

COUNCIL AGENDA

Council Meeting

Notice is hereby given pursuant to the provisions of the Local Government Act, 1999, that the next Meeting of Unley City Council will be held in the Council Chambers, 181 Unley Road Unley on

Monday 14 December 2020 7.00pm

for the purpose of considering the items included on the Agenda.

Chief Executive Officer

OUR VISION 2033

Our City is recognised for its vibrant community spirit, quality lifestyle choices, diversity, business strength and innovative leadership.

COUNCIL IS COMMITTED TO

- Ethical, open honest behaviours
- Efficient and effective practices
- Building partnerships
- Fostering an empowered, productive culture – “A Culture of Delivery”
- Encouraging innovation – “A Willingness to Experiment and Learn”

ACKNOWLEDGEMENT

We would like to acknowledge this land that we meet on today is the traditional lands for the Kaurna people and that we respect their spiritual relationship with their country.

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

PRAYER AND SERVICE ACKNOWLEDGEMENT

We pray for wisdom to provide good governance for the City of Unley in the service of our community.

Members will stand in silence in memory of those who have made the Supreme Sacrifice in the service of their country, at sea, on land and in the air.

Lest We Forget.

WELCOME

CERTIFICATES OF SERVICE

Presentation of LGA Certificates of Service

ORDER OF BUSINESS

ITEM

PAGE NO

1. ADMINISTRATIVE MATTERS

1.1 APOLOGIES

Nil

1.2 LEAVE OF ABSENCE

Nil

1.3 CONFLICT OF INTEREST

Members to advise if they have any material, actual or perceived conflict of interest in any Items in this Agenda and a Conflict of Interest Disclosure Form (attached) is to be submitted.

1.4 MINUTES

1.4.1 Minutes of the Ordinary Council Meeting held Monday, 23 November 2020

1.5 DEFERRED / ADJOURNED ITEMS

Nil

2. PETITIONS/DEPUTATIONS

Nil

3. REPORTS OF COMMITTEES

To receive and adopt or otherwise the reports and recommendations of the under mentioned Committees

3.1 Minutes of Audit Committee

7

4. REPORTS OF OFFICERS

4.1	Weller / Simpson Streetscape Improvements Consultation Results	13
4.2	Community Land Management Plan for Endorsement	40
4.3	Asset Management Plans for Endorsement	143
4.4	Planning and Design Code - Review and Submission	315
4.5	Review of Nature Strips Policy	375
4.6	BHKC Infrastructure Partnership Program Grant Application	386
4.7	Appointment of Elected Members to Audit Committee	396
4.8	Code of Conduct Complaint - Investigation Findings	410
4.9	Performance Report CEO KPIs for July to November 2020	414
4.10	Council Action Report	433

5. MOTIONS AND QUESTIONS

5.1 MOTIONS OF WHICH NOTICE HAS BEEN GIVEN

Nil

5.2 MOTIONS WITHOUT NOTICE

Mayor to ask the Members if there are any motions without notice

5.3 QUESTIONS OF WHICH NOTICE HAS BEEN GIVEN

5.3.1	Question on notice from Councillor J. Dodd Re: Tree Canopy Cover on Council Land	437
-------	--	-----

5.4 QUESTIONS WITHOUT NOTICE

Mayor to ask the Members if there are any questions without notice

6. MEMBER'S COMMUNICATION

6.1 MAYOR'S REPORT

6.1.1	Mayor's Report for Month of December 2020	440
-------	---	-----

6.2 DEPUTY MAYOR'S REPORT

Nil

6.3 ELECTED MEMBERS' REPORTS

- 6.3.1 Reports of Members For Month of December 2020 441

6.4 CORRESPONDENCE

- 6.4.1 Correspondence 444

7. CONFIDENTIAL ITEMS

- 7.1 Confidentiality Motion for Item 7.2 - Unley Central Concept Plan 447
- 7.2 Unley Central Concept Plan 449
- 7.3 Confidentiality Motion to remain in confidence for Item 7.2 - Unley Central Concept Plan 480

SUGGESTED ITEMS FOR NEXT AGENDA

Community Event Sponsorship Program	
Graffiti Volunteer Removal Program	
2021 LGA Ordinary General Meeting - Call for Items of Business	
Centennial Park Cemetery Authority: Board Member Appointment	
Australia Day Event	
Review of Policies	

NEXT MEETING

Wednesday 27 January 2021 - 7.00pm

Council Chambers, 181 Unley Road Unley

REPORT OF COMMITTEE

REPORT TITLE: MINUTES OF AUDIT COMMITTEE
ITEM NUMBER:
DATE OF MEETING: 14 DECEMBER 2020
ATTACHMENTS: 1. MINUTES OF AUDIT COMMITTEE - 8 DECEMBER 2020

1. **EXECUTIVE SUMMARY**

The minutes and recommendations of the Audit Committee meeting held on Tuesday 08 December 2020 are presented for Council's consideration.

2. **RECOMMENDATION**

That:

1. The minutes of the Audit Committee meeting held on Tuesday 08 December 2020, be received and the following recommendations contained therein be adopted by Council

(a) Item 2.1 - Procurement Policy Review

That:

1. The Report be received.
2. Subject to the following amendment:
 - removal of reference to the less than \$50 category from the minimum procurement requirements table (Section 5.1)the Procurement Policy as set out in Attachment 1 to this report (Item 2.1, Audit Committee Meeting, 8/12/2020) be endorsed:
3. A report return to the Audit Committee to consider management of unsolicited bids within the Procurement Policy or Framework.

(b) Item 2.2 - Strategic Risk Register

That:

1. The report be received.

(c) Item 2.3 - Operational Risk Register

That:

1. The report be received.

(d) Item 2.4 - 2021 Audit Committee Meeting Schedule

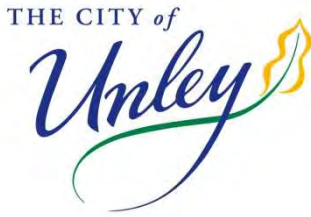
That:

1. The report be received.
2. During 2021 the Audit Committee of the City of Unley will meet at 181 Unley Road Unley at 6.30pm on the dates set out below:
 - Tuesday 9 February 2021
 - Tuesday 11 May 2021
 - Tuesday 10 August 2021
 - Tuesday 26 October 2021 (Financial Statements Only)
 - Tuesday 7 December 2021
3. The Chief Executive Officer be authorised, after consulting with the Presiding member of the Committee, to:
 - 3.1 Reschedule the date and/or time of an Audit Committee meeting; or
 - 3.2 Cancel an Audit Committee meeting, if it is clear that there is no business to transact for that designated meeting.

(e) Item 2.5 - Audit Committee Workplan 2021

That:

1. The report be received.
 2. The Audit Committee Workplan as set out in Attachment 1 to this report (Item 2.5, Audit Committee Meeting, 08/12/2020) be adopted.
-



**Minutes of the City of Unley
Audit Committee Meeting
Tuesday, 08 December 2020, 6.30pm
Council Chambers
181 Unley Road Unley**

1 PRESENT

Presiding Member D Powell (Presiding Member)
Councillor K. Anastassiadis
Councillor M. Broniecki
Independent Member N Handley
Independent Member A Martin

2 OFFICERS PRESENT

Executive Manager Office of the CEO, Ms T. Norman
Manager Finance and Procurement, Mr Alex Brown
Principal Risk Management Officer, Mrs L Cataldi

3 ACKNOWLEDGEMENT

The Presiding Member welcomed Members to the meeting and opened the meeting with the Acknowledgement.

4 1. ADMINISTRATIVE MATTERS

1.1 APOLOGIES

Nil

1.2 LEAVE OF ABSENCE

Nil

1.3 CONFLICT OF INTEREST

Independent Member Nicholas Handley declared a perceived conflict of interest in relation to Item 2.1 – Procurement Policy Review on the basis that the Procurement Framework (a supporting document to the Policy) makes reference to the Construction Industry Training Board and he holds the position of Chair of Finance, Risk and Audit Committee for that Board. He indicated he would remain in the meeting and vote in relation to the item.

1.4 MINUTES

ITEM 1.4.1

MINUTES OF THE ORDINARY AUDIT COMMITTEE MEETING HELD TUESDAY, 3 NOVEMBER 2020

MOVED Independent Member A Martin

SECONDED Councillor M. Broniecki

That:

1. The minutes of the Ordinary Audit Committee held on Tuesday, 3 November 2020 be taken as read and signed as a correct record.

CARRIED UNANIMOUSLY
Resolution No. AC0028/20

1.5 DEFERRED / ADJORNED ITEMS

Nil

5 2. REPORTS

ITEM 2.1

PROCUREMENT POLICY REVIEW

MOVED Councillor K. Anastassiadis

SECONDED Councillor M. Broniecki

That:

1. The Report be received.
2. Subject to the following amendment:
 - removal of reference to the less than \$50 category from the minimum procurement requirements table (Section 5.1)the Procurement Policy as set out in Attachment 1 to this report (Item 2.1, Audit Committee Meeting, 8/12/2020) be endorsed:
3. A report return to the Audit Committee to consider management of unsolicited bids within the Procurement Policy or Framework.

CARRIED UNANIMOUSLY
Resolution No. AC0029/20

ITEM 2.2
STRATEGIC RISK REGISTER

MOVED Councillor K. Anastassiadis
SECONDED Councillor M. Broniecki

That:

1. The report be received.

CARRIED UNANIMOUSLY
Resolution No. AC0030/20

ITEM 2.3
OPERATIONAL RISK REGISTER

MOVED Councillor K. Anastassiadis
SECONDED Independent Member N Handley

That:

1. The report be received.

CARRIED UNANIMOUSLY
Resolution No. AC0031/20

ITEM 2.4
2021 AUDIT COMMITTEE MEETING SCHEDULE

MOVED Independent Member A Martin
SECONDED Independent Member N Handley

That:

1. The report be received.
2. During 2021 the Audit Committee of the City of Unley will meet at 181 Unley Road Unley at 6.30pm on the dates set out below:
 - Tuesday 9 February 2021
 - Tuesday 11 May 2021
 - Tuesday 10 August 2021
 - Tuesday 26 October 2021 (Financial Statements Only)
 - Tuesday 7 December 2021
3. The Chief Executive Officer be authorised, after consulting with the Presiding member of the Committee, to:
 - 3.1 Reschedule the date and/or time of an Audit Committee meeting; or
 - 3.2 Cancel an Audit Committee meeting, if it is clear that there is no business to transact for that designated meeting.

CARRIED UNANIMOUSLY
Resolution No. AC0032/20

ITEM 2.5
AUDIT COMMITTEE WORKPLAN 2021

MOVED Independent Member A Martin
SECONDED Councillor M. Broniecki

That:

1. The report be received.
2. The Audit Committee Workplan as set out in Attachment 1 to this report (Item 2.5, Audit Committee Meeting, 08/12/2020) be adopted

CARRIED UNANIMOUSLY
Resolution No. AC0033/20

6 3. OTHER BUSINESS

7 TUESDAY 9 FEBRUARY 2021

8 CLOSURE

The Presiding Member closed the meeting at 7:53pm.

.....
PRESIDING MEMBER

DECISION REPORT

REPORT TITLE:	WELLER / SIMPSON STREETSCAPE IMPROVEMENTS CONSULTATION RESULTS
ITEM NUMBER:	4.1
DATE OF MEETING:	14 DECEMBER 2020
AUTHOR:	BEN WILLSMORE
JOB TITLE:	MANAGER CITY DESIGN
ATTACHMENTS:	<ol style="list-style-type: none">1. WELLER-SIMPSON PARADE CONSULTATION CONCEPT PLAN2. WELLER-SIMPSON STREETSCAPE IMPROVEMENTS CONSULTATION ISSUES TABLE3. WELLER-SIMPSON STREETSCAPE IMPROVEMENTS CONSULTATION RESULTS SUMMARY

1. **EXECUTIVE SUMMARY**

The Wood-Weller Street Bicycle Route is a key north-south route that links the City of Mitcham to the south at Cross Road and Charles Walk/Glen Osmond Trail, and Mike Turtur Bikeway to the north.

Council has committed funding in its 2020/21 Budget to undertake the detailed design and documentation for the final section of Weller Street (north of Albert Street) and Simpson Parade which is to be completed.

At its meeting held on 28 September 2020, Council endorsed a concept design for community consultation. Consultation was undertaken on the proposed concept design between 13 October and 4 November 2020.

The purpose of this report is to present to Council for its consideration a summary of the consultation results, minor updates to the design as a result of the feedback received and seek Council's endorsement to progress the project to the detailed design and documentation phase.

2. **RECOMMENDATION**

That:

1. The report be received.
2. The Weller Street/Simpson Parade streetscape improvements concept plan, as set out in Attachment 1 to this report (Item 4.1, Council Meeting, 14/12/2020) be endorsed as the final concept design and the project be progressed to detailed design and documentation.

3. RELEVANT CORE STRATEGIES/POLICIES

1. Community Living

1.1 Our Community is active, healthy and feels safe.

1.5 Our City is connected and accessible.

Council Strategies

Walking and Cycling Plan

4. BACKGROUND

The Wood-Weller Street Bicycle Route is a key initiative of Council's Walking & Cycling Plan and has progressively been implemented since 2017, with the final section to be completed on Weller Street (north of Albert Street) and Simpson Parade. As part of the 2020/21 Budget, Council has allocated funding (\$35,000) to undertake the detailed design and documentation for this final section.

The proposed upgrade focusses only on the on-road bicycle improvements and connections to Charles Walk at King William Road and Simpson Parade. The design intent of the already completed sections along Wood and Weller Streets has been to create a low speed (<40 km/h) and low trafficked (<1,500 vehicles per day) environment to support a mixed-traffic arrangement where less confident bike riders would feel comfortable to ride. This has been achieved through the installation of single lane slow points with bicycle bypass and landscaping at regular intervals (typically about 100 metres apart).

The Weller Street slow points between Mitchell and Albert Street were only recently installed in August 2020 and have not yet been evaluated. The evaluation of the Wood Street slow points, however, which were upgraded in 2017 with a single lane raised hump and bicycle bypass, showed that the slow point treatment was effective in both reducing vehicle speeds and traffic volumes. The evaluation showed a reduction in average daily traffic volumes of 31% between 2012 and 2017 (1,272 in 2017 compared to 1,672 in 2012) and a 22% reduction in 85th percentile speeds (37.6 km/hr in 2017 compared to 45.7 km/hr in 2012).

Data collected in June 2020 at the Weller Street and Mitchell Street intersection (prior to the new slow points being installed along Weller Street between Mitchell Street and Albert Street) also showed about 95 bike rider movements between 8am and 6pm along Wood and Weller Streets, which is expected to further increase as the bicycle route is completed and connected.

When looking at design options for Weller Street (north of Albert Street) and Simpson Parade, three traffic calming treatments were explored including:

- slow point with single lane road hump, bicycle bypass and landscaping;
- speed hump with watts profile; and
- speed hump with landscaping.

The concept design to continue the existing Wood-Weller Street Bicycle Route slow points was approved for consultation purposes at the Council meeting held on 28 September 2020 and is shown in Attachment 1.

Attachment 1

5. DISCUSSION

Consultation Process

Following Council's resolution, consultation was undertaken over a three-week period between 13 October and 4 November 2020.

To raise awareness of the consultation process, the Administration undertook the following activities:

- A consultation letter was prepared and distributed to 160 local residents and property owners located along the project corridor and adjoining streets.
- Information signage was placed along the bike route corridor with a summary of the proposal and directing readers to Council's Your Say website (yoursay.unley.sa.gov.au/wellersimpson).
- An Unley Bicycle User Group (UBUG) and Bicycle Institute of South Australia (BISA) drop-in session was held where members could come in and discuss the proposal.
- An email was sent to 10 key stakeholders including UBUG, BISA, RAA, Walking SA and Friends of the City of Unley Society etc with a summary of the proposal and directing them to Council's Your Say website. This resulted in the promotion of the project on BISA's and the Active Transport Adelaide's Facebook Pages.

Feedback Received

By the conclusion of the three-week consultation period, Council received a total of 47 written submissions. This was comprised of 26 survey responses from Council's Your Say Unley page, 18 hard copy completed survey forms and three emails from UBUG, RAA and Walking SA.

Of the total number of respondents, 42 (95%) are Council residents of which 31 (70%) live within the project precinct along sections of Simpson Parade, Weller Street (north), Albert Street (East), King William Road, Hinton Street, and Weller Lane.

Respondents were asked to define what type of bike rider they are. Of the total number of respondents, 17 (38%) identified as a confident bike rider, five (11%) would not consider bike riding under any conditions and nine (21%) identified as an occasional or interested bike rider if there were more safe bike facilities. The remaining 30% of respondents left the question unanswered.

Of the total number of respondents, 24 (55%) either strongly supported or supported the project. All key stakeholders, namely UBUG, RAA and Walking SA also supported the project.

However, of the 70% of respondents who are Council residents who live in the project precinct the views on the proposal were:

- 49% either supporting or strongly supporting the proposal,
- 45% either strongly not supporting or not supporting the proposal, and
- 6% being neutral.

Of the respondents who supported the proposal, the key comments were, it is a good design that:

- is consistent with the previous sections of Wood-Weller streets;
- supports improved bike rider safety;
- supports calming of traffic (currently vehicle speeds can be high, particularly approaching the Weller Street and Simpson Parade bend);
- supports improved mixed traffic arrangement between cyclists and vehicles;
- supports improved navigation and legibility of bicycle route; and
- supports the further deterrent of rat-running traffic.

Of the respondents who did not support the proposal the key comments were:

- Not necessary: the slow points are not necessary, and there is inadequate evidence/data to support the traffic calming treatment.
- Does not meet standards: the street lengths are too short, and the cross-sections are too narrow for the installation of slow points.
- Inconvenient for both drivers and bike riders: don't like the slow points installed on Weller Street south of Albert Street, they are inconvenient for both vehicle drivers and bike riders.
- Impacts on-street amenity: the slow points impact on the amenity of the street.
- Not warranted based on existing bike rider numbers: not enough people bike riding along the streets to warrant the need for further slow points.
- Broader traffic impacts: concerned that the proposed changes will cause more traffic to travel along Grace Street.
- Inadequate consultation: inadequate discussions were had with local residents on the proposed streetscape improvements and other possible options.

- Loss of parking: do not support further reduction in on-street parking on Weller Street and Simpson Parade.
- Locate bicycle facility in Simpson Reserve: the proposal would have less traffic and parking impact if located within Simpson Reserve.

A detailed summary table of the key issues raised by the respondents who did not support the proposal (and as outlined above), is provided in Attachment 2. Although the key issues raised are acknowledged, it is considered that most of the feedback does not require changes to be made to the concept design.

Attachment 2

It should be noted that the feedback received regarding this proposal from local residents is not too dissimilar from that received from residents regarding the Weller Street upgrade. This upgrade was constructed recently between Mitchell Street and Albert Street, for which 98 responses were received. Similar comments of non-support were received. The difference in the level of support for the proposal was also similar whereby 48% percent supported the project, 45% did not support the project and 7% were neutral.

A comprehensive Consultation Report is contained in Attachment 3.

Attachment 3

Taking into account that the proposal has more overall support by the broader community, key stakeholders and local residents (albeit only slightly), it is recommended that the proposal proceeds with the 'slow points' in their proposed location.

From the feedback received, there are a number of treatments that could be undertaken to enhance the proposal if Council chooses to proceed with the project, including:

Simpson Parade-Weller Street bend

- Investigate inclusion of pavement 'yellow bars' on the bend to support further calming of traffic and deter vehicles cutting the corner.
- Ensure pavement treatment on bend does not cause a slipping hazard during wet weather conditions.

Bin collection

- Incorporate the placement of bins and their ease of collection adjacent to the slow point on Simpson Parade (associated with the units located in proximity to the proposed slow points).

No Right Turn restrictions

- SAPOL to be contacted regarding enforcement of existing controls.
- Effectiveness of right turn restrictions from King William Road into Simpson Parade and Grace Street, as well as at Weller Street and Albert Street intersection, to be reviewed six months after the construction of the proposed works (including times of restriction).

Prizibilla Lane

- Prizibilla Lane is a no through road and, as such, a 'No Through Road' sign will be installed to reduce the number of drivers using the Lane thinking they can cut-through to King William Road.

Weller Street 'slow point'

- The detailed design will ensure that the proposed Weller Street 'slow' points will provide adequate vehicle sight lines noting the sloping road as Weller Street approaches Simpson Parade.

In addition to direct project comments, further community feedback was provided to encourage Council staff to further investigate the relocation of 'Bus Stop 3' (western side) to improve safety for bike riders wanting to turn right into Simpson Parade from King William Road.

It was also suggested that consideration be given to converting the pedestrian refuge linking to Charles Walk/Glen Osmond Trail to a pedestrian actuated crossing (PAC) to improve access and safety. This could be a consideration of Council in the longer-term streetscape renewal and is supported in the Walking and Cycling Plan.

Summary

The enhancement of Weller Street and Simpson Parade is consistent with the recent improvements undertaken in the adjoining Wood Street and Weller Street (between Mitchell and Albert Streets) and is the final step to realise the Wood-Weller Street Bicycle Route; a priority within the Unley Walking and Cycling Plan.

As is the case with all types of traffic interventions, some negative impacts, such as minor traffic delays and loss of parking are anticipated. Overall, from a technical perspective, the benefits of the project are considered to outweigh the potential negative impacts.

Taking into account the community feedback, the proposed design aims to:

- Provide continuity of existing bikeway treatment along Wood and Weller Streets, and increase legibility of the strategic bicycle route;
- Reduce traffic speeds to the desired 30km/h along Weller Street and Simpson Parade, through the placement of three single-lane slow points (one on Weller Street and two on Simpson Parade), to safely support mixed traffic arrangement;
- Provide a sufficient level of on-street parking, appropriate to local needs, noting a loss of up to 10 car park spaces is required to safely install the required slow points;
- Enhance the amenity of the local street through the provision of pavement treatments at the bend and intersection approaches and increased greening/landscaping; and
- Provide the greatest level of improvement to encourage greater participation by the targeted 'interested but concerned' bike riders.

6. ANALYSIS OF OPTIONS

Option 1 –

1. The report be received.
2. The Weller Street / Simpson Parade streetscape improvements concept plan, as set out in Attachment 1 to this report (Item 4.1, Council Meeting, 14/12/2020), be endorsed as the final concept design and the project be progressed to detailed design and documentation.

This option allows Wood-Weller Street Bicycle Route to proceed consistent with the previous sections delivered along Wood and Weller Streets, as well as the strategic direction set by Council within its Walking and Cycling Plan.

The proposed slow points along Weller Street (north of Albert Street) and Simpson Parade will enable the required reduction in traffic speeds to be achieved (~ 30 km/h) to support a mixed traffic arrangement and improve safety for all road users.

Council's 2020/21 Budget includes allocated funding for the detailed design and documentation of the proposal. Funding for the construction of the works resulting from the detailed design and documentation will be sought as part of the 2021/22 Budget process.

State Government grant funding opportunities will also be pursued for the delivery of the on-ground works in 2021/22, which would be subject to Council's budget considerations.

Option 2 –

1. The report be received.
2. The Weller Street / Simpson Parade streetscape improvements concept plan, as set out in Attachment 1 to this report, be endorsed for detailed design and documentation, subject to the following changes:
 - *Change required to be inserted here.*

The preferred Weller Street/Simpson Parade concept design, including the minor improvements/design considerations received as part of the consultation feedback, is considered to deliver on Council's aims for integrating bicycle infrastructure into existing streetscapes to improve safety for people bike riding and encourage more people to bike ride more often.

The preferred 'slow point' design responds to key issues raised, but additional amendments may be considered warranted to address Council concerns prior to commencing detailed design. This option allows Council to specify any changes it may deem warranted prior to detailed design commencing.

Option 3 – Provide an alternative option.

Council may choose to provide an alternative approach on the matter.

7. RECOMMENDED OPTION

Option 1 is the recommended option.

8. POLICY IMPLICATIONS

8.1 Financial/Budget

- Council has included within its 2020/21 Budget an allocation of \$35,000 for the detailed design and documentation of the proposal.
- The completion of the detailed design and documentation could assist Council in attracting State Government grant funding for the delivery of the on-ground works which is anticipated for the 2021/22 financial year subject to Council budget consideration.
- The detailed design and documentation process will establish pre-tender cost estimates for the delivery of the project (on-ground works) and assist in informing future budget submissions for Council's consideration.

8.2 Legislative/Risk Management

- Nil.

