100 years
Footbridges	100 years
Reno Mattress and Gabion Walls	70 years
Pumps and Control Systems	10 to 20 years

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate; or

- to ensure the infrastructure is of sufficient quality to meet the service requirements.⁴

It is possible to prioritise renewals by identifying assets or asset groups that:

- have a high consequence of failure;
- have high use and subsequent impact on users would be significant;
- have higher than expected operational maintenance costs, and
- have potential to reduce life-cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁵

5.4 Summary of Future Renewal Costs

The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4 below.

Figure 5.4: FORECAST RENEWAL COSTS



The scheduling of identified renewal proposals is guided by Council’s City Wide Floodplain Mapping and Long Term Drainage Program (2019). One of the major projects identified in the program is the Trinity Valley Stormwater Drainage Upgrade Project. Initially, the Project entailed the renewal of existing assets within Trinity Valley, as well as minor upgrades of a number of sections of the stormwater drainage system. Therefore, the construction costs associated with this Project were identified as “Renewal”, and this is reflected in the LTFP.

As the Project progressed, it was deemed that major upgrade works are required to be undertaken to ensure that the Project objectives are met. To accurately capture the nature of the works, the “upgrade” component of the Project has been identified as “Acquisition” within the AMP. In isolation, Figure 5.4 above and Figure 5.5 in Section 5.5 illustrate a difference of totals between the AMP and LTFP numbers. However, when viewed holistically, the LTFP and AMP totals are approximately even, as illustrated in Figure 7.1.3 in Section 7.1.3.

Should there be resourcing issues, prioritisation of these renewals will need to be determined, with high-risk assets to be renewed when required and lower-risk assets being deferred.

⁴ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁵ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

5.5 Acquisition Plan

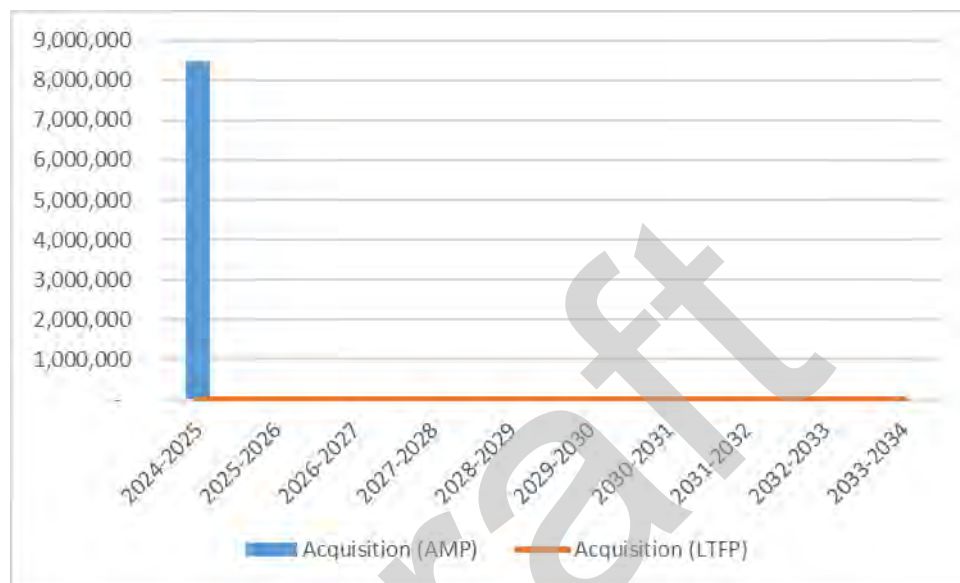
Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Council.

The acquisition projects included in the AMP are projects identified within Council's strategies.

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised in Figure 5.5 below and shown relative to the proposed acquisition budget.

Figure 5.5: FORECAST ACQUISITION COSTS



The variance between the acquisition AMP and LTFP numbers illustrated in Figure 5.5 above is discussed in Section 5.4. It is important to note that, when viewed holistically, the LTFP and AMP totals are approximately even, as illustrated in Figure 7.1.3 in Section 7.1.3.

Within the Council area, there are major waterways which are partially located on privately-owned land without Council easements, hence the ownership and responsibility of maintenance is of the owner of the private property.

It is a matter which requires further consideration, as a failure of a privately-owned section of a major waterway will significantly impact the stormwater drainage system. While the Council can assist with remediation of these failure issues within private land, the absence of easements adds a layer of complexity.

The Council should remain alert of opportunities to secure ownership of the land or easement over these sections of major waterways (e.g., as part of major development works).

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

At this stage, there are no disposal costs forecasted in the next ten (10) years.

6.0 RISK MANAGEMENT PLANNING

The purpose of risk management associated with infrastructure assets is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’⁶.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery are summarised in Table 6.1 below.

Table 6.1: CRITICAL ASSETS

Critical Assets	Failure Mode	Impact
Footbridges	Degradation Third party damage	Service interruption
Outlets	Embankment collapse	Increased flood risk
Major culverts	Blockage	Increased flood risk

By identifying critical assets and failure modes, an organisation can ensure that investigative activities, condition inspection programs, operational maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

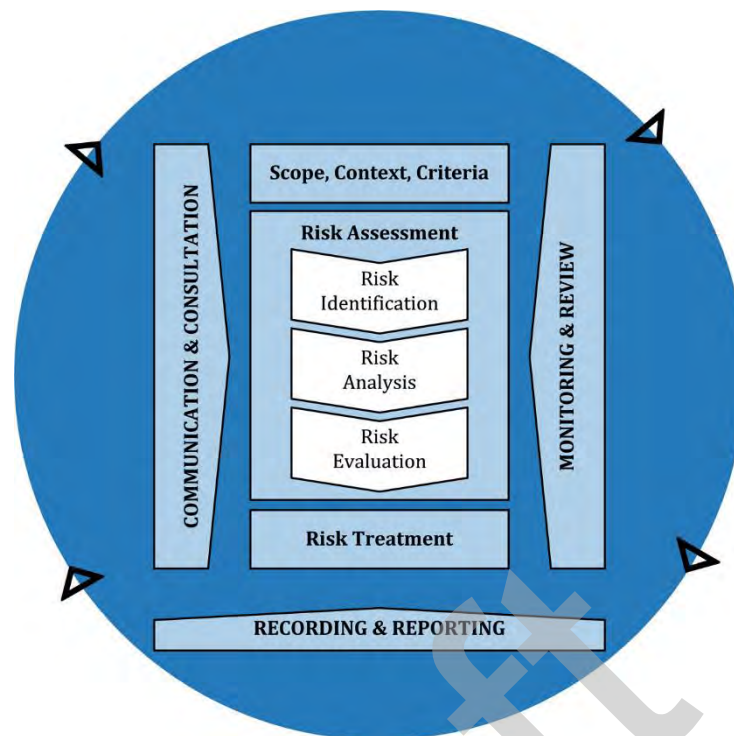
The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

⁶ ISO 31000:2009, p 2

Figure 6.2: RISK MANAGEMENT PROCESS – ABRIDGED



Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts or other consequences. This is outlined in Table 6.2 below.

Table 6.2: RISKS AND TREATMENT PLANS

Service or Asset at Risk	Risk Event	Impact Category	Risk Rating	Risk Treatment Plan	Residual Rating
Underground stormwater drainage assets	Potential for uninformed decision making, as a majority of assets are not visible	Service	Substantial (13)	Update condition data through CCTV works and review renewal program	Medium (17)
Side entry pits	Blockage due to debris and vegetation	Reputation	Substantial (13)	Monitor suitability of maintenance schedule and adjust accordingly (e.g., increase maintenance and inspections during high leaf fall periods)	Low (21)
Footbridges	Footbridge failure	Service / Reputation	Substantial (12)	Undertake periodic inspection and maintenance works	Medium (16)

6.3 Infrastructure Resilience Approach

The resilience of the Council's critical infrastructure is vital to the ongoing provision of services to the community. To adapt to changing conditions, the Council needs to understand its capacity to 'withstand a given level of stress or demand' and to respond to possible disruptions to ensure continuity of service.

Resilience is built on aspects such as response and recovery planning, financial capacity, climate change and crisis leadership.

The Council does not currently measure our resilience in service delivery. This will be included in future iterations of the AMP.

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AMP are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council's LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

6.4.2 Service trade-off

If there is forecast work (operational maintenance, renewal, acquisition or disposal) that cannot be undertaken due to insufficient resources, then this will result in service consequences for users. These service consequences include:

- frequency of flood events increasing due to increasing stormwater runoff;

- stormwater of poor quality entering the receiving waters and wider environment; and
- community expectations are not met.

6.4.3 Risk trade-off

The forecast works not being undertaken due to insufficient resources may sustain or create risk consequences. These risk consequences include:

- loss of service; and
- loss of the Council's reputation.

The Council will endeavour to manage these risks within the available funding allocation by:

- reacting to potential flood events with temporary mitigation measures;
- finding efficiencies within the current operational maintenance program; and
- prioritisation of renewal projects.

Draft

7.0 FINANCIAL SUMMARY

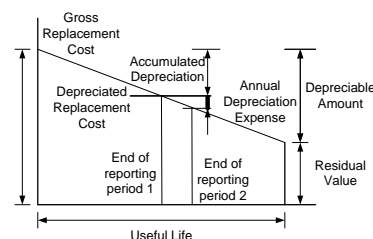
This section contains the financial requirements resulting from the information presented in the previous sections of this AMP. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Statements and Projections

7.1.1 Asset valuations

The best available estimate of the value of assets included in this AMP are shown below. The assets are valued at cost to replace service capacity:

Current (Gross) Replacement Cost	\$156,555,401
Depreciable Amount	\$156,555,401
Depreciated Replacement Cost ⁷	\$74,593,523
Depreciation during the 2022-2023 Financial Year	\$1,705,839



7.1.2 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AMP for this service area, namely:

- asset renewal funding ratio (proposed LTFP renewal budget for the next ten (10) years / forecast AMP renewal costs for next ten (10) years); and
- medium term forecast costs / proposed budget (over ten (10) years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio⁸ 134.33%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next ten (10) years, the Council expects to have 100% of the funds required for the optimal renewal of assets.

The variance between the acquisition AMP and LTFP numbers is discussed in Section 5.4. It is important to note that, when viewed holistically, the LTFP and AMP totals are approximately even, as illustrated in Figure 7.1.3 in Section 7.1.3.

Additionally, between 2025-2026 and 2033-2034, the total AMP renewal figure is approximately \$21.76 million and the LTFP renewal figure is approximately \$21.83 million. This results in an Asset Renewal Funding Ratio of 100.33% for those nine (9) years, which is within the target range of 90% to 110%.

The forecast renewal work along with the proposed renewal budget is illustrated in Appendix C.

Medium term – ten (10) year financial planning period

This AMP identifies the forecast operational maintenance and renewal costs required to provide an agreed level of service to the community over a ten (10) year period. This provides input into ten (10) year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the ten (10) year period to identify any funding shortfall.

The forecast AMP operational maintenance and renewal costs over the ten (10) year planning period is \$2,758,240 on average per year.

⁷ Also reported as Written Down Value, Carrying or Net Book Value.

⁸ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

The LTFP operational maintenance and renewal funding is \$3,605,594 on average per year, resulting in nil funding shortfall. This indicates that 100% of the forecast costs needed to provide the services documented in this AMP are accommodated in the proposed budget.

Similar to the above, the variance between the AMP and LTFP numbers is discussed in Section 5.4. Additionally, the ratio is approximately 1.0 (100.01%) for the remaining nine years of the AMP timeframe.

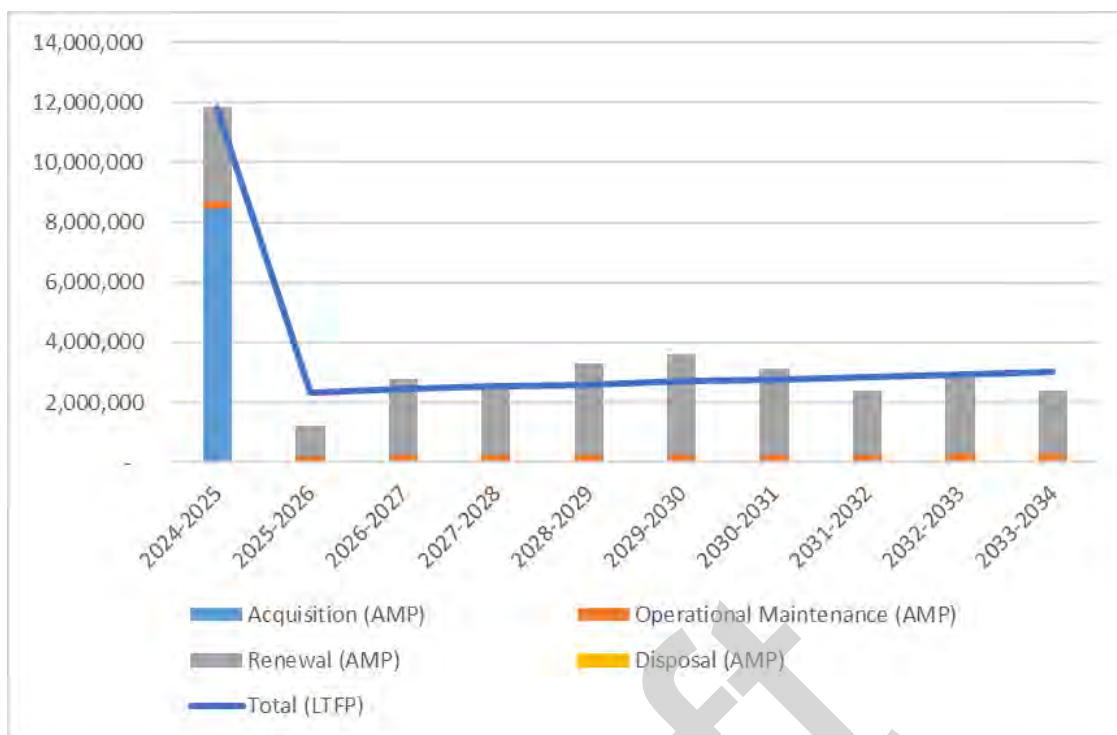
Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AMP and ideally over the ten (10) year life of the LTFP.

7.1.3 Forecast Costs (outlays) for the LTFP

A summary of the anticipated AMP forecast life-cycle costs compared with the LTFP planned budget are shown in Table 7.1.3 and Figure 7.1.3 below.

Table 7.1.3: FORECAST LIFE-CYCLE COSTS AND PLANNED BUDGETS

Year	Acquisition (AMP) (\$)	Operational Maintenance (AMP) (\$)	Renewal (AMP) (\$)	Disposal (AMP) (\$)	Total Budget (LTFP) (\$)
2024-2025	8,472,308	228,553	3,136,151	0	11,837,012
2025-2026	0	243,315	987,500	0	2,328,278
2026-2027	0	250,377	2,537,500	0	2,442,755
2027-2028	0	257,651	2,287,500	0	2,525,113
2028-2029	0	265,143	3,037,500	0	2,609,733
2029-2030	0	272,861	3,327,500	0	2,703,137
2030-2031	0	280,809	2,832,500	0	2,782,002
2031-2032	0	288,996	2,087,500	0	2,862,338
2032-2033	0	297,429	2,552,500	0	2,941,846
2033-2034	0	306,115	2,105,000	0	3,023,722

Figure 7.1.3: FORECAST LIFE-CYCLE COSTS AND PLANNED BUDGETS

7.2 Funding Strategy

The proposed funding for assets is outlined in the Council's Annual Budget and LTFP.

The Council's financial strategy outlines how funding will be provided, whereas the AMP communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to service.

Additional assets will generally add to the operational maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AMP, it has been necessary to make some assumptions. This section details the key assumptions made in the development of this AMP and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AMP are:

- renewal costs have been based on professional judgement; and
- forecasted operational maintenance costs are based on previous expenditure for the same service levels.

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AMP are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on an A to E level scale⁹ in accordance with Table 7.5.1 below.

⁹ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Table 7.5.1: DATA CONFIDENCE GRADING SYSTEM

Confidence Grade	Description
A. Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AMP is shown in Table 7.5.2 below.

Table 7.5.2: DATA CONFIDENCE ASSESSMENT FOR DATA USED IN AMP

Data	Confidence Assessment	Comment
Demand drivers	C	Based on development application trends, climate change data
Growth projections	C	Based on development application trends
Acquisition forecast	E	Future iterations of the AMP may incorporate opportunities to achieve acquisition through grant funding to enhance service level provision
Operational maintenance forecast	B	In line with previous years
Renewal forecast - Asset values	B	As per approved methodology
- Asset useful lives	B	Current estimates from asset register
- Condition modelling	C	Methodology and data capture to be updated
Disposal forecast	E	No disposal of assets anticipated

The estimated confidence level for and reliability of data used in this AMP is considered to be reliable.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

8.1.1 Accounting and financial data sources

The Council uses Authority and Conquest as its financial management and accounting systems. These systems have the capability to report the full lifecycle of assets, providing full transparency from acquisition to disposal.

8.1.2 Asset management data sources

The Council uses Conquest as its asset management system, and Spectrum Spatial as its geographical information system. There are plans to improve integration between the GIS data with the asset management register to provide a live and amalgamated asset data system.

8.2 Improvement Plan

It is important that the Council recognise areas of their AMP and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AMP is shown in Table 8.2 below.

Table 8.2: IMPROVEMENT PLAN

Task No.	Task	Responsibility	Resources Required	Timeline
1	Formalise ongoing monitoring and reporting of improvement plan tasks and performance measures	Project Manager, Assets	Manager, City Projects	1 year
2	Establish formal condition rating process of drainage infrastructure	Project Manager, Assets	Asset Consultants	1 year
3	Further develop risk assessment and management planning	Project Manager, Assets	Project Officer, Assets and Asset Consultants	2 years
4	Improve GIS data storage system integration with asset database	Project Manager, Assets	Information Services, Consultants	3 years
5	Review resilience of critical infrastructure	Project Manager, Assets	City Assets and Asset Consultants	4 years

8.3 Monitoring and Review Procedures

The AMP will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operational maintenance, renewals, acquisition and disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the LTFP or will be incorporated into the LTFP once completed.

The AMP has a maximum life of four (4) years and is due for complete revision and updating within two (2) years of each Council election.

8.4 Performance Measures

The effectiveness of this AMP can be measured in the following ways:

- the degree to which the required forecast costs identified in this AMP are incorporated into the LTFP;
- the degree to which the short-term detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the AMP;
- the Asset Renewal Funding Ratio achieving the Organisational Target (this target is often 1.0).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus;
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM;
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney;
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines;
- *CityPlan 2030: Shaping Our Future*;
- Long Term Financial Plan;
- Annual Business Plan;
- City Wide Floodplain Mapping and Long Term Drainage Program;
- Asset Management Policy; and
- City of Norwood Payneham & St Peters Community Survey Report.

Draft

10.0 APPENDICES

Appendix A

Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

The scheduling of identified acquisition projects is guided by Council’s City Wide Floodplain Mapping and Long Term Drainage Program.

A.2 – Acquisition Forecast Summary

Table A2: ACQUISITION FORECAST SUMMARY

Year	Acquisition (AMP) (\$)	Acquisition (LTFP) (\$)
2024-2025	8,472,308	0
2025-2026	0	0
2026-2027	0	0
2027-2028	0	0
2028-2029	0	0
2029-2030	0	0
2030-2031	0	0
2031-2032	0	0
2032-2033	0	0
2033-2034	0	0

Appendix B

Operational Maintenance Forecast

B.1 – Operational Maintenance Forecast Assumptions and Source

The operational maintenance forecast has been based on previous expenditure for the same service levels.

B.2 – Operational Maintenance Forecast Summary

Table B2: OPERATIONAL MAINTENANCE FORECAST SUMMARY

Year	Operational Maintenance (AMP) (\$)	Operational Maintenance (LTFP) (\$)
2024-2025	228,553	228,553
2025-2026	243,315	235,410
2026-2027	250,377	242,472
2027-2028	257,651	249,746
2028-2029	265,143	257,238
2029-2030	272,861	264,956
2030-2031	280,809	272,904
2031-2032	288,996	281,091
2032-2033	297,429	289,524
2033-2034	306,115	298,210

Appendix C

Renewal Forecast Summary

C.1 – Renewal Forecast Assumptions and Source

The scheduling of identified renewal proposals is guided by Council’s City Wide Floodplain Mapping and Long Term Drainage Program.

C.2 – Renewal Forecast Summary

Table C2: RENEWAL FORECAST SUMMARY

Year	Renewal (AMP) (\$)	Renewal (LTFP) (\$)
2024-2025	3,136,151	11,608,459
2025-2026	987,500	2,092,868
2026-2027	2,537,500	2,200,283
2027-2028	2,287,500	2,275,367
2028-2029	3,037,500	2,352,495
2029-2030	3,327,500	2,438,181
2030-2031	2,832,500	2,509,098
2031-2032	2,087,500	2,581,247
2032-2033	2,552,500	2,652,322
2033-2034	2,105,000	2,725,512

Appendix D

Disposal Summary

D.1 – Disposal Forecast Assumptions and Source

No disposals have been forecast over the AMP period.

D.2 – Disposal Forecast Summary

Table D2: DISPOSAL ACTIVITY SUMMARY

Year	Disposal (AMP) (\$)	Disposal (LTFP) (\$)
2024-2025	0	0
2025-2026	0	0
2026-2027	0	0
2027-2028	0	0
2028-2029	0	0
2029-2030	0	0
2030-2031	0	0
2031-2032	0	0
2032-2033	0	0
2033-2034	0	0

Draft

11.3 VOLUNTEER STRATEGY 2024-2028

REPORT AUTHOR: Manager, Arts, Culture & Community Connections
GENERAL MANAGER: General Manager, Community Development
CONTACT NUMBER: 8366 4550
FILE REFERENCE:
ATTACHMENTS: A

PURPOSE OF REPORT

To seek Council's endorsement and appraisal of the draft *2024-2028 Volunteer Strategy* to release the draft document for community consultation.

BACKGROUND

The draft *2024-2028 Volunteer Strategy* has been developed with the objective of setting out the Council's strategic direction for volunteering activities and continuous improvement of the Council's Volunteer Service.

The draft *2024-2028 Volunteer Strategy* is included as **Attachment A**.

Elected Members have been apprised and consulted on the development of the *2024-2028 Draft Volunteer Strategy* at the Elected Members Workshop held on 9 October 2023.

Subsequently, at its meeting held on 4 March 2024, the Council considered the first draft and scope of the *Volunteer Strategy* as well as the results of the survey from Council's Volunteers. In response, the Council resolved the following:

That the Council defers consideration of the draft 2024-2028 Volunteer Strategy pending consideration of the following information as part of the Strategy, including, but not limited to:

- 1. additional background detail to be provided within the Strategy;*
- 2. additional actions to be considered;*
- 3. articulate additional key themes arising from the Volunteer Survey;*
- 4. detail about how young people will be recruited under the age of 24;*
- 5. how community groups will be supported with their volunteering activity;*
- 6. the full impact of COVID and what can be done to recruit and retain volunteer services; and*
- 7. how volunteering can be promoted generally across the City.*

In April 2024, forty-three (43) Volunteer Involving Organisations (VIOs) from within the City of Norwood Payneham & St Peters, were invited to meet to share their volunteering needs, challenges, and opportunities to help inform possible actions for inclusion in the *Strategy*. Fifteen (15) of the identified VIOs engaged in this activity.

Comments obtained from the VIO engagement, underpinned by additional research, was subsequently presented to Elected Members at the Elected Members Information Briefing held on 29 July 2024 to explore how the *Strategy* could be strengthened, particularly in relation to the role that the Council might play in supporting volunteering across the City.

Accordingly, the draft *2024-2028 Volunteer Strategy* has been amended and is included as **Attachment A**, for the Council approval to proceed to the final stage of community consultation.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

City Plan 2030: Shaping Our Future

Outcome 1: Social Equity

- Objective 1.1: Convenient and accessible services, information, and facilities.
Strategy 1.1.2 Maximise access to services, facilities, information, and activities.

Objective 1.2: A people-friendly, integrated, and sustainable transport network.
Strategy 1.2.2 Provide safe and accessible movement for all people.

Objective 1.3: An engaged and participating community.
Strategy 1.3.1 Promote and facilitate volunteering opportunities in the community and within the Council.
Strategy 1.3.2 Provide opportunities for community input in decision making and program development.
Strategy 1.3.3 Recognise and use the skills, knowledge, and resources of the community.
Strategy 1.3.4 Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.
Strategy 1.3.5 Inform and connect new residents to the community and its resources.

Objective 1.4 A strong, healthy, resilient, and inclusive community.
Strategy 1.4.1 Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.
Strategy 1.4.2 Encourage and provide opportunities for lifelong learning.

Strategy 1.4.3 Encourage the use of spaces and facilities for people to meet, share knowledge and connect with each other.

FINANCIAL AND BUDGET IMPLICATIONS

Nil.

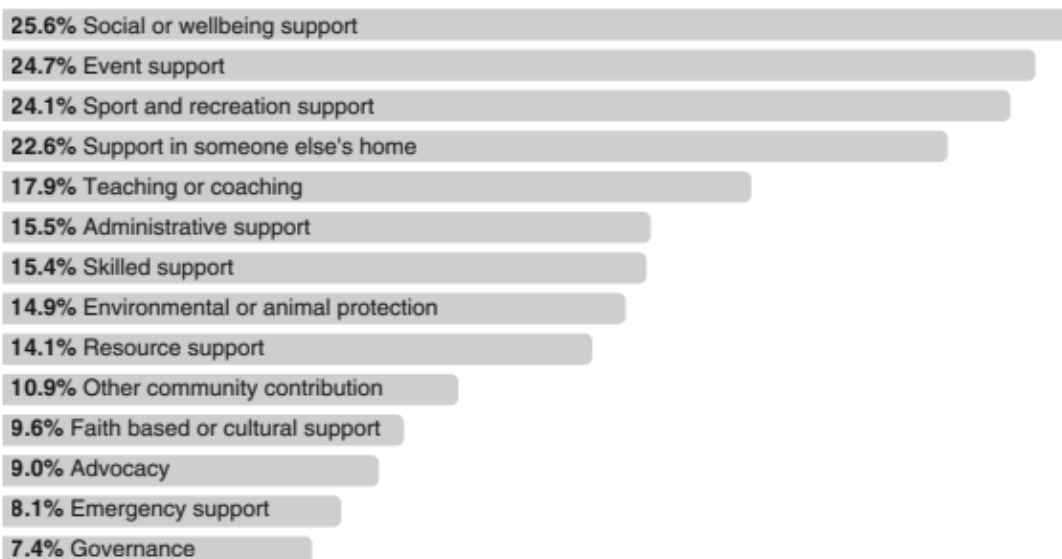
EXTERNAL ECONOMIC IMPLICATIONS

Volunteerism makes a significant economic contribution to South Australia and its communities. Volunteering SA&NT's *2023 State of Volunteering* reports that in 2023, nearly three-quarters of residents aged 15 and over, or 951,800 people, volunteered and that the total social and economic benefits of volunteering in South Australia:

- was valued at \$36.1 billion;
- returned \$5.20 for every \$1 invested; and
- realised \$17.8 billion value of well-being benefit felt by individual volunteers.

SOCIAL ISSUES

Volunteerism contributes to all facets of society. Volunteering SA&NT's *State of Volunteering 2023* reports that in 2023, people contributed to their community in the following ways:



The Council has an active role to play in fostering inclusivity by providing all citizens with the opportunity to actively engage and make meaningful contributions to their community.

The development and implementation of the Council's *2024-2028 Volunteer Strategy* recognises the vital importance of volunteering, along-side paid staff, in contributing to and working towards achieving community wellbeing. In addition to Council's Volunteer Services, this includes information sharing and capacity building activities in partnership with Volunteering SA&NT, other levels of government, the community and VIOs.

CULTURAL ISSUES

Beyond the individual contribution of Volunteers, volunteerism serves as a localised source of cultural exchange. The *Strategy* aims to support the creation of the necessary enabling environment required for volunteers to continue engaging in activities that provide invaluable support and services to the City and community.

ENVIRONMENTAL ISSUES

Volunteers can also play an important role in supporting the Council's desire to be a leader in environmental sustainability, through their participation in a range of aligned activities. Volunteering SA&NT's *State of Volunteering 2023* reports that in 2023 14.9% of volunteers in South Australia contributed their time towards environmental or animal protection causes. Future growth in environmental volunteering requires a planned approach that aligns with community values and expectations.

RESOURCE ISSUES

Nil.

RISK MANAGEMENT

The risk ratings for the top three (3) risks associated with this stage of the draft *2024-2028 Volunteer Strategy* are summarised in **Table 1** below.

TABLE 1: KEY RISKS ASSOCIATED WITH THE DRAFT VOLUNTEERING STRATEGY

Risk #	Risk Event	Impact Category	Risk Rating	Primary Mitigation	Impact Category	Residual Rating
1	Council not endorsing the draft Strategy for consultation	Service/ Programs	Substantial 13	Council information briefing to capture feedback on draft Strategy. Provision of detailed Council report.	Service/ Programs	Medium 17
		Reputation	Medium 19		Reputation	Low 21
2	Broader community not supporting the proposed Strategy	Service/ Programs	Substantial 13	Develop a community engagement approach. Evaluate community feedback to ensure a common understanding of community views, concerns, and aspirations and that these are reflected in the development of the Strategy.	Service/ Programs	Medium 17
		Reputation	Medium 19		Reputation	Low 21
3	Council policies and procedures prevent implementing actions contained within the Strategy.	Service/ Programs	Substantial 13	Review policies and procedures during preliminary project stage and include identified policy and procedure action recommendations within the Strategy.	Service/ Programs	Low 21

CONSULTATION

- **Elected Members**

Elected Members have been apprised and consulted on the draft Volunteer Strategy as follows:

at the commencement of the development of the Strategy (Elected Member Information Briefing held on 09 October 2023) which included an overview of the proposed project scope, stages, community engagement, and timeline;

at its meeting held on 4 March 2024, Council considered the first draft of the *Volunteer Strategy* and survey results from Council's current volunteers;

at the Elected Members workshop held on 29 July 2024, Elected Members were provided a summary of findings of the VIO consultation and considered the role of Council as it relates to volunteering more broadly within the City.

- **Community**

Two Hundred and twenty (220) Council Volunteers were invited to complete an online survey from 30 May to 16 June 2023. The survey focused on the Volunteer's experience, program development and Volunteer recognition and support. A summary of the engagement findings was provided to Council at its meeting on 4 March 2024.

In April 2024, forty-three (43) VIOs were invited to meet face-to-face to share their volunteering needs, challenges, and opportunities to help inform possible actions for inclusion in the *Strategy*. Fifteen (15) of the identified VIOs engaged in the consultation. The findings of this consultation were presented to Council at its workshop held on 29 July 2024.

- **Staff**

Staff were invited to complete an online survey from 30 May to 16 June 2023. The survey focused on the volunteer experience, program development and volunteer recognition and support.

Focus group feedback sessions were undertaken with the following functional areas:

- Urban Planning and Sustainability;
- Community Care Services;
- Libraries (Lifelong Learning, Children's and Youth Services, Coordinator Norwood Library and Community Facilities);
- City Services.

- **Other Agencies**

The Local Government Volunteer Managers Network was consulted via an in-person open forum and online request for feedback.

DISCUSSION

The draft *2024-2028 Volunteer Strategy* seeks to support the provision of an enabling environment that encourages and fosters volunteering activity across the organisation and the community. The Strategy articulates both short to medium term priorities and initiatives to realise the Social Equity objectives contained within the Council's Strategic Management Plan ***CityPlan:2030: Shaping Our Future*** and will assist the Council in fostering an engaged, committed, diverse and connected Volunteer Service and enhance the profile of volunteering across the City.

Importantly, the *Strategy* considers current trends in volunteering and seeks to identify localised responses as it pertains to the City of Norwood Payneham & St Peters. For example, some of the key trends influencing volunteerism in Australia include:

- decreasing levels of in Volunteering participation;
- an evolving focus on making volunteering opportunities more accessible and inclusive;
- recognition of the importance of the ‘volunteer experience’ and the impact this can have on volunteer attraction and retention;
- a preference towards volunteer opportunities that are short-term, one-off or project-based;
- the escalating influence of technology, with the number of people who volunteered online in Australia increasing from 8.5% in 2019 to 17.3% in 2020.

In response, the *Strategy* adopts a range of new and/or improved approaches, including:

- trialling the adoption of multiple models of Volunteer engagement to attract a broad demographic of Volunteers;
- partnering with the community and Volunteer Involving Organisations to collaborate, share knowledge and resources;
- implementing best practice standards;
- including volunteers in decisions that affect them;
- promoting volunteering opportunities and the benefits of volunteering;
- adopting outcome-based program evaluation methodologies to inform program planning;
- identifying ways to increase the engagement of older volunteers who are increasingly seeking meaningful volunteer experiences and opportunities to share their skills and knowledge.

Development of the *Strategy* has been undertaken in a staged approach involving:

Stage 1: Research and internal stakeholder consultation

The objective of Stage 1 was to research:

- current volunteer initiatives delivered by the Council;
- guiding policies from relevant State and National peak bodies;
- community demographic data;
- sector trends and barriers;
- best practice standards; and
- ideas and aspirations of our current volunteers and staff.

Stage 2: Develop the Volunteer Strategy

The key objective of Stage 2 was to develop a draft strategy for Council consideration prior to releasing the document for consultation.

Stage 3: Community consultation on the draft Strategy (current stage)

In accordance with the Council’s *Consultation Policy*, community consultation will be open for a minimum of twenty-one (21) days.

Stage 4: Review feedback and final document

Following stage 3, comments received from the community will be reviewed, and relevant amendments made to the draft *Strategy*, prior to designing the final document that will be launched and placed on the Council’s website.

OPTIONS

The Council has two (2) options available in relation to the draft *2024-2028 Volunteer Strategy*:

1. Endorse the draft 2024-2028 Volunteer Strategy for Community Consultation

Council can resolve to endorse the draft *2024-2029 Volunteer Strategy*, included as Attachment A, for community consultation.

2. Amend and endorse the draft 2024-2028 Volunteer Strategy for Community Consultation

Council can make amendments to the draft *Volunteer Strategy* prior to releasing it for community consultation. Noting that the development of the draft Strategy has been informed by significant consultation, research and alignment with Council's priorities.

CONCLUSION

The City of Norwood Payneham & St Peters has a strong history of Volunteer involvement and their contribution that is made by our Volunteers continues to positively support *CityPlan 2030: Shaping Our Future* outcomes.

The draft *2024-2028 Volunteer Strategy* consolidates and builds upon this success by providing a 'road map' aimed at strengthening Council's Volunteer Services and the positive impact volunteerism provides to the community.

Community engagement is key to supporting Council to plan and develop a strategic foundation for achieving the Council's Volunteering and Social Equity vision and objectives. Seeking community feedback on the draft Strategy will foster shared ownership and ensure the views of the community are appropriately reflected.

RECOMMENDATION

1. That the draft *2024-2028 Volunteer Strategy*, as contained in Attachment A, be endorsed and placed on community consultation for a period of twenty-one (21) days.
2. That the Chief Executive Officer be authorised to make any minor amendments to the draft *2024-2028 Volunteer Strategy* resulting from consideration of this report and as necessary to finalise the document in a form suitable for release for community consultation.

Attachments – Item 11.3

Attachment A

Volunteer Strategy 2024-2028



VOLUNTEER STRATEGY 2024-2028

Insert cover image

DRAFT

Inside cover grab statement

The City of Norwood Payneham & St Peters Volunteer Strategy 2024-2028 seeks to guide the development and growth of the Council's Volunteer Service, identify priority areas of action and inform the Council's role in supporting people involved in volunteering activities across the City.

DRAFT

Contents

Mayor's Message

The City of Norwood Payneham & St Peters

Introduction

Our Volunteer Service

Our Volunteers

Strategic Alignment

Key Influences, Trends & Emerging Issues

What We Heard

Volunteer Strategy Framework

- Individual Potential and the Volunteer Experience
- Community and Social Impact
- Conditions for Volunteering to Thrive

Action Plan

Implementation and Monitoring

References

Acknowledgments

Vision

A thriving community where all citizens have the opportunity to actively engage in and make meaningful contributions to the wellbeing of the community and environment.

Insert image of active Volunteering.

DRAFT

Mayor's Message (TBC)

Robert Bria

MAYOR

Grab statement:

The Council and its Volunteers work together with a strong sense of community spirit to deliver social inclusion, events, environmental sustainability, legal support, play, learning and development, cultural heritage and city pride across our City.

The City of Norwood Payneham & St Peters

The City of Norwood Payneham & St Peters is located five minutes east of the Adelaide Central Business District (CBD) and has a reputation of being one of Adelaide's most desirable places to live, work study and visit. It is a great place to volunteer.

The City of Norwood Payneham & St Peters is a diverse and thriving community with an estimated population of 38,000 residents living in approximately 15 square kilometres.

25% of households earn an income of \$3,000 or more per week and employment rates are considered high with 63% of residents participating in the labour workforce.

Approximately 30% of residents were born overseas and 3% of residents speak a language other than English as their primary language.

5.8% of the population report as needing assistance in their daily lives due to living with a disability and 13% of the population were providing unpaid assistance to a person living with a disability.

19.3% of our Community Volunteer

Approximately 19.3% of the population in the City of Norwood Payneham & St Peters reported undertaking some form of voluntary work in 2021 compared with 15.5% in Greater Adelaide.

There are a wide range of community-based volunteer roles within the City of Norwood Payneham & St Peters, including:

- Sport and recreation clubs
- Churches
- Community services
- Schools and kindergartens
- Service clubs
- Health services
- Education
- Op shops and charity services
- Community events.

The top four (4) types of organisations people in the City chose to volunteer with were:

- sports and recreation organisations (39%);
- religious groups (23%);
- education and training organisations (22%); and
- welfare/health providers (12%).

Introduction

The *Volunteer Strategy 2024-2028* sets out Council's strategic direction for volunteering activities and the development of Council's Volunteer Service.

The Strategy serves as a framework for achieving an inclusive community service that supports individuals to participate and contribute to the community and environment in a meaningful way.

The Strategy seeks to support three key outcomes:

1. A thriving, active, satisfied, and participating 'volunteer-force'.
2. A City known for excellence in volunteering services.
3. A supportive City that attracts volunteers and delivers a meaningful program.

In establishing the strategic framework for the *Volunteer Strategy 2024-2028*, the Council considered the views of current volunteers, volunteering-involving organisations (VIOs), the demographic profile of the City, and recent volunteering research. In doing so, the Strategy aims to address emerging opportunities and challenges facing volunteerism in the City.

Definition of Volunteering

Volunteering Australia defines Volunteering as *'time willingly given for the common good and without financial gain.'*

Valuing Volunteering

Volunteering plays a key role in connecting, strengthening, and building stronger local communities, keeping communities and organisations working together.

The Council recognises the valuable and integral role volunteers play, alongside employees, in contributing to and working towards achieving shared community wellbeing goals.

This *Volunteer Strategy 2024-2028* reflects Council's commitment to continuous improvement of the Council's Volunteer Service and the experience of volunteers, achieving meaningful volunteer program outcomes for participants and the community, and enhancing outcomes for volunteer involving organisations in the City.

Our Volunteer Service

The City of Norwood Payneham & St Peters has a long history of involving volunteers to assist and extend services offered to the community. There are almost as many volunteers (220) as there are employees (226), with Council operating a wide range of volunteer programs including:

- Community care and active ageing
- Cultural heritage
- Environmental conservation
- Graffiti Removal
- Justice of the Peace services
- Library services
- Events.

The diversity of the community, their needs, and the mixture of volunteer contributions, result in a skilled and comprehensive volunteer program, hosted and supported by the City of Norwood Payneham & St Peters.

One (1) full time staff member (Coordinator, Volunteer Services) is responsible for the development, implementation, review and maintenance of policies and procedures associated with Council's volunteers.

In addition, each program is assigned a staff member (Program Coordinator) who is responsible for the operational implementation and supervision of specific volunteer programs and its volunteers.

Models of Volunteer Engagement

The City of Norwood Payneham & St Peters designs the volunteer service around the delivery of specific services and Council programs. This model is common across Adelaide metropolitan Councils

The City also recognises the broader value of volunteering and the various forms in which this is undertaken, examples of which are listed in the below table:

Examples of Models of Volunteer Engagement

Model	Approach	Examples
Formal	Volunteering within organisations and groups (including institutions and agencies) in a structured way. Organised around the delivery of specific services, structured roles, often long term or regular attendance.	Cataloguing service in a library. Community bus driver.
Non-formal	Volunteering outside the context of a formal organisation or group. This includes assisting people in the community, excluding one's own family members. Community members, with a shared interest, coming together to address specific community needs. Relatively unstructured and occurring in a range of settings.	Volunteering for a neighbourhood group or organisation. Giving someone professional advice. Looking after children, property, or pets. Providing home or personal assistance.
Governance	Defined board member or management committee roles to provide leadership and direction for the organisation which are required by the Associations Incorporated Act 1985 (or other legislative requirements).	President of an Incorporated Association. Treasurer of a sporting club.
Project	Outcome driven with a defined period of engagement, often short term, to achieve a particular project. Often attracting a range of demographics that utilise volunteers' specific skills and knowledge.	Planning and delivering an event. Environmental education project.
Social Action	Shared interest and passion in a social cause and bringing about defined changes. These groups are relatively un-structured.	Lobbying for change for a specific target group of people or cause.

An assessment of local government volunteer programs nationally indicate that some local governments in other Australian capital cities have begun to adopt alternative models of volunteering in an effort to reposition volunteer programs from direct service delivery to facilitator and supporter of Volunteer Involving Organisations (VIOs), short term community projects and community led action.

In these instances, local governments support this activity through:

1. Creating community awareness about VIOs, and their associated volunteering opportunities, in their community.
2. Partnering with community groups to reach a common objective or project outcome.
3. Reducing red tape and barriers to community led action to create an enabling environment.
4. Facilitating programs and initiatives that build community capacity and confidence to act.
5. Acting as a connector, connecting community members to work together to achieve community outcomes.

Measuring Success

The City of Norwood Payneham & St Peters has traditionally measured the success of its volunteer service using the following outputs and data collection methods:

- Number of active Volunteers
- Number of programs
- Number of hours contributed by Volunteers.
- Volunteer tenure
- Volunteer feedback forums and surveys.

Whilst these outputs communicate what was provided, they don't necessarily reflect the outcome or impact achieved. Well-designed targeted programs and evaluation methods is therefore required to accurately measure the success of the volunteer programs delivered by the Council. This includes, but is not limited to:

- Clearly stated goal(s) (what problem is the program trying to solve).
- Target group(s) (who is the program trying to reach?).
- Desired outcome(s) (what does success look like?).
- Defined role of Council and the volunteer.
- Program partners.
- Outputs and resources required.
- Quantitative and qualitative measures of individual, community, and organisational impact(s) (is anyone better off?).

Understanding and measuring success will provide improved clarity of the impact of volunteer programs and assist in informing future program priorities.

In addition, sharing the positive impact a volunteer program can positively influence a volunteer's decision to commence and/or to continue volunteering. Whilst not the only motivator, it is well documented that volunteers are often motivated by the opportunity to give back to the community.

DRAFT

Our Volunteers

220 people volunteer with Council

51% of volunteers are female

66% of volunteers live within the City

36% of Council Volunteers are aged 70 years+

Annual economic contribution valued at \$282,819

The majority of volunteers who live outside the City boundaries primarily live in the neighbouring Councils of Burnside (7%) and Campbelltown (7%).

Feedback provided by volunteers relating to their motivation to volunteer with the City includes;

- geographic location and the size of City makes it physically accessible;
- interest in a specific program;
- reputation of the City of Norwood Payneham & St Peter's and its volunteer services
- have previously been a resident within the City;
- knew someone who is currently involved as a volunteer and was asked to participate.

35% of volunteers said they learnt about volunteering with the City by word of mouth, followed by 33% who indicated they learnt about volunteer opportunities through the internet. The remaining volunteers learned about volunteering with Council via other means such as flyers and posters.

Additional characteristics of the City's volunteers are detailed in the below tables:

Age Profile of Volunteers

Age	Number of Volunteers	% All Volunteers
between 6 – 24 years	19.8	9%
between 25 – 39 years	33	15%
between 40- 54 years	24.2	11 %
Between 55 – 69 years	63.8	29 %
Over 70 years	79.2	36 %

Volunteer Tenure

0-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 years	26+ Years
145	46	11	8	4	6

Volunteer Contribution

Program	Number of Volunteers	Number of hours per program	Value of hours per program
Environmental Conservation	89	816	\$36,801
Graffiti Removal	9	827	\$37,297
Justice of the Peace Services	21	1554	\$70,085
Library Services	17	783	\$35,313
Events	27	215	\$9,696
Community Care and Active Ageing	57	2076	\$93,627
Total per annum	220	7593	\$282,819

Impacts of COVID-19

The number of the City's volunteers has remained consistent over the last ten (10) years with an average of between 200-250 people.

During the 2019-20 financial year, the impact of the COVID-19 pandemic resulted in a decrease of 13% of volunteers due to resignation and all but one (1) volunteer program being temporarily suspended.

Reasons cited by volunteers for resignation included:

- age;
- health;
- wanting to spend more time at home; and
- being in a high risk category for COVID-19.

During this period, Council's Volunteer Services sought to minimise the impact of COVID-19 through the use of proactive communication, reward and recognition strategies and risk management.

In addition, improvements to volunteer recruitment and on-boarding procedures were implemented through the use of digital technologies enabling Council's Volunteer Services improved ability and efficiency to recruit volunteers.

The impact of COVID-19 also impacted the total number of volunteer hours contributed to Council programs. In 2019 Council volunteers contributed a total of 7,153 hours, decreasing in 2020 to 5,570 hours. However, by 2023, this rebounded to a total of 7,504 hours.

The strength of the City of Norwood Payneham & St Peter's recovery from the impact on volunteer hours due to COVID-19 is considered, in part, to relate to the organisation's strong history of volunteer acknowledgement. Every level of the organisation, from the Mayor and Elected Members to Executive leadership and the staff that lead volunteers, consistently demonstrate appreciation for the volunteer contribution to the organisation and community by assisting in a variety of volunteer reward, recognition and wellbeing endeavours including but not limited to:

- Mayor's volunteer Christmas dinner;
- volunteer service mile-stones;
- Volunteer Week events;
- reimbursement for out-of-pocket expenses;
- training and equipment provisions; and
- free access to counselling services and flu immunisations.

Strategic Alignment

The *Volunteer Strategy 2024–2028* will operate alongside other relevant strategies, plans, and legislation. Key strategies informing this document are summarised below.

National Strategy for Volunteering 2023-2033

The National Strategy for Volunteering 2023-2033, led by Volunteering Australia and funded by the Department of Social Services, vision is “Volunteering is the heart of Australian communities.”

To achieve this vision, the National Strategy identified three (3) focus areas and aims:

- individual potential and the volunteer experience;
- community and social impact; and
- conditions for volunteering to thrive.

To ensure alignment with and to underpin this National Strategy, the City of Norwood Payneham & St Peters Volunteer Strategy 2024–2028 identifies localised priorities and objectives under each of these three (3) interconnected National focus areas and aims.

The National Standards for Volunteering

The National Standards for Volunteering were implemented in 2015 and revised in 2023. These provide guidelines for volunteer involving organisations to develop effective volunteer involvement strategies and practices.

The Volunteer Strategy 2024-2028 recognises the National Standards for Volunteering as a nationally acknowledged best practice tool that will help guide, implement, and audit the strategies actions. This recognition will play an important role in ensuring a quality outcome when implementing the City of Norwood Payneham & St Peters Volunteer Strategy 2024-2028.

CityPlan 2030: Shaping Our Future

CityPlan 2030: Shaping Our Future is the Council’s long-term Strategic Management Plan, which outlines the long-term Vision and Outcomes for the City. The City of Norwood Payneham & St Peters is committed to its vision of creating a City which values its heritage, cultural diversity, sense of place and natural environment. A progressive City which is prosperous, sustainable, and socially cohesive, with a strong community spirit.

Due to the inter-departmental nature of volunteering within the City, the Volunteer Strategy 2024-2028 contributes to all four (4) Outcomes of the Strategic Plan, aligning closely with Social Equity – An inclusive, connected, accessible and friendly community. The Objectives that support this Outcome are:

- Convenient and accessible services, information, and facilities.
- An engaged and participating community
- A strong, healthy, resilient, and inclusive community.

DRAFT

Key Influences, Trends, and Emerging Issues

The following section identifies and briefly explores key national, state, and local influences, trends, and emerging issues.

The *National Strategy for Volunteering* reports that volunteering is prolific across Australia, with volunteer contributions supporting the delivery of arts, sports, events, community building, social welfare, health, education, animal welfare, conservation, and emergency services. However, a multitude of factors are threatening its sustainability, including declining numbers of formal volunteers, barriers to participating in volunteering, and increasing demand for services delivered by volunteers.

Volunteer Participation

As cost-of-living rises, it is predicted that organisations will face increasing difficulties in attracting and retaining volunteers. As the paid workforce seek to increase hours of paid work, remain in the workforce longer or take on second jobs, will reduce the time available for volunteering. Conversely, as larger numbers of individuals and families are negatively impacted by the escalating cost-of-living, there are likely to be higher demand on services that are typically supported by volunteers.

National volunteering levels remain lower than the pre-COVID-19 pandemic levels and are at a similar level to that recorded during the Great Recession. Formal volunteering in Australia has steadily declined from approximately one (1) in three (3) people in 2010 to just over one (1) in four (4) in 2022.

Between 2016 and 2021 the number of volunteers in the City of Norwood Payneham & St Peters local government area decreased by 854 people, with many Volunteer Involving Organisation (VIOs) forced to cease volunteering programs. Predictions suggest it is unlikely there will be a return to pre-COVID rates across Australia in the coming years.

While participation rates are lower than in the past, monetary donations to charities appear to be increasing, indicating that many people are still happy to 'give', however the experience during the pandemic, and needing to reduce human contact as a preventative measure during this time, has made people more cautious or set new habits in the ways that people contribute.

Why do people Volunteer?

Volunteering Australia, in 2022, reported that volunteers often have multiple motivations for volunteering such as *helping others/community* (74%) and *to do something worthwhile* (66%). Whilst these motivations have largely remained unchanged, volunteers are increasingly focused on their own experience.

When asked why volunteers choose to volunteer with the City of Norwood Payneham & St Peters, respondents identified their primary drivers as:

- giving back to people, place, and community;
- social reasons such as getting to know the community and meeting new people;
- taking part in a particular program;
- learning new skills and gaining experience; and
- environmental interests.

“I would like to help the community that I live in as I want to be a contributing member of the society and would like to help people, plants and animals in need.”

“I believe that contributing to the community is my way of giving back and the skills I have may be useful to the community. I also enjoy interacting with people socially.”

“Volunteering is a very good opportunity to know the community and be a member of the community. I really like helping people and communicating with different people. For myself, I can improve my English speaking.”

The primary reason why people commence volunteering with the City is because someone they know is already volunteering. This indicates that word of mouth promotion is one of the most effective ways to recruit volunteers.

The Changing Landscape of Volunteering

Volunteering is increasingly being recognised for its value in improving wellbeing and supporting social cohesion. The *Measuring What Matters: Australia’s First Wellbeing Framework* recognises formal and informal volunteering as measures of social connection, which is essential for feeling satisfaction with life. Volunteering, therefore, is increasingly being shaped by broader social issues and patterns, such as climate emergency and an increased focus on health and wellbeing.

Volunteering Australia's, *Navigating Change and Charting a New Course: Volunteering in Recent Times* (May 2024) captures key changes in volunteering practices and reports:

- That a mismatch exists between the volunteering opportunities being offered and what people who are currently not volunteering are interested in. Increasing individualism in decision-making as to where, how, and why individuals volunteer.
- A decline in 'formal' volunteering. There is greater interest in short-term or one-off volunteering.
- Financial pressures are a significant barrier to volunteering, especially among younger people.
- Volunteer involving organisations are also under significant financial strain and the decline in formal volunteering has affected their capacity to deliver services and engage volunteers.

Volunteer Experience

The National Strategy for Volunteering 2023 identifies the 'Volunteer Experience' as a key area of change and Volunteer Involving Organisations are encouraged to develop a positive volunteer experience within their services. Research indicates that volunteers seek an experience that is meaningful and enriching, which makes them feel valued and reflects how their contribution makes a difference.

The volunteer experience influences the way in which volunteer programming is designed and the volunteers' perceptions about their interaction with the service, such as the way they are onboarded and/or the personal opportunities which were available to them. Continuing to invest in meaningful and diverse volunteer programs is integral to the attraction, recruitment, and retention of volunteers.

Accessibility and Use of Technology

New technologies has facilitated greater access to online volunteering, making volunteering more accessible, '*beyond the retiree role*'. In 2020 the number of people that volunteered through an online medium increased from 8.5% in 2019 to 17.3% in 2020. Further, it is reported that when an organisation or group provides online volunteering options, their existing volunteers participate at a rate of up to 76%.

<https://volunteeringstrategy.org.au/wpcontent/uploads/2022/10/Volunteering-in-Australia-2022-The-Volunteer-Perspective.pdf>

Young Volunteers

Young people are often highly motivated to volunteer, however struggle to balance the desire to effect change with the demands of everyday life, citing the cost-of-living as their greatest concern. *Deloitte. (2022). Striving for balance, advocating for change.*

Young people's volunteering preferences are therefore generally flexible, short-term, one-off, and non-committal. Consequently, it can be challenging for organisations to attract younger volunteers, as their volunteer programs are typically designed in more traditional formats. In response, some organisations have adopted a multi-model approach, incorporating formal, non-formal, project based and/or social action models of volunteer engagement to reflect contemporary, outcomes-driven and time conscious communities.

Ageing Population

The City of Norwood Payneham & St Peters' population is ageing, illustrated by a higher proportion of people aged 70 to 84 (12%) than the greater Adelaide region (10.7%). This has implications on a growing need for volunteers to support programs for older citizens.

However, with an increased interest in active ageing and social connection among 'baby boomers', presents an opportunity to address this need.

Responding to the Changing Landscape

Whilst local government organisations often seek to support positive wellbeing within their communities, it is important to recognise their contribution as part of a system level response. Whilst high levels of volunteerism within a local government can be reflective of positive wellbeing, the capacity of local government's ability to drive this are often limited. In this regard, many local governments have focussed on the role volunteerism plays in supporting their programs.

Notwithstanding, as diverse and often trusted organisation, there are opportunities available to many local governments to support Volunteer Involving Organisations by leveraging their communication channels, providing access to infrastructure and providing referral to specialist resources, such as peak bodies.

What We Heard

The development of the Volunteer Strategy 2024-2028 has been informed by ideas and feedback from Council volunteers (72 volunteers, 35% of Council Volunteers), Volunteer Program Coordinators, Local Government Volunteer Managers Network and Volunteering Involving Organisations (15 organisations, 32% of identified VIOs in the City). An overview of the feedback provided is outlined in the below table:

<p>Volunteering and Paid Work</p> <p>27% of Council volunteers are actively engaged in paid work while volunteering and hence, volunteering opportunities need to provide the flexibility to accommodate volunteer's commitments.</p>	<p>Ageing Population</p> <p>Consider the impact of ageing in Council's volunteer workforce and strategically plan to assist ageing volunteers to transition out of roles and replace with new volunteers.</p>
<p>Barriers to Volunteering</p> <p>21% of Council volunteers reported paperwork and procedures as being arduous which could represent as a barrier to volunteering with the City.</p>	<p>Respond to Changing Patterns of Volunteering</p> <p>Consider adopting a flexible approach to models of volunteering, beyond formal volunteering, to increase non-formal, short term and project-based volunteering and community led action.</p>
<p>Challenges for Volunteering Involving Organisations</p> <ol style="list-style-type: none"> 1. Recruitment and promotion. 2. Reduced commitment to ongoing formal volunteering. 3. People willing to pay for service rather than volunteer. 	<p>Top Volunteer Program Ideas</p> <ol style="list-style-type: none"> 1. Elderly Support Programs 2. Social Inclusion Programs 3. Environment Programs 4. Life Skills Programs
<p>Volunteer Experience</p> <p>Council volunteers suggested the Council consider social connection and mentor programs with inter-generational participants to increase interaction, decrease loneliness and provide practical life and work skills in the community.</p>	<p>Volunteering and Capacity Building</p> <p>Consider capacity building initiatives to target hard to reach groups and provide a pathway to volunteering (e.g. young people and people from CALD backgrounds). Moving away from the formal 'giving/charitable' approach to a community development approach.</p>

Guiding Principles

To assist Council to operationalise its volunteering vision, and shape and prioritise actions, the Strategy is guided by the following principles:

Access & Participation

We believe everyone has the right to access volunteering participation opportunities. We will seek to engage people of all abilities and ages in meaningful experiences and will support equitable access, active participation, and contribution to our community.

Collaboration

We appreciate that the work of many organisations, clubs, local government, and peak bodies, can overlap or help to inform and deliver volunteering programs and initiatives. Taking a broad view of these interconnections we will identify partnership opportunities to work as a coherent system to achieve our shared goals.

Continuous Improvement

We recognise that volunteering requires innovative initiatives to meet the challenges Volunteer Involving Organisations face.

With volunteer needs continually evolving, volunteer management must adapt to help support volunteers to be engaged through experiences that match their expectations.

Recognition and Support

We understand and appreciate the value volunteers contribute to our organisation and the community. It is our responsibility to ensure volunteers are provided adequate support to perform their role and the impact of our volunteers' efforts is celebrated.

Volunteer Strategy Framework

Vision

An inclusive community service that enables everyone to participate and contribute to their community and environment in a meaningful way.

The Volunteer Strategy 2024-2028 has been informed by the following five (5) key inputs:

- Listening to our Volunteers, Volunteering Involving Organisations and staff;
- The demographic profile of the City;
- Volunteer sector research into key influences, challenges, and trends.
- The City's current state of volunteering.
- An understanding of Local Government Volunteer Service best practice models.

Our Commitment

Our community can expect the City of Norwood, Payneham & St Peters to:

- Implement best practice standards guided by the National Standards for Volunteer Involvement and advocate for community needs.
- Partner and collaborate with key stakeholders to strengthen the culture of volunteerism and identify opportunities for joint efforts to achieve shared goals.
- Promote volunteering opportunities and the importance volunteering plays in the community.
- Improve the experience volunteers have when volunteering with the Council.
- Support the well-being of Council volunteers and include volunteers in decisions that affect them.
- Advocate for improved access to training and resources that support volunteers and Volunteering Involving Organisations.

Focus Areas

The strategic objectives of the Volunteer Strategy are mapped under the three interconnected focus areas identified in the *National Strategy for Volunteering 2023-2033*:

1. individual potential and the volunteer experience;
2. community and social impact; and
3. conditions for volunteering to thrive.

Underpinning these focus areas, the Council has developed strategic objectives that are relevant to its local context. Aligning these objectives with the National framework re-affirms and advances the shared agenda of enhancing community well-being, ensuring volunteering continues to be sustainable and an integral part of the social and cultural fabric.

Action Plan

The actions outlined below inform and guide the Council Volunteer Service priorities over the coming three-year period to achieve the vision, focus areas and objectives of the Service.