8.3 Staffing/Work Plans

- Staff work plans have been considered as part of planning for the 2020/21 budget to manage the detailed design and documentation of the project.
- An external design consultant will be engaged to develop the detailed design and documentation.

8.4 Environmental/Social/Economic

- The proposal aims to provide high quality and safe bicycle infrastructure to encourage greater participation of the intended target of users (60% of the population who are interested in cycling but concerned). The proposal also aims to minimise disruption to local residents and on-street parking capacity, whilst integrating opportunities for greening as part of the traffic calming and bicycle facility infrastructure.

8.5 Stakeholder Engagement

- Community consultation was undertaken for a three-week period between 13 October and 4 November 2020.
- The results of the community consultation have been shared with Elected Members.
- All respondents will be notified of the outcomes of the consultation and Council's decision regarding the next steps for the project.

9. REPORT CONSULTATION

City Development including City Design and Assets.

10. REPORT AUTHORISERS

Name	Title
Claude Malak	General Manager, City Development

Attachment 1 Weller Street-Simpson Parade Concept Design

WELLER STREET



Legend

- PAVEMENT TREATMENT AT BEND
- PROPOSED SLOW POINT LOCATION
- EXTENT OF PARKING LOSS

Additional design considerations based on consultation feedback is shown below in blue.

- 01 Pavement treatment at bend to visually create a different environment and calming of traffic + further consideration of:
 - including pavement 'yellow' bars on the bend to deter vehicles cutting the corner.
 - pavement treatment applied to ensure it does not cause a slipping hazard during wet weather conditions.
- 02 Slow point treatment adjacent to No 8 Weller Street, with single lane raised hump, bicycle bypass and landscaping. Loss of one (1) parking space + a further review of vehicle sight lines to ensure they are adequate noting the sloping line as Weller Street approaches Simpson Parade.
- 03 Refreshed bicycle logos/sharrows along the street.
- 04 Install a 'No Through Road' sign at Prizibilla Lane.
- 05 Review 'No Right Turn' restrictions from Albert Street into Weller Street.

Attachment 1 Weller Street-Simpson Parade Concept Design

SIMPSON PARADE



Legend

-  PAVEMENT TREATMENT
-  SLOW POINT LOCATION
-  INTERSECTION IMPROVEMENTS
-  EXTENT OF PARKING LOSS

Additional design considerations based on consultation feedback is shown below in blue.

- 01 Pavement treatment at bend to visually create a different environment and calming of traffic + further consideration of:
 - including pavement 'yellow' bars on the bend to deter vehicles cutting the corner.
 - pavement treatment applied to ensure it does not cause a slipping hazard during wet weather conditions.
- 02 Slow point treatment adjacent to No 1 Simpson Parade, with single lane raised hump, bicycle bypass and landscaping. Loss of five (5) parking spaces. Bin placement on northern side (associated with units) to be incorporated into design.
- 03 Slow point treatment adjacent to Units 1-10/13 Simpson Parade, with single lane raised hump, bicycle bypass and landscaping. Loss of four (4) parking spaces. Bin placement on northern and southern side (associated with units) to be incorporated into design.
- 04 Improvements to intersection sight lines and accessibility, with a focus on management of the existing landscaping adjacent the culvert and possible relocation of bus stop '3-West side' + a review of 'No Right Turn' restrictions from King William Road into Simpson Parade and Grace Street.
- 05 Refreshed bicycle logos/sharrows along the street.

Attachment 2 Summary of Issues

The table below lists the key themes of the issues raised in relation to the Slow Points design as part of the consultation feedback, the Administration response to the issue raised and the associated impact / risk.

Key Issues raised in relation to the slow points	Staff Response	Impact / Risk Level
Not necessary		
The slow points are not necessary, and there is inadequate evidence / data to support the traffic calming treatment.	<p>The Wood-Weller Street Bicycle Route has been progressively implemented since 2017 with the installation of single lane slow points, bicycle bypass and landscaping.</p> <p>The recently constructed section (August 2020) on Weller Street between Mitchell and Albert streets has not yet been evaluated, however on Wood Street, the upgraded slow points (in 2017) were shown to be effective in both reducing vehicle speeds (by 22%) and daily traffic volumes (by 31%) between 2012 and 2017.</p> <p>Although traffic volumes on Weller Street (north of Albert Street) and Simpson Parade are not high ranging between 900 to 1,100 vehicles per day, the vehicle speeds particularly on Simpson Parade are too high for a mixed traffic arrangement, with an 85th percentile speed of 46 km/h. The slow points are the safest and most effective treatment to achieve the desired 30 km/h speed environment for a mixed traffic arrangement.</p>	Low – No Change required
Do not meet standards		
The street lengths are too short, and the cross-sections are too narrow for the installation of slow points.	<p>The cross-section of Weller Street and Simpson Parade are of similar width to Weller Street (south of Albert Street) at about 7.6 metres. The proposed slow points on Weller Street (north of Albert Street) and Simpson Parade will be designed to the same technical standards.</p> <p>Weller Street is about 165 metres in length and Simpson Parade is about 200 metres in length. The slow points have been located in accordance with the Department for Infrastructure and Transport's (DIT's) Code of Technical Requirements, which is the legal design document used in South Australia, and requires spacings between 90m and 100m except for the first device which should be located within 50m of the start of the road so that the approach speed is naturally low. The slow points have</p>	Low – No Change required

	been positioned in accordance with this advice, as well as aimed to minimise the impact on parking and access to properties.	
Inconvenient for both drivers and bike riders		
Don't like the slow points installed on Weller Street south of Albert Street, they are inconvenient for both vehicle drivers and bike riders.	<p>It is acknowledged that from a driver's perspective that the slow points are perceived to increase travel times, however any delay incurred at the slow points should be somewhat countered by the reduction in traffic volumes resulting from the slow points.</p> <p>In addition, currently along Weller Street and Simpson Parade when two vehicles are parked next to each other on opposite sides of the road, if two vehicles are travelling in opposing directions, one vehicle must wait to allow the other vehicle to pass – which is not a dissimilar scenario to the slow points (albeit with less traffic).</p> <p>Feedback from the general cycling community is that the slow points have been good in improving bike riding conditions. Concerns have been raised about vehicles parking too close to the slow point, inhibiting access to the bicycle bypass – however this has been recently improved, as not all line marking had been installed at the onset due to parked vehicles when the initial line-marking was taking place.</p>	Low – No Change required
Impact on street amenity		
The slow points impact on the amenity of the street.	The slow points have been designed to include landscaping and greening, which contribute to improving the amenity of the street.	Low – No Change required
Not warranted based on existing bike rider numbers		
Not enough people bike riding along the streets to warrant the need for further slow points.	Data collected in June 2020 at Weller Street and Mitchell Street intersection (prior to the new slow points being installed along Weller Street between Mitchell Street and Albert Street) showed about 95 bike rider movements between 8am and 6pm on Wood and Weller streets. This number is considered good, especially noting the count was also undertaken in a Winter month when the number of people bike riding is generally lower. With the recent upgrade of Weller Street between Mitchell Street and Albert Street more people bike riding along this route (opposed to King William Road and Goodwood Road) is expected. The completion of the final section linking to Charles Walk/Glen Osmond Trail will further improve the legibility of the bicycle route and	Low – No Change required

	encourage/support greater use.	
Broader traffic impacts		
Concerned that the proposed changes will cause more traffic to travel along Grace Street.	Current daily traffic volumes along Grace Street are low at about 425 vehicles per day. Traffic volumes along Simpson Parade are also relatively low at 900 vehicles per day. Both Simpson Parade and Grace Street currently have in place vehicle right turn bans from King William Road, Monday to Friday between 5 – 6pm. It is acknowledged that some local traffic may divert to Grace Street to avoid the Simpson Parade and Weller Street slow points, however it is considered this number would be low. Should the project proceed, traffic volumes and vehicle speeds along Grace Street will be monitored 6 months post completion of works to better understand impacts.	Medium – 6-month review will be undertaken post completion of works.
Inadequate consultation		
Inadequate discussions were had with local residents on the proposed streetscape improvements and other possible options.	<p>The Wood-Weller Street Bicycle Route is a key recommendation from the City of Unley's Walking and Cycling Plan, which was endorsed in 2016, and has been progressively implemented since 2017 with the installation of single lane slow points. The various sections of the bicycle route have been under consultation for over 3 years.</p> <p>The community consultation for Weller Street/Simpson Parade Streetscape Improvements was undertaken in accordance with Council's Community Engagement and Consultation Policy, and all feedback received has been considered by Administration and presented to Elected Members for their consideration.</p>	Low – No Change required
Loss of Parking		
Local residents do not support further reduction in on-street parking on Weller Street and Simpson Parade.	<p>Following a parking survey undertaken by the Administration, it was identified that Weller Street provides around 22 car parks with an average occupancy of 36% and Simpson Parade provides around 46 car parks with an average occupancy of 13% during the daytime.</p> <p>Concern was raised by local residents about evening parking capacity when residents come home from work. Further surveys were undertaken during the evening, which highlighted only 2-3 vehicles parking on Simpson Parade and 8-11 on Weller Street. Although these numbers are slightly higher than the day-time numbers, mostly on Weller Street, the overall occupancy is considered low.</p> <p>Therefore, even with the proposed treatments removing 10 parking spaces, there is sufficient surplus</p>	Low – No Change required

	on-street parking to meet community demand. All properties also have access to off-street parking.	
Locate bicycle facility in Simpson Reserve:		
The project would have less traffic and parking impact if located within Simpson Reserve.	When assessing the design options for the Weller Street / Simpson Parade Streetscape Improvements, the longer term bikeway connection along Simpson Reserve linking the shared use path along Charles Walk to Mike Turtur Bikeway via the Glen Osmond Creek was acknowledged, albeit was excluded from the scope of work for this project until further investigation on the feasibility of installing a covered culvert within the creek is undertaken. This project focussed only on the on-road bicycle improvements and connections to Charles Walk at King William Road and Simpson Parade. The cost of creating a shared use path within Simpson Reserve, noting the likely impact on trees, would only be considered beneficial if it is considered feasible to further continue the connection to Mike Turtur Bikeway via the Glen Osmond Creek.	Low – No Change required

Weller Street – Simpson Parade Streetscape Improvements

Consultation Feedback Report



Who was contacted?



160 consultation letters sent to residents and property owners directly impacted within the project precinct.

1 stakeholder workshop was held at the Unley Community Centre on 15 October between 6.30 – 8.30 pm with UBUG and BISA members. 23 people attended.

8 key stakeholders were contacted about the project via email:

- Ubug
- BiSA
- BikeSA
- Heart Foundation
- RAA
- Walking SA
- Friends of the City of Unley Society
- Adelaide Motorised Pedestrians Mobility Club
- St Thomas School



Who responded?



44 people
responded to the
Yoursay feedback
survey.

3 key stakeholders via email:

- UBUG
- RAA
- Walking SA

Weller Street / Simpson Parade - Streetscape Improvements | Your Say Unley



Streetscape Improvements
Weller Street / Simpson Parade

Your Say

14 October 2020

Dear Resident / Property owner

The City of Unley is seeking your feedback on proposed streetscape improvements along Weller Street (north of Albert Street) and Simpson Parade. The proposed streetscape improvements will complete the strategic north/south Wood-Weller Street Bicycle Route, described in the City of Unley's Walking and Cycling Plan.

The improvements involve the installation of three (3) landscaped slow points, pavement treatment at the bend of Weller Street and Simpson Parade, refreshed bicycle signal shelters along the streets, and intersection and landscape improvements at Simpson Parade and King William Road.

BACKGROUND
The Wood-Weller Street Bicycle Route is a strategic north-south route that links the City of Unley to the south of Cross Road and Mile Turret. It is a key link in the network. The bicycle route provides a parallel north-south alternative to the busy King William Road, and will support a mixed traffic environment with lower vehicle speeds (less than 40 km/h) and lower traffic volumes (less than 1,000 to 1,500 vehicles per day).

The Wood-Weller Street Bicycle Route has progressively been implemented since 2014 (refer to the timeline on the right).

STREETSCAPE IMPROVEMENTS
The three (3) slow-points proposed to be installed along Weller Street and Simpson Parade will be similar to those already installed along Weller and Wood streets. The slow-points are aimed to reduce vehicle speeds from the current 85th percentile vehicle speed of 46 km/h to 40 km/h along Simpson Parade to less than 40 km/h. In addition, the slow-points will provide continuity and increase legibility of the bicycle route.

INTERSECTION IMPROVEMENTS
The intersection improvements at King William Road and Simpson Parade will be aimed at improving sight lines and accessibility for all street users, with a focus on the management of the existing landscaping adjacent the corner and possible relocation of low-lying street-side.

Wood-Weller Street Bicycle Route Timeline

- 2014: Initial signposting, blue-paved section of the Wood-Weller Street Bicycle Route as part of active roads network.
- 2017: First three slow-points installed to reduce vehicle speeds and further ease traffic.
- 2018: Second slow-point installed on Weller Street.
- 2019: First intersection improvements installed at King William Road / Simpson Parade and Charles Road.
- 2020: Further slow-points installed between Charles Road and Albert Street including refreshed bicycle signal shelters (upgrade July 2020).
- 2020: Community consultation on Weller Street and Simpson Parade streetscape improvements (October 2020).

Legend:

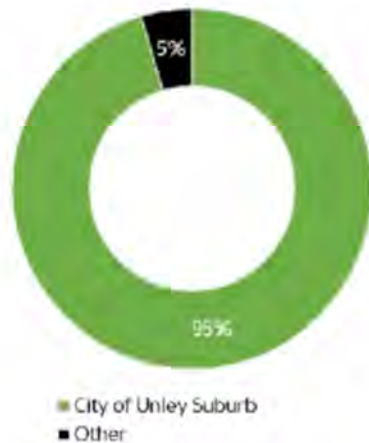
- Slow points
- Refreshed bicycle signal shelters
- Intersection improvements
- Refreshed bicycle signal shelters

Contact:
Call: 08 833 3333
Email: unley@unley.sa.gov.au
Website: www.unley.sa.gov.au

Who responded- YourSay?



31 (70%)
of respondents to the survey were from within the project precinct.



42 (95%)
of respondents were from within the City of Unley area



17 (38%)
of respondents identified as confident riders.

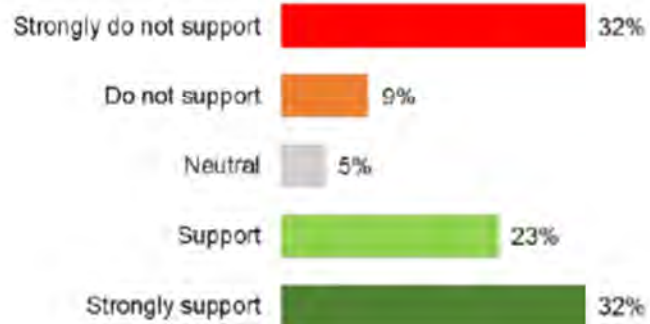
5 (11%)
of respondents would not consider bike riding under any conditions

- Confident in all types of traffic
- Confident rider for recreation and sometimes to work
- Occasional rider, mostly on shared paths, and usually do not feel safe on roads
- Don't ride, but interested in riding if there were more safe bike facilities
- Would not consider riding a bike under any circumstances
- No Answer

Level of support for project

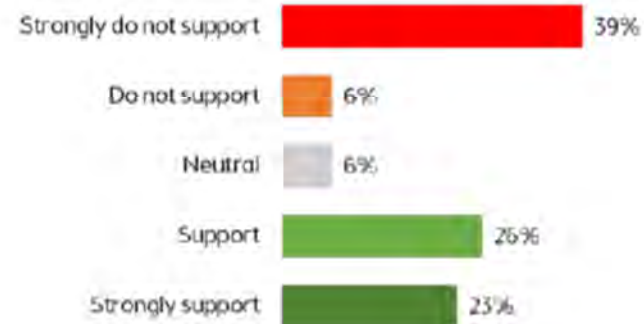


All survey respondents



24 (55%)
of all respondents either
strongly supported or
supported the project.

Project precinct respondents



Of the 70% of respondents located within the project precinct:

15 (49%)
either supported or strongly supported the project

14 (45%)
either strongly do not support or do not support the project

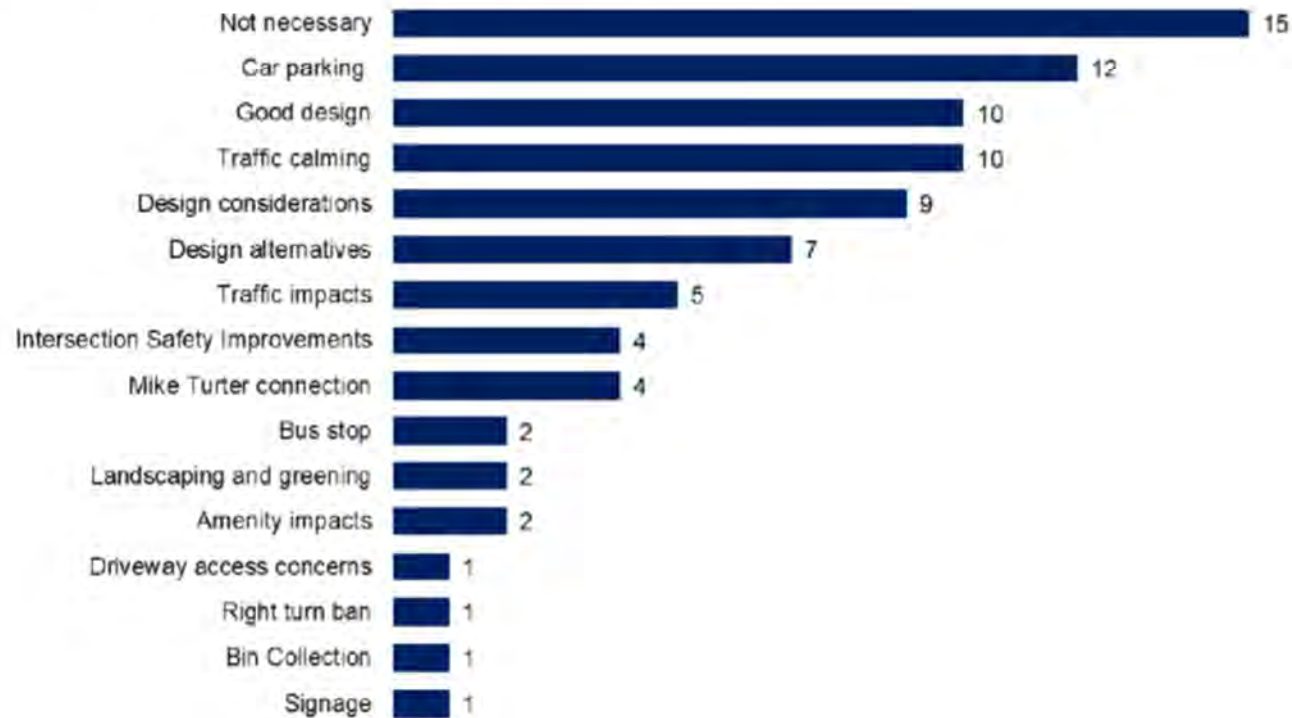
Level of support – project precinct geographical representation



Key comments categorised



86 comments made, 16 categories



Key comments categorised – summary of themes



Not necessary (15 comments):

- Don't need more slow points.
 - The street cross-section is too tight.
 - The street sections are short in length.
 - The on-street parking already supports calming of traffic.
 - Not enough people bike riding to support change.
- Inadequate traffic data and analysis undertaken to support need for slow points.
- Slow points do not improve conditions for people bike riding. Bike riders need to weave to access the cyclist bypass, and creates unsafe interactions with vehicles when exiting the bypass.
- Slow points significant inconvenience for people driving.
- Inadequate discussions had with local residents on the proposed streetscape improvements and other possible options.
- Don't like the slow points on Weller Street between south of Albert Street.

Car parking (12 comments):

- Do not support further reduction in on-street parking.
- Will require residents to park in front of other neighbours houses.
- The demand for parking is high in the evening, when residents come home.

Good design (10 comments):

- Consistent design with Wood-Weller.
- Design supports calming of traffic and mixed traffic arrangements between bike riders and vehicles.
- Design supports improved navigation and legibility of bicycle route.
- Fantastic and grateful for proposed upgrade.

Key comments categorised – summary of themes



Traffic calming (10 comments):

- Traffic calming measures will make it easier to exit my property.
- Strongly support traffic calming on Simpson Parade and Weller Street. Currently speeds can be high, particularly approaching the Weller/Simpson bend.
- Will support deterring rat-running traffic.
- Improve bike rider safety.

Design considerations (9 comments):

- Weller Street slow point – recommend moving closer to Simpson Parade to reduce vehicle speeds approaching bend.
- Bin collection on northern side of Simpson Parade needs further consideration (noting number of bins associated with units) and their placement.
- Consider incorporating pavement bars at the Weller Street and Simpson Parade bend to improve delineation of vehicle movements and mitigate vehicles cutting the corner.
- The proposed pavement treatment at the Weller Street and Simpson Parade bend may cause a slip/grip hazard, especially under wet weather conditions when at times the area temporarily floods.
- Review the 'No Right Turn' sign from KWR into Simpson Parade and Grace Street.
- Install a 'No Through' sign on Prizibilla Lane.

Design alternatives (7 comments):

- Close Weller Street and Simpson Parade to vehicle traffic, and only permit pedestrians and cyclists.
- Create a bike path or shared use path in Simpson Reserve and connect to both Weller Street and Mike Turtur Bikeway via Glen Osmond Creek.
- The existing slow-points on Weller Street should be replaced, with another solution found.

Key comments categorised – summary of themes

Traffic impacts (5 comments):

- Concerns that the proposal will increase traffic on Grace Street and O'Connell Street.

Mike Turtur connection (4 comments):

- Support a future connection to Mike Turtur Bikeway via Glen Osmond Creek linking to Charles Walk. This would be a very positive improvement.
- A concern was raised about covering the culvert to create a shared use path and the safety risks noting the narrow passageway and proximity to residential properties.

Intersection safety improvements (4 comments):

- I don't think the vegetation is a problem at this intersection.
- Better crossing facility is needed linking Simpson Parade and Charles Walk, especially for cyclists.
- There are no suggested further improvements for people riding bikes at Albert Street and Weller Street intersection.
- At KWR and Simpson Parade the current green box for cyclists turning right is unsafe. This needs to be improved.

Bus stop (2 comments):

- Don't move Bus Stop 3 – West Side too far from its current location.
- Support moving it to the north side of the intersection.

Amenity impacts (2 comments):

- The slow points will increase noise level associated with vehicle movements.
- The slow points reduce the amenity of the streets.

Key comments categorised – summary of themes



Landscaping and greening (2 comments):

- Please do not impact any healthy trees in Simpson Reserve.
- Any revegetation should include local native species to attract native insects and birds.

Driveway access concerns (1 comment):

- Concerned the proposed slow point location on Simpson Parade will impact on my ability to access / egress my property.

Right turn ban (1 comment):

- Better policing of right turn bans is required.

Bin collection (1 comment):

- At 13 Simpson Parade there are 10 units within the block. Bins are currently located where the slow point is proposed to be located. Need to incorporate bin placement into the design.

Signage (1 comment):

- Increased signage associated with bicycle routes / facilities would assist in improving navigation for people riding bikes, as well as improve awareness to drivers to expect a bike rider.

DECISION REPORT

REPORT TITLE:	COMMUNITY LAND MANAGEMENT PLAN FOR ENDORSEMENT
ITEM NUMBER:	4.2
DATE OF MEETING:	14 DECEMBER 2020
AUTHOR:	JARED WILSON
JOB TITLE:	LANDSCAPE ARCHITECT
ATTACHMENTS:	<ol style="list-style-type: none">1. COMMUNITY LAND MANAGEMENT PLANS ENGAGEMENT SUMMARY2. COMMUNITY LAND MANAGEMENT PLANS

1. **EXECUTIVE SUMMARY**

The purpose of this report is to present the final Community Land Management Plans (CLMPs) for Council's adoption following the undertaking of community consultation.

At its meeting held on 28 September 2020, Council endorsed the draft CLMPs for community consultation.

Community consultation was undertaken between 19 October 2020 and 16 November 2020 via Council's Your Say online engagement portal. Staff from multiple departments formed part of the consultation process via workshops and draft document review.

The community consultation process was promoted via a direct email to all registered users of Your Say and direct email invitations to over 60 licensees and stakeholders who currently use Council's community land.

In response, a total of eighteen (18) written submissions were received, (seventeen via Your Say and one via email). Overall, the feedback received was positive and, as such, no major changes to the CLMPs are recommended.