Focus Area 1: Individual Potential and the Volunteer Experience

Outcome: *A City known for excellence in volunteering services.*

Strategy		Timeframe	Budget Estimate
1.1	Create an accessible, inclusive, interactive, and easy to navigate Volunteer Lifecycle.		
	Actions:		
1.1.1	Review the Council's Volunteer Program procedures and where possible create an online alternative and/or more effective and easier to navigate process.	Year 1 (review) Year 2 (implementation)	Existing resources
1.1.2	Understand and document the intended tenure and <i>'retirement'</i> timeframes of volunteers and identify the <i>'at risk'</i> roles of volunteers which may be facing higher vacancy rates.	Year 2	Existing resources
1.1.3	Research, design & trial a volunteer service that offers a range of volunteer engagement opportunities, including formal, informal, project based or one-off, to attract diverse volunteers to meet community need.	Year 2 & 3	Existing resources
1.1.4	Explore ways to actively increase the visibility of volunteering opportunities within our City (internal and external opportunities).	Ongoing	\$1,500
1.2	Raise community awareness of the value of volunteering.	Timeframe	Budget
	Actions:		
1.2.1	Explore ways to actively promote the personal and community benefits and impact of volunteering.	Ongoing	Existing resources
1.2.2	Trial a 'share your story' initiative on the Council's website or other online platform, where volunteers can share real life stories about their volunteering experience.	Year 3	Existing resources
1.2.3	Develop volunteer social media guidelines to support volunteers to actively utilise social media to share their stories and experiences.	Year 1	Existing resources

Strategy 1.3	Support and encourage broad demographic representation across Council volunteers	Timeframe	Budget
	Actions:		
1.3.1	Work with the community to explore barriers to volunteering and generate ideas to overcome them.	Ongoing	Existing resources
1.3.2	Identify and trial opportunities to mentor and develop young person specific community led volunteer projects.	Year 2 & 3	Existing resources
1.3.3	Identify collaborative partnerships to increase sustainability of the Volunteer Program, increase volunteer participation and develop new volunteer initiatives where both parties contribute and receive mutual benefit.	Ongoing	Existing resources
1.3.4	Explore ways to make community led action easier by reducing red tape, building community capacity and supporting co-design volunteer initiatives that collectively utilise local resources, skills, and expertise to foster local solutions to address local needs and aspirations.	Year 2 & 3	Existing resources
Strategy 1.4	Recognise, communicate, and celebrate volunteer's positive contribution to the community.	Timeframe	Budget
	Actions:		
1.4.1	Develop a Volunteer Recognition Plan to publicly recognise and celebrate volunteers' contribution.	Year 1 & 2	Existing resources
1.4.2	Include volunteers in decisions that affect them.	Ongoing	Existing resources
1.4.3	'Close the loop' by providing information to volunteers on the results of their involvement.	Ongoing	Existing resources
1.4.4	Establish an e-newsletter to keep volunteers informed and connected to the Council and their volunteering community.	Year 1	Existing resources

Focus area 2: Community and Social Impact

Outcome: *A supportive City that delivers a diverse Volunteer Program aligned with community needs and implemented to a high standard.*

Strategy	Regularly review the Council's Volunteer Program to identify program gaps, ensure the program aligns with the Council's vision, and is continuing to deliver outcomes for the community.	Timeframe	Budget
2.1	Actions:		
	2.1.1 Design and implement program evaluation measures to assess the outcomes and impact of volunteer programs to inform future planning.	Year 2 & 3	Existing resources
	2.1.2 Conduct a community needs assessment to inform the development of new initiatives to better fulfill community needs and respond to service gaps.	Year 2 & 3	Existing resources
	2.1.3 Continue to research emerging trends in program development and delivery and consider their application to the Council's Volunteering Program.	Ongoing	Existing resources
	2.1.4 Develop a 'New Volunteer Program Procedure'.	Year 2	Existing resources
Strategy	Advocate to meet community needs	Timeframe	Budget
2.2	Actions:		
	2.2.1 Work with key stakeholders to share knowledge, expertise, and resources to strengthen the culture and best practice delivery of volunteering in the City.	Ongoing	Existing resources
	2.2.2 Advocate and partner with peak bodies and training providers to deliver governance and other relevant training for Volunteering Involving Organisations in the City to build stronger and more resilient community services.	Ongoing	Existing resources
	2.2.3 Include Volunteer Involving Organisations, where relevant, in Council led business networks and training.	Ongoing	Existing resources
	2.2.4 Ensure Council is represented on volunteering networks, committees, and relevant working groups, as appropriate.	Ongoing	Existing resources
	2.2.5 Monitor and share volunteering data and trends with the organisation to inform planning.	Ongoing	Existing resources

Focus Area 3: Conditions for Volunteering to Thrive

Outcome: *A thriving, active, satisfied, and participating volunteer-force.*

Strategy 3.1	Invest in volunteer training to improve capacity and capability of volunteers.	Timeframe	Budget
Actions:			
3.1.1	Conduct a Training Needs analysis to inform the development of an annual Volunteer Training Program.	Year 1 & 2	Existing Resources
3.1.2	Improve access to training and resources that support volunteers to excel in their roles and further develop their skills and knowledge to respond to emerging community needs.	Year 2 & 3	TBC
Strategy 3.2	Use innovative and leading practices to support volunteering in the City	Timeframe	Budget
Actions:			
3.2.1	Maintain and enhance volunteer management software and platforms to maximise resource use and explore options for including external volunteer involving organisations.	Year 2 & 3	Existing Resources
3.2.2	Identify opportunities for collaborative projects with Volunteer Involving Organisations to meet community needs.	Year 2 & 3	TBC
3.2.3	Explore ways to share knowledge, available volunteering resources and sector opportunities with Volunteering Involving Organisations.	Year 2	Existing Resources
3.2.4	Be guided by the National Standards for Volunteer Involvement to inform Council volunteer service planning and actions.	Ongoing	Existing Resources
3.2.5	Monitor and be responsive to volunteer trends and emerging needs.	Ongoing	Existing Resources

Strategy 3.3	Establish volunteer feedback and record management processes.	Timeframe	Budget
Actions:			
3.3.1	Continue to train volunteers in volunteer management software to assist volunteers to easily maintain accurate record keeping and provide critical information and updates.	Ongoing	Existing Resources
3.3.2	Establish a volunteer feedback and review process to gather, analyse and implement feedback to improve the Volunteer Service.	Year 2	Existing Resources
3.3.3	Host volunteer focus groups and forums to inform volunteer service planning and development.	Year 2 & 3	Existing Resources

DRAFT

Implementation & Monitoring

Each year throughout the lifecycle of the Strategy an annual *Implementation and Management Plan* will be developed. The *Implementation and Management Plan* will identify actions from the *Volunteer Strategy 2024-2028* that the Council will focus on during that year and map, projects, resources, budget, stakeholders, collaborative partners, project team members and timelines against each action to ensure efficient and effective delivery.

The Strategy has been developed, and will be delivered through, close working relationships with Council's volunteering community, Volunteering Involving Organisations and program participants. To continue this two-way dialogue, key outcomes, and progress updates will be reported annually and shared via the Council's website and the Council's Annual Report.

The success of this Strategy may be influenced by external factors and changes in the external environment, legislation, and the volunteer sector.

References

ABS Census Data, 2021, www.abs.gov.au, accessed July 2023.

Biddle, N., Boyer, C., Gray, M., & Jahromi, M. (2022) Volunteering in Australia: The Volunteer Perspective. Volunteering Australia, <https://volunteeringstrategy.org.au/wpcontent/uploads/2022/10/Volunteering-in-Australia-2022-The-Volunteer-Perspective.pdf>

Deloitte. (2022). Striving for balance, advocating for change.

Department of Human Services (SA), 2021, Volunteer Strategy for South Australia 2021-2027.

Mission Australia, 2022, Youth Survey 2022.

Norwood Payneham & St Peters, 2023, Volunteer and Staff Survey.

Paul P. Falkowski PHD, 2019, Creating the Volunteer Cheer-Force.

Rotary SA, www.adelaiderotary.com.au, accessed August 2023

Volunteering Australia, www.Volunteering.australia.org, accessed August 2023

Volunteering Australia, 2022, National Strategy for Volunteers 2023-2033.

Volunteering WA, www.Volunteeringwa.australia.org, accessed August 2023

Volunteering SA & NT, www.Volunteeringsa-nt.org.au, accessed August 2023

Acknowledgements

Thankyou to Council volunteers, Volunteer Program Coordinators, Local Government Volunteer Managers Network and Volunteering Involving Organisations who contributed to the development of this Strategy.

11.4 REVIEW OF POLICIES

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE:
ATTACHMENTS: A - D

PURPOSE OF REPORT

The purpose of the report is to present the draft *Code of Practice – Access to Meetings & Documents* and the draft *Behavioural Management Policy* to the Council for adoption.

BACKGROUND

Policies, Codes of Practice and Codes of Conduct are important components of a Council's governance framework. Policies set directions, guide decision making and inform the community about how the Council will normally respond and act to various issues.

When a decision is made in accordance with a Council policy or code, both the decision-maker and the community can be assured that the decision reflects the Council's overall aims and principles of action.

Accordingly, policies and codes can be used in many contexts to:

- reflect the key issues and responsibilities facing a Council;
- provide a policy context and framework for developing more detailed objectives and management systems;
- guide staff and ensure consistency in delegated and day-to-day decision-making; and
- clearly inform the community of a Council's response to various issues.

It is therefore important that policies remain up to date and consistent with any position adopted by the Council.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

DISCUSSION

Code of Practice – Access to Meetings & Documents

The *Code of Practice - Access to Meetings & Documents* (the Code), is required by Section 92(1) of the *Local Government Act 1999* (the Act).

The objective of the Code, is to inform and educate the community about the principles, policies, procedures and practices that relate to public access to Council and Committee Meetings, Meeting documents and Information and Briefing Sessions.

The legislative provisions covered by the Code (Sections 90 and 91 of the Act), specifically relate to public access to Council and Committee Meetings (including Meeting Agendas and supporting documentation) and the Minutes of these meetings, as well as the release of Meeting documents (where these have been considered in confidence). The Code is also required to cover the legislative provisions of Section 90A of the Act, which relates to Information and Briefing Sessions (which replaced the previous Informal Gathering requirements).

Specifically, the Code summarises the Council's approach to the use of the confidentiality provisions of Section 90(3) of the Act, the review of Confidentiality Orders made under Section 91(7) of the Act and the release of Confidential Meeting documents. The Code also includes information on the legislative reporting that the Council is required to provide on the use of Section 90(2) and 91(7) of the Act as part of the Council's Annual Report.

A new Code was prepared in response to the substantial legislative changes that have been made to the Act, as part of the *Statutes Amendment (Local Government Review) Act 2021*. While the legislative reform process did not significantly amend the provisions regarding public access to Council and Committee Meetings, there were significant amendments to the Elected Member Information and Briefing Sessions provisions which have warranted the preparation of a new Code.

The Council may resolve to alter or replace its Code, at any time however, Section 92(5) of the Act requires the Council to undertake community consultation prior to the adoption, alteration or substitution of its Code. Elected Members may recall that the draft new Code was endorsed for community consultation at the Council Meeting held on 1 July 2024. Consultation commenced on 23 July 2024 and concluded on Friday 16 August 2024.

Community consultation was undertaken in accordance with the Council's *Community Consultation Policy* and included a notice in The Advertiser and promotion via the Council's website. There was one (1) submission received during the consultation period which was from the St Peters Residents Association (SPRA).

The SPRA submission raised various points, only some of which are related specifically to the Code. A copy of the submission which has been received from SPRA is contained in **Attachment A**.

A response to the matters raised in the submission is set out as follows:

Confidentiality Provisions – The use of the legislative provisions which relate to an order that the Council, or a Council Committee may make to exclude the public for the receipt, discussion or consideration of a matter in confidence, including for commercially confidential information, are exercised in accordance with the legislative provisions of Section 90(3) of the Act and the process provided in the Code.

It is not clear from the submission what the SPRA are suggesting however, the process for Reviews of Decisions is in accordance with Section 270 of the Act.

Council Briefings – The purpose of an Elected Members' Information or Briefing Session is to provide information or to brief Elected Members or Committee Members on a particular matter. It is only if the matter being presented is intended to be on the Agenda for a formal Meeting of the Council or a Council Committee that the Information and Briefing Session must be conducted in a place that is open to the public.

Notwithstanding this, Section 90A(4) recognises that there will be occasions where a matter that is intended to be on the Agenda for a formal meeting of the Council or a Council Committee, may result in the public being excluded due to the confidential nature of the information that is being presented. Such a matter being raised at an Information and Briefing Session, is only done when absolutely necessary and is based on the content to be presented and to ensure Elected Members or Committee Members are fully informed ahead of their decision-making requirements at a Council or Committee meeting. When that occurs, the order to exclude the public from the session, which is made by either the Chief Executive Officer or the Council, identifies the reason why the matter is confidential and this information is published on the website in accordance with the legislative requirements of Section 90A. The basis for confidentiality is always considered within the limited provisions of Section 90(3) of the Act.

At any time, Elected Members can seek advice with respect to what may be discussed with citizens following a confidential Information Briefing Session.

Councillor Access to Documents – The comments which have been made by the SPRA are not relevant to the Code, as the Code relates to public access to Meetings and Documents. Notwithstanding this, Elected Members are aware of their entitlements to access information relevant to fulfilling their role and function pursuant to the Act in accordance with the principles of Section 8 of the Act.

Freedom of Information – The comments which have been made by the SPRA are not relevant to the Code. Notwithstanding this, the process that the Council follows is in accordance with the *Freedom of Information Act 1991* and associated Regulations.

Council Meetings – A Deputation that is requested, approved and subsequently made to the Council is recorded in the Minutes in accordance with the Act and the *Local Government (Procedures at Meetings) Regulations 2013*.

The inclusion of information in the Minutes additional to those legislative requirements would be determined by the Council via a formal resolution at the respective Meeting and on a case-by-case basis. The Council cannot resolve to make a broad scale change to what is required to be included in the Minutes.

Budget Information – The comments which have been made by the SPRA are not relevant to the Code.

Following the consultation process and the review of the submission which has been received, there are no suggested changes to the draft Code. As the legislated consultation process has been undertaken, the Council can now adopt the *Code of Practice – Access to Meetings & Documents* in accordance with the Act.

A copy of the *Code of Practice – Access to Meetings & Documents* is contained within **Attachment B**.

Behavioural Management Policy

As Elected Members are aware, the *Behavioural Management Framework for Elected Members* commenced operation following the 2022 Local Government Elections. This Framework was a significant component of the legislative reforms that were enacted through the *Statutes Amendment (Local Government Review) Act 2021*, which replaced the previous *Code of Conduct for Council Members*.

There are four components to the Elected Member Behavioural Management Framework, namely:

1. the legislative provisions which all Elected Members must operate within and comply with;
2. the *Behavioural Standards for Council Members*, determined by the Minister for Local Government and gazetted on 17 November 2022, which apply to all Elected Members in South Australia. A copy of the *Behavioural Standards for Council Members* is contained in **Attachment C**;
3. the mandatory requirement for each Council to have a *Behavioural Management Policy* relating to the management of behaviour of Elected Members and adopted pursuant to section 262B of the Act; and
4. optional Behavioural Support Policy (or policies), designed to support appropriate behaviour by Elected Members which Councils may adopt pursuant to section 75F of the Act.

At the commencement of the provisions relating to the *Behavioural Management Framework* on 17 November 2022, transitional Regulations also commenced which deemed that the Local Government Association of SA Model Behavioural Management Policy, was to apply to all Council's until such time as each Council adopted its own Behavioural Management Policy.

The Council's draft *Behavioural Management Policy* has been prepared and verified by the Council's lawyers to ensure the Policy complies with the legislative requirements and affords the appropriate Natural Justice and procedural fairness in relation to behavioural complaints that are made against Elected Members.

The draft *Behavioural Management Policy* covers the requirements prescribed in Section 262B of the Act and has been prepared to ensure that a clear process is in place for anyone who wishes to make a complaint about an Elected Member's behaviour.

A copy of the draft *Behavioural Management Policy* is contained within **Attachment D**.

At the Council Meeting held on 1 May 2023, the Council resolved to endorse, in principle, the adoption of a *Behavioural Support Policy* pursuant to Section 75F of the Act. A *Behavioural Support Policy* (or policies) is optional and at the discretion of the Council.

Regulation 35(a1) of the *Local Government (General) Regulations 2013*, requires information on the contravention of Chapter 5 (Members of Council), Part 4 (Member Integrity and Behaviour), Division 2 (Member Behaviour) of the Act (including costs incurred in relation to dealing with such complaints), to be included in the Council's Annual Report. This reporting obligation provides an opportunity to monitor the implementation of the *Behavioural Management Framework* from the Council's perspective and if required, a *Behavioural Support Policy* can be considered by the Council at any time in the future if the need arises.

The *Behavioural Standards for Council Members* provide a robust and clear set of behaviours that the Council has committed to, therefore the preparation of an additional *Behavioural Support Policy* is not warranted at this time.

OPTIONS

Having undertaken the required community consultation, the Council must adopt the draft *Code of Practice – Access to Meetings & Documents* in accordance with Section 92 of the Act.

Section 262B of the Act also requires the Council to adopt a *Behavioural Management Policy*.

Whilst the Act requires the Council to undertake community consultation in respect to some policies (ie. the *Code of Practice – Access to Meetings & Documents*) prior to formal adoption by the Council, it is not a legislative requirement that community consultation be undertaken regarding the Behavioural Management Policy.

CONCLUSION

Both the *Code of Practice – Access to Meetings & Documents* and the draft *Behavioural Management Policy* are mandatory for all Councils in South Australia to adopt.

It should be noted that there is no requirement for the Council to revoke the *Code of Conduct for Council Members – Complaint Handling Procedure*, as the legislative framework under which that Policy was created no longer exists as it has been superseded by the *Behavioural Management Framework*. The procedure for a complaint made under Chapter 5 (Members of Council), Part 4 (Member Integrity and Behaviour), Division 2 (Member Behaviour) is required to be covered by the Council's *Behavioural Management Policy*.

COMMENTS

Nil.

RECOMMENDATION

1. That having undertaken a review of the following policies in accordance with the legislative requirements set out in the *Local Government Act 1999* (the Act), the following Policies be adopted by the Council:
 - 1.1 *Code of Practice – Access to Meetings & Documents* (Attachment B); and
 - 1.2 *Behavioural Management Policy* (Attachment D).
2. That the Council notes that a *Behavioural Support Policy* will not be prepared in accordance with Section 75F of the Act at this time.

Attachments – Item 11.4

Attachment A

Review of Policies





ST PETERS RESIDENTS ASSOCIATION INC.

E-mail : info@stpeters.asn.au

ABN 86 794 177 385

Representing the Residents of St Peters, College Park, Hackney, Stepney, Maylands, Evandale & Joslin.

Code of Practice - Access to Meetings & Documents

SPRA Response to Consultation

Reference: https://www.npsp.sa.gov.au/about_council/community_consultation

Introduction

Firstly, SPRA would like to congratulate the council on improving public access to development application documents which are now consolidated into folders at the Town Hall.

In respect of the draft processes for improving access to meetings and documents SPRA would like to make the following comments.

Confidentiality Provisions

SPRA has noted the draft approach on the use of confidentiality provisions. During the past twelve months SPRA has experienced frustration in endeavouring to access reports withheld due to an interpretation that these reports contain “commercially sensitive information”. SPRA is aware of the provision to allow for a review of such decisions in accordance with council policy. SPRA would like to see that all appeals requesting a review of council decisions in regard to the release of reports be carried out by an independent external body or person.

Council Briefings

SPRA support council staff providing briefings to council members so that they are better informed, but are concerned that staff may be invoking unnecessary confidentiality clauses in these briefings which prevent council members from discussing issues with residents and others to seek wider advice. The declaration of matters being confidential also bars residents from attending the briefing or workshop sessions.

Councillor Access to Documents

SPRA is concerned that councillors may not be aware of their rights to access documents held by council and this may be impacting their ability to be effective in their role. SPRA is aware that residents have documents released under freedom of information that councillors were not aware they could request. SPRA would like the Code of Practice amended to include a section setting out the rights of councillors to access documents.

Freedom of Information

Currently on the website, a visitor must drill down through Home > About Council > Governance > Freedom of Information to find the page:

https://www.npsp.sa.gov.au/about_council/governance/freedom_of_information. This page contains only a brief summary of how to request a particular document. SPRA notes that other councils, government organisations and others subject to Freedom of Information requests list the documents that have been provided under Freedom of Information. Providing a list of requests and links to the documents provided would increase transparency and reduce load on the council staff. The listing of such requests should be readily available on the website, and kept up to date, on the Council website, and not relegated to the Annual Report.

Council Meetings

SPRA has observed that the minutes of council meetings do not contain the content of deputations that are made to council. This means that people who did not attend the meeting are unaware of the matter being raised by the person. SPRA would like to see the detail of the deputation included in the minutes.

During COVID, council meetings were streamed online, but this practice has now ceased. SPRA believes that streaming meetings online would increase transparency and enable greater community participation. SPRA suggests that streaming the main display showing the agenda / minutes with audio would be sufficient.

Budget Information

SPRA is concerned about the financial position of the council and the recent history of projects running over budget (e.g. Norwood Oval upgrade, St Peters Street upgrade, George Street upgrade, Payneham Pool upgrade). SPRA would like to see that the current state of major projects is reported in a format that makes it easy for residents to understand the initial budget, increases in budget, current spend and anticipated remaining costs. This is particularly important for projects that run over multiple financial years. SPRA would like to see explanatory notes as to the reasons behind changes to the costing of projects and data used in the long term financial plan. Such reporting should be on at least a quarterly basis.

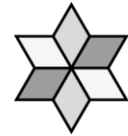
Thank you for the opportunity to provide a submission.

David Cree
President, St Peters Residents Association
16 August 2024

Attachment B

Review of Policies





City of
Norwood
Payneham
& St Peters

NAME OF POLICY: Code of Practice – Access to Meetings & Documents

POLICY MANUAL: Governance

1. Introduction

- 1.1. Section 92 of the *Local Government Act 1999* (the Act), requires the Council to prepare and adopt a Code of Practice for Access to Meetings and Documents (the Code).
- 1.2. In fulfilling the role of an effective Council that is responsive to the needs of its community and which operates within the legal framework prescribed by the Act, the Council is committed to the principle of open and accountable government.
- 1.3. The Council endorses and fully supports Council and Committee Meeting procedures which contribute to open, transparent and informed decision-making and encourages appropriate community participation in the affairs of the Council. The Council does however also recognise that on some occasions it may be necessary in the broader community interest and in accordance with legislative provisions, to restrict public access to meeting discussions and/or documents.
- 1.4. Public access to the Council and Committee Meetings and related documents is one of the primary means by which our community can gain access to information about the business of the Council. This Code provides information to the community on:
 - 1.4.1. accessing Council and Committee Meeting Agendas and Minutes;
 - 1.4.2. the purpose and on what basis the Council may apply the legislative provisions to restrict public access to meetings and meeting documents;
 - 1.4.3. the process for reviewing confidentiality orders, releasing information from confidence and reporting on confidential matters.

2. Definitions

The definitions of key terms used in the Code are set out below:

Clear Days - The calculation of clear days excludes the day on which the notice is given and the day of the meeting, but includes Saturday, Sunday and Public Holidays. Three (3) clear days' notice is given on the Thursday (by 5:00pm) for a meeting on the following Monday.¹

Committee - Means a Committee of the Council established under Section 41 of the Act, including any Sub-Committee. This includes Council's Audit and Risk Committee.²

Information or Briefing Session - A session where more than one Member of the Council or a Committee is invited to attend for the purposes of providing information or a briefing on a matter.³

Members - Refers to both Council and Committee Members except where used in a different context (e.g. members of the public).

Notice of Meeting - The document required which provides the date, time and place of the respective meeting and accompanies the Meeting Agenda.

¹ *Local Government (Procedures at Meetings) Regulations 2013*, Regulation 3(2)

² Council's website has further information on [Council's committees](#).

³ *Local Government Act 1999*, Section 90A

Principal Office – Pursuant to Section 45 of the Act, the Council must nominate a place as its Principal office for the purposes of the Act. The Council's Principal Office is the Norwood Town Hall located at 175 The Parade, Norwood.

3. Access to the Agenda for Meetings

- 3.1. At least three (3) clear days before the Meeting (unless it is a Special Meeting) the Chief Executive Officer must give written notice of the Council or Committee Meeting to the respective Members, setting out the date, time and place of the meeting. The Notice is accompanied by the Agenda for the meeting which provides a list of items to be considered at the meeting (described accurately and in reasonable detail), together with any documents and reports relating to these matters.⁴
- 3.2. For Special Meetings, the Chief Executive Officer will provide notice of the meeting at least four (4) hours before the commencement of the meeting.⁵
- 3.3. Agenda papers that are provided to Members may include an indication from the Chief Executive Officer that the meeting may need to determine to consider an item in confidence, with the public to be excluded from the meeting during discussion on that item. Where such an indication is made, the Chief Executive Officer must specify the basis under which the confidentiality order could be made in accordance with Section 90(3) of the Act.
- 3.4. The Notice, Agenda and supporting documentation, excluding any matters that the Chief Executive Officer has indicated may need to be considered in confidence, will be made available for public inspection via the Council's website (www.npsp.sa.gov.au), at the same time as they are forwarded to the Members.⁶
- 3.5. The Notice of Meeting will be placed on public display at the Principal Office of the Council and kept on public display until the completion of the relevant meeting.⁷
- 3.6. A copy of the Agenda list and any non-confidential reports, may be obtained from Council's Principal Office on payment of a fee (if any) fixed by the Council. Council encourages viewing the agenda online to minimise the environmental impact of printing.
- 3.7. Should there be a document or report that is supplied to Members at the meeting itself, these will be uploaded to the Council's website as soon as possible and copies of such documents will be available in the meeting.⁸
- 3.8. Should the Council or Committee **not** resolve to exclude the public from the meeting for the consideration of an item where the Chief Executive Officer had indicated the meeting may need to determine to consider an item in confidence, a copy of the document will be made available to the public via the website the next working day after the meeting.

4. Public Access to Meetings

- 4.1. Council and Committee meetings are open to the public and attendance is encouraged and welcomed.
- 4.2. There are, however, times where the Council or a Committee, believes it is necessary in the broader community interest to exclude the public from the discussion of a particular matter in accordance with Section 90(3) of the Act.
- 4.3. The public will only be excluded when the need for confidentiality outweighs the principle of open decision making.
- 4.4. As the Council encourages public attendance at meetings, details of meeting dates and times can be obtained from Council's website at www.npsp.sa.gov.au or by contacting the Council offices on 8366 4555 or townhall@npsp.sa.gov.au.

⁴ Local Government Act 1999, Section 83(1), (3) and (4)

⁵ Local Government Act 1999, Sections 83(1a), (2) and 132(1)(a)

⁶ Local Government Act 1999, Section 84(2) and (5)(a)

⁷ Local Government Act 1999, Sections 84(3), 132(1)(a)

⁸ Local Government Act 1999, Section 84(5)(b)

5. Information or Briefing sessions

- 5.1. An Information or Briefing Session may be held pursuant to Section 90A of the Act. These sessions provide a valuable opportunity to enhance Council decision-making processes by providing opportunities for Members to become better informed and to seek clarification of issues.
- 5.2. Information and Briefing Sessions are used solely for the purpose of information sharing and not for the purpose of obtaining, or effectively obtaining, a decision on a matter outside a formally constituted meeting of the Council or committee.
- 5.3. These sessions provide a forum for discussing issues and options in an informal environment, which enables Members to question, clarify and develop greater understanding of the issues that are under consideration, which supports and contributes to informed decision making in the appropriate forum (i.e. a Council or Committee Meeting).
- 5.4. The co-ordination of these sessions is managed by the General Manager, Governance & Civic Affairs, to ensure they are conducted in accordance with legislative requirements and the purpose for which they have been arranged.
- 5.5. While Members may be provided with background information ahead of an Information or Briefing Session, no agendas or documents are published on the website or made publicly available in relation to an Information or Briefing Session.
- 5.6. An Information or Briefing Session on a matter that will be included on a Council or Committee Meeting Agenda must be open to the public. However, the Chief Executive Officer or the Council may order that the session is closed to the public, if the matter listed for discussion falls within the confidentiality provisions of Section 90(3) of the Act.
- 5.7. Whether or not an Information or Briefing session has been open to the public, the following information must be published as soon as practicable after the holding of the session:
 - 5.7.1. the place, date and time of the session;
 - 5.7.2. the matter discussed at the session; and
 - 5.7.3. whether or not the session was open to the public.⁹
- 5.8. Where appropriate, the above information will be included in a forward schedule of Information Sessions on Council's website (www.npsp.sa.gov.au).
- 5.9. If an order is made to close the Information or Briefing session to the public, a record must be made of the following and this record will be added to the general information above:
 - 5.9.1. the grounds on which it was made;
 - 5.9.2. the basis on which the information or matter falls within the grounds provided above;
 - 5.9.3. (where relevant), why receipt, consideration or discussion of the information matter in public would be contrary to the public interest.¹⁰

6. Approach to the use of Confidentiality Provisions

- 6.1. The Council strongly supports the principle of open, accessible and accountable government. Confidentiality provisions will only be utilised after careful consideration and when considered proper and necessary.
- 6.2. The circumstances in which the Council or a Committee may order the public to be excluded from a meeting are detailed in Section 90(3) of the Act and included at Appendix 1. When using these provisions, the factual reasons and how the relevant grounds from Section 90(3) apply will be summarised succinctly in plain English. This information will be provided with the item indicated to be considered in confidence.

⁹ Local Government (General) Regulations, Regulation 8AB

¹⁰ Local Government Act 1999, Section 90A(5)

- 6.3. Where a person provides information to the Council or Committee and requests that it be kept confidential, the Council or Committee is not able to consider this request unless the matter is one which falls within the ambit of Section 90(3) of the Act. If this is the case, the Council or Committee will be able to consider the request on its merits.
- 6.4. In the respective meeting, the decision to exclude the public for each agenda item listed for consideration in confidence, will be determined separately and consider the grounds and basis relevant to each item. The meeting will not consider items together 'en bloc'. The decision on whether to order the exclusion of the public must be made in public.
- 6.5. For the convenience of the public, items that are indicated to be heard in confidence are usually placed towards the end of the agenda so they can be considered once all other business has been dealt with.
- 6.6. There may be circumstances where, during the meeting, it becomes apparent that a matter should be considered in confidence. In those cases, members of the public will be asked to leave the meeting whilst the matter is discussed (subject to an appropriate resolution of the meeting to order the exclusion of the public at that time).
- 6.7. Where the Council or Committee, is considering making an order that the public be excluded, it is irrelevant that discussion of a matter in public may:
 - 6.7.1. cause embarrassment to the Council or Committee concerned, or to members or employees of the Council; or
 - 6.7.2. cause a loss of confidence in the Council or Committee; or
 - 6.7.3. involve discussion of a matter that is controversial within the Council area; or
 - 6.7.4. make the Council susceptible to adverse criticism.¹¹
- 6.8. If a decision to exclude the public is taken, a note in the minutes of the making of the order is required which specifies:
 - 6.8.1. the grounds on which it was made;
 - 6.8.2. the basis on which the information or matter falls within the grounds provided above;
 - 6.8.3. (where relevant), why receipt, consideration or discussion of the information matter in public would be contrary to the public interest.¹²
- 6.9. Once the meeting has determined to exclude the public, the public must then leave the room. This means that all members of the public (including employees) unless exempted by being named in the resolution as entitled to remain while the item is considered, are required to leave the room. The Members of the Council or the Committee are not required to be explicitly named in the resolution.
- 6.10. Once the Council or Committee has made the order, it is an offence for a person, knowing that an order is in force, to enter or remain in a room in which such a meeting is being held. A Council employee or SAPOL may use reasonable force to remove the person from the room.¹³
- 6.11. Once the meeting has discussed/resolved the confidential item, the meeting will then consider if it is necessary to make an order to keep all or part of the documents related to the relevant agenda item (including the resolution) confidential pursuant to Section 91(7) of the Act.
- 6.12. The meeting can only resolve to keep Minutes and/or documents confidential under section 91(7) if they were considered in confidence at the meeting pursuant to Section 90(2) and 90(3) of the Act.

¹¹ *Local Government Act 1999*, Section 90(4)

¹² *Local Government Act 1999*, Section 90(7)

¹³ *Local Government Act 1999*, Section 90(5)

- 6.13. When making an order pursuant to Section 91(7) of the Act, the Council is mindful of the provisions in Section 91(8) which prescribe certain information which cannot be kept confidential. This includes:
- 6.13.1. employee remuneration or conditions of service;
 - 6.13.2. successful tenderers;
 - 6.13.3. contract amounts payable by the Council once a contract has been entered into by all parties to the contract; or
 - 6.13.4. land that has been acquired or disposed of by the Council.
- 6.14. The resolution ordering that a document(s) will be kept confidential will include:
- 6.14.1. the grounds for confidentiality (as per Section 90(3) of the Act);
 - 6.14.2. the duration of the order or the circumstances in which the order will cease to apply, or a period after which the order must be reviewed, noting any order that operates for a period exceeding 12 months must be reviewed at least once in every year.
 - 6.14.3. where applicable whether the power to revoke the order will be delegated to an employee of the Council.¹⁴
- 6.15. The Council is committed to ensuring information considered in confidence will be made publicly available as soon as possible.
- 6.16. Once the order under Section 91(7) of the Act has been made, the public are permitted to re-enter the meeting. If the meeting did not resolve to make such an order, then the decision and information in relation to the matter will be made publicly known via the minutes of the meeting which will be available via Council's website within five (5) days of the meeting.¹⁵

7. Review of confidentiality orders

- 7.1. To assist with reviewing and reporting on the confidentiality orders that are made by the Council, a register of the confidential orders will be maintained by the Council. It is the practice of the Council to review all confidentiality orders twice a year, with the aim to make the information available to the public at the earliest opportunity.
- 7.2. The Register of Confidential Items contains the following information:
- 7.2.1. title of the item;
 - 7.2.2. date of the meeting;
 - 7.2.3. the legislative provision to which it applies;
 - 7.2.4. date of order expiry; and
 - 7.2.5. items which the order applies to.
- 7.3. A confidentiality order made under Section 91(7) of the Act, must specify the duration of the order or the circumstances in which the order will cease to apply, or a period after which the order must be reviewed. In any event, any order that operates for a period exceeding 12 months must be reviewed at least once in every year.
- 7.4. An order will lapse if the time or event specified has been reached or carried out. There is no need for the Council to resolve for the confidential order to be lifted. Once the order has lapsed, the minutes and/or documents automatically become public.
- 7.5. In reviewing orders, an assessment on whether the grounds for non-disclosure are still relevant will be made. The conduct of the annual review is delegated to the Chief Executive Officer and sub-delegated to an employee of the Council. The outcome of a review cannot be the making of a new order (including on different grounds to the original order). Possible review outcomes of a delegate review may be:

¹⁴ *Local Government Act 1999*, Section 91(9)

¹⁵ *Local Government Act 1999*, Section 91(3), Section 132(1) and Schedule 5

- 7.5.1. do nothing;
- 7.5.2. revoke the confidentiality order in its entirety (assuming this power has been delegated); or
- 7.5.3. partially revoke the confidentiality order (assuming the power to revoke an order has been delegated).

7.6. Prior to an original order lapsing, if circumstances require the duration of the order to be extended so that the documents will be maintained as confidential, the reviewer will prepare a report to the Council making recommendations with respect to each item to be retained in confidence. The decision on whether to extend the duration of an order can only be made by the Council or Committee which made the order.

7.7. The Council may resolve to exclude the public from a meeting to discuss and undertake consideration of the recommendations arising from the annual review in confidence, subject to the application of the relevant ground under Section 90(3) of the Act. Section 90(3) of the Act must be applied separately to each item within the scope of the review and will not be considered en bloc.

8. Public access to documents

8.1. Minutes of Council and Committee Meetings are provided to Members within five (5) days after the meeting. Copies of the Minutes, excluding confidential information, are made available to the public via the Council's website.

8.2. The Council is required to make a wide range of other documents publicly available. Most of these documents are set out in Schedule 5 of the Act.

8.3. These documents are published on the Council's website (www.npsp.sa.gov.au). On request at the Council's Principal Office, a printed copy of a document can be provided. This may require the payment of a fee (if any) set by Council (information on the Council's fees and charges can be accessed [here](#)).

8.4. Requests to access documents that are not otherwise publicly available, can be made under the *Freedom of Information Act 1991*. Inquiries in relation to the process for seeking access to documents held by the Council should be directed to the Freedom of Information Officer via 8366 4555 or via townhall@npsp.sa.gov.au.

9. Reporting

9.1. A report on the use of Sections 90(2) and 91(7) of the Act by the Council and Committees must be included in the Council's Annual Report as required by Schedule 4 of the Act and Regulation 35 of the *Local Government (General) Regulations 2013*. The report will include the following information:

- 9.1.1. the total number of orders made under Section 90(2) and 91(7) of the Act;
- 9.1.2. the date and subject of each of those orders made;
- 9.1.3. in relation to the report on Section 90(2) orders, the number of each times each grounds as per Section 90(3) was utilised;
- 9.1.4. in relation Section 91(7) orders – the number of orders made that expired, ceased to apply or were revoked in the financial year, as well as the number that remained operative at the end of the year (not including orders made before 15 November 2010).

10. Review of Council Decisions

10.1. Should a person be aggrieved about public access to either a Council or Committee meeting, or document(s), they can lodge an application for consideration under Council's Review of Decisions Policy and Procedure which can be accessed via the Council's website (www.npsp.sa.gov.au) or from the Norwood Town Hall via townhall@npsp.sa.gov.au or during normal office hours.

11. Availability of the Code

11.1. The public may inspect a copy of this Code via the Council's website (www.npsp.sa.gov.au). On request at the Council's Principal Office, a printed copy of the Code can be provided. This may require the payment of a fee (if any) set by Council (information on the Council's fees and charges can be accessed [here](#)).

11.2. Queries with the Code may be directed to Governance@npsp.sa.gov.au or via 8366 4593.

12. Review of the Code

12.1. The Council must review the operation of this Code within twelve (12) months of the next Local Government General Election. This review is delegated to the Chief Executive Officer and subdelegated to an employee.

12.2. The Council may at any time alter the Code or adopt a new Code.

12.3. Before the Council adopts, alters or substitutes this Code, the Council must undertake public consultation on the proposed Code, alterations or substitute Code as the case may be. The Council must follow the relevant process set out within the Council's Community Consultation Policy.¹⁶

13. Adoption of the Code

The Council reviewed and amended this Code of Practice on XXXXXX 2024.

¹⁶ *Local Government Act 1999*, Section 92(5)

Appendix A – Matters for which Council or a Committee Meeting can order that the public be excluded

In accordance with Section 90(3) of the *Local Government Act 1999* (the Act), Council or a committee may order that the public be excluded from attendance at a meeting in order to receive, discuss or consider in confidence any information or matter as follows:

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

Note: The Act provides a definition of “personal affairs” which includes a person’s:

- *financial affairs;*
- *criminal records;*
- *marital or other personal relationships;*
- *personal qualities, attributes or health status;*
- *that person’s employment records, employment performance or suitability for a particular position, or other personnel matters relating to the person,*

but does not include the personal affairs of a body corporate.

- (b) information the disclosure of which—
- (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
 - (ii) would, on balance, be contrary to the public interest;
- (c) information the disclosure of which would reveal a trade secret;
- (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which—
- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
 - (ii) would, on balance, be contrary to the public interest;
- (e) matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person;
- (f) information the disclosure of which could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial;
- (g) matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;
- (h) legal advice;
- (i) information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council;
- (j) information the disclosure of which—
- (i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and
 - (ii) would, on balance, be contrary to the public interest;
- (k) tenders for the supply of goods, the provision of services or the carrying out of works;
- (m) information relating to a proposal to prepare or amend a designated instrument under Part 5 Division 2 of the *Planning, Development and Infrastructure Act 2016* before the draft instrument or amendment is released for public consultation under that Act;
- (n) information relevant to the review of a determination of a council under the *Freedom of Information Act 1991*;
- (o) information relating to a proposed award recipient before the presentation of the award.

Attachment C

Review of Policies



LOCAL GOVERNMENT ACT 1999

SECTION 75E OF THE LOCAL GOVERNMENT ACT 1999

Behavioural Standards for Council Members

The Behavioural Standards for Council Members (Behavioural Standards) are established by the Minister for Local Government pursuant to section 75E of the *Local Government Act 1999* (the Act). These Behavioural Standards form part of the conduct management framework for council members under the Act.

Statement of Intent

Upon election, council members in South Australia undertake to faithfully and impartially fulfil the duties of office in the public interest, to the best of their judgment and abilities and in accordance with the Act. Council members are required to act with integrity, serve the overall public interest and provide community leadership and guidance.

The community expects council members to put personal differences aside, to focus on the work of the council and to engage with each other and council employees in a mature and professional manner.

Behavioural Standards

These Behavioural Standards set out minimum standards of behaviour that are expected of all council members in the performance of their official functions and duties. The Behavioural Standards are mandatory rules, with which council members must comply.

Adherence to the Behavioural Standards is essential to upholding the principles of good governance in councils.

Councils may adopt Behavioural Support Policies which, amongst other things, may include additional matters relating to behaviour that must be observed by council members. A breach of these Behavioural Standards or a council's Behavioural Support Policy:

- will be dealt with in accordance with the council's Behavioural Management Policy; and
- may be referred to the Behavioural Standards Panel in accordance with section 262Q of the Act.

Council members must comply with the provisions of these Behavioural Standards in carrying out their functions as public officials. It is the personal responsibility of Council members to ensure that they are familiar with, and comply with, these Standards at all times.

These Behavioural Standards are in addition to, and do not derogate from, other standards of conduct and behaviour that are expected of council members under the Act, or other legislative requirements. Conduct that constitutes, or is likely to constitute, a breach of the integrity provisions contained in the Act, maladministration, or which is criminal in nature, is dealt with through alternative mechanisms.

These Behavioural Standards are designed to ensure council members act in a manner consistent with community expectations and form the basis of behaviour management for council members.

Constructive and effective relationships between council members, council employees and the community are essential to building and maintaining community trust and successful governance in the local government sector.

Council members must:**1. General behaviour**

- 1.1 Show commitment and discharge duties conscientiously.
- 1.2 Act in a way that generates community trust and confidence in the Council.
- 1.3 Act in a manner that is consistent with the Council's role as a representative, informed and responsible decision maker, in the interests of its community.
- 1.4 Act in a reasonable, just, respectful and non-discriminatory way.
- 1.5 When making public comments, including comments to the media, on Council decisions and Council matters, show respect for others and clearly indicate their views are personal and are not those of the Council.

2. Responsibilities as a member of Council

- 2.1 Comply with all applicable Council policies, codes, procedures, guidelines and resolutions.
- 2.2 Take all reasonable steps to provide accurate information to the community and the Council.
- 2.3 Take all reasonable steps to ensure that the community and the Council are not knowingly misled.
- 2.4 Take all reasonable and appropriate steps to correct the public record in circumstances where the Member becomes aware that they have unintentionally misled the community or the Council.
- 2.5 Act in a manner consistent with their roles, as defined in section 59 of the Act.
- 2.6 In the case of the Principal Member of a Council, act in a manner consistent with their additional roles, as defined in section 58 of the Act.
- 2.7 Use the processes and resources of Council appropriately and in the public interest.

3. Relationship with fellow Council Members

- 3.1 Establish and maintain relationships of respect, trust, collaboration, and cooperation with all Council members.
- 3.2 Not bully other Council members.
- 3.3 Not sexually harass other Council members.

4. Relationship with Council employees

- 4.1 Establish and maintain relationships of respect, trust, collaboration, and cooperation with all Council employees.
- 4.2 Not bully Council employees.
- 4.3 Not sexually harass Council employees.

Definitions

For the purposes of these Behavioural Standards, a Council's Behavioural Support Policy (if adopted) and a Council's Behavioural Management Policy, the following definitions apply:

An elected member will be considered to **bully** other Council members or Council employees if:

the Council member either, as an individual Council member or as a member of a group:

- a) repeatedly behaves unreasonably towards another Council member, or employee; and
- b) the behaviour could reasonably be considered to be distressing, victimising, threatening or humiliating.

Note -

If this behaviour adversely affects the health and safety of another council member or council employee, it must be addressed under section 75G of the Act and may be referred to the Behavioural Standards Panel as ‘serious misbehaviour’ under sections 262E and 262Q of the Act.

An elected member will be considered to *sexually harass* other Council members or Council employees if:

the Council member either, as an individual Council member or as a member of a group:

- a) makes an unwelcome sexual advance, or an unwelcome request for sexual favours, to another Council member, or employee (the person harassed); or
- b) engages in other unwelcome conduct of a sexual nature in relation to the person harassed, in circumstances in which a reasonable person, having regard to all the circumstances, would have anticipated that the person harassed would be offended, humiliated, or intimidated.

Note -

If this behaviour adversely affects the health and safety of another council member or council employee, it must be addressed under section 75G of the Act and may be referred to the Behavioural Standards Panel as ‘serious misbehaviour’ under sections 262E and 262Q of the Act.

Conduct of a sexual nature includes making a statement of a sexual nature to a person, or in the presence of a person, whether the statement is made orally or in writing.

Council employees include volunteers, persons gaining work experience and contractors.

The following behaviour **does not** constitute a breach of these Standards:

- robust debate carried out in a **respectful** manner between Council Members; or
- A reasonable direction given by the Presiding Member at a council meeting, council committee meeting or other council-related meeting (such as a working group or an information or briefing session); or
- A reasonable direction carried out by the Council CEO/responsible person pursuant to section 75G of the Act in relation to the behaviour of a Council Member that poses a risk to the health or safety of a council employee.

Requirement applying to behavioural management policies of councils

Behavioural management policies of councils must provide for a Behavioural Standards Panel contact officer. Councils must appoint a person as the contact officer for matters referred to the Behavioural Standards Panel. The contact officer is responsible for the provision of information to and receipt of notice from the Behavioural Standards Panel.

Commencement

The Behavioural Standards come into operation on the day on which it is published in the Gazette.

Dated: 3 November 2022

HON GEOFF BROCK MP
Minister for Local Government

LOCAL GOVERNMENT ACT 1999
DETERMINATION UNDER SECTIONS 72A(2) AND 119A(2)
Register of Gifts and Benefits

For the purposes of sections 72A(2) and 119A(2) of the *Local Government Act 1999*, I, Geoffrey Graeme Brock, **Minister for Local Government** in the State of South Australia, hereby **DETERMINE** the amount of \$50.

This determination will come into operation on the day on which section 36 of the *Statutes Amendment (Local Government Review) Act 2021* comes into operation.

Dated: 3 November 2022

HON GEOFF BROCK MP
Minister for Local Government

LOCAL GOVERNMENT ACT 1999
SCHEDULE 3 CLAUSE 2(A1) OF THE LOCAL GOVERNMENT ACT 1999
REGULATION 9 OF THE LOCAL GOVERNMENT (GENERAL) REGULATIONS 2013

Determination of Form of Returns—Register of Interests for Members and Officers of a Council

I, Geoffrey Graeme Brock, **Minister for Local Government** in the State of South Australia, under Schedule 3 clause 2(a1) of the *Local Government Act 1999* (the Act) and Regulation 9 of the *Local Government (General) Regulations 2013* (the Regulations), hereby **DETERMINE**:

- the form of the return in Annexure 1 as the form for a primary return under section 65 of the Act;
- the form of the return in Annexure 2 as the form for an ordinary return under section 66 of the Act;
- the form of the return in Annexure 3 as the form for a primary return under regulation 9(5) of the Regulations;
- the form of the return in Annexure 4 as the form for an ordinary return under regulation 9(6) of the Regulations

Dated: 3 November 2022

HON GEOFF BROCK MP
Minister for Local Government

Attachment D

Review of Policies





NAME OF POLICY: Elected Member Behavioural Management Policy

POLICY MANUAL: Governance

1. Introduction

- 1.1. The City of Norwood Payneham & St Peters Council (the Council) is committed to acting as a representative, informed and responsible public authority. In meeting these requirements, it supports its Elected Members to uphold the values of honesty, integrity, accountability and transparency, for the purposes of fostering community confidence and trust in the Council and Local Government more generally.
- 1.2. This Behavioural Management Policy (the Policy) sets out the process for receiving and managing alleged breaches by an Elected Member of the Behavioural Standards for Council Members (the Behavioural Standards). The Behavioural Standards are attached as Appendix 1.
- 1.3. The Behavioural Standards set out the minimum standards of behaviour that are expected of all Elected Members in the performance of their official functions and duties. The Behavioural Standards are mandatory rules which all Elected Members must comply with.

2. Purpose

- 2.1. This Policy applies to all Elected Members of the Council. It has been prepared and adopted pursuant to Section 262B of the *Local Government Act 1999* (the Act).
- 2.2. The Council recognises its responsibilities to not only support persons who make a complaint, but also to an Elected Member who is the subject of the complaint.
- 2.3. This Policy:
 - 2.3.1. Recognises that any person may make a complaint about an Elected Member and that any complaint will remain an allegation only unless found proved following an impartial investigation process.
 - 2.3.2. Sets out the process to be followed where there has been an alleged breach of the Behavioural Standards (a complaint).
 - 2.3.3. Sets out the criteria that will be applied in the receipt and assessment of a complaint.
 - 2.3.4. Specifies the manner in which the Elected Member the subject of the complaint and the Complainant, will be notified of the receipt, progress and the action taken in respect of a complaint.

3. Definitions

Behavioural Standards for Council Members - The Behavioural Standards established by the Minister for Local Government, as published in the SA Government Gazette, specifying standards of behaviour to be observed by all Elected Members of Councils.¹

Behavioural Standards Panel – Is an independent statutory body established pursuant to Section 262F of the Act which deals with complaints about the behaviour of Elected Members that cannot be resolved at the Council level, particularly 'repeated' and 'serious' misbehaviour.²

Censure motion – A proposition of disapproval of or dissatisfaction with conduct/behaviours for debate by the Council and determined by a majority vote;

Frivolous complaint - A complaint where the matter lacks substance or merit, is of little weight or importance, and/or lacking in seriousness. A frivolous complaint may be one that:

- is trivial in nature; or
- has no serious purpose or value; or
- is sufficiently meritless that further action would be a waste of time or cost; or
- the extent of the complaint is out of proportion to the significance of the matter.

Health and Safety Duties – As defined in Section 75G of the Act, an Elected Members must:

- (a) Take reasonable care that their acts or omissions do not adversely affect the health and safety of other Elected Members or employees of the Council.
- (b) Comply , so far as is reasonably able, with any reasonable direction that is given by a responsible person for the purposes of ensuring that the Elected Member's acts or omissions do not adversely affect the health and safety of other Elected Members or employees of the Council.

Independent reviewer - A person engaged by the person responsible for managing the complaint on behalf of the Council to undertake a formal investigation of a complaint and to prepare and provide a report for consideration.

Misbehaviour - Is defined in Section 262E of the Act as:

- (a) A failure by an Elected Member to comply with a requirement of the Council under Section 262C(1) (being the imposition of a sanction by the Council on a finding of breach of the *Behavioural Standards* or any Council behavioural support policies); or
- (b) A failure by an Elected Member to comply with a provision of, or a requirement under, the Council's *Behavioural Management Policy*; or
- (c) A failure by an Elected Member to comply with an agreement reached following mediation, conciliation, arbitration or other dispute or conflict resolution conducted in relation to a complaint under Division 1 (Sections 262A-262D) of the Act.

Person responsible for managing the complaint - Means the General Manager, Governance & Civic Affairs (or their delegate) appointed by the Council to perform the function. In the event the General Manager, Governance & Civic Affairs is unable to perform this role for any reason, then the Chief Executive Officer, in consultation with the Mayor, will appoint a suitably qualified person to undertake the role, which may include an external Consultant.

Where considered necessary (and as authorised by the Chief Executive Officer), the person responsible for managing the complaint may engage the assistance of Consultants and/or support persons in the assessment, investigation and resolution of complaints.

¹ Local Government Act 1999, Section 75E

² Refer to the [Behavioural Standards Panel website](#) for additional information.

Responsible person – As distinct from the Person responsible for managing the complaint under this Policy, the Responsible Person is a legislatively defined term in Section 75G(2) of the Act and is either the Chief Executive Officer, an Elected Member chosen by the Council or the Mayor dependent on the person whose health and safety may be adversely affected. The Responsible person has legislated responsibilities regarding giving reasonable direction(s) to an Elected Member.³

Repeated misbehaviour - Is defined in Section 262E of the Act as a second or subsequent failure by a member to comply with Chapter 5 (Members of council) Part 4 (Member integrity and behaviour) Division 2 (Member behaviour) of the Act, which covers the *Behavioural Standards* and any Council behavioural support policies.

Serious misbehaviour - Is defined in Section 262E of the Act as a failure by an Elected Member to comply with section 75G of the Act (being the health and safety duties of Elected Members).

Subject Elected Member – The Elected Member about whom the complainant has made a complaint.

Trivial complaint - Means a complaint where the matter is of little or no importance and/or insignificant, where the person responsible for managing the complaint considers it unreasonable to dedicate resources to investigate the matter.

Vexatious complaint - Includes a complaint where the matter raised is without reasonable grounds or raised for the predominate purpose of causing annoyance, delay or detriment and/or to achieve any other wrongful purpose. A complaint may be regarded as vexatious if it:

- continues to pursue a complaint that has already been addressed without providing any new information that warrants further action; or
- fails to provide additional information which would be likely to be available, relevant to and supportive of, the issues raised in the complaint; or
- comprises or includes lies or provides misleading information to the person responsible for managing the complaint.

4. Principles

- 4.1. Nothing in this Policy prevents an Elected Member seeking to resolve any dispute and/or complaint in a proactive and positive manner, without the need for a complaint to be lodged under this Policy.
- 4.2. In the event of a dispute between Elected Members, in accordance with their obligations under Section 59 of the Act, it is expected that they will, at least in the first instance, attempt to resolve their differences in a mutually acceptable manner.
- 4.3. This Policy deals with matters where conduct is alleged to have been inconsistent with/contrary to the Behavioural Standards, rather than circumstances where an Elected Member may have a difference of opinion or be in dispute with another person or persons.
- 4.4. Complaints under this Policy are to be received and managed with little formality and technicality and as efficiently as the circumstances of the matter allow, while ensuring that procedural fairness is afforded as required.
- 4.5. Where considered necessary, and as authorised by the Chief Executive Officer, the person responsible for managing a complaint may engage the assistance of consultants and/or support persons in the assessment, investigation and resolution of complaints.
- 4.6. In any aspect of the procedures identified in this Policy, where a decision may be made that might adversely affect a person, the rules of natural justice/principles of procedural fairness will operate to ensure that the person is given reasonable opportunity to present information

³ Local Government Act, Sections 75G(3)-(5)

and that their rights to be heard and to be treated without bias and decisions made based on relevant evidence, supported by reasons, are observed.

Accordingly, natural justice/procedural fairness will in all circumstances be afforded to the Subject Elected Member and to other persons as required, according to the circumstances and impact of the decision under consideration.

5. Confidentiality

- 5.1. Complaints will be managed on a confidential basis unless and until required to be reported to the Council in a public meeting under this Policy (if at all) or until the matter is otherwise lawfully made public or disclosed.
- 5.2. Whilst the matter is confidential, access to information relating to complaints and information about complaints, will be limited to the parties to the complaint and to any persons with a responsibility for the complaint handling process (including consultants and/or support persons as per Clause 4.5 of this Policy). All persons will be expressly notified by the person responsible for managing the complaint of the confidential nature of the process and the expectations of confidentiality.
- 5.3. A person who has access to information about a complaint (including the complainant and the Subject Elected Member) must not directly or indirectly, disclose to any person (including to another Elected Member) that information except:
 - 5.3.1. for the purpose of dealing with the complaint;
 - 5.3.2. where required by law;
 - 5.3.3. for the purpose of obtaining legal advice or legal representation or medical or psychological assistance or assistance from a counsellor;
 - 5.3.4. where the disclosure is made to a person investigating the complaint or mediator/conciliator engaged under this Policy; and/or
 - 5.3.5. where the information has been (lawfully) made public in accordance with the Policy.
- 5.4. Where another Elected Member breaches the confidentiality obligations identified in this Policy, that breach may give rise to a breach of the Elected Member Integrity obligations under the Act and will be reported by the person responsible for managing the complaint to the Ombudsman for consideration.⁴
- 5.5. Where the complainant is a member of the public who breaches the confidentiality obligations identified in this Policy, that will be a matter to be considered by the person responsible for managing the complaint, in determining whether the complaint is to be further progressed. Where it is determined that the disclosure has resulted in an unfair detriment to the Subject Elected Member, including a denial of procedural fairness, the matter may be dismissed, without further investigation.
- 5.6. A complainant may request that their identity be kept confidential from the Subject Elected Member. The person responsible for managing the complaint will consider such requests, having regard to any relevant legal requirements.

6. Complaint Management Process

- 6.1. A complaint must be made within three (3) months of the actions and behaviour that are said to be inconsistent with or a breach of the *Behavioural Standards*. This is on the basis that it is desirable (procedurally fair) to address alleged breaches of the *Behavioural Standards* in a timely manner.

⁴ The Elected Member Integrity provisions are within Chapter 5 (Members of Council), Part 4 (Member Integrity and Behaviour), Division 1 (Member Integrity) of the *Local Government Act*. Section 263A of the Act relates to the Ombudsman's investigation of alleged breaches of these Integrity provisions.

- 6.2. In the absolute discretion of the person responsible for managing the complaint, a complaint made after three (3) months of the actions said to be inconsistent with or in breach the Behavioural Standards, will be received and assessed only where an extension of time is in the public interest and warranted in the circumstances of the matter and where there is no manifest prejudice to the Subject Elected Member.
- 6.3. There are three (3) stages in the receipt, assessment and management of a complaint under this Policy:
- 6.3.1. **Informal Action** - Where the matter can be resolved between the parties without any Formal Action.
- 6.3.2. **Formal Action** - Where the matter cannot be resolved using Informal Action, or it is not appropriate to do so, meaning that formal process is required.
- 6.3.3. **Referral to the Behavioural Standards Panel** - The circumstance under which the Council, the Mayor, at least three (3) Members of the Council or a responsible person in accordance with Section 75G(5) will make the referral.⁵
- 6.4. A complaint made under this Policy must:
- 6.4.1. Be in writing, noting that a complaint will not be unreasonably refused if it is made verbally including by telephone where evidence is provided to support a complaint under this Policy.
- 6.4.2. Provide the name of the Elected Member who has allegedly breached the Behavioural Standards or Behavioural Support Policy, the name and contact details of the complainant, the name and contact details of the person submitting the complaint (if submitted on behalf of the complainant) and the name and contact details of any witnesses or other persons able to provide information about the complaint.
- 6.4.3. Be specific, including identifying the *Behavioural Standards* or *Behavioural Support Policy* Clause said to have been breached.
- 6.4.4. Provide supporting evidence to assist any investigation, including the grounds and circumstances of the complaint, as well as any actions taken to try to resolve the complaint.
- 6.4.5. Identify the outcome sought.
- 6.4.6. Be delivered to the General Manager, Governance & Civic Affairs. If the complaint is provided to the Chief Executive Officer or Mayor it will be forwarded to the General Manager, Governance & Civic Affairs (or their delegate).
- 6.5. Receipt of a Complaint
- 6.5.1. The General Manager, Governance & Civic Affairs (or their delegate) will acknowledge receipt of any complaint within two (2) business days, or as soon as reasonably practicable.
- 6.5.2. A copy of this Policy will be provided to the person who has made the complaint.
- 6.5.3. A complainant may withdraw their complaint at any stage, in which case, the matter will not be further progressed from that point unless the complaint has progressed to Formal Action, in which case, it will be for the person / body responsible for managing the complaint at that time to determine whether the complaint may be withdrawn.