The feedback received through the written submissions as well as that received from internal staff have been considered and minor amendments have been made to the draft CLMPs.

The finalised CLMPs are now presented to Council for endorsement.

2. RECOMMENDATION

That:

1. The report be received.
 2. The Community Land Management Plans, as set out in Attachment 2 to this report, (Item 4.1, Council Meeting, 14/12/2020) be adopted.
 3. The CEO be authorised to make minor editorial changes if required in order to finalise the Community Land Management Plans.
 4. In accordance with the requirements of Chapter 11, Part 1, Division 4 of the *Local Government Act 1999*, public notice is given of Council's adoption of the Community Land Management Plans.
-

3. RELEVANT CORE STRATEGIES/POLICIES

1. Community Living
- 1.1 Our Community is active, healthy and feels safe.

4. BACKGROUND

Community Land Management Plans (CLMPs) are a requirement of section 196 of the *Local Government Act 1999* (Division 4 – Management plans). CLMPs describe the location, purpose and management of all the City's community land which includes parks, reserves, streetscapes, sport and recreation facilities, and stormwater management areas.

At its meeting held on 28 September 2020, Council considered a report outlining the draft CLMPs and resolved:

1. *The report be received.*
2. *The Draft Community Land Management Plans set out in Attachment 1 to this report (Item 4.2, Council Meeting 28/09/2020) be endorsed for the purpose of undertaking community consultation.*
3. *The Chief Executive Officer be authorised to make minor editorial or formatting amendments as required to the Draft Community Land Management Plans, in order to finalise the documents for the purpose of undertaking community consultation.*
4. *Following the conclusion of community consultation, a further report outlining a summary of the feedback on the Draft Community Land Management Plans received and final Community Land Management Plans, be presented to Council.*

Resolution No. C0340/20

The CLMPs provide a clear focus on effective and strategic management of our community land. The establishment of seven community land categories and individual Management Plans for each site is a major improvement to the current suite of plans. Each Management Plan is supported by performance targets and measurements, aligned to Council's Asset Management Plans.

5. DISCUSSION

Following Council's resolution, Community consultation regarding the draft CLMPs was undertaken via Council's Your Say engagement portal which commenced on 19 October 2020 and concluded on 16 November 2020.

Community consultation was also undertaken via a direct email to all registered users of Your Say and to over 60 licensees and stakeholders who currently use Council's Community Land.

The community consultation survey was structured around questions to determine the level of understanding and support for the CLMPs and to allow direct feedback on the draft documents.

In addition to responding to the key questions of the survey, the opportunity was also provided to submit any additional comments on the draft CLMPs.

A summary of the results to the survey questions is presented in Attachment 1.

Attachment 1

Amendments

Whilst the number of written submissions was relatively low (18 in total), the feedback received indicated that the proposed CLMPs are clear, reflect current use and are easily understood.

The majority of comments received related to individual Plans and were from internal staff. Minor text edits or clarifications have subsequently been included in the final version.

The community consultation included the option of adding pinned notes to a map of the City. No participants chose to use this option.

The following changes to the CLMPs were made, in response to the feedback received.

1. Minor amendment to land size for McLeay Park.
2. Updated references to Crown Land for Howard Florey Reserve.
3. Clarification of extent of Charles Lane Walk.
4. Recognition of cultural heritage item at Heywood Park.
5. Updates to licence holder names.
6. Minor text edits.

The final CLMPs have been completed and once adopted, will be made publicly available as an electronic document via Council's website.

Attachment 2

6. ANALYSIS OF OPTIONS

Option 1 –

1. The report be received.
2. The Community Land Management Plans, as set out in Attachment 2 to this report, (Item 4.1, Council Meeting, 14/12/2020) be adopted.
3. The CEO be authorised to make minor editorial changes if required in order to finalise the Community Land Management Plans.
4. In accordance with the requirements of Chapter 11, Part 1, Division 4 of the Local Government Act 1999, public notice is given of Council's adoption of the Community Land Management Plans.

This option confirms that Council is satisfied with the process which has been undertaken in consulting with its community regarding the draft CLMPs, the feedback received has been taken into account in finalising the documents, and that the final CLMPs as attached to this report should be adopted.

Option 2 –

1. The report be received.
2. Subject to the incorporation of the following amendments, the Community Land Management Plans, as set out in Attachment 2 of this Report (Item 4.2, Council Meeting, 14/12/20 be endorsed:
 - *To be determined by Council*
3. The CEO be authorised to make editorial and formatting changes (without altering the intent of the document) as part of the finalisation process for the Community Land Management Plans.

Council is required by legislation to adopt CLMPs. The current documentation has been reviewed by the Administration and community consultation has been undertaken which has assisted in finalising the documents. Council can determine to amend the documents as it sees fit. Changes made by Council in doing so will need to be articulated so that the Administration can amend the documents accordingly.

Option 3 –

1. The report be received.

2. The Community Land Management Plans, as set out in Attachment 2 to this Report (Item 4.2, Council Meeting, 14/12/20 be further amended and returned to Council for review.

7. RECOMMENDED OPTION

Option 1 is the recommended option.

8. POLICY IMPLICATIONS

8.1 Financial/Budget

- The CLMPs were prepared in-house by Council staff with performance targets matched to Council's Asset Management Plans.
- Any future changes to community land may require a review and amendment of individual Plans, including community consultation if required.

8.2 Legislative/Risk Management

- The CLMPs have been prepared in accordance with Chapter 11 Division 4 of the *Local Government Act 1999*.

8.3 Staffing/Work Plans

- There will be no impacts to existing staffing or work plans.

8.4 Environmental/Social/Economic

- No changes are proposed.

8.5 Stakeholder Engagement

- Engagement has been carried out in accordance with the *Local Government Act 1999* and Council's Community Engagement Policy.
- A copy of the engagement summary is provided in Attachment 1 and results have been considered in the recommendation.
- Any future changes to community land may require a review and amendment of individual Plans, including community consultation if required.

9. REPORT CONSULTATION

Consultation has occurred with staff from Property Services, Asset Management, Events, Regulatory and Open Space during the development of the Plans.

10. REPORT AUTHORISERS

Name	Title
Ben Willsmore	Manager City Design
Claude Malak	General Manager, City Development

COMMUNITY
Engagement
**SUMMARY
REPORT**

Draft Community Land Management Plans

Jared Wilson
Landscape Architect
City Design

THE CITY of
Unley

1 Contents

<u>1</u>	<u>Introduction</u>	1
<u>2</u>	<u>Background</u>	1
<u>3</u>	<u>Consultation Methodology</u>	1
<u>4</u>	<u>Findings and Results</u>	2
<u>5</u>	<u>Conclusion</u>	4

1.

1 INTRODUCTION

The purpose of this report is to provide details of community consultation regarding the Draft Community Land Management Plans.

2 BACKGROUND

The suite of Community Land Management Plans has been reformatted and updated to reflect current land purpose and use. Performance target and measures have been updated for consistency with the Asset Management Plans.

2.1 Community Engagement Plan

2. The purpose of the community engagement is to allow the community to review and provide feedback in accordance with the *Local Government Act 1999* requirements and Council Engagement Policy.
3. Feedback will be considered in the development of the final documents.

3 CONSULTATION METHODOLOGY

- The engagement program was aimed at key stakeholders impacted by the plans including local residents, sporting and community groups, local business (leases), clubs and interest groups.
- The City of Unley collected the views of the community via Your Say through a survey and interactive map of the city.
- The survey also included the ability to provide feedback via comments.
- Council promoted the consultation via a direct email to all registered users of Your Say and provided direct email invitations to over 60 license and stakeholders.

4 FINDINGS AND RESULTS

This community engagement initiative commenced on 19/10/20 and concluded on 16/11/20.

- A total of 18 people participated in this initiative.
- 17 responded via Your Say and 1 responded via email.
- Your Say attracted a total of 213 visitors with 183 visiting a single page and 132 visiting multiple pages.
- The Draft CLMPs documentation was downloaded 91 times by 79 visitors.
- 4 new Your Say registrations occurred in relation to this consultation.

The following feedback was provided in response to the engagement initiative/survey questions:

QUESTIONS 1-4

Related to respondent contact details

QUESTION 5

Respondent Age Demographics

0-20	(nil)
21-40	(nil)
41-60	(9)
61-80	(5)
81+	(nil)
Prefer not to say	(3)

QUESTION 6

Do you support Council's CLMPs?

Definitely Agree	(9)
Somewhat Agree	(6)
Neither	(1)
Somewhat Disagree	(nil)
Definitely Disagree	(nil)
Not Applicable	(1)

QUESTION 7

CLMPs have been grouped into categories of similar land use. Do you agree the categories are...

	Easily Understood	Correctly Classified	Reflect Current Use
Definitely Agree	9	10	9
Somewhat Agree	7	6	6
Neither	-	-	1
Somewhat Disagree	-	-	-
Definitely Disagree	1	1	1

QUESTION 8***Please provide any comments here:***

- A large paper with little detail. Meanwhile no consultation on what is being placed in the park, how much it costs or the impact – which is where Council should place greater emphasis.
- Some categories of CLMP should be used to offset the loss of the urban forest in other parts of the Council area.
- The CLMP clearly describe how the City of Unley currently manages its community land. Tennis SA is pleased with current collaboration between ourselves and our affiliate tennis clubs regarding the management of community land. Tennis SA welcome ongoing partnerships to enhance their development for community benefit.

QUESTION 9***Do you have comments relating to a specific parcel of Community Land?***

Yes	(4)
No	(5)
Skipped	(8)

QUESTION 10

Please provide comments including the Community Land name:

- Morrie Harrell Playground is very well maintained and provided a great playground area for families with younger children.
- The old Le Cornu site is a perfect opportunity for the City of Unley to negotiate with the Government about opening up further green space. An oval at the eastern end of the site could be used as a second oval by the Goodwood Saints Football Club and the Goodwood Roos Cricket Club – who both are desperate for second ovals.
- Review of the maintenance category for: Goodwood Oval (tennis facilities) Millswood Lawn Tennis Club Unley Oval (tennis facilities)
- Please clear confusion as to who owns the land with SA Govt (SASMEE)

QUESTION 11

Do you have any other Community Land comments or feedback? Please provide comments including the Community Land name:

- Less money to be spent on 'public art' in community land areas. Public art should not occupy space that can be better used for vegetation and habitat.
- No, I am happy with Council's Management Plan.
- More control on playground especially at night at Soutar Park. Recently saw couple with dogs in playground training their dogs. When pointed out no dogs received nasty reply. They claim to clean up after but sure they do not clean all the playground equipment they have the dogs racing over.
- Good idea. We will need to develop (redevelop) our buildings in the next few years and assistance within the CLMP will help greatly.

5 CONCLUSION

In summary, the engagement demonstrated that the participants supported the CLMPs and no major changes are proposed. All comments provided as part of this engagement will be considered and those comments not related to Community Land passed onto relevant officers.



Community Land Management Plans

December 2020

Acknowledgement

We acknowledge our Community Land is part of the traditional lands for the Kaurna people and we respect their spiritual relationship with their country.

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



181 Unley Road Unley

South Australia 5061

PO Box 1 Unley, South Australia 5061

Telephone (08) 8372 5111

Email pobox1@unley.sa.gov.au

unley.sa.gov.au

Revision Date	Document Change	Status
14/12/2020	Final	For Endorsement
28/9/2020	Public Consultation	Draft
16/4/2020	Staff Review	Draft

Contents

Introduction	4
Executive Summary	5
Community Land Management Plan Categories	6
Community Plan Objectives	8
Council Plans, Policies and Procedures	9
Asset Management Plans	11
Community Land Management Principles	12
Maintenance Categories	14
Community Land Management Plan Format	15
Community Land Management Plans - Major Parks	16
Community Land Management Plans - Minor Parks	30
Community Land Management Plans - Major Sports and Recreation	50
Community Land Management Plans - Minor Sports and Recreation	56
Community Land Management Plans - Linear Parks	64
Community Land Management Plans - Community Facilities	74
Community Land Management Plans - Other Community Land	78
Community Land Management Plan Amendments	86
Appendices	88
Schedule of Community Land	

Introduction

Purpose of this document

The Council has a responsibility to current and future generations to care for and preserve all the land within its jurisdiction. Community land, which is provided to the local community for their use or which is leased or licensed to community organisations, is a vital part of this responsibility.

This document describes how the City of Unley (the Council) manages its community land.

What is community land?

Community land is defined in the *Local Government Act 1999* (the Act) as, *'All local government land (except roads) that is owned by a council or is under the council's care, control and management'*.

What are Community Land Management Plans?

To ensure the appropriate use and ongoing management by Local Governments, Community Land Management Plans (CLMP's) are required to describe the location, purpose and management of all the City's community land including parks, reserves, streetscapes, sport and recreation facilities and storm water management areas.

If the Council does not own the community land, ie. it is held by the Crown, it has been bequeathed to the Council, or is held in trust by the Council—it must ensure the plans describe who owns the land, what ownership provisions apply to it, and what if any provisions the owner requires.

Register of Community Land

In accordance with Section 207 of the Act the Council adopted its Community Land Register in August 2001. An extract of the current public Register is provided within Appendix 1.

Executive Summary

This document consists of general information regarding principles of management, relevant Council objectives, plans and strategies, and a suite of individual Community Land Management Plans.

Individual CLMP's are grouped into similar categories to assist with providing a hierarchy of management.

Document structure:



Community Land Management Plan Categories

Individual community land management plans are grouped under seven categories to provide a hierarchy of information. Plans grouped together under each category have similar purposes, objectives, management policies, performance targets and measures.

Categories have been established to reflect the role they play within the City of Unley, as well as acknowledge their physical form and capacity for use. Storm water management may occur in multiple categories.

Category 1—Major Parks

The parks in this category provide a range of active and passive recreational opportunities, are significant in size, and are well patronised by both the community of Unley and users living outside Unley. Major parks may provide a higher level of built and natural assets or specific facilities that sustain use by larger groups of people.

Category 2—Minor Parks

The parks in this category are community parks and playgrounds that provide opportunities for recreational activities. Minor parks are typically smaller in size than major parks and may also include site specific facilities for community groups or playgrounds catering for specific needs and age groups.

Category 3—Major Sport and Recreation

Major Sport and Recreation land facilitates multiple active and passive sporting and recreational activities occurring in parallel and includes a range of supporting services and facilities. Provision may also be made for spectators and the hosting of large scale community events. Existing facilities may also be supplemented with additional temporary infrastructure as required to meet community needs.

Major Sport and Recreation land is typically licensed by one or more community clubs at set times for the exclusive use of its members.

Attracting people from outside of the Council area requires appropriate supporting infrastructure.

Category 4 - Minor Sport and Recreation

Minor Sport and Recreation land facilitates a range of active and passive sporting activities. These lands typically provide facilities aligned to the specific needs of associated sports activities and may include assets that are shared or formally leased by local clubs and community groups.

Category 5 - Linear Parks

Community land within this category is typically narrow corridors connecting parks and open space with the City's off-road walking and cycling network. Linear Parks may also contribute to storm management.

Category 6 - Community Facilities

Community facilities are typically excluded from community land classification however a number of parcels exist within Community Centres or as distinct gardens that are community land. The CLMP's provide management information regarding open space and grounds and gardens. Management of built assets is undertaken separately by Council's Property Services.

Category 7 - Other Community Land

This land is not included elsewhere and is typically small pockets within the street network or land that performs a storm water management function. Some land parcels are accessible to the community for recreation and off-road walking and cycling connections and others may have restricted access due to the type of infrastructure provided or concerns with public safety.

(See Appendix 1 'Schedule of community land ownership, leases and licences'.)

What is not Community Land?

In accordance with the Act, Council is able to exclude land from classification as community land provided that the land is unaffected by provisions of a reservation, dedication, trust or other instrument that would prevent or restrict its alienation and it follows the relevant steps set out in the consultation policy.

Council is also able to exclude new land acquired from community land classification if it resolves to exclude the parcel(s) before it becomes local government land. A schedule of excluded land is maintained by Council.

Examples of Council owned land that is excluded from community land classification includes: Unley Civic Centre, Council Depot, Katherine Street Reserve, the Village Green and the various Community Centres.

What about Roads?

Roads are not Community Land except:

- Land that formed a road or part of a road that is vested to a council after the closure of the road under the *Roads (Opening and Closing) Act 1991* is taken to have been classified as community land unless the council resolves before, or at the time of, the making of the relevant road process order under that Act that it is to be excluded from classification as community land.
- When a piece of land is dedicated as a road but is not being used as a road.

Community Plan 2033

The Community Plan identifies the priorities for the City in the next 20 years. It was developed with the local community to highlight the inspirational and innovative differences that can be brought to the City of Unley.

The long term vision for the City of Unley is:

"Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership."

The vision is achieved through four key goals, with three of these directly relevant to the Community Land Management Plans and supported by a range of strategic objectives and outcomes. The following extracts from the Plan highlight the importance of community land and its appropriate management:



Community Living

Goal

People value our City with its enviable lifestyle, activities, facilities and services.

Objective 1.1

Our Community is active, healthy and feels safe.

Objective 1.3

Our City meets the needs of all generations.

Objective 1.5

Our City is connected and accessible.



Civic Leadership

Goal

Council will listen to the community and make transparent decisions for the long term benefit of the City.

Objective 4.1

We have strong leadership and governance.

Objective 4.2

Council provides best value services to the community.



Environmental Stewardship

Goal:

We will maintain and enhance our urban environment, and strengthen our City's resilience to climate change by providing leadership to our Community.

Objective 2.1

Unley's urban forest is maintained and improved.

Objective 2.2

Excellence in waste management is achieved through avoidance, re-use and diversion.

Objective 2.3

The energy efficiency of the City is increased and our carbon footprint reduced.

Objective 2.4

Efficient, effective & sustainable water management is ensured.

Objective 2.5

The City's resilience to climate change is increased.

Council Plans and Strategies

Plans and Strategies

The CLMP's have been developed to appropriately reflect a range of Council strategies, policy and other technical requirements associated with the management of community land.

Long Term Financial Plan

- Aids financial decision making to ensure Council remains financially sustainable and supports delivery of the Community Plan.

Annual Business Plan and Budget

- Identifies services and activities to be undertaken by Council in a single financial year.

Sport and Recreation Plan

- Identifies Council's role in providing, promoting, encouraging, supporting and facilitating sport and recreation opportunities within the City.

Animal Management Plan

- Provides Council's management responsibilities according to the *Dog and Cat Management Act 1995*.
- Defines on-leash, off-leash and prohibited locations within parks and reserves.

Asset Management Plans

- Provides management plans for each asset class and cyclical maintenance programs.

Open Space Strategy

- Provides strategic direction for the development and maintenance of open space assets.

Integrated Transport Strategy

- Provides strategic direction for movement across the City.

Tree Strategy

- Provides strategic direction for tree management and initiatives to achieve canopy targets.

Active Ageing Strategy

- Provides guidance for the promotion of Active Ageing to ensure the changing needs of our community throughout their lifetime.

Economic Development Growth Strategy

- Provides guidance for economic support and business development.

Disability Access and Inclusion Plan

- Provides guidance for inclusive access across Council's built assets.

Living Well Public Health Plan

- Ensures Council is prepared to address emerging health issues and trends in the community.

Digital Unleash

- Provides for the strategic use of digital technologies to improve the delivery of Council services.

Council Policies and Procedures

Policies

Relevant Council policies are provided in the list below. Applicability is in accordance with the individual purpose and management requirements of each Community Land.

- Asset Management Policy
- Commercial Fitness Training on Community Land Policy
- Community Engagement and Consultation Policy
- Encroachment Policy
- Environmental Policy
- Flag Management Policy
- Memorials Policy
- Mobile Food Vendor Location Rules Policy
- Property Management Policy
- Graffiti Removal Policy
- Public Arts Policy
- Sport and Recreation Policy
- Tree Policy

Council By-Laws

Council has multiple By-Laws implemented under Chapter 11, Part 4 and Chapter 12, Part 1 of the Act. The Council's By-Laws may regulate the use of Land and the activities that may be carried out on the Land.

By-laws relevant to the management of Community Land include:

- By-law No 1 - Permits and Penalties
- By-law No 2 - Roads
- By-law No 3 - Local Government Land
- By-law No 5 - Dogs

Procedures

Council's suite of Standard Operating Procedures provide guidelines for the safe undertaking of individual management and maintenance activities.

Asbestos

Asbestos containing material exists within multiple buildings on Community Land. Council maintains an Asbestos Register in accordance with it's Asbestos Management Plan.

City of Unley Development Plan/Planning and Design Code

The City of Unley Development Plan sets out planning policies for the control of development within the Council area.

Community Land contains multiple Significant and Regulated trees, and trees contained within the Significant Tree List Table Un/9 of the Development Plan.

The Development Plan will be phased out when the State Government's Planning and Design Code comes into effect.

The extent of relevant information within the Planning and Design Code to Community Land is yet to be determined.

Asset Management Plans

Documentation

Council maintains a suite of four Asset Management Plans that define the strategic management of all asset classes. Each plan defines the appropriate technical level of service and explores the community's level of service expectations which are monitored via community surveys.

The objective of the Asset Management Plans is to provide the desired level of service in the most cost effective manner for present and future generations.

The content of the Asset Management Plans is not duplicated within the CLMP, instead the combined key performance targets and measures are included within each Plan as relevant to the purpose of the land.

Asset Management Classes

1. Asset Management Plan - Building
2. Asset Management Plan - Open Space
3. Asset Management Plan - Stormwater
4. Asset Management Plan - Transport

Asset Condition

Open space asset condition is measured using a 1-5 rating system where condition rating 1 relates to assets in very good condition and rating 5 relates to assets in very poor condition.

Performance

Council monitors its performance via customer surveys. In addition Council invites comments via its website, social media, phone, post and in person at the Council offices.

Council records interactions through its Customer Service System and reports regularly to the Council and Executive Management Team on performance. This includes both complaints and compliments from the community.

Rating	Condition	Description	Action
1	Very Good	A new or near new asset with no visible signs of deterioration	No action required
2	Good	Early stages of minor deterioration causing no serviceability problems.	Minor defect only, no action required
3	Fair	Some obvious deterioration evident. Serviceability may be impaired slightly.	Maintenance required to return to accepted level of service
4	Poor	Severe deterioration evident, starting to limit the serviceability of the asset.	Consider renewal
5	Very Poor	Serviceability problems needing immediate rehabilitation. Possible risk to remain in service.	Replace/Dispose

Asset Condition Rating Table

Community Land Management Principles

The following management principles have been developed to inform the management of community land, balancing the community's expectations with the Council's strategic directions, management responsibilities and available resources.

Access

- Provide safe access for the community to use, explore and participate.
- Balance the needs of formal and informal recreation recognising community expectations.
- Incorporate age-friendly design and planning to remove barriers to movement.
- Provide appropriate facilities for community events and activities.
- Control access where required to maintain the quality of space and experiences.

Sustainable Use

- Recognizes a hierarchy of open space tailored to their individual purpose.
- Provide resources to maintain condition and function.
- Provide a range of sport and recreation opportunities aligned to the size and availability of built and natural resources.
- Invest in quality assets.
- Monitor asset conditions and frequency of use.
- Conserve local built and natural heritage and integrate heritage values within new developments and upgrades.
- Provide temporary facilities when required to facilitate major events.
- Manage storm water as an asset.
- Improve biodiversity and increase canopy cover.

Community Wellbeing

- Provide safe, attractive and inclusive settings with a range of opportunities for all ages and abilities of our community to enjoy.
- Create a sense of place through enjoyable experiences.
- Provide space for play and exploration, formal and informal settings, as well as through casual or organised activities
- Incorporate art within the public realm and celebrate cultural heritage and community values.
- Instill an appreciation of natural values and provide enjoyable experiences through interaction with nature.
- Engage with local communities to encourage participation and foster a sense of communal ownership.
- Provide opportunities to support community health and wellbeing.
- Engage with local sporting or community groups to encourage utilisation and build a sense of community

Inclusiveness

- Offer options for all ages and abilities.
- Multi-function to allow concurrent use by different activities by different groups.
- Allow flexible and seasonal use for events.
- Allow one-off and regular use for sport and recreation.
- Increase capacity to cater for growth in junior and female sport.
- Balance of temporary and permanent infrastructure provision usage.
- Improve disabled accessibility and increase age friendly initiatives.