⁵ Local Government Act, Section 262Q

7. Informal Action

- 7.1. On receipt and consideration of any complaint, informal resolution is encouraged.
- 7.2. This may include the complainant, after consultation with the person responsible for managing the complaint, raising the matter directly with the Elected Member concerned on an informal basis.
- 7.3. If the person responsible for managing the complaint considers that access to resources to support the parties to facilitate early resolution of the matter should be provided, including after considering any such request that may be made by an Elected Member, they will facilitate such access.
- 7.4. Records of the actions taken in informally resolving or trying to informally resolve the complaint, including the details of any agreed actions (if any) are to be kept.
- 7.5. Any records made under the informal action process may be relied on in the formal action process.

8. Formal Action

- 8.1. If the matter cannot be resolved through an Informal Action process, the matter will be considered under the Formal Action provisions of this Clause which includes an Initial Assessment and, if necessary, Formal Consideration.
- 8.2. The person responsible for managing the complaint will undertake an Initial Assessment of the complaint to determine whether it relates to behaviour that falls under the Behavioural Standards and the conduct complained of occurred in the context of the Elected Member carrying out their official functions and duties of office.
- 8.3. An Initial Assessment is not an investigation and findings will not be made about the merits of the complaint.
- 8.4. In undertaking the Initial Assessment, the person responsible for managing the complaint will have regard to the following matters:
 - 8.4.1. the person making the complaint (or on whose behalf the complaint has been made) has a sufficient interest in the matter;
 - 8.4.2. whether it could be said that the complaint is trivial, frivolous or vexatious or not made in good faith;
 - 8.4.3. if the complaint has been lodged with another authority;
 - 8.4.4. if the subject matter of the complaint has been, or is already being, investigated by the Council or another body.
 - 8.4.5. if it is unnecessary or unjustifiable for the Council to deal with the complaint; and/or
 - 8.4.6. if the Council has already dealt with the complaint.
- 8.5. The person responsible for managing the complaint will also give consideration as to whether the Council has obligations to report the matter to the Local Government Association Mutual Liability Scheme or to the Local Government Association Workers Compensation Scheme.
- 8.6. If the person responsible for managing the complaint considers that the matter warrants further consideration, the Subject Elected Member must be advised that a complaint has been received and is subject to an Initial Assessment in accordance with this Policy.
- 8.7. The Subject Elected Member must be provided with a summary of the allegations, with sufficient detail, to understand the nature of them and to enable a preliminary response from him/her within a reasonably timeframe, being not more than ten (10) business days.

- 8.8. The person responsible for managing the complaint may, at their discretion, allow a longer period of time for a response to be provided, but must provide reasons for extending the timeframe to respond.
- 8.9. The person responsible for managing the complaint will determine what action is to result from the Initial Assessment. This includes proceeding to Formal Consideration under the Policy, unless there are grounds that support one of the following actions, pursuant to Section 262B(2)(b), being taken:
 - 8.9.1. refuse to deal with the complaint;
 - 8.9.2. determine to take no further action;
 - 8.9.3. refer to an alternative resolution mechanism or to propose training for relevant parties, for example, mediation or conciliation; or
 - 8.9.4. referral of the matter to another body or agency, for example, the Ombudsman, the Independent Commission Against Corruption or, in accordance with section 262Q of the Act, to the Behavioural Standards Panel.
- 8.10. The outcome of the Initial Assessment will be advised to the complainant and to the Subject Elected Member.

9. Determining to not take Further Action

- 9.1. Where the person responsible for managing the complaint decides to not proceed to Formal Consideration of the matter:
 - 9.1.1. the complainant must be provided with written reasons for this decision;
 - 9.1.2. the Subject Elected Member must be provided with a summary of the complaint and the reasons for not proceeding; and
 - 9.1.3. records must be kept by the Council about the decision to not proceed.

10. Decision to refer to Alternative Dispute Resolution

- 10.1. The person responsible for managing the complaint may decide that the complaint could be appropriately dealt with by way of an alternative dispute resolution process, such as facilitated discussion, mediation, arbitration, conflict resolution or training.
- 10.2. The person responsible for managing the complaint should discuss the use of a proposed alternative resolution mechanism with the complainant and the Subject Elected Member to determine whether both support this approach. If either party rejects this approach that is the end of this consideration.
- 10.3. If the parties agree to this approach, the person responsible for managing the complaint will take steps to facilitate access to appropriate internal or external support for parties to the complaint.
- 10.4. In the event that the person responsible for managing the complaint determines it is appropriate for the matter to be referred to an alternative dispute resolution processes, and the complainant refuses to do so, this will be relevant in determining whether the complaint is to be progressed under the Policy to formal consideration and, if consent is unreasonably withheld, that may result in the complaint being dismissed.

11. Formal Consideration

- 11.1. Where the person responsible for managing the complaint decides to proceed to formal consideration, the Subject Elected Member will be provided with:
 - 11.1.1. confirmation of the decision to proceed;
 - 11.1.2. a copy of this Policy;
 - 11.1.3. the contact details of the person responsible for managing the complaint; and
 - 11.1.4. either:
 - 11.1.4.1. a copy of the complaint in full, only where the complainant has not requested that their identity be kept confidential; or
 - 11.1.4.2. a summary document setting out the specific provision(s) of the Behavioural Standards alleged to have been breached and the circumstances where this breach is alleged to have occurred (while noting the confidentiality requirements).
- 11.2. The person responsible for managing the complaint may, in the first instance, determine that they are the appropriate person to formally consider and determine the complaint. Alternatively, the person responsible for managing the complaint may determine to engage a third party to investigate and make recommendations on the complaint, for example an investigator or an external service provider with skills relevant to the matter, who will investigate the complaint and report and make recommendations to the person responsible for managing the complaint.
- 11.3. If necessary, the Chief Executive Officer (or delegate) will facilitate the engagement of an appropriate service provider in this instance.
- 11.4. It is the expectation of the Council that both the complainant and the Subject Elected Member will cooperate with any investigation process and will participate in the process, including any meetings, in a timely manner:
 - 11.4.1. Failure by the Subject Elected Member to comply with this requirement may be considered in relation to any actions under Section 262B(2)(e) of the Act and may constitute grounds for referral of the matter to the Behavioural Standards Panel (misbehaviour).
 - 11.4.2. Failure by the complainant to comply with this requirement may be relevant in determining whether the complaint is to be further progressed under the Policy and, if such lack of cooperation is unreasonable, it may result in the complaint being dismissed.
- 11.5. During the formal consideration of a matter, appropriate records will be kept by the person responsible for managing the complaint and, subsequently, retained by the Council.

12. Report

- 12.1. The person responsible for managing the complaint (which, for these purposes, extends to any third party engaged) will prepare a draft report setting out:
 - 12.1.1. the allegations made in the complaint;
 - 12.1.2. a summary of the evidence to which the investigation had regard;
 - 12.1.3. the preliminary findings; and
 - 12.1.4. the foreshadowed recommendations.
- 12.2. A copy of the draft report will be provided to the parties to the complaint who will be given a reasonable opportunity, being no more than ten (10) business days, to make any submission in relation to the draft report.
- 12.3. The person responsible for managing the complaint (or the third party engaged) may grant an extension of time to either or both parties to provide submissions on the draft report, if the circumstances of the matter requires this, but will provide reason(s) for doing so.
- 12.4. The person responsible for managing the complaint (including any third party engaged) will have regard to any submissions received in preparing the final report on the Formal Consideration.

13. Outcome – No Breach

- 13.1. Where the finding is that a breach of the *Behavioural Standards* has not occurred, a final report will be prepared by the person responsible for managing the complaint (including any third party engaged) and this will be provided to the complainant and to the Subject Elected Member.
- 13.2. The complaint will remain confidential in accordance with the requirements of this Policy, except at the request of the Subject Elected Member. If such a request is made, a copy of the final report will be included in the public Agenda for the next practicable Council meeting, with the name of the complainant redacted, if required.
- 13.3. If a request is not received, no further action will be taken, and the matter will be taken to be concluded.

14. Outcome Breach

- 14.1. Where the finding is that a breach of the *Behavioural Standards* has occurred, the person responsible for managing the complaint will contact the complainant and the Subject Elected Member, to determine if an agreed resolution can be reached.
- 14.2. Any agreement reached will be documented, including (but not limited to) matters such as:
 - 14.2.1. actions to be undertaken;
 - 14.2.2. timeframes for completion;
 - 14.2.3. outcomes if the actions are not completed;
 - 14.2.4. confirmation that the matter is considered resolved; and/or
 - 14.2.5. any commitment by parties to abide the agreement.
- 14.3. A copy of any such agreement will be retained by each party and in Council records.
- 14.4. The complaint will remain confidential in accordance with the requirements of this Policy except at the request of the Subject Elected Member. If such a request is made, a copy of the final report will be included in the public Agenda for the next practicable Council meeting with the name of the complainant redacted, if required.

15. Formal Sanctions

- 15.1. Where the parties to the complaint fail to reach agreement about the resolution of the matter, a report will be included on the public Agenda for the next practicable Council meeting, for the Council to consider and determine the matter whilst the meeting is open to the public.
- 15.2. For the avoidance of doubt, this is not to be considered to amount to a requirement that a copy of the final report as prepared on the investigation to be included in the Agenda. It can include a report with sufficient details and information to enable the Council to make an informed, transparent, accountable decision on the matter with regard to process, merits and outcomes.
- 15.3. Consideration must be given as to whether the complainant's name is required to be redacted from any report to a public Council meeting.
- 15.4. The Council will determine what, if any, actions are to be taken on the findings and recommendations having regard to those set out in the Behavioural Standards which, in accordance with Section 262C(1) of the Act, may include:
 - 15.4.1. no further action;
 - 15.4.2. a censure motion;
 - 15.4.3. a requirement to issue a private or public apology (in a manner determined by the Council), to be made within the next two (2) Council meetings;
 - 15.4.4. a requirement to undertake training; and/or
 - 15.4.5. the removal or suspension from one or more offices held as an Elected Member of the Council or by virtue of being an Elected Member of the Council, other than the office of Elected Member of the Council.
- 15.5. Where the Council determines not to take any further action, the complainant will be advised of this decision, with supporting reasons.
- 15.6. A failure to comply with a sanction imposed by the Council under Section 262C(1) of the Act is misbehaviour and may result in a referral to the Behavioural Standards Panel.⁶

16. Referral to the Behavioural Standards Panel (the Panel)

- 16.1. In accordance with Section 262Q of the Act, a complaint alleging *misbehaviour*, *repeated misbehaviour* or *serious misbehaviour* may be made to the Panel. Refer to legislated Definitions of each of these in this Policy.⁷
- 16.2. A complaint alleging *misbehaviour*, *repeated misbehaviour* or *serious misbehaviour* by an Elected Member may be referred to the Panel by any of the following acting on advice:
 - 16.2.1. resolution of the Council; or
 - 16.2.2. the Mayor; or
 - 16.2.3. at least three Elected Members of the Council.

⁶ Local Government Act, Section 262E and 262Q

⁷ Refer to the [Behavioural Standards Panel – Guidance Paper – Types of Behavioural Matters that may be referred to the Panel](#) for further information available from the [Behavioural Standards website](#).

16.3. If a reasonable direction is given by a Responsible Person pursuant to Section 75G(1)(b) of the Act (under the Health and Safety Duties for Elected Members) that an Elected Member not attend a meeting of the Council⁸, the Responsible Person who gave that direction must ensure the matter is referred to the Panel.⁹

16.4. In addition, if an Elected Member is reasonably able to comply with any reasonable direction made under Section 75G of the Act but does not comply, this constitutes serious misbehaviour within the meaning of Section 262E of the Act. A complaint may then be referred to the Panel in accordance with Section 262Q of the Act and the Practice Directions of the Panel.¹⁰

17. Relevant Legislation

Independent Commission Against Corruption Act 2012

Local Government Act 1999

Ombudsman Act 1972

Public Interest Disclosure Act 2018

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's General Manager, Governance & Civic Affairs, telephone 8366 4549.

ADOPTION OF THE POLICY

This Policy was adopted by Council on XXX.....

TO BE REVIEWED

In accordance with Section 262B(7) of the *Local Government Act 1999*, this Policy must be reviewed within 12 months after the conclusion of each Local Government Election. The next Local Government Elections will conclude in November 2026.

⁸ *Local Government Act*, Section 75G(3) and (4)

⁹ *Local Government Act*, Section 75G(5)

¹⁰ Refer to [Behavioural Standards Panel – Practice direction 1: lodgement of complaint](#) available from the [Behavioural Standards Panel website](#).

Section 2 – Corporate & Finance
Reports

11.5 REVIEW OF FINANCIAL CONTROLS – AUDIT OPINION BY COUNCIL’S AUDITOR

REPORT AUTHOR: Chief Financial Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4585
FILE REFERENCE:
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to advise the Council of the *Review of Financial Controls* that has been undertaken by the Council's Auditors, Galpins.

BACKGROUND

Pursuant to Section 129 of the *Local Government Act 1999* (the Act), in addition to providing an opinion on a Council's Financial Statements, the Council's Auditor must provide the Council with an audit opinion regarding its internal controls.

In respect to the internal controls, pursuant to Section 125 of the Act, a Council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner, to achieve its objectives, to ensure adherence to management policies, to safeguard the Council's assets and to secure (as far as possible) the accuracy and reliability of Council records.

It should be noted that the audit opinion is restricted to financial controls as set out in Section 129 of the Act and relate to the internal controls that have been exercised by the Council during the 2023-2024 financial year in respect to the receipt, expenditure, investment of money, the acquisition and disposal of property and incurring of liabilities.

A copy of the report titled *Financial Controls Review* which has been prepared by the Council's Auditor, Galpins, is contained in **Attachment A**.

The *Financial Controls Review* report was presented to the Audit & Risk Committee at its meeting held on 19 August 2024.

Following consideration of the *Financial Controls Review report*, the Committee resolved the following:

1. *That the 2023-2024 Interim Management Letter from the Council's External Auditor, Galpins, titled Financial Controls Review be received and noted.*
2. *That the Financial Controls Review be recommended to the Council for endorsement.*
3. *That staff be congratulated on their work on reviewing and addressing the issues that were raised in the 2022-2023 Financial Controls Review Report.*

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Appropriate financial controls are fundamental to an organisation’s financial governance framework. Undertaking the review has provided an assessment of the current process in place in respect to financial controls and recommendations to address the weaknesses that have been identified.

CONSULTATION

- **Elected Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
Not Applicable.
- **Other Agencies**
Not Applicable.

DISCUSSION

As part of the interim audit which has been undertaken, the Council’s Auditor, Galpins, has performed a review of procedures and processes to gain an understanding of the Council’s internal controls, as these relate to the financial statements and performed tests on the design and effectiveness of the controls.

The Council’s Auditor, Galpins, has reviewed and tested 100 internal controls in which it has been identified that 95 are operating effectively, no weaknesses were identified as a High Risk and 5 represent a Moderate or Low Risk Weakness. A summary of the results is provided in Table 1 below.

TABLE 1 – FINANCIAL CONTROLS REVIEW SUMMARY

Business cycles	Controls Reviewed	Operating Effectively	Operating Effectively	2024 Findings			
		2024	2023	H	M	L	BP
General Ledger	11	11	8	-	-	-	-
Fixed Assets	16	13	13	-	2	1	-
Purchasing & Procurement/Contracting	10	9	7	-	1	-	-
Accounts Payable (AP)	13	13	12	-	-	-	-
Rates / Rates Rebates	10	10	8	-	-	-	-
Banking	5	5	4	-	-	-	-
Accounts Receivable (AR)	6	6	5	-	-	-	-
Credit Cards	5	4	1	-	-	1	-
Payroll	19	19	19	-	-	-	-
Receipting	5	5	5	-	-	-	-
Total	100	95	82	-	3	2	-

As outlined in the *Financial Controls Review* report contained in the **Attachment A**, a total of 5 recommendations were identified as areas requiring improvement and corrective actions. Staff have reviewed the report and agree with the recommendations as set out in the report and are currently in the process of implementing the recommendations.

1. Moderate Findings

- Roads, linear park, off road car parks and traffic control assets require updated condition assessment
 - *Management response: The Condition Assessment works for transport related assets was completed as at the end of June 2024.*
- Buildings, civil infrastructure, stormwater and recreation and open space assets requiring updated Asset Management Plans.
 - *Management response: The review and finalisation of the Asset Management Plans is underway and is scheduled to be presented to the Council for endorsement for the purpose of undertaking community consultation at the September Council meeting.*
- Inconsistencies in the Procurement Policy Guidelines document and opportunities to improve its contents.
 - *Management response: The Procurement Policy has been reviewed and presented to the Audit & Risk Committee. The reviewed Policy includes updated processes to address inconsistencies and provide clear direction in respect to procurement.*

2. Low Findings

- Assets included in Conquest are not directly linked to the GIS system.
 - *Management response: The process associated with including assets in the Conquest Process is being investigated.*
- Two instances of credit card statements not being reviewed by an independent staff member.
 - *Management response: The process for approving credit card statements has been updated and includes an additional level of approval by an independent staff member.*

The audit has concluded that there is a high likelihood of issuing an unmodified controls opinion at the end of the financial year. This will depend on the Council demonstrating continued progress towards addressing identified control weaknesses, ensuring that the existing core controls in place continue to operate effectively and that the annual internal control activities are performed at year end.

OPTIONS

Not Applicable.

CONCLUSION

Nil

COMMENTS

Nil

RECOMMENDATION

1. That the *Financial Controls Review* prepared by Galpins and the 2023-2024 Interim Management Letter, as contained in Attachment A, be received and noted.
2. That the Council notes that the implementation of the recommendations contained in the *Financial Controls Review* and Interim Management Letter are being progressed in accordance with the recommendations.

Attachments – Item 11.5

Attachment A

Review of Financial Controls Audit Opinion by Council's Auditor



Galpins

Accountants, Auditors & Business Consultants

Financial Controls Review

City of Norwood Payneham & St Peters

2023/24 Interim Management Letter



City of
Norwood
Payneham
& St Peters

Mount Gambier

233 Commercial Street West
PO Box 246, Mount Gambier SA 5290
DX 29044
P: (08) 8725 3068
F: (08) 8724 9553
E: admin@galpins.com.au

Stirling

Unit 4, 3-5 Mount Barker Road
PO Box 727, Stirling SA 5152
P: (08) 8339 1255
F: (08) 8339 1266
E: stirling@galpins.com.au

Norwood

3 Kensington Road, Norwood SA 5067
PO Box 4067, Norwood South SA 5067
P: (08) 8332 3433
F: (08) 8332 3466
E: norwood@galpins.com.au

www.galpins.com.au

Table of Contents

- 1. EXECUTIVE SUMMARY 3
- 1.1 Background 3
- 1.2 Objectives and scope 3
- 1.3 Category of findings..... 5
- 1.4 Overall review of the Council’s internal controls 6
- 1.5 Long-term financial sustainability 6
- 1.6. Summary of findings and recommendations..... 7
- 2. DETAILED AUDIT FINDINGS 8
- 2.1 FIXED ASSETS 8
- 2.2 PURCHASE AND PROCUREMENT/CONTRACTING..... 11
- 2.3 CREDIT CARDS 14
- 3. LONG-TERM FINANCIAL SUSTAINABILITY CONSIDERATIONS..... 15
- APPENDIX 1 – CRITICAL INTERNAL FINANCIAL CONTROLS 17

1. EXECUTIVE SUMMARY

1.1 Background

During our interim audit we perform procedures to gain an understanding of the internal controls in place relevant to the financial statements and perform tests of design and effectiveness for these controls. Based on the results of the control testing, we then assess the audit risks to define the extent and nature of our substantive procedures (e.g. inspection of documents, recalculation, reconciliation, etc) for our final visit.

In addition to an opinion on the financial statements, section 129 of the Local Government Act 1999 requires auditors to provide an opinion regarding internal controls of councils. This opinion focuses on Council's obligations under s125 of the Local Government Act 1999:

"A council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard the council's assets, and to secure (as far as possible) the accuracy and reliability of council records."

The audit opinion is restricted per s129 of the Act to the application of s125 as it relates to financial internal controls, specifically the controls exercised by the Council during the relevant financial year in relation to the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities.

In order to assist the Council in addressing the requirements of s129, we have reviewed a prioritised list of controls from the better practice model based on our initial audit risk assessment. Further details about our scope can be found in item 1.2 of this report.

1.2 Objectives and scope

The objectives of our interim audit were to:

- understand Council's business, business cycles and processes relevant to the financial statements
- understand the internal controls in place for the areas we consider critical for the audit of the financial statements
- design internal controls tests for the internal controls identified
- perform the internal controls tests to determine the final risks of material misstatements in the financial statements to be addressed in our final audit
- review a prioritised list of internal financial controls we consider critical for the purpose of issuing a controls opinion.

The scope of our audit included a review of internal controls we consider key controls to be in place for the purpose of addressing the requirements of s129.

These key internal controls consist of a prioritised list of controls from the better practice model. This list was defined based on our risk assessment to determine the key business cycles, and key risks within these business cycles, that we understand should be the focus of the Council's control self-assessment.

The identification of key core controls and key business risks included the following risk assessment procedures:

Risk review – A review of Council's inherent risk assessment for internal financial controls.

Financial statement review – A high level financial statement review performed to identify key accounts and transaction streams.

Internal / external audit results review – The findings and recommendations of internal / external financial audits are reviewed to identify known areas of weakness, and areas known to be attracting audit attention.

The key core controls for the following key business cycles have been identified as critical for the purpose of issuing a controls opinion this financial year:

- General Ledger
- Fixed Assets
- Purchasing and Procurement/Contracting
- Accounts Payable (AP)
- Rates / Rates Rebates
- Banking
- Accounts Receivable (AR)
- Credit Cards
- Payroll
- Receipting

We have included a list of key controls identified by the audit for these business cycles as an appendix to this report (see Appendix 1). This list does not represent a complete population of internal controls that the Council should have in place. There is an expectation that controls not in this list will still exist and be operating effectively within Council.

The list of controls is only intended to be a guide for Council to prioritise its resourcing in readiness for the audit opinion, and for the ongoing monitoring of internal controls i.e. it is a risk based listing of controls which may be desirable for Council to include in its ongoing monitoring program for internal financial controls.

The list should not be considered a minimum standard – rather, it is a starting reference point for Council to consider. It is expected that Council will have performed a risk assessment of financial risks, and given consideration to the need to monitor controls that address High / Extreme risks that may not be included in this listing.

1.3 Category of findings

In order to assist the Council in establishing the overall level of control effectiveness and prioritising areas for attention, we have provided an overall assessment of the business cycles for which we have identified performance improvements opportunities (this report is prepared on an exception basis).

We assessed each business cycle using our risk assessment which was focused on the risk of finding material weaknesses which could lead to a modified controls opinion in the 2023/24 financial year. An overall assessment of the risk of a potential modified audit opinion per business cycle is provided in item 1.5 of this report.

Detailed findings including the controls tested as per the Better Practice Model, findings and recommendations are provided in section 2 of this report. The individual findings are also rated to assist the Council in prioritising corrective actions.

The overall assessment of the risk of non-compliance with s125 of the Local Government Act 1999 and the related findings and recommendations were rated as follows:

Category	Description
High Risk Weaknesses	The issue described could lead to a material weakness in the Council's internal controls and non-compliance with s125 of the Local Government Act.
Moderate Weaknesses	The issue described does not represent a material weakness due to the existence of compensating controls. However, the failure of the compensating controls or the existence of any other moderate weakness within the same business cycle may lead to a material weakness in the Council's internal controls and non-compliance with s125 of the Local Government Act.
Low Risk Weaknesses	The issue described is a low risk weakness due to the existence of compensating controls and/or the failure or absence of the internal controls does not impact significantly on the Council's financial risk. However, multiple low-level risk weakness within the same business cycle may lead to a material weakness in the Council's internal controls and non-compliance with s125 of the Local Government Act.
Better Practice Weaknesses	The issue described has been included in this report as an opportunity for better practice.

The Council should also perform its own assessment of priority based not only on audit risks, but also other risks management considers relevant such as non-compliance with pertinent legislations and regulations, and reputational risks.

1.4 Overall review of the Council's internal controls

During our interim visit we found that many key internal controls reviewed were in place and were operating effectively (95 out of 100 core controls reviewed). A summary of the results of our review is provided in the table below:

Business cycles	Controls Reviewed	Operating Effectively	Operating Effectively	2024 Findings			
		2024	2023	H	M	L	BP
General Ledger	11	11	8	-	-	-	-
Fixed Assets	16	13	13	-	2	1	-
Purchasing & Procurement/Contracting	10	9	7	-	1	-	-
Accounts Payable (AP)	13	13	12	-	-	-	-
Rates / Rates Rebates	10	10	8	-	-	-	-
Banking	5	5	4	-	-	-	-
Accounts Receivable (AR)	6	6	5	-	-	-	-
Credit Cards	5	4	1	-	-	1	-
Payroll	19	19	19	-	-	-	-
Receipting	5	5	5	-	-	-	-
Total	100	95	82	-	3	2	-

We recommend that Council prioritises the moderate risk finding, as failure in compensating controls addressing the same risk or existence of multiple moderate weakness within the same business cycle may lead to a material weakness and non-compliance with s125 of the Local Government Act.

Audit have concluded that there is a high likelihood of issuing an unmodified controls opinion at the end of the financial year. This will depend on the Council demonstrating continued progress towards addressing identified control weaknesses, ensuring that the existing core controls in place continue to operate effectively and that the annual internal control activities are performed at year end.

1.5 Long-term financial sustainability

At its meeting on Thursday, March 7, 2024, the Council's Audit & Risk Committee received and noted the updated key financial performance indicators as outlined in the draft Long Term Financial Plan 2024-2034 (LTFP). The key performance financial indicators indicates that Council is projected to present net financial liability ratios of 145.67% in 2025/26 and 146.6% in 2026/27.

Whilst this matter does not represent a risk of non-compliance with Section 125 of the Local Government Act for our 2023/24 audit, we take this opportunity to include additional recommendations to ensure that Council maintains appropriate financial internal controls to support its long-term financial sustainability (refer to section 3 – Long-term financial sustainability considerations).

1.6. Summary of findings and recommendations

Section 2 – Detailed audit findings

Business Cycle	Findings	Risk
Fixed Assets	2.1.1 Roads, linear park, off road car parks and traffic control assets require updated condition assessment	M
	2.1.2 Buildings, civil infrastructure, stormwater and recreation and open space assets requiring updated Asset Management Plans	M
	2.1.3 Assets included in Conquest are not directly linked to the GIS system	L
Purch. Proc. Contracting	2.2.1 Inconsistencies in the Procurement Policy Guidelines document and opportunities to improve its contents	M
Credit cards	2.3.1 Two instances of credit card statements not being reviewed by an independent officer	L
General Ledger	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act.	N/A
Accts Payable (AP)	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act.	N/A
Rates	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act.	N/A
Banking	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act.	N/A
Accts Receivable (AR)	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act.	N/A
Payroll	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act.	N/A
Receipting	Audit did not find any issue that would represent a risk of non-compliance with s125 of the Local Government Act.	N/A

Section 3 – Long-term financial sustainability considerations

Considerations
3.1 Recommendations to ensure Council maintains appropriate financial controls to support its long-term financial sustainability

2. DETAILED AUDIT FINDINGS

2.1 FIXED ASSETS

2.1.1 Roads, linear park, off road car parks and traffic control assets require updated condition assessment

High

Control	Relevant staff review useful lives, residuals, valuations, depreciation methodology and test for impairment to ensure that methods used are still appropriate and significant changes are incorporated into Asset Management Plans.
Risk	Fixed Assets are not valued correctly initially or on subsequent revaluation.

Finding	Recommendations	Management Response
<p>The latest comprehensive condition assessments of roads, linear parks, off road car parks and traffic control assets were completed on 1 July 2018.</p> <p>These assets are valued based on their depreciated replacement cost, which comprises 2 components - the gross replacement cost and the accumulated depreciation of these assets. Gross replacement cost is determined by the confirmation of physical characteristics / measurements and revaluation of unit rates of these assets, which was completed as of 1 July 2022. Accumulated depreciation is based on estimated total and remaining useful lives of these assets, informed by the condition assessments conducted on 1 July 2018.</p> <p>To ensure that asset valuation data is maintained at an appropriate quality to inform asset management and long term financial planning decisions, it is critical that key valuation inputs – including both gross replacement cost and condition – are reassessed regularly. Common practice in local government is for these inputs to be comprehensively reviewed by an independent third party every 3-5 years.</p>	<p>Ensure that a comprehensive condition assessment of roads, linear parks, off road car parks and traffic control assets is conducted as soon as practical, and used to inform a review of the appropriateness of useful life estimates informing the valuation and depreciation of these assets.</p>	<p>The Condition Assessment works for transport-related assets is underway and scheduled to be complete by the end of June 2024. The output will be a key input in the review of the appropriateness of useful life estimates, which in turn inform the valuation and depreciation of these assets.</p>

2.1.2 Buildings, civil infrastructure, stormwater and recreation and open space assets requiring updated Asset Management Plans		Moderate
Control	Asset Management Plans for all major asset classes are adopted and reviewed by Council as required by the Local Government Act 1999.	
Risk	Fixed Asset maintenance and/or renewals are inadequately planned.	

Finding	Recommendations	Management Response
<p>The latest asset management plans for buildings, civil infrastructure, stormwater and recreation and open space assets were completed in 2020.</p> <p>At a minimum, the Local Government Act 1999 requires that councils undertake a comprehensive review of their asset management plans within 2 years after each general election of the Council (i.e. by October 2024 for the above plans).</p> <p>Asset management staff advised us that updates to the above plans are currently in draft form. It is expected that these plans will be adopted by Council by October 2024.</p>	<p>Council reviews, updates, finalises and adopts the buildings, civil infrastructure, stormwater and recreation and open space assets asset management plans.</p>	<p>The Asset Management Plan preparation is underway, and is scheduled to be presented to the Council for endorsement and for public consultation in the September Council meeting.</p>

2.1.3 Assets included in Conquest are not directly linked to the GIS system**Low****Control**

There is a process in place for the verification of fixed assets which is reconciled to the FAR.

Risk

Fixed assets acquisitions, disposals and write-offs are fictitious, inaccurately recorded or not recorded at all / Fixed asset register does not remain pertinent.

Finding	Recommendations	Management Response
<p>Councils are highly asset intensive in delivering services to rate payers. Council's infrastructure assets are widespread and require a strong geographical inventory to manage and monitor these assets effectively.</p> <p>A Geographic Information System (GIS) is designed to store, retrieve, manage, display and analyse geographic and spatial data, including geographical features and their characteristics.</p> <p>To ensure accuracy and completeness of asset databases, it is important for councils to set up a direct link (or if not possible, a robust reconciliation process) between the GIS system and the asset register. This assists in ensuring that all assets, components of assets and modifications to assets captured by the GIS system are reflected in the asset register.</p> <p>Conquest (Council's asset management system) is not directly linked to the GIS system, and no formal, recurrent reconciliation process is in place.</p> <p>This is a repeat finding from our 2022/23 interim audit.</p>	<p>A process is introduced to ensure that assets included in Conquest are linked and/or reconciled to the GIS system.</p>	<p>The budget constraints and the materiality of the investment required for the new latest version of GIS system presents difficulty to introduce this new initiative at this current time. The process of an evaluation of the data availability in different GIS systems has started.</p>

2.2 PURCHASE AND PROCUREMENT/CONTRACTING

2.2.1 Inconsistencies in the Procurement Policy Guidelines document and opportunities to improve its contents

Moderate

Control	Employees must ensure all purchases are in accordance with Council’s Procurement Policy and approved in accordance with the Delegations of Authority and other relevant policies.
Risk	Council does not obtain value for money in its purchasing and procurement / Purchase of goods and services are made from non-preferred suppliers.

Finding	Recommendations	Management Response																					
<p>The Procurement Policy Guidelines provides the following table with guidance on the appropriate method of procurement to be used:</p> <table border="1" data-bbox="94 687 945 1091"> <thead> <tr> <th>Value of purchase</th> <th>Method of purchase</th> <th>Agreement type</th> </tr> </thead> <tbody> <tr> <td>Up to \$3,000</td> <td>Direct Sourcing</td> <td>Nil required however, does not preclude the issuing of a purchase order.</td> </tr> <tr> <td>\$3,001 - \$5,000</td> <td>At least three (3) verbal quotes</td> <td>Invoice; or Purchase order; or Other written agreement</td> </tr> <tr> <td>\$5,001- \$10,000</td> <td>At least three (3) written quotes</td> <td>Invoice; or Purchase Order; or Other written agreement</td> </tr> <tr> <td>\$10,001 - \$100,000</td> <td>Request for Quotation</td> <td>Purchase Order; or Contract; or Other written agreement</td> </tr> <tr> <td>\$100,001 - \$250,000</td> <td>Minimum of select tender</td> <td>Contract</td> </tr> <tr> <td>\$250,000+</td> <td>Minimum of open tender</td> <td>Contract</td> </tr> </tbody> </table> <p>Audit noted the following inconsistencies in the table provided above:</p> <ul style="list-style-type: none"> the guidelines consider the receipt of an invoice (a document that is provided after services are rendered and/or goods are delivered) as an appropriate agreement type for purchases above \$3,000 and up to \$10,000 ‘written agreement’ is not defined in the Procurement Policy Guidelines. 	Value of purchase	Method of purchase	Agreement type	Up to \$3,000	Direct Sourcing	Nil required however, does not preclude the issuing of a purchase order.	\$3,001 - \$5,000	At least three (3) verbal quotes	Invoice; or Purchase order; or Other written agreement	\$5,001- \$10,000	At least three (3) written quotes	Invoice; or Purchase Order; or Other written agreement	\$10,001 - \$100,000	Request for Quotation	Purchase Order; or Contract; or Other written agreement	\$100,001 - \$250,000	Minimum of select tender	Contract	\$250,000+	Minimum of open tender	Contract	<p>Review the purchasing thresholds table to ensure that the inconsistencies identified are addressed.</p> <p>Provide in the Procurement Policy Guidelines more details to guide the decision of when to use a purchase order and when entering into a formal agreement.</p> <p>Establish a list of Purchase Order Exemptions and a threshold for the use of purchase orders.</p>	<p>Council is currently in the process of reviewing and updating the current Procurement Policy and supporting processes.</p> <p>This review is awaiting endorsement by the Executive Leadership Team.</p> <p>Procurement thresholds have been analysed and updated to reflect more effective and practical level.</p> <p>The Policy and Guidelines will acknowledge that the nature of service and risk levels affects how Council will manage the process.</p> <p>The procurement process has been updated to provide clear directions as to when a Purchase Order is required, a Purchase Order exemptions list has been proposed.</p> <p>The updated process will be formally released once confirmed and endorsed.</p>
Value of purchase	Method of purchase	Agreement type																					
Up to \$3,000	Direct Sourcing	Nil required however, does not preclude the issuing of a purchase order.																					
\$3,001 - \$5,000	At least three (3) verbal quotes	Invoice; or Purchase order; or Other written agreement																					
\$5,001- \$10,000	At least three (3) written quotes	Invoice; or Purchase Order; or Other written agreement																					
\$10,001 - \$100,000	Request for Quotation	Purchase Order; or Contract; or Other written agreement																					
\$100,001 - \$250,000	Minimum of select tender	Contract																					
\$250,000+	Minimum of open tender	Contract																					

In addition, audit has reviewed Council’s Procurement Guidelines document and offer the following opportunities to improve its content:

Purchase Orders Use

The policy and the guidelines do not provide sufficient details in relation to the expected use of purchase orders. The guidelines document mentions that a purchase order ‘or’ a contract ‘or’ a written agreement is required for purchases above \$3,000 and up to \$100,000.

There is an opportunity to provide better guidance on when to use a purchase order and when to enter into a formal agreement. This should not be only based on the value of the purchases, but also on the nature of the services and risks involved.

An illustrative example of a summary table detailing minimum process and documentation requirements for procurement is provided in the table over page.

Purchase Order Exemptions and Threshold

The policy and the guidelines do not provide a list of purchase order exemptions. It is good practice to provide a list of purchase order exemptions in the procurement policy, and to establish a threshold for the use of purchase orders.

This is a repeat finding from our 2023/24 interim audit.

Example of a summary table providing minimum process and documentation for procurement

Value of purchase	Up to \$3,000	\$3,001 - \$5,000	\$5,001 - \$10,000	\$10,001 - \$100,000	\$100,001 - \$250,000	250,000+
Procurement Method	Direct Sourcing	At least three (3) verbal or written quotes	At least three (3) written quotes	Request for Quotation	Minimum of select tender	Minimum of open tender
Evaluation evidence	Nil	Copies of quotes Notes detailing verbal quotes from suppliers (inc. date, supplier name, value quoted)	Formal evaluation document detailing quotes and criteria for selection.	Formal evaluation document detailing quotes and criteria for selection.	Tender evaluation matrix comparing tender responses, detailing evaluation criteria, weighting used and reasons for selection.	Tender evaluation matrix comparing tender responses, detailing evaluation criteria, weighting used and reasons for selection.
Agreement type: consultancy or services where purchase order terms and conditions are not sufficient.	Medium risk: standard goods and services contract / High risk: tailored goods and services agreement.					
Agreement type – all other procurement	Nil	Purchase order	Purchase order	Low risk: purchase order Medium risk: standard goods and services contract High risk: tailored goods and services agreement.	Low/Medium risk: standard goods and services contract High risk: tailored goods and services agreement.	Low/Medium risk: standard goods and services contract High risk: tailored goods and services agreement.
Records Management	Where contract is used must be retained in the contract register.	Where contract is used must be retained in the contract register. Where purchase order is used must be retained in Council's record management system.	Where contract is used must be retained in the contract register. Where purchase order is used must be retained in Council's record management system. Written quotes from suppliers and evaluation documents to be retained in Council's record management system.	Where contract is used must be retained in the contract register. Where purchase order is used must be retained in Council's record management system.	Contract to be retained in the contract register. Tender responses and evaluation documents to be maintained in Council's record management system.	

Notes:

- This table is for illustrative purposes containing examples of further details which could be included in the procurement guidelines. Council should determine its own summary based on an assessment of its procurement objectives and processes in place.
- This table should be read in conjunction with applicable delegation policies or any other relevant policy (e.g. delegations for approving purchase order, entering into a contract, awarding a procurement to a supplier, etc).

2.3 CREDIT CARDS

2.3.1 Two instances of credit card statements not being reviewed by an independent officer

Low

Control

There is a process in place to approve all credit card transactions to ensure compliance with policies and procedures covering credit card usage.

Risk

Credit cards are used for purchases of a personal nature.

Finding	Recommendations	Management Response
<p>Audit selected three credit card holders to verify that their credit card statements were being reviewed by an independent officer. It was noted that the credit card statements for one cardholder was reviewed by the cardholder themselves, rather than by an independent officer. This issue was observed for two of this card holder's credit card statements.</p>	<p>Ensure that credit card statements are reviewed by an independent officer who is not the credit card holder.</p>	<p>The process has been reviewed and an additional approval sign off requirement has been implemented.</p>

3. LONG-TERM FINANCIAL SUSTAINABILITY CONSIDERATIONS

3.1 Recommendations to ensure Council maintains appropriate financial controls to support its long-term financial sustainability

Considerations	Recommendations																
<p>At its meeting on Thursday, March 7, 2024, the Council's Audit & Risk Committee received and noted the updated key financial performance indicators as outlined in the draft Long Term Financial Plan 2024-2034 (LTFP).</p> <p>The key performance financial indicators indicates that Council is projected to present net financial liability ratios of 145.67% in 2025/26 and 146.6% in 2026/27.</p> <p>The increase in the net financial liability ratios is due to a significant increase in expenditure on new and upgraded assets for 2024/25 and 2025/26. The main capital projects include the Payneham Memorial Swimming Centre, The Parade Master Plan, and the Norwood Library Redevelopment.</p> <p>In cases where a council's LTFP includes a net financial liabilities ratio exceeding the SA Local Government Association's suggested maximum of 100%, it is expected that the LTFP will demonstrate a strategy to ensure the ratio is trending downwards towards the target range. The draft LTFP predicts the following reduction in the Net Financial Liability Ratio (NFLR) after it reaches its peak of 146.6% in 2026/27.</p> <table border="1" data-bbox="150 1082 1111 1150"> <thead> <tr> <th>2026/27</th> <th>2027/28</th> <th>2028/29</th> <th>2029/30</th> <th>2030/31</th> <th>2031/32</th> <th>2032/33</th> <th>2033/24</th> </tr> </thead> <tbody> <tr> <td>146.6%</td> <td>146.2%</td> <td>150.0%</td> <td>145.5%</td> <td>142.4%</td> <td>135.4%</td> <td>127.6%</td> <td>118.8%</td> </tr> </tbody> </table> <p>Discussions with Finance Management and the projected statement of comprehensive income presented in the draft LTFP identified that the main assumptions used by Council for debt reduction are as follows:</p> <ul style="list-style-type: none"> - A compound effect of rate increases over the next 10 years (7-8% in the first three years, approx. 6% in the fourth and fifth years and 4% in the last five years). 	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/24	146.6%	146.2%	150.0%	145.5%	142.4%	135.4%	127.6%	118.8%	<p>Ensure that annual budgets remain aligned with strategic management plans, including the Long Term Financial Plan and Asset Management Plans. Actions that can be taken to achieve this:</p> <ol style="list-style-type: none"> 1. Proceeding with the current plans to update and adopt new AMPs (refer to finding 2.1.2). 2. Ensuring that capital works from the updated AMPs feed directly to the ABP and LTFP. 3. Ensuring that the capital expenditure programs provided by AMPs are reviewed annually and the LTFP is updated accordingly. 4. Ensuring that assumptions and figures provided by the LTFP are reviewed on an annual basis. 5. Conducting a sensitivity analysis on key market assumptions used in the LTFP, such as CPI increases, rate increases and interest rates. This involves, for example, modelling the impact that a percentage increase/ decrease (e.g. 2 or 3%) in these variables has on Council's net surplus, borrowing levels, and financial sustainability ratios. 6. Comparing and analysing actual vs budget results on a regular basis.
2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/24										
146.6%	146.2%	150.0%	145.5%	142.4%	135.4%	127.6%	118.8%										

<ul style="list-style-type: none">- A significant increase in net surplus from \$0.2 million in 2024/25 to \$5 million in 2033/34. <p>Finance Management advised that the Local Government Financial Authority (LGFA) has expressed that given the level of debt the Council will reach, the LGFA intends to monitor the assumptions determined by the Council when preparing its LTFP to review its borrowing capacity.</p> <p>As discussed in finding 2.1.2, the majority of the Council's asset management plans are from 2020, and Council is currently in the process of updating them. It is anticipated that the new asset management plans may have an impact on the LTFP.</p> <p>Whilst this matter does not represent a risk of non-compliance with Section 125 of the Local Government Act for our 2023/24 audit, we take this opportunity to include additional recommendations to ensure that Council maintains appropriate financial internal controls to support its long-term financial sustainability.</p>	
---	--

APPENDIX 1 – CRITICAL INTERNAL FINANCIAL CONTROLS

GENERAL LEDGER

Risks

R1	General Ledger does not contain accurate financial information
R2	Data contained within the General Ledger is permanently lost.

RISKS	Control	Control Type
R1,R2	All major updates and changes to General Ledger finance system are authorised, tested and documented.	Core
R1,R2	Access to General Ledger maintenance is restricted to appropriately authorised personnel.	Core
R1	Reconciliation of all balance sheet accounts are completed in accordance with a schedule of review and/or procedure.	Core
R1	All balance sheet reconciliations are reviewed by a person other than the preparer at least annually.	Core
R1	Journal entry access is restricted to appropriately authorised personnel.	Core
R1,R2	Financial data is backed up and stored offsite.	Core
R1	Finance system does not allow posting of unbalanced journals or if it does regular reviews are conducted on the suspense account and discrepancies investigated and actioned.	Core
R1	Amendments to the structure of the General Ledger framework and accounts are reviewed and approved by appropriately authorised personnel.	Core
R1,R2	General Ledger policies and procedures are appropriately created, updated and communicated to relevant staff.	Core
R2	Formal disaster recovery plan is in place and communicated to relevant staff.	Core
R1	There is a process in place to review actual vs budget and significant variances investigated.	Core

FIXED ASSETS

Risks

R1	Fixed asset acquisitions, disposals and write-offs are fictitious, inaccurately recorded or not recorded at all. Fixed Asset Register (FAR) does not remain pertinent.
R2	If fixed assets are not securely stored, they may be subject to damage or theft.
R3	If fixed assets are not valued correctly, the management reports and financial statements will be misstated. For example, incorrect carrying values may result from the use of inappropriate depreciation rates.
R4	Depreciation charges are either invalid, not recorded at all or are inaccurately recorded which includes inappropriate useful lives and residuals.
R5	Fixed Asset maintenance and/or renewals are inadequately planned.

RISKS	Control	Control Type
R1	There is a process in place for the verification of fixed assets which is reconciled to the FAR.	Core
R1	Recorded changes to the FAR and/or masterfile are approved by appropriate staff compared to authorised source documents and General Ledger to ensure accurate input.	Core
R1	All fixed asset acquisitions and disposals are approved in accordance with Delegation of Authority and relevant Procurement and Fixed Asset Policies.	Core
R1	Maintenance of the fixed asset register is limited to appropriate staff with consideration to segregation of duties.	Core
R1	Council has an asset accounting policy which details thresholds for recognition of fixed assets which is monitored to ensure adherence.	Core
R1	Reconciliation of fixed assets to the General Ledger is performed in accordance with schedule of review or procedure.	Core
R1	Asset register calculations are reviewed for accuracy.	Core
R1	Fixed assets are recorded on acquisition, creation or when provided free of charge to facilitate accurate identification of assets and recording of details with regards to the Asset Accounting Policy.	Core
R1	Asset maintenance is planned and monitored with relevant staff in accordance with the Asset Management Plans	Additional
R2	Where appropriate, fixed assets are secured and access is restricted to appropriate staff and authorised users.	Core

RISKS	Control	Control Type
R2	Where appropriate, identification details are recorded for portable and attractive assets such as IT and fleet assets, on acquisition to facilitate accurate identification.	Additional
R3	Relevant staff review useful lives, residuals, valuations, depreciation methodology and test for impairment as required by Accounting Standards and legislation to ensure that methods used are still appropriate and significant changes are incorporated into Asset Management Plans.	Core
R3	Profit or loss on disposal calculations can be substantiated and verified with supporting documentation.	Core
R4	Depreciation charges are calculated in accordance with the asset accounting policy and compliant with relevant accounting standards, including the useful life, depreciation method and residual values.	Core
R5	Asset Management Plans are prepared and renewal expenditure and programmed maintenance required is reviewed periodically to reflect changing priorities, additional asset data and other relevant factors.	Core
R5	Asset Management Plans for all major asset classes are adopted and reviewed by Council as required by the Local Government Act 1999.	Core

Purchasing and Procurement

Risks

R1	Council does not obtain value for money in its purchasing and procurement.
R2	Purchases of goods and services are made from non-preferred suppliers.
R3	Purchase orders are either recorded inaccurately or not recorded at all.
R4	Purchase orders are made for unapproved goods and services.

RISKS	Control	Control Type
R1	Council has a Procurement Policy that provides direction on acceptable methods and the process for procurement activities to ensure transparency and value for money within a consistent framework, with consideration of any potential conflicts of interest.	Core
R1,R2	Employees must ensure all purchases are in accordance with Council's Procurement Policy and approved in accordance with the Delegations of Authority and other relevant policies.	Core
R1	The organisation has a process in place to ensure use of preferred suppliers where relevant to maximise the best value for money to Council	Core
R2,R3	There is a process in place to review purchasing patterns and ensure maximum use of preferred suppliers	Additional
R3	Purchase order numbers are either system generated and/or sequentially numbered.	Core
R3	There is a process in place to ensure all invoices for payment are matched to relevant source documents such as purchase orders where applicable and are in line with Procurement Policy guidelines.	Core
R3	There is a process in place to follow up and action incomplete purchase orders.	Additional

CONTRACTING

Risks

R1	Council is not able to demonstrate that all probity issues have been addressed in the Contracting process.
R2	Council does not obtain value for money in relation to its Contracting.

RISKS	Control	Control Type
R1,R2	There are robust and transparent evaluation and selection processes in place to engage contractors where relevant in accordance with the Code of Conduct, Conflict of Interest and Procurement Policy.	Core
R1	The selection panel is made up of appropriate personnel who have declared any relevant conflict of interest to ensure that informed and objective decision is made when selecting contractors.	Core
R1	Council maintains a current contract register.	Core

ACCOUNTS PAYABLE

Risks

R1	Accounts payable amounts and disbursements are either inaccurately recorded or not recorded at all.
R2	Credit notes and other adjustments to accounts payable are either inaccurately recorded or not recorded at all.
R3	Disbursements are not authorised properly.
R4	Accounts are not paid on a timely basis.
R5	Supplier master file data does not remain pertinent and/or unauthorised changes are made to the supplier master file.

RISKS	Control	Control Type
R1,R2,R4	Statements received from suppliers are reconciled to the supplier accounts in the accounts payable subledger regularly and differences are investigated.	Additional
R3	Records must be maintained of all payments with supporting documentation.	Core
R1	Payments are endorsed by relevant staff separate to the preparer, who ensures that they are paid to the correct payee.	Core
R5	Access to the supplier masterfile is restricted to authorised staff	Core
R2,R5	Separation of Accounts Payable and Procurement duties.	Core
R3	All invoices and payment requests are approved in accordance with relevant policies and/or Delegations of Authority.	Core
R1	Predetermined variances between Purchase Orders and Invoices are assessed and payment released only after verification by the officer with delegation to do so.	Additional
R1	Payments are verified to appropriate supporting documentation and are in line with Delegations of Authority.	Core
R4	Relevant staff to review aged payables listing on a predetermined basis and investigate where appropriate.	Core
R5	Recorded changes to the supplier master file are compared to authorised source documents to ensure that they were input accurately.	Core

RISKS	Control	Control Type
R5	Requested changes or additions to supplier masterfile are verified independently of source documentation.	Additional
R4	There is a system generated report detailing supplier invoices due for payment at any one time.	Core
R5	There is a process in place to ensure the supplier master file is periodically reviewed for ongoing pertinence.	Additional

RATES / RATES REBATES

Risks

R1	Council does not raise the correct level of rate income.
R2	Rates and rate rebates are either inaccurately recorded or not recorded at all.
R3	The Property master file data does not remain pertinent.
R4	Rates are not collected on a timely basis.

RISKS	Control	Control Type
R1,R2	Rates are automatically generated by the rate system, including the calculation of rate rebates and other parameters as applicable.	Core
R2	Rates are generated and tested for accuracy of calculation methodology prior to the rates billing run	Core
R1	All software changes to rate modelling functionality fully tested and reviewed by relevant staff.	Core
R1	There is a rating policy in place that is reviewed annually that provides clear guidance on rating methodology and relevant rebates and remissions in line with legislation.	Core
R2	Annual valuation update is balanced prior to the generation of rates; all mismatches resolved prior to finalising rate generation.	Core
R2	All rate rebates and adjustments including write offs are appropriately authorised, with reference to Delegations of Authority and source documents.	Core
R4	There is a process in place to ensure that rates are collected in a timely manner and overdue rates are followed up.	Core
R3	Recorded changes to property master file data and any rate adjustments are compared to authorised source documents to ensure that they were input accurately. An audit trail is maintained for all changes.	Core
R3	Access to the Property master file is restricted to appropriately designated personnel, with a process in place to ensure changes are in line with policies and procedures.	Core
R2	Employees responsible for processing rate payments and rebates cannot process their own payments or rebates unless the transaction is approved by someone independent of the process	Core

RECEIPTING

Risks

- | | |
|----|---|
| R1 | Receipts are either inaccurately recorded or not recorded at all. |
| R2 | Receipts are not deposited at the bank on a timely basis. |

RISKS	Control	Control Type
R2	Prior to and during the banking process, cash is stored securely at all times.	Core
R1	Customers are provided with a system generated or pre-numbered (manual) sequential tax compliant receipt detailing payment made.	Core
R1	There is a review process for the authorisation of the reversal of transactions.	Additional
R1	Receipt transactions are reconciled to the daily takings and out-of-balance banking is corrected promptly.	Core
R2	Receipts are deposited regularly at the bank by a person independent from the initial recording of the cash receipts.	Additional

PAYROLL

Risks

- | | |
|----|--|
| R1 | Payroll expense is inaccurately calculated. |
| R2 | Payroll disbursements are made to incorrect or fictitious employees. |
| R3 | Time and/or attendance data is either invalid, inaccurately recorded or not recorded at all. |
| R4 | Payroll master file does not remain pertinent and/or unauthorised changes are made to the payroll master file. |
| R5 | Voluntary and statutory payroll deductions are inaccurately processed or without authorisation. |
| R6 | Employees termination payments are not in accordance with statutory and enterprise agreements. |

RISKS	Control	Control Type
R1	Where possible standard programmed formulae perform payroll calculations.	Core
R1, R3	There is a process to ensure all overtime is verified and approved by relevant appropriate staff.	Core
R1	All calculations for generating payroll payments are verified for accuracy.	Core
R4,R5	Managers periodically review listings of current employees within their departments and variances are investigated.	Additional
R1	Payroll is periodically reconciled to the General Ledger accounts.	Additional
R2	The payment for the payroll must be reconciled to a system generated report detailing amount and employee prior to payment.	Core
R2	There is a process to ensure an independent review of proposed payroll payments by authorised staff.	Additional
R2	The payment of the payroll is authorised by appropriate staff not involved in the preparation of the payroll.	Core
R2	Employee records to include employment details and/or contract terms and conditions, authorisations for payroll deductions and leave entitlements.	Core
R2	There is a process to ensure employees are made inactive in payroll records upon termination	Core

RISKS	Control	Control Type
R5	All payroll deductions must be approved by the relevant employee.	Core
R3	Relevant staff are required to complete timesheets and/or leave forms, authorise them and have approved by the relevant supervisor.	Core
R2	There is a segregation of duties from those preparing the payroll to those responsible for preparation of source documents (e.g. timesheets, leave requests etc).	Core
R2	Payroll system generates audit reports detailing all payroll changes and there is a process in place to ensure all changes are reviewed and verified against source documents.	Core
R2	There is a process in place to ensure employees are not added to the payroll masterfile, nor details amended or amounts paid without receipt of the appropriate forms which have been authorised by relevant staff.	Core
R5	Access to the payroll deduction listing is restricted to authorised staff.	Core
R6	There is a process in place to ensure termination payments comply with relevant policies, procedures and legislation.	Core
R3	Time recording and attendance exceptions such as TOIL or flexitime are based on relevant policies/agreement are identified, monitored and corrected.	Core
R4	The ability to access, modify or transfer information contained in the payroll master files is restricted to authorised staff.	Core

CREDIT CARDS

Risks

- | | |
|----|---|
| R1 | Credit Cards are issued to unauthorised employees. |
| R2 | Credit Cards are used for purchases of a personal nature. |
| R3 | Credit Card limits are set at inappropriate levels. |

RISKS	Control	Control Type
R1,R3	There is a process in place to ensure there are appropriate approvals prior to the issuing of Credit Cards and limits.	
R1,R2	Credit card holders sign a declaration confirming compliance with Council policy and procedures prior to the Credit Card being released.	
R2	There is a process in place to approve all credit card transactions to ensure compliance with the policies and procedures covering credit card usage.	
R2	Cardholders must check their statement to ensure all transactions are correct and identify any transactions of a personal nature which must be reimbursed to Council.	
R3	There is a process in place to ensure credit card limits and usage is reviewed for operational efficiency.	

BANKING

Risks

- | | |
|----|---|
| R1 | Banking transactions are either inaccurately recorded or not recorded at all. |
| R2 | Fraud (i.e. misappropriation of funds) |

RISKS	Control	Control Type
R1,R2	There is a process in place to ensure all cash, blank cheques and/or cheque signing machine are adequately safeguarded.	Core
R1	Access to EFT Banking system is restricted to appropriately designated personnel.	Core
R1,R2	Bank reconciliations are performed on a predetermined basis and are reviewed by an appropriate person. Any identified discrepancies are investigated.	Core
R2	Cash transfers between bank accounts and investment bodies are undertaken by appropriate staff.	Core
R2	There is a process in place to ensure all cash collected is adequately recorded and banked regularly.	Core

DEBTORS

Risks

R1	Debtors are either inaccurately recorded or not recorded at all.
R2	Rebates and credit notes to debtors are either inaccurately recorded or not recorded at all
R3	An appropriate provision for doubtful debts is not recorded
R4	Debtors are either not collected on a timely basis or not collected at all
R5	The Debtors master file data does not remain pertinent.

RISKS	Control	Control Type	CSA Importance	Weighting
R1, R4	Debtor's reconciliation performed on a regular basis to the General Ledger and reviewed by an independent person.	Core		4
R1	Council maintains a Debt Collection Policy.	Core		5
R2, R3, R4	Management and/or Council review and approve all rebates, credit notes, bad debt write-offs and movements in the provision for doubtful debts, in accordance with delegations of authority and Local Government Act.	Core		5
R3, R4	Management reviews debtors ageing profile on a regular basis and investigates any outstanding items.	Core		4
R5	Access to the debtor's master file is restricted to appropriately designated personnel and is reviewed by management for accuracy and on-going pertinence.	Core		5
R5	Recorded changes to debtor's master file data are compared to authorised source documents or confirmed with customers/ratepayers to ensure that they were input accurately.	Core		4

11.6 ST PETERS TOWN HALL COMPLEX - GALLERY ACTIVATION 2023-2024 AND CULTURAL HERITAGE PRIORITIES

REPORT AUTHOR: Manager, Arts, Culture & Community Connections
GENERAL MANAGER: General Manager, Community Development
CONTACT NUMBER: 8366 4550
FILE REFERENCE:
ATTACHMENTS: Nil

PURPOSE OF REPORT

The purpose of this report is to provide an overview of the 2023-2024 activation of the Gallery located within the St Peters Town Hall Complex and identify a strategy to respond to long outstanding Cultural Heritage priorities.

BACKGROUND

The Gallery provides a dedicated space within the St Peters Town Hall Complex serving as a destination to showcase and foster community participation in art and culture.

Whilst initially utilised as a mechanism to engage the community in cultural heritage, providing on average two (2) cultural heritage exhibitions annually, the Council's adoption of the *Arts and Culture Plan 2024-2027*, expanded the programming at the Gallery to better support the achievement of the Council's *CityPlan 2030* objective to create an artistic, creative, cultural, and visually interesting City.

In this regard, the Gallery provides an important interface, connecting community, artists and cultural/artistic expression. In addition to providing valuable cultural, social and economic returns, Galleries generate significant increases in positive social indicators including social cohesion, health and improved educational outcomes. Further, they create rich levels of community participation, providing a place for community members to gain inspiration and to learn, strengthen community identity and connection, and reduce social isolation. At the simplest level, they provide residents access to art and culture which they may otherwise never see.

In realising these outcomes, over the course of 2023-2024, the City of Norwood Payneham & St Peters Gallery has sought to:

- expand the cultural heritage exhibition program to include contemporary art to attract a broader audience through a wide range of contemporary arts media and experiences;
- provide regular display changeover, creating a varied exhibition program that attracts high visitation to the St Peters Town Hall Complex;
- provide a curated exhibition program through artist led workshops and activations which increases arts participation, experiential learning, and wellbeing outcomes;
- foster access and engagement for diverse audiences through artist led workshops, presentations, and interactive experiences;
- connect with and showcase the local arts community;
- increase knowledge and appreciation of arts and culture;
- improve user and visitor experience by creating a flexible and inviting art gallery space which is able to host up to three shows of various mediums, at one time.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Gallery contributes to a range of strategic interests, including:

- *Arts and Culture Plan 2024-2027*.
 - Council's Strategic Management Plan *City Plan 2030: Shaping Our Future* through:
 - **Outcome 1: Social Equity**
 - Objective 1.1 Convenient and accessible services, information, and facilities.
 - Strategy 1.1.3 Design and provide safe, high-quality facilities and spaces for all people.
-

- **Outcome 2: Cultural Vitality**

- Objective 2.1 An artistic, creative, cultural & visually interesting City.
Strategy 2.1.2 Provide opportunities and places for creative expression for all people.
Strategy 2.1.3 Attract and support cultural and creative organisations, businesses, and individuals.
- Objective 2.2 A community embracing and celebrating its social and cultural diversity.
Strategy 2.2.2 Facilitate opportunities for cultural expression, celebration, and interaction between different cultural and demographic groups.
- Objective 2.5 Dynamic community life in public spaces and precincts.
Strategy 2.5.3 Host and facilitate community events and activities.

FINANCIAL AND BUDGET IMPLICATIONS

The Gallery's exhibition program is planned and implemented using existing operating budgets.

No hire or entrance fees have been established for the Gallery.

In the future and subject to continued reputational success and high levels of participation, there may be an opportunity for the Council to consider a commission and/or exhibition fee model for some exhibitions. Such a model may enable the Council to broaden the positive impact of the Gallery to the community, providing it did not serve to undermine the existing benefit. The consideration of such a model will be undertaken as part of the 2024-2025 operational review, and where viable, presented to the Council for consideration.

EXTERNAL ECONOMIC IMPLICATIONS

The Gallery supports a range of economic outcomes including visitation, employment etc. Whilst the scale of the Gallery does not currently lend itself to a proper assessment of economic impact, case studies of public galleries in other jurisdictions have reported that art galleries generate significant economic output. For example:

- The 2016 Archibald Prize at Ballarat Art Gallery generated \$6.5m in direct income. Its 59,000 visitors contributed a wider regional economic impact of \$12m.
- In 2014, the twenty-six (26) cultural facilities in the New South Wales towns of Albury, Wagga, Bathurst, Orange, Dubbo, Tamworth and Armidale generated \$32.35m in net value to the regional gross economies.

SOCIAL ISSUES

Research has consistently highlighted the ubiquitous value of art and the role it plays in improving community health and wellbeing, providing mental/psychological, physical, emotional and spiritual benefit. Some of this community value is evidenced through the feedback provided by visitors to the Gallery where a repeat visitor who after taking their mother to regular medical treatments, visits the Gallery to clear their mind and relax commented *"I've just come from the RAH, I didn't know what I needed, but I needed this."*

CULTURAL ISSUES

The Gallery contributes significantly to the cultural landscape of our community. Through the exhibition program, workshops, events and activations, the Gallery contributes positively to cultural cohesion, wellbeing, creativity, and active community participation. Providing a place where people can express, share, discover and participate in arts and culture, enhancing and celebrating the cultural richness of the City. Supporting feedback includes:

- *"Thanks again for your work over the course of the exhibition, it was a great success! The artists really got a lot out of the experience - sometimes they'll just yell out 'kapi wala' out of nowhere, with a sense of great excitement, so I think it's registered as a very exciting time for them."* Iwiri Arts Studio Manager.
- *"I am grateful to the City of NPSP for the wonderful support that's provided to artists through the exhibition program. I am so pleased to have been included as an exhibitor."* Rosalie Day – Making the Cut.
- *"What you have done to reinvigorate this space is amazing."* Gallery Visitor.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

Not Applicable.

DISCUSSION

2023-2024 GALLERY OUTCOMES

2023-2024 represents the Gallery’s first year of expanded operation, providing an increased and more diverse program of exhibitions. Highlights of the 2023-2024 operating year include:

- 14,941 visitors;
- 16 exhibitions (fourteen (14) contemporary art and two (2) cultural heritage exhibitions);
- 32 artist led activations (workshops and participatory performances);
- 62 artists exhibited works;
- 551 artworks displayed;
- 112 artworks sold (valued at \$49,425); and
- 7 opening events delivered.

Details of the top three (3) most visited exhibitions and supporting workshops are set out in Table 1.

TABLE 1: TOP THREE (3) MOST VISITED EXHIBITIONS AND SUPPORTING WORKSHOPS

Exhibition	Description	Number of Exhibition Visitors	Number of Workshop/ Activation Participants
1	Kapi Wala A group exhibition of paintings and ceramics celebrating twenty-one (21) First Nations contemporary artists. Community activations included First Nations choir performance, bush tucker and art workshops.	3,951	160
2	Art of Glass Cultural heritage exhibition exploring the artistry and history of stained glass. Community activations included contemporary glass blowing demonstrations, glass painting workshops, open studios and walking tours of local stained-glass windows.	2,909	991
3	Point of View Community photographic exhibition and competition. Community activation included a photography workshop to assist the community to enter the photography competition.	1,504	35

Awards

Two exhibitions at the Gallery in 2023-2024 received arts sector awards for:

- SALA emerging artist Stephanie Doddridge who delivered 'On Harvesting Dandelions';



- Adelaide Fringe Best Overall Visual Arts and Design Awards Catherine Fitz-Gerald who delivered 'If Fabrics Could Speak'.



Stakeholder Collaborations

The exhibition program supports the development and strengthening of collaborations between the Council, our community, and the Arts Sector.

Art sector and local organisation collaborations across the 2023-2024 exhibition season included:

- Adelaide Fringe (artist fund fundraising event at the St Peters Banquet Hall);
- Iwiri Arts (NAIDOC exhibition program and First Nations choir performance at the St Peters Banquet Hall);
- KU Arts (NAIDOC exhibition program);
- Dr Sam Osborne, Associate Director Regional Engagement, UniSA and researcher of remote First language pedagogies (guest speaker at Kapi Wala opening event);
- Alex Frayne, London born and Adelaide based fine art photographer and filmmaker (guest speaker at Point of View opening event);
- 215 Magill Studios (studio artists group exhibition);
- Bittondi Printmakers (print makers group exhibition);
- Eamoon Verreker Glass Studio (glass blowing demonstrations and community talks with American glass artist Dante Marioni and internationally acclaimed Australian glass artist Ben Edols);
- The Anglican Parish of All Souls, St Peters; St Casimir Lithuanian Catholic Church and Spicers Uniting church (community tours of local stained-glass windows); and
- Access2 Arts (supporting a trial of accessible exhibition measures in partnership with artist Catherine Fitz-Gerald which included tactile floor indicators, audio descriptions, Auslan interpreters and sensory tours).

Exhibition Models

Two exhibition models were trialled in the 2023-2024 financial year:

1. Contemporary art exhibitions facilitated via an open call for expressions of interest (6-week exhibition period) resulting in fourteen (14) exhibitions.
2. Cultural Heritage exhibitions developed by the Council to build new audiences and interest in the City's local heritage and to celebrate History Month (8-week exhibition period) resulting in two (2) exhibitions.

Collectively, this approach realised exhibitions involving a range of mediums providing an important diversity of artwork to promote repeat and varied participation. Medium types included:

- print (vegetal, linocuts, cyanotypes, woodcuts, photogravure and intaglio);
- sculpture (ceramics, porcelain, plaster and stone);
- painting (acrylic, oil and gouache);
- illustration and drawing (ink and watercolour);
- photography;
- textiles;
- furniture;
- installation (plants);
- found objects;
- video (digital stories); and
- historical objects.

Operational Documents

To support the operation of the Gallery, a range of documents have been developed to support effective and best practice gallery administration. These include:

- exhibition expression of interest form;
- exhibition terms and conditions;
- exhibition agreement;
- artist consignment note; and
- exhibition project brief for Council led cultural heritage exhibitions and activations.

Exhibition Selection

The 2023-2024 exhibition program strived to be diverse and accessible to a wide range of audiences, offering a balanced program of artists at various career stages, from emerging to established, working across various mediums. Access to new and broad audiences was enhanced through artist led and audience focused curation, workshops, and participatory experiences.

To ensure an equitable and transparent exhibition program, the exhibition selection process was facilitated via an expression of interest process (annual). Exhibiting artists were selected by an Arts and Culture Panel consisting of the Manager, Arts, Culture and Community Connections, Arts Officer and the Cultural Heritage Coordinator. Applications were assessed against the following criteria:

Criteria	Description
Artist(s) capacity	Artists who have an exhibition prepared or an exhibition concept ready for consideration for the exhibition season.
Medium	The panel will consider the exhibition season as a whole to showcase different creative mediums within the annual program. This may include digital, visual and performing arts mediums.
Artistic merit and strength of exhibition concept	Present a well-defined exhibition rationale and coherent body of work.
Uniqueness	Introduce new ideas, concepts, artworks, techniques, and experiences.
Potential audience engagement	Draw and appeal of artworks to attract new audiences.
Suitability to location	The artwork should be appropriate in scale, material, form, and content for the cultural and physical environment in which it is to be exhibited. The artist has considered exhibition layout and use of space.

Exhibition Planning

To ensure a successful exhibition, the Arts Officer, in collaboration with exhibiting artists, undertakes four stages of exhibition planning:

1. **Planning:** Ensure artists have read the Exhibition Terms and Conditions and signed the Artist Agreement. Liaise with the artist(s) to establish the goals for the exhibition, confirm type and quantity of artworks and exhibition title and description (via the Artist Consignment Note), design the exhibition layout, plan supporting activations (opening, artist talks, workshops, interactive experiences) and confirm promotional copy and images.
2. **Production:** Inspect and lay out the artworks for display, confirm layout and commence installation. Forward marketing material to the Council’s marketing team for sign off and promotion, order vinyl stickers and arrange installation (exhibition title and description). Send draft opening speech and confirm opening event details with the Council’s Events Unit. Book Council community facilities for community activations and workshops as required.
3. **Operational:** Prepare exhibition floor-sheet and confirm guest speakers for opening night. In partnership with artists support the delivery of the opening event and other community activations, workshops, and activities. Throughout the exhibition period, regularly inspect the exhibition to ensure the presentation is maintained and works are not damaged. Liaise with artists to track and record artwork sales.
4. **Finish:** De-install the exhibition and arrange the collection of artworks. Check works for any damage and wrap the works ready for collection. With the exhibiting artists, reflect on the exhibition to identify any improvements that could be made to ensure success of future exhibitions.

Audience Engagement

In addition to the exhibition installation, a range of additional activations are offered to attract and engage diverse audiences to the Gallery. These include:

- a mixture of artist led interactive experiences;
- the delivery of age specific and various skill level workshops; and
- opening events with keynote guest speakers.

A dedicated Gallery page on the Council’s website has been developed to share current and past exhibitions and activation information. The Gallery page details including a virtual tour, accessibility and opening times, and an image gallery. This digital presence is an important platform as it assists to build the profile of the Gallery through visual information and attract new audiences.

2024-2025 Operations

To continue the successful activation of the Gallery in 2024-2025 financial year a range of activity is underway or planned, including:

- releasing the Expression of Interest for the 2025 exhibition season in September/ October 2024;
- following the success of the Art of Glass Festival program during the SA History Festival, the Cultural Heritage Coordinator will curate a history festival program in 2025;
- partner with Access2Arts to develop a detailed access guide for the Gallery space for sharing on the Gallery’s website;
- partner with Helpmann Academy to support artists in residence at two (2) studios located within the City to support exhibition outcomes in Adelaide Fringe and SALA festivals in 2025;
- review and improve gallery procedures and supporting documents; and
- develop evaluation measures, including outputs, impact, and outcome data.

Cultural Heritage

Cultural Heritage is important and valuable for this City. In recognition of this, for a number of years, the Council has formulated and delivered a Cultural Heritage Program. This includes utilisation of The Gallery to provide the community access to Cultural Heritage exhibitions.

The importance of Cultural Heritage to the community is evidenced in the growth in demand for requests on information which is sourced through research services. In 2023-2024, these requests were comprised of:

- 493 research requests (i.e. an average of 41 per month, comprising 464 research requests from the community and 29 from Council staff);
- 45% of research requests were from citizens of this City; and
- 563.6 total hours were delivered by Cultural Heritage staff (1.35 FTE) to respond to these requests (average 46.96 hours per month).

Notwithstanding this, whilst the Cultural Heritage service has been highly responsive to the demand, the response has lacked the necessary strategic direction to understand how these requests align with the Council’s objectives in respect to Cultural Heritage, or how the Council’s broader community development services, such as Library Services, might be utilised to improve community access and efficiency as it relates to the demand that is being generated. In addition, the extent of this demand has become all encompassing, preventing the City’s Cultural Heritage staff from considering and delivering a more diverse and impactful program.

For example, the type of requests recorded over the period from February 2023 to February 2024, have been recorded and are set out in Table 2 below.

TABLE 2: TYPE OF REQUESTS RECORDED FROM FEBRUARY 2023 – FEBRUARY 2024

Research Enquiry Type	Number of Enquiries	Percentage
Residential Property History	148	30%
Suburb History	38	7.7%
Biography	101	20.5%
Business/ group history	2	0.4%
Commercial/Re-development	89	18%
Indigenous History	1	0.2%
Other	114	23.1%

An assessment of this demand profile, suggests that Council's Cultural Heritage services are responding to a range of requests that are either commercial in nature (e.g. related to development interests) or relate to personal interests such as ancestry. While interests such as ancestry, are undoubtedly important community interests, the Council's Library Services are well placed (or can be positioned to be), along with resources such as ancestry.com, Births Deaths and Marriages and State Records of South Australia, to support community members undertake associated ancestry investigations. As a first step in raising community awareness of these services, a list of these types of resources is being developed for publication on Council's website.

In addition, the focus on maintaining a responsive service has resulted in a number of complex and important tasks from being progressed as these have been put to one side. A key priority such as the Curation and Digitisation of the Council's Heritage Collection has not been progressed.

The Council owns a significant volume of paper-based records, photos, objects and furniture. Many of these are not catalogued or stored appropriately and are located in various storage solutions. In addition, the items are typically not accessible to the community and some, such as the paper based records, are now deteriorating.

It is imperative that work is undertaken to better understand the Council's collection to inform consolidation and future management and display of its collection. Critically, the paper-based records need to be assessed and those of value, scanned for keeping in the public record and made accessible to the community.

It should also be noted that some of the Council's Cultural Heritage collection currently occupies valuable space within the St Peters Library. This space is utilised as it provides a climate-controlled environment to assist in the preservation of important parts of the collection. However, it negates community access to high in-demand resources, such as work-stations and computers. Digitisation of paper records will enable a reduction in the physical collection and potentially enable some of this space to be returned for community use.

In addition, it is envisaged that an assessment of the collection, together with the Council's broader storage requirements (e.g. for events), will assist in identifying a more efficient and appropriate solution.

It is proposed to re-prioritise the Council's Cultural Heritage services to focus on addressing these priorities over the next twelve months. To support the achievement of this prioritisation, the 2024-2025 exhibition programme for the Gallery will be modified to deliver a greater focus on art, rather than Cultural Heritage (noting that History month and NAIDOC exhibitions will still be included within the program). In addition, cultural heritage staff will partner with Library Services staff, to assist in addressing some of the demand. Collectively, this will assist in creating some improved capacity to address existing Cultural Heritage priorities.

OPTIONS

Not Applicable.

CONCLUSION

The demand for Cultural Heritage services has prevented the necessary planning to deliver a diverse and strategic program and has resulted in a backlog of important curation and collection management tasks. To address this, Cultural Heritage services will be re-prioritised, in partnership with Council's Arts Officer and Library Services staff, to enable improved capacity to address these priorities.

RECOMMENDATION

1. That the report be received and noted.
2. That the Council notes and endorses the re-prioritisation of Cultural Heritage services to realise improved capacity to properly respond to the management and curation of the City's Cultural Heritage collection.
3. The Council notes that a report on the progress of the issues raised in this report will be provided in June 2025.

Section 3 – Governance & General Reports

11.7 EXECUTION OF COUNCIL SEAL - FUNDING DEED UNDER 2024-2025 COMMONWEALTH INFRASTRUCTURE INVESTMENT BLACK SPOT PROGRAM

REPORT AUTHOR: Manager, Traffic & Integrated Transport
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4542
FILE REFERENCE: qA133697
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to seek the Council's approval to sign and seal two copies of a funding deed (*the Deed*) between the Council and the Commissioner of Highways.

The Deed facilitates the Council's receipt of funding (\$1,147,459 GST inclusive) from the *2024-2025 Commonwealth Infrastructure Investment Black Spot Program (the Federal Black Spot Program)*. The funding has been provided for the installation of a median island with pedestrian and cyclist storage areas on Kensington Road across the intersection with George/Giles Street (City of Burnside).

A copy of the Deed is contained in **Attachment A**.

BACKGROUND

The intersection of Kensington Road, George Street and Giles Street has been identified as a significant Black Spot with forty-six (46) crashes recorded in the five (5) year period between 2017 and 2021 with seventeen (17) crashes resulting in an injury.

Kensington Road is managed and maintained by the Department for Infrastructure & Transport (DIT), Giles Street is managed by the City of Burnside and George Street is managed by the City of Norwood Payneham & St Peters.

BE Engineering Services were engaged jointly by the Council, the City of Burnside and DIT, to undertake a traffic engineering investigation of the intersection and develop design options to improve road safety.

The report, titled, *Road Safety Investigation Report – Kensington Road, George Street and Giles Street Intersection Review (the intersection road safety report)*, is contained in **Attachment B**.

The Council submitted a Grant Application to the *Australian Government Black Spot Program* and the Department for Infrastructure and Transport has recently advised that the Council has been successful in receiving the Grant. *The Deed* which facilitates receipt of the funding is required to be signed and sealed by the Council (two copies).

FINANCIAL AND BUDGET IMPLICATIONS

The funding covers 100% of the costs required and as such, there are no financial and budget implications for the Council.

EXTERNAL ECONOMIC IMPLICATIONS

Nil.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable

RESOURCE ISSUES

The Grant funding includes resources to engage a Contractor to undertake the works, however the Council's Infrastructure & Major Projects staff will be required to oversee the project.

RISK MANAGEMENT

No significant risks have been identified with this proposal as it relates to the execution of a funding deed.

CONSULTATION

- **Elected Members**
Councillors Mex and Callisto have been briefed on the project during the preparation of the report by BE Engineering Services.
- **Community**
Community consultation in respect to the proposed works will include a letter to inform residents within close proximity of the intersection prior commencement of the project.
- **Staff**
General Manager, Urban Planning & Environment
General Manager, Infrastructure & Major Projects
- **Other Agencies**
Department for Infrastructure & Transport

DISCUSSION

The primary focus of this Project initiative involved investigating the cause of the high number of crashes and injuries (blackspot) at the intersection and develop recommendations to improve road safety.

Three concept design options were developed and the benefits, concerns and traffic impacts of each option have been assessed. The design options and an assessment of each option are summarised below. Please refer to the *Intersection Road Safety Report* contained in Attachment B for details.

- Option 1: The installation of a wide centre median in Kensington Road that restricts right turns to/from any leg of the intersection as well as the north-south through movement across Kensington Road. This option would eliminate approximately 95% of crashes and provide a safe crossing facility for cyclists and pedestrians. It is predicted that 80% of this traffic would shift to Portrush Road or Osmond Terrace, 13% would shift to Edward Street, and 7% would shift to Queen Street. The assessment concluded that the existing road network could adequately accommodate the proposed increased traffic without causing disruption or congestion.
- Option 2: The installation of a narrow median on each leg with signs to restrict right turns and north-south through movements during the peak hours only. Traffic redistribution would be similar to Option 1, but would occur only during the peak periods which would be 7:30am to 9:30am and 3:00pm to 6:00pm. Given that the recorded crashes occurred throughout the entire day and not just within the peak periods, this option would be less effective in reducing the overall crashes. In addition, the intersection would need to be monitored by SAPOL to enforce the movement restrictions.
- Option 3: The installation of narrow median islands at all intersections along Kensington Road between Osmond Terrace and Portrush Road with signs that restrict right turn and north-south through movements during the peak periods, as well as signs to restrict right turn movements into and out of Queen Street and Edward Street during the peak periods. This option would reduce the redistribution of traffic to other local streets during the peak periods by forcing right turning and through traffic onto Portrush Road or Osmond Terrace. Given that the recorded crashes occurred throughout the entire day and not just within the peak periods, this option would be less effective in reducing the overall crashes. In addition, the three intersections would need to be monitored by SAPOL to enforce the movement restrictions.

The evaluation of each option was based on the potential reduction in crashes, road safety outcomes for all road users and the overall impact on the existing road network.

An assessment of the Benefit-Cost ratio of each option has been undertaken using the Department for Infrastructure & Transport's Black Spot calculator to assess the feasibility and effectiveness of each option. The results clearly indicated that Option 1 significantly outperformed the other options, offering the most favourable outcomes in terms of road safety for all road users and traffic efficiency.

The funding period for this Grant is from 1 July 2024 to 30 June 2025.

OPTIONS

The Council can either agree to or decline the funding Deed. If the Council does not accept the funding, the project will not proceed.

Given the overwhelming road safety benefit that this project will achieve and that the funding is for 100% of the works, there is no logical reason not to accept the Grant.

CONCLUSION

The intersection of Kensington Road with George Street (Norwood) and Giles Street (City of Burnside) has a very high crash rate that includes serious injuries and has been identified as a significant Black Spot within the metropolitan road network.

The proposed design will result in some redistribution of traffic to the surrounding street network, but this traffic minor impact is far outweighed by the significant safety benefits of the Project. In addition the Commonwealth Government has agreed to fund 100% of the cost of the Project.

COMMENTS

Nil

RECOMMENDATION

That the Mayor and Chief Executive Officer be and are hereby authorised to sign and seal two copies of the Funding Deed under the 2024-2025 Commonwealth Infrastructure Investment Black Spot Program, for *the installation of a median island with pedestrian and cyclist storage areas on Kensington Road across the intersection with George Street, Norwood and Giles Street, Burnside.*

Attachments – Item 11.7

Attachment A

**Execution of Council Seal
Funding Deed under 2024-2025
Commonwealth Infrastructure Investment Black Spot Program**



COPY

OFFICIAL: Sensitive



Government of South Australia
Department for Infrastructure and Transport

In reply please quote #21478625
Enquiries to Ty Edwards – ty.edwards@sa.gov.au

RECEIVED
- 1 AUG 2024
CITY OF NORWOOD
PAYNEHAM & ST PETERS

**TRANSPORT
STRATEGY AND
NETWORK
PLANNING**

Level 7 83 Pirie Street
Adelaide SA 5000
Karna Country

GPO Box 1533
Adelaide SA 5001
DX 171

T 1300 872 677
W dit.sa.gov.au

ABN 92 366 288 135

**Build. Move.
Connect.**

Mr Mario Barone
Chief Executive Officer
City of Norwood Payneham & St Peters
PO Box 204
Kent Town SA, 5071

SCANNED

- 1 AUG 2024

Doc. No. A960739
GDS 7.7

Dear Mr Barone

2024-2025 AUSTRALIAN GOVERNMENT BLACK SPOT PROGRAM

On 26 July 2024, the Australian Government announced the South Australian projects approved for funding under the 2024-2025 Australian Government Black Spot Program.

I am pleased to advise that the following project was approved funding under this program:

- Kensington Road and George/Giles Street Safety Improvements, Norwood
 - Installation of a median island with pedestrian and cyclist storage areas on Kensington Road across the intersection with George/Giles Street.
 - Approved funding: \$ 1,147,459 (GST inclusive).
 - Completion by the end of June 2025.

A funding deed has been prepared, containing information about the project funding, conditions, reporting and payment arrangements.

Two copies of the deed are attached.

Please insert the required details in item 2 of Schedule 1, attach the seal and sign on page 8 and return both copies within six weeks from the date of this letter to:

*Mr Ty Edwards
Road Safety Engineer
Transport Strategy and Planning Division
Department for Infrastructure and Transport
GPO Box 1533
ADELAIDE SA 5001*

It is important that the obligations and conditions in the funding deed are met. Work on the project must be undertaken in accordance with appropriate Austroads, Australian and Departmental Standards and the requirements of the Notes on Administration for the Infrastructure Investment Black Spot Program, which is available on the Department's website at

https://www.dit.sa.gov.au/towardszerotogether/building_safer_roads/black_spot_program.

For further information regarding project nominations, please contact Ty Edwards on telephone number (08) 7133 2893 or email Ty.Edwards@sa.gov.au.

Yours sincerely



Lillia Rozaklis
Acting Manager, Road Network Planning

29 July 2024

FUNDING DEED

under

**2024-2025 COMMONWEALTH INFRASTRUCTURE INVESTMENT
BLACK SPOT PROGRAM**

Project Number	126130-24SA-BS
Location	Kensington road and George Street / Giles Street, Norwood
Project Description	Installation of a median island with pedestrian and cyclist storage areas on Kensington Road across the intersection with George/Giles Street.
Project Funding	\$1,147,459 (GST Inclusive)

between

**THE COMMISSIONER OF HIGHWAYS
(Grantor)**

and

**THE COUNCIL NAMED IN SCHEDULE 1
(Council)**

FUNDING DEED

Between

COMMISSIONER OF HIGHWAYS, a body corporate pursuant to the *Highways Act 1926* (administered by the Department for Infrastructure and Transport) (ABN: 92 366 288 135).....(**Grantor**)

And

THE COUNCIL NAMED IN SCHEDULE 1, a body corporate under the *Local Government Act 1999*.....(**Council**)

It is agreed:

1. BACKGROUND

- 1.1 The Council has proposed to undertake the project (**Project**) described in item 3 of Schedule 1.
- 1.2 This deed sets out the terms and conditions under which the Grantor intends to provide funding to the Council solely for the purpose (**Purpose**) described in item 3 of Schedule 1 which includes the conduct of the Project.
- 1.3 The maximum amount that may be paid to the Council under this deed is set out in item 4 of Schedule 1 (**Funding**).
- 1.4 Item 3 of Schedule 1 indicates whether or not the Project is to be conducted on a road(s) under the care, control and management of the Commissioner of Highways (**Commissioner**).
- 1.5 If conducted on a road(s) under the care, control and management of the Commissioner the additional terms and conditions set out in Schedule 2 will also apply.

2. FUNDING

- 2.1 Subject to this deed, the Grantor will pay the Council up to the amount of the Funding.
- 2.2 The Council must only use the Funding for the Purpose.
- 2.3 For the purposes of this deed, the **Funding Period** is the period commencing on the Start Date and, subject to funding being available, will continue until the End Date. The **Start Date** and **End Date** are set out in item 4 of Schedule 1.
- 2.4 The Funding is payable by way of progress payments in arrears for work undertaken for the Purpose and may also be part payable (if indicated in item 5 of Schedule 1) by way of an Initial Instalment in Advance.
- 2.5 During the Funding Period, the Council is entitled in accordance with the conditions set out in item 5 of Schedule 1:
 - (a) to invoice the Grantor for the payment of the amount of any Initial Instalment in Advance set out in item 5 of Schedule 1 (if any); and
 - (b) once the amount of the Initial Instalment in Advance (if any) has been expended on work undertaken for the Purpose, to invoice the Grantor for progress payment(s) for work undertaken for the Purpose.

The total of any Initial Instalment in Advance (if any) and all progress payments must not exceed the amount of the Funding.
- 2.6 At the end of the Funding Period the Council must provide a report on the level of any unexpended Funding.

-
- 2.7 The Council must repay any part of the Funding which is unexpended at the end of the Funding Period to the Grantor, unless the Grantor gives written approval for the Council to retain the money.
3. **GST**
- 3.1 The Funding (including any Initial Instalment in Advance or any progress payment) is all-inclusive and not subject to any adjustment for GST or any other tax or cost.
- 3.2 In this Deed "*Taxable Supply*", "*GST*" and "*Tax Invoice*" have the meaning attributed under the *A New Tax System (Goods and Services Tax) Act 1999 (GST Law)*.
4. **ADMINISTRATION OF DEED**
- 4.1 Any power or discretion exercisable by the Grantor under this deed may be exercised by the person (**Grantor's Representative**) for the time being in the position within the Department for Infrastructure and Transport (**Department**) set out in item 2 of Schedule 1.
- 4.2 Any power or discretion exercisable by the Council under this deed may be exercised by the person (**Council's Representative**) for the time being in the position within the Council set out in item 2 of Schedule 1.
5. **PROVISION OF FINANCIAL INFORMATION**
- 5.1 The Council must provide the Grantor with appropriate and regular information, records and reports as the Grantor may request from time to time about:
- (a) the administration and financial affairs of the Council;
 - (b) the progress of (and any change to) the authorised scope of the Purpose or the Project;
 - (c) any significant changes to the nature and scope of the activities conducted by the Council;
 - (d) any other matter relevant to the granting of assistance;
 - (e) any other funding or financial assistance promised or received from any source other than the Grantor;
 - (f) the Council's management of the Funding, including, but not limited to, the economic and efficient use of resources to achieve the outcomes of the Purpose; and
 - (g) the performance of the Council's undertakings and obligations under this deed.
- 5.2 The information provided by the Council must be sufficient for the Grantor to make an informed judgement about:
- (a) the Council's ongoing financial position and its resources and expertise in relation to the Purpose;
 - (b) the Council's performance in managing public moneys, acquiring and using resources economically and efficiently and in achieving specified objectives in relation to the Purpose;
 - (c) the overall effectiveness of the Funding throughout the Funding Period;
 - (d) compliance with legislation and generally accepted accounting principles; and
 - (e) compliance with the Council's constitution and the conditions of this deed.
- 5.3 The Council must permit any officer authorised by the Grantor:
-

-
- (a) to enter the Council's premises and to have access to all accounting records, equipment, documents and information in possession of the Council; and
 - (b) to interview employees of the Council on matters pertaining to the operations of the Council.

6. GENERAL OBLIGATIONS OF THE COUNCIL

The Council must:

- 6.1 use the Funding only for the Purpose for which the Funding was made;
- 6.2 maintain accounting records of the Funding in accordance with generally accepted accounting principles;
- 6.3 ensure that any activity carried out by the Council in connection with the Council's use of the Funding complies with the laws from time to time in force in South Australia;
- 6.4 comply with its constitution;
- 6.5 comply with the additional reporting requirements set out in item 6 of Schedule 1;
- 6.6 prepare financial statements in accordance with Australian Accounting Standards at the end of the Funding Period and submit the financial statements, signed by a senior office holder of the Council, to the Grantor no later than one calendar month after the expiry of the Funding Period;

(Note: for the purposes of compliance with Australian Accounting Standards ("AAS") this includes Tier 1 ASS and Tier 2 ASS – Reduced Disclosure Requirements)
- 6.7 where the Funding to Council is in excess of One Million Dollars (GST exclusive) prepare financial statements in the nature of General Purpose Financial Statements; and
- 6.8 where requested by the Grantor, provide to the Department management accounts, annual reports, financial statements and any other information or documents relevant to the Council's operations.

7. CONDUCT OF THE PROJECT

- 7.1 The Council must ensure that any works undertaken towards the Purpose and/or the Project are undertaken in accordance with (and to the standard required by) any applicable Standards published by Austroads and Standards Australia Limited.
- 7.2 If (as indicated in item 3 of Schedule 1) the Project is to be conducted on a Road(s) under the care, control and management of the Commissioner, the Council must comply with the additional terms and conditions set out in Schedule 2.
- 7.3 The Council must erect signs on each road approach to the Project that comply with Section 4.7.1 – "Signposting" of the Notes on **Administration for Land transport Infrastructure Projects** published by the Commonwealth.

8. TERMINATION

- 8.1 If the Council fails to comply with this deed and/or fails within 6 months from the Commencement of this deed to commence the works on the Project (or make sufficient progress to the satisfaction of the Grantor), the Grantor may:
-

-
- (a) require the Council to repay either the whole or a portion of the Funding (whether expended or not);
 - (b) withhold all future funding from the Council;
 - (c) pursue any legal rights or remedies which may be available to the Grantor; and
 - (d) terminate or curtail any program or project conducted by the Grantor of which the Purpose conducted by the Council is part.
- 8.2 The Grantor may review any decision made pursuant to this clause if the Council is able to satisfy the Grantor within a period of 30 days from the decision that the Council has complied with the conditions of this deed.
- 8.3 Nothing in this deed is to be taken to limit the Grantor's discretion to determine whether and how any program or project of the Grantor is to be conducted, except if and to the extent that the Grantor gives an express undertaking in that regard.

9. GENERAL TERMS AND CONDITIONS

9.1 Insurance

The Council warrants that it is a member of the Local Government Association Mutual Liability Scheme (**Scheme**) and is bound by the Scheme pursuant to section 142 and Schedule 1, Part 2 of the *Local Government Act 1999* (SA) (**Act**) and in the event that the Council ceases to be a member of the Scheme it will forthwith, pursuant to Section 142(1) of the Act and the regulations under that Act, take out and maintain insurance to cover its civil liabilities at a minimum level of cover of AUD \$50 million.

9.2 Commonwealth Funded Project

The Council acknowledges that the Funding provided under this deed is (and remains) contingent upon the Commonwealth funding and despite any other clause of this deed, if the Commonwealth for any reason ceases its provision of funding then the Grantor may by notice to the Council cease its provision of Funding under this deed.

9.3 Audit

The Grantor may direct the Council to arrange for the financial accounts relating to the Funding to be audited at the Council's expense. The Grantor may specify the minimum qualifications to be held by a person appointed to conduct the audit.

9.4 Acknowledgements

The Council acknowledge that the Funding represents a one-off contribution by the Grantor towards the Purpose, and the Council agrees that any request for subsequent funding will require a new application to the Grantor. The Grantor is under no obligation to agree to pay any subsequent funding to the Council.

The Council further acknowledges and agrees that the Grantor will not be liable to reimburse the Council for any losses or cost over runs that may result from the operation of this deed or the carrying out of the Purpose or Project.

9.5 Indemnity

The Council acknowledges and agrees that it remains at all times solely responsible for the conduct of the Project and it releases and indemnifies the Grantor, the Commissioner and the Crown in right of the State of South Australia together with their employees, contractors and agents (**those indemnified**) from and against any loss or liability incurred or suffered

by any of those indemnified as a result of any claim, suit, demand, action or proceeding brought by any person against any of those indemnified in respect to the works to complete the Project or otherwise caused by any breach or default of the Council under this Deed.

9.6 Assignment

The Council must not assign, novate or encumber any of its rights or obligations under this deed.

9.7 Publicity

The Council must not make (or permit a public announcement or media release to be made) about any aspect of this deed without first obtaining the Grantor's written consent.

9.8 Consent

If the Council requires the Grantor's consent under this deed, the Grantor may, in its absolute discretion, give or withhold its consent and if giving consent, the Grantor may impose any condition on that consent that it considers appropriate. The Grantor's consent will not be effective unless it is in writing and signed.

9.9 Entire Deed

This deed incorporates any attached schedules and annexures. This deed contains the entire agreement between the parties with respect to its subject matter and supersedes any prior agreement, understanding or representation of the parties on the subject matter.

9.10 Proper Law

The laws in force in South Australia apply to this deed.

9.11 Jurisdiction of Courts

The courts of South Australia have non-exclusive jurisdiction to determine any proceeding in relation to this deed. Any proceeding brought in a Federal Court must be instituted in (and remain with) the Adelaide Registry of that Federal Court.

9.12 Compliance with Laws

The Council must comply with the laws in force in South Australia in the course of performing its obligations under this deed.

9.13 Notices

A notice is properly given or served if the party delivers it by hand, posts it or transmits it by electronic mail or facsimile, to the address of the Representative of the other party. A notice is taken to be received:

- (a) if sent by post, at the time it would have been delivered in the ordinary course of the post to the address to which it was sent;
- (b) if sent by electronic mail, when the sender receives confirmation that the e-mail has been transmitted successfully to the correct e-mail address; or
- (c) if delivered by hand, the party who sent the notice holds a receipt for the notice signed by a person employed at the physical address for service.

9.14 Performance and future proposals

The satisfactory completion of the works for the Purpose, the making of regular progress payments (see note under item 5 of Schedule 1) and on-going compliance with reporting obligations, may be taken into account as a factor in assessing any applications by the Council for future funding.

9.15 Waiver

Any waiver of any provision of this deed is ineffective unless it is in writing and signed by the party waiving its rights.

A waiver by either party in respect of a breach of a provision of this deed by the other party is not a waiver in respect of any other breach of that or any other provision.

The failure of either party to enforce any of the provisions of this deed at any time must not be interpreted as a waiver of that provision.

9.16 Variation

Any variation of this deed must be in writing and signed by each party (or its Representative). Any request by the Council for agreement to vary the Funding, the Purpose, the scheduled timing for the conduct of the works for the Project and/or the Funding Period must be accompanied by sufficient details explaining the reasons for the requested variation to enable the Grantor to have regard to its merits.

9.17 Reading down and Severance

In the event that any provision (or portion of any provision) of this deed is held to be unenforceable or invalid by a Court of competent jurisdiction, the validity and enforceability of the remaining provisions (or portions of such provisions) of this deed shall not be adversely affected.

The offending provision (or part of a provision) shall be read down to the extent necessary to give it legal effect, or shall be severed if it cannot be read down, and the remaining part and provisions of this deed shall remain in full force and effect.

9.18 Auditor General

Nothing in this deed derogates from the powers of the Auditor-General under the *Public Finance and Audit Act 1987* (South Australia). Without limiting this clause, the Council acknowledges the Auditor General's obligations and powers under sections 32 and 34 of the *Public Finance and Audit Act 1987* (South Australia).

9.19 Public Disclosure

The Grantor may disclose this deed (and/or information relating to this deed) in both printed or electronic form and either generally to the public or to a particular person as a result of a specific request.

Nothing in this clause derogates from the Council's obligations under any provision of this deed or the provisions of the *Freedom of Information Act, 1991*.

9.20 Special Conditions

The special conditions set out under item 7 of Schedule 1 (if any) form part of this deed.

EXECUTED as a DEED

By the Grantor

THE COMMON SEAL of the)
COMMISSIONER OF HIGHWAYS)
)
)
)
)
)
)
)
)
)
)

was affixed on:
(Date above)

(Affix Seal Above)

in the presence of:

Witness Signature:.....

Print Name:

By the Council

THE COMMON SEAL of the)
COUNCIL NAMED IN SCHEDULE 1)
)
)
)
)
)
)
)
)
)
)

was affixed on:
(Date above)

(Affix Seal Above)

as attested by the Principal Member and
Chief Executive Officer.

Signature:.....

Signature:

Print Name:

Print Name:

Principal Member

Chief Executive Officer

SCHEDULE 1 - PARTICULARS
1. THE COUNCIL

Name: **City of Norwood Payneham & St Peters**

Site Address: **175 The Parade, Norwood SA, 5067**

Postal Address: **PO Box 204, Kent Town SA, 5071**

ABN: **11 390 194 824**

2. REPRESENTATIVES

Grantor's Representative
Council's Representative

Name: **Russell Troup**

Name: _____

Position: **Director, Transport Strategy
and Network Planning

Department for Infrastructure
and Transport**

Position: _____

Address: **GPO BOX 1533
ADELAIDE SA 5001**

Address: _____

Telephone: **(08) 7133 2967**

Telephone: _____

E-mail: russell.troup@sa.gov.au

E-mail: _____

3. THE PURPOSE, DESCRIPTION OF PROJECT & DETAILS OF THE ROAD(S)

The Purpose: The funding is provided for the purpose of the Council undertaking on the road(s) identified below (within the Funding Period) the Project described below (and in any plans and/or proposal attached to this deed) in accordance with (and to the standard required by) any applicable Standards published by Austroads and Standards Australia Limited.

Description of Project: Project Number **126130-24SA-BS**

Project
Description

**Installation of a median island with
pedestrian and cyclist storage areas on
Kensington Road across the intersection
with George/Giles Street.**

Note: Please ensure that a full description setting out all aspects of the Project is included (this is of particular importance for Projects undertaken on DIT maintained roads).

Details of the Road(s): **Intersection of Kensington Road and George Street/ Giles Street**

Is the Road(s) under the care control
and management of the Commissioner
of Highways:

Yes

Note: If under the care, control and management of the Commissioner then Schedule 2 will apply.

4. THE FUNDING

The Funding: \$1,147,459 (GST Inclusive)

The Funding Period: Start Date: **1 July 2024**

End Date: **30 June 2025**

5. MANNER & CONDITIONS OF PAYMENT

Limit on payments

The Funding of \$1,147,459 (GST Inclusive) is the maximum total amount the Grantor may be liable to pay the Council under this deed.

Initial Instalment in Advance & Progress Payments

The following table sets out the details of payments comprising the Funding the Council may invoice the Grantor for in accordance with clause 2.5 of the deed.

Payment	Amount AUD (GST Inclusive)
Initial Instalment in Advance <small>(Note: If no amount is indicated <u>then</u> no Initial Instalment in Advance will be made and the Funding will be made entirely through Progress Payments in arrears)</small>	\$nil
Allocation for Progress Payments	\$1,147,459
Total Funding	\$1,147,459

Periodic Progress Payments

Except in relation to the last Quarter prior to an End Date of 30 June, the Council is entitled (provided any instalment in advance has been expended) to invoice the Grantor after the end of each Quarter (or after another interval agreed between the parties) for progress payments for work undertaken for the Purpose.

A "Quarter" is the 3 calendar month period ending on 31 March, 30 June, 30 September and 31 December of each year during the Funding Period.

Last Quarter: If the End Date is 30 June (to coincide with the end of the Financial Year) then the Council must by **1 June** issue the Grantor with the final invoice for all works undertaken for the Purpose. Late invoices will only be accepted with the written agreement of the Grantor.

Note on Regular Invoices: The Grantor expects that works for the Purpose will be undertaken promptly during the Funding Period and expects to receive the invoice for any instalment in advance (if any) soon after the commencement of this deed and then regular subsequent receipt of invoices for progress payments.

Invoices

The Grantor is **not** obligated to pay an invoice unless properly rendered. An invoice is properly rendered if it:

- (a) is issued in respect of a payment for which the Council is entitled to invoice for under this deed;
 - (b) quotes the relevant purchase order number allocated by the Grantor;
 - (c) is accompanied by a Claim Form and invoices (if any) from the Council's contractor(s) undertaking work for the Purpose;
 - (d) reflects the correct amount for payment under this deed; and
 - (e) is a valid Tax Invoice in accordance with GST Law.
-

The **Claim Form** must set out:

- (a) The progress of the work towards the Purpose.
- (b) Project expenditure report from Council's financial management system and a summary schedule of expenditure.
- (c) Statement of the amount of any under or over expenditure of the Funding.

A pro-forma Claims Form is available from web-link:

https://www.dit.sa.gov.au/towardszerotogether/building_safer_roads/black_spot_program

Payment Term

Provided that the total amount of the Funding has not been (or will be) exceeded, the Grantor must pay the amount of a properly rendered invoice for an Initial Instalment in Advance (if indicated above) and a progress payment for work undertaken towards the Purpose issued by the Council, within 30 days of receiving the Council's invoice.

6. ADDITIONAL REPORTING REQUIREMENTS

Report (Title)	Frequency (By when)	Requirements (Information and applicable standard)
Project Report	1 st Report- 1 st August 2 nd Report-1 st November 3 rd Report-1 st February 4 th Report- 1 st May or 7 days from request	<ul style="list-style-type: none"> • The progress of the Project and scheduling of works. • Updated Expenditure forecasts during the term of the funding period. • The management of the Funding (i.e. break down of expenditure of the Funding). • Any changes to the authorised scope of the Project. • Any significant changes to the nature, scope and cost of the activities conducted by the Council. • Any operational matters requested from time to time by the Grantor for inclusion in the Project Report. • Use Template as per https://www.dit.sa.gov.au/towardszerotogether/building_safer_roads/black_spot_program
Completion Report	Within 30 days from the completing the works for the Project.	Use Template as per https://www.dit.sa.gov.au/towardszerotogether/building_safer_roads/black_spot_program
Financial Statements (As referred to in clauses 6.6 and 6.7 of the Deed)	Within 30 days from the expiry of the Funding Period.	<p>Financial Statements prepared in accordance with Australian Accounting Standards setting out in detail the Council's expenditure of the Funding (with invoices attached from any contractors engaged for the Purpose) and signed by a senior office holder of the Council.</p> <p>Standard: <u>If</u> the Funding is in excess of \$1 M (GST exclusive) <u>then</u> the recipient must prepare its Financial Statements in the nature of General Purpose Financial Statements.</p> <p>(Note: for the purposes of compliance with Australian Accounting Standards ("AAS") this includes Tier 1 ASS and Tier 2 ASS – Reduced Disclosure Requirements)</p>

7. SPECIAL CONDITIONS

- 7.1 The Transport Strategy and Network Planning Directorate will contact Council for a commencement meeting or other meetings as required.
-

SCHEDULE 2 – WORKS ON COMMISSIONER MAINTAINED ROAD(S)

1. APPLICATION OF THIS SCHEDULE 2

The Council must comply with the terms and conditions set out in this Schedule 2 if (as indicated in item 3 of Schedule 1) the Council's proposed Project funded under this deed involves work on (or alterations to) a road ("**Road**") that is under the care, control and management of the Commissioner of Highways ("**Commissioner**").

2. LEGAL REQUIREMENT TO GAIN COMMISSIONER'S APPROVAL

Subsection 26(7) of the *Highways Act 1926* (SA) provides that a council must not exercise its powers under Part 2 of Chapter 11 of the *Local Government Act 1999* (SA) (e.g. the powers to conduct roadwork) in relation to a road under the care, control and management of the Commissioner except to the extent (if any) as the Commissioner may approve by written notice to the council.

The Council therefore acknowledges that prior to undertaking any works on the Road it will first need to gain the written approval of the Commissioner pursuant to section 26(7) of the *Highways Act 1926*.

3. TERMS AND CONDITIONS FOR WORKS ON COMMISSIONER'S ROAD

3.1 The Commissioner makes no warranties or representations concerning the suitability of the Road for the Purpose or the presence of third party installations on, in, along, over, under or near the Road. The Council must arrange for any required relocation or alteration of third party installations at its own cost.

In this Deed "third party installations" means any rail, gas, electrical, telecommunications, stormwater, water or other underground or overground installation on, in, along, over, under or near the Road.

3.2 The Council must:

- (a) not less than one calendar month prior to the commencement of works for the Purpose, submit the detailed design(s), any applicable drawings and plans and its Traffic Management Plan(s) to the Commissioner (acting through the Department) for its comment;
 - (b) modify the documents submitted in accordance with the preceding item 3.2(a) in accordance with any comments received from the Commissioner (or the Department);
 - (c) give prior notification to the Commissioner before commencing any works on the Road and abide by (and ensure that its contractor also abides by) any requirements imposed as to the times for access to the Road;
 - (d) undertake (and ensure that its contractor undertakes) the works on the Road in accordance with:
 - (i) the Department's requirements as per the DIT Master Specification available at [Works on Roads by Other Organisations - Department for Infrastructure and Transport - South Australia](#);
 - and
 - (ii) the detailed design(s), drawings and plans and Traffic Management Plan agreed to by the Commissioner,
 unless a variation is first agreed in writing by the Commissioner;
 - (e) ensure that any works undertaken do not disrupt (or impede) any activity undertaken by the Commissioner (or the Department) on the Road;
-

- (f) ensure that a defect liability period of not less than 24 calendar months applies to the works and the Council must invite (and make provision for) a representative of the Commissioner to attend inspections to assess both practical completion and final completion of the works;
- (g) ensure that any additional works required to reach practical completion or any remediation (or repair of) defects that are required to allow for final completion, identified by either the Council or the Commissioner, are promptly carried out by the Council (or its contractor);
- (h) at its cost, comply with any written direction by the Commissioner in relation to the conduct of the works, any alteration or removal of any infrastructure installed, the removal or minimisation of any risks to safety identified, the reinstatement of pavements, traffic management, the public's access to the Road or partial road closures;
- (i) undertake such reasonable safety measures necessary to protect its employees, contractors, the public and commuters [including without limitation compliance with (and ensuring its contractor complies with) the *Work Health and Safety Act, 2012 (SA)* and the *Work Health and Safety Regulations, 2012 (SA)*];
- (j) notify the Commissioner of any safety risk posed by the works or any infrastructure installed or any activity undertaken by the Council (or its employees, contractors and agents), on the Road; and
- (k) following practical completion of the works [and following any further modifications undertaken by the Council (or its contractor)] provide at the Council's cost, the Commissioner with as constructed drawings and plans accurately depicting the type and location of the works and any infrastructure installed in accordance with Departmental standards available at:

http://www.dit.sa.gov.au/contractor_documents (intellectual property in the plans and drawings vests in the Commissioner).

- 3.3 If the Council fails to comply with the requirements of item 3.2(g) or fails to carry out a direction of the Commissioner issued in accordance with item 3.2(h) then the Commissioner may (without being obliged to) carry out (or engage a contractor to carry out) the necessary work and the Council promises to pay to the Commissioner the cost it incurs in doing so.
-

Attachment B

**Execution of Council Seal
Funding Deed under 2024-2025
Commonwealth Infrastructure Investment Black Spot Program**





ROAD SAFETY INVESTIGATION REPORT

KENSINGTON ROAD, GEORGE STREET AND GILES STREET INTERSECTION REVIEW

Prepared for:

CITY OF NORWOOD PAYNEHAM & ST PETERS



© Be Engineering Solutions Pty Ltd
 ABN 90 631 262 756
 19 Young Street, ADELAIDE, SA 5000
 W: www.be-engsolutions.com.au
 E: info@be-engsolutions.com.au

Document Control

Document Reference: BE23_Q36-REP001
 Document Title: ROAD SAFETY INVESTIGATION REPORT - KENSINGTON ROAD, GEORGE STREET AND GILES STREET INTERSECTION SAFETY INVESTIGATION REPORT
 Client: CITY OF NORWOOD PAYNEHAM & ST PETERS

Revision	Description	Author(s)	Reviewed	Approved	Date
A	Draft for comment	FZ	BC	BZ	02/06/2023
B	Revised	FZ	ES	DB	03/07/2023
C	Final	FZ	DB	DB	11/07/2023
D	Final (Revised)	FZ	DB	DB	28/07/2023
E	Final (Revised)	FZ	DB	DB	18/08/2023

We acknowledge and pay our respects to the Kurna people, the traditional custodians whose ancestral lands we gather on. We acknowledge the deep feelings of attachment and relationship of the Kurna people to the country, and we respect and value their past, present and ongoing connection to the land and cultural beliefs.

Conditions of Use and Disclaimer

This document has been prepared and produced expressly for the Client as outlined on the cover page of this report and is not intended for use by any other person or third party other than the named Client.

This document is, and shall remain the property of Be Engineering Solutions Pty Ltd. The document may only be used for the purposes for which it was commissioned. Unauthorised use of the document in any form whatsoever without the express approval from Be Engineering Solutions Pty Ltd is prohibited.

Be Engineering Solutions Pty Ltd does not warrant, guarantee, or represent that this report is free from errors or omissions or that the information is exhaustive. Information contained within may become inaccurate without notice and may be wholly or partly incomplete or incorrect. Before relying on the information in this report, users should carefully evaluate the accuracy, completeness, and relevance of the data for their purposes.

Subject to any responsibilities implied in law which cannot be excluded, Be Engineering Solutions Pty Ltd shall be entitled to be indemnified to any party for any losses, expenses (including without limitation, attorneys' fees and expenses), damages, liabilities or claims whatsoever, whether direct, indirect or consequential, arising out of or referable to the use of this report, howsoever caused whether in contract, tort, statute or otherwise.

TABLE OF CONTENTS

1. INTRODUCTION	6
2. EXISTING CONDITIONS	7
3. ROAD NETWORK	8
3.1 ROAD FUNCTION	8
3.2 CYCLIST AND PEDESTRIAN CONNECTION	10
4. TRAFFIC DATA ANALYSIS	11
4.1 VEHICLE TURNING COUNTS	11
4.1.1 Weekday Analysis	11
4.1.2 Weekend Analysis	14
4.2 CRASH STATISTICS	15
4.3 PEDESTRIAN MOVEMENTS	17
4.4 OBSERVATIONS DURING THE TRAFFIC AND PEDESTRIAN SURVEYS	18
5. SITE OBSERVATIONS	18
5.1 TRAFFIC MOVEMENTS	18
5.2 PEDESTRIAN AND CYCLIST MOVEMENTS	18
5.3 INTERSECTION OBSERVATIONS	19
6. CONCEPT DEVELOPMENT	21
6.1 OPTION 1 – WIDE CENTRE MEDIAN	22
6.2 OPTION 2	27
6.3 OPTION 3	32
7. OPTION ANALYSIS	34
7.1 BCR CALCULATION (FOR BLACK SPOT PROGRAM)	37
7.2 BUSINESS DESTINATION IMPACT	39
8. SUMMARY AND RECOMMENDATIONS	40
APPENDICES	41
APPENDIX A – CONCEPT DRAWINGS	41
APPENDIX B – BCR CALCULATIONS	42

LIST OF TABLES

Table 1 - Crash Statistics (2017-2021)	15
Table 2 - Crash Statistics During Peak Period (7:30 – 9:30 am; 3:00 – 6:00 pm)	15
Table 3 - Crash Statistics for Surrounding Intersections	17
Table 4 - Estimated two-way traffic volume on side roads for AM/PM peak hour	23
Table 5 - Right in Traffic Redistribution Volume over 12 hours (Option 1)	24
Table 6 - Through Movement Traffic Redistribution Volume over 12 hour (Option 1)	25
Table 7 – Right Out Traffic Redistribution Volume in 12 hour (Option 1)	26
Table 8 - Estimated two-way traffic volume on side roads for peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm)	28
Table 9 - Right in Traffic Redistribution Volume in peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm) (Option 2)	29
Table 10 - Through Movement Traffic Redistribution Volume in peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm) (Option 2)	30
Table 11 – Right Out Traffic Redistribution Volume in peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm) (Option 2)	31
Table 12 - Option Comparison	35
Table 13 - BCR Calculations	38
Table 14 - Wendy's Nursery School Turning Movement at George Street Access	39

LIST OF FIGURES

Figure 1 - Project location	6
Figure 2 - Bus Route	8
Figure 3 - Road Network	9
Figure 4 - Bikedirect Network	10
Figure 5 - AM Turning Movements	11
Figure 6 - PM Turning Movements	12
Figure 7 - 12 Hour Traffic Movements on Thursday	13
Figure 8 - 2 Hour Total Turning Movements for Saturday	14
Figure 9 - Collision Diagram	16
Figure 10 - Roadside Furniture	19
Figure 11 - Noncompliant Kerb Ramps	19
Figure 12 - Nature tree located near traffic lane	20
Figure 13 - Uncontrolled Pedestrian Movements	20
Figure 14 - Right Turn vehicles	20
Figure 15 - Treatment Option 1	22
Figure 16 - Right in Traffic Redistribution of option 1	24
Figure 17 - Through Traffic Redistribution of Option 1	25
Figure 18 - Right out Traffic Redistribution of Option 1	26
Figure 19 - Treatment Option 2	27
Figure 20 - Right in Traffic Redistribution of option 2	29
Figure 21 - Through Traffic Redistribution of Option 2	30
Figure 22 - Right Out Traffic Redistribution of Option 2	31
Figure 23 - Treatment Option 3	32
Figure 24 - Right in Traffic redistribution Option 3	33
Figure 25 - South Australia Black Spot Programs Development	37

1. INTRODUCTION

Be Engineering Solutions were engaged by the Cities of Norwood Payneham & St Peters and Burnside, and the Department for Infrastructure & Transport to undertake a Road Safety Investigation and provide concept designs to upgrade the intersection of George Street, Giles Street, and Kensington Road in Norwood and Toorak Gardens. The project was instigated because the intersection was identified as a significant Black Spot on the metropolitan road network, with 46 crashes recorded in the five (5) year period between 2017 and 2021, and seventeen (17) of these resulting in an injury.

The intention is for the City of Norwood, Payneham & St Peters and the City of Burnside to jointly submit this project for Black Spot funding with the project being supported by the Department for Infrastructure (DIT).

This report will consider possible intersection treatment options to manage the traffic movements and provide a safer road environment.



Figure 1 - Project location

2. EXISTING CONDITIONS

Kensington Road is classified as an arterial road maintained by the Department for Infrastructure and Transport (DIT). The road consists of two lanes in each direction, a 2.9 m centre lane and a 4.1 m kerbside lane, separated by a broken enhanced (200mm) dividing line. Clearway conditions apply between 7.30 – 9.00 am for westbound traffic (to the city) and 4.30 – 6.00 pm for eastbound traffic. According to Location SA Map Viewer, traffic volumes are 21,100 vehicles per day (AADT) with 2% classified as Commercial vehicles.

George Street is classified as major collector road under the care and control of the City of Norwood Payneham & St Peters. The road consists of one lane in each direction separated by a dividing line and marked parking on both sides. George Street intersects with The Parade and Magill Road north of Kensington Road with traffic signals controlling The Parade intersection.

The intersection with Kensington Road is controlled by a stop sign and associated stop line. The road width at the intersection is 12.4 m comprising a left turn lane and through/right turn lane for traffic exiting George Street. A 1.4 m wide pavement bar treatment separates opposing traffic movements. Parking prohibitions are in place along on both sides of George Street on approach to the intersection. There are no DDA compliant kerb ramps on George Street in the vicinity of the intersection.

Giles Street is classified as a secondary collector road under the care and control of the City of Burnside. The road consists of one lane in each direction separated by a dividing line and a shared parking and cycle lane on both sides. Giles Street connects through to Grant Avenue to the south and has a total road width of 13.4m. The Kensington Road intersection is controlled by a stop sign and associated stop line. A 1.6 m wide pavement bar scheme separates opposing traffic movements. A Left Turn Only sign is installed at the intersection for traffic exiting Giles Street, prohibiting right turn and through movements during the peak periods (7.30 – 9.30 am and 3 – 6.00 pm).

Surrounding facilities, include a childcare centre located on the northwest corner of the intersection with access from George Street, and The Burnside Hospital, located on the southeast corner of the intersection and extending east to the next intersection with Moore Street.

3. ROAD NETWORK

3.1 ROAD FUNCTION

Based on road classification data obtained from Location SA, Kensington Road is classified as an urban arterial road, serving as a crucial east-west thoroughfare extending from the city to the eastern suburbs and foothills, terminating at the Kensington Road Lookout.

George Street, is a major collector road, providing a north-south connection, linking The Parade and Magill Road with Kensington Road. Giles Street as a secondary collector continues in a southerly direction and provides a connection to Grant Avenue.

The surrounding network is laid out in a grid formation. Several alternative route options are available for north/south movements either side of George Street and Giles Street, namely Osmond Terrace, Edward Street, Queen Street, and Portrush Road. With the exception of Osmond Terrace and Portrush Road the other parallel roads are classified as local roads. Of note, Giles Street serves as the sole direct connection to Grant Avenue between Osmond Terrace and Portrush Road.

George Street forms a desirable north-south connection in between Osmond Terrace and Portrush Road when compared to the alternative north-south orientated local roads due to the signalised intersection with The Parade and continuation of Giles Street.

Kensington Road forms part of the Adelaide Metro bus routes 141, City to Stonyfell and 142 City to Burnside. Bus stop 5 is located approximately 60 m west of the intersection with George Street and Giles Street.