Function

- Define a clear purpose for each community land.
- Recognise an appropriate asset and service level in response to its purpose.
- Provide clear behavioural expectations for land use and appreciation.
- Provide quality facilities to appropriate state, national and local requirements.
- Provide appropriate supporting services including parking, waste management and traffic controls.
- Monitor impacts of use on amenity.
- Utilise smart technology to gather data on usage.
- Provide storm water reuse where possible.

Opportunities

- Develop relationships with complementary third parties.
- Provide appropriate leasing and licensing options based on site specific facilities and individual organisations requirements.
- Explore co-locating complementary services to improve access for the community.
- Explore external funding and resource partnerships to extend Council's current capacity.
- Explore options for education and interpretation to share knowledge with the community.
- Consider a strategic approach to planning and management that considers current and future needs.

Maintenance Categories

Maintenance categories are assigned to community land in accordance with the Property and Open Space and Sports Recreation Maintenance Schedules.

Community land is assigned to one of four maintenance groups corresponding to the intervention activities, frequency of attendance and community exposure and expectations for the site.

Major maintenance works relating to irrigation, pump and aquifer infrastructure, plumbing, electrical, traffic management, tree maintenance and sports turf/surfaces and other services may be contracted out to third parties in order to utilise specialist equipment and resources.

The four groupings allow for strategic planning across the City's open space assets and effective use of available staff and machinery resources.

The diverse range of assets existing on community land may result in multiple groups being assigned for separate areas within each land parcel. This is noted within the CLMP's with a reference to the individual elements.

Emergency attendance is facilitated in response to any community safety, health or asset quality issues based on the level of risk. Requests are tracked through Council's customer service system and depot work order system.

Mowing categories 1,2 and 3 refer to the accuracy and consistency of turf height and coverage required to facilitate community use and meet sporting association requirements.

Group A - High Profile Sites:

- Category 1 and Category 2 Mowing
- Cricket Wickets and Sports Turf Curation
- Reserves Maintenance
- Biodiversity Maintenance
- Water Sensitive Urban Design Maintenance
- Garden Maintenance
- Irrigation Control and Minor Maintenance
- Pest Plant and Animal Control
- Playground Safety Inspection
- Minor Tree Maintenance,

- Line marking
- Graffiti Removal
- Property and Facility Maintenance

Group B - High/Medium Profile Sites:

- Category 2 Mowing
- Reserves Maintenance
- Biodiversity Maintenance
- Water Sensitive Urban Design Maintenance
- Garden Maintenance
- Irrigation Control and Minor Maintenance
- Pest Plant and Animal Control
- Playground Safety Inspection
- Minor Tree Maintenance
- Line marking
- Graffiti Removal
- Property and Facility Maintenance

Group C Medium Profile Sites:

- Category 3 Mowing
- Reserves Maintenance
- Garden Maintenance
- Irrigation Control and Minor Maintenance
- Pest Plant and Animal Control
- Minor Tree Maintenance
- Graffiti Removal

Group D Low Profile Sites:

- Category 3 Mowing
- Pest Plant and Animal Control
- Rubbish Removal
- Graffiti Removal

Community Land Management Plan Format

Each parcel of community land has been reviewed, categorised and an individual Management Plan developed. Each Plan has been presented in a consistent form, based on the requirements of Division 4, Section 196 (3) of the Act which states:

A management plan must:

- (a) identify the land to which it applies; and*
- (b) state the purpose for which the land is held by the council; and*
- (c) state the council's objectives, policies (if any) and proposals for the management of the land; and*
- (d) state performance targets and how the council proposes to measure its performance against its objectives and performance targets.*

In addition to the requirements of the Act above, the City of Unley has included site specific information relating to each piece of community land.

Community Land Management Plans are individual plans that allow for amendments to be made without requiring the whole suite of documents to be reviewed.

The following summary provides an overview of the structure and supporting information contained within each plan.

Purpose

The purpose describes the primary function of the land.

Description

The description provides details regarding the physical site and its features.

Facilities/Assets

Identifies existing built form and infrastructure assets located on the site.

Landscape Character

Describes the open space and landscape character of the site (if applicable).

Maintenance Categories

Defines the maintenance category according to the City of Unley asset maintenance standards.

Lease Details

Provides details of existing lease and license holders relevant to facilities/assets of the community land.

Bookable Assets

Identifies individual site assets that are able to be booked by the community.

Suitability for Events

Identifies the scale of events suitable for each community land aligned to the City of Unley Events Toolkit.

Performance Targets

Performance targets and measures are aligned to the suite of Asset Management Plans.

Category 1 - Major Parks





- 1.1** Forestville Reserve
- 1.2** Orphanage Park
- 1.3** Heywood Park
- 1.4** Ridge Park
- 1.5** Soutar Park
- 1.6** Soldiers Memorial Gardens

Category 1 - Major Parks

1.1 Forestville Reserve, Swimming Centre and Skate Park CLMP

Size	11,592 m ²
Address	Ethel Street, Forestville.
Purpose	Recreation and storm water management
Description	<p>The reserve is bisected by Brownhill Creek and provides opportunities for recreation while also fulfilling its role for storm water management.</p> <p>The reserve offers a range of recreational facilities including children's playground, skating/scooter area, open space for casual ball games, a sheltered BBQ, and a basketball/netball area.</p> <p>The open play areas of the park, south of the corner car park, can be used to exercise dogs off-leash in accordance with the Animal Management Plan.</p> <p>A unisex public toilet is open during daylight hours.</p> <p>The Unley Swimming Centre is located within Forestville Reserve at 1 Nicholls Street. The Swimming Centre is managed as a community facility by Council and operates on a commercial basis with entry fees.</p> <p>A kiosk is accessible from inside and outside the venue and a club owned clubhouse is provided for swimming clubs. The centre provides a range of 'learn to swim' programs for the community.</p> <p>Artworks include 'Poolside', 'Elemental' and an inlaid mosaic seating bench.</p> <p>The Mike Turtur Bikeway and Marino Rocks Greenway provide cycling connections on the southern and eastern boundaries of the site.</p>
Facilities/Assets	Playgrounds, shade structures, artworks, bbq/picnic facilities, skate park, basketball/netball half court, public toilet (adjacent Swimming Centre).
Landscape Character	Mixed open space with irrigated turf, canopy trees and under storey garden beds. Irrigated lawns are provided around the swimming pool.
Maintenance Category	Group B - Reserve, Gardens and Creek. The Swimming Centre is maintained in accordance with Property Services requirements.
Lease Details	Unley Amateur Swimming Club Inc. (lanes)
Bookable Assets	Swimming lanes are bookable via the swim centre website.
Sustainability for events	<1,000 people suitable for medium scale events.

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
	Average condition of building assets	≤ 3
	Average condition of bridge assets	≤ 3

*Category 1 - Major Parks***1.1 Forestville Reserve, Swimming Centre and Skate Park CLMP**


Performance Targets	Performance Measures	KPI
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 1 - Major Parks

1.2 Orphanage Park CLMP

Size	36,169 m ²
Address	181a Goodwood Road, Millswood.
Purpose	Sport, Recreation and Storm water
Description	Orphanage Park is an area of land previously forming part of the Goodwood Orphanage. It was retained for community use when the land was acquired by Council in 1999-2000.
	The park offers a range of recreational opportunities including an oval, playing fields, tennis court, a BBQ and picnic area, pétanque rink and open spaces for unstructured games. There are also public toilets which are open during daylight hours.
	The park can be used to exercise dogs off-leash except when organised sporting activities are being conducted.
	The eastern section of the park is bisected by Brownhill Creek.
	'Mosaic Birds' and 'Gates' are two artworks within the open space.
Facilities/Assets	Playground, shade structures, artworks, bbq/picnic facilities, pétanque rink, public toilet, basketball half court, bridge, fruit tree orchard, managed aquifer water supply and pump infrastructure.
Landscape Character	Mix of turfed open spaces with perimeter trees bisected with a central exotic tree lined creekline.
Maintenance Category	Group A - Open Space Group B - Biodiversity/WSUD
Lease Details	Nil
Bookable Assets	Oval, playing field, tennis court, southern open space
Sustainability for events	>1,000 people suitable for large scale events.

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
	Average condition of building assets	≤ 3
	Average condition of bridge assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance

*Category 1 - Major Parks***1.2 Orphanage Park CLMP**

Performance Targets	Performance Measures	KPI
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

*Category 1 - Major Parks***1.3 Heywood Park CLMP**

Size	31,045 m ²
Address	43-59 Northgate Street, Unley Park.
Purpose	Recreation, Remnant vegetation, Biodiversity and Pedestrian/Cycle Corridor
Description	<p>Heywood Park is used primarily for passive recreation and provides opportunities for picnics, family event gatherings, children's play, non-competitive ball games and dog walking.</p> <p>Open play areas of the park (western sector) may be used to exercise dogs off-leash in accordance with the Animal Management Plan.</p> <p>Public toilets are accessible during daylight hours.</p> <p>'Echo', 'Future Child' and multiple mosaic benches provide artworks within the Park.</p> <p>A mini-ninja obstacle course provides a play experience for older children integrated within the existing bbq and play area.</p> <p>The Shelter Tree at Heywood Park is a recorded site with State Government's Register of Aboriginal Sites and Objects. It will be managed and protected in a way that recognises its cultural significance to the Kaurna Community under the Aboriginal Heritage Act.</p> <p>Smart technologies integrated within the park provide Council with ongoing monitoring of park usage, parking availability, energy and water consumption, electric vehicle charging and digital kiosks display of community information.</p> <p>The Heywood Park Managed Aquifer Recharge (MAR) system harvests water from Brownhill Creek during winter, improves water quality through filtration and injects the water underground for future recovery to supply irrigation water to Heywood Park, Soutar Park and Orphanage Park.</p>
Facilities/Assets	Mini-ninja obstacle course, memorials, artworks, public toilets, digital kiosks, carpark, bridge, lighting, smart technology monitoring, electric vehicle dual charging station, aquifer water filtration and associated infrastructure.
Landscape Character	Greybox woodland with turf open space and playspaces.

**Technical Level of Service**

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
	Average condition of building assets	≤ 3
	Average condition of bridge assets	≤ 3

*Category 1 - Major Parks***1.3 Heywood Park CLMP**

Performance Targets	Performance Measures	KPI
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 1 - Major Parks

1.4 Ridge Park CLMP

Size	50,820 m ²
Address	1 Barr Smith Avenue, Myrtle Bank
Purpose	Sport, Recreation and Storm water
Description	<p>The park incorporates a range of recreational facilities for community use, including a football/cricket oval, tennis courts, a skate ramp/bowl, children's playgrounds, pétanque rink, shelter sheds and BBQ areas.</p> <p>Public toilet facilities located centrally within the park are open during daylight hours.</p> <p>A heritage listed World War One memorial obelisk and plinth contains multiple honour roll plaques and is located on the corner of Glen Osmond Road and Barr Smith Avenue.</p> <p>The 'Kumangka' mural is on the southern wall of the shelter.</p> <p>The Scout Hall located at 1 Barr Smith Avenue, is situated on 651m² of land adjacent to Ridge Park. The Scouts Australia (SA Branch) leases the area where the Scout Hall is situated at 1 Barr Smith Avenue on behalf of the Glen Osmond Scouts. The maintenance and operation of the building are in accordance with the lease agreement.</p> <p>The oval area may be used to exercise dogs off-leash except when organised sporting activities are being conducted.</p> <p>The reserve is bisected by Glen Osmond Creek, which is tree lined, and provides walking, bird watching, water play and biodiversity.</p> <p>The Ridge Park Managed Aquifer Recharge (MAR) system harvests water from Glen Osmond Creek during winter, improves water quality through filtration and injects the water underground for future recovery to supply irrigation water to Fraser Reserve, Ferguson Avenue Reserve, Ridge Park, Scammell Reserve, Fullarton Park, Fern Avenue Reserve, Windsor Street Linear Park, Henry Codd Reserve and Unley Oval.</p>
Facilities/Assets	Fitness equipment, memorials, artworks, public toilets, play equipment, shelter, carpark, skate bowl, lighting, aquifer water storage and infrastructure
Landscape Character	Riparian corridor with mixed mature canopy trees and open turf oval space.
Maintenance Category	Group B
	Maintenance and operation of the Scout Hall are in accordance with the terms and conditions of the lease.
Lease Details	Scouts Australia [SA Branch] Incorporated
Bookable Assets	Open space, tennis courts, Scout Hall (through Glen Osmond Scout Group)
Sustainability for events	>1,000 people suitable for large scale events.



*Category 1 - Major Parks***1.4 Ridge Park CLMP****Technical Level of Service**

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
	Average condition of building assets	≤ 3
	Average condition of bridge assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 1 - Major Parks

1.5 Soutar Park CLMP

Size	12,640 m ²
Address	Albert Street and 2A & 2B Hardy Street, Goodwood.
Purpose	Sport, Recreation
Description	<p>The park offers an enclosed children's playground, a sheltered BBQ area, grassed open space for ball games, one-on-one basketball backboard and fitness equipment.</p> <p>A community garden and fruit tree orchard in the north west corner of the park is maintained by local residents.</p> <p>Public toilets are accessible during daylight hours.</p> <p>The open play area of the park and south of the east/west path may be used to exercise dogs in accordance with the Animal Management Plan.</p> <p>Section 528 (central section of the Park) is contained in Crown Record Volume 5754 Folio 551, and is owned by the Crown. The Land is under the care, control and management of the City of Unley. The Land has been dedicated for 'recreation purposes' pursuant to the <i>Crown Lands Act 1929</i>. The dedication was gazetted on 24 August 1939.</p>
Facilities/Assets	Junior playground, basketball half court, artworks, shelter, public toilets
Landscape Character	Park with mixed exotic canopy trees and irrigated open turf spaces.
Maintenance Category	Group B
	The community garden is maintained by local residents.
Lease Details	Nil
Bookable Assets	Southern playing field
Sustainability for events	< 1,000 people suitable for medium scale events.

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

*Category 1 - Major Parks***1.5 Soutar Park CLMP**

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 1 - Major Parks

1.6 Soldiers Memorial Gardens CLMP

Size	8,189 m ²
Address	Unley Road, Unley.
Purpose	Memorial Garden and Recreation
Description	<p>The Soldiers Memorial Gardens is an area of land set aside by the Council as a community memorial area in recognition of the service given by the men and women of the City of Unley who served in the two World Wars, and in other armed conflicts.</p> <p>The area provides passive recreation and contemplation spaces incorporating landscaped gardens, shady tree areas, grassed open space, a rotunda shelter area, and public toilets which are open during daylight hours.</p> <p>In addition to the recreation area, the Gardens are a popular venue for weddings and community events including Anzac Day services, Christmas carols, music concerts, outdoor cinemas and a variety of themed events and festivals.</p> <p>Multiple heritage items exist within the gardens.</p>
Facilities/Assets	Rotunda, public toilets, multiple memorials, heritage archway, war related memorabilia, flagpole
Landscape Character	Urban park with native and exotic canopy trees with central rotunda and memorials.
Maintenance Category	Group A
Lease Details	Nil
Bookable Assets	Rotunda, Open space
Sustainability for events	> 1,000 people suitable for large scale events.

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

*Category 1 - Major Parks***1.6 Soldiers Memorial Gardens CLMP**

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 2 - Minor Parks






- | | | |
|---------------------------------|---|--|
| 2.1 Albert Street Corner | 2.7 Henry Codd Reserve | 2.13 North Unley Play Park |
| 2.2 Dora Gild Play Park | 2.8 Howard Florey Reserve | 2.14 Palmer Avenue Reserve |
| 2.3 Everard Park Reserve | 2.9 Kings Park Reserve | 2.15 Princess Margaret Playground |
| 2.4 Fern Avenue Reserve | 2.10 Leicester Street Playground | 2.16 Wayville Reserve |
| 2.5 Fraser Reserve | 2.11 McLeay Park | |
| 2.6 Hackett Reserve | 2.12 Morrie Harrell Playground | |

Category 2 - Minor Parks

2.1 Albert Street Corner CLMP

Size	384 m ²
Address	21 Railway Terrace (Corner of Albert Street and Railway Terrace South), Goodwood.
Purpose	Recreation
Description	<p>This is a small park area opposite the tram station with perimeter footpaths and a picnic setting.</p> <p>Established canopy trees and a mixed understorey provide a natural setting for users to appreciate the outdoor amenity and biodiversity.</p>
	
Facilities/Assets	Park furniture
Landscape Character	Small community park with canopy trees and a mixed understorey in mulched beds
Maintenance Category	Group D
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil


Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

*Category 2 - Minor Parks***2.2 Dora Gild Play Park CLMP**

Size	2,228 m ²
Address	Allotment 154 Churchill Avenue, Clarence Park.
Purpose	Playground, Recreation
Description	This Park provides a junior playspace.
	The park is fully fenced and incorporates a playground, grassed open space and public toilets which are open during daylight hours.
	Access is provided via gates on James Street and Churchill Avenue.
Facilities/Assets	Park furniture, play equipment, toilet, sandpit, shade structure.
Landscape Character	Small community park with canopy trees and irrigated turf areas.
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
	Compliance standards are met	Annual playground inspection
5. Safety	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 2 - Minor Parks

2.3 Everard Park Reserve CLMP

Size	2,040 m ²
Address	Allotment 108 Africaine Avenue, Everard Park.
Purpose	Playground, Recreation
Description	The reserve includes an open turf area with perimeter planting beds and a fenced playground with shelter, seating and a bbq. Public toilets are open during daylight hours.
	
Facilities/Assets	Park furniture, play equipment, artworks, public toilet.
Landscape Character	Small community park with canopy trees and a mixed understorey in mulched beds.
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 2 - Minor Parks

2.4 Fern Avenue Reserve CLMP

Size	2,100 m ²
Address	12 Fern Avenue, Fullarton
Purpose	Playground, Recreation
Description	<p>The reserve is a popular local destination and provides a connection from Fern Avenue through to the Windsor Street Linear Park. The reserve is fully fenced and offers a small playground, picnic setting and irrigated turf space.</p> <p>A community art weaving wall on the southern boundary fence provides opportunities for an ephemeral art canvas.</p> <p>A mosaic art clad drinking fountain is provided for public use.</p>
Facilities/Assets	Park furniture, artworks, play equipment, paved path network
Landscape Character	Small community park with mixed canopy trees, mixed understorey in mulched beds and open turf space.
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil



Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual playground inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 2 - Minor Parks

2.5 Fraser Reserve CLMP

Size	4,700 m ²
Address	Allotment 57 Riverdale Road, Myrtle Bank
Purpose	Playground, Recreation
Description	The reserve includes play equipment, shelter and grassed open space in a fully fenced environment.
	The open play area of the reserve may be used to exercise dogs off-leash in accordance with the Animal Management Plan.
Facilities/Assets	Park furniture, shelter, play equipment.
Landscape Character	Park with canopy trees, mixed understorey in mulched beds and open grassed space.
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	<100 people suitable for small events.


Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual playground inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

*Category 2 - Minor Parks***2.6 Hackett Reserve CLMP**

Size	1,274 m ²
Address	55 Kenilworth Road, Parkside
Purpose	Recreation
Description	The reserve includes seating and picnic facilities surrounded by grassed open space and canopy trees in mulched planting beds. Lighting is provided for the central pathway.
	
Facilities/Assets	Park furniture
Landscape Character	Small community park with canopy trees, mixed understorey in mulched beds and open grassed space.
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	<100 people suitable for small events.

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 2 - Minor Parks

2.7 Henry Codd Reserve CLMP

Size	3,447 m ²
Address	2 Maud Street, Parkside. (Also accessible from Windsor Street and Fuller Street)
Purpose	Playground, Recreation
Description	<p>The reserve was expanded through the undergrounding of the Glen Osmond Creek in culverts and then covered with grassing and landscaping.</p> <p>The reserve is partially fenced, and incorporates play equipment and open grassed areas. A BBQ with sheltered area provides amenity at the northern end of the reserve.</p> <p>The reserve is connected at the northern and southern ends to the Windsor Street Linear Park and provides a rest node at the approximate halfway point.</p> <p>Former culvert headwall signs are retained on site as heritage items and markers of former road connections.</p> <p>The artwork 'This Time Another Year' is within the open space.</p>
Facilities/Assets	Park furniture, shelter, artworks, play equipment, public toilet, heritage headwalls.
Landscape Character	Park with canopy trees, mixed understorey in mulched beds and open grassed space.
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	<100 people suitable for small events.



Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 2 - Minor Parks

2.8 Howard Florey Reserve CLMP

Size	8,700 m ²
Address	269 Fullarton Road, Parkside
Purpose	Recreation
Description	<p>Howard Florey Reserve is owned by the Crown ('the Owner') and has been dedicated to the care, control and management of the City of Unley.</p> <p>Section 668 is dedicated for 'corporation' purposes and Section 649 'children's playground and public gardens' under the Crown Lands Act 1929.</p> <p>The Broughton Arts Society occupies the former tram barn building and utilise it for an arts studio. The 'Emerging Art Walls' mural exists on the building wall.</p> <p>A portion of the land is comprised of an open grassed area lined with large trees providing opportunities for casual and passive recreation. The remaining portion of the land comprises a playground with a sand pit, basketball backboard and mini court, and a bocce bowls rink. An arbour within the eastern section of the reserve provides shade and is adjacent to a memorial to Howard Florey.</p> <p>Public toilets are open during daylight hours.</p> <p>The open play area of the reserve may be used to exercise dogs off-leash in accordance with the Animal Management Plan.</p>
Facilities/Assets	Park furniture, play equipment, shelter, artworks/memorabilia, arbour, public toilet, car park
Landscape Character	Park with canopy trees, mixed understorey in mulched beds and open grassed space.
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	<1,000 people suitable for medium scale events.

Technical Level of Service


Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

2.8 Howard Florey Reserve CLMP

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

*Category 2 - Minor Parks***2.9 Kings Park Reserve CLMP**

Size	1,922 m ²
Address	Lot 1 Jellicoe Avenue, Kings Park
Purpose	Recreation
Description	The reserve provides a parkland environment adjacent to the rail corridor. A pedestrian crossing provides access across the rail line. Existing trees provide for shade for users and a native understorey has been planted to improve biodiversity.
	
Facilities/Assets	Park furniture
Landscape Character	Former rail corridor with biodiversity planting beds
Maintenance Category	Group D
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

*Category 2 - Minor Parks***2.10 Leicester Street Playground CLMP**

Size	2,942 m ²
Address	151-153 Leicester Street, Parkside
Purpose	Playground, Recreation
Description	The park is fully fenced and incorporates a playground, grassed open space and picnic settings. Access is provided via gates on Leicester Street and the Glen Osmond Creek Linear Trail.
	
Facilities/Assets	Park furniture, play equipment
Landscape Character	Park with canopy trees, perimeter planting beds and open grassed space.
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	<100 people suitable for small events.

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual playground inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 2 - Minor Parks

2.11 McLeay Park CLMP

Size	3,528 m ²
Address	13 George Street, Parkside
Purpose	Playground, Recreation
Description	<p>The park is fully fenced including an internal fence to the playground and incorporates grassed open space and picnic settings.</p> <p>Access is provided via gates on George Street and Jaffrey Street.</p> <p>The open play area of the reserve may be used to exercise dogs off-leash in accordance with the Animal Management Plan.</p>
Facilities/Assets	Park furniture, shade structures, play equipment
Landscape Character	Small community park with canopy trees, perimeter planting beds and open grassed space.
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil



Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual playground inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 2 - Minor Parks

2.12 Morrie Harrell Playground CLMP

Size	2,234 m ²
Address	Allotment 114 Ramage Street, Unley
Purpose	Playground, Recreation
Description	The park is fully fenced and incorporates a playground, grassed open space and picnic settings.



Access is provided via gates on Ash Avenue and Ramage Street.

A fruit tree orchard is provided for community use and benefit.

Facilities/Assets	Park furniture, play equipment, sandpit, shade shelters
Landscape Character	Small community park with canopy trees, perimeter planting beds and open grassed space.
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual playground inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 2 - Minor Parks

2.13 North Unley Play Park CLMP

Size	4,552 m ²
Address	237 Young Street, Unley
Purpose	Playground, Recreation
Description	<p>The park is partially fenced and incorporates a playground, basketball shooting area, grassed open space and picnic settings.</p> <p>A public toilet is open during daylight hours.</p> <p>The open area of the park may be used to exercise dogs off-leash in accordance with the Animal Management Plan.</p> <p>The park is bisected by the Parklands Creek storm water connection which is fenced for public safety and a footbridge provides access to the north-western section for maintenance.</p>
	
Facilities/Assets	Park furniture, play equipment, bridge
Landscape Character	Park with canopy trees, perimeter planting beds and open grassed space adjacent the creek corridor.
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
	Average condition of building assets	≤ 3
	Average condition of bridge assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

*Category 2 - Minor Parks***2.14 Palmer Avenue Reserve CLMP**

Size	2,942 m ²
Address	Allotment 36 Palmer Avenue, Myrtle Bank
Purpose	Playground, Recreation
Description	The Reserve is part of the Glen Osmond Creek corridor adjacent to Palmer Avenue from Braeside Avenue through to Scammell Reserve. A section of the walking trail includes a boardwalk on the creek bank to protect the adjacent indigenous planting beds.
	