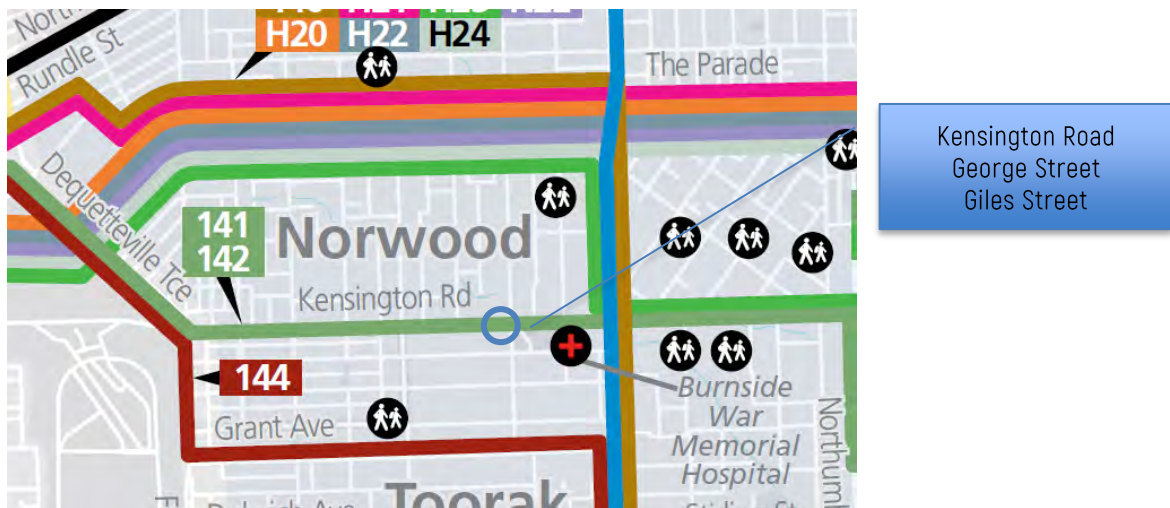


Figure 2 - Bus Route

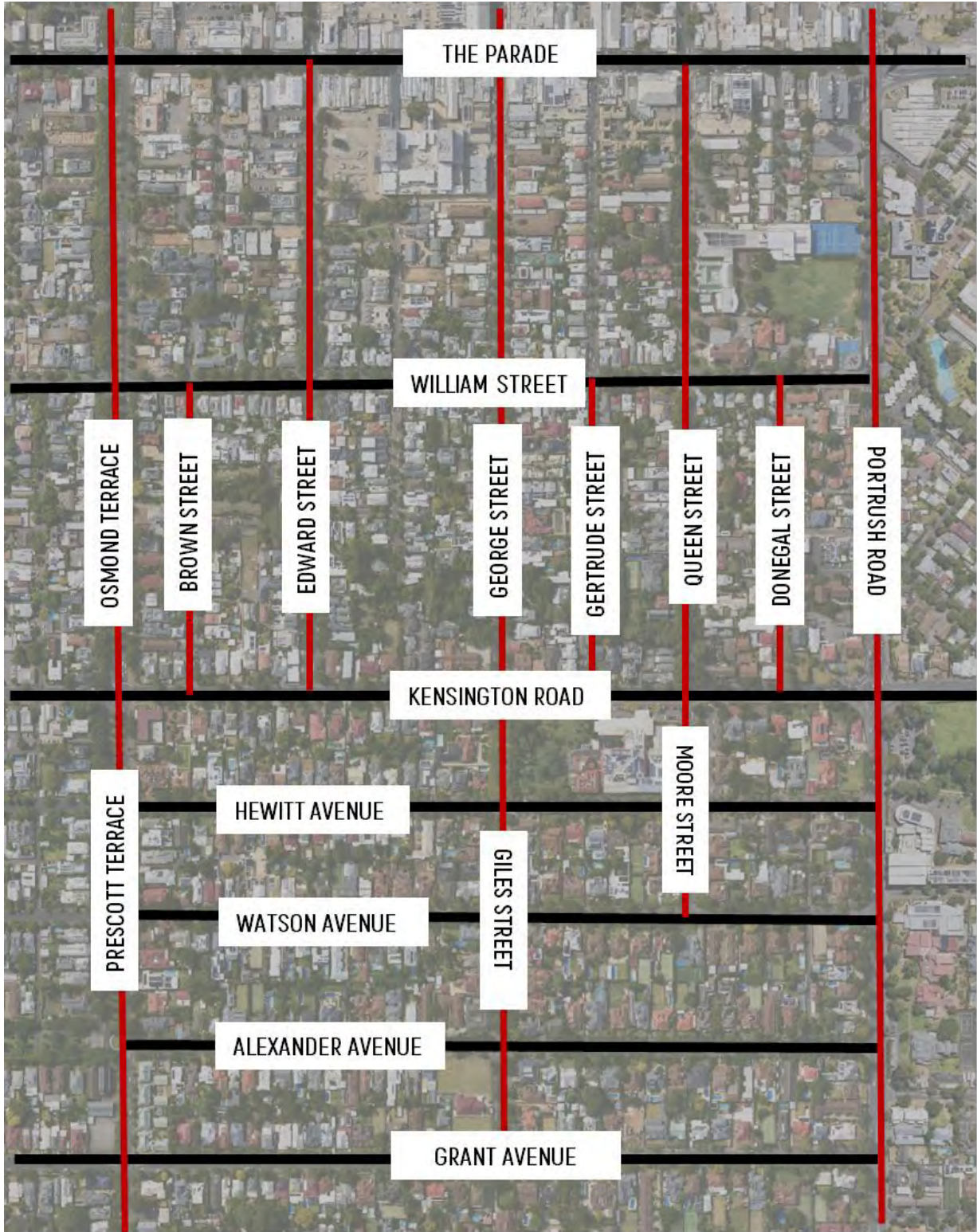


Figure 3 - Road Network

3.2 CYCLIST AND PEDESTRIAN CONNECTION

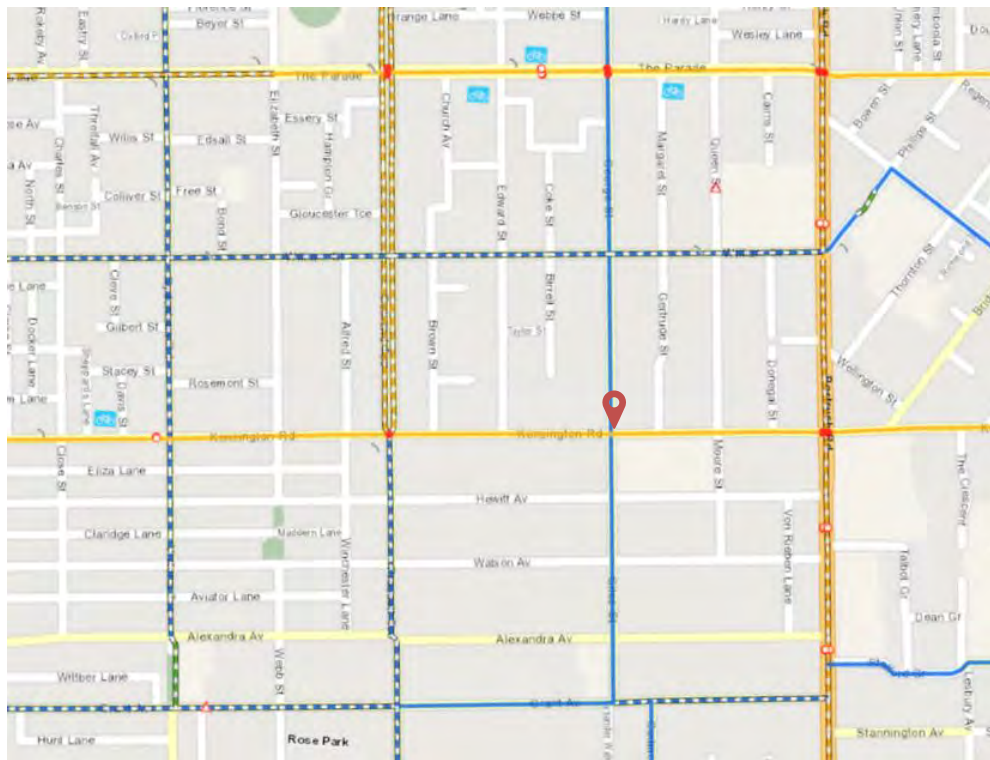


Figure 4 - Bikedirect Network

George Street and Giles Street form part of the Bikedirect Network as secondary roads providing north - south connections to The Parade and Grant Street. The route is defined by Sharrows on George Street. No bike route indicators are present along Giles Street. Portrush road and Osmond terrace are parallel routes defined as main roads with bicycle lane.

A single pedestrian refuge crossing point is located on Kensington Road between the signalised intersections of Osmond Terrace and Portrush Road. The Refuge is located approximately 160 m east of George St / Giles St intersection in front of the burnside hospital.

4. TRAFFIC DATA ANALYSIS

4.1 VEHICLE TURNING COUNTS

The Department for Infrastructure and Transport (DIT) provided turning movement surveys for the intersection of Kensington Road, George Street and Giles Street. The survey was undertaken on Thursday 04th May 2023. A summary of the analysed data is provided below:

4.1.1 Weekday Analysis

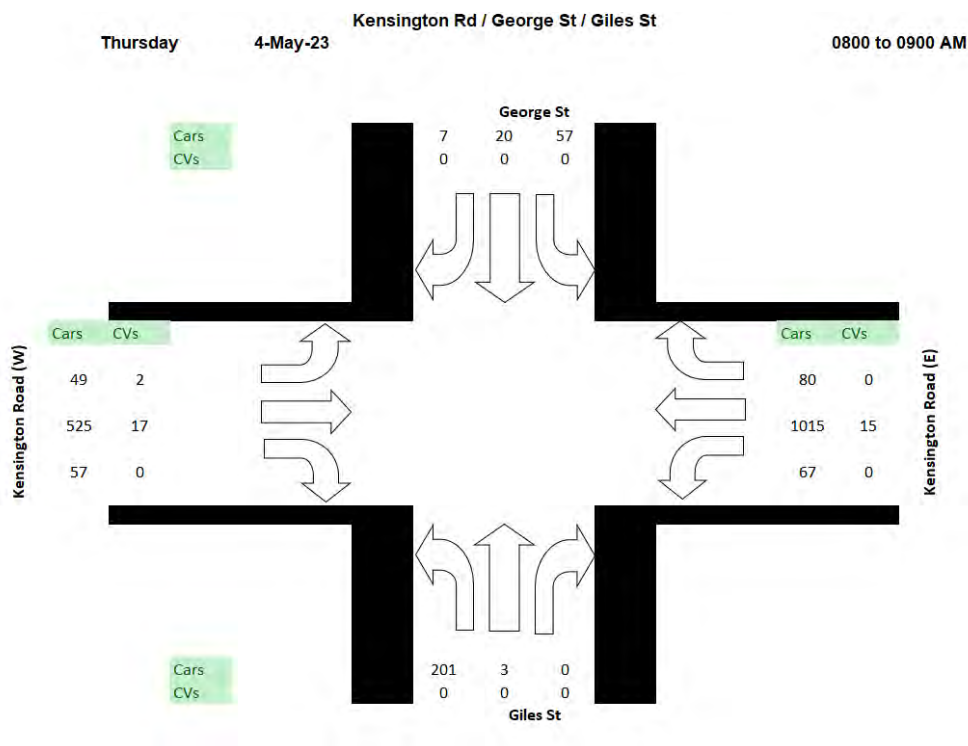


Figure 5 - AM Turning Movements

- AM peak period was recorded from 8.00 am to 9.00 am
- The predominant vehicle movement was 1015 through movements recorded on the eastern approach of Kensington Road. It is expected that these vehicles were city bound
- The western approach of Kensington Road comprised 525 through movements
- Right turn movements from Kensington Road were 80 into George Street and 57 into Giles Street
- Due to the Left Turn Only sign for traffic exiting Giles Street during the peak periods (7.30 – 9.30 am and 3 – 6.00 pm), no right turns were recorded during the am peak period
- 7 vehicles were recorded turning right from George Street
- The only turning movements conducted by commercial vehicles were 2 turning left into George Street
- The major movements from George Street and Giles Street were found to be left turns onto Kensington Road.

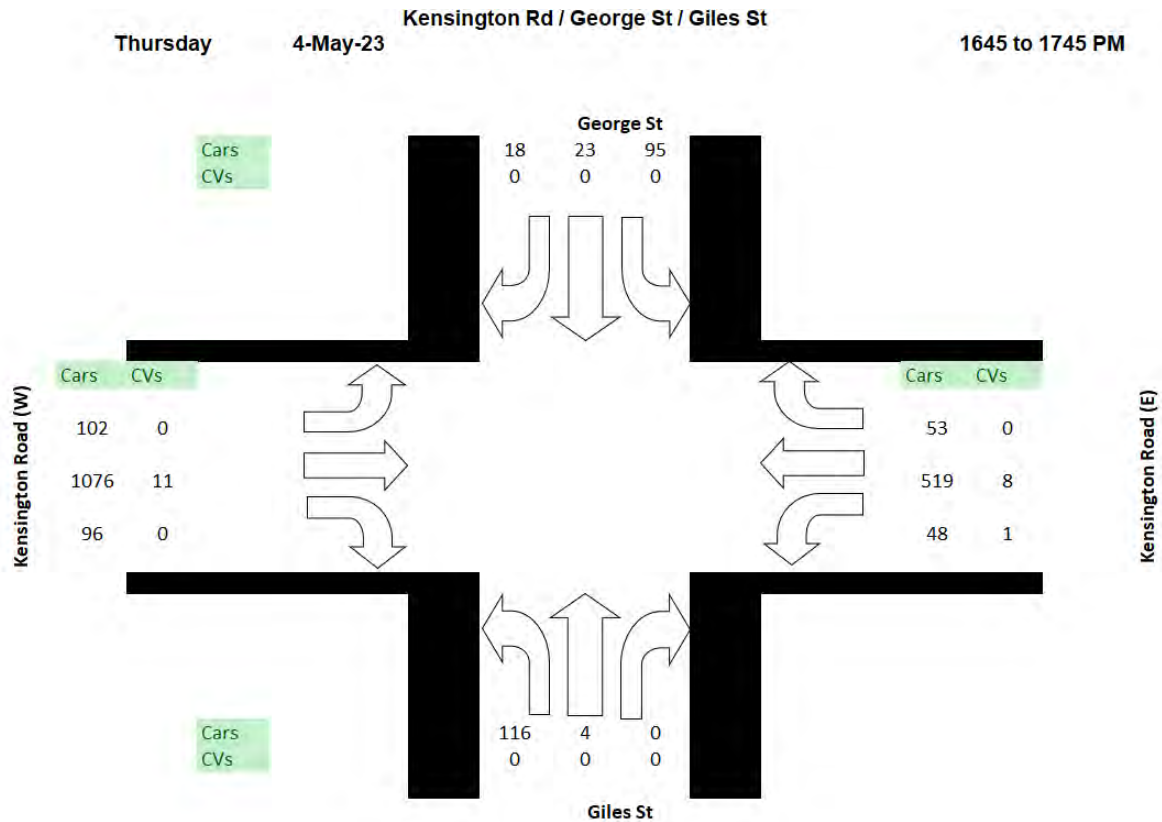


Figure 6 - PM Turning Movements

- PM peak period was recorded from 4.45 pm to 5.45 pm
- The predominant vehicle movement was 1076 through movements recorded on the western approach of Kensington Road
- The eastern approach of Kensington Road comprised 519 through movements.
- Right turn movements from Kensington Road were 53 into George Street and 96 into Giles Street
- Right turn movements from George Street were 18 vehicles. No right turns were recorded during the pm peak period from Giles Street
- The only turning movements conducted by commercial vehicles were 1 turning left into Giles Street
- The major movements from George Street and Giles Street were found to be left turns into Kensington Road during the pm peak period.

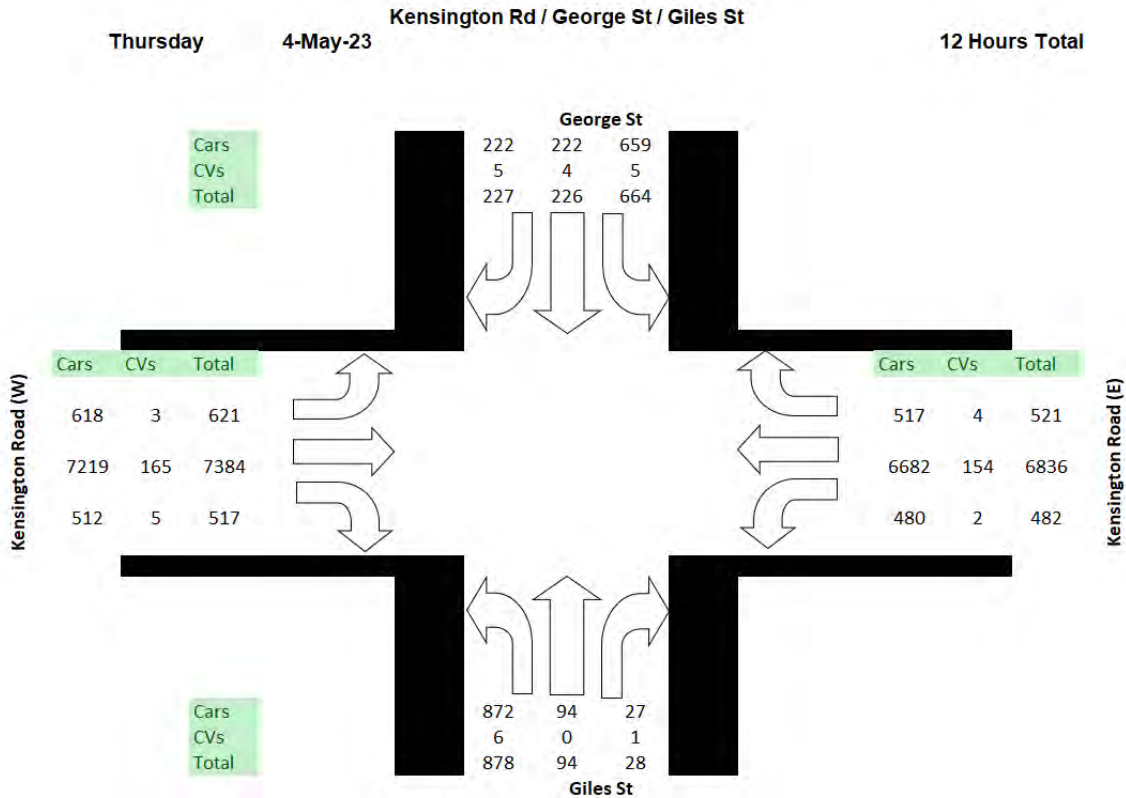


Figure 7 - 12 Hour Traffic Movements on Thursday

- Through movements on Kensington Road were predominant during the 12-hour survey
- The highest turning movements recorded from George Street and Giles Street were the left turn movements onto Kensington Road
- Right turn movements from Kensington Road were 521 into George Street and 517 into Giles Street. Right turn movements from George Street were 227 and 28 from Giles Street
- North-south through movement were 226 and 94 from south to north.
- The estimated AADT was 20900 along Kensington Road.

In summary, right turn movements as well as the north-south through movements within the intersection were the predominant movements during off-peak period.

There is a higher proportion of left in vehicles than right out movements on George Street. Similarly, left in vehicles have high proportions compared to right-out movements on Giles Street.

4.1.2 Weekend Analysis

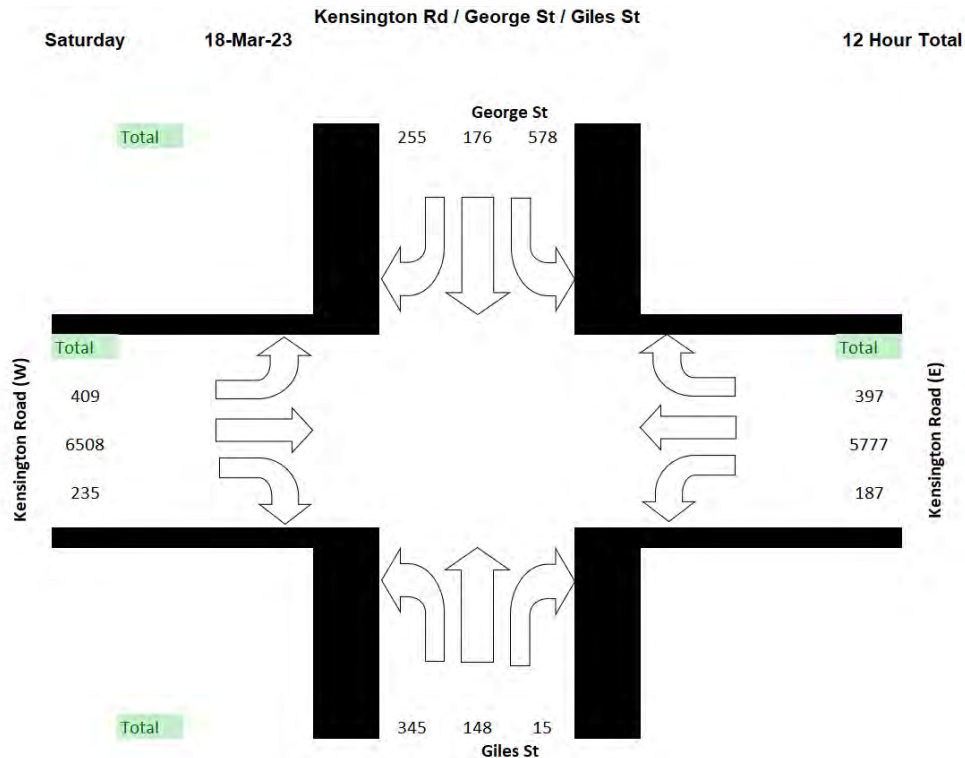


Figure 8 - 2 Hour Total Turning Movements for Saturday

- The 10-hour turning movement survey (8.00 am – 6.00 pm) was undertaken on Saturday 18th March 2023
- As expected, the peak hours were in the late morning/ early afternoon period (11.00 am – 1.00pm)
- The through movements on Kensington Road were the highest – 6508 eastern approach and 5777 on the western approach of Kensington Road
- The predominant turning movement was 578 left turns from George Street
- Right turn movements from Kensington Road were 397 into George Street and 235 into Giles Street
- Right turn movements from George Street were 255 and 15 from Giles Street
- North – south through movements were 176 and 148 from south to north
- The estimated AADT for the weekend survey was 13500 along Kensington Road.

4.2 CRASH STATISTICS

A review of road crashes reported for the five-year period (2017 - 2021) sourced from a collision diagram provided by City of Norwood Payneham & St Peters confirmed 46 reported crashes occurred at the intersection over a five-year period as depicted in Figure 9 - Collision Diagram. The detailed crash types and severities are summarised in the following table:

Table 1 - Crash Statistics (2017-2021)

Crash Type	Crash Severity				Total Crash
	PDO	Fatal	Serious Injury	Minor Injury	
Right Angle	15	0	1	7	23
Right Turn	13	0	0	7	20
Hit Pedestrian	0	0	0	1	1
Rear End	1	0	0	1	2

- 13 crashes turning right into George Street, five of which were injury crashes.
- 9 crashes turning right into Giles Street, three of which were injury crashes, including one involving a pedestrian
- 12 right angle crashes involving through traffic from George Street, 3 of which were injury crashes and 4 right angle crashes involving through traffic from Giles Street, 2 of which were injury crashes
- 4 crashes turning right into Kensington Road, 2 of which were injury crashes.
- 2 crashes turning left into Kensington Road from George Street
- The predominant crashes are right turns into the side streets and through traffic from George Street causing right angle crashes.

PEAK TIME

According to the collision diagram, the time of the crashes occurred as following:

Table 2 - Crash Statistics During Peak Period (7:30 - 9:30 am; 3:00 - 6:00 pm)

Crash Type	AM PEAK (7:30 AM- 9:30AM)	PM PEAK (3:00 PM - 6:00 PM)	OFF PEAK
Right Angle	0	9	14
Right Turn	5	6	9
Hit Pedestrian	0	0	1
Rear End	0	2	0

11% of crashes occurred during AM peak from 7:30 am to 9:30 am, 37% of crashes occurred during afternoon peak from 3:00 pm to 6:00 pm, 52% of crashes occurred during off peak times.

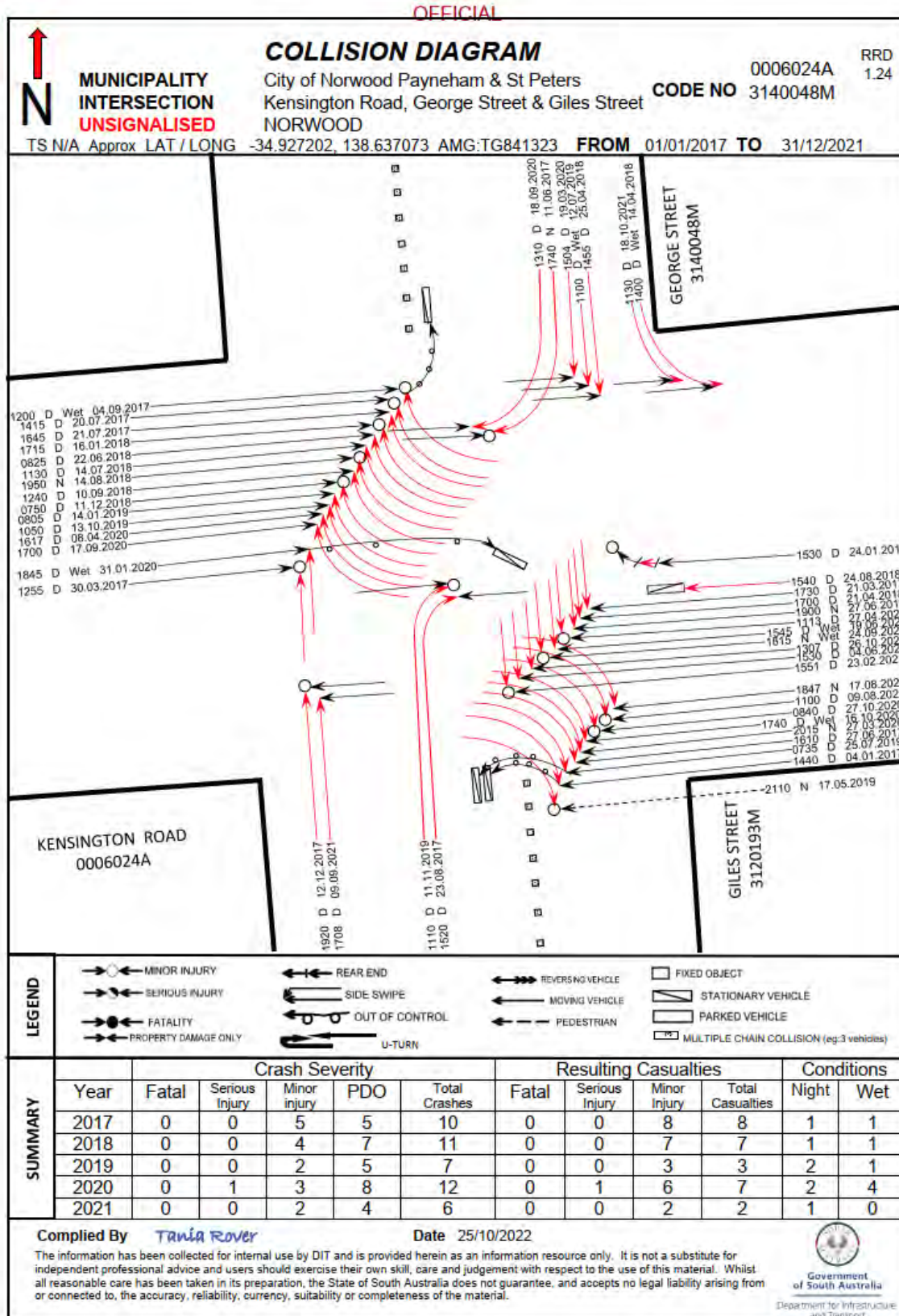


Figure 9 - Collision Diagram

CRASH HISTORY AT ADJACENT INTERSECTIONS

According to the Location SA map viewer, a combined total of 14 crashes occurred during the previous 5 years (2017 -2021) on Kensington Road at the Edward Street intersection, also the Queen Street/Moore Street intersection as identified below:

Table 3 - Crash Statistics for Surrounding Intersections

Crash Types	Right Angle	Right Turn	Side swipe	Rear End	Total
Edward Street	0	3	0	1	4
Queen Street/Moore Street	4	2	1	3	10

- The Queen Street/Moore Street intersection operates as a four-way intersection the same as George Street/Giles Street. However, the total number of crashes is relatively low compared to the George/Giles Street
- Major crashes are Right Turn and Right-Angle crashes caused by right turning movements from Kensington Road into the side streets or from side streets onto Kensington Road
- The crash data provided does not determine the time of crashes.

4.3 PEDESTRIAN MOVEMENTS

DIT undertook a pedestrian crossing survey on Saturday 18 March 2023 between 8am to 6pm and Thursday 04 May 2023 between 7am to 7pm. The Thursday survey recorded the highest pedestrian activity near the intersection of Kensington Road. Specifically, there were 53 pedestrians observed crossing on the western side of the road and 32 pedestrians on the eastern side

58 pedestrians were recorded crossing near the intersection of George Street, while 17 pedestrians were observed crossing to the north of the intersection

The survey documented 36 pedestrians crossing close to the intersection of Giles Street, and an additional 11 pedestrians crossing to the south of the intersection.

During the same period, it was noted that three cyclists were recorded crossing the intersection, with only one cyclist crossing Kensington Road itself

Pedestrian numbers were lower on Saturday with 27 crossing Kensington Road on the western side and 26 on the eastern side. George Street and Giles Street both recorded 23 pedestrians crossing near the intersection. Giles Street recorded an additional 15 pedestrians south of the intersection. No cyclist movements were recorded during the survey

Of the pedestrians recorded crossing the majority were adults with some secondary school students recorded on Thursday. Only two secondary school students were recorded crossing Kensington Road.

4.4 Observations During the Traffic and Pedestrian Surveys

THURSDAY 4 MAY 2023

- Site observations noted Kensington Road access to Wendy's Nursery School seems to be for staff only. Cars store in the driveway, then get out to open the gate, before driving in. There were very few cars using this access.
- A number of near-misses between pedestrians and vehicles were observed at the intersection, particularly when eastbound traffic is congested during the school peak hour (3:15pm to 3:45pm) and the pm peak hour (5 – 6 pm)
- Parked cars on the eastern side of George Street approximately 30 m from the intersection causing the left turners to be blocked when the right turners were queuing.

SATURDAY 18 MARCH 2023

- Vehicles turning right into George Street caused delays for straight through vehicles on Kensington Road
- 2 near misses occurred by vehicles exiting George Street.

5. SITE OBSERVATIONS

Be Engineering Solutions conducted a daytime site observation on 05/05/2023. The observations were undertaken outside of peak times and captured vehicle and pedestrian movements as well as driver behaviours in the vicinity of the study area.

5.1 TRAFFIC MOVEMENTS

At the time of the site observation, vehicle movements along Kensington Road were relatively constant. Gaps in the traffic flow occurred due to the Port Rush Road and Osmond Terrace signalised intersections creating a platooning of traffic therefore providing breaks to allow motorists to exit from the side roads.

The predominant turn movements along the length of Kensington Road between Port Rush Road and Osmond Terrace were observed to be the right turns to both George Street and Giles Street from Kensington Road. Vehicles movements from George Street and Giles Street were mainly left out movements, right turns to Kensington Road from George Street were also observed as well as limited through movements from both direction of George Street and Giles Street. No right turn movement from Giles Street to Kensington Road were observed.

5.2 PEDESTRIAN AND CYCLIST MOVEMENTS

The observation indicated a number of pedestrian and cyclist movements. 2 cyclists were travelling along Kensington Road and several pedestrians crossed the road on the eastern side of the intersection.

5.3 INTERSECTION OBSERVATIONS



Roadside furniture including Stobie poles, power lines, and road signage are located close to the kerbside on the northern side of Kensington Road.

Figure 10 - Roadside Furniture



Non DDA compliant kerb ramps on George Street at intersection

Figure 11 - Noncompliant Kerb Ramps



A tree is located close to the intersection and kerb side on Giles Street

Figure 12 - Nature tree located near traffic lane



Pedestrian crossing Kensington Road.

Figure 13 - Uncontrolled Pedestrian Movements



Right turning vehicles from side road on to Kensington Road stopped beyond the Stop Line.

Figure 14 - Right Turn vehicles

6. CONCEPT DEVELOPMENT

BE Engineering Solutions (BEES) has taken into consideration the concerns raised by the Councils regarding traffic safety issues at the subject intersection. In response, BEES has put forward three potential options. The primary goals of these options are to mitigate the risk of accidents at the intersection and foster a safer traffic environment for all individuals utilising the road network.

Taking into consideration the width of the road corridor, any road widening should be considered at the southern side of Kensington Road to avoid the relocation of the existing stobie poles on the northern side. Each option was evaluated and took into consideration the potential impacts on road safety, public transport, pedestrian and cyclist connections, as well as impacts to local residents.

Alternate options were considered including the Installation of traffic signals or a roundabout. Noting the signalised intersection at the George Street and The Parade the use of either treatment would significantly increase traffic volume in George Street and Giles Street to an unacceptable level. Further, the high cost of the treatments including land acquisition would greatly reduce the benefit cost ratio when applying for Black Spot funding.

These treatments were therefore not evaluated as part of the study.

6.1 OPTION 1 – WIDE CENTRE MEDIAN

Install a raised centre median opposite the George Street and Giles Street intersection. The proposed treatment accommodates a minimum 2.0 m wide raised centre median and designated areas for pedestrians and cyclists to store between opposing traffic lanes. The primary purpose of the raised median is to limit vehicle movements to left turns in and out from George Street and Giles Street. A slight widening of the carriageway will be necessary on the southern side of Kensington Road.

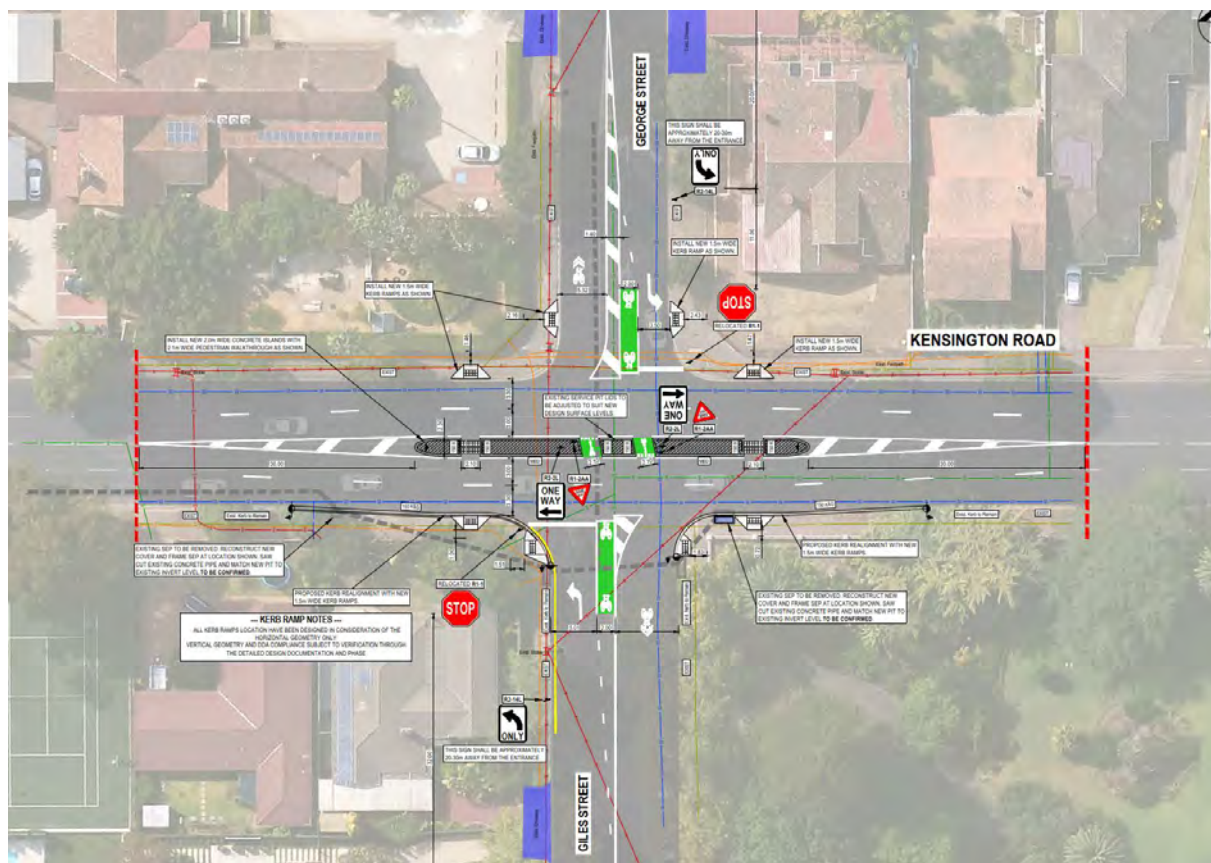


Figure 15 - Treatment Option 1

BENEFITS

- Eliminates Right Angle and Right Turn crashes at the Kensington Road/George Street/Giles Street intersection.
- Improves pedestrian and cyclist safety with provision of central median and refuge islands for crossing Kensington Road
- Better cyclist protection by providing dedicated bike storage lanes on George Street and Giles Street approaches.
- Minimise “rat-running” through George Street and Giles Street
- Improve traffic flow efficiency and capacity on Kensington Road
- Medium project cost and low impact treatments

CONCERNS

- Right turn movements, and related Right-Turn and Right-Angle crashes may be relocated to other intersections and junctions along Kensington Road
- Impact on local traffic accessibility for motorists.

NETWORK IMPACT

- All through movements and right turn movements from George Street and Giles Street will be prohibited at the intersection, however, alternative routes are available
- A portion of the traffic would be re-distributed between Osmond Terrace/Prescott Terrace and Edward Street to the west or Portrush Road and Queen/Moore Streets to the east, leading to a slight increase of traffic movements on roads
- Potential traffic re-distribution to Osmond Terrace and Portrush Road, may add delays and congestions at the signalised intersections.

TRAFFIC REDISTRIBUTION

- Traffic volume that would be diverted to other streets has been estimated and is based on traffic count data undertaken on 04 May 2023 provided by DIT
- The estimated scenario is based on option 1 which prohibits right turn movements from Kensington Road, George Street and Giles Street as well as the through movements between George and Giles Street.
- As indicated in the traffic redistribution analysis, east-west connecting roads as William Street, is expected to accommodate an additional 45 peak hour movements for two-way direction.
- Estimated two-way traffic volume on side roads during peak period (AM: 8:00 – 9:00, PM: 3:00 – 4:00) are summarised below if option 1 scenario applies. To be noticed, the original volume was captured on 07/11/2020 prior to the implementation of the 40km speed limit in Norwood.

Table 4 - Estimated two-way traffic volume on side roads for AM/PM peak hour

Side Roads	Traffic Volume	AM (8:00 – 9:00)	PM (3:00 – 4:00)
Edward Street	Original	266	298
	Estimated Additional	13	13
	Estimated Overall	279	311
Queen Street	Original	214	200
	Estimated Additional	16	16
	Estimated Overall	230	216
William Street	Original	384	335
	Estimated Additional	45	45
	Estimated Overall	429	380

1. Right turn Traffic Redistribution:

Table 5 - Right in Traffic Redistribution Volume over 12 hours (Option 1)

Original Traffic Volume in 12 hours	Estimated Traffic Redistribution Volumes over 12 Hours				
Redistribution of right turn into side streets	Osmond Terrace/Prescott Terrace	Edward Street	Queen Street	Moore Street	Portrush Road
George Street (521 vehicles)	30% (157)	15% (78)	15% (78)	-	40% (209)
Giles Street (517 vehicles)	40% (207)	-	-	20% (104)	40% (206)

- Based on traffic turning counts, 521 vehicles turned right from Kensington Road into George Street and 517 vehicles turned right into Giles Street. These vehicles would be redistributed to alternate roads.
- Osmond Terrace and Portrush Road are the nearest adjacent major roads, both controlled by traffic signals at the Kensington Road intersections, hence it is anticipated these roads would adopt the majority of the redistributed traffic.



Figure 16 - Right in Traffic Redistribution of option 1

2. Through traffic redistribution:

Table 6 - Through Movement Traffic Redistribution Volume over 12 hour (Option 1)

Original Traffic Volume in 12 Hours	Estimated Traffic Redistribution Volume over 12 Hours				
Through Traffic between George and Giles Street	Osmond Terrace/Prescott Terrace	Edward Street	Queen Street	Moore Street	Portrush Road
To George Street (94 vehicles)	50% (47)	-	-	-	50% (47)
To Giles Street (226 vehicles)	75% (170)	-	15% (34)	-	10% (22)

- A total of 94 vehicles were recorded travelling north to George Street and 226 vehicles heading south to Giles Street
- It is expected that the predominant flow of through movement traffic will utilise east-west connecting roads, such as William Street or Hewitt Avenue, before making right or left turns to proceed across Kensington Road
- Over time it would be expected most of the traffic outside the area would use The Parade as an east-west connection and using Osmond Terrace/Prescott Terrace or Portrush Road for north / south movements
- Through traffic would predominately use Osmond Terrace/Prescott Terrace or Portrush Road.



Figure 17 - Through Traffic Redistribution of Option 1

3. Right Out Traffic redistribution:

Table 7 – Right Out Traffic Redistribution Volume in 12 hour (Option 1)

Original Traffic Volume in 12 Hours	Estimated Traffic Redistribution Volume in 12 Hours				
	Osmond Terrace/Prescott Terrace	Edward Street	Queen Street	Moore Street	Portrush Road
From George Street (227 vehicles)	80% (182)	13% (30)	7% (15)	-	-
From Giles Street (28 vehicles)	20% (6)	-	-	-	80% (22)

- 227 vehicles were recorded turning right from George Street onto Kensington Road and 28 vehicles turning right from Giles Street.
- Taking into consideration the direction the vehicles are heading; it can be assumed the right-out traffic from George Street heading west will distribute to the west side road by using William Street. Similarly, the right-out traffic from Giles Street heading east would use Hewitt Avenue or Watson Avenue to go east and turn left onto Portrush Road.



Figure 18 - Right out Traffic Redistribution of Option 1

6.2 OPTION 2

This option involves the installation of back-to-back median kerbs measuring 1.0 m wide on Kensington Road either side of the intersection, as well as medians on George Street and Giles Street. To enhance safety during peak periods, right turn movements from Kensington Road, George Street, and Giles Street will be prohibited through the use of traffic control signage. This approach aims to improve traffic flow and reduce potential conflicts at the intersection.

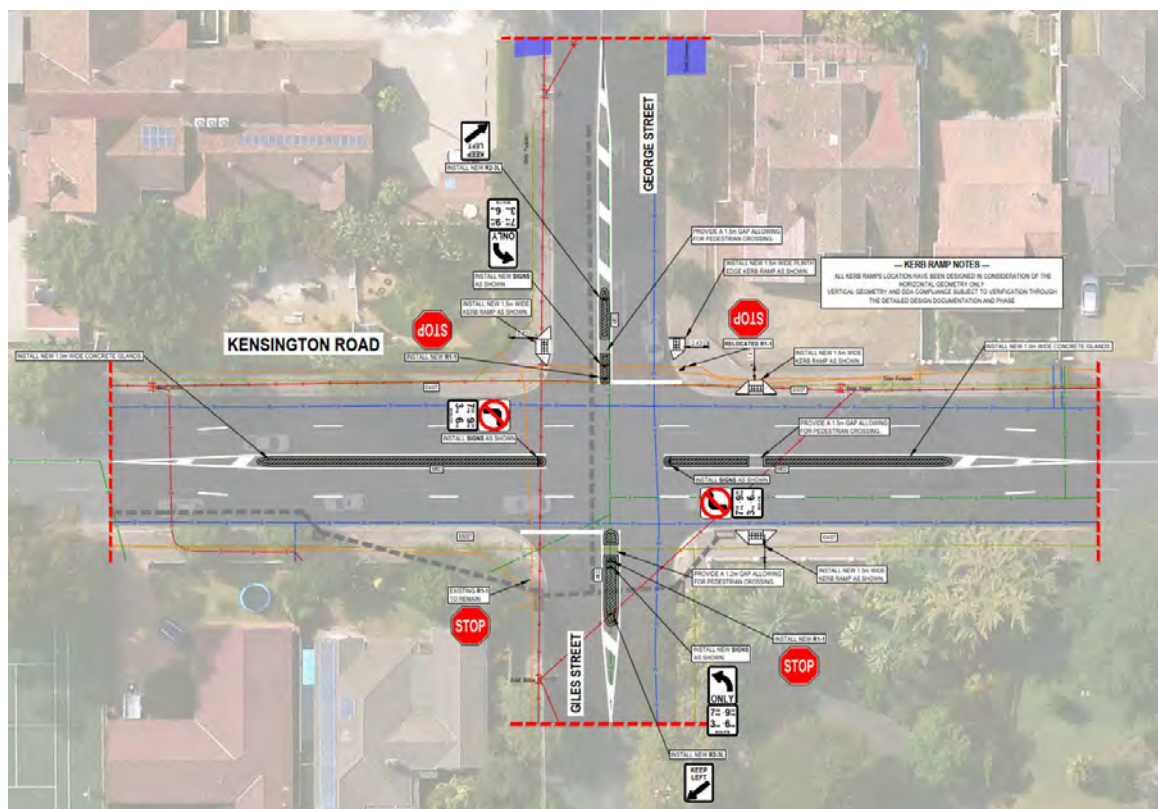


Figure 19 - Treatment Option 2

BENEFITS

- Significant road safety improvement by eliminating Right Angle and Right Turn crashes at the Kensington Road/George Street/Giles Street intersection during peak periods Monday to Friday
- Minimise “rat-running” through George Street and Giles Street
- Improve traffic flow efficiency and capacity on Kensington Road during peak periods
- During off-peak periods, the turning movements will be maintained
- Medium project cost and low impact treatments.

CONCERNS

- Right turning movements and associated Right-Turn and Right-Angle crashes could be relocated to other intersections and junctions along Kensington Road
- Impact on local traffic accessibility for motorists during peak periods Monday to Friday
- Potential non-compliance with traffic restrictions

- No pedestrian and cyclist connectivity will be provided in the vicinity of the intersection
- Option 2 does not address the 52% of crashes which occur outside the peak period.

NETWORK IMPACT

- Traffic is likely to be re-distributed to either Osmond Terrace/Prescott Terrace and Edward Street to the west or Queen Street and Portrush Road to the east slightly increasing traffic on these roads
- During off-peak periods, the turning movements will be maintained
- Increase travel time and distance for accessing local road network during peak periods. Potential traffic re-distribution to Osmond Terrace and Portrush Road, which may add delays and congestions at the signalised intersections.

TRAFFIC REDISTRIBUTION

- Traffic volume estimation is based on traffic count data on 04 May 2023 provided by DIT.
- The estimated scenario is based on the option 2 treatment which prohibits the right turn movements from Kensington Road, George Street and Giles Street as well as the through movements between George and Giles Street during the peak periods (7:30 am – 9:30 am, 3:00 pm – 6:00 pm).
- Traffic within off-peak time is assumed to remain their original traffic movements.
- Estimated two-way traffic volume on side roads during restriction peak periods (7:30 – 9:30 AM, 3:00 – 6:00 PM) are summarised below if option 2 scenario applies. To be noticed, the original volume was captured on 07/11/2020 prior to the implementation of the 40km speed limit in Norwood.

Table 8 - Estimated two-way traffic volume on side roads for peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm)

Side Roads	Traffic Volume	peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm)
Edward Street	Original	1244
	Estimated Additional	66
	Estimated Overall	1310 (262 per hour)
Queen Street	Original	832
	Estimated Additional	77
	Estimated Overall	909 (182 per hour)
William Street	Original	1515
	Estimated Additional	226
	Estimated Overall	1741 (348 per hour)

1. Right in Traffic Redistribution:

Table 9 - Right in Traffic Redistribution Volume in peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm) (Option 2)

Original Traffic Volume in peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm)	Estimated Traffic Redistribution Volume during peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm)				
Right turn into side street	Osmond Terrace/Prescott Terrace	Edward Street	Queen Street	Moore Street	Portrush Road
George Street (349 vehicles)	30% (105)	15% (53)	15% (53)	-	40% (138)
Giles Street (308 vehicles)	40% (124)	-	-	20% (60)	40% (124)

- Based on traffic turning counts, there were 349 vehicles turning right into George Street and 308 vehicles turning right into Giles Street. All the right in movements would redistribute to the local networks. During the peak period
- Osmond Terrace and Portrush Road are the nearest major roads, hence it is anticipated they would adopt the majority of the vehicle distribution.



Figure 20 - Right in Traffic Redistribution of option 2

2. Through traffic redistribution:

Table 10 - Through Movement Traffic Redistribution Volume in peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm) (Option 2)

Original Traffic Volume in peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm)	Estimated Traffic Redistribution Volume during peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm)				
Through Traffic between George and Giles Street	Osmond Terrace/Prescott Terrace	Edward Street	Queen Street	Moore Street	Portrush Road
To George Street (20 vehicles)	50% (10)	-	-	-	50% (10)
To Giles Street (113 vehicles)	75% (85)	-	15% (17)	-	10% (11)

- 20 vehicles were recorded heading north to George Street and 113 vehicles heading south to Giles Street during the peak periods.
- It is anticipated, through movement traffic would travel along an east-west connecting road then make the right or left turn to continuing across Kensington Road if using the local road.
- Through traffic would predominately use Osmond Terrace or Portrush Road.



Figure 21 - Through Traffic Redistribution of Option 2

3. Right Out Traffic redistribution:

Table 11 – Right Out Traffic Redistribution Volume in peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm) (Option 2)

Original Traffic Volume in peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm)	Estimated Traffic Redistribution Volume during peak period (7:30 am – 9:30 am, 3:00 pm – 6:00 pm)				
	Osmond Terrace/Prescott Terrace	Edward Street	Queen Street	Moore Street	Portrush Road
Right out onto Kensington Road					
From George Street (100 vehicles)	80% (80)	13% (13)	7% (7)	-	-
From Giles Street (5 vehicles)	20% (1)	-	-	-	80% (4)

- There were 100 vehicles recorded turning right from George Street onto Kensington Road and 5 vehicles turning right from Giles Street during the peak period.
- Taking into consideration the direction the vehicles are heading; it can be assumed the right-out traffic from George Street heading west will distribute to the west side road by using William Street. Similarly, the right-out traffic from Giles Street heading east would use Hewitt Avenue or Watson Avenue to go east and turn left onto Portrush Road.
- No distribution for vehicles makes right turn at Moore Street due to current restrictions.



Figure 22 - Right Out Traffic Redistribution of Option 2

6.3 OPTION 3

Install a short back-to-back median kerb (1.0 m wide) along Kensington Road at all intersections between Osmond Terrace and Portrush Road and prohibit right turn movements during the peak periods.

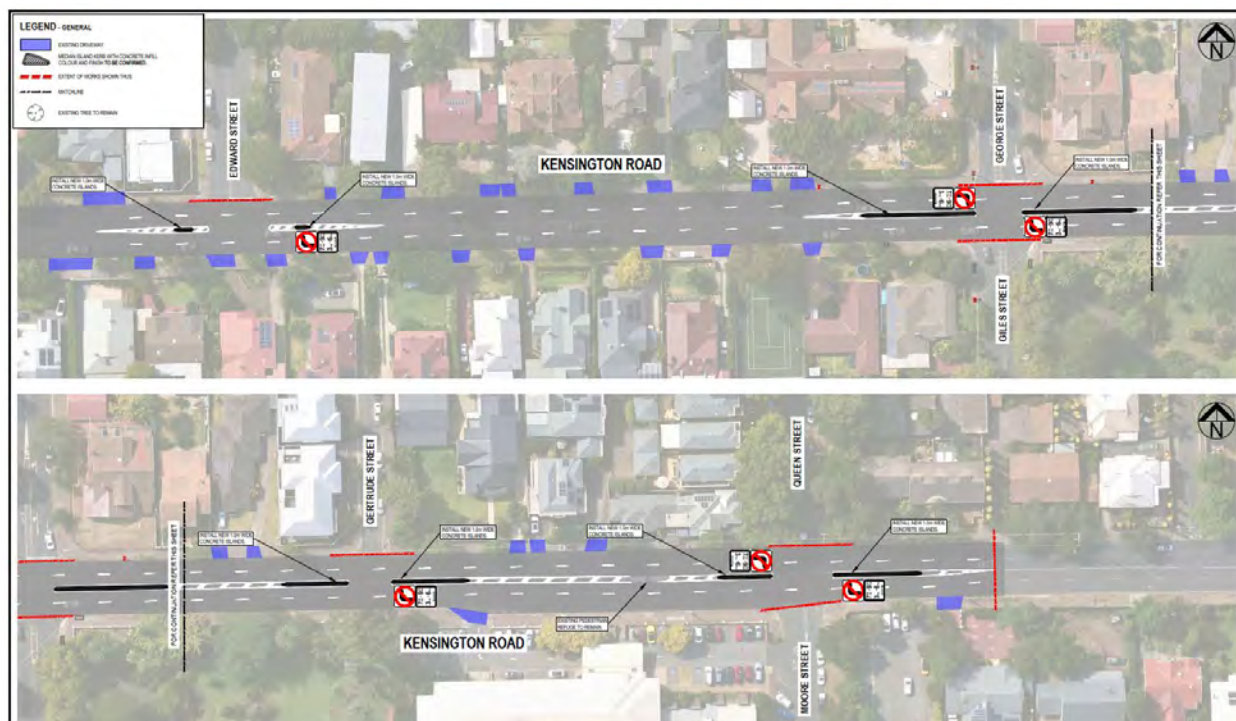


Figure 23 - Treatment Option 3

BENEFITS

- Reduction of Right Angle and Right Turn crashes at the intersections during the peak hours, Monday to Friday
- Minimise "rat-running" through local road network.
- Improve traffic flow efficiency and capacity during peak periods.
- Low cost and low impact treatments.

CONCERNS

- Illegal U-Turn and /or Right Turn movements during peak periods.
- Local traffic access is likely be impacted during peak periods.
- Require ongoing monitoring and enforcement to ensure compliance of the new traffic controls.
- Option 3 does not address crashes occurring outside of the peak periods, noting 52% of crashes occurred during off peak times.

NETWORK IMPACT

- Motorists would be required to turn right at intersections of Osmond Terrace or Portrush Road potentially increasing travel time.

TRAFFIC REDISTRIBUTION

- The estimated scenario is based on incorporating option 3 which prohibits the right turn movements from Kensington Road, George, and Giles Street; through movement along George and Giles Street and prohibits all right turning movement at other intersections along Kensington Road between Osmond Terrace and Portrush Road during peak period. (7:30 am – 9:30 am, 3:00 pm – 6:00 pm)
- Traffic movements during the off-peak is assumed to remain the same.
- No additional turn data is available to identify the current number of right turn movements into the local roads between Osmond Terrace and Portrush Road.
- East / west movements from the local network would distribute to the main arterial roads via either William Street to the north or either Hewitt Avenue, Watson Avenue or Alexander Avenue to the south.

1. Right in Traffic Redistribution:

- It is anticipated all right in movements would be either via Osmond Terrace or Portrush Road.



Figure 24 - Right in Traffic redistribution Option 3

2. Through traffic and Right-Out traffic redistribution:

- Through traffic and right-out traffic redistribution would be the same as option 2 during peak periods and remain the same as original distribution during off peak periods.

7. OPTION ANALYSIS

Based on the traffic and crash data provided by the Department for Infrastructure and Transport (DIT), the main focus at the proposed intersection is the occurrence of right turn movements from Kensington Road onto the side road, as well as right turn out and through movements from the side road.

To address these concerns, the proposed treatments aim to mitigate the impacts of these movements and create a road environment that prioritises the safety of all road users. The objective is to implement measures that effectively address the identified issues and promote a safer overall traffic flow.

The proposed options were evaluated based on two key categories. The first category considered the potential impact on road users, the potential reduction in crashes, and the overall impact on the existing environment.

The second category involved an assessment of the Benefit-Cost ratio of each treatment, which was calculated using the Department of Infrastructure and Transport's black spot calculator. By conducting this analysis, a comprehensive evaluation was conducted to assess the feasibility and effectiveness of the proposed options in improving safety and achieving a favourable Benefit-Cost ratio.



Table 12 - Option Comparison

Impact Factor	Option 1 (Prohibiting Right Turn Movements at George/Giles and Kensington Road)	Option 2 (Prohibiting Right Turn Movements at George/Giles and Kensington Road during AM and PM peaks)	Option 3 (Prohibiting Right Turn Movements during AM and PM peaks for adjacent intersections)
Network	<ul style="list-style-type: none"> All the through and right turn movements are prohibited. Traffic redistribution will increase the traffic volume on local streets. Since no dedicated right turn lane at the intersection of Kensington Road and Osmond Terrace, congestion and delay may occur if high volume of right turn movements redistribute to Osmond Terrace. 	<ul style="list-style-type: none"> All the through and right turn movements are banned during peak periods. Turning movements will be maintained during off-peak period. Traffic redistribution will increase the traffic volume on local streets. Increase traffic movements on local streets and add delays and congestions at the signalised intersection. 	<ul style="list-style-type: none"> All the through and right turn movements are prohibited during peak period along Kensington Road between Osmond Terrace and Portrush Road Vehicles are expected to make the turn at Osmond Terrace and Portrush Road, might cause additional travel time and detour for drivers. Increase traffic movements on local streets and add delays and congestions at the signalised intersection.
Pedestrian & Cyclist	<ul style="list-style-type: none"> Better protection for cyclist and pedestrian 	<ul style="list-style-type: none"> No protection treatments for cyclist and pedestrian 	<ul style="list-style-type: none"> No protection treatments for cyclist and pedestrian
Crash Reduction	<ul style="list-style-type: none"> All right turn crashes can be reduced and up to 91% of right-angle crash can be reduced. Potential right turn and right-angle crashes could be relocated to other intersection. 	<ul style="list-style-type: none"> 55% of right turn crashes can be reduced and 39% of right-angle crashes can be reduced at the intersection of George Street and Giles Street. 52% of total crashes which occur off-peak could still occur. Potential right turn and right-angle crashes could be relocated to other intersection. 	<ul style="list-style-type: none"> 55% of right turn crashes can be reduced and 39% of right-angle crashes can be reduced. All right turn and 90% right angle crashes can be reduced during peak period along Kensington Road between Osmond Terrace and Portrush Road. Potential crashes might occur during off-peak periods.
Utility Services	<ul style="list-style-type: none"> Relocation of current SEPs and existing service pit lids 	<ul style="list-style-type: none"> No Impact 	<ul style="list-style-type: none"> No Impact



Private Property	<ul style="list-style-type: none">No impact	<ul style="list-style-type: none">No impact	<ul style="list-style-type: none">No impact
On-Street Parking	<ul style="list-style-type: none">2 on street parking on Giles Street near intersection are lost.	<ul style="list-style-type: none">No impact	<ul style="list-style-type: none">No impact

7.1 BCR CALCULATION (FOR BLACK SPOT PROGRAM)

The purpose of calculating the Benefit Cost Ratio (BCR) is to rank and thereby prioritise projects in terms of their safety benefit to the community as a whole and the cost to implement the treatment. For reactive projects, the (BCR) is required for nominations, based on crash history.

According to the South Australia Black Spot Programs Development (*Source: State Black Spot Program Guidelines #6881398*). The BCR number must be greater than 2 to be eligible for national building black spot and state black spot funding.