Facilities/Assets	Boardwalk, park furniture
Landscape Character	Park with canopy trees, perimeter planting beds and open grassed space.
Maintenance Category	Group D
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service


Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
	Average condition of bridge assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual playground inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 2 - Minor Parks

2.15 Princess Margaret CLMP

Size	1,734 m ²
Address	7a Byron Road, Black Forest
Purpose	Playground, Recreation
Description	The playground is fully fenced and offers play equipment and small grassed play space. A painted artwork is within the playground. Public toilets are accessible during daylight hours.
	
Facilities/Assets	Park furniture, play equipment, artworks, public toilet, arbour
Landscape Character	Small community park with canopy trees, planting beds and open grassed space.
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 2 - Minor Parks

2.16 Wayville Reserve/Le Hunte Reserve CLMP

Size	3,344 m ²
Address	48 Le Hunte Street, Wayville
Purpose	Playground, Recreation
Description	Wayville Reserve is a medium sized, fully fenced, children's playground and BBQ area.



The reserve offers a range of recreational opportunities including a playground and grassed areas for ball games.

The open play area of the park may be used to exercise dogs off-leash in accordance with the Animal Management Plan.

The reserve is bisected by Glen Osmond Creek, which is fenced off for safety.

A footbridge provides access across the creek to the Young Street path connection.

A mosaic serpent drinking fountain is adjacent to the playground.

Facilities/Assets	Park furniture, play equipment, artworks, bridge
Landscape Character	Park with canopy trees, planting beds and open grassed space.
Maintenance Category	Group B Reserve
	Group C Gardens
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service

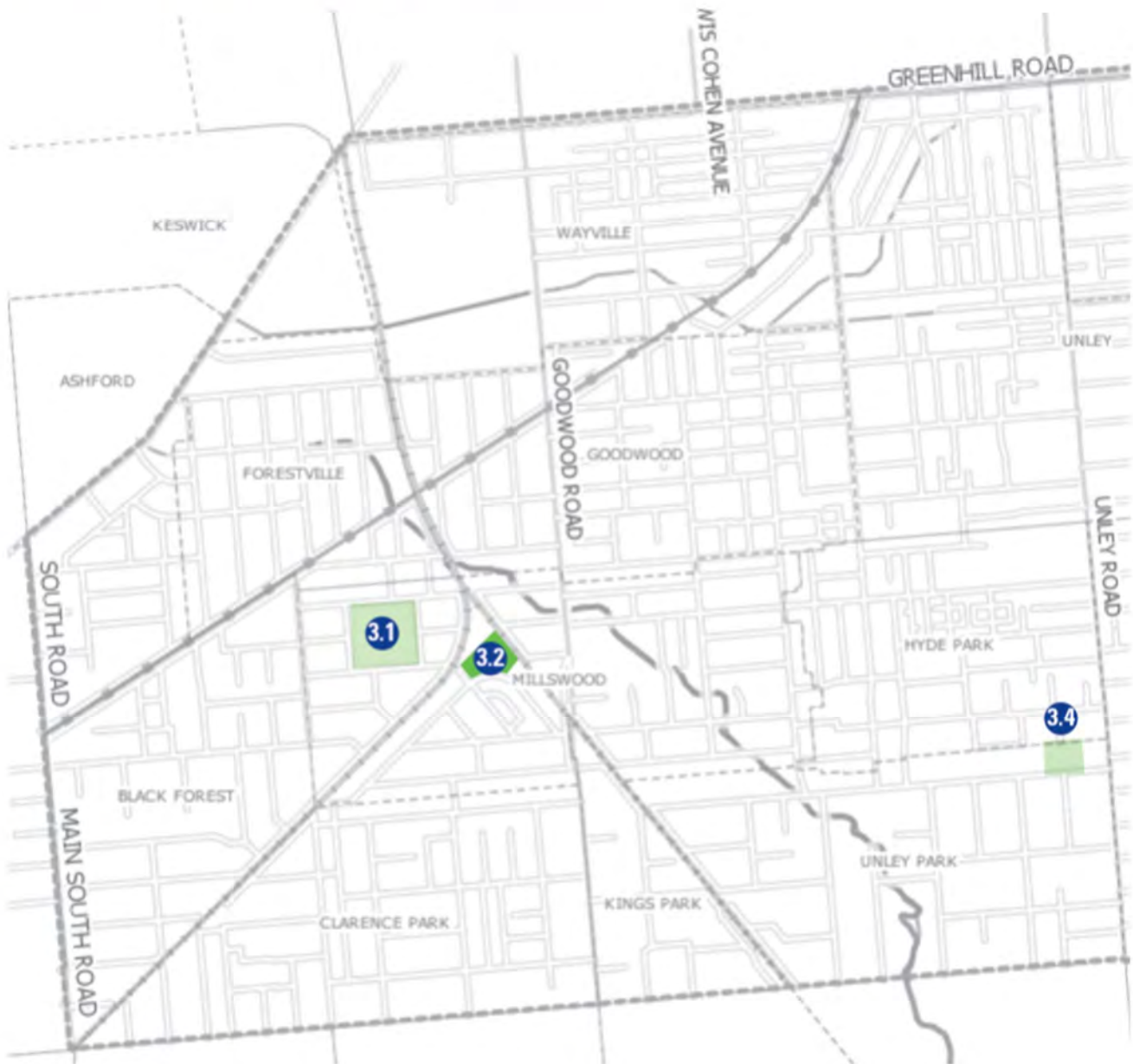
Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
	Average condition of bridge assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection

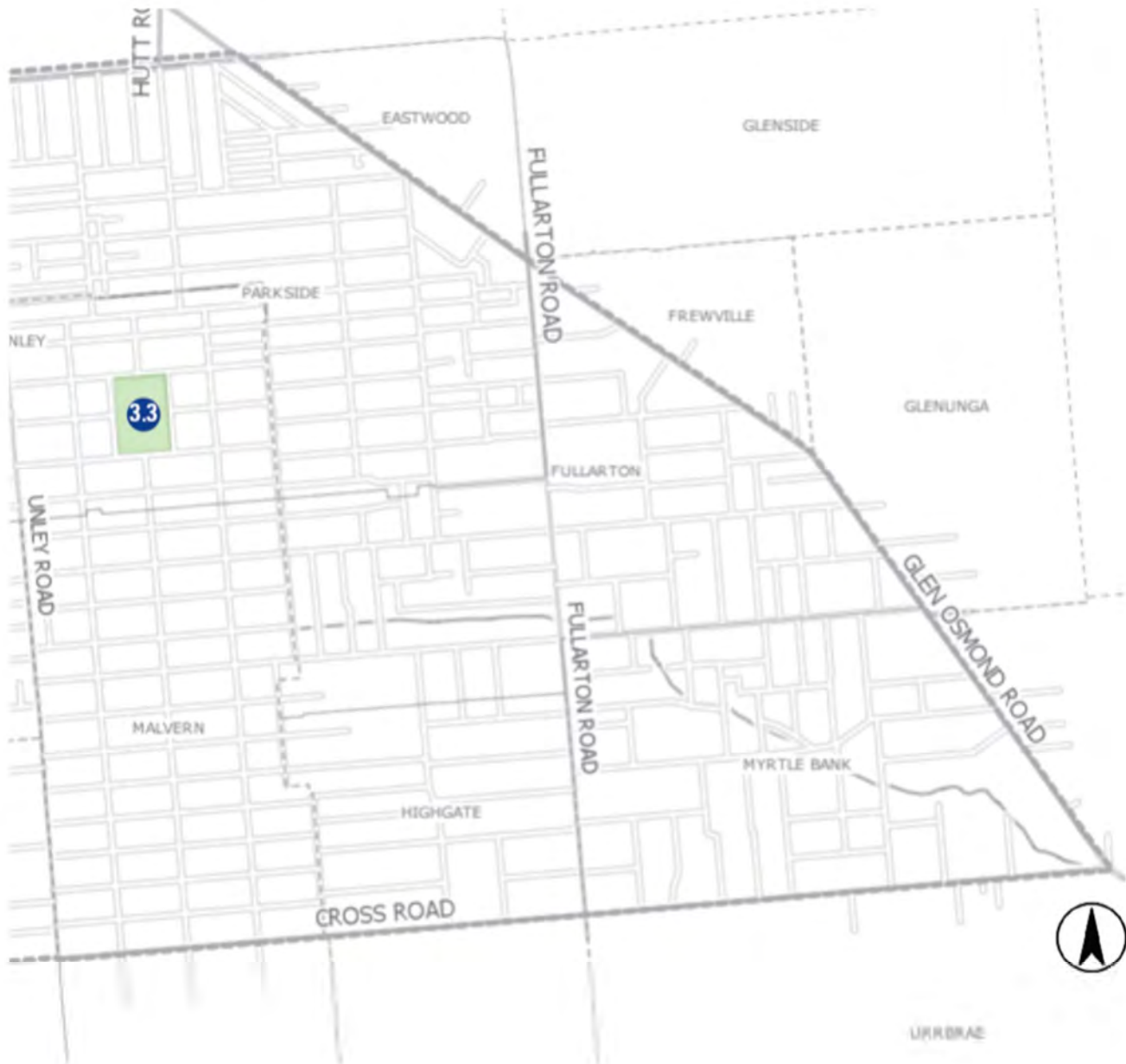
Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

This page intentionally blank

Category 3 - Major Sport and Recreation





- 3.1** Goodwood Oval
- 3.2** Millswood Lawn Clubs
- 3.3** Unley Oval
- 3.4** Unley Park Sports Complex

Category 3 - Major Sport and Recreation

3.1 Goodwood Oval CLMP

Size	33,600 m ²
Address	1 Curzon Avenue, Millswood.
Purpose	Sport and Recreation
Description	<p>Goodwood Oval is a large sporting and recreation complex in Millswood which provides opportunities for the community to be involved in a range of organised club sports or to use the facilities for fitness and recreation activities.</p> <p>The oval is bounded by Chelmsford Avenue in the north, Curzon Avenue in the west, Fairfax Avenue in the south and Argyle Street in the east.</p> <p>The Goodwood Oval complex incorporates football, turf cricket and hockey clubs all of which offer clubroom facilities for the use and enjoyment of their members. Grandstand viewing areas are also available.</p> <p>Tennis SA offers clubroom facilities and tennis courts for the enjoyment of members and four of the courts are bookable at no charge by the public.</p> <p>Lease agreements exist between the Council and the sporting bodies.. Maintenance and operation of the facilities are in accordance with the terms and conditions of the lease.</p> <p>The oval may be used to exercise dogs off-leash except when organised activities are being conducted.</p> <p>There are opportunities for community use of the open space areas, with children's playgrounds on both sides of the oval and BBQ/picnic facilities.</p> <p>Multiple public artworks and memorials exist within the open space and garden bed areas including 'The Beehives of Goodwood' and a mosaic-clad drinking fountain.</p>
Facilities/Assets	Grandstand, clubrooms, basketball half court, officials rooms, offices, community hub, toilets, playgrounds, kiosk, maintenance and storage sheds.
Landscape Character	Open turf oval with perimeter buildings, turf playing surfaces, shaded playspaces and grassed viewing mounds. Hard court tennis courts and a rectangular turf playing field with perimeter street trees.
Maintenance Category	<p>Group A Oval</p> <p>Group B Gardens</p>
Lease Details	<p>Goodwood Saints Football Club Incorporated</p> <p>Goodwood Cricket Club Incorporated</p> <p>Forestville Hockey Club Incorporated</p> <p>Tennis SA Incorporated</p>



Category 3 - Major Sport and Recreation

3.1 Goodwood Oval CLMP

Bookable Assets	Oval Cricket Nets Tennis Courts Hockey/Soccer Pitch
Sustainability for events	Oval >1,000 people suitable for large scale community events including sporting carnivals, tournaments, festivals, school sports day, group training and activities.

Technical Level of Service


Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 3 - Major Sport and Recreation

3.2 Millswood Lawn Bowls, Croquet and Tennis Clubs CLMP

Size	12,186 m ²
Address	18 Millswood Crescent, Millswood.
Purpose	Sport and Recreation
Description	Three clubs utilise the playing surfaces for their sports and provide a range of clubhouse facilities for members and the public. Lighting is provided for select areas on the greens.
	
Facilities/Assets	Clubrooms, playing surfaces, toilets, lighting, carparks, maintenance and storage sheds.
Landscape Character	Playing fields
Maintenance Category	Maintenance and operation of the facilities are in accordance with the terms and conditions of the individual club leases. Group C Millswood Lawn (Eastern green no longer in use for bowls)
Lease Details	Millswood Bowling Club Millswood Croquet Club Millswood Lawn Tennis Club
Bookable Assets	Nil
Sustainability for events	Venue hire is available from the individual clubs.

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 3 - Major Sport and Recreation

3.3 Unley Oval CLMP

Size	37,696 m ²
Address	1 Trimmer Terrace, Unley.
Purpose	Sport and Recreation
Description	<p>Unley Oval is a large sporting and recreation complex in Unley which provides opportunities for the community to be involved in a range of organised club sports or to use the facilities for fitness and recreation activities.</p> <p>The Oval is bounded by Trimmer Terrace in the west, Frederick Street in the north, Langham Terrace in the east and Edmund Avenue in the south.</p> <p>The complex incorporates football, cricket, lawn bowls and lawn tennis clubs, all of which offer clubroom facilities for members.</p> <p>Grandstands, toilets and change rooms are available adjacent the Oval.</p> <p>The oval may be used to exercise dogs off-leash except when organised activities are being conducted.</p> <p>There are opportunities for community use of the open space areas, with children's playgrounds on both sides of the oval, BBQ/picnic facilities and shelters distributed around the oval perimeter.</p> <p>Public toilets, located adjacent to the intersection of Frederick Street/Langham Terrace, are accessible during daylight hours.</p> <p>Provision of sports clubrooms, administration offices and community hub are expected in future upgrades.</p>
Facilities/Assets	Grandstand, officials rooms, toilets, playgrounds, kiosk, maintenance and storage sheds.
Landscape Character	Open turf oval with perimeter buildings, turf playing surfaces, shaded playspaces and grassed viewing mounds.
Maintenance Category	Group A Oval
Lease Details	Group C Perimeter gardens and Trimmer/Langham Terrace streetscapes
	Sturt Bowling Club Incorporated
	Sturt Lawn Tennis Club Incorporated
	Sturt District Cricket Club Incorporated
	Sturt Football Club Incorporated
Bookable Assets	Oval
	Cricket Nets
Sustainability for events	Oval >1,000 people suitable for large scale community events including sporting carnivals, tournaments, festivals, school sports day, group training and activities.



Category 3 - Major Sport and Recreation

3.3 Unley Oval CLMP

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 3 - Major Sport and Recreation

3.4 Unley Park Sports Complex CLMP

Size	19,870 m ²
Address	8 Northgate Street, Unley Park.
Purpose	Sport and Recreation
Description	<p>The complex offers bowling and croquet greens, pétanque rinks, lawn tennis courts and associated clubrooms.</p> <p>The Unley Park Sports Club leases the greens, courts, buildings and facilities from the Council for the benefit and enjoyment of the Club's members and affiliated associations.</p>
	
Facilities/Assets	Clubrooms, multiple playing surfaces, lighting, shelters
Landscape Character	Open turf playing surfaces with supporting infrastructure
Maintenance Category	The maintenance and operation of the facilities are in accordance with the terms and conditions of its lease.
Lease Details	Unley Park Sports Club Inc.
Bookable Assets	Bookings can be made via the Unley Park Sports Club.
Sustainability for events	The playing fields and clubhouse can be hired for events via the Unley Park Sports Club.

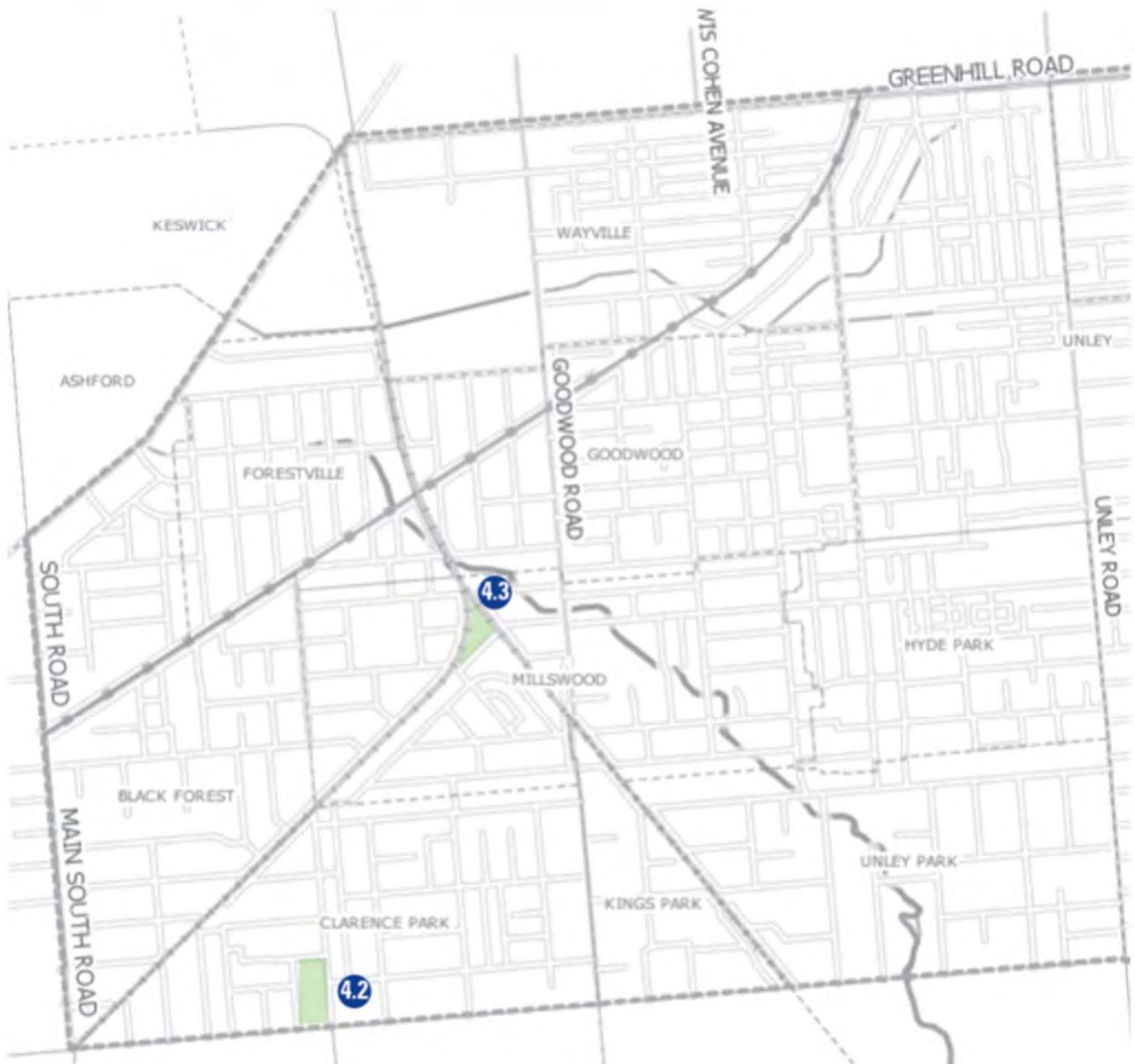
Technical Level of Service

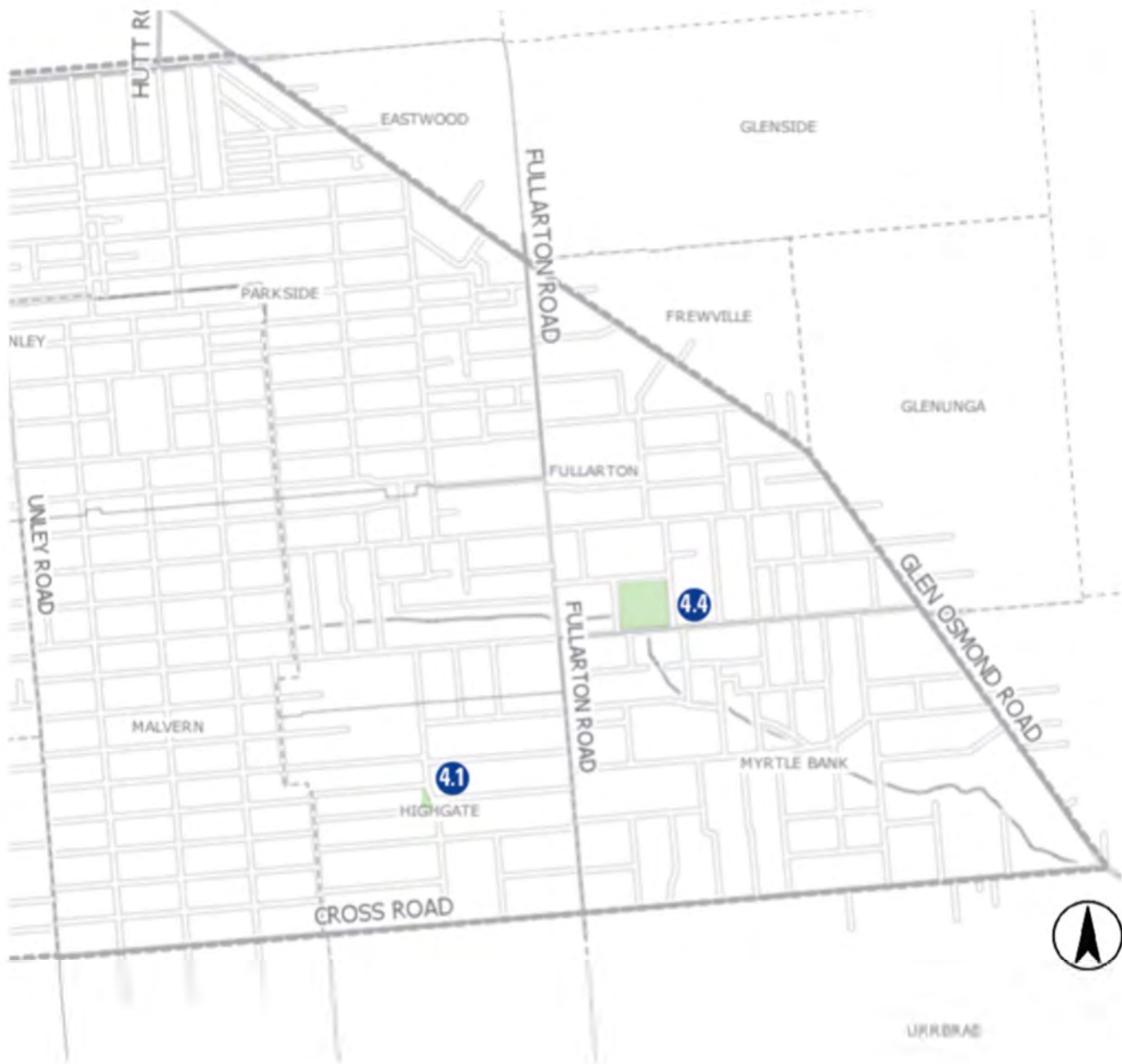
Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 4 - Minor Sport and Recreation





- 4.1 Highgate Tennis Courts (Yeo Avenue)
- 4.2 Page Park
- 4.3 SA Society of Model and Experimental Engineers
- 4.4 Scammell Reserve

Category 4 - Minor Sport and Recreation

4.1 Highgate/Yeo Avenue Tennis Court CLMP

Size	2,380 m ²
Address	2A Yeo Avenue, Highgate.
Purpose	Sport and Recreation
Description	Two tennis courts are provided for community use and are supported by a shelter and picnic tables, bench seating and small grassed area.



The reserve is fenced with access via gates on Highgate Street and Yeo Avenue.