APPENDIX B SOUTH AUSTRALIA BLACK SPOT PROGRAMS DEVELOPMENT

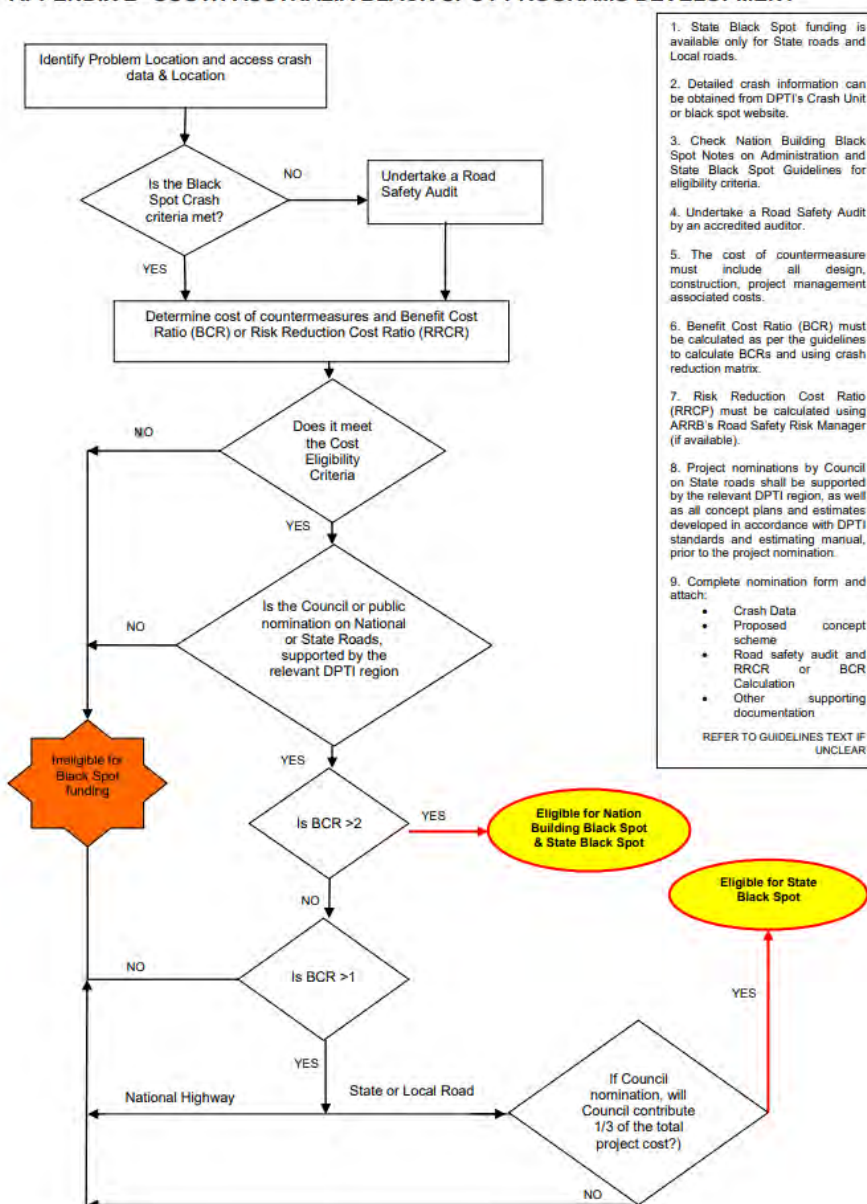


Figure 25 - South Australia Black Spot Programs Development

The beneficial-Cost Ratio (BCR) Calculation is based on 2023-24 black spot BCR calculation form provided by DIT in accordance with the following assumptions:

1. Only the treatments that addressed crash types are included in the analysis.
2. Only severity caused crashes is included in the analysis.

Table 13 - BCR Calculations

Treatment Options	Crash History	Proposed Treatment	Estimated Cost	BCR
Option 1	Adjacent Approach: 8 Opposing Turns: 7	Median Closure Pedestrian Refuge	\$75,000	93.39
Option 2	Vehicle Hits Pedestrian: 1	Ban Right Turns	\$49,000	32.60
Option 3	Rear Ends: 1	Ban Right Turns	\$78,540	20.34

Based on the calculation, Option 1 proves to be the most advantageous treatment compared to Option 2 and Option 3. For the subject intersection, Options 2 and 3 share the same treatment approach, which aims to reduce approximately 50% of right turn crashes. However, neither option demonstrates a significant reduction in right angle crashes, and no specific treatment is implemented to enhance pedestrian safety.

7.2 BUSINESS DESTINATION IMPACT

The accessibility and connectivity for all adjoining land use stakeholders (including childcare centre Wendy's Nursery School and Burnside Hospital) are accommodated through the concept design development.

The **Wendy's Nursery School** is located on the northwest corner of the intersection with access from George Street. Traffic observations conducted by DIT on 04 May 2023 have noticed that the current access on Kensington Road and car park seems to be for staff only and very few cars used this access.

However, the turning movement survey conducted by DIT on 04 May 2023 for vehicles entering and exiting the Wendy's Nursery School from George Street were recorded as 119 entering and exiting the site. Most of the turning movements occurred during the peak periods (7:30 am – 9:30 am, 3:00 pm – 6:00 pm).

Cars entering the car park were evenly distributed between right in and left in movements. Of the vehicles exiting the car park, 66% of vehicles turned left which indicates they would be continuing north on George Street. The remaining vehicles turned right onto George Street and make turning continuing to the Kensington Road intersection.

Table 14 - Wendy's Nursery School Turning Movement at George Street Access

Wendy's Nursery School	Right In	Left In	Right Out	Left Out
Total (12 hours)	60	56	40	79
Peak Periods				
AM (7:30 am – 9:30 am)	25	34	14	40
PM (3:00 pm – 6:00 pm)	24	14	19	31

Right-out vehicles from the nursery school continuing across or turning right onto Kensington Road would be affected with the implementation of option 1. Based on the Kensington Road intersection turning data it is estimated 40% of the vehicles continue through or turn right at the intersection.

Using this assumption, it is estimated 16 vehicles exiting the nursery school car park would be impacted by the proposed treatment and required to take an alternate route. For the Option 2 and Option 3 treatments, a total of 14 vehicles would be required to redistribute during the peak period.

All the options will have minimal impact for motorists entering and exiting the nursery school. Importantly, none of these options will affect the left-in and left-out movements from Kensington Road to the car park.

The **Burnside Hospital**, located on the southeast corner of the intersection and extending east to the next intersection with Moore Street. It was observed on site that the hospital access on Giles Street is for exit only. Visitors are expected to use Moore Street and Kensington Road entry to access to the hospital. Right turn movements are prohibited from Giles Street during peak periods.

The recorded total right turn movements from Giles Street to Kensington was 28 vehicles over a 12-hour period and 94 through movements. Noting the low number of vehicles exiting the hospital onto Giles Street, it is anticipated the impact of the treatments would be negligible for motorists exiting the hospital.

8. SUMMARY AND RECOMMENDATIONS

In response to concerns raised by the local community regarding road safety, Be Engineering Solutions was engaged to undertake a comprehensive road safety investigation and traffic assessment at the intersection of Kensington Road, George Street, and Giles Street. The primary focus of the investigation was to address the high number of crashes and injuries (blackspot) at the intersection. The aim was to assess the existing conditions and propose effective measures to improve road safety.

Three concept options have been developed with the objective of enhancing road safety for all users at the intersection and along a specific section of Kensington Road. Each option underwent analysis, considering factors such as safety, efficiency, impact, and accessibility. Each option was evaluated to ensure that the chosen approach would effectively address the identified concerns and provide substantial improvements in terms of road safety and overall functionality.

We highly recommend nominating the project location and the preferred treatments for the Australian Government's Black Spot Funding Program.

Option 1 has been identified as the most favourable choice, primarily because it offers substantial enhancements in terms of road safety at the intersection and improves traffic efficiency along Kensington Road. The treatment also improves pedestrian and cycling connectivity and safety. However, it is important to acknowledge that Option 1 would introduce additional traffic to the surrounding street network.

The existing road network and infrastructure can adequately accommodate the proposed increased traffic without causing disruptions or congestions. Moreover, the proposed treatment successfully addresses all safety concerns. The intersection will be safer for all road users including pedestrians and cyclists.

In terms of minimal impact on existing facilities and services, both Option 2 and Option 3 are favourable alternatives. However, it is important to note that their effectiveness in reducing crashes is primarily limited to peak period. From a road safety perspective, these options are less effective due to their limited impact outside of peak period.

A Benefit-Cost Ratio (BCR) analysis was undertaken on the 3 options. The results clearly indicated that Option 1 outperformed the other options, offering the most favourable outcomes in terms of road safety and traffic efficiency. Therefore, it is highly recommended to proceed with the implementation of Option 1. This treatment involves constructing a median kerb island that prohibits through and right turn movements, while also providing a safe refuge for pedestrians and cyclists.

A combination of option 1 at the intersection of George Street and Giles Street and option 3 for the remaining local road intersections along Kensington Road between Osmond Terrace and Port Rush Road could be considered either as part of the project or as a staged approach. The combined treatments would further reduce right turn crashes during peak times.

APPENDICES

APPENDIX A – CONCEPT DRAWINGS

LEGEND - GENERAL

- EXISTING DRIVEWAY
- MEDIAN ISLAND KERB WITH CONCRETE INFILL COLOUR AND FINISH TO BE CONFIRMED.
- EXTENT OF WORKS SHOWN THUS
- PROPOSED KERB RAMP
- TACTILE GROUND SURFACE INDICATORS
- HAND RAIL (REFER CONSTRUCTION DETAILS FOR SIZE & LOCATION)
- EXISTING TREE TO REMAIN

LEGEND - KERB TYPES

- EXIST
- EXISTING KERB TO REMAIN
- MED
- MEDIAN KERB
- 150 K
- 150 BARRIER KERB
- 150 K&G
- 150 UPRIGHT KERB & GUTTER INFALL TYPE
- EXIST. Kerb to Remain
- EXISTING KERB TO REMAIN

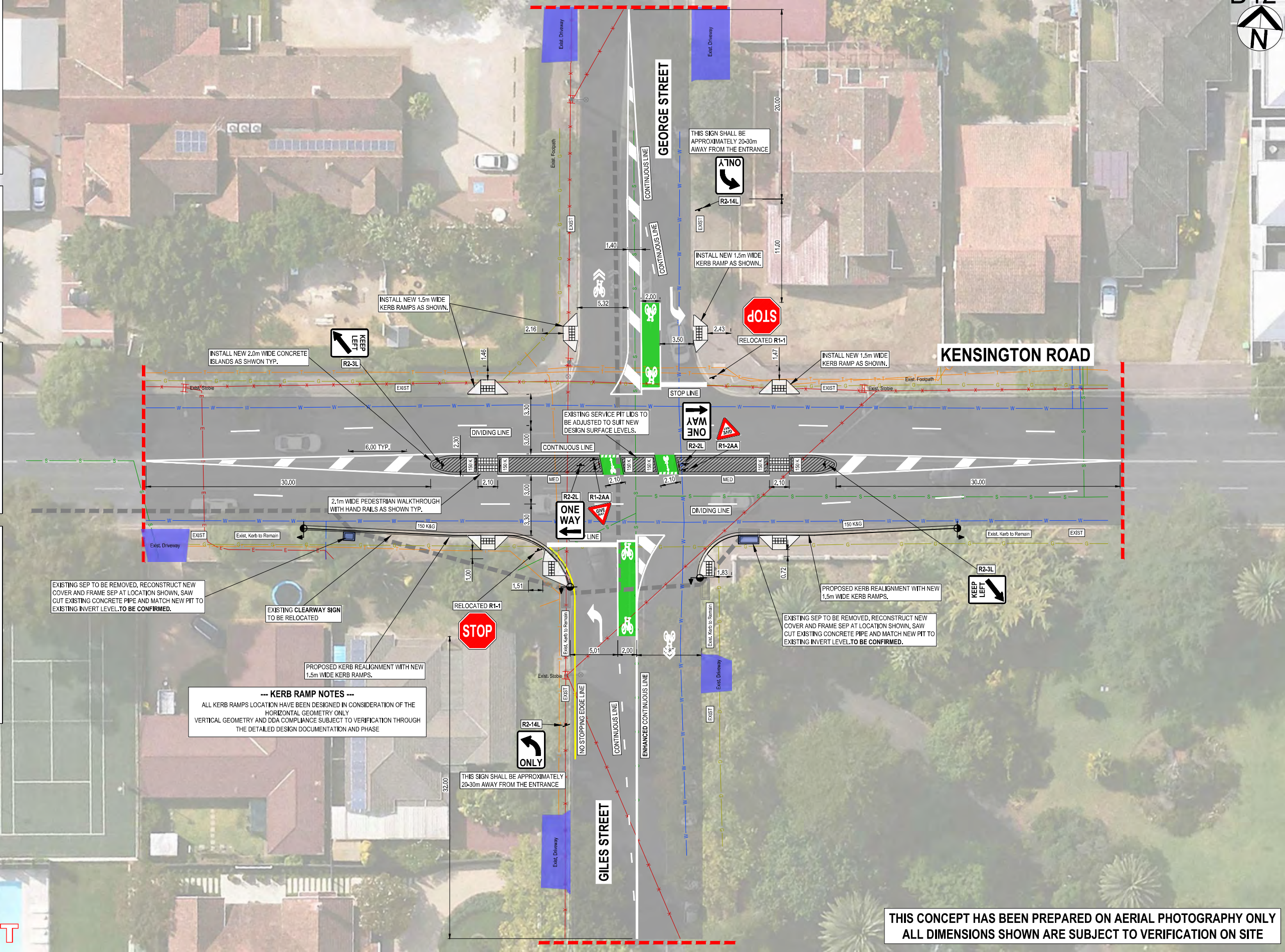
LEGEND - SERVICES

- G GAS
- COMMS TELECOMMUNICATION - COMMS
- S SEWER
- W WATER
- E POWER - GENERAL
- X POWER - OVERHEAD
- EXISTING STORMWATER PIPE
- PROPOSED STORMWATER PIT
- EXISTING SIDE ENTRY PIT

1. THE LOCATION OF SERVICES SHOWN ARE APPROXIMATE ONLY.
2. ALL SERVICES TO BE LOCATED PRIOR TO CONSTRUCTION.

LEGEND - TRAFFIC CONTROL

- DISTINCTIVE COLOURED SURFACE TREATMENT GREEN (EMERALD, G13)
- DESCRIPTION LINEMARKING - WHITE COLOUR (REFER NOTES FOR INFORMATION)
- DESCRIPTION LINEMARKING - YELLOW COLOUR (REFER NOTES FOR INFORMATION)
- DIAGONAL MARKINGS - WHITE COLOUR (REFER PLANS FOR SPACING)
- PAVEMENT SYMBOL - SHARROWS - WHITE COLOUR (REFER PLANS FOR TYPE AND LOCATION)
- PAVEMENT SYMBOL - BICYCLE - WHITE COLOUR (REFER PLANS FOR TYPE AND LOCATION)



--- KERB RAMP NOTES ---
ALL KERB RAMP LOCATION HAVE BEEN DESIGNED IN CONSIDERATION OF THE VERTICAL GEOMETRY AND HORIZONTAL GEOMETRY ONLY. SUBJECT TO VERIFICATION THROUGH THE DETAILED DESIGN DOCUMENTATION AND PHASE.

FOR COMMENT

THIS CONCEPT HAS BEEN PREPARED ON AERIAL PHOTOGRAPHY ONLY
ALL DIMENSIONS SHOWN ARE SUBJECT TO VERIFICATION ON SITE

<p>SCALES: 1:200 @ A1</p>		<p>www.be-engineersolutions.com.au 19 Young Street, Adelaide, SA 5000 info@be-engineersolutions.com.au ABN 90 631 262 756</p>		<p>CLIENT: City of Norwood Payneham & St Peters</p>		<p>KENSINGTON ROAD NORWOOD CITY OF NORWOOD PAYNEHAM & ST PETERS ROAD SAFTY IMPROVEMENT CONCEPT DESIGN GENERAL LAYOUT PLAN (OPTION 1)</p>		<p>CONCEPT</p> <p>DESIGN BY: D.BLASDALE, V.WANG DRAWN BY: V.WANG PROJECT #: BE23-036 SURVEY #: -</p>		<p>SHEET SIZE: A1</p> <p>DRAWING #: BE23-036 SHEET #: C01 REV #: A</p>	
<p>A CONCEPT</p>		<p>VW LO BZ 19,05,2023</p>		<p>UNCONTROLLED DOCUMENT WHEN PRINTED</p>		<p>100 MILLIMETERS ON ORIGINAL DRAWING</p>		<p>REV DESCRIPTION</p>		<p>DRAWN CHECK APPD DATE</p>	

FILE REFERENCE: BE23-036 NPSP Kensington Rd George St and Giles St.dwg

LEGEND - GENERAL

- EXISTING DRIVEWAY
- MEDIAN ISLAND KERB WITH CONCRETE INFILL COLOUR AND FINISH TO BE CONFIRMED.
- EXTENT OF WORKS SHOWN THUS
- PROPOSED KERB RAMP
- EXISTING TREE TO REMAIN

LEGEND - KERB TYPES

- EXIST EXISTING KERB TO REMAIN
- MED MEDIAN KERB

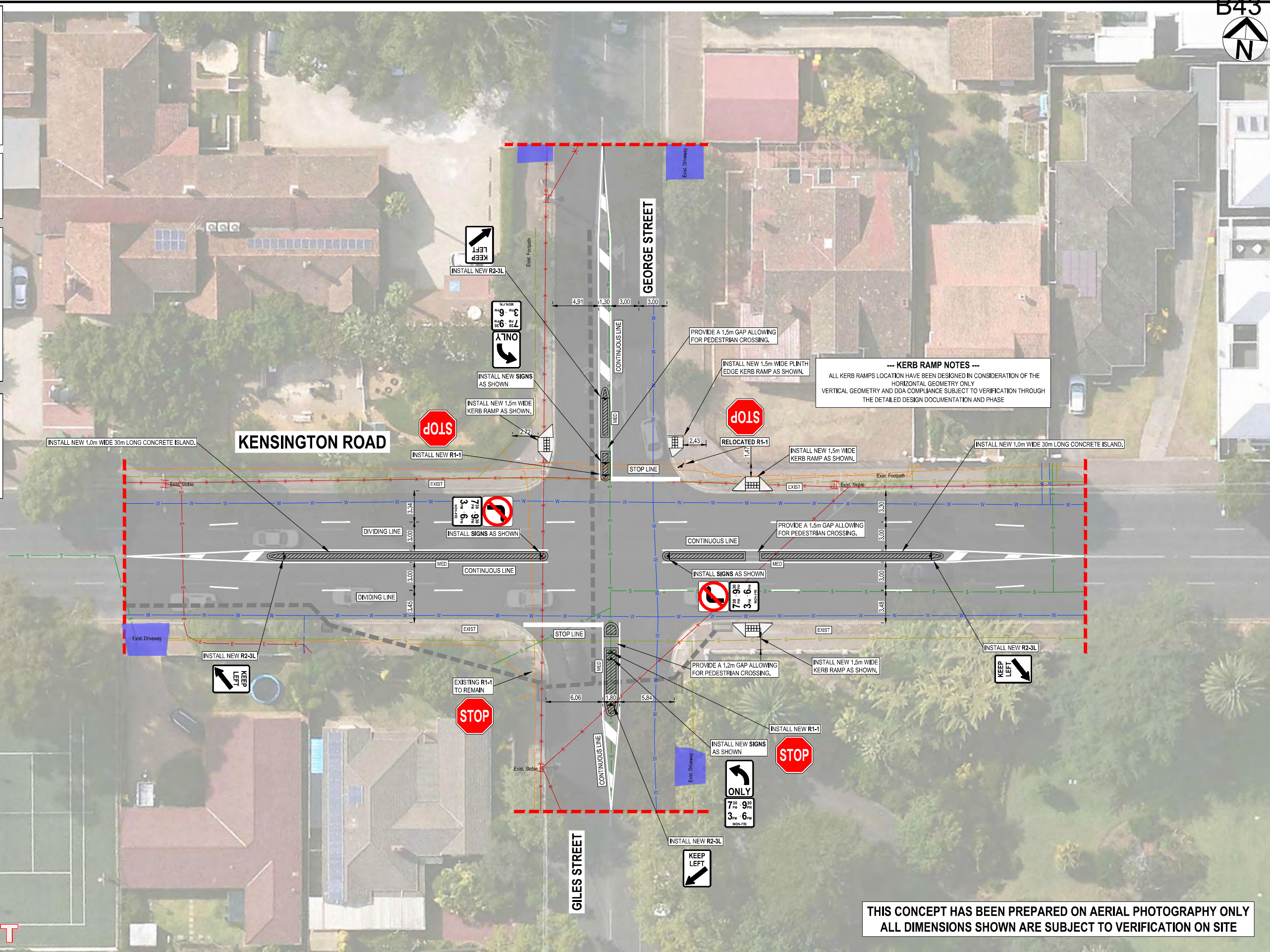
LEGEND - SERVICES

- G GAS
- COMMS TELECOMMUNICATION - COMMS
- S SEWER
- W WATER
- E POWER - GENERAL
- X POWER - OVERHEAD
- EXISTING STORMWATER PIPE
- EXISTING SIDE ENTRY PIT

1. THE LOCATION OF SERVICES SHOWN ARE APPROXIMATE ONLY.
2. ALL SERVICES TO BE LOCATED PRIOR TO CONSTRUCTION.

LEGEND - TRAFFIC CONTROL

- DESCRIPTION LINEMARKING - WHITE COLOUR (REFER NOTES FOR INFORMATION)
- DESCRIPTION LINEMARKING - YELLOW COLOUR (REFER NOTES FOR INFORMATION)
- DIAGONAL MARKINGS - WHITE COLOUR (6m SPACING)



--- KERB RAMP NOTES ---
ALL KERB RAMP LOCATION HAVE BEEN DESIGNED IN CONSIDERATION OF THE HORIZONTAL GEOMETRY ONLY. VERTICAL GEOMETRY AND DDA COMPLIANCE SUBJECT TO VERIFICATION THROUGH THE DETAILED DESIGN DOCUMENTATION AND PHASE

THIS CONCEPT HAS BEEN PREPARED ON AERIAL PHOTOGRAPHY ONLY
ALL DIMENSIONS SHOWN ARE SUBJECT TO VERIFICATION ON SITE

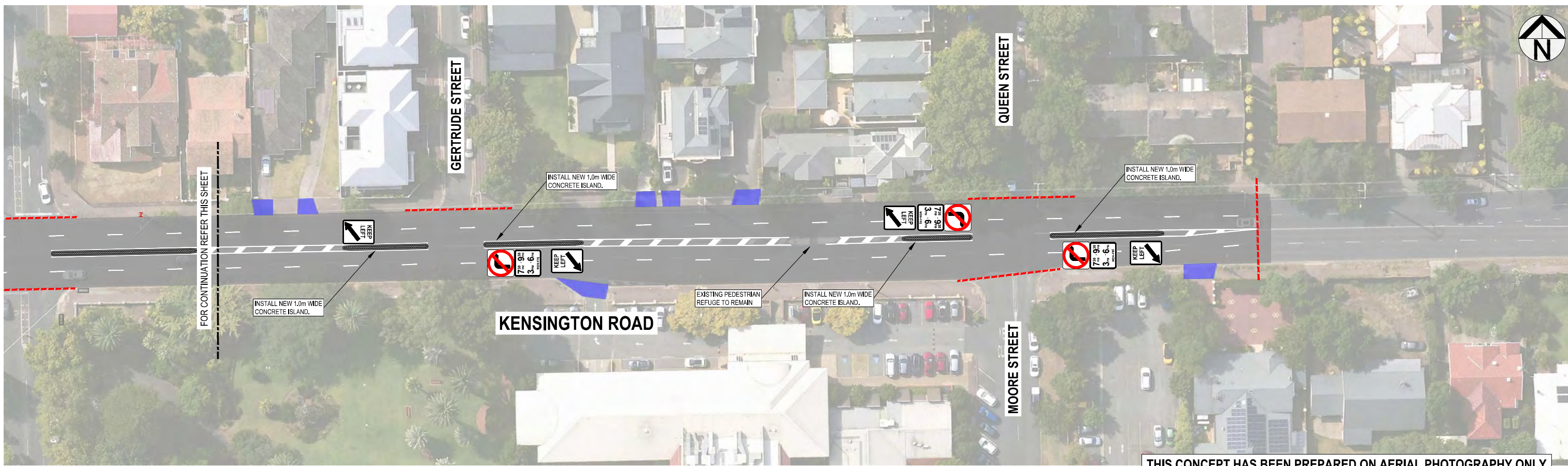
FOR COMMENT

<p>SCALES: 1:200 @ A1</p>		<p>www.be-engineersolutions.com.au 19 Young Street, Adelaide, SA 5000 info@be-engineersolutions.com.au ABN 90 631 262 756</p>	<p>CLIENT:</p> <p>City of Norwood Payneham & St Peters</p>	<p>KENSINGTON ROAD NORWOOD CITY OF NORWOOD PAYNEHAM & ST PETERS ROAD SAFTY IMPROVEMENT CONCEPT DESIGN GENERAL LAYOUT PLAN (OPTION 2)</p>	CONCEPT			
<p>A CONCEPT</p>	<p>VW LO BZ 19.05.2023</p>				<p>UNCONTROLLED DOCUMENT WHEN PRINTED</p>	<p>DESIGN BY: D.BLASDALE DRAWN BY: V.WANG PROJECT #: BE23-036 SURVEY #: -</p>	<p>SHEET SIZE: A1</p>	<p>DRAWING #: BE23-036</p>



LEGEND - GENERAL

- EXISTING DRIVEWAY
- MEDIAN ISLAND KERB WITH CONCRETE INFILL
COLOUR AND FINISH TO BE CONFIRMED.
- EXTENT OF WORKS SHOWN THUS
- MATCHLINE
- EXISTING TREE TO REMAIN



FOR COMMENT

THIS CONCEPT HAS BEEN PREPARED ON AERIAL PHOTOGRAPHY ONLY
ALL DIMENSIONS SHOWN ARE SUBJECT TO VERIFICATION ON SITE

A	CONCEPT	VW	LO	BZ	19.05.2023
REV	DESCRIPTION	DRAWN	CHECK	APPD	DATE

SCALES:

1:400 @ A1

UNCONTROLLED DOCUMENT WHEN PRINTED

100 MILLIMETERS ON ORIGINAL DRAWING

Be Engineering Solutions

www.be-engineersolutions.com.au
19 Young Street, Adelaide, SA 5000

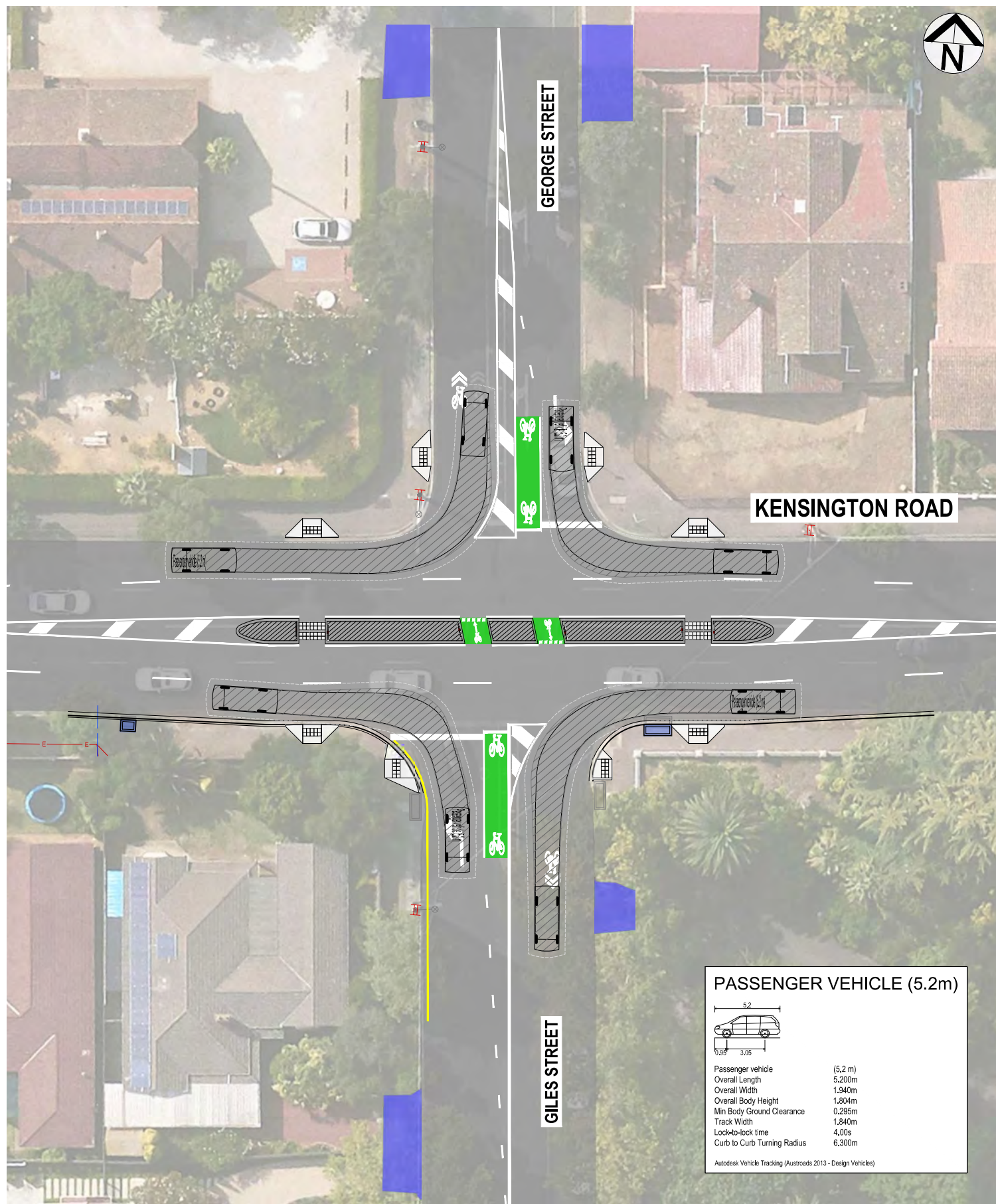
info@be-engineersolutions.com.au
ABN 90 631 262 756

CLIENT:

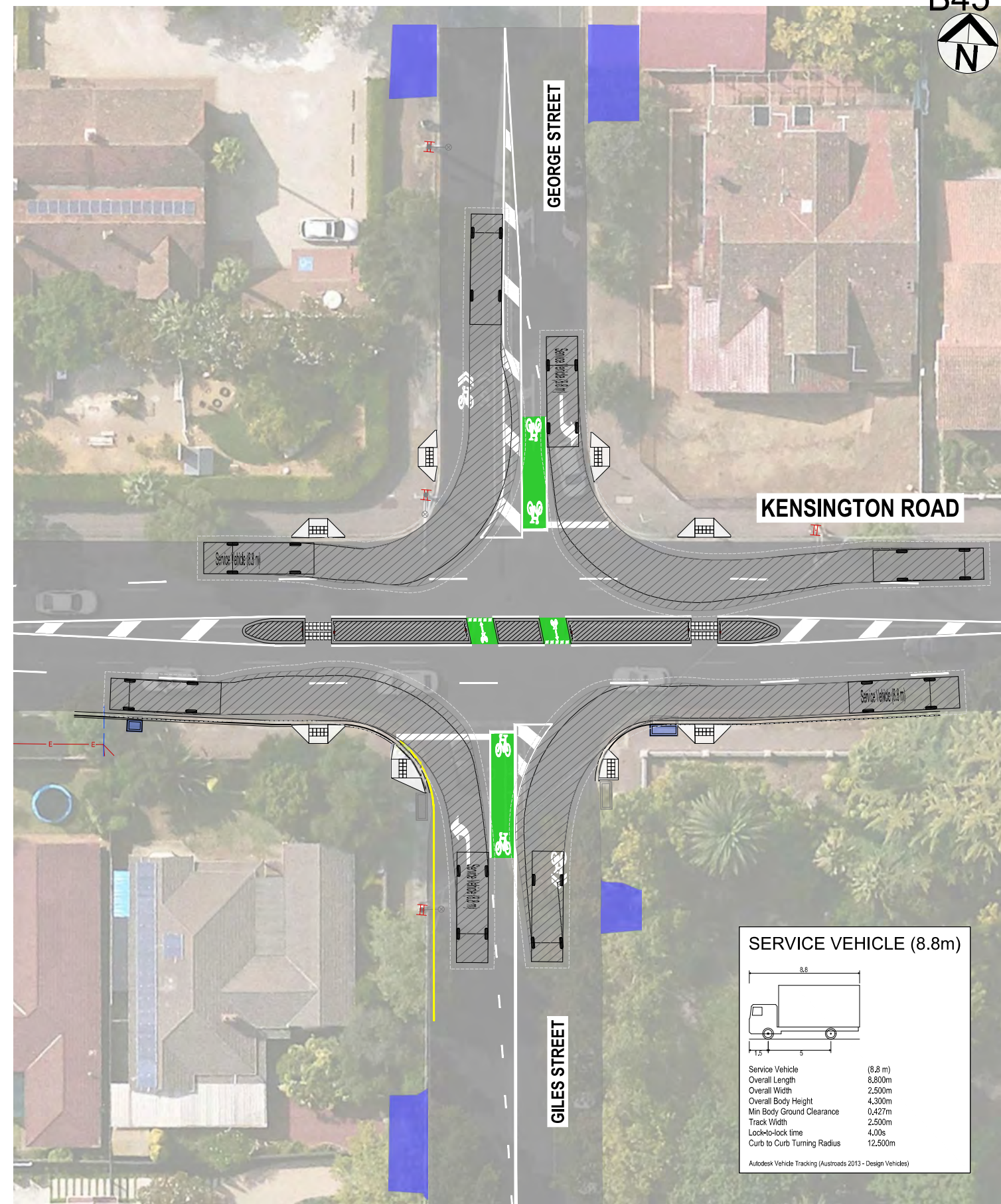
City of Norwood Payneham & St Peters

KENSINGTON ROAD
NORWOOD
CITY OF NORWOOD PAYNEHAM & ST PETERS
ROAD SAFTY IMPROVEMENT CONCEPT DESIGN
GENERAL LAYOUT PLAN (OPTION 3)

CONCEPT			
DESIGN BY: D.BLASDALE V.WANG	DRAWN BY: V.WANG	PROJECT # BE23-036 SURVEY # -	SHEET SIZE: A1
DRAWING # BE23-036	SHEET # C03	REV # A	



TURN PATH - PASSENGER VEHICLE (5.2m) (25km/h)
SCALE 1:200



TURN PATH - SERVICE VEHICLE (8.8m) (5km/h)
SCALE 1:200

A INFORMATION		VW	LO	BZ	19,05,2023
REV	DESCRIPTION	DRAWN	CHECK	APPD	DATE

SCALES:

1:200 @ A1

UNCONTROLLED DOCUMENT WHEN PRINTED

100 MILLIMETERS ON ORIGINAL DRAWING

www.be-engineersolutions.com.au
19 Young Street, Adelaide, SA 5000

info@be-engineersolutions.com.au
ABN 90 631 262 756

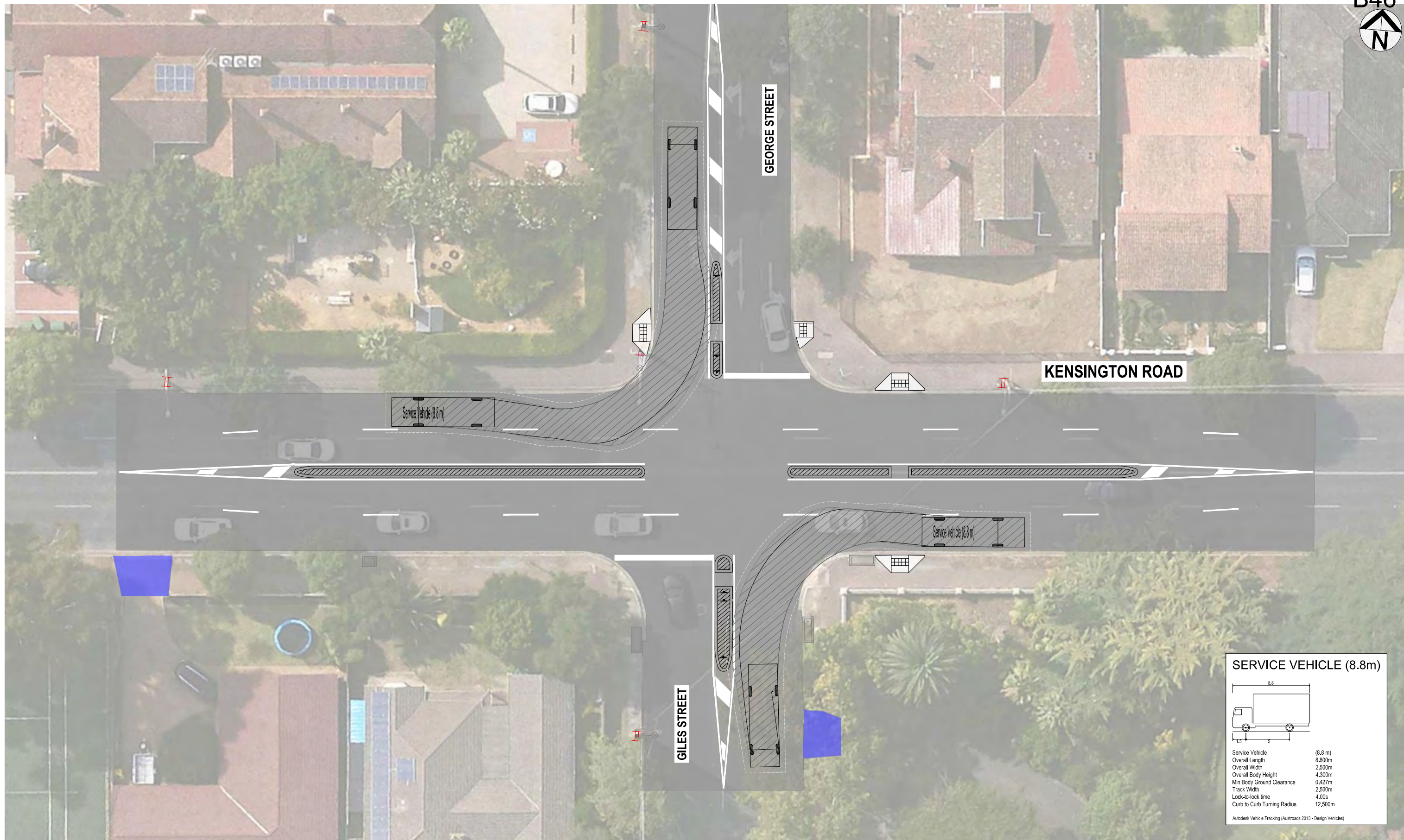
CLIENT:

City of
Norwood
Payneham
& St Peters

KENSINGTON ROAD
NORWOOD
CITY OF NORWOOD PAYNEHAM & ST PETERS
ROAD SAFTY IMPROVEMENT CONCEPT DESIGN

TURN ASSESSMENT (OPTION 1)

INFORMATION			
DESIGN BY: V.WANG	DRAWN BY: V.WANG	PROJECT # BE23-036	SHEET SIZE: A1
DRAWING # BE23-036		SHEET # SK01	REV # A



SERVICE VEHICLE (8.8m)

Service Vehicle	(8.8 m)
Overall Length	8.800m
Overall Width	2.500m
Overall Body Height	4.300m
Min Body Ground Clearance	0.427m
Track Width	2.500m
Lock-to-lock time	4.00s
Curb to Curb Turning Radius	12.500m

Autodesk Vehicle Tracking (Australasia 2013 - Design Vehicles)

TURN PATH - SERVICE VEHICLE (8.8m) (5km/h)
SCALE 1:150

A INFORMATION		VW	LO	BZ	19.05.2023
REV	DESCRIPTION	DRAWN	CHECK	APPD	DATE

SCALES:
1:150 @ A1

UNCONTROLLED DOCUMENT WHEN PRINTED
100 MILLIMETERS ON ORIGINAL DRAWING

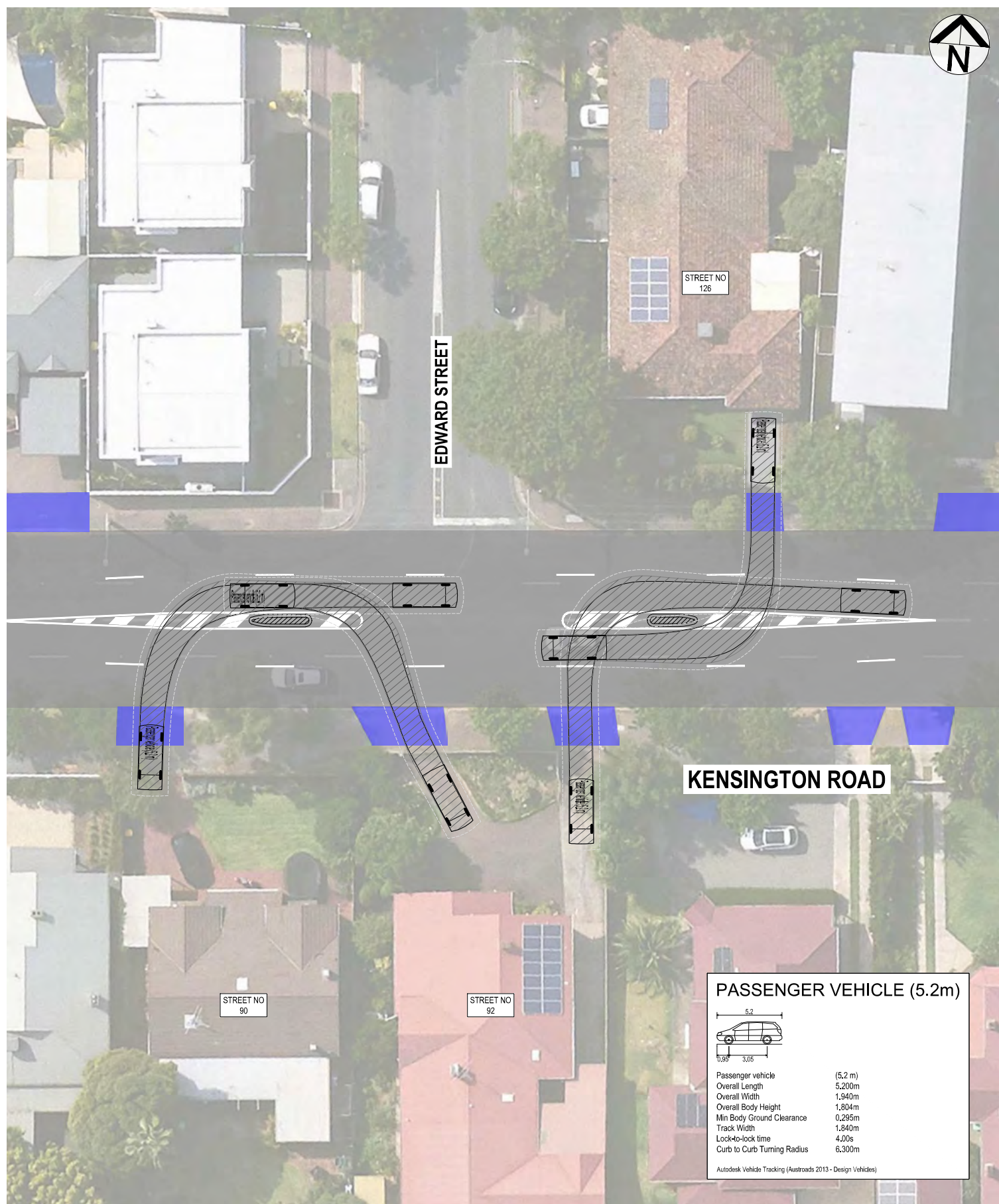
www.be-engineersolutions.com.au
19 Young Street, Adelaide, SA 5000
info@be-engineersolutions.com.au
ABN 90 631 262 756

CLIENT:

City of Norwood Payneham & St Peters

KENSINGTON ROAD
NORWOOD
CITY OF NORWOOD PAYNEHAM & ST PETERS
ROAD SAFTY IMPROVEMENT CONCEPT DESIGN
TURN ASSESSMENT (OPTION 2)

INFORMATION			
DESIGN BY: V.WANG	DRAWN BY: V.WANG	PROJECT # BE23-036	SHEET SIZE: A1
DRAWING # BE23-036		SHEET # SK02	REV # A



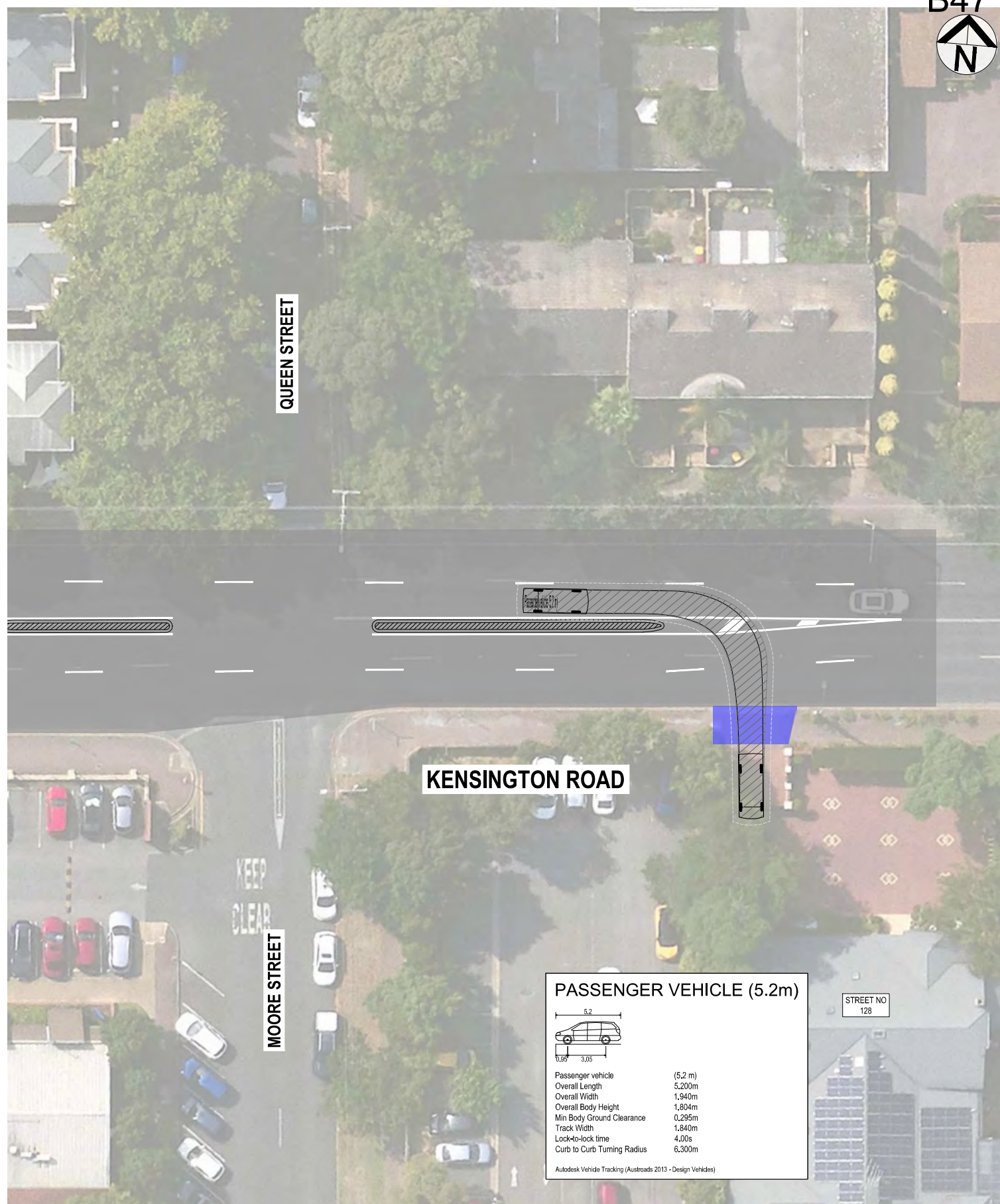
TURN PATH - PASSENGER VEHICLE (5.2m) (15km/h)

SCALE 1:200

PASSENGER VEHICLE (5.2m)

Passenger vehicle	(5.2 m)
Overall Length	5.200m
Overall Width	1.940m
Overall Body Height	1.804m
Min Body Ground Clearance	0.295m
Track Width	1.840m
Lock-to-lock time	4.00s
Curb to Curb Turning Radius	6.300m

Autodesk Vehicle Tracking (Austrroads 2013 - Design Vehicles)



TURN PATH - PASSENGER VEHICLE (5.2m) (15km/h)

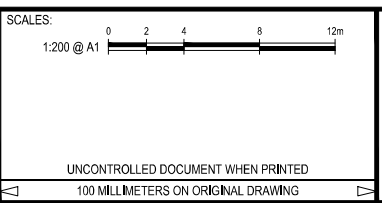
SCALE 1:200

PASSENGER VEHICLE (5.2m)

Passenger vehicle	(5.2 m)
Overall Length	5.200m
Overall Width	1.940m
Overall Body Height	1.804m
Min Body Ground Clearance	0.295m
Track Width	1.840m
Lock-to-lock time	4.00s
Curb to Curb Turning Radius	6.300m

Autodesk Vehicle Tracking (Austrroads 2013 - Design Vehicles)

A INFORMATION		VW	LO	BZ	19,05,2023
REV	DESCRIPTION	DRAWN	CHECK	APPD	DATE



Be Engineering Solutions

www.be-engineersolutions.com.au
19 Young Street, Adelaide, SA 5000
info@be-engineersolutions.com.au
ABN 90 631 262 756

CLIENT:

City of Norwood Payneham & St Peters

KENSINGTON ROAD
NORWOOD
CITY OF NORWOOD PAYNEHAM & ST PETERS
ROAD SAFTY IMPROVEMENT CONCEPT DESIGN
TURN ASSESSMENT (OPTION 3)

INFORMATION			
DESIGN BY: V.WANG	DRAWN BY: V.WANG	PROJECT # BE23-036 SURVEY #	SHEET SIZE: A1
DRAWING # BE23-036	SHEET # SK03	REV # A	

APPENDIX B – BCR CALCULATIONS

OFFICIAL

2023-24 Black Spot BCR Calculation Form - Using Austroads

Road Name Primary	Kensington Road
Intersecting Road / Location	Giles street and George Street
Council Area	City of Norwood, Payneham & St Peters
Region (DIT only)	Metro

BCR	93.39
------------	--------------

BCR ≥ 2.0 for Australian Government Black Spot - for all roads

Metro / Rural	Metro	Casualty Crashes / Km/ annum:
Discrete / Length		
Road Length (km)		
Period of evaluation:	From 2017 To 2021	Years 5
Indicative Life:	20	
Present Value Factor:	10.5940	
Discount Rate (%):	7.00	

Total Savings (\$)	661,162
Present Value of Benefits (\$)	7,004,347
Net Present Value (\$)	6,929,347

Maximum \$2.0 mil Project Cost for Australian Government (For DIT and Council Nomina

Proposed Treatment	Treatment Code	Estimated Cost (\$)
Median Closure	-	52,500
Pedestrian refuge	S2	22,500
		-
		-
		-
Total		\$ 75,000

Details of Proposed Treatment

Road Widening on southern side of Kensington Road to accommodate median kerb island with pedestrian and cyclist refuge. The intention of the median kerb island is to ban vehicle movements from Kensington Road to the side road of George Street and Giles Street

Treatments and Crash Reduction Factors in the table below are preset for consistency and reflect the Black Spot Matrix.

If OTHER treatment is proposed, please contact us and advise of proposed treatment.

Appropriate Crash Reduction Factors can then be advised.

Seq	List of crashes	No. of Crashes	Cost / casualty crash ('000)	Combined Reduction Factor (%)	Reduction Factor			
					100%	0%	0%	0%
1	Adjacent approach	8	\$ 207.2	100.00	100%	0%	0%	0%
2	Opposing turns	7	\$ 215.4	100.00	100%	0%	0%	0%
3	Vehicle hits pedestrian	1	\$ 280.2	50.00	50%	0%	0%	0%
4	Rear end	1	\$ 106.4		0%	0%	0%	0%
5			\$ -		0%	0%	0%	0%
6			\$ -		0%	0%	0%	0%
7			\$ -		0%	0%	0%	0%
8			\$ -		0%	0%	0%	0%
9			\$ -		0%	0%	0%	0%
10			\$ -		0%	0%	0%	0%

Organisation:
BE ENGINEERING SOLUTIONS

Title:
OPTION 1

Signature & Date
FZ 10/07/2023

OFFICIAL

2023-24 Black Spot BCR Calculation Form - Using Austroads

Road Name Primary	Kensington Road
Intersecting Road / Location	Giles street and George Street
Council Area	City of Norwood, Payneham & St Peters
Region (DIT only)	Metro

BCR	32.60
------------	--------------

BCR ≥ 2.0 for Australian Government Black Spot - for all roads

Metro / Rural	Metro	Casualty Crashes / Km/ annum:
Discrete / Length		
Road Length (km)		
Period of evaluation:	From 2017 To 2021	Years 5
Indicative Life:	20	
Present Value Factor:	10.5940	
Discount Rate (%):	7.00	

Total Savings (\$)	150,806
Present Value of Benefits (\$)	1,597,634
Net Present Value (\$)	1,548,634

Maximum \$2.0 mil Project Cost for Australian Government (For DIT and Council Nomina

Proposed Treatment	Treatment Code	Estimated Cost (\$)
Ban right turns	K12	49,000
		-
		-
		-
		-
Total		\$ 49,000

Details of Proposed Treatment
 Install back-to-back median kerb and the traffic control signage to ban the right turning movement during peak hours at the proposed intersection.

Treatments and Crash Reduction Factors in the table below are preset for consistency and reflect the Black Spot Matrix.
 If **OTHER** treatment is proposed, please contact us and advise of proposed treatment.
 Appropriate Crash Reduction Factors can then be advised.

Seq	List of crashes	No. of Crashes	Cost / casualty crash ('000)	Combined Reduction Factor (%)	Reduction Factor				
1	Adjacent approach	8	\$ 207.2		0%	0%	0%	0%	
2	Opposing turns	7	\$ 215.4	50.00	Ban right turns	50%	0%	0%	0%
3	Vehicle hits pedestrian	1	\$ 280.2			0%	0%	0%	0%
4	Rear end	1	\$ 106.4			0%	0%	0%	0%
5			\$ -			0%	0%	0%	0%
6			\$ -			0%	0%	0%	0%
7			\$ -			0%	0%	0%	0%
8			\$ -			0%	0%	0%	0%
9			\$ -			0%	0%	0%	0%
10			\$ -			0%	0%	0%	0%

Organisation:
 BE ENGINEERING SOLUTIONS

Title:
 OPTION 2

Signature & Date
 FZ 10/07/2023

OFFICIAL

2023-24 Black Spot BCR Calculation Form - Using Austroads

Road Name Primary	Kensington Road
Intersecting Road / Location	Giles street and George Street
Council Area	City of Norwood, Payneham & St Peters
Region (DIT only)	Metro

BCR	20.34
------------	--------------

BCR ≥ 2.0 for Australian Government Black Spot - for all roads

Metro / Rural	Metro	Casualty Crashes / Km/ annum:
Discrete / Length		
Road Length (km)		
Period of evaluation:	From 2017 To 2021	Years 5
Indicative Life:	20	
Present Value Factor:	10.5940	
Discount Rate (%):	7.00	

Total Savings (\$)	150,806
Present Value of Benefits (\$)	1,597,634
Net Present Value (\$)	1,519,094

Maximum \$2.0 mil Project Cost for Australian Government (For DIT and Council Nomina

Proposed Treatment	Treatment Code	Estimated Cost (\$)
Ban right turns	K12	78,540
		-
		-
		-
		-
Total		\$ 78,540

Details of Proposed Treatment
 Install back-to-back median kerb and the traffic control signage to ban the right turning movement during peak hours at the Edward Street, George Street, Gertrude Street and Queen Street intersection.

Treatments and Crash Reduction Factors in the table below are preset for consistency and reflect the Black Spot Matrix.
 If **OTHER** treatment is proposed, please contact us and advise of proposed treatment.
 Appropriate Crash Reduction Factors can then be advised.

Seq	List of crashes	No. of Crashes	Cost / casualty crash ('000)	Combined Reduction Factor (%)	Reduction Factor				
1	Adjacent approach	8	\$ 207.2		0%	0%	0%	0%	
2	Opposing turns	7	\$ 215.4	50.00	Ban right turns	50%	0%	0%	0%
3	Vehicle hits pedestrian	1	\$ 280.2			0%	0%	0%	0%
4	Rear end	1	\$ 106.4			0%	0%	0%	0%
5			\$ -			0%	0%	0%	0%
6			\$ -			0%	0%	0%	0%
7			\$ -			0%	0%	0%	0%
8			\$ -			0%	0%	0%	0%
9			\$ -			0%	0%	0%	0%
10			\$ -			0%	0%	0%	0%

Organisation:
 BE ENGINEERING SOLUTIONS

Title:
 OPTION 3

Signature & Date
 FZ 10/07/2023



11.8 EASTERN HEALTH AUTHORITY - DRAFT LEASE AGREEMENT

REPORT AUTHOR: Manager, Governance
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4593
FILE REFERENCE:
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present the draft Lease Agreement for the Eastern Health Authority's tenancy at the St Peters Town Hall complex for the Council's consideration and endorsement, for the purposes of undertaking community consultation.

BACKGROUND

The Eastern Health Authority (EHA) is a Regional Subsidiary established pursuant to Section 43 of the *Local Government Act 1999* (the Act) with the Cities of Norwood Payneham & St Peters, Burnside, Campbelltown, Prospect and the Town of Walkerville as the Constituent Councils.

In accordance with its Charter, EHA is established for the purpose of providing public and environmental health services primarily to and within the areas of the Constituent Councils and has been a tenant of the St Peters Town Hall since 9 February 1998.

The previous Lease with EHA expired on 1 June 2022 and has been "holding over" since then. EHA have requested a further twenty (10 + 10) year lease for the premises located at the St Peters Town Hall Complex.

A draft Lease has been prepared on the basis of the request from EHA.

A copy of the draft Lease is contained within **Attachment A**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

The Annual Lease Fee is based on the Lease Fee Setting Model that was endorsed by the Council at its meeting held on 14 June 2011.

The proposed Lease provides for a rental of \$124,150 per annum plus GST and outgoings. This is a commercial rental reflective of the market rental value of the premises. The rent is to be increased by CPI annually and to market rental value upon renewal.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Written legal agreements must be in place for Council owned facilities that are used by third parties, to ensure legislative compliance and reduce exposure to claims from third parties who suffer injury or loss, whilst using Council facilities.

The conditions of the Lease therefore contain provisions requiring the Lessee to:

- indemnify the Council against claims arising from the Lessee's negligence; and
- take out and maintain appropriate insurance covers.

The draft Lease that has been prepared, also clearly outlines the relevant legal, governance and risk management requirements to ensure that the Council's and EHA's responsibilities are met.

CONSULTATION

- **Elected Members**

Crs Whittington and Moorhouse are the Council's appointees on the Board of EHA.

- **Community**

Whilst the proposed lease is authorised in the relevant Community Land Management Plan, the proposed Lease will be for a period greater than five (5) years and therefore community consultation is required to be undertaken in accordance with the *Local Government Act 1999*.

Community consultation will be undertaken in accordance with the Council's Community Consultation Policy.

- **Staff**

Not Applicable

- **Other Agencies**

Not Applicable

DISCUSSION

The previous Lease between the Council and EHA for the tenancy located at Unit 3 in St Peters Town Hall complex was for ten (10) years commencing on 1 June 2012, with a right of renewal for a further ten (10) years. This right of renewal was not exercised prior to the expiry of the Lease on 1 June 2022 and a new Lease therefore needs to be entered into.