Facilities/Assets	Tennis courts, shelter, park furniture
Landscape Character	Tennis courts with perimeter shade trees and open grass space.
Maintenance Category	Group C
Lease Details	Nil
Bookable Assets	Tennis Courts
Sustainability for events	< 100 suitable for small scale events

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 4 - Minor Sport and Recreation

4.2 Page Park CLMP

Size	8,582 m ²
Address	360a Cross Road (Corner Cross Road and East Avenue), Clarence Park.
Purpose	Sport and Recreation
Description	<p>Five tennis courts (two of which have lighting) are available for community use outside of specified lease hours. Courts are adjacent to an open grassed recreation space.</p> <p>An outdoor fitness station provides a range of exercise activities. A single basketball backboard with paving beneath provides a practice area and is painted as part of the 'Unley Colour Court' artwork mural which also includes the toilet facility.</p> <p>The open grassed area of the park may be used to exercise dogs off-leash in accordance with the Animal Management Plan.</p> <p>Signage is permitted on the perimeter fence for the promotion of community events and activities undertaken by local community, school and sporting groups.</p>
Facilities/Assets	Clubhouse, tennis courts, artworks, shelter, park furniture, toilet, fitness equipment
Landscape Character	Tennis courts with perimeter shade trees and open grass space.
Maintenance Category	Group B
Lease Details	Fairmont Tennis Club
Bookable Assets	Tennis Courts, open space
Sustainability for events	< 1000 suitable for medium scale events

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 4 - Minor Sport and Recreation

4.3 SA Society of Model and Experimental Engineers (SASMEE) CLMP

Size	8,600 m ²
Address	SASMEE Lane, Millswood.
Purpose	Recreation
Description	<p>The site contains a number of model railway tracks and model railway features. The South Australian Society of Model and Experimental Engineers (SASMEE) manage the site and it is open to the public on 'Running Days'.</p> <p>The society leases the facilities on the land from Council for the benefit and enjoyment of its members.</p> <p>The maintenance and operation of the facility are in accordance with the terms and conditions of its lease.</p>
Facilities/Assets	Clubhouse, model railway buildings, tracks, shelter, park furniture, toilet
Landscape Character	Miniature railway environment.
Maintenance Category	The maintenance and operation of the facility are in accordance with the terms and conditions of SASMEE's lease.
Lease Details	SA Society of Model Experimental Engineers
Bookable Assets	Bookings are managed by SASMEE.
Sustainability for events	Party bookings can be organised through SASMEE.

Technical Level of Service


Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 4 - Minor Sport and Recreation

4.4 Scammell Reserve CLMP

Size	9,751 m ²
Address	53 Fisher Street, Myrtle Bank.
Purpose	Sport and Recreation
Description	Two publicly available tennis courts, a junior playground, a BBQ and shelter area, and an open grassed play area.
	The Girl Guides Association of SA leases the area at 53a Fisher Street on behalf of the Highgate Girl Guides for the benefit and enjoyment of its members.
	Scouts Australia (SA Branch) leases the area at 53b Fisher Street on behalf of the Fullarton Scouts.
	The open play area of the reserve may be used to exercise dogs in accordance with the Animal Management Plan.
Facilities/Assets	Tennis courts, shelter, park furniture, toilet, clubrooms
Landscape Character	Tennis courts with perimeter shade trees and open grass space.
Maintenance Category	Group B
	The maintenance and operation of the buildings are in accordance with the lease agreements.
Lease Details	Girl Guide Association of SA incorporated
	Scouts Australia (SA Branch)
Bookable Assets	Tennis Courts
Sustainability for events	< 1000 suitable for medium scale events

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual playground inspection
	Building safety compliance	100% compliance

4.4 Scammell Reserve CLMP

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

This page intentionally blank

Category 5 - Linear Parks





- 5.1** Charles Lane*
- 5.2** Ferguson Avenue Reserve*
- 5.3** Ron Praise Walk/Culvert Street*
- 5.4** Simpson Parade Reserve*
- 5.5** Windsor Street Linear Park*

*The combined linear parks and open space network aligned to the Glen Osmond Creek corridor is often referred to as the Glen Osmond Creek Linear Trail.

Category 5 - Linear Parks

5.1 Charles Lane CLMP

Size	10,076 m ²
Address	Glen Osmond Creek between Unley Road and King William Road, Unley Also incorporates 1 Tyne Place (Open space)
Purpose	Recreation, storm water, shared path, carpark
Description	Charles Lane provides an east-west walking and cycling connection along the Glen Osmond Creek alignment between King William Road and Unley Road.  Lot 209 Charles Lane is a drainage reserve contained in CT 5874/44. It is located on the corner of Unley Road and Charles Lane and ends at the corner of Cleland Avenue and Charles Lane. A section between Mary Place to Unley Road is sealed for use as a carpark and a portion is leased by adjacent businesses. CT5874/44 (Allotment 3 Deposited Plan 24162) covers Unley Road to King William Road.
Facilities/Assets	Pathways, lighting, park furniture
Landscape Character	Narrow walking and cycling corridor with predominantly native planting
Maintenance Category	Group B
Lease Details	Regent Pty Ltd & Zaka Pty Ltd
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

*Category 5 - Linear Parks***5.2 Ferguson Avenue Reserve CLMP**

Size	5,390 m ²
Address	Glen Osmond Creek banks from Glenside Avenue, Ferguson Avenue and Braeside Avenue, Myrtle Bank.
Purpose	Recreation, storm water
Description	<p>A walking trail also extends from Braeside Avenue to Burnham Avenue into Palmer Avenue along the creek bank.</p> <p>The area is grassed, with shade trees and park furniture.</p> <p>Allotment 53 is bisected by the Glen Osmond Creek and is situated between Braeside Avenue and Burnham Avenue, Myrtle Bank.</p>
Facilities/Assets	Bridge, park furniture
Landscape Character	Creek corridor with shade trees and open grass space
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

**Technical Level of Service**


Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
	Average condition of bridge assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 5 - Linear Parks

5.3 Ron Praite Walk & Culvert Street CLMP

Size	1,962 m ²
Address	Glen Osmond Creek between 31 Culvert Street and Porter Street, Unley
Purpose	Recreation, shared path, storm water
Description	<p>Allotment 7z Maud Street is a section of Glen Osmond Creek Drainage Reserve. It is located at the rear of private property allotments on the north side of Maud Street in the section between Henry Codd Reserve and Porter Street, and at the rear of the private property allotments in Leicester Street and Charles Lane.</p>  <p>Ron Praite Walk is on the southern side of Culvert Street between Porter Street and Unley Road.</p> <p>The artwork 'This Way and That' is within Ron Praite Walk and multiple 'Leaf Boats' are within the Glen Osmond Creek corridor.</p> <p>The land is accessible for pedestrian and cyclist access along the northern bank of the creek.</p>
Facilities/Assets	Pathways, lighting, artworks, culvert headwalls
Landscape Character	Narrow shared path corridor with native plantings and WSUD treatments
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

*Category 5 - Linear Parks***5.4 Simpson Parade Reserve CLMP**

Size	13,190 m ²
Address	Simpson Parade, Goodwood
Purpose	Recreation, storm water
Description	Allotment 2z Simpson Parade is represented on two separate certificates of title, namely, CT Pt 5476/146, and CT Pt. 5874/44. The land is situated between King William Road and Weller Street, Unley.
	The land on the northern side of Simpson Parade, from the road edge to the Glen Osmond Creek has been grassed and trees planted.
Facilities/Assets	Park furniture
Landscape Character	Open grassed spaces with perimeter planting beds
Maintenance Category	Group C
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 5 - Linear Parks

5.5 Windsor Street Linear Park CLMP

Size	8,389 m ²
Address	Windsor Street, Unley + Malvern.
Purpose	Recreation, walking and cycling, storm water
Description	<p>The Windsor Street drainage reserve runs from Eton Street in the south to Fuller Street in the north, on the eastern side of Windsor Street.</p> <p>Allotment 557, Deposited Plan 62144 is contained in CT5967/228 with a site area of approximately 0.137 ha.</p> <p>Allotments 102 & 103, Deposited Plan 55806 are contained in CT5967/235 with a site area of approximately 0.7019 ha.</p> <p>The corridor is developed as a linear park providing off-road walking and cycling connections across the city and to adjacent parks and reserves.</p>
	
Facilities/Assets	Pathways, signage/artworks, heritage culvert headwalls
Landscape Character	Native plant corridor with shared use path
Maintenance Category	Group A
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
	Average condition of bridge assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

This page intentionally blank

Category 6 - Community Facilities





Category 6 – Community Facilities

6.1 Fern Avenue Community Garden CLMP

Size	2,240 m ²
Address	18-20 Fern Avenue, Fullarton
Purpose	Community Garden
Description	<p>The gardens are leased by a community group for the purpose of growing plants, fruit and vegetables in an environmentally sustainable manner.</p> <p>The lease includes the land only with the straw-bale building owned by the lessee. Members of the public can attend during specified open hours.</p> <p>The maintenance and operation of the facilities are the joint responsibility of the lessee and the City of Unley in accordance with the terms of its lease.</p>
Facilities/Assets	Community garden, straw bale building
Landscape Character	Community garden plots
Maintenance Category	The lessee provides maintenance of the building and gardens in accordance with their sustainability and education objectives with organic gardening principles.
Lease Details	Alternative 3 Incorporated
Bookable Assets	Plots are available for the community according to the requirements of the lessee and are subject to availability.
Sustainability for events	Nil

Technical Level of Service


Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 6 – Community Facilities

6.2 Fullarton Park Community Centre (Public Parkland) CLMP

Size	21,263 m ²
Address	411 Fullarton Road, Fullarton
Purpose	Community Centre
Description	<p>The Public Parkland element of the Fullarton Park Community Centre is community land and features a range of shade trees, planting beds and irrigated turf open spaces.</p> <p>The southern building is leased to the Women's and Children's Health Network for community services.</p> <p>Artworks include 'Aboriginal Totem Poles', drinking fountain and timber benches within the open space areas.</p>
	
Facilities/Assets	Artworks, shelters, bbq, park furniture
Landscape Character	Gardens of the former heritage estate.
Maintenance Category	Group B
Lease Details	Women's & Children's Health Network Incorporated
Bookable Assets	Open space
Sustainability for events	Open space is suitable for events and markets.

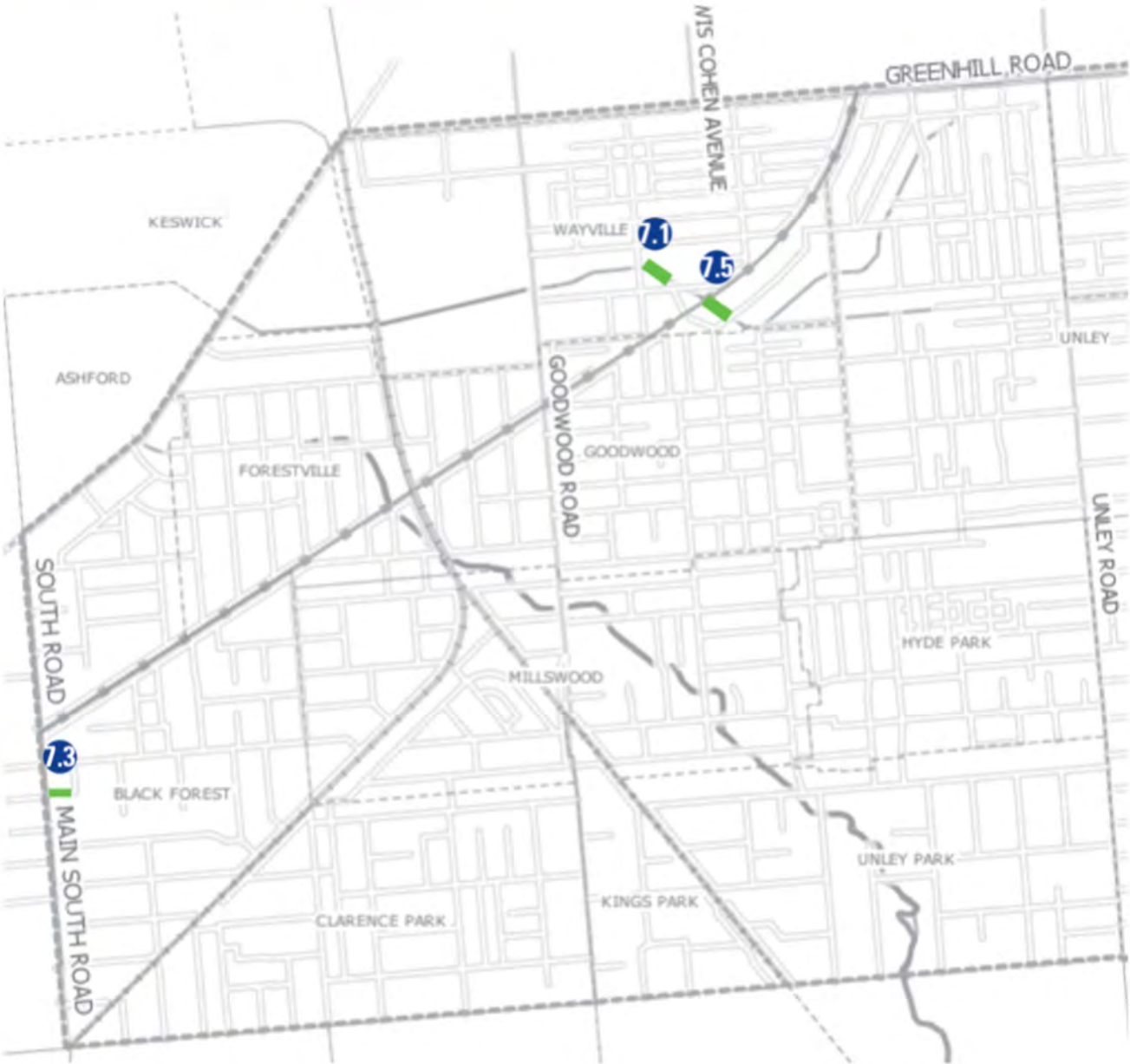
Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average condition of building assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
	Buildings are utilised	80% or higher
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
	Buildings are accessible to all	100% compliance
5. Safety	Compliance standards are met	Annual inspection
	Building safety compliance	100% compliance

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 7 - Other Community Land






- 7.1** Lot 26z Le Hunte Street
- 7.2** Lot 143 George Street and Lot 144 Maud Street
- 7.3** 671 South Road
- 7.4** Lot 192 Torrens Avenue
- 7.5** 36 Trevelyan Street

Category 7 - Other Community Land

7.1 Lot 26z Le Hunte Street CLMP

Size	524 m ²
Address	Lot 26z Le Hunte Street, Wayville.
Purpose	Storm water
Description	This allotment is for storm water control associated with Glen Osmond Creek and is not accessible for recreation.
	
Facilities/Assets	Storm water channel
Landscape Character	N/A
Maintenance Category	Group D
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
	Average condition of bridge assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Restricted access due to risk	Annual inspection
5. Safety	Compliance standards are met	Annual inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 7 - Other Community Land

7.2 Lot 143 George Street and Lot 144 Maud Street CLMP

Size	496 m ²
Address	Corner George and Maud Street, Unley.
Purpose	Streetscape, cycle connection
Description	<p>Lot 143 George Street and Lot 144 Maud Street are two allotments which are located on the south-eastern corner of George Street, Unley, at its intersection with Maud Street.</p> <p>The area is a small biodiversity area, designed to improve the streetscape environment at the intersection and allow for an off-street cyclist connection.</p>
Facilities/Assets	Separated walking and cycling paths, seating
Landscape Character	N/A
Maintenance Category	Group B
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil



Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 7 - Other Community Land

7.3 671 South Road CLMP

Size	750 m ²
Address	671 South Road, Black Forest.
Purpose	Carpark
Description	Carpark with line marking and traffic control devices.



Facilities/Assets	Traffic control devices
Landscape Character	N/A
Maintenance Category	Group D
Lease Details	Optus Pty Ltd have a license for a right of way to access the adjacent northern property.
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service


Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Open spaces are accessible to all	Annual increase in compliance
5. Safety	Compliance standards are met	Annual inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 7 - Other Community Land

7.4 Lot 192 Torrens Avenue CLMP

Size	121 m ²
Address	Lot 192 Torrens Avenue, Fullarton
Purpose	Storm water
Description	This allotment is for storm water control and is not publicly accessible.
	The allotment is a small section of the wider east/west storm water corridor for Glen Osmond Creek
Facilities/Assets	Storm water channel
Landscape Character	N/A
Maintenance Category	Group D
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service


Performance Targets	Performance Measures	KPI
1. Condition	Average condition of open space assets	≤ 3
	Average stormwater asset condition	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Access is restricted due to risk	Annual increase in compliance
5. Safety	Compliance standards are met	Annual playground inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 7 - Other Community Land

7.5 36 Trevelyan Street CLMP

Size	419 m ²
Address	36 Trevelyan Street (Lot 102), Wayville.
Purpose	Storm water
Description	This allotment is for storm water control and is not publicly accessible.
	The allotment is a small section of the wider storm water corridor for Glen Osmond Creek.
	Heritage balustrades are located on each side of the road.
Facilities/Assets	Storm water channel
Landscape Character	N/A
Maintenance Category	Group D
Lease Details	Nil
Bookable Assets	Nil
Sustainability for events	Nil

Technical Level of Service

Performance Targets	Performance Measures	KPI
1. Condition	Average stormwater asset condition	≤ 3
2. Renewal	Asset Renewal Ratio	90-110%
3. Capacity	Parks are provided within 500m of all properties	95% Compliance
4. Accessibility	Access is restricted due to risk	Annual increase in compliance
5. Safety	Compliance standards are met	Annual inspection

Community Level of Service

Performance Targets	Performance Measures	KPI
1. Well maintained	Community survey - Physical Quality	Based on survey
2. Meets service needs	Community survey - Open Space Functionality	Based on survey

Category 7 - Other Community Land

Small Pockets of Community Land

The register of community land includes a range of small pockets, road corner cut-offs and narrow corridors. These areas are not typically accessible due to being fenced in with surrounding properties.

These pieces of community land are typically maintained by residents as part of private residential allotments.

Community Land Management Plan Amendments

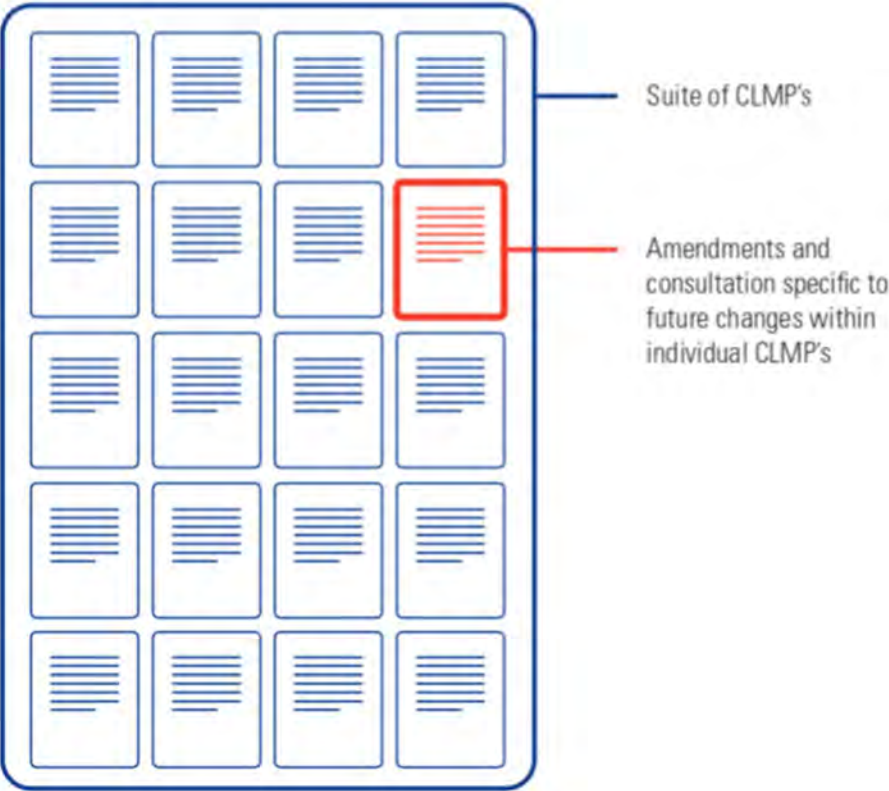
Future changes to CLMP's are expected due to changing land use or new opportunities to service community needs.

The *Local Government Act 1999* makes provision for changes to CLMP's in the same manner as if the proposal was a new CLMP.

In order to undertake amendments Council must make the Plan available for inspection, follow the relevant steps set out in the public consultation policy, and give public notice of its adoption of a management plan.

Minor changes to CLMP's do not require consultation if the amendment has no impact or no significant impact on the interests of the community.

The *Local Government Act 1999* includes specific clauses relating to the City of Adelaide's management of the Parklands. The City of Unley provides input to consultation relating to the South Parklands which are located on the northern boundary of the City of Unley.



Appendices

Appendix 1: Schedule of Community Land Ownership, Leases and Licences

Appendix 1. Schedule of Community Land Ownership, Leases and Licenses

Please refer to the Community Land Register maintained by City of Unley Asset Management for further details.