Notwithstanding this, EHA have continued to meet their obligations as a tenant.

The St Peters Town Hall Complex is classified as *Community Land* and therefore, in accordance with Section 202 of the *Local Government Act 1999*, as the proposed Lease term is greater than five (5) years, the Council must undertake community consultation prior to granting the proposed Lease.

OPTIONS

From an administrative point of view, the current Lease arrangements have worked well, with EHA meeting the various obligations which are set out in the Lease.

Notwithstanding this, the Council could determine not to enter into a Lease for the premises.

However, as EHA is a Regional Subsidiary of which the Council is a Member and the Council does not have an alternative use for the premises, it is recommended that the Council grant a further lease to EHA.

CONCLUSION

The Lease arrangements between the Council and EHA will be finalised following the conclusion of the community consultation.

The views obtained from the community through the public consultation process will be included in the Council's final deliberations before granting the Lease.

COMMENTS

Nil

RECOMMENDATION

1. That the draft Lease for the Eastern Health Authority, as contained in Attachment A to this report, be endorsed for the purposes of community consultation, in accordance with the Council's Community Consultation Policy.
2. That the results of the community consultation be presented to the Council for consideration.

Attachments – Item 11.8

Attachment A

Eastern Health Authority Draft Lease Agreement



LEASE AGREEMENT

between

**THE CORPORATION OF THE CITY OF NORWOOD
PAYNEHAM AND ST PETERS**

and

EASTERN HEALTH AUTHORITY INCORPORATED

**UNIT 3, ST PETERS TOWN HALL COMPLEX
101 PAYNEHAM ROAD, ST PETERS SOUTH
AUSTRALIA**

SCHEDULE**Item 1**

The Lessee

Name:

Eastern Health Authority Inc.

Registered Business Number:

ABN: 52 535 526 439

Address:

PO Box 275, Stepney SA 5069

Item 2

The Complex and the Facility

Name of Complex:

St Peters Town Hall Complex

Location:

101 Payneham Road, St Peters SA 5069

(Situated on the western corner of St Peters Street and Payneham Road)

Name of Facility:

Eastern Health Authority Office

Location:

Unit 3, 101 Payneham Road, St Peters SA 5069

(Situated within the St Peters Town Hall Complex)

Being a portion of the land comprised in Certificate of Title Volume 5827 Folio 303

Position and Dimensions of Leased Area:

As coloured in red and labelled 'Tenancy 3' on the Plan annexed to this Lease as Annexure A

Item 3

The Lease Period

Ten (10) years

With one (1) renewal option of ten (10) years, commencing on [INSERT], if exercised

Item 4

The Commencement Date

[INSERT]

Item 5

The Lease Fee \$124,150 per annum (exclusive of GST) for the first year of the Lease Period, and subsequently reviewed annually in accordance with clause 3.1

Item 6

Times and manner for Payment of the Lease Fee To be paid monthly in advance through a direct transfer from the Lessee's bank account to the bank account nominated by the Council

Item 7

Permitted Use of the Facility Administrative offices/centre and ancillary purposes including medical clinics, training facilities and resource centre

Item 8

Keys - The number of keys that the Council will provide at its cost: Six (6)

Proximity Cards - The number of cards or fobs that the Council will provide at its cost: Six (6)

Item 9

Public risk insurance Twenty Million Dollars (\$20,000,000.00) at the commencement of the Lease.

Note: The Council has the right to nominate at any time the amount of the public risk insurance cover, to a greater or lesser figure (vide clause 4.3).

Item 10

Special Conditions Refer to Annexure B

LEASE AGREEMENT

PARTIES

THE CORPORATION OF THE CITY OF NORWOOD PAYNEHAM AND ST PETERS of 175
The Parade, Norwood SA 5067 (**Council**)

EASTERN HEALTH AUTHORITY INCORPORATED ABN 52 535 526 439 of PO Box 275, Stepney
SA 5069 (**Lessee**)

BACKGROUND

- A. This Lease is issued pursuant to Section 202 of the *Local Government Act 1999*.
- B. The Community, Recreational or Sporting Complex described in Item 2 of the Schedule ("the Complex") is owned by or under the care, control and management of the Council, within which exists the premises described in Item 2 of the Schedule ("the Facility").
- C. The Lessee has requested a lease to occupy the Facility and the Council has resolved to grant the Lessee a lease over the Facility.
- D. The Lessee has inspected the Facility and is satisfied that the Facility is in good condition and is fit for the purposes for which the Lessee intends to use it.
- E. The Council and the Lessee wish to record the conditions of the Lease in this document.

TERMS AND CONDITIONS OF LEASE

1. INTERPRETING THIS LEASE

1.1 The statements in the Background above form part of this Lease.

1.2 The expressions below have the following meanings:

Council includes the Council's employees, servants, agents and contractors.

Facility means the community, recreational or sporting facility being leased (as described in Item 2 of the Schedule) including any buildings, structures, fences, improvements and fixtures that:

- (a) are on the property now; or
- (b) are erected during the term of this Lease.

GST means the tax on taxable supplies under *A New Tax System (Goods and Services Tax) Act 1999* (Cth).

Lessee and the "Lessee's visitors" includes the Lessee's employees, servants, agents, contractors, and anybody else that the Lessee allows onto or into the Facility.

Proximity card readers and **proximity cards** refer to the electronic devices that are used to lock and unlock doors at the Complex.

Schedule means the Schedule at the front of this Lease.

1.3 A reference to a party includes that party's successors and transferees.

- 1.4 Words in the singular include words in the plural and vice versa.
- 1.5 If two or more persons are referred to in the Schedule as "the Lessee" then this Lease binds them jointly and severally.
- 1.6 The words "person" or "group" includes a body corporate.
- 1.7 A reference to any Act or law includes any Act or law that amends or replaces it.
- 1.8 A reference to "the Lease Period" in this Lease includes any extension to it.
- 1.9 Clause headings are for reference only and should not be taken into account in interpreting this Lease.
- 1.10 This Lease shall be subject in all things to the consent of the Development Assessment Commission or its successors if such consent is required.
- 1.11 The provisions of the *Retail and Commercial Leases Act 1995* will not apply to this Lease.

2. GRANT OF LEASE

The Council grants to the Lessee a Lease of the Facility:

- 2.1 for the Lease Period stated in Item 3 of the Schedule;
- 2.2 starting on the date stated in Item 4 of the Schedule; and
- 2.3 on condition that the Lessee meets all of its obligations under this Lease.

3. THE LESSEE'S OBLIGATIONS

The Lessee agrees with the Council as follows:

3.1 Lease Fee

- 3.1.1 The Lessee must pay to the Council the annual Lease Fee set out in Item 5 of the Schedule at the time and in the manner specified in Item 6 of the Schedule.
- 3.1.2 The Lease Fee will be reviewed annually during the lease period on each anniversary of the Commencement Date and in accordance with clauses 3.1.3, 3.1.4 and 3.1.5.
- 3.1.3 Every fifth year of the Lease (including any renewal periods, if the Lease is renewed by the Lessee) the Council will review the Lease Fee by obtaining a valuation of the market rent that the Facility, without the fit-out and improvements of the Lessee being included in the valuation, but including reference to the value of the licences granted within the lease and apply one hundred per cent (100%) of that rental valuation as the amount of rent payable, i.e. marked to market. The valuation may be the figure obtained by the Council as part of its asset revaluation exercise that is undertaken every five (5) years and subsequently increased by CPI movements up to the year that the mark to market rent review is applied.

- 3.1.4 In the years during the Lease Period that the Lease Fee is not being reviewed by being marked to market, any increase in the Lease Fee will be in proportion to the percentage change in the Consumer Price Index (CPI) published by the Australian Government for Adelaide (All Groups) for the previous twelve months, using the quarter that is penultimate to the review date. [For example: if the anniversary of the commencement date is 1 January, then annual movements in the September quarter will be used]
- 3.1.5 When the CPI is being used as the basis for the annual review of the rent, the annual Lease Fee will not change if there is no annual increase in the CPI.

3.2 Rates, Taxes, Charges and Costs

- 3.2.1 With the exception of general rates charged by the Council, the Lessee must pay on time and in full all rates, taxes, levies and charges relating to the Facility no matter whether they are charged, levied or payable by the Lessee or the Council.
- 3.2.2 The Lessee will be responsible for 50% of the Council's costs associated with the preparation of this Lease and 100% of the Council's costs associated with any renewal of this Lease.
- 3.2.3 If the Lessee requires the lease to be registered on the Certificate of Title the Lessee must pay all of the additional costs incurred by the Council in having the lease registered at Land Service SA including professional fees incurred in the preparation and lodging of a lease plan and the preparation and lodging of additional documents and amendments necessary to have the lease prepared in a form suitable for registration.
- 3.2.4 The Lessee must comply with its obligations under this Lease at its own cost.

3.3 Sub-Leasing

- 3.3.1 The Lessee must not assign, transfer or sub-lease the Facility or any part of it unless it first gets the consent of the Council in writing. The Council will have absolute discretion in its decisions to approve, approve subject to conditions (including rent levels) or refuse its consent.
- 3.3.2 Where the Council gives consent to a sub-lease, the Lessee must ensure that any sub-Lease has the same terms and conditions as are detailed in this Lease.
- 3.3.3 The Lessee must not use this Lease as security for a loan or otherwise deal with the Facility without first obtaining the prior consent of the Council in writing. Such consent to be at the sole discretion of the Council.

3.4 Use of the Facility

- 3.4.1 The Lessee must not use nor allow any other person to use the Facility for any purpose or activity except for that stated in Item 7 of the Schedule unless it first gets the consent of the Council in writing.

3.5 To Comply with Laws and Council Policies

- 3.5.1 The Lessee must comply with the provisions of all Acts, regulations, bylaws, codes and Council policies, plans and systems which affect the Facility or the Lessee's use of the Facility.

- 3.5.2 The Lessee must comply with any requirement imposed by any local government or semi-government authority in relation to the Facility or to the Lessee's use of the Facility.
- 3.5.3 Without limiting the generality of 3.5.2, the Lessee must specifically comply with all requirements under laws dealing with occupational health and safety, public health, public safety, fire safety and safety generally.
- 3.5.4 At its sole discretion, the Council may carry out work, install fixtures and equipment and enter into contracts to have the Facility comply with the provisions of all Acts, regulations, by-laws and codes which affect the Facility or the Lessee's use of the Facility.
- 3.5.5 If the Council incurs expenditure under 3.5.4 then the Lessee must pay to the Council all costs so incurred by the Council as soon as demanded by the Council.

3.6 Maintenance and Repair

- 3.6.1 The Lessee must maintain the Facility in good condition and free from hazards and must:-
- (a) keep the Facility clean, tidy and free from dirt, rubbish, pests and vermin;
 - (b) keep the Facility in good repair (fair wear and tear and damage by fire, storm, tempest, act of god, war, riot, civil commotion and earthquake excepted);
 - (c) paint any buildings and other improvements in the Facility to the Council's satisfaction;
 - (d) keep all sinks, drains, pipes and other plumbing that directly relate to the Facility in good repair and free from blockages and ensure that no part of the Facility becomes insanitary;
 - (e) keep all of the Lessee's property in good condition so as to prevent any hazard to any person or any deterioration in the condition of the Facility;
 - (f) repair any damage to the Facility caused by the Lessee or its visitors;
 - (g) notify the Council as soon as it becomes aware of any defects in the Facility or anything which could present a hazard or cause harm to any person or the Facility.
- 3.6.2 The Lessee does not have to undertake structural works on the Facility except for:
- (a) works on any building or structure erected by the Lessee under clause 3.10;
 - (b) works needed as a result of a negligent or wrongful act or omission by the Lessee or its visitors;
 - (c) works needed as a result of a breach of this Lease by the Lessee; or
 - (d) works needed as a result of the use to which the Facility is being put.

- 3.6.3 The obligations imposed upon the Lessee in this clause are to be carried out at the Lessee's expense except if the cost of doing it is covered by insurance which either the Council or the Lessee has taken out under this Lease. This clause does not prevent the Council from recovering moneys spent on insurance excesses.

3.7 Entry by the Council

- 3.7.1 The Lessee must allow the Council to enter the Facility for the purpose of inspecting its condition and state of repair;
- 3.7.2 Except in an emergency, the Council must give the Lessee reasonable notice before exercising its right under this clause.

3.8 Work Required by the Council

- 3.8.1 If the Council finds on inspection that any part of the Facility for which the Lessee is responsible needs maintenance or repair or completion of commenced works then the Council may notify the Lessee in writing of the work to be done and the time within which such work must be done.
- 3.8.2 The Lessee must comply with the notice to the satisfaction of the Council within the time stated in the notice (which must not be less than fourteen (14) days except in the case of an emergency).
- 3.8.3 If the Lessee fails to carry out the work required by the notice within the time specified or fails to do the work to the satisfaction of the Council then the Council may undertake the repairs. The cost of such repairs and any other reasonable expenses incurred by the Council will be recoverable from the Lessee.

3.9 Erection and/or Alteration of Buildings

- 3.9.1 The Lessee must not carry out any alterations or additions to the Complex without first applying in writing to the Council.
- 3.9.2 The Lessee must provide full details of the proposed alteration and additions to the Council.
- 3.9.3 Unless the Lessee first gets the consent of the Council in writing it must not in or on the Facility:
- (a) erect a building or structure;
 - (b) fix anything to the outside of a building or structure;
 - (c) alter any existing water supply or drainage facilities;
 - (d) alter or demolish an existing building or structure;
 - (e) install any water, gas, solar, wind or electrical infrastructure, facility, equipment or appliances;
 - (f) install any infrastructure, equipment or facility for the transmission or receiving of electronic data or electronic communication, including telephones, television and public address systems, provided that this clause does not include equipment that is merely plugged into existing power points and cannot be fairly deemed to be a fixture;

- (g) install any lighting;
 - (h) install any air conditioning equipment;
 - (i) paint any building, structure or other surface in a colour different to that which exists;
 - (j) make any other change of a permanent nature.
- 3.9.4 The Council may impose any conditions it considers necessary if it gives its approval, including requiring the Lessee to obtain the Council's consent to any agreements that the Lessee enters into in relation to the alterations or additions.
- 3.9.5 If the Council consents to any of the works under this clause then the works will be done at the cost and risk of the Lessee and the Lessee must pay to the Council as soon as demanded by the Council such of the Council's costs (including consultant's costs and legal costs) incurred as a result of the Lessee's alterations and additions whether or not the alterations and additions proceed or are completed that the Council may demand and in accordance with any reasonable conditions set by the Council.
- 3.9.6 The Lessee must carry out any approved alterations and additions:
- (a) in strict accordance with any plans and specifications approved by the Council in its capacity as Lessor under this Lease;
 - (b) in accordance with the conditions imposed by the Council and with the approvals made by Council in its capacity as Lessor under this Lease;
 - (c) in a proper and workmanlike manner;
 - (d) in accordance with all Statutory Requirements; and
 - (e) in a way to minimise disturbance to others.
- 3.9.7 Within one (1) calendar month of the conclusion of any works undertaken by the Lessee the Lessee will provide the Council with a certificate of satisfactory completion of the works together with copies of all documentation associated with the works including:
- (a) copies of warranties,
 - (b) as constructed plans,
 - (c) valuations or cost figures,
 - (d) photographs,
 - (e) statements providing details of any incidents or accidents or injuries that are likely to result in claims because of the implementation of the works or a statement that no such incidents or accidents occurred.

3.10 Ownership of Improvements

- 3.10.1 Unless the Lessee obtains the written acknowledgment of the Council, all structures, improvements, fixtures and fittings located in or on the Facility at any time during the Lease Period will become the property of and belong to

the Council irrespective of whether the Lessee or the Council purchased or acquired them.

3.11 Lessee's Property

- 3.11.1 The Council may (despite anything else to the contrary in this Lease) serve the Lessee with a notice in writing (either during the term of the Lease or at the end of the lease) requiring the Lessee to remove any of the Lessee's fixtures and fittings from the facility.
- 3.11.2 The Lessee must comply with the notice within twenty-eight (28) days of receiving it and must at its own cost repair any damage caused to the Facility.
- 3.11.3 If the Lessee fails to comply with the notice, the Council may do any of the actions required by the notice and the Lessee must pay to the Council any costs incurred by the Council in doing so.

3.12 Signs

- 3.12.1 Unless the Lessee first gets the consent of the Council in writing, the Lessee must not display in or on the Complex any sign that is visible from outside the Complex.
- 3.12.2 At the cost of the Lessee, major facility identification signs must prominently include the current logo of the Council.

3.13 Offensive Activities

- 3.13.1 The Lessee must not do, nor allow its visitors to do, within the Facility or on any adjoining property:
- (a) anything that is noisy, offensive or dangerous;
 - (b) anything that may cause annoyance, nuisance, or damage to any occupier or owner of nearby land;
 - (c) anything that may become an offence against any Act, regulation or by-law;
 - (d) anything that may cause any insurance policy to become void or to be subject to an increased premium.
- 3.13.2 The Lessee must not bring anything into the Facility which is dangerous, harmful, poisonous, explosive or flammable unless it first gets the consent of the Council in writing.

3.14 Notification of Accidents and Hazards

- 3.14.1 The Lessee must promptly notify the Council in writing of:
- (a) any accident that occurs in, on or associated with the Facility;
 - (b) anything that needs repairing;
 - (c) anything that could present a hazard or that could harm any person or the Facility.

3.15 Keys, Locks & Proximity Cards

- 3.15.1 The Lessee must ensure that the Facility is keyed at all times in conformity with the master key system that the Council maintains for all of its properties and if electric locks are utilised at the Complex the Lessee must ensure its systems and practices synchronise with the systems and practices established from time to time by the Council.
- 3.15.2 The Lessee will reimburse the Council the cost of supplying keys and proximity cards that are additional to the number of original keys or proximity cards set out in Item 8 of the Schedule.
- 3.15.3 The Lessee will be responsible for any costs incurred by the Council to re-key the Facility should the Lessee cause replacement of the locks and keys to be necessary or desirable.
- 3.15.4 The Lessee will maintain a register of the holders of any keys and proximity cards for the Complex and will make that register available to the Council upon request.

3.16 Security Systems

- 3.16.1 The Council will provide at its cost the installation and operation of a security system within the Complex, including the Facility.
- 3.16.2 The Lessee shall cause the security system to be operated properly every day, that is, to be armed when the premises are vacant and disarmed when being used.
- 3.16.3 The Lessee will be responsible to pay for any costs charged by the security contractors that are monitoring the security system for the Complex if such costs can be reasonably inferred to have been caused by the action, negligence or oversight of the Lessee.
- 3.16.4 The Lessee is to provide the Council with the names and contact details of the persons nominated from time to time by the Lessee to the security contractors that are monitoring the security system for the Complex as being the persons to be contacted in the event of any incidences, alerts and alarms associated with the security system operating within the Premises.

3.17 Fire Monitoring Systems

- 3.17.1 The Lessee shall cause the fire monitoring system to be operational at all times (power outages and other infrastructure failures beyond the control of the Lessee excepted).
- 3.17.2 The Lessee is alert the Council immediately it becomes aware that the fire monitoring system is not working.

4. INDEMNITIES AND INSURANCES

4.1 Indemnity

The Lessee indemnifies the Council against all actions, demands, losses, damages, costs and expenses for which the Council may become liable arising wholly or partly from any of the following:

- 4.1.1 the misuse, negligent use, waste or abuse by the Lessee or its visitors of any services at the Facility including, but not limited to, water, gas, electricity or oil;
- 4.1.2 the overflow, leakage or escape of water (including rain water), fire, gas or electricity or other harmful agent in or from the Facility caused or contributed to by any act or omission of the Lessee or its visitors;
- 4.1.3 loss, damage or injury to property or persons caused or contributed to by the Lessee or its visitors' use or occupation of the Facility;
- 4.1.4 loss, damage or injury to property or persons in or on the Facility caused or contributed to by the neglect or default of the Lessee or its visitors.
- 4.1.5 loss, damage or injury to property or persons in or on the Facility caused or contributed to by Lessee's neglect or failure to observe or perform any of its obligations pursuant to this Lease.

4.2 Limits on the Council's Liability

- 4.2.1 The Lessee will occupy and use the Facility at the risk of the Lessee.
- 4.2.2 The Lessee releases the Council from any costs or loss arising from any accident, damage or injury occurring on the Facility except where such accident, damage or injury results from any wilful or negligent act or omission of the Council.
- 4.2.3 The Council is not responsible for any loss of or damage to any fixtures, fittings or personal property of the Lessee.
- 4.2.4 The Council is not responsible for any costs or loss suffered by the Lessee arising from any malfunction of or interruption to:
 - (a) water, gas or electricity services;
 - (b) air conditioning equipment;
 - (c) fire equipment;
 - (d) any other plant, machinery or services; or
 - (e) the blockage of any gutters pipes or drains.

4.3 Public Risk Insurance

- 4.3.1 The Lessee must take out and maintain during the Lease Period a public risk insurance policy for Twenty Million Dollars (\$20,000,000) or such other amount as stated in Item 9 of the Schedule. The policy will be in respect of injury, loss or damage occurring in or on the Facility and will note the Council's rights and interests as proprietor of the Facility.
- 4.3.2 The Council may during the life of the Lease nominate from time to time other minimum amounts of cover that the Lessee is required to have in its public risk insurance policy and the Lessee shall immediately comply with the nomination.

- 4.3.3 The Lessee must produce a copy of the policy and a certificate of currency each year on renewal of the policy or at such other time as the Council may request.

4.4 Property and Contents Insurance

- 4.4.1 The Council will take out and maintain at its cost an insurance policy in respect of the Facility against damage by fire, lightning, storm, explosion, earthquake, malicious damage and/or such other risks as the Council thinks fit for full reinstatement value.
- 4.4.2 The Lessee is responsible for obtaining insurance to cover its own contents or other assets which are located in or on the Facility from time to time.

4.5 Insurance Claims

- 4.5.1 The Lessee must notify the Council in writing, giving full details, whenever the Lessee becomes aware of a possible claim under any insurance required in this Lease.
- 4.5.2 If there is a claim under any insurance policy taken out by the Council then:
- (a) the Council alone may deal with the insurer regarding the claim;
 - (b) the Council may settle the claim as it thinks fit, and the Lessee will be bound by the settlement;
 - (c) the Lessee may be required to pay to the Council any excess which the Council has to pay under the insurance policy; and
 - (d) if requested, the Lessee must pay any excess as soon as the Council demands payment.

4.6 Termination or Reduction of Fees on Damage

If the whole or any part of the Facility is destroyed or damaged for any reason such as to make it substantially unfit for the Lessee's use and occupation then this clause will apply.

- 4.6.1 The Council may (in its absolute discretion) decide not to rebuild or reinstate the Facility. If the Council so decides then it may end this Lease by written notice to the Lessee.
- 4.6.2 If the Council elects not to end this Lease under clause 4.6.1, then it must ensure that the Facility is made fit for use by the Lessee within a reasonable time frame.
- 4.6.3 Until the Council either ends the Lease or makes the Facility fit for use, the Lease Fee and any other payments due under this Lease will be reduced. The amount of any reduction will be determined by the Council and will depend upon the nature and extent of the damage sustained and will continue until the Facility is reinstated or made fit for the Lessee's occupation and use.
- 4.6.4 If, after six (6) months the Facility has not been substantially reinstated by the Council, this Lease may be terminated by either party by giving notice to the other in writing.

4.6.5 Any such termination will not reduce the rights of either party in respect of any previous breaches of this Lease.

5. THE COUNCIL'S OBLIGATIONS

5.1 Quiet Possession

The Council agrees that if the Lessee pays the Lease Fee in accordance with this Lease and complies with its obligations under this Lease, then the Lessee may quietly enjoy the Facility for the purposes set out in Item 7 of the Schedule.

6. EXPIRY OR EARLY TERMINATION OF LEASE

6.1 Termination

6.1.1 This clause applies if the Lessee:-

- (a) fails to pay the Lease Fee or any other money which is due to the Council for a period of twenty eight (28) days from the due date for payment;
- (b) fails to meet any other of its obligations under this Lease;
- (c) becomes bankrupt, is wound up or in the case of an incorporated body ceases to be incorporated under the *Associations Incorporation Act 1985*;
- (d) fails to perform its functions as stated in Item 7 of the Schedule.

6.1.2 The Council may serve on the Lessee a notice in writing stating:

- (a) the nature of the breach;
- (b) what the Lessee must do to remedy the breach;
- (c) the time frame in which the Lessee must remedy the breach;
- (d) whether the Lessee is to pay any compensation and, if so, how much.

6.1.3 If the Lessee fails to comply with the notice within the time stated in it then the Council may end this Lease and take possession of the Facility.

6.1.4 The right to terminate the Lease and enter into possession will not reduce the Council's right to take any other action for any of the Lessee's previous breaches.

6.2 Surrender

6.2.1 Upon the expiration or earlier termination of the Lease, the Lessee will peacefully and quietly surrender and give up possession of the Facility.

6.2.2 Subject to clause 3.11, the Lessee must remove from the Facility any of the Lessee's fixtures and fittings and must immediately repair any damage caused in removing them.

6.2.3 The Lessee will leave the Facility in good condition, repair and cleanliness.

- 6.2.4 Any reasonable costs incurred by the Council in cleaning or repairing any damage caused by the Lessee in surrendering the Facility may be recovered by the Council from the Lessee.

7. OTHER RIGHTS AND OBLIGATIONS

7.1 The Council able to Undertake Works

The Council or any persons authorised by the Council may at any time enter the Facility and carry out any improvements, additions, alterations or any other work. In so doing, the Council must use its best endeavours to cause as little disturbance as possible to the Lessee.

7.2 Emergency Incidents

7.2.1 If an emergency situation arises anywhere within the Council area whereby in the reasonable opinion of the Council the impacts of the emergency situation can be lessened through utilisation of the Facility the Council may direct the Lessee to make the Facility available for such use.

7.2.2 The Council shall reimburse the Lessee for any outgoings expenses and losses incurred by the Lessee making the Facility available under the provisions of this clause.

7.3 Resumption

If the Council receives notice of any proposed resumption or acquisition of the Facility by any Government (Federal or State) or other authority, or if the control of the Facility is otherwise taken away from the Council, then the Council may terminate this Lease by giving three (3) months' notice in writing to the Lessee.

7.4 Renewal

7.4.1 At the end of the initial Lease Period, the Lessee will be entitled to one (1) extension of this Lease for the period set out in Item 3 of the Schedule provided that :-

- (a) the Lessee gives the Council a written notice of its desire to be granted the extension not less than three (3) and not more than six (6) months before the expiration of the initial Lease Period;
- (b) the Lessee has not committed any frequent and/or substantial breaches of the Lease during the current Lease Period; and
- (c) the Lessee is not in breach of the Lease at the time the notice is given.

7.4.2 The extended term will be on the same terms and conditions as this Lease but will exclude the right of further renewal.

7.5 Holding Over

7.5.1 If, with the consent of the Council, the Lessee continues to occupy the Facility after the expiry of the Lease then this Lease will continue as a monthly Lease on these same terms and conditions.

7.5.2 Either party may give the other one (1) month's written notice to terminate the monthly lease with the lease expiring one month from the date the notice is given.

8. GENERAL

8.1 Waiver

The failure or omission by either party to take any action for the breach of any term or condition of this Lease will not stop either party from taking action in relation to any other breaches of the same or any other term or condition of the Lease.

8.2 Notices

Any notice required to be given by either party to the other must be in writing and must be given by delivering it or posting it to the address appearing in the Schedule or to such other place as may be nominated by either party to the other.

8.3 Severance

If any provision or obligation of this Lease is invalid, unlawful or not applicable, then it will be deleted from the Lease without affecting any other of the parties' obligations under this Lease.

8.4 Entire Agreement

The terms contained in this Lease comprise the whole of the agreement between the parties. It is expressly agreed and declared by the parties that no further or other terms exist between them with respect to the Facility or the Lease.

8.5 No Warranty

The Lessee acknowledges that the Council has not given any warranty as to the condition of the Facility or its suitability for the use referred to in the Schedule or for any other use.

9. SPECIAL CONDITIONS

9.1 Any Special Conditions as set out in Item 10 of the Schedule are incorporated into this Lease.

9.2 Where there is any inconsistency between any Special Condition and any other obligation in this Lease then the Special Condition will prevail.

SIGNED as an agreement and dated.....

EXECUTED by an authorised representative of **THE CORPORATION OF THE CITY OF NORWOOD PAYNEHAM AND ST PETERS** under delegation pursuant to section 44 of the Local Government Act 1999:

.....

.....

Signature of Authorised Representative

Signature of Witness

.....

.....

Name of Authorised Representative (print)

Name of Witness (print)

.....

Position of Authorised Representative (print)

SIGNED on behalf of **EASTERN HEALTH AUTHORITY INCORPORATED** in accordance with its constitution or articles of association:)
)
)

.....

.....

Signature of President

Signature of Secretary

.....

.....

Name

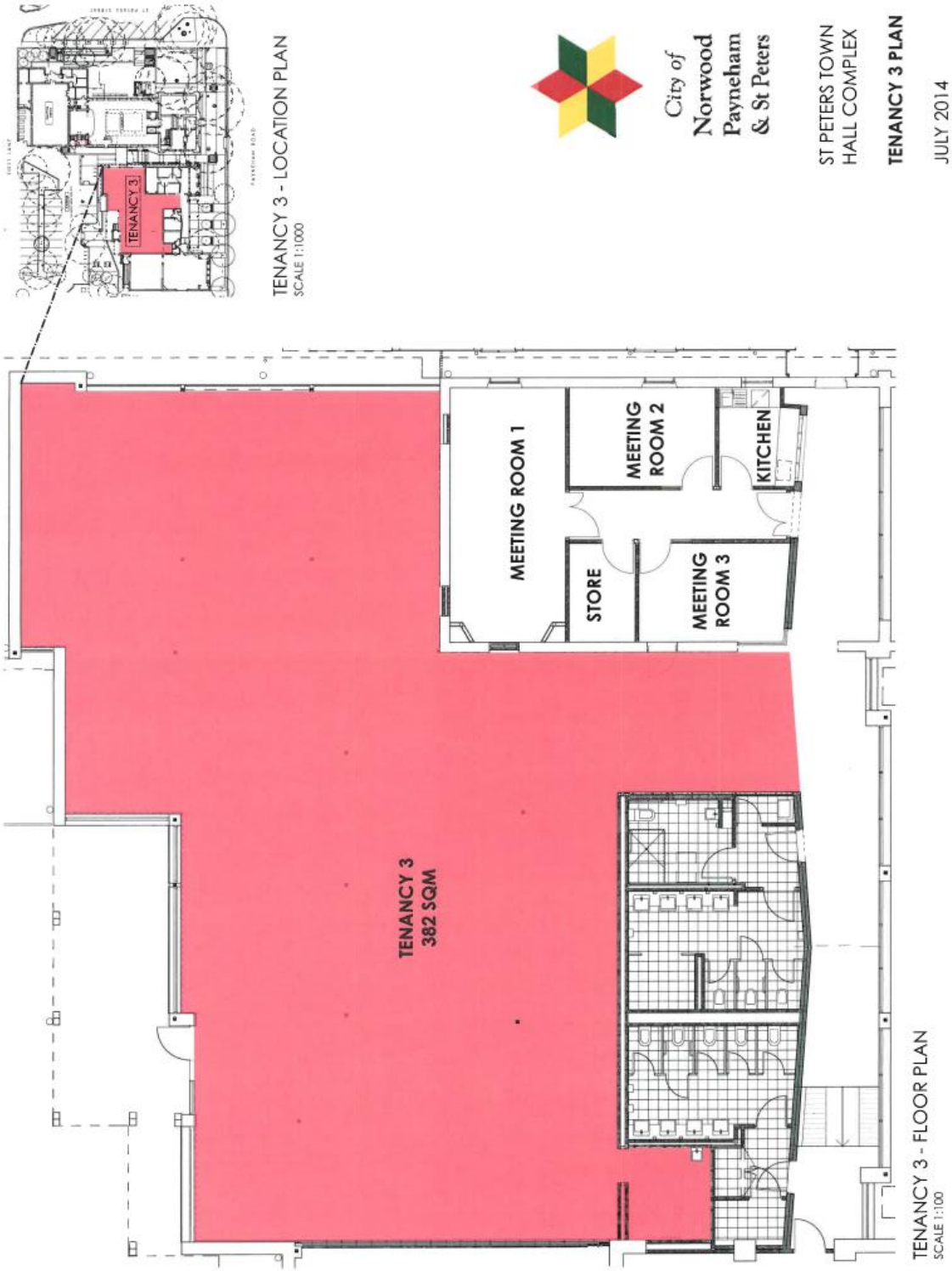
Name

ANNEXURE A

Schedule Item 2

LOCATION PLAN OF THE FACILITY

The attached plan shows the position and dimensions of the Facility leased to the Lessee.



ANNEXURE B**Schedule Item 10****SPECIAL CONDITIONS**

For the purpose of these special conditions the following definitions apply:

Community Meeting Rooms means the meeting rooms within the Complex located immediately adjacent to the Facility;

1. Licence for Access to Other Areas within the Complex**1.1 Grant of License to access Common Areas within the Complex**

- 1.1.1 For the term of the Lease, the Council grants a nonexclusive licence to the Lessee to permit the Lessee to enter the common areas, passages and stairways of the Complex necessary for the Lessee to access the Facility and enable use of the toilets and other utility areas within the Complex.
- 1.1.2 The Lessee will not be liable to contribute towards the cost of cleaning, replenishing supplies or maintaining the common areas of the Complex including the public toilets.

1.2 Grant of Licence to use the adjoining Community Meeting Room Number 2 within the Complex

- 1.2.1 For the term of the Lease, the Council grants an exclusive licence to the Lessee to permit the Lessee to use the adjoining Community Meeting Room Number 2 (shown as 'Meeting Room 2' on the Plan annexed to this Lease as Annexure A) between the hours of 8:30 AM and 5:30 PM for the Lessee's purposes.
- 1.2.2 Unless otherwise agreed to by the Council, the Lessee will not install any furniture or equipment within Community Meeting Room Number 2 and will leave said room in a clean, clear and tidy state at the end of each day that it is used.
- 1.2.3 Upon a request from the Council, the Lessee may at its absolute discretion, permit with or without conditions the Council to use adjoining Community Meeting Room 2 during the business hours reserved to the Lessee, including the Council hiring said room to other parties.

1.3 Special Use of Community Meeting Rooms

- 1.3.1 Provided bookings are made in advance and accepted the Lessee will be permitted to use the Community Meeting Rooms for the following purposes associated with its activities:
 - (a) Immunisation Clinics;
 - (b) Board meetings;
 - (c) Audit Committee meetings;
 - (d) professional peer group meetings and training sessions; and

- (e) other special purposes that the Council may agree to permit, on a case by case basis.

1.3.2 Bookings may be made two (2) years in advance.

1.3.3 The Lessee will not be charged a fee for the use of the Community Meeting Rooms provided the Council does not incur additional costs for:

- (a) cleaning;
- (b) setting up or reinstating furniture or equipment within the Community Meeting Rooms; or
- (c) the use of equipment or resources.

1.3.4 Chairs are not to be removed from the Community Meeting Rooms without permission from the Council.

1.3.5 If the Lessee creates a "patient waiting area" in the corridors of the Complex which requires chairs, these are to be supplied by the Lessee and are not to be stored within the Complex, except within the Lessee's Facility, without permission from the Council.

1.3.6 The same terms and conditions that the Council applies to community groups when they are using the Community Meeting Rooms through the application of this clause will apply to the Lessee's use of the Community Meeting Rooms unless contradicted by the provisions in this clause.

1.4 Non-Exclusive Use of Community Meeting Rooms and Function Room

In addition to the exclusive licence granted in the Special Condition 1.2 above and the provision for free use contained Special Condition 1.3 above, the Lessee may apply to use any or all of the three (3) Community Meeting Rooms and the Function Room within the Complex on the same terms and conditions that the Council will apply to local community groups when they are using the Community Meeting Rooms.

1.5 Grant of Licence to use Car Park

1.5.1 For the term of the Lease, the Council grants an exclusive licence to the Lessee to permit the Lessee to use seven (7) of the car parking spaces within the Complex for the purpose of parking cars owned or leased by the Lessee, between the business hours of 8:30 am and 5:15 pm, Monday to Friday subject to compliance with any restrictions that the Council may apply from time to time.

1.5.2 The number of car parks and conditions upon which they can be used may be varied by written agreement between the Council and the Lessee.

1.5.3 The Council may seek reimbursement of costs incurred by the Council from the Lessee in line marking or sign posting any of the car parking spaces that the Lessee has an exclusive licence to use.

1.6 Grant of Licence to use Service Yard for waste storage and bicycle parking

1.6.1 For the term of the Lease, the Council grants a nonexclusive licence to the Lessee to permit the Lessee to use the service yards within the Complex for the purpose of storing its rubbish and waste materials, pending removal of these materials from the Complex.

- 1.6.2 For the term of the Lease, the Council grants a nonexclusive licence to the Lessee to permit the Lessee to use the secure pedal bicycle parking racks located within the service yards within the Complex or at such other area which the Council may provide and nominate within the Complex for the purpose of providing racks or other methods of parking pedal bicycles for the convenience and safety of employees of the Council, the Lessee and other lessees within the Complex
- 1.6.3 The Lessee will comply with any instructions issued from time to time by the Council in respect to the use of the service yard, any refuse or recycling containers within the Complex and the state of the service yard.

11.9 2023-2024 ANNUAL REPORT OF THE AUDIT & RISK COMMITTEE

REPORT AUTHOR: Manager, Governance
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4593
FILE REFERENCE:
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present the *2023-2024 Audit & Risk Committee Annual Report* to the Council.

BACKGROUND

Section 126(8)(b) of the *Local Government Act 1999* (the Act), requires a Council's Audit & Risk Committee to provide an Annual Report to the Council on the work undertaken by the Committee during the preceding financial year. In accordance with Section 126(9) of the Act, the Council must ensure that the Annual Report of the Committee is included in the Council's Annual Report.

The *2023-2024 Audit & Risk Committee Annual Report* (Annual Report) has been prepared on the basis of the work that has been undertaken during the 2023-2024 financial year and has been endorsed by the Council's Audit & Risk Committee at its Meeting held on 19 August 2024.

A copy of the *2023-2024 Audit & Risk Committee Annual Report* is contained within **Attachment A**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable

DISCUSSION

The Annual Report highlights that the Committee has performed its functions in accordance with the legislated requirements and its Terms of Reference. The Annual Report includes information regarding the following:

- Membership;
- Meetings and Attendance; and
- Activities.

OPTIONS

Not Applicable.

It is a mandatory requirement of 126(8)(b) of the Act, for the Audit & Risk Committee to provide an Annual Report to the Council and Section 126(9) of the Act requires that the Council must ensure that *2023-2024 Audit & Risk Committee Annual Report* is included in the Council's 2023-2024 Annual Report.

CONCLUSION

The *2023-2024 Audit & Risk Committee Annual Report* as contained in **Attachment A** provides a summary of the work of the Council's Audit & Risk Committee for the 2023-2024 Financial Year which meets the Committee's legislative obligation to report to the Council annually in accordance with Section 128(8)9b) of the Act.

RECOMMENDATION

That the *2023-2024 Audit & Risk Committee Annual Report* (as contained in Attachment A), be received and noted by the Council and included in the Council's 2023-2024 Annual Report in accordance with Section 126(9) of the *Local Government Act 1999*.

Attachments – Item 11.9

Attachment A

2023-2024 Annual Report of the Audit & Risk Committee





ANNUAL REPORT OF THE AUDIT & RISK COMMITTEE

The Audit & Risk Committee operates as a Committee of the Council and has been established pursuant to Section 41 of the *Local Government Act 1999* (the Act), in accordance with the requirements of Section 126 of the Act.

The purpose of the Committee is to provide independent assurance and advice to the Council on accounting, financial management, internal controls, risk management and governance matters. Section 126(4) prescribes the functions of the Audit & Risk Committee and these are captured in the Committee's Terms of Reference.

This Annual Report provides a summary of the work undertaken by the Committee during the 2023-2024 year and demonstrates how the Audit & Risk Committee has effectively fulfilled its legislative functions.

1. Committee Membership

The current Audit & Risk Committee Members were appointed by the Council on 22 March 2023. The Members are:

- Mayor Robert Bria
- Cr Claire Clutterham
- Cr Grant Piggott
- Sandra Di Blasio (Independent Member)
- Stefanie Eldridge (Independent Member)

Following legislative reforms to the Act and Regulations arising from the passage of the *Statutes Amendment (Local Government Review) Act 2021* (the Review Act), various financial and governance accountability changes came into effect from November 2023.

These changes had a number of consequent implications for the Council's Audit & Risk Committee, including the membership which is required to comprise of a majority of Independent Members. Notwithstanding this, Regulation 14(a) of the *Local Government (Transitional Provisions) Regulations 2021* (the Transitional Regulations), provides that a Member of a Council Audit & Risk Committee holding office immediately before the commencement of the changes to Section 126(2) of the Act can continue to hold office for the remainder of their term of appointment to the Committee.

While the current membership of the Audit & Risk Committee does not have a majority of Independent Members, the Council has determined that the new membership requirements will be considered at the conclusion of the term of the Independent Members (ie. March 2025). This is in accordance with and satisfies the Transitional Regulations.

2. Meetings and Attendance

The Audit & Risk Committee met on a quarterly basis fulfilling the requirement of Section 126(5) of the Act. In addition, Special Meetings were convened as needed in accordance with Section 87 of the Act.

Table 1 provides a summary of Meeting dates and attendance for the 2023-2024 Financial Year:

TABLE 1: SUMMARY OF MEETING DATES AND ATTENDANCE FOR THE 2023-2024 FINANCIAL YEAR

Meeting	Mayor Robert Bria	Cr Claire Clutterham	Cr Grant Piggott	Sandra Di Blasio	Stefanie Eldridge
18 September 2023	✓	✓	✓	✓	✓
1 November 2023	✓	✓	✓	✓	X
20 November 2023 (Special)	✓	✓	✓	✓	✓
6 December 2023 (Special)	✓	✓	✓	✓	✓
7 March 2024	✓	X	✓	✓	X
22 April 2024	✓	✓	✓	✓	✓
20 May 2024	✓	✓	✓	✓	✓

Key: Present: ✓ Apology: X

3. Activities

The following information provides a summary of the work that has been undertaken by the Audit & Risk Committee during the 2023-2024 financial year, to fulfill the Committee's purpose and function. The legislative functions of the Audit & Risk Committee have been listed in italics with the summary of the activity underneath.

3.1. Reviewing Annual Financial Statements

Legislative function (Section 126(4)(a) of the Act): *Reviewing Annual Financial Statements to ensure that the Statements present fairly the state of affairs of the Council.*

At its Meeting on 1 November 2023, the Audit & Risk Committee reviewed the Council's Annual Financial Statements for the year ended 30 June 2023 and recommended to the Council that the Audited Financial Statements be adopted including the asset revaluations.

A report on the Annual Financial Statements for the year ended 30 June 2023 for each of the Regional Subsidiaries, of which the Council is a Member, was also received and noted at the Audit & Risk Committee meeting held on 1 November 2023. The report provided to the Committee, included highlights from the 2022-2023 Financial Year for the Eastern Health Authority, Eastern Waste Management Authority, ERA Water and the Highbury Landfill Authority.

The Audit & Risk Committee received and noted the Council's Financial Summary Report for 2022-2023, which provided the Actual results compared to the Adopted Budget. That report was prepared in accordance with Regulation 10 of the *Local Government (Financial Management) Regulations 2011*.

3.2. Reviewing Strategic Management Plans or Annual Business Plan

Legislative function (Section 126(4)(b) of the Act): *Proposing and providing information relevant to, a review of the Council's Strategic Management Plans or Annual Business Plan.*

The Audit & Risk Committee received and noted the Council's draft Long Term Financial Plan at its meeting on 6 December 2023. The Committee recommended to the Council that the Key Financial Indicators should be revised annually by the Committee, with recommendations being made to the Council in respect to any revised targets for the Council's consideration.

The updated Key Performance Indicators were subsequently received and noted by the Audit & Risk Committee at its meeting held on 7 March 2024 and no additional recommendations were provided to the Council.

At its meeting held on 22 April 2024, the Audit & Risk Committee considered the Council's draft 2024-2025 Budget which was based on the Council's draft 2024-2025 Annual Business Plan and recommended that the Council should seek to achieve the following:

- a Rate Revenue increase of no more than 8.0% as part of the Draft 2024-2025 Budget; and
- an Operating Surplus of at least \$171,000, by re-considering the funding of all Operating Projects, with a particular focus on those projects that will incur recurrent funding.

3.3. Responsiveness to recommendations for improvement

Legislative function (Section 126(4)(c) of the Act): *Monitoring the responsiveness of the Council to recommendations for improvement based on previous audits and risk assessments, including those raised by the Council's External Auditor.*

The Audit & Risk Committee received the External Auditor's report regarding implementation of Internal Control recommendations at its meeting on 1 November 2023.

A report on the St Peters Child Care Centre & Pre-School, which included recommended actions from a financial and risk management perspective, was received by the Audit & Risk Committee on 20 May 2024. The implementation of these recommendations continues to be monitored by the Committee through reporting as required.

It is envisaged that a quarterly reporting framework will be implemented with the Audit & Risk Committee in the 2024-2025 Financial Year. This will assist the Committee to monitor the Council's responsiveness to previous Internal and External Audits, as well as risk assessments, on an ongoing basis.

3.4. Section 130A Examination reviews

Legislative function (Section 126(4)(d) of the Act): *Proposing, and reviewing, the exercise of powers under Section 130A of the Local Government Act 1999.*

Section 130A of the Act provides that the Council may request an examination and report on any matter relating to financial management, or the efficiency and economy with which the Council manages or uses its resources to achieve its objectives, that would not otherwise be addressed as part of the External Audit.

The Council has not requested such an examination.

A Section 130A examination is akin to Service Reviews which is currently being undertaken by the Chief Executive Officer, in exercising the Chief Executive Officer's ongoing responsibilities for the day-to-day operations and affairs of the Council.

The current Terms of Reference for the Audit & Risk Committee provide that the Committee will review and provide advice on Service Reviews. At its meeting on 1 November 2023, the Committee received and noted a confidential report on Service Reviews. Progress of actions arising from Service Reviews will be incorporated into the quarterly reporting framework for the Audit & Risk Committee.

3.5. Liaising with Council's External Auditor

Legislative function (Section 126(4)(e) of the Act): *Liaising with the Council's External Auditor in accordance with any requirements prescribed by the regulations.*

The Council's External Auditor, Galpins attended the following meetings of the Committee:

- 18 September 2023;and
- 1 November 2023.

With the commencement of changes to the *Local Government (Financial Management) Regulations 2011* on 30 November 2023, Regulation 17B prescribes that in liaising with the Council's External Auditor, there must be at least one (1) confidential meeting with the Auditor where the majority of Committee Members are present and no Elected Members or Employees of the Council are present (other than Elected Members who are Members of the Committee). This requirement commenced after the meetings were held with the Auditor for the 2023-2024 Financial Year. A confidential meeting with External Auditors will be scheduled during the 2024-2025 financial year.

3.6. Reviewing adequacy of internal controls and financial matters

Legislative function (Section 126(4)(f) of the Act): *Reviewing the adequacy of the accounting, internal controls, reporting and other financial management systems and practices of the Council on a regular basis.*

At its meeting held on 18 September 2023, the Audit & Risk Committee received and noted a report from Mr Tim Mulhausler of Galpins, which provided the results of a comprehensive review of the Council's Internal Control procedures and processes. The majority of Internal Controls were found to be working effectively and recommendations were provided in respect to those that required improvement. The Committee noted the implementation of the recommendations contained in the report.

An update on the progress of implementing the recommendations from the Auditor in relation to Internal Controls was subsequently considered by the Audit & Risk Committee at its meeting held on 1 November 2023 and reports will continue to be provided on a quarterly basis.

The Committee was also provided the opportunity to review the Council's Financial Delegations Policy and requested a report annually regarding the reimbursement of the Chief Executive Officer's reimbursements. The Committee recommended to the Council that the Financial Delegations Policy be adopted and that the Expenditure Policy be revoked.

Some of the additional policies referred to below in point 3.8 also form part of the Council's Internal Controls.

3.7. Oversight and review of Internal Audit

Legislative function (Section 126(4)(g)(i)(A) of the Act): *Providing oversight of planning and scoping of the Internal Audit work plan.*

The Committee received the Strategic Internal Audit Plan 2023-2025 prepared by Bentleys SA Pty Ltd as the Council's Internal Auditor at its meeting on 1 November 2023.

Legislative function (section 126(4)(g)(i)(B) of the Act): *Reviewing and commenting on reports provided by the person primarily responsible for the Internal Audit function at least on a quarterly basis.*

The Human Resources Internal Audit Report was considered in confidence by the Audit & Risk Committee at its meeting on 1 November 2023.

3.8. Reviewing and evaluating risk management policies, systems and procedures

Legislative function (Section 126(4)(h) of the Act): *Reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis.*

The Audit & Risk Committee received a report on significant corporate risks at its meeting held on 18 September 2023.

The Committee also reviewed a number of policies which assist with the monitoring, management and review of strategic, financial and operation risks, as well as Internal Controls. Following its review of the Policies, the Audit & Risk Committee recommended to the Council that the following policies be adopted:

- Bad Debt Write-Off Policy
- Credit Cards Policy
- Bank Accounts Policy
- Budget Policy
- Treasury Management Policy
- Asset Impairment Policy
- Asset Revaluation Policy
- Budget Review Policy

As previously mentioned, the Audit & Risk Committee received a report on the St Peters Child Care Centre & Pre-school which included recommendations from a financial and risk management perspective. In addition, the following policies specific to the operation of the St Peters Child Care Centre & Pre-School were reviewed and recommended for the Council's adoption:

- Providing A Child Safe Environment Policy
- Sleep and Rest for Children Policy & Delegation

Following discussions regarding the re-development of the Payneham Memorial Swimming Centre held on 6 December 2023, the Audit & Risk Committee requested that a quarterly report on the project risks be provided. Some of the risks were discussed as part of discussions at the Audit & Risk Committee meeting held on 7 March 2024 when the Audit & Risk Committee considered the Council's Long Term Financial Plan Key Performance Indicators. The project risks will be incorporated into the ongoing quarterly reporting framework to be implemented during the 2024-2025 year.

3.9. Prudential Report reviews

Legislative function (section 126(4)(h) of the Act): *Reviewing any report obtained by the Council pursuant to Section 48(1) of the Local Government Act 1999.*

The Audit & Risk Committee considered Prudential Reports in relation to the re-development of the Payneham Memorial Swimming Centre at its meetings held on 20 November 2023 and 6 December 2023. Following consideration of the Reports, recommendations were made to the Council which have subsequently been factored into the Council's Long Term Financial Plan.

4. Conclusion

Supported by Council staff, the Council's Audit & Risk Committee has worked diligently over the 2023-2024 financial year to provide independent assurance and advice to the Council on matters within the scope of its functions.

Activities of the Audit & Risk Committee continue to evolve as a result of additional and expanded legislative responsibilities associated with the November 2023 commencement of accountability and governance provisions of the Review Act. Processes to support these legislative responsibilities will continue to be embedded during the 2024-2025 financial year.

The review and oversight of accounting, financial management, internal controls, risk management and governance matters provided by the Audit & Risk Committee, continues to support the Council to responsibly achieve its objectives and manage its financial affairs.

Through the work undertaken in the 2023-2024 financial year, this Annual Report summarises how the Audit & Risk has effectively fulfilled its legislative functions.

11.10 GREATER ADELAIDE FREIGHT BYPASS

REPORT AUTHOR: Chief Executive Officer
GENERAL MANAGER: Not Applicable
CONTACT NUMBER: 83664568
FILE REFERENCE: qA157822 A970576
ATTACHMENTS: A - B

PURPOSE OF REPORT

To seek the Council's endorsement to sign a letter associated with the advocacy strategy in support of the Greater Adelaide Freight Bypass.

BACKGROUND

There has been ongoing concerns from both the community and Local Government regarding the ongoing presence of large freight vehicles using the South Eastern Freeway and subsequently using roads such as Portrush Road, Glen Osmond Road and to a lesser extent Cross Road.

To eliminate the issue of freight vehicles using Portrush Road, Glen Osmond Road and Cross Road, a number of alternative routes have been proposed.

The alternative route which has the most support and likelihood of being funded and subsequently constructed, is the Greater Adelaide Freight Bypass (GAFB).

Notwithstanding the removal of funding by the Federal Government for some road projects in South Australia, the planning study for the GAFB remains in place.

To progress the inclusion of the GAFB, a number of Councils (including those Councils in the Eastern Adelaide Alliance) have agreed to continue to advocate for the GAFB.

This advocacy strategy has involved some Local Government representatives meeting with Federal Members of Parliament. To illustrate support for GFB, all of the Councils involved in the GAFB have been requested to sign a joint letter.

A copy of the joint letter is contained in **Attachment A**.

As a Member of the Eastern Region Alliance of Councils (ERA), the City of Burnside has taken the lead role on this issue – noting that the City of Unley is also a Member of ERA.

FINANCIAL AND BUDGET IMPLICATIONS

There are no financial implications associated with this issue.

EXTERNAL ECONOMIC IMPLICATIONS

Nil

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Removal of heavy freight vehicles from using Portrush Road and Glen Osmond Road will result in significant improvements to the local environment.

RESOURCE ISSUES

Nil

RISK MANAGEMENT

Nil

CONSULTATION

- **Elected Members**
Mayor Robert Bria is aware of this issue.
- **Community**
Nil
- **Staff**
Nil
- **Other Agencies**
City of Burnside

DISCUSSION

For the purposes of endorsing this advocacy strategy, a copy of the information brochure that has been prepared by the City of Burnside is contained in **Attachment B**.

This brochure provides a summary of the importance of the GAFB.

From this Council's perspective, its involvement in this advocacy strategy, essentially involves support in the planning, design and ultimate construction of the GAFB.

This will involve co-signing the letter of support and if required, the Mayor and Chief Executive Officer meeting with Members of Parliament.

OPTIONS

The Council can choose to endorse signing of the joint letter contained in **Attachment A** or it can choose not to.

CONCLUSION

Nil

COMMENTS

Nil

RECOMMENDATION

1. The Council confirms its concerns about the safety of all road users (pedestrians, cyclists and motorists) due to the current and ever-increasing number of large freight vehicles utilising the South Eastern Freeway and subsequently using Portrush Road and Glen Osmond Road.
2. The Council supports renewed focus and funding for the Truro Bypass Project and advocating for a well-designed and 'shovel ready' solution.
3. The Council supports the progression of the Greater Adelaide Freight Bypass and acknowledges its substantial benefit to the City of Norwood Payneham & St Peters and its community.

Attachments – Item 11.10

Attachment A

Greater Adelaide Freight Bypass



In response please quote Folder - 244520

8 August 2024

MS Louise Miller-Frost MP
C/O - Louise.Miller-Frost.MP@aph.gov.au

Dear Louise

RE: ADELAIDE HILLS FREIGHT BY-PASS

Thank you for accommodating a meeting with Mayors and CEOs in Canberra on Wednesday 3 July 2024, in relation to an Adelaide Hills Freight By-pass.

As mentioned in this meeting, Local Government has been advised that the Department of Transport is currently developing a Transport Strategy to support the freight task (BUILD. MOVE. CONNECT). A focus is to remove freight from residential areas (namely through built up areas in metropolitan Adelaide). To do this DIT is developing a High Productivity Vehicle Network Strategic Business Case to support an alternative route to bypass metropolitan Adelaide.

We understand that DIT will commence further discussions with Local Government in August 2024 regarding the exact route and then it is expected that DIT will seek support from Infrastructure Australia regarding the proposed bypass.

We hereby seek your advocacy for Commonwealth intervention and support towards an Adelaide Hills Freight By-pass.

Yours sincerely,



Wayne Thorley
Mayor
The Rural City of Murray Bridge



Heather Barclay
Chief Executive Officer
The Rural City of Murray Bridge

Simone Bailey
Mayor
Mid Murray Council

Ben Scales
Chief Executive Officer
Mid Murray Council

Anne Monceaux
Mayor
City of Burnside

Chris Cowley
Chief Executive Officer
City of Burnside

Robert Bria
Mayor
City of Norwood , Payneham St Peters

Mario Barone
Chief Executive Officer
City of Norwood , Payneham St Peters

Michael Hewitson Mayor
City of Unley

Peter Tsokas
Chief Executive Officer
City of Unley

Dr Heather Holmes-Ross
Mayor
City of Mitcham

Matthew Pears
Chief Executive Officer
City of Mitcham

Jan-Claire Wisdom
Mayor
Adelaide Hills Council

Greg Georgopoulos
Chief Executive Officer
Adelaide Hills Council

David Leach
Mayor
Mount Barker District Council

Andrew Stuart
Chief Executive Officer
Mount Barker District Council

Paul Simmons
Mayor
Coorong District Council

Bridget Mather PSM
Chief Executive Officer
Coorong District Council

Caroline Philips
Mayor
Karoonda East Murray District Council

Scott Reardon
Chief Executive Officer
Karoonda East Murray District Council

Attachment B

Greater Adelaide Freight Bypass



Greater Adelaide Freight Bypass

The City of Burnside strongly advocates for a reduction in the volume of heavy vehicles on Portrush and Glen Osmond Roads that can be achieved through the Greater Adelaide Freight Bypass (GAFB) project.

Reinstate federal funding to the GAFB (including the Truro Bypass project) to achieve national productivity goals.

The GAFB will significantly reduce the volume of the 877,460¹ heavy vehicles that travel along Portrush Road and Glen Osmond Road on average per year.

Federal funding has been stripped from five prominent road projects in South Australia. One of these, the Truro Bypass, is a pivotal step toward the realisation of the GAFB project.

The GAFB will unlock higher productivity in the High Productivity Vehicle Network (HPVN) and thus national economic

growth with infrastructure that seamlessly connects key origin/destination ports with 'consumption' points and bulk storage facilities.

Adelaide is the only capital city in Australia where the National Heavy Vehicle Regulator's heavy vehicle network, the major arterial route, runs through the residential suburbs of a city - past schools, preschools, residential homes, aged care homes and churches, all places where children and vulnerable residents are present.

Overview

The Department for Infrastructure and Transport (DIT) developed a Strategic Business Case for a HPVN which encompasses a corridor stretching from the South Australian and Victorian border to the South Australian and Western Australian border, covering vital routes such as the Eyre, Sturt, Augusta and Dukes Highways, as well as connecting routes around Greater Adelaide and to Outer Harbor.

This initiative represents the culmination of four Strategic Freight Studies and Strategic Business Cases conducted in 2022. The specific projects under consideration were the Greater Adelaide Freight Bypass, Murray Bridge to South East Link, Swanport Bridge, and Eyre Highway Widening and Upgrade Planning Study.

Of particular significance is the GAFB project within the broader HPVN between Sturt Highway and the South Eastern Freeway, via Murray Bridge and Sedan, to form part of a broader freight network diverting heavy vehicles away from Adelaide and the South Eastern Freeway.



In November 2023, the Federal Government announced the removal of federal funding for five prominent road projects in South Australia following an infrastructure review including the Truro Bypass project – a pivotal step toward the realisation of the GAFB project. The Truro Bypass would begin at Murray Bridge and pass through Truro to Port Adelaide.

The planning study for the GAFB remains in progress and has not been discontinued. This affirmation is based on the understanding that the Federal Government's expenditure focus is strongly oriented towards productivity, and the GAFB aligns well with this overarching goal.