	Council Property Location/Street	Suburb	Cert. of Title (CT)/Crown Record (CR)	Legal Description	Area
1	Allot. 143 George Street (across the road from Maud Street intersection)	Unley	5825/901	FP15595 Allotment 143	422sqm
2	Allot. 144 George Street (across the road from the Maud Street intersection)	Unley	5706/338	FP15595 Allotment 144	74sqm
3	2 Maud Street	Unley	5399/976	DP24860 Allotment 2	1,783sqm
	46 Fuller Street	Parkside	5469/696	FP18312 Allotment 503	.1721
4	Lot 557 Wattle Street - piece of trail that runs from behind the Fern Avenue Community Garden (parallel with Windsor Street) to Wattle Street, Fullarton	Fullarton	5967/228	DP62144 Allotment 557	1,370sqm
	Windsor Street - piece of trail that runs parallel with Windsor Street from Wattle Street to Henry Codd Reserve	Unley	5967/235	DP55806 Allotment 102 & 103	-
	22 Maud Street - piece of trail that runs at the rear of houses between Henry Codd Reserve and Porter Street	Unley	5842/351	DP1051 Allotments 582 & 583	
	Allot 3 Culvert Street - piece of trail that runs parallel with Culvert Street, Parkside (Porter St - Unley Rd)	Parkside	5391/587	DP46015 Allotment 3	2,003sqm
	Lot 209 Charles Walk (known as 108-110a Unley Road) - piece of trail that runs parallel with Charles Lane, Unley (from Unley Road to end of Charles Lane)	Unley	pt 5874/44	FP12870 pt Allotment 209	-
	Lot 3 Charles Walk - piece of trail that runs from the end of Charles Lane westerly to King William Road, Unley	Unley	pt 5874/44	DP24162 Allotment 3	-
5	2 Simpson Parade	Wayville	pt 5874/44	FP12736 Allotment 34	1.1710
6	Allot. 114 Ramage Street	Unley	5717/58	FP12872 Allotment 114	.2254
7	pt Unley Oval - Trimmer Terrace	Unley	5831/139	DP1051 pt Allotment 586	
	pt Unley Oval Facility - Langham Terrace	Unley			4,400sqm
	pt Unley Oval Facility - cnr Trimmer Terrace & Edmund Avenue	Unley			4,300sqm
8	226 Unley Road	Unley	5842/967	FP13559 Allotment 27 & 28	.8189
9	237 Young Street	Unley	5872/780	FP12739 Allotment 90	.4552
10	22 Simpson Parade	Wayville	5476/146	FP40059 Piece 1 & 2	.1408
11	269 Fullarton Road	Parkside	CR5754/553	H105100 pt Sect 668	.1161

	Council Property Location/Street	Suburb	Cert. of Title (CT)/Crown Record (CR)	Legal Description	Area
12	269 Fullarton Road	Parkside	CR5754/552	H105100 Sect 649	.7535
13	13 George Street	Parkside	6074/265	FP14654 Allotment 279	0.3535
14	55 Kenilworth Road	Parkside	5838/999	DP1005 Allotment 33 & 34	.1274
15	151-153 Leicester Street	Parkside	5849/289 5844/11 5844/12	FP14658 Allotments 44, 45 & 46	.2942
16	1 Barr Smith Avenue	Myrtle Bank	Pt 5605/707 5593/224	FP15596 Allotment 128 & 129	
17	1a Barr Smith Avenue	Myrtle Bank	Pt 5605/707	FP15596 Allotment 127	651sqm
18	Allot. 57 Riverdale Road	Myrtle Bank	5475/549	DP3270 Allotment 57	4,708sqm
19	Allot. 54 Ferguson Avenue	Myrtle Bank	5866/416	DP3456 Allotment 54	.28
20	Allot 422 Ferguson Avenue	Myrtle Bank	6219/530	D117448 Allot 422	97sqm
21	Allot 100 Braeside Avenue	Myrtle Bank	6178/529	DP110680 Allot 100	-
22	Allot 22 Burnham Avenue	Myrtle Bank	5866/419	DP3225 Allotment 22	1,092sqm
23	Allot. 523 Burnham Avenue	Myrtle Bank	6087/138	FP15852 Allotments 523	.11
24	Allot 531 Palmer Avenue	Myrtle Bank	5866/423	FP15852 Allotment 531	-
25	Allot 530 cnr Palmer Ave & Tallala Tce (north east corner)	Myrtle Bank	CT5866/422	FP15852 Allotments 530	926sqm
26	Allot 36 Cnr Palmer Ave & Tallala Tce (north west corner)	Myrtle Bank	5866/420	DP3240 Allotment 36	1,055sqm
27	53 Fisher Street	Myrtle Bank	5863/688	FP15854 Allotment 316	
28	12-14 Fern Avenue	Fullarton	pt 5561/358	FP39349 Piece 1	2,032sqm
29	18-20 Fern Avenue	Fullarton	Pt 5561/358	FP39349 Piece 2	2,200sqm
30	411 Fullarton Road	Fullarton (Public Parkland)	5831/568	FP14926 Allotment 49	
36	2a Yeo Avenue (North Tce & Highgate St)	Highgate	5827/980	FP14662 Allotment 48	2,380sqm
37	Allot. 108 Africane Avenue	Everard Park	5539/483	DP2836 Allotment 108	.2040
38	Allot. 92 Albert Street	Goodwood	5663/129 CR5754/551	FP11096 Allotment 92 H105100 Section 528	.7798
41	2a Hardy Street	Goodwood	5147/419	DP37686 Allotment 201	.27
42	2b Hardy Street	Goodwood	5212/55	DP40444 Allotment 17	.1968
39	15-25 Ethel Street	Forestville	5428/312 6188/510	DP26692 Allotment 32 & DP54712 Allotment 1000	.6450
40	181a Goodwood Road	Millswood	5550/678	DP50274 Allotment 202	3.62
43	26Z Le Hunte Street	Wayville	3414/101	FP10398 Allotment 69	.05
44	48 Le Hunte Street	Wayville	5198/897	DP39961 Allotment 52	.3344
45	1 Nichols Street	Forestville	Pt 6188/510	DP54712 Allotment 1000	.6000

	Council Property Location/Street	Suburb	Cert. of Title (CT)/Crown Record (CR)	Legal Description	Area
46	Allot. 8 Ethel Street (or Norman Tce)	Forestville	5407/472	FP28885 Allotment 8	.1798
47	2 Norman Terrace	Forestville	Pt 6188/510	DP54712 Allotment 1000	.4000
	Lot 32 Ethel Street	Forestville	Pt 6188/510 5428/312	DP54712 Allotment 1000 DP26692 Allotment 32	.8010
48	21 Railway Terrace (South)	Goodwood	5842/955	FP11094 Allotment 61	.038
49	1 Curzon Avenue	Millswood	5896/108	DP2472 pt Allotment 93	3.36
50	15 Chelmsford Avenue	Millswood	5896/108	DP2472 pt Allotment 93	.0833
51	7a Byron Road	Black Forest	5739/962	DP3612 Allotment 56	.0721
52	Allotment 154 Churchill Avenue	Clarence Park	5830/123	FP13815 Allotment 154	.2230
53	360a Cross Road	Clarence Park	5166/834	DP36687 Allotment 12	.8582
54	Piece 603 SASMEE Lane	Millswood	pt 6121/891	DP54175 Piece 603	.86
55	20c Millswood Crescent	Millswood	pt 6121/891	DP54175 Piece 604	.3160
56	20d Millswood Crescent	Millswood	pt 6121/891	DP54175 Piece 604	.5000
57	20e Millswood Crescent	Millswood	pt 6121/891	DP54175 Piece 604	.35
58	43-59 Northgate Street	Unley Park	1612/164 6116/339 1373/33 now 5809/593	FP12744 Allotment 181 & 182 FP12744 Allotment 193	3.0830
59	8 Northgate Street	Unley Park	5810/951	DP7775 Allotments 145, 146 & 147 DP7775 Allotment 1	.9963
61	166 Unley Road	Unley	6124/675	DP58810 Allotment 1001	-
62	Lot 1 Tyne Place	Unley	5938/874	DP 66543 Allotment 1	.0694
63	Lot 312 Everard Tce	Forestville	5836/463	FP 9319 Allotment 312	52sqm
64	Hill Court	Black Forest	5544/749	DP2015 pt Allotment 9	-
65	671 South Road	Black Forest	5069/25	FP2471 Allotment 12	765sqm
66	Lot 18 Rosa Street	Goodwood	5212/56	DP40444 Allotment 18	3sqm
67	Allotment 192 Torrens Avenue	Fullarton	5866/421	FP14922 Allotment 192	119sqm
68	36 Trevelyan Street	Wayville	5021/981	SP4141 Allotment 18	-
69	Unnamed	Black Forest	5542/548	DP3741 Allotment 54	-
70	Lot 1 Jellicoe Ave	Kings Park	5779/420	FP13425 A1	0.192
71	Leah and Charles Street	Forestville	5836/464	FP9319 Allot 210 & 298 FP9320 Allotment 54	-
72	Ferguson Avenue, Myrtle Bank	Myrtle Bank	6219/530 & 6219/531	FP117448 Allot 422 (reserve) and 423	97sqm (allot 422)

DECISION REPORT

REPORT TITLE:	ASSET MANAGEMENT PLANS FOR ENDORSEMENT
ITEM NUMBER:	4.3
DATE OF MEETING:	14 DECEMBER 2020
AUTHOR:	JAMES MITCHELL
JOB TITLE:	SENIOR ASSETS AND ENGINEERING LEAD
ATTACHMENTS:	<ol style="list-style-type: none">1. BUILDING - ASSET MANAGEMENT PLAN2. OPEN SPACE - ASSET MANAGEMENT PLAN3. STORMWATER - ASSET MANAGEMENT PLAN.PDF4. TRANSPORT - ASSET MANAGEMENT PLAN

1. **EXECUTIVE SUMMARY**

The *Local Government Act 1999* requires Council to develop and adopt Asset Management Plans by February 2021.

Four Asset Management Plans (Plans) have been developed which set out the framework for managing Council's key infrastructure assets:

- **Buildings** – civic buildings, community buildings, leased buildings, libraries and swimming centre.
- **Open Space** – artwork, drinking fountains, fences, irrigation, smart technology, sporting assets, playgrounds, furniture, lighting (other than street lighting), structures, etc.
- **Stormwater** – underground drainage network, creeks, stormwater management devices and recycled water infrastructure.
- **Transport** – kerbing, pathways, roads, bridges, bus stops, car parks, street lighting and traffic control devices.

The Plans have been developed in consultation with Council's Finance Team to demonstrate proactive management of assets, compliance with regulatory requirements and to communicate the funding required to provide the determined levels of service over a ten-year period.

The Plans demonstrate significant improvements since Council's adoption of the previous Plans, providing a strong foundation of asset management knowledge, framework and direction moving forward.

It is acknowledged that there is still work required to improve Council's Plans and provide even more rigour around Council's asset management decisions and framework. The Plans provide direction through long-term planning, improvement programs, monitoring and performance measures for continuous improvement.

Council's Audit Committee recommended at its meeting held on 13 October 2020 for Council to endorse the draft Plans for the purpose of undertaking community consultation.

Community consultation regarding the draft Plans was undertaken between 30 October 2020 and 23 November 2020. A total of 15 written submissions were received. A number of minor amendments have been made to the Plans in response to the feedback which was received during the community consultation process.

The purpose of this report is for Council to receive a summary of the feedback received during the community consultation process and to endorse the final Asset Management Plans.

2. RECOMMENDATION

That:

1. The report be received.
2. Council endorse the Asset Management Plans, as contained in Attachments 1 to 4 to this report (Item 4.4, Council Meeting 14/12/2020).

3. RELEVANT CORE STRATEGIES/POLICIES

4. Civic Leadership

4.1 We have strong leadership and governance.

- 3.1 Maintain financial and asset sustainability through regular reviews of Council's Strategic Plans and Frameworks. This is achieved through the development of the Plans and endorsement as per legislative requirements by February 2021 (Annual Business Plans and Strategic Planning Notice (No 4) – Local Government Act emergency variations made).

4. BACKGROUND

The *Local Government Act 1999* requires Council to develop and adopt Asset Management Plans in order to enable the development of its Long Term Financial Plan (LTFP) for a minimum period of ten years.

The Plans are required to be reviewed within two years of a Council election and are therefore due to be reviewed before November 2020. The due date has been extended to February 2021 as per *Annual Business Plans and Strategic Planning Notice (No 4) – Local Government Act emergency variations made*.

It was acknowledged that Council's previous Plans required review and further development, hence the development of the Plans.

Since the commencement of the review of the Plans, many areas have been identified that require improvement, and progressively measures have been implemented to ensure the successful delivery of the new Plans. This is to ensure the LTFP is informed with reliable data to achieve financial sustainability, whilst maintaining the assets level of service adopted by Council and the community.

Four Draft Plans have been developed to set out the framework for managing Council's key infrastructure assets. Plans include:

- **Buildings** – civic buildings, community buildings, leased buildings, libraries and swimming centre.
- **Open Space** – artwork, drinking fountains, fences, irrigation, smart technology, sporting assets, playgrounds, furniture, lighting (other than street lighting), structures, etc.
- **Stormwater** – underground drainage network, creeks, stormwater management devices and recycled water infrastructure.
- **Transport** – kerbing, pathways, roads, bridges, bus stops, car parks, street lighting and traffic control devices.

The Plans were developed to demonstrate proactive management of assets, compliance with regulatory requirements and to communicate the funding required to provide the agreed levels of service over a ten-year planning period.

The Plans aim to align with industry standards, align the delivery of asset management with the organisational goals and objectives and create transparency and accountability through all aspects of asset management.

Development of the Plans

The Administration engaged an external consultant to assist with the development of the draft Plans.

Asset data was analysed in terms of integrity for use within the Plans and improvements were developed to increase data maturity and confidence.

The Plans have been developed with significant input from various teams across Council's operations to ensure that all relevant information is included accordingly.

Council's Audit Committee were provided the draft Plans for review and the recommendation from the Audit Committee Meeting held on 13 October 2020 was for Council to endorse the draft Plans for the purpose of undertaking community consultation. This was endorsed by Council at its meeting held on 26 October 2020.

Community consultation was undertaken between 30 October 2020 and 23 November 2020. A total of 15 written submissions were received. A number of minor amendments have been made to the Plans in response to the feedback which was received, and the final Plans are now presented to Council for adoption.

5. DISCUSSION

The purpose of the community consultation is to allow the community to review and provide feedback in accordance with the *Local Government Act 1999* requirements and Council's Engagement Policy. The feedback which has been received has been considered in the development of the final documents.

Following the recommendation of the Audit Committee, the Administration developed an Asset Management Plan Summary document and a video explaining asset management to complement the community consultation process.

The community consultation process was undertaken via Unley Your Say between 30 October 2020 and 23 November 2020 and included a survey with a number of high-level questions to determine if any changes to the Plans were required.

The community consultation process demonstrated that the survey participants had a good understanding of the Plan and key strategies for managing assets.

Findings indicated that the majority of the survey respondents had positive and constructive feedback. It should be noted that a significant number of comments were outside the scope of the Plans and the responses have been referred to the relevant strategic document or plan. Some examples include Council's Tree Strategy, Integrated Transport Strategy, Walking and Cycling Plan and Open Space Strategy.

The feedback has helped the Administration to understand the assets which are front of mind for residents to assist in future planning and areas of focus. There was particularly high interest in street trees, traffic management and stormwater/recycled water which reflects existing initiatives across the City.

All feedback which was received as part of the community consultation process has been considered in finalising the Plans or as part of future reviews and iterations of the Plans. As the majority of the comments received relate to other strategies/plans, there were no significant amendments to the Plans as an outcome of the community consultation process.

Through the community consultation process and review from staff, some minor financial updates have been made to closer align the Plans with the LTFP. This included updated LTFP renewal figures in the Plans and new capital projections.

This report seeks Council's endorsement of the Plans. Once endorsed, a published version of the Plans will be made available on Council's website for public access.

6. ANALYSIS OF OPTIONS

Option 1 –

1. The report be received.
2. Council endorse the Asset Management Plans, as contained in Attachments 1 to 4 to this report (Item 4.4 Council Meeting 14/12/2020).

Under this option, Council forms the view that the development of the Plans has been undertaken accordingly and following the undertaking of the community consultation process, the Plans are now to be adopted.

Option 2 –

1. The report be received.
2. Council endorse the Draft Asset Management Plans, as contained in Attachment 1 to 4 to this report (Item 4.4 Council Meeting 26/10/2020), consultation, subject to the following changes:

- *Change required to be inserted here*

Under this option, Council endorse the Plans but, subject to making changes to the documents as attached to this report, provide clarity regarding what those changes are.

7. RECOMMENDED OPTION

Option 1 is the recommended option.

8. POLICY IMPLICATIONS

8.1 Financial/Budget

- The Administration engaged external consultants to assist in the development of the draft Plans at a cost of \$42,741.50. The cost of the community consultation process was \$950.00 which included the development of the promotional video.

8.2 Legislative/Risk Management

- Asset Management Plans must be developed and adopted by Council by February 2021 inclusive of community consultation. There are no known risks at this time in not meeting this timeframe.
- The *Local Government Act 1999* requires Council to develop and adopt Asset Management Plans setting out its proposed management of its key built assets for a minimum period of ten years.
- The *Local Government Act 1999* also requires Council to review its Asset Management Plans within two years after each general election of Council (which has been extended by the State Government to February 2021).

8.3 Staffing/Work Plans

- Council staff will be responsible for the ongoing management of the Plans and improvement programs as detailed in the Plans.

8.4 Environmental/Social/Economic

- Nil.

8.5 Stakeholder Engagement

- Refer to Section 9 of this report for the community consultation parameters. In addition, consultation with various teams from across the organisation was also undertaken, including the Finance Team.

9. REPORT CONSULTATION

The development of the Plans has been in consultation with various Council Departments including the Executive Management Team, Finance and Procurement, City Design, Strategic Assets, Risk Management, and Communications.

Council's Audit Committee reviewed and recommended at its meeting held on 13 October 2020 for Council to endorse the draft Plans for the purpose of undertaking community consultation.

Council endorsed the draft Plans for community consultation at its meeting held on 26 October 2020. Community consultation was undertaken between 30 October 2020 and 23 November 2020 and the final Plans are now presented to Council for adoption.

10. REPORT AUTHORISERS

Name	Title
Aaron Wood	Manager Assets and Operations
Claude Malak	General Manager, City Development



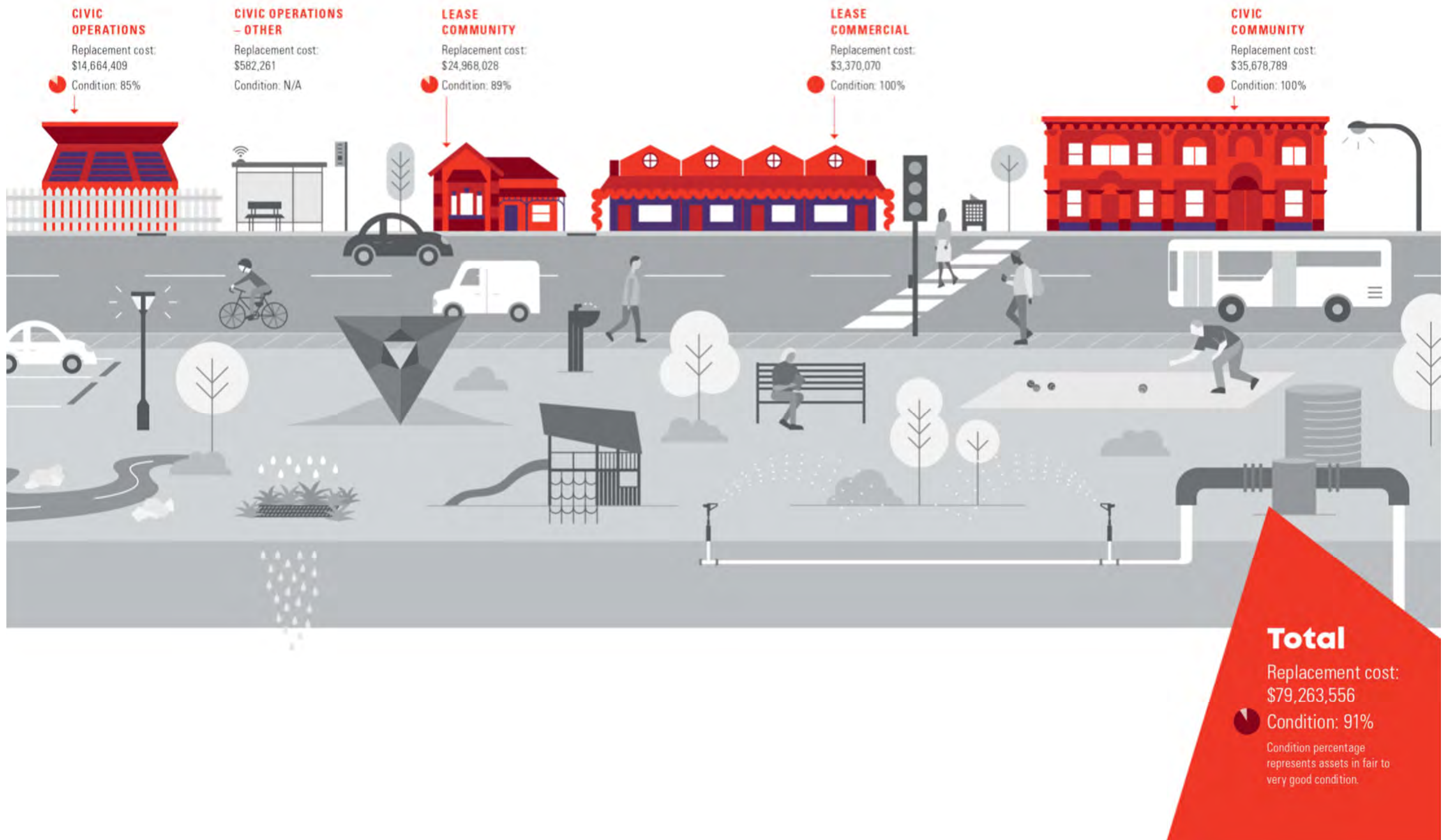
THE CITY OF UNLEY
BUILDING
ASSET MANAGEMENT PLAN
2020

Contents

1	Executive Summary	1
2	Introduction	2
2.1	Background	2
2.2	Goals and Objectives of Asset Ownership	3
2.3	Plan Framework	5
2.4	Core and Advanced Asset Management	6
3	Levels of Service	7
3.1	Customer Research and Expectation	7
3.2	Legislative Requirements	7
3.3	Current Level of Service	8
4	Future Demand	10
5	Lifecycle Management	13
5.1	Background	13
5.1.1	Physical Parameters	15
5.1.2	Asset Utilisation	19
5.1.3	Asset Condition	19
5.1.4	Useful Life	22
5.1.5	Asset Valuation	23
5.1.6	Historical Expenditure	23
5.2	Operations and Maintenance Plan	23
5.2.1	Operations and Maintenance Strategies	23
5.2.2	Summary of Future Costs	26
5.3	Renewal Plan (Capital)	27
5.3.1	Renewal Identification	27
5.3.2	Renewal Strategies	27
5.3.3	Summary of Future Costs	28
5.4	Creation/Acquisition Plan (New Capital)	29
5.4.1	Capital Investment Strategies	29
5.4.2	Summary of Future Costs	30
5.5	Decommission Plan	30
6	Risk Management	32
6.1	Critical Assets	32
6.2	Risk Assessment	32
7	Financial Summary	35
7.1	Valuation forecast	35
7.2	Expenditure forecast	35
7.3	Asset Renewal Funding Ratio	35
7.4	Funding Strategy	35
7.5	Key Assumptions	36
7.6	Forecast Reliability and Confidence	36
8	Improvement and Monitoring	37
8.1	Status of Asset Management Practices	37
8.1.1	Accounting and Financial Systems	37
8.1.2	Asset Management System	37
8.2	Improvement Programs	37
8.3	Monitoring and Review Procedure	38
8.4	Performance Measures	38

Issue	Date	Issue Details	Author	Checked	Approved
V.1	July 2020	Framework	SW	TY	JM
V.2	August 2020	Draft for Audit Committee	JM	AW	CM
V.3	October 2020	Draft for Community engagement	JM	AW	CM
V.4	November 2020	Final	JM	AW	CM

Building Assets Summary



The City of Unley (Council) has adopted four asset management plans which set out its goals and objectives for managing key infrastructure and assets, namely building, open space, stormwater and transport.

1 Executive Summary

Council's building assets provide community services such as sporting and recreational activities, libraries, community centres, public toilets and depot as well as accommodation for Council's civic, administrative and operational functions. This Asset Management Plan (the Plan) focuses on the management of Council's building assets.

The objective of asset management is to provide the desired level of service in the most cost-effective manner for present and future generations. A strategic approach to asset management aligning with industry standards and best-practice has been undertaken to ensure the sustainability of Council.

Effective asset management for building assets demonstrated in this plan is essential to achieve Council's vision: "Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership."

Building Levels of Service:

Quality	Buildings are well maintained
Function	Assets meet the service needs
Capacity and Utilisation	Buildings have the capacity to meet the community need
Condition	Physical state of buildings in serviceable condition
Renewal	Sustainably managing the renewal of assets
Accessibility	Buildings are accessible to all
Safety	Safety compliance standards are achieved

Future Demands:

Population and demographics	Population is forecast to increase 13% by 2040 Over the last five years 30% of residents are new to Council
Climate Change	Awareness of Council's role in climate sustainability Increasing temperatures
Technology	Global trends towards smart cities

Condition:

91% building asset condition satisfaction

Financial Summary:



The forecast contained within the Plan will be reviewed annually with an update completed every four years.

Council is committed to continuously improving the quality and maturity of its asset management practices. The improvement program specifies its commitment to increase its asset management maturity and data confidence. Key performance measures have been established to track Council's performance of its assets and asset management practices.

2 Introduction

2.1 Background

Council's building assets provide accommodation for its civic, administrative and operational functions as well as providing community services such as sporting and recreational activities, libraries, community centres, public toilets and depot. The building portfolio also includes several commercial (income generating) properties. The Plan covers the Council's building assets, which include:

- Civic Community – Used for administrative and community services provided by Council to the community.
- Civic Operations – Operational in nature and/or complimentary to other Council functions.
- Lease Commercial – Leased from Council for tenants to run commercial businesses in the community.
- Lease Community – Leased from Council for tenants to run services to the community.
- Civic Operations: Other – Used in support of physical works services provided by Council.

The Plan is developed to demonstrate proactive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding required to provide the required levels of service over a ten year planning period.

This plan aims to:

- Align with ISO 55000:2014 (international standard for asset management) without seeking accreditation as an ISO document or process.
- Align the delivery of asset management activities with the organisation's goals and objectives; this is known as the "line of sight" with asset management.
- Create transparency and accountability through all aspects of asset management, ensuring all stakeholders understand their roles and responsibilities for achieving the Plan's aims.

The Plan is developed and implemented in conjunction with the following Council plans, strategies and policies (Table 2-1):

Plans, Strategies and Policies	
Community Plan 2033	Active Ageing Strategy
4 Year Delivery Plan 2017-2021	Environmental Sustainability
Long Term Financial Plan 2020-21 to 2029-30	Digital Unleash
Asset Management Plans	Asset Management Policy

Table 2-1: Plans, strategies and policies

Council's building asset key stakeholders for service delivery of the Plan are contained in Table 2-2:

Key Stakeholders	Roles in Asset Management Plan
Residents/ Community	Opportunity to provide input into the development and review of the Council's strategic management plans.
Elected Members	Represent needs and views of community.
	Ensure Council's objectives and policies are appropriate and effective.
	Ensure Council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery is appropriate.
	Ensure Council is financially sustainable.