At its meeting held 23 January 2024, the City of Burnside Council Resolved (C230124/13609) to advocate to local state and federal MPs regarding the city's:

- continuing concerns about the safety of all road users (pedestrians, cyclists and drivers) due to large freight trucks utilising the South Eastern Freeway and subsequently navigating through local streets, notably Portrush Road and Glen Osmond Road;
- support for the renewed attention on, and funding for, the Truro Bypass project, advocating for a well-designed and shovel-ready solution that aligns with the essential needs of the region; and
- request for a commitment to the progression of the Greater Adelaide Freight Bypass as pledged, emphasising its priority status and acknowledging its substantial significance to the Burnside community.

The City of Burnside acknowledges that heavy vehicles will still need to travel through its city and service the metropolitan area as well as the Adelaide Hills and surrounds, which requires using the South Eastern Freeway. The GAFB would provide an alternative for most, but not all, heavy vehicles.

Key facts



2,404 heavy vehicles average each day on Portrush Road and Glen Osmond Road¹.



273 have lost their lives or were seriously injured as a result of a road crash on Portrush Road, Glen Osmond Road and South Eastern Freeway within the City of Burnside boundary².



Adelaide is the **only capital city** in Australia where the NHVR National Network, the major arterial route, runs through the residential suburbs of a city.



A heavy vehicle has a gross vehicle mass or aggregate trailer mass of more than **4.5 tonnes**, and is up to **26m long**. They include B-doubles, semi-trailers, vehicle carriers, livestock and other agricultural vehicles³.

¹ National Freight Data Hub 2018.

² The data presented obtained from the Department for Infrastructure and Transport Road Crash Database. The information was compiled from police reported road casualty crashes only 2017-2021.

³ NHVR.gov.au and sa.gov.au

How to measure success

Economic benefit – increased national productivity in the HPVN.

Economic benefit – create local jobs in Truro and all towns along the bypass route.

Economic and social benefit - decongest the South Eastern Freeway enabling faster freight travel.

Social benefit - reduction in the volume of B-double vehicles using Portrush Road and Glen Osmond Road.

Social benefit - reduction in the number of lives lost, or people sustaining serious injury on Portrush Road and Glen Osmond Road.

Social benefit - remove the conflict of vulnerable road users (cyclists) on routes approved for B-doubles in metropolitan Adelaide – all users should be able to travel safely.

Social benefit – reduction in the health impacts to Adelaide residents.

Environmental benefit – reduction in noise and pollution in residential areas.

Environmental benefit – reduction in greenhouse gas emissions due to free-flow of B-doubles compared to emissions from the slow 'stop-start' of the existing Adelaide section of the NHVR National Network.

Key issues

- Major traffic routes in the metropolitan Adelaide area with a speed limit of 60 km/h account for the highest traffic volumes and a large proportion of crashes occur on these roads. In addition, there is more congestion (especially during peak commuting times) and frequent intersections providing the opportunity for vehicles and other road users to come into conflict (Department for Infrastructure and Transport Annual Crash Factsheet Metropolitan Adelaide).
- The South Eastern Freeway is at capacity at peak times and sluggish in the event of a minor accident. This is a significant productivity loss constraint to the road freight sector.
- The opportunity for a Greater Adelaide freight route to emerge north of the city, close to rail yards for improved modal logistics, is smart design to get as much heavy freight as possible out of our suburbs, improving freight productivity.
- Opportunities arise for the health and safety of Adelaide residents where less traffic congestion enables people to better use active transport. In locations where there are frequent interactions between heavy vehicles and vulnerable road users such as pedestrians, cyclists and motorcyclists, there is an increased risk of serious consequences when a collision occurs. The routes taken for freight movement are significant drivers for urban development and factors in people's capacity – indeed willingness - to embrace active transport. Cycling or walking to one's destination should not require acts of bravery.
- Citizens who work, live and play along established transport corridors that are dominated by vehicles powered by internal combustion engines confront health impacts, with a correlation between living on or in the vicinity of major road transport corridors and:
 - middle age onset of asthma.
 - increased risk of heart attack.
 - as many as 11 per cent of dementia cases in those who live along these corridors.
 - increased instances of childhood asthma.

Opportunity

1. The planning study for the GAFB remains in progress and has not been discontinued.
2. The Truro Bypass issue is not just a localised issue and is seen as an important first step for the completion of the GAFB project. Funding the Truro Bypass project can be viewed as a pivotal opportunity for improving national freight productivity.



City of Burnside Mayor
Anne Monceaux
 0455 336 599
 amonceaux@burnside.sa.gov.au



City of Burnside CEO
Chris Cowley
 0458 340 412
 ccowley@burnside.sa.gov.au

12. ADOPTION OF COMMITTEE RECOMMENDATIONS

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: Not Applicable
ATTACHMENTS: A - C

PURPOSE OF REPORT

The purpose of the report is to present to the Council the Minutes of the following Committee Meetings for the Council's consideration and adoption of the recommendations contained within the Minutes:

- Chief Executive Officer's Performance Review Committee – (12 August 2024)
(A copy of the Minutes of the Chief Executive Officer's Performance Review Committee meeting is contained within **Attachment A**)
- Business & Economic Development Advisory Committee – (13 August 2024)
(A copy of the Minutes of the Business & Economic Development Advisory Committee meeting is contained within **Attachment B**)
- Audit & Risk Committee – (19 August 2024)
(A copy of the Minutes of the Audit & Risk Committee meeting is contained within **Attachment C**)

ADOPTION OF COMMITTEE RECOMMENDATIONS

- **Chief Executive Officer's Performance Review Committee**

That the Minutes of the meeting of the Chief Executive Officer's Performance Review Committee held on 12 August 2024, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council.

- **Business & Economic Development Advisory Committee**

That the Minutes of the meeting of the Business & Economic Development Advisory Committee held on 13 August 2024, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council.

- **Audit & Risk Committee**

That the Minutes of the meeting of the Audit & Risk Committee held on 19 August 2024, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council.

Attachment A

Adoption of Committee Recommendations

Chief Executive Officer's Performance Review Committee



Chief Executive Officer's Performance Review Committee Minutes

12 August 2024

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials  /cityofnpsp  @cityofnpsp



City of
Norwood
Payneham
& St Peters

Page No.

- 1. CONFIRMATION OF MINUTES OF THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE MEETING HELD ON 20 MAY 2024.....1
- 2. PRESIDING MEMBER'S COMMUNICATION1
- 3. CONFIDENTIAL REPORTS1
 - 3.1 STAFF RELATED MATTER2
- 4. OTHER BUSINESS3
- 5. NEXT MEETING3
- 6. CLOSURE.....3

VENUE Mayor's Office (Ground Floor), 175 The Parade, Norwood

HOUR 6.00pm

PRESENT

Committee Members Mayor Robert Bria (Presiding Member)
Cr Kevin Duke
Cr Garry Knoblauch
Cr John Callisto

Staff Lisa Mara (General Manager, Governance & Civic Affairs)
Mr Richard Altman (Independent Human Resource Specialist)

APOLOGIES Nil

ABSENT Nil

TERMS OF REFERENCE:

The Committee is established for the purposes of facilitating the review of the Chief Executive Officer's performance as required and in accordance with the Chief Executive Officer's Contract of Employment.

1. CONFIRMATION OF MINUTES OF THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE MEETING HELD ON 20 MAY 2024

Cr Knoblauch moved that the Minutes of the Chief Executive Officer's Performance Review Committee meeting held on 20 May 2024 be taken as read and confirmed. Seconded by Cr Duke and carried unanimously.

2. PRESIDING MEMBER'S COMMUNICATION
Nil

3. CONFIDENTIAL REPORTS

3.1 STAFF RELATED MATTER

RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999*, the Committee orders that the public, with the exception of the Council staff present, be excluded from the meeting on the basis that the Committee will receive, discuss and consider:

- (a) Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

RECOMMENDATION 2

Under Section 91(7) and (9) of the *Local Government Act 1999* the Committee orders that the report, discussion and minutes be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.

Cr Duke moved:

That pursuant to Section 90(2) and (3) of the Local Government Act 1999, the Committee orders that the public, with the exception of the General Manager, Governance & Civic Affairs, be excluded from the meeting on the basis that the Committee will receive, discuss and consider:

- (a) Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

Seconded by Cr Callisto and carried unanimously.

Cr Callisto moved:

Under Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that the report, discussion and minutes be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.

Seconded by Cr Duke and carried unanimously.

4. OTHER BUSINESS

Nil

5. NEXT MEETING

Monday 9 September 2024

6. CLOSURE

There being no further business the Presiding Member declared the meeting closed at 6.48pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)

Attachment B

Adoption of Committee Recommendations

Business & Economic Development Advisory Committee



Business & Economic Development Advisory Committee

Minutes

13 August 2024

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials  /cityofnpsp  @cityofnpsp



City of
Norwood
Payneham
& St Peters

Page No.

1A. APPOINTMENT OF ACTING PRESIDING MEMBER 1

1B. CONFIRMATION OF MINUTES OF THE BUSINESS & ECONOMIC DEVELOPMENT
ADVISORY COMMITTEE MEETING HELD ON 28 MAY 2024 1

2. PRESIDING MEMBER’S COMMUNICATION 2

3. PRESENTATION 2

4. STAFF REPORTS 2

 4.1 GLYNDE AND STEPNEY FOOD AND BEVERAGE PRECINCT AND STARTUP HUB –
 BUSINESS CASE 3

5. OTHER BUSINESS 8

6. NEXT MEETING 8

7. CLOSURE 8

VENUE Mayors Parlour, Norwood Town Hall

HOUR 6.30pm

PRESENT

Committee Members Ms Amanda Pepe (Acting Presiding Member)
Cr Victoria McFarlane
Cr John Callisto
Ms Amanda Grocock
Mr Ben Pudney
Mr Joshua Baldwin
Mr Matt Grant
Ms Trish Hansen

Staff Mario Barone (Chief Executive Officer)
Lisa Mara (General Manager, Governance & Civic Affairs)
Claire Betchley (Manager, Marketing & Place Activation)

APOLOGIES Mayor Robert Bria (Presiding Member)
Cr Grant Piggott
Ms Rebecca Thomas

ABSENT Nil

TERMS OF REFERENCE:

The Business & Economic Development Advisory Committee is established to fulfil the following functions:

- *To provide high-level independent expert advice to the Council on economic development matters and employment growth opportunities in the City of Norwood Payneham & St Peters and to have oversight of the continued implementation of the Council's Economic Development Strategy.*
- *To identify issues, opportunities, and initiatives which impact on business and economic development in the City of Norwood Payneham & St Peters.*
- *To provide advice to the Council and recommend actions, including the conduct of studies associated with business and economic development, as required, in order to facilitate the identification of opportunities, issues, strategies and actions.*
- *To assist the Council to facilitate and promote economic growth and development in the City of Norwood Payneham & St Peters.*
- *To provide advice to the Council as required, to facilitate the creation of business networks (both within South Australia and Australia), which provide benefits for the City of Norwood Payneham & St Peters and the business sector.*
- *To provide strategic direction and leadership to ensure that members of the business community are able to participate in the development and implementation of the City's business and economic development outcomes.*
- *Conduct forums to identify and articulate relevant information in respect to services and activities in the City of Norwood Payneham & St Peters that contribute to the City's economic growth.*
- *Advocate and work actively with State and Federal Governments and their agencies, the private sector and relevant peak bodies on key economic priorities which deliver positive outcomes for the City and the community.*
- *Consider and advise the Council on medium and long term matters relevant to business and economic development within the City of Norwood Payneham & St Peters.*

1A. APPOINTMENT OF ACTING PRESIDING MEMBER

Mr Ben Pudney moved:

That Ms Amanda Pepe be appointed Acting Presiding Member for this meeting.

Seconded by Cr John Callisto and carried unanimously.

1B. CONFIRMATION OF MINUTES OF THE BUSINESS & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING HELD ON 28 MAY 2024

Ms Amanda Grocock moved that the Minutes of the Business & Economic Development Advisory Committee meeting held on 28 May 2024 be taken as read and confirmed. Seconded by Ms Trish Hansen and carried unanimously.

2. PRESIDING MEMBER'S COMMUNICATION

Nil

3. PRESENTATION

A presentation was made to the Committee by Mr Ray Garrand from Acil Allen (Consultants), regarding the *Glynde and Stepney Food and Beverage Precinct and Startup Hub Business Case*.

4. STAFF REPORTS

4.1 GLYNDE AND STEPNEY FOOD AND BEVERAGE PRECINCT AND STARTUP HUB – BUSINESS CASE

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: qA109047
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to present the *Glynde & Stepney Food and Beverage Precinct and Startup Hub Business Case* to the Business & Economic Development Advisory Committee (the Committee) for consideration.

BACKGROUND

As Committee Members will recall, at its meeting held on 3 October 2023, the Council allocated funding as part of the 2023-2024 Budget to undertake a detailed economic and strategic options analysis to inform the Council's strategic vision and strategic planning for the Employment Zones in Glynde and Stepney.

In accordance with the Council's resolution, an invitation to submit a quotation to undertake the delivery of the *Glynde and Stepney Economic, Market & Strategic Options Analysis* was undertaken and following the assessment of the submissions, Acil Allen was awarded the contract for Phase 1 of the *Glynde and Stepney Economic, Market & Strategic Options Analysis*.

Due to the extensive scope of work, the Project has been split into two (2) phases and Acil Allen has been appointed to deliver the following seven (7) components as part of Phase 1 – Comparative Analysis of the Project:

- identify the level of current demand and forecast growth (anticipated future demand) for not only food and beverage manufacturing, but also light industrial land more generally, as well as competing demands on the land use based on the location of the precincts;
- include a comparison of the Glynde and Stepney food and beverage manufacturing precincts with other similar precincts across the greater Adelaide region, the State and more broadly across Australia (supply) – considering current performance and potential performance;
- identify any challenges or barriers that could hinder the growth of food and beverage manufacturing in these precincts;
- identify key trends across the industrial property market; identify gaps in the market and providing some direction on whether Glynde and Stepney should be a start-up location or an incubator for food and beverage manufacturing;
- outline the opportunity cost of retaining these two (2) precincts as employment land versus other land uses (ie residential) or sacrificing employment land for residential, in the case of Stepney;
- provide guidance on the level of private and public investment that is required to protect these precincts for light industrial/manufacturing and more specifically, for the expansion of food and beverage manufacturing in these precincts; and
- include an investigation into the highest and best land use for each of the two (2) precincts.

The items that are to be undertaken as part of Phase 2, are:

- a cost benefit analysis of a range of options including retaining employment zones for light industry, creating food and beverage precincts, allowing market driven changes or rezoning to accommodate residential uplift;
- determine the value of the arterial road fronting land versus non-arterial road fronting land for small scale food and beverage manufacturing and more generally light industrial uses;
- evaluate existing infrastructure (at a high level) and identify the upgrades that are required to accommodate the potential land uses and the heavy vehicles that will support the efficient functioning of these precincts. Identify if there are any bottlenecks or limitations that could hinder growth; and
- examine employment generation should the food and beverage sector expand and what the potential loss of employment in other sectors might be if the Council focuses on the food and beverage manufacturing sectors - as well as the implications of losing employment land for the purposes of residential development and what that means in terms of providing jobs close to where people live.

At its meeting held on 28 May 2024, a presentation was provided to the Committee by Mr Ray Garrard of Acil Allen regarding the *Glynde and Stepney Economic, Market & Strategic Options Analysis*.

A copy of the *Glynde and Stepney Economic, Market & Strategic Options Analysis Report* is contained within **Attachment A**.

Following consideration of the presentation and the report regarding the matter, the Committee resolved the following:

1. *the Committee notes the contents of this report; and*
2. *the Council invites all Glynde and Stepney food and beverage manufacturers to a "Round Table" event, to discuss and gather their comments regarding the issues impacting the Glynde & Stepney precincts to be considered as part of the Glynde and Stepney Economic Market & Strategic Options Analysis Project.*

Since that time, the *Glynde and Stepney Food and Beverage Precinct and Startup Hub Business Case* has been prepared by Acil Allen, as part of the project.

At this stage, the Round Table event has not yet been scheduled, as it would be appropriate to conduct the Round Table event with the Glynde and Stepney food and beverage manufacturers to discuss both the *Glynde & Stepney Economic, Market & Strategic Options Analysis* and the Draft *Glynde and Stepney Food and Beverage Precinct and Startup Hub Business Case* (the Business Case), following the Committee's consideration of the Business case.

The Round Table discussions will be organised to occur in October 2024.

Mr Ray Garrard of Acil Allen will be in attendance at the meeting to provide a presentation to the Committee regarding the *Glynde and Stepney Food and Beverage Precinct and Startup Hub Business Case* to allow for further discussion and input before the document is finalised.

A copy of the *Draft Glynde and Stepney Food and Beverage Precinct and Startup Hub Business Case* is contained within **Attachment B**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The key strategic documents that align with this Project are listed below:

- *The 30 - Year Plan for Greater Adelaide;*
- *Greater Adelaide Regional Plan – Discussion Paper;*
- *CityPlan 2030: Shaping Our Future – Mid Term Review 2020;*
- *City of Norwood Payneham & St Peters - Economic Development Strategy 2021-2026; and*
- *South Australia's Small Business Strategy 2023 – 2030.*

FINANCIAL AND BUDGET IMPLICATIONS

The Council has allocated a budget of \$50,000 for the *Glynde and Stepney Economic, Market & Strategic Options Analysis*.

DISCUSSION

The *Glynde & Stepney Economic, Market & Strategic Options Analysis* (the Report), examines the key market trends in the food and beverage sector, including household food consumption trends and the factors that influence consumer purchasing decisions and market demand.

The Report has also considered the key success factors required for food and beverage precincts and provides a comparative analysis of the Glynde and Stepney food and beverage precincts against a number of similar precincts as well as the existing strengths, opportunities and constraints of the Glynde and Stepney food precincts.

Glynde and Stepney are located in close proximity to the Adelaide CBD and have a strong manufacturing history and food culture. Glynde and Stepney are located in close proximity to the Adelaide CBD, and have a strong manufacturing history and food culture. The Report highlights that both precincts “*face significant challenges due to their lack of amenity, poor parking and local infrastructure and predominance of other manufacturing and commercial operations within the precinct*”.

The Glynde precinct for example, is bordered by main arterial roads, however public transport options are limited and therefore visitors to the precinct are required to travel by car to the precinct. There are also issues in terms of the interface of residential and light industrial land uses and the use of residential streets by heavy vehicles needing to access the precinct.

A number of businesses in the Glynde precinct also lack sufficient off-street parking, and it is common practise within the precinct for vehicles to be parked on footpaths. The Report acknowledges the challenges in addressing these issues, as many businesses were established prior to any planning regulations.

Whilst the Report identifies the strategic importance of protecting the precinct from land uses such as bulky goods and shopping/retail centres, it also acknowledges that “*A significant investment would be required by Council to upgrade infrastructure and improve urban amenity to make the precinct more customer and business friendly. This investment will be important to revitalise the precinct, increase its profile and help to better balance the interface between residents and light industry.*”

The Stepney triangle is located approximately 2km from the Adelaide CBD. Like the Glynde precinct, the Stepney triangle is bordered by busy arterial roads. The precinct can be accessed via numerous public transport routes and provides a range of shops, services and entertainment.

Whilst similar to the Glynde precinct in terms of the width of the streets and issues associated with on-street parking, the local amenity is far more attractive, with Linde Reserve providing a valuable asset within the Stepney Triangle for both employees and visitors to the precinct.

The Report concludes that the Stepney Triangle “*is more suitable for the development of a start-up food and beverage manufacturing precinct due to its closer proximity to the CBD, lot sizes, better urban amenity and the niche offerings within the precinct*”, however suggests that the Council will need to invest in the local infrastructure to “*revitalise the precinct.*”

Draft Glynde and Stepney Food and Beverage Precinct and Startup Hub Business Case

The *Draft Glynde and Stepney Food and Beverage Precinct and Startup Hub Business Case* (the Business Case), has been prepared on the basis of transforming Stepney into “*a more visible and dedicated food and beverage manufacturing precinct with an initial focus on supporting both existing businesses and start-ups within the Stepney Triangle*”.

“*The aim is to foster a dynamic startup ecosystem within Stepney and Glynde that supports entrepreneurs from across the food and beverage manufacturing sectors (as well as other sectors) by fostering innovation, collaboration and sustainable growth.*”

However, as identified within the *Glynde & Stepney Economic, Market & Strategic Options Analysis*, the Stepney Triangle presents the most compelling case for a Startup Hub and therefore the focus of the Business Case is on a model based on establishing an “*Urban Food and Beverage Manufacturing Precinct*”.

“An Urban Food and Beverage Manufacturing Precinct which involves a startup hub would leverage the following characteristics of Stepney:

- *small lot sizes appropriate for startups*
- *close to the CBD, attracting a skilled, highly educated, and entrepreneurial workforce*
- *long and successful food manufacturing history and culture*
- *supporting local infrastructure with maintenance completed or planned*
- *close to Norwood and CBD commercial shopping areas which are potential areas for supply*
- *predominantly zoned as Employment Lands.”*

The Business Case suggests that it is important that this initiative is industry lead and that the focus of a startup hub, would not be on the physical infrastructure but on the basis on supporting resources, and the provision of mentorship and networking opportunities to help startups grow and to attract high-growth firms to the precincts.

OPTIONS

Not Applicable.

CONCLUSION

The establishment of a food manufacturing precinct in Stepney, presents numerous economic opportunities. Capitalising on Stepney's strategic location for the establishment of a Startup Hub has the potential to become a catalyst for sustainable economic growth, benefiting both the local community and the broader region which in turn aligns with the State's economic development goals and could contribute significantly to South Australia's position in the global food industry.

With this in mind, it is important to undertake a strategic approach to ensure the preservation of the Stepney Triangle as a key area for light industrial and food and beverage manufacturing in Eastern Adelaide.

COMMENTS

Nil.

RECOMMENDATION

1. That the Committee endorses the *Draft Glynde and Stepney Food and Beverage Precinct and Startup Hub Business Case* for the purpose of conducting the Round Table discussions with the Glynde and Stepney food and beverage manufacturers.
 2. That the Committee notes that the outcome of the Round Table discussions with the Glynde and Stepney food and beverage manufacturers will be considered as part of the final *Glynde and Stepney Food and Beverage Precinct and Startup Hub Business Case*.
 3. The Committee notes that the final *Glynde and Stepney Food and Beverage Precinct and Startup Hub Business Case*, will be presented to the Committee for consideration and endorsement following the conclusion of the Round Table discussions with the Glynde and Stepney food and beverage manufacturers.
-

Cr Callisto moved:

- 1. That the Committee endorses the Draft Glynde and Stepney Food and Beverage Precinct and Startup Hub Business Case for the purpose of conducting the Round Table discussions with the Glynde and Stepney food and beverage manufacturers.*
- 2. That the Committee notes that the outcome of the Round Table discussions with the Glynde and Stepney food and beverage manufacturers will be considered as part of the final Glynde and Stepney Food and Beverage Precinct and Startup Hub Business Case.*
- 3. The Committee notes that the final Glynde and Stepney Food and Beverage Precinct and Startup Hub Business Case, will be presented to the Committee for consideration and endorsement following the conclusion of the Round Table discussions with the Glynde and Stepney food and beverage manufacturers.*

Seconded by Mr Ben Pudney and carried unanimously.

5. OTHER BUSINESS

Nil

6. NEXT MEETING

Tuesday 29 October 2024

7. CLOSURE

There being no further business the Acting Presiding Member declared the meeting closed at 7.53pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)

Attachment C

Adoption of Committee Recommendations

Audit & Risk Committee



Audit & Risk Committee Minutes

19 August 2024

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials  /cityofnpsp  @cityofnpsp



City of
Norwood
Payneham
& St Peters

Page No.

1. CONFIRMATION OF MINUTES OF THE AUDIT & RISK COMMITTEE MEETING HELD ON 20 MAY 20241

2. PRESIDING MEMBER’S COMMUNICATION1

3. QUESTIONS WITHOUT NOTICE1

4. QUESTIONS WITH NOTICE1

5. WRITTEN NOTICES OF MOTION1

6. STAFF PRESENTATION.....2

7. STAFF REPORTS2

 7.1 DRAFT ASSET MANAGEMENT PLANS3

 7.2 PAYNEHAM MEMORIAL SWIMMING CENTRE REDEVELOPMENT PROJECT RISKS8

 7.3 REVIEW OF FINANCE POLICIES 11

 7.4 ST PETERS CHILD CARE CENTRE - REVIEW OF POLICIES..... 15

 7.5 DRAFT ANNUAL REPORT OF THE AUDIT & RISK COMMITTEE 19

8. CONFIDENTIAL REPORTS 21

9. OTHER BUSINESS 21

 9.1 FINANCIAL CONTROLS REVIEW..... 21

10. NEXT MEETING 21

11. CLOSURE..... 21

VENUE Meeting Room 3 (Upper Level), Norwood Town Hall

HOUR 7.00pm

PRESENT

Committee Members Mayor Robert Bria (Presiding Member)
Cr Grant Piggott
Cr Claire Clutterham
Ms Stefanie Eldridge (Independent Member)
Ms Sandra Di Blasio (Independent Member)

Staff Mario Barone (Chief Executive Officer)
Lisa Mara (General Manager, Governance & Civic Affairs)
Derek Langman (General Manager, Infrastructure & Major Projects)
Jenny McFeat (Manager, Governance)
Joseph Casilla (Project Officer, City Assets)
James Greenfield (Procurement Specialist)
Lucinda Knight (Executive Assistant, Chief Executive's Office)

APOLOGIES Nil

ABSENT Nil

TERMS OF REFERENCE:

The functions of the Audit & Risk Committee include:

- (a) reviewing Annual Financial Statements to ensure that the Statements present fairly the state of affairs of the Council; and
- (b) proposing, and providing information relevant to, a review of the Council's strategic management plans or annual business plan; and
- (c) monitoring the responsiveness of the Council to recommendations for improvement based on previous audits and risk assessments, including those raised by the Council's External Auditor; and
- (d) proposing, and reviewing, the exercise of powers under Section 130A of the Local Government Act 1999; and
- (e) liaising with the Council's External Auditor in accordance with any requirements prescribed by the regulations; and
- (f) reviewing the adequacy of the accounting, internal controls, reporting and other financial management systems and practices of the Council on a regular basis; and
- (g) providing oversight of planning and scoping of the Internal Audit work plan; and
- (h) reviewing and commenting on reports provided by the person primarily responsible for the Internal Audit function at least on a quarterly basis; and
- (i) reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis; and
- (j) reviewing any report obtained by the Council pursuant to Section 48(1) of the Local Government Act 1999; and
- (k) performing any other function determined by the Council or prescribed by the regulations.

1. CONFIRMATION OF MINUTES OF THE AUDIT & RISK COMMITTEE MEETING HELD ON 20 MAY 2024

Ms Sandra Di Blasio moved that the Minutes of the Audit & Risk Committee meeting held on 20 May 2024 be taken as read and confirmed. Seconded by Cr Clutterham and carried unanimously.

2. PRESIDING MEMBER'S COMMUNICATION

Nil.

3. QUESTIONS WITHOUT NOTICE

Nil.

4. QUESTIONS WITH NOTICE

Nil.

5. WRITTEN NOTICES OF MOTION

Nil.

6. STAFF PRESENTATION

The General Manager, Infrastructure & Major Projects provided a presentation to the Committee on the various projects which have recently been completed and those projects that are currently in progress.

7. STAFF REPORTS

7.1 DRAFT ASSET MANAGEMENT PLANS

REPORT AUTHOR: Acting Manager, City Projects
GENERAL MANAGER: General Manager, Infrastructure & Major Projects
CONTACT NUMBER: 8366 4586
FILE REFERENCE: qA156423
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present the draft Asset Management Plans (the AMPs) to the Audit & Risk Committee for consideration.

BACKGROUND

Pursuant to Section 122 (4) of the *Local Government Act 1999*, the Council must undertake a comprehensive review of its Strategic Management Plans, which includes the Council's Asset Management Plans, within two (2) years after each Local Government General Election.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Council's Strategic Management Plan, *CityPlan 2030*, provides the framework upon which the Council's Strategic Management Plans are developed. The Council's suite of Strategic Management Plans currently incorporates the *CityPlan 2030*, the Long-Term Financial Plan (LTFP), the Asset Management Plans, and the Annual Business Plan and Budget.

FINANCIAL AND BUDGET IMPLICATIONS

The AMPs allow for the long-term planning of the renewal and upgrade of the City's infrastructure and assets, which in turn provides for the integration of projects from across the respective asset classes. This approach leads to improved efficiency and more effective use of the Council's financial resources, which in turn results in better outcomes for the community.

To this end, reference should be made each year to the AMPs when preparing the Annual Business Plan and Annual Budget, to ensure that the Council's broad outcomes, both financial and operational, are continuing to be achieved.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

The AMPs set out how the Council intends to maintain, renew and upgrade its existing asset base. The AMPs identify the service standards that are to be set and maintained with respect to the roads, footpaths, stormwater drainage, open space and buildings. If assets are not maintained and renewed in line with the timing and standards set out within the respective AMPs, community well-being may be impacted upon through a reduction in service through the removal of assets (i.e., playgrounds, public facilities) from service or exposure to hazards resulting from inadequately maintained assets.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

The review of the Asset Management Plans has been undertaken to ensure that Council meets its legislative obligations, as set out in the *Local Government Act 1999*.

CONSULTATION

- **Elected Members**

An Information Session was held with Elected Members on 12 August 2024.

The Council will consider the draft AMPs at its meeting scheduled for 2 September 2024.

- **Community**

The Community will be provided with the opportunity to comment on the draft AMPs through the public consultation process which is scheduled to commence on 4 September 2024 until 2 October 2024.

- **Staff**

Chief Executive Officer
Chief Financial Officer
General Manager, Infrastructure & Major Projects
Finance Business Partner
Manager, City Projects

- **Other Agencies**

Nil

DISCUSSION

Asset management is the combination of management, financial, economic, engineering and other practices that are applied to the management and custodianship of physical assets with the objective of meeting the required level of service in the most cost-effective manner. Asset management planning ensures the delivery of services from an infrastructure perspective is provided in a financially sustainable manner.

The AMPs form part of the Council's suite of Strategic plans and set out the Council's approach to the management of Council owned assets over the lifecycle of each asset class, which includes acquisition, operational maintenance, renewal and disposal.

The Council has AMPs for each of the major asset classes;

- Civil Infrastructure
 - roads (surface, pavement, kerbing and footpaths);
 - traffic control devices;
 - off-road carparks; and
 - shared paths.
- Stormwater Management
 - culverts;
 - pipes; and
 - pits.
- Buildings
 - external structures;
 - internal structures; and
 - services, including mechanical and electrical.

- Recreation and Open Space
 - reserves and play equipment;
 - fences;
 - lighting; and
 - furniture (seats, benches, BBQs, bins and bus shelters).

The draft AMPs are contained in **Attachment A**.

Each draft AMP defines the services which the Council will provide, how the services will be provided and what funds are required to provide the services to the standards that are set out by Council.

The AMPs also assist the Council in predicting infrastructure renewal demand. The renewal demand is the cost of bringing an asset back to new at the optimum time in its lifecycle. The objectives of asset management are:

- ensuring a 'life cycle approach' to the management of assets;
- developing cost effective management strategies for the long term;
- providing a defined level of service and monitoring performance;
- understanding and meeting the demands of growth;
- managing risks; and
- ensuring the continuous improvement in asset management practices.

The AMPs are influenced by strategic documents, such as but not limited to, *CityPlan 2030*, the City-Wide Cycling Plan and the Open Space Strategy, as these associated documents are used to identify future infrastructure requirements, as well as condition of existing assets, which is collected periodically and used to plan for the renewal of existing assets.

In developing the asset management strategy for each class of asset, service standards have been based on:

- safety and compliance of infrastructure with Australian Standards and Codes for intended uses of each asset class;
- capacity of infrastructure and functionality of assets to meet usage requirements;
- monitoring of conditions to ensure serviceability maintained and timely maintenance or renewal undertaken; and
- capacity of infrastructure such as underground stormwater drainage network and overland flow paths to perform during target rainfall events.

In developing the AMPs, renewal works are aligned with new and upgrade projects where possible and practicable to ensure that there is efficient use of resources and where possible, assets are not being replaced earlier than required. In addition, projects involving more than one asset class are, where possible, integrated to provide improved efficiency and outcomes for the community.

Examples of projects where integration of multiple projects from differing asset classes have been undertaken include:

- Trinity Valley Stormwater Drainage Upgrade (flood mitigation and water quality improvements and re-use) and upgrading of the St Morris Bikeway (ongoing);
- Bicycle boulevard projects timed to coincide with civil asset renewal (William Street Bikeway, 2023-2024); and
- Dunstan Adventure Playground Upgrade and River Torren Linear Park Path Upgrade (in conjunction with Green Adelaide, 2023-2024).

The AMPs are referred to annually when developing the annual works program to determine the annual funding that is required for inclusion in the Annual Business Plan and Budget.

Financial Targets

The measure of the Council's success in achieving its financial goal of being a *City which delivers on our Strategic Outcomes by managing our financial resources in a suitable and equitable manner* is measured against a series of targets and performance measures which reflect and achieve the objectives of financial sustainability.

A primary financial target adopted by the Council to measure performance of the AMPs against the LTFP and financial sustainability, is the Asset Renewal Funding Ratio.

Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio (ARFR) measures how well the Council is performing in respect to the funding of the renewal of its existing physical assets, such as roads, footpaths, kerbing, buildings, and playgrounds.

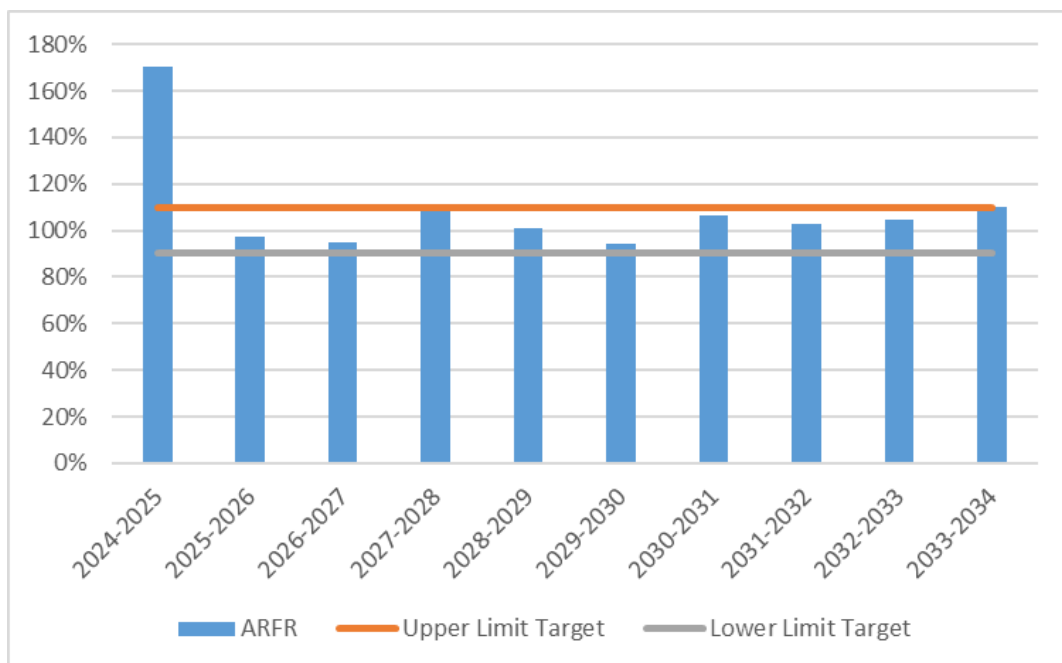
ARFR is calculated using the following formula:

$$ARFR = \frac{\text{Actual asset renewal expenditure (LTFP)}}{\text{Required asset renewal expenditure (AMP)}}$$

Ideally, assets should be renewed at the same rate the stock of assets is wearing out, resulting in a ratio of 1.0 or 100%.

The ARFR over the ten (10) year planning period is shown in **Figure 1** below.

FIGURE 1: ARFR OVER THE TEN (10) YEAR PLANNING PERIOD



2024-2025 ARFR

As outlined in Section 5.4 of the Stormwater Management AMP, the Trinity Valley Stormwater Drainage Upgrade Project initially entailed the renewal of existing assets within Trinity Valley, as well as minor upgrades of a number of sections of the stormwater drainage system. As the project progressed, it was deemed that major upgrade works were required to be undertaken to ensure that the objectives of the Project are met. Therefore, for the 2024-2025 financial year, which is when the project is scheduled to be completed, there is a notable difference between the AMP figure (approximately \$3.1 million) and the LTFP figure (approximately \$11.6 million) required to complete the project. This leads to a higher ARFR for the 2024-2025 financial year.

Overall ARFR

It is recognised that there may be some instances that require the Council to either accelerate or decelerate the renewal of its existing asset base, and hence, there are instances wherein the ARFR is above or below 100%. As such, the Council target is within the range of 90% to 110%.

It is important to note that the ARFR over the ten (10) year planning period is 108%, which meets Council's financial target for this Ratio.

OPTIONS

Not Applicable.

CONCLUSION

Given the existing services, asset renewal program and strategic projects which have been identified to be completed across the planning timeframe, the draft AMPs represent a solution to the management of the competing demands of services and facilities to the community. The draft AMPs seek to balance the funding needs of renewal infrastructure assets, with the timing of proposed upgrade or new infrastructure projects being linked to asset renewals, so that the existing levels of service can be maintained.

COMMENTS

Nil.

RECOMMENDATION

That the Audit & Risk Committee recommends to the Council that the draft Asset Management Plans (Attachment A) be endorsed for the purpose of conducting community consultation.

Cr Clutterham moved:

That the Audit & Risk Committee recommends to the Council, that the draft Asset Management Plans (Attachment A), be endorsed for the purpose of conducting community consultation.

Seconded by Ms Sandra Di Blasio and carried unanimously.

7.2 PAYNEHAM MEMORIAL SWIMMING CENTRE REDEVELOPMENT PROJECT RISKS

REPORT AUTHOR: Manager, City Projects
GENERAL MANAGER: General Manager, Infrastructure & Major Projects
CONTACT NUMBER: 8366 4523
FILE REFERENCE: qA75100
ATTACHMENTS: A

PURPOSE OF REPORT

To report on the status of the risks associated with the Payneham Memorial Swimming Centre (PMSC) Redevelopment Project.

BACKGROUND

At the Special Meeting of Council held on 11 December 2023, the Council received and considered the Minutes of the Special Meeting of the Audit & Risk Committee held on 6 December 2023 and resolved to adopt the following resolutions of the Committee as decisions of the Council.

That the Audit & Risk Committee recommends to the Council that:

- *the Chief Executive Officer receive monthly reports regarding the Payneham Memorial Swimming Centre Project Risks that have a residual rating of high and extreme;*
- *a report be presented on a quarterly basis to the Council's Audit & Risk Committee whilst those risks remain at high and extreme; and*
- *the Council continually diligently manages the Projects set out in the Long-Term Financial Plan and strategies to ensure that the Council's key financial indicators return to the following target levels:*
 - *Operating Surplus Ratio within 3 years, and*
 - *Net Financial Liabilities Ratio within 10 years or earlier is possible.*

This report therefore provides information to the Committee regarding the status of the risks that have a residual rating of high and/or extreme.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Project risks are being managed in accordance with the Council's *Risk Management Policy & Procedure* and the Project Risk Register for this Project.

CONSULTATION

Not applicable.

DISCUSSION

Table 1 below includes the risks contained in the Prudential Management Report for the *Payneham Memorial Swimming Centre Redevelopment Project May 2023 – Updated December 2023*, that have a residual risk level of High or Extreme.

TABLE 1

Risk #	Risk Description	Residual Risk Level (Dec 2023)	Current Risk Level (July 2024)	Comments
1	Tendered prices are in excess of the Council's existing budget	High	No longer applicable	The risk eventuated and the Council made the decision to increase the Project budget.
2	Design cannot achieve an acceptable Project outcome within the Council's existing budget	High	No longer applicable	The risk eventuated and the Council made the decision to increase the Project budget.
22	Negative sentiment in the community regarding the expenditure of funds and value for money and potential increase in project budget for the new swimming centre	Extreme	Substantial	The risk has been downgraded as the risk has largely eventuated and dealt with through ABP process. There is no longer an 'extreme risk' for the project to manage.
23	Increased community frustration at closure of pool pre-construction and during construction delivery due to both the PMSC and North Adelaide Aquatic Centre being closed at the same time.	High	Substantial	The Council has been providing information on the Project and promoting the use of the Norwood Swimming Centre during the closure of the PMSC. The North Adelaide Aquatic Centre is now under construction. The current controls are effective and the risk has been downgraded to substantial.
24	Redevelopment of the PMSC may highlight the Norwood Swimming Centre being outdated resulting in pressure from the community to upgrade.	High	No longer applicable	The Council is currently undertaking a building compliance, access and safety audit of the Norwood Swimming Centre and has allocated funds from the Renewal Budget in the 2024-2025 Budget to remedy some of the urgent issues. This risk has been deleted from the Project Risk Register (July 2024)
25	Cost for new PMSC impacts Council's long term financial position resulting in unacceptable constraints on services / capital works delivery.	Extreme	Substantial	The Council's Long Term Financial Plan includes the full cost of the PMSC Project. Council staff are managing the Project costs within the budget and working with the contractor to identify savings where possible.

The current Project Risk Register dated 16 July 2024, is contained in **Attachment A**. The Project risks that have eventuated and/or are no longer applicable, have been highlighted in 'grey' and marked as 'closed'. For the remaining risks that have not been identified, the proposed controls have reduced the residual risk level within tolerable limits except for Risk #14.

As the Project Risk Register is regularly reviewed, some adjustments have been made to risk controls, risk impact and risk likelihood, which in turn impacts on residual risk ratings. The only change from the Project Risk Register that is contained in the *Prudential Management Report – Dec 2023* that requires reporting, is Risk #14 relating to inadequate car parking for users following completion of the Project. The 'likelihood' category has been adjusted to 'likely' from 'possible', resulting in a residual risk of 'high' which requires reporting to the Council's Audit & Risk Committee.

Risk #14 exists as the construction of a multideck carpark identified in the Patterson Reserve Masterplan is 'out of scope' for this Project. Carparking is expected to be an issue through peak usage periods as the carparking requirement could exceed the current carparking provision, resulting in reputational risk for Council.

To mitigate the impact, Council staff have identified an opportunity to negotiate with the adjoining property owner to determine if an arrangement can be entered into to use their under-utilised carpark.

An additional opportunity is being developed to provide a new connection from the pool facility to the carpark which will, if constructed, assist in mitigating the impact of carparking demand.

OPTIONS

This report is provided for information purposes only and as such, there are no options for the Committee to consider.

CONCLUSION

Several Project risks are now 'closed' because the contract has been awarded and the progress of the Project to date. As delivery the Project continues, the risks related to contract, contractor issues and contamination, are expected to reduce.

There remain some risks relating to the sustainable operations, asset management and maintenance associated with the PMSC, which will continue to be monitored and managed on an ongoing basis.

COMMENTS

The risks identified in this risk register are separate entirely to the Project delivery risk register which is maintained by the head contractor and reviewed by Council Staff.

RECOMMENDATION

That the report be received and noted.

Ms Stefanie Eldridge moved:

That the report be received and noted.

Seconded by Cr Clutterham and carried unanimously.

7.3 REVIEW OF FINANCE POLICIES

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: qA61370
ATTACHMENTS: A - D

PURPOSE OF REPORT

The purpose of the report is to present four (4) policies which have now been reviewed to the Audit & Risk Committee, for endorsement.

BACKGROUND

Policies, Codes of Practice and Codes of Conduct are important components of a Council's governance framework. Policies set directions, guide decision making and inform the community about how the Council will normally respond and act to various issues.

When a decision is made in accordance with a Council Policy or Code, both the decision-maker and the community can be assured that the decision reflects the Council's overall aims and principles of action.

Accordingly, policies and codes can be used in many contexts to:

- reflect the key issues and responsibilities facing a Council;
- provide a policy context and framework for developing more detailed objectives and management systems;
- guide staff and ensure consistency in delegated and day-to-day decision-making; and
- clearly inform the community of a Council's response to various issues.

It is therefore important that policies remain up to date and consistent with any position adopted by the Council.

A review of all Finance related policies has commenced to ensure that all policies are relevant, contemporary and legislatively compliant and these will be presented to the Audit & Risk Committee for endorsement as each policy is reviewed.

The following Policies are now scheduled to be reviewed:

1. Asset Capitalisation and Depreciation (**Attachment A**);
2. Disposal of Land and Assets (**Attachment B**);
3. Receivables and Debt Recovery (**Attachment C**); and
4. Procurement (**Attachment D**).

Where required, the Policies have been amended to ensure that the Policies meet current standards and reflect the Council's position on the respective matters.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

DISCUSSION

Asset Capitalisation and Depreciation Policy and Asset Capitalisation and Depreciation Guidelines

The *Asset Capitalisation and Depreciation Policy* is an existing policy and the *Asset Capitalisation and Depreciation Guideline* is an existing Guideline.

The objective of the *Asset Capitalisation and Depreciation Policy*, is to provide guidance to staff in the management of the Council's financial records and accounts associated with the Council's infrastructure, property, plant and equipment.

From a more practical approach and to avoid "doubling up" between the documents, the Policy and Guidelines have been combined and are now presented as one (1) document.

Notwithstanding this, only minor amendments and formatting changes are recommended to the draft Policy.

A copy of the draft *Asset Capitalisation and Depreciation Policy* is contained within **Attachment A**.

Disposal of Land and Assets Policy

The *Disposal of Land and Assets Policy* is an existing Policy.

The objective of this Policy is to:

- define the methods by which Land and Assets are disposed of;
- demonstrate the Council's accountability and responsibilities to ratepayers;
- be fair and equitable to all parties involved;
- enable all processes to be monitored and recorded; and
- ensure that the best possible outcome is achieved for the Council and the community.

With the exception of a change to the title of the staff member responsible for the Policy, no changes are recommended to the Policy.

A copy of the draft *Disposal of Land and Assets Policy* is contained within **Attachment B**.

Receivables and Debt Recovery Policy

The *Receivables and Debt Recovery Policy* has been prepared to update and replace the *Credit Policy*.

The *Receivables and Debt Recovery Policy* has been prepared to ensure the effective management of the organisation's receivables, to minimize credit risk, and to ensure the timely recovery of outstanding debts.

A copy of the draft *Receivables and Debt Recovery Policy* is contained within **Attachment C**.

Procurement Policy

The *Procurement Policy* is an existing Policy.

Section 49 of the Local Government Act 1999 (the Act), requires Councils to prepare and adopt policies in respect to contracts and tenders which include the following:

- the contracting out of services;
- competitive tendering and the use of other measures to ensure that services are delivered cost-effectively; and
- the use of local goods and services.

In addition, Section 49 (a1) of the Act, requires Councils to develop and maintain policies, practices and procedures which are directed towards:

- obtaining value in the expenditure of public money;
- providing for ethical and fair treatment of participants; and
- ensuring probity, accountability and transparency in all operations.

The Policy therefore provides a framework for procurement activities which are undertaken by the Council staff and applies to all employees of the Council involved in the procurement of any goods and services during the course of performing their duties.

The Procurement Policy has been reviewed and update and all operational components have been removed from the draft Policy. These operational components have been included as part of the Procurement Guidelines which sets out the procedures which must be followed to ensure compliance with the Policy.

A copy of the draft *Procurement Policy* is contained within **Attachment D**.

OPTIONS

The Committee can determine not to endorse the draft Policies, however as the draft Policies are required and have been prepared to meet legislative requirements, and manage particular finance matters, it is recommended that the Committee endorses the draft Policies as presented.

CONCLUSION

A comprehensive financial policy framework is essential for public accountability, transparency and consistency in Council decision making.

Policies should be supported by a comprehensive set of documented procedures detailing the specific staff responsibilities and processes to be followed to give effect to the policies and ensure that sound financial management practices are in place. Without such documented financial policies and procedures, the Council could be subject to criticism, (rightly or wrongly), that their financial management framework lacks transparency, legislative compliance or does not reflect contemporary standards.

The requirement on the Council's Auditors to provide an opinion on the adequacy of the Council's internal financial controls further emphasises the need for an explicit, clearly documented, framework of policies and procedures.

COMMENTS

To ensure compliance with Section 125 of the *Local Government Act 1999*, the Council must have in place, appropriate policies, practices and procedures, which assist the Council to carry out its activities in an efficient and orderly manner. To achieve this objective, it is important to ensure that the policies adopted by the Council are regularly reviewed to ensure that they reflect the current operating environment and continue to meet the Council's overall objectives.

There is no legislative requirement to consult in respect to these policies.

RECOMMENDATION

That the Audit & Risk Committee recommends to the Council that the following be adopted:

1. Asset Capitalisation and Depreciation (**Attachment A**);
 2. Disposal of Land and Assets (**Attachment B**);
 3. Receivables and Debt Recovery (**Attachment C**); and
 4. Procurement Policy (**Attachment D**).
-

Cr Piggott moved:

1. *That the Audit & Risk Committee recommends to the Council that the following be adopted:*

- *Asset Capitalisation and Depreciation Policy(Attachment A);*
- *Receivables and Debt Recovery Policy (Attachment C); and*
- *Procurement Policy (Attachment D).*

2. *That the Audit & Risk Committee recommends to the Council that the Disposal of Land and Assets Policy (Attachment B) be adopted, as amended, by inclusion of the following:*

Disposal of Land

In the event that the Council determines to dispose of Land below the current market valuation, the reasons for this must be set out in the Council's resolution to dispose of the Land. (Page 4).

Seconded by Ms Sandra Di Blasio and carried unanimously.

7.4 ST PETERS CHILD CARE CENTRE - REVIEW OF POLICIES

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: qA62895
ATTACHMENTS: A - D

PURPOSE OF REPORT

The purpose of the report is to present a number of policies that are required for the St Peters Child Care Centre & Preschool, which have been reviewed, to the Audit & Risk Committee for endorsement.

BACKGROUND

As the Committee is aware, a number of changes to the operations of the St Peters Child Care Centre & Preschool (the Centre), are being progressed. These changes include a review of the Centre's policies to ensure that the policies are contemporary and are legislatively compliant.

The National Quality Framework (NQF) provides a national approach to regulation, assessment and quality improvement for early childhood education and care and outside school hours care services across Australia.

The NQF introduced a new quality standard in 2012 to improve education and care across long day care, family day care, preschool/kindergarten, and outside school hours care services.

The NQF includes:

- National Law and National Regulations;
- National Quality Standard;
- assessment and quality rating process; and
- national learning frameworks.

The National law sets a national standard for children's education and care across Australia.

The major benefits for parents and children include:

- improved educator to child ratios, ensuring children have greater individual care and attention for children
- educators with increased skills and qualifications
- better support for children's learning and development through approved learning frameworks
- consistent, transparent information on educators, providers and services in the national registers.

The National Quality Standard (NQS) sets a high national benchmark for early childhood education and care and outside school hours care services in Australia. The NQS includes seven (7) Quality Areas that are important outcomes for children. Services are assessed and rated by their regulatory authority against the NQS, and given a rating for each of the seven (7) Quality Areas and an overall rating based on these results.

The seven (7) Quality Areas (QA) are:

- QA1 Educational Program and Practice;
- QA2 Children's Health and Safety;
- QA3 Physical Environment;
- QA4 Staffing Arrangements;
- QA5 Relationships with Children;
- QA6 Collaborative Partnerships with Families and Communities; and
- QA7 Governance and Leadership.

QA 7 Governance and Leadership sets out the various policies and procedures which each service type must have in place to support the operation of a quality service.

A full list of the policies and procedures as required by QA7 is contained within **Attachment A**.

A review of all the St Peters Child Care Centre & Preschool Policies is being progressed to ensure that all of the policies are relevant and comply with the requirements of the NQF. All mandatory policies will be presented to the Audit & Risk Committee for endorsement as each policy is reviewed.

The following Policies are now scheduled to be reviewed:

5. Nutrition, Food, Beverage & Dietary Requirements (**Attachment B**); and
6. Sun Protection (**Attachment C**).

Where required, the Policies have been amended to ensure that the Policies meet current standards and reflect the Council's position on the respective matters.

7. Providing a Child Safe Environment Policy (**Attachment D**).

In addition to the policies set out above, the *Providing a Child Safe Environment Policy*, whilst not due to be reviewed until September 2025, has been amended to remove some operational requirements that are not achievable in terms of the practical application of the requirements as set out in the Policy.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

DISCUSSION

Nutrition, Food, Beverage & Dietary Requirements Policy

The *Nutrition, Food, Beverage & Dietary Requirements Policy* replaces the former *Nutrition and Food Safety Policy*.

Pursuant to provisions of the *Education and Care Services National Regulations 2011* (the Regulations), an approved Childcare provider must ensure that policies and procedures are in place for nutrition, food and beverages and dietary requirements (Regulation 168).

The purpose of the *Nutrition, Food, Beverage & Dietary Requirements Policy* is to ensure the health, safety and wellbeing of children attending the Centre and that appropriate procedures are in place to meet each child's dietary requirements.

A copy of the draft *Nutrition, Food, Beverage & Dietary Requirements Policy* is contained within **Attachment B**.

Sun Protection Policy

The *Sun Protection Policy* is an existing Policy.

The [Education and Care Services National Regulations 2011](#) (the Regulations), require approved Childcare providers to ensure that policies and procedures are in place in relation to sun protection (Regulation 168).

The Policy has been reviewed and updated in accordance with the Regulations and the Council's current practices in respect to sun protection at the Centre.

A copy of the draft *Sun Protection Policy* is contained within **Attachment C**.

Providing a Child Safe Environment

The *Providing a Child Safe Environment Policy* is an existing Policy.

Pursuant to the provisions of the *Education and Care Services National Regulations 2011*, an approved provider must ensure that policies and procedures are in place for the purpose of providing a child safe environment (Regulation 168) and take reasonable steps to ensure those policies and procedures are followed.

The *Providing a Child Safe Environment Policy* was endorsed by the Committee at its meeting held on 18 September 2023 and subsequently adopted by the Council at its meeting held in October 2023.

However, the implementation of the Policy in respect to the following requirement has proved to be problematic:

For the purpose of this Policy, when being considered in ratio numbers, Temporary Labour Hire staff must always be 'paired with' a staff member employed as an Educator by the Council and groups of children must never be supervised only by Temporary Labour Hire staff.

From a practical operational perspective, if a child requires a nappy change or needs to be taken to the toilet, Temporary Labour Hire staff may be required to supervise a group of children for a short period of time to accommodate these types of situations. This presents operational difficulties.

On this basis, the Policy has been amended to allow for these situations by stipulating that Temporary Hire Labour staff may supervise groups of children for up to ten (10) minutes.

A copy of the draft *Providing a Child Safe Environment Policy* is contained within **Attachment D**.

OPTIONS

As the draft Policies contained within Attachments B, C and D are required by legislation without a requirement for consultation, it is recommended that the Committee endorses the draft Policies.

CONCLUSION

The adoption of the draft Policies as set out within this report ensures the Council complies with the legislative framework in place for the operation and management of the St Peters Child Care Centre & Preschool.

COMMENTS

There is no legislative requirement to consult in respect to the attached policies.

RECOMMENDATION

1. That the Audit & Risk Committee recommends to the Council that the following policies for the St Peters Child Care Centre & Preschool be adopted:
 - 1.1 Nutrition, Food, Beverage & Dietary Requirements Policy (**Attachment B**); and
 - 1.2 Sun Protection Policy (**Attachment C**).
 2. That the Audit & Risk Committee recommends to the Council that the amendments to the Providing a Child Safe Environment Policy (**Attachment D**) be adopted.
-

Cr Clutterham moved:

1. *That the Audit & Risk Committee recommends to the Council that the following policies for the St Peters Child Care Centre & Preschool be adopted:*
 - 1.1 *Nutrition, Food, Beverage & Dietary Requirements Policy (Attachment B); and*
 - 1.2 *Sun Protection Policy (Attachment C).*
2. *That the Audit & Risk Committee recommends to the Council that the amendments to the Providing a Child Safe Environment Policy (Attachment D) be adopted.*

Seconded by Ms Sandra Di Blasio and carried unanimously.

7.5 DRAFT ANNUAL REPORT OF THE AUDIT & RISK COMMITTEE

REPORT AUTHOR: Manager, Governance
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4593
FILE REFERENCE:
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present the draft *Audit & Risk Committee Annual Report* to the Committee for endorsement.

BACKGROUND

Section 126(8)(b) of the *Local Government Act 1999* (the Act), requires a Council's Audit & Risk Committee to provide an Annual Report to the Council on the work of the Committee during the preceding financial year. In accordance with Section 126(9) of the Act, the Council must ensure that the Annual Report of the Committee is included in the Council's Annual Report.

In accordance with the Act, a draft Annual Report of the Audit & Risk Committee has been prepared on the basis of the work that has been undertaken during 2023-2024.

A copy of the draft Annual Report is contained within Attachment A.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable

DISCUSSION

The *Audit & Risk Committee Annual Report* (the Annual Report) highlights that the Committee has performed its functions in accordance with the legislated requirements and its Terms of Reference. The Annual Report includes information regarding the following:

- Membership
- Meetings and Attendance
- Activities

OPTIONS

Not Applicable.

The requirement for the Audit & Risk Committee to provide an Annual Report to the Council is a mandatory requirement of Section 126(8)(b) of the Act. To ensure that the Committee Annual Report is included in the Council's Annual Report in accordance with Section 126(9) of the Act, the Committee must approve its Annual Report at this meeting.

CONCLUSION

The draft *Audit & Risk Committee Annual Report* as contained in **Attachment A** provides a summary of the work of the Council's Audit & Risk Committee for the 2023-2024 Financial Year and meets the Committee's legislative obligation to report to the Council annually in accordance with Section 128(8)9b) of the Act.

RECOMMENDATION

1. That the *2023-2024 Audit & Risk Committee Annual Report* (as contained in Attachment A), be approved.
 2. The Audit & Risk Committee notes that the *2023-2024 Audit & Risk Committee Annual Report* will be included in the Council's 2023-2024 Annual Report.
-

Cr Clutterham moved:

1. *That the 2023-2024 Audit & Risk Committee Annual Report (as contained in Attachment A), be approved.*
2. *The Audit & Risk Committee notes that the 2023-2024 Audit & Risk Committee Annual Report will be included in the Council's 2023-2024 Annual Report.*

Seconded by Ms Sandra Di Blasio and carried unanimously.

8. CONFIDENTIAL REPORTS

Nil

9. OTHER BUSINESS**9.1 Financial Controls Review**

Mayor Bria advised that the Chief Financial Officer has received the Interim Management Letter from the Council's External Auditor, Galpins, on the review of the Council's Financial Controls. The Report was tabled and discussed by the Committee.

Cr Piggott moved:

- 1. That the 2023-2024 Interim Management Letter from the Council's External Auditor, Galpins, titled Financial Controls Review be received and noted.*
- 2. That the Financial Controls Review be recommended to the Council for endorsement.*
- 3. That staff be congratulated on their work on reviewing and addressing the issues that were raised in the 2022-2023 Financial Controls Review Report.*

Seconded by Ms Stefanie Eldrige and carried unanimously.

10. NEXT MEETING

Monday 28 October 2024.

11. CLOSURE

There being no further business the Presiding Member declared the meeting closed at 8.46pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)

13. **OTHER BUSINESS**
(Of an urgent nature only)

14. **CONFIDENTIAL REPORTS**
Nil

15. **CLOSURE**