Key Stakeholders	Roles in Asset Management Plan
Audit Committee	Audit Committee will review, make recommendations and observations to Council on the financial outcomes of the Plans.
Chief Executive Officer	Ensures administration deliver strategic planning and direction of the Council. Ensures administration implement the strategic plan goals and objectives by providing services within the allocated resourcing while managing risks. Ensures Council is financially sustainable.
General Manager – City Development	Ensures asset management plans are completed and reported to CEO and Council. Ensures the capital works programs are delivered in line with strategic planning. Ensures the maintenance programs are achieving service standards.
Assets and Operations Manager	Ensures the review of asset management and the delivery of improvement strategies. Manages maintenance programs to ensure they are active and achieving service standards. Ensures the capital works programs are achieved.
Senior Assets and Engineering Lead	Manages development and review of asset management plans. Responsible for advancing asset management within the organisation. Review infrastructure data integrity within the asset management system and GIS applications. Review and manage condition audits of infrastructure. Review asset valuation data. Coordinates the annual capital works program.
Coordinator Property & Facilities	Coordinate Council resources to deliver the capital works and maintenance program. Manage leasing and licencing of Council property assets.
Facility and community service providers	Determine and develop services appropriate for the facility.
Response and Signage Team	Deliver operations and maintenance.
External Lessees	Undertake facility responsibilities in line with the lease agreement.

Table 2-2: Key stakeholders for the Plan

2.2 Goals and Objectives of Asset Ownership

The goal of asset management is to provide the desired level of service through the provision and management of physical assets in the most cost-effective manner, for present and future generations.

The Plan demonstrates alignment with the Council's Community Plan 2033 through its vision and themes:

Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership.



Community Living

Goal: People value our City with its enviable lifestyle, activities, facilities and services.

Objectives:

- Our Community is active, healthy and feels safe.
- Our Community participates in community activities, learning opportunities and volunteering.
- Our City meets the needs of all generations.
- Our Community is proud to be part of our City.
- Our City is connected and accessible.



Environment Stewardship

Goal: We will maintain and enhance our urban environment and strengthen our City's resilience to climate change by providing leadership to our Community.

Objectives:

- Unley's urban forest is maintained and improved.
- Excellence in waste management is achieved through avoidance, re-use and diversion.
- The energy efficiency of the City is increased and our carbon footprint reduced.
- Efficient, effective & sustainable water management is ensured.
- The City's resilience to climate change is increased.



Economic Prosperity

Goal: Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened with bureaucracy.

Objectives:

- Unley is recognised as an easy place to do business.
- Thriving main streets and other business activities operate across our City.



Civic Leadership

Goal: Council will listen to the community and make transparent decisions for the long-term benefit of the City.

Objectives:

- We have strong leadership and governance.
- Council provides best value services to the community.
- Our business systems are effective and transparent.

These objectives should be considered in all decision-making aspects regarding the building assets to ensure Council consistently strives to achieve these strategic objectives. Several initiatives feed into the above objectives outside of the asset management process that ultimately support the stated objectives.

The strategic asset management objective for building assets is to ensure the building assets are maintained to a standard that meets the community's expectation and functionality is fit for purpose.

2.3 Plan Framework

Key elements of the Plan include:

- Levels of service – specifies the levels of service objectives and how they are measured.
- Future demand – how this will impact on future service delivery and how the demand will be met.
- Lifecycle management – how Council manages existing and future assets to provide the levels of service.
- Risk management – how Council manages asset risks.
- Financial summary – funds required to provide the levels of service.
- Improvement plan and monitoring – how Council will improve asset management maturity and how the Plan will be measured to ensure it's meeting Council's objectives.

The asset management framework is shown in Figure 2-1 and the roadmap for preparing an asset management plan is in Figure 2-2.



The Community Plan is a comprehensive community vision for Council. The vision is broken down into themes, goals and objectives outlining how we plan to achieve our vision.

The 4 Year Delivery Plan outlines how we will deliver the Community Plan's vision, strategies and framework. Corporate Strategies identify the challenges and opportunities across key areas of our Council, and outline the plans and actions required to achieve the long-term goals as set out in the Community Plan.

The Plan demonstrates long-term (ten years) asset management planning and outcomes and outlines asset activities and resources to provide a defined level of service in the most cost-effective way while managing risks.

The Long Term Financial Plan (LTFP) demonstrates financial sustainability in the medium to long term, while achieving the objectives in the Community Plan.

The Annual Business Plan outlines Council's activities to progress towards meeting our Community Plan objectives, outlines how Council plans to allocate its budget and what services and projects will be developed in the forthcoming financial year.

Figure 2-1: Asset management framework

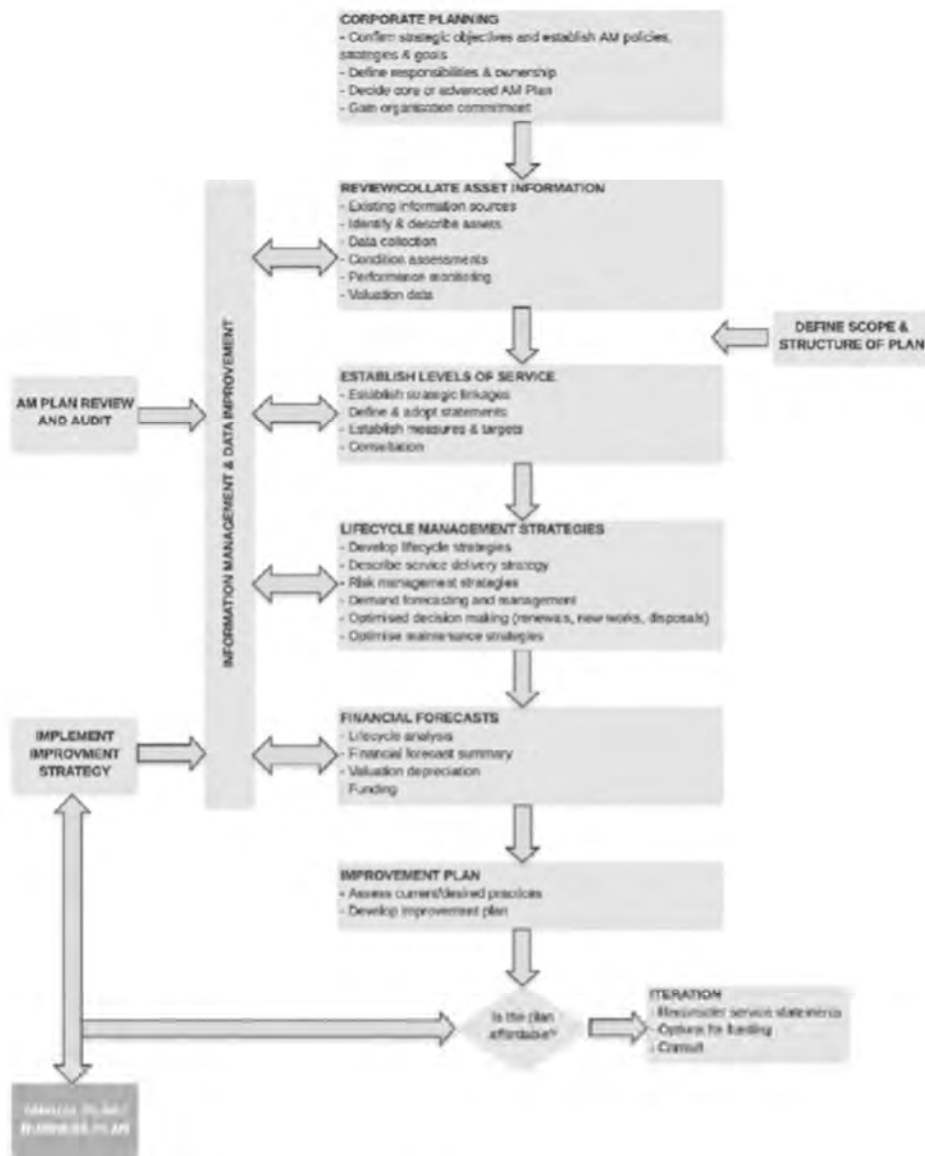


Figure 2-2: Road map for preparing an Asset Management Plan

Source: IPWEA, 2006, *International Infrastructure Management Manual (IIMM)* Fig 1.5.1, p 1.11

2.4 Core and Advanced Asset Management

The Plan is prepared as a core level maturity over the ten year planning period in line with the International Infrastructure Management Manual (IIMM). Core asset management is a top down approach with analysis applied at a network level. The Plan is prepared to meet legislative and organisational requirements for sustainable service delivery and long-term financial planning and reporting. The improvement program (Section 8) outlines and prioritises the steps required to an advanced asset management maturity.

3 Levels of Service

3.1 Customer Research and Expectation

Council receives continuous community feedback from a variety of sources including, but not limited to:

- Community enquiries and requests
- Community Plan consultation process
- Council Strategies
- Annual Business Plan and LTFP consultation process
- Project feedback
- Development of the Asset Management Plan
- Customer satisfaction surveys
- Service satisfaction surveys

This feedback is built into the development of the Plan and the levels of service it aims to deliver.

Through the development of the community levels of service outlined in the Plan, Council will actively survey the community on its assets and associated services to ensure it is delivering on its levels of service. These surveys will be periodically repeated over time as the Council demographics change and new residents move to into Council. Council will develop a benchmark for community levels of service to measure performance against prior to the next review of the Plans.

3.2 Legislative Requirements

Council must meet many legislative requirements including Federal and State Government legislation and regulations as well as non-legislative requirements including Australian Standards and Council policies as contained in (Table 3-1).

Legislation	Requirement
Aboriginal Heritage Act 1988	An Act to provide for the protection and preservation of the Aboriginal heritage; to repeal the Aboriginal and Historic Relics Preservation Act 1965 and the Aboriginal Heritage Act 1979; and for other purposes.
Australian Accounting Standards	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of stormwater assets.
Building Code of Australia	Meet requirements for occupation under the approved Building Class.
Development Act 1993	Regulates the use and managements of buildings including their design and construction, ongoing maintenance, and conservation.
Disability Discrimination Act 1992	To ensure persons with disabilities have access to the building and facilities.
Environment Protection Act 1993	An Act to provide the protection of the environment; to establish the Environment Protection Authority and define its functions and powers; and for other purposes. Consideration of this act should be undertaken for the provision, development or management of assets.
Food Act 2001	Sets out standards for food handling.
Heritage Act 1993 and Heritage Places Act 1993	The portfolio includes buildings that are State and Locally Heritage listed buildings. These Acts set out the responsibilities of the land owner to maintain and preserve the heritage value of the buildings.
Liquor Licensing Act 1997	Sets out responsibilities for holders of liquor license.

Legislation	Requirement
Local Government Act 1999	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a LTTP supported by 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 & Commercial Leases Act 1995	An Act regulating the leasing of certain properties.
Retail and Commercial Leases Amendment Act 2019	An Act regulating the leasing of certain properties.
SA Public Health Act 2011	An Act to promote and to provide for the protection of the health of the public of South Australia and to reduce the incidence of preventable illness, injury and disability; and for other purposes.
Work Health & Safety Act 2012	Provide a safe work environment for workers on the site.

Table 3-1: Legislative requirements

3.3 Current Level of Service

Levels of service are a key business driver and influence all asset management decisions. It describes:

- The outputs Council intends to deliver to customers.
- The service attributes such as quality, functionality and capacity.
- The performance measures.

Performance measures are used to indicate how Council is doing in relation to delivering levels of service.

Council has defined two levels of service categories:

- Community Levels of Service – measures the service the community expects.
- Technical Levels of Service – measures the service the organisation provides.

Community levels of service measure the community's perception of Council's service performance, while the technical levels of service measure against technical indicators of performance.

Council's desired level of service is the technical level of service as a minimum. The level of service will be constantly monitored and reviewed with the introduction of the community survey to develop community level of service key performance indicators (KPIs). It's anticipated the next review will be in four years. Council's levels of service are captured in Table 3-3.

Community Levels of Service				
Performance Measure	Level of Service Objective	Performance Measure	KPI	2020
Quality	Buildings are well maintained	Community survey on the physical quality of buildings	KPI based on survey (see improvement program)	Survey to set baseline
Function	Asset to meet service needs – 'fit for purpose'	Community survey on the functionality of buildings	KPI based on survey (see improvement program)	Survey to set baseline
Technical Levels of Service				
Performance Measure	Level of Service Objective	Performance Measure	KPI	2020
Condition	Physical state of buildings in serviceable condition	Average condition of building assets.	Equal or less than condition rating 3	2.8
Renewal	Sustainably managing the renewal of assets	Asset Renewal Ratio	90%-110%	102%
Capacity and Utilisation	Assets have the capacity to meet the community need	Utilisation of buildings	Utilisation rates 80% or higher*	100%
Accessibility	Buildings are accessible to all	Public facing buildings/facilities meet all relevant legislation and standards for access.	100% compliance	100%
Safety	Safety compliance standards are achieved	Legislative compliance testing for Test & Tag, Asbestos, Fire and Life safety, Swimming Facility.	100% Compliance	100%

Table 3-2: Levels of service

*Utilisation rates represent the ability for the asset (building) to meet the requirement for the facility service provider. Occupation rates are captured within the respective service delivery reviews for the facility.

4 Future Demand

The community's demand for services changes overtime. The reason for change can be varied, some of the common drivers are population, demographics, environment and technology. As service demand changes, Council's assets may also need to change to meet the changing demand. A summary of Council's forecast demands and how these are proposed to be managed is contained in Table 4.1.

Population and Demographics

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Population increase: - Total estimated population 39,208 (ABS 2019).	Planned to accommodate an additional 5000 people by 2040. Higher than average provision of medium density housing (38%), which is anticipated to further increase in the next 30 years.	Increased demand for social infrastructure assets such as libraries, recreational, and community facilities.	Tracking levels of service KPI for utilisation and capacity.	If the participation rates increase and the utilisation rates are at capacity it will indicate more services and potentially facilities with greater capacity will be required. Tracking these trends will inform long term new capital investment.
Changing demographics: - 11,257 new residents have moved into Council within the last five years – 30% are new to Council. - Average age is 39 years old. - A quarter of the population are families (couples with children).	Growth in aging population. Growth in children aged between 0-9 years. Increase in families moving to Council. Increasing multiculturalism.	Increased demand for all age appeal facilities.	Tracking community levels of service KPI for functionality. Deliver on Council's Community Plan Objective 1.3 and the Active Ageing Strategy Focus Area 1, Strategy 3: Building and Development: - The Unley Central precinct serves as the Age Friendly demonstration initiative. - Public toilets are sufficiently available, safe, clean and accessible.	If the functionality KPI decreases, it will indicate a change in function may be required and future viability of the assets will need to be assessed. Tracking these trends will inform long term new capital investment. Increased DDA and aged care options through renewals and new capital.

Climate change

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Council and the community are increasingly aware of our impact on the environment and Council's role in environmental sustainability.	Council is committed to pursuing, supporting and creating an environment that will sustain current and future generations. This goal is shared by our community and is a primary objective of most governments across the world.	Council is committed to using fewer precious resources, reducing its carbon footprint and looking for smarter ways to achieve this objective.	<p>Upgrade sites to LED lighting.</p> <p>Introduction of solar to civic buildings.</p> <p>Introduction of grants to facilitate the installation of solar panels to council's community leased facilities.</p> <p>Council is developing a Climate and Energy Plan to be endorsed in 2020/21.</p>	<p>Renewal programs for facility lighting before end of useful life through an organisational LED upgrade program.</p> <p>Introduction of solar assets in the new capital program.</p>
While South Australia's climate has always been variable, a strong warming has been observed since the 1970's, and according to the Bureau of Meteorology, average temperatures across the state has warmed by almost 1°C during the past century, with overall rainfall declining.	Hot and dry consecutive summer days on the rise. The number of days over 40°C in eastern Adelaide is projected to double by 2050, and the frequency and duration of heatwaves is projected to increase.	Increased operating (electricity) costs to the Council buildings.	<p>Choosing more energy efficient products within the buildings to offset the increase in energy usage. These programs include:</p> <p>Upgrade all sites to LED lighting.</p> <p>Introduction of solar to civic buildings.</p> <p>Introduction of grants to facilitate the installation of solar panels to council's community leased facilities.</p>	<p>Renewal programs for facility lighting before end of useful life through an organisational LED upgrade program.</p> <p>Introduction of solar assets in the new capital program.</p>

Technology

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Global trend towards smart cities creating simplified services through smart technology.	Growing expectation to implement digital service improvements. Demand for increased technology provision/access.	Council must adapt to the changing way the community operates, thinks and plans.	Changes to Government Policy Reforms to the planning system currently underway. Digital Unley outlines Council's Digital Vision through the strategic use of digital technologies to enhance the lifestyle of residents, better manage the environment, support the local economy and continuously improve the delivery of Council services.	Futureproofing new buildings to accommodate and adapt to new technologies enabling an appropriate level of service.

Table 4-1: Future demands

5 Lifecycle Management

5.1 Background

Lifecycle management details how Council plans to manage and operate (from planning to disposing) building assets at the agreed level of service while optimising total cost of ownership at an appropriate level of risk.

This section outlines the building asset data (condition, valuation, revaluation, useful life) and processes needed to effectively manage, renew and upgrade the infrastructure assets.

Significant time is spent on the decision to create or acquire a new asset, likewise financial costs of maintaining an asset from creation to disposal or replacement will need to be planned. New assets require initial expenditure; however, the required financial commitment for the asset's lifecycle costs can be up to five times the initial expenditure.

The cost of an asset lifecycle can be divided into four major stages:

- Creation/Acquisition (Planning Design/Procurement, Construction)
- Maintenance and Operations (Operate, Maintain, Monitor)
- Capital Renewal/Replacement (Requirements/Specifications, Upgrade/Modify, Replace)
- Decommission (Trigger, Decommission, Disposal)

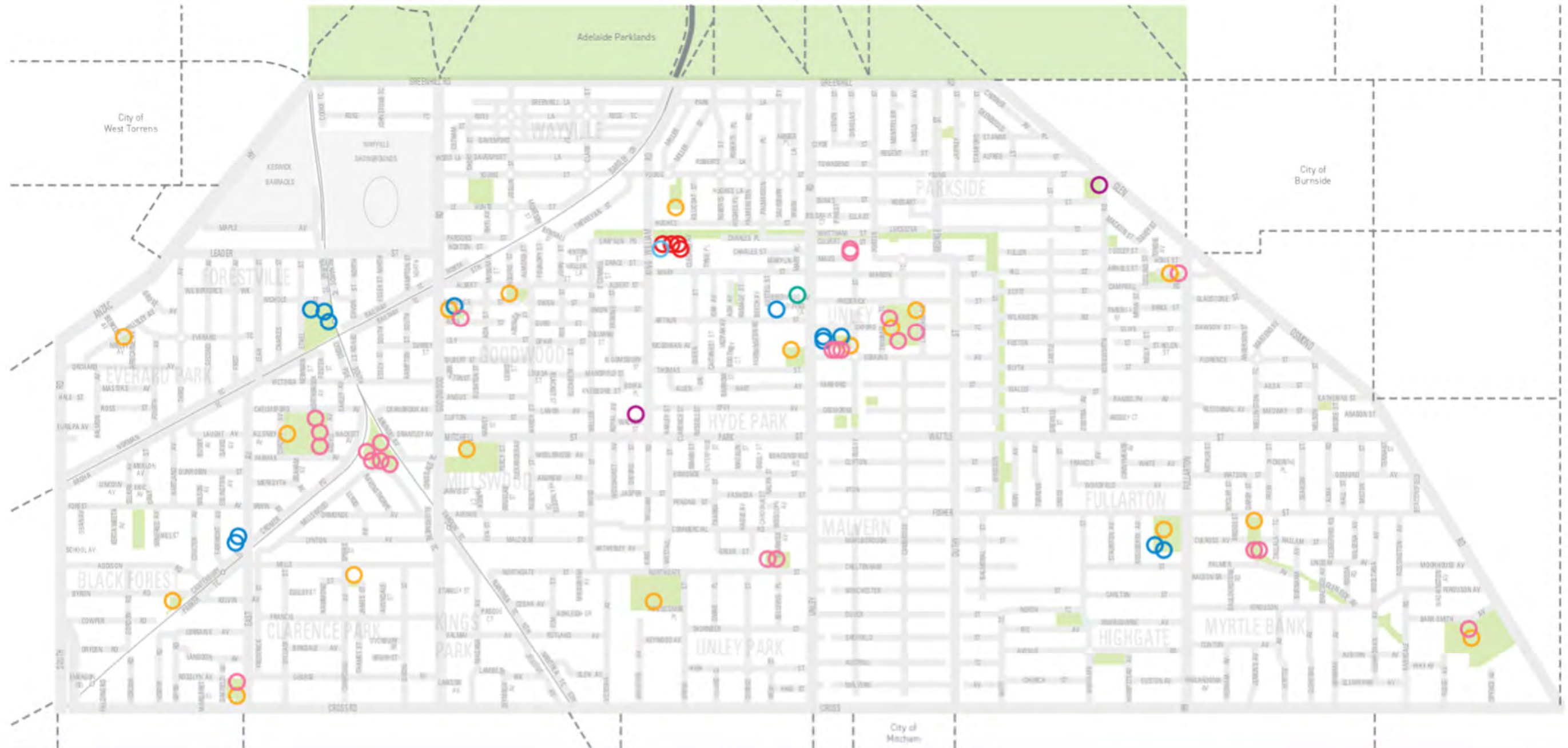
These major stages are further detailed in this Lifecycle Management section.

Variability of these stages also exists within different building categories, as function may influence the renewal versus replacement strategies.

The major stages can be further divided into specific processes as listed in Figure 5-1.



Figure 5-1: Asset lifecycle flowchart



COUNCIL BUILDING ASSET LOCATIONS

LEGEND

- Civic Community
- Civic Operations
- Public Toilets
- Public Toilets (Leased)
- Commercial (Leased)
- Community (Leased)



Figure 5-2: Building Locations

5.1.1 Physical Parameters

A building asset is defined as any construction or structure with fixed and permanent foundations or footings, enclosed or part enclosed with walls, roofing of rigid and long-lasting materials, with the purpose of occupation and/or storage.

The physical boundary of each building asset shall be divided practically, with functionality and the dependency on other assets for building connectivity as key determining factors. Building assets rely on footpath and ramps for easy access to maintain a connected network of assets for public use. Therefore, a building asset shall include the following site improvements and amenities in the direct vicinity:

- External lighting.
- Walkways (excluding walkway / sidewalk assets forming part of the existing footpath network).
- Landscaping and furniture (where assets in reserves and streetscapes have not been recorded as open space assets).

In the case where separate building assets share an adjoining wall and/or are located under a singular roof structure, the asset boundary shall be determined by a hierarchy of tenancy, physical access and function of the space.

Figure 5-2 defines Council's building locations which are split into the following categories:

Civic Community

These facilities are used for the administrative and community services provided by Council to the community. Table 5-1 contains Council's Civic Community buildings:

Category	Street	Suburb	Specific
Civic Community	411 Fullarton Road	Fullarton	Community Centre (Heritage)
Civic Community	411 Fullarton Road	Fullarton	Old Barn
Civic Community	411 Fullarton Road	Fullarton	Caretakers Cottage
Civic Community	101 - 103 Goodwood Road	Goodwood	Community Centre / Library
Civic Community	72 East Avenue	Black Forest	Institute / Community Centre (Heritage)
Civic Community	74 East Avenue	Black Forest	Community Centre House
Civic Community	72 East Avenue	Black Forest	Shed 1 (TOYS)
Civic Community	72 East Avenue	Black Forest	Shed 2
Civic Community	72 East Avenue	Black Forest	Shed 3
Civic Community	72 East Avenue	Black Forest	Shed 4
Civic Community	72 East Avenue	Black Forest	Child Care Shed
Civic Community	181 Unley Road	Unley	Council Offices
Civic Community	181 Unley Road	Unley	Town Hall & Library (Heritage)
Civic Community	80 - 82 Edmund Avenue	Unley	Museum (Heritage)
Civic Community	101 - 103 Goodwood Road	Goodwood	Library
Civic Community	18 Arthur Street	Unley	Senior Citizens Centre
Civic Community	Ethel Street	Forestville	Unley Swimming Centre

Table 5-1 Civic Community

These are Council's community facing buildings and the level of service will reflect a prompt and effective maintenance and capital replacement. Response will be fully accessible, will meet or exceed work health and safety (WHS) and public safety criteria and will be available for public activity.

The Unley Town Hall and Library is a heritage building constructed in stages in the late 1800's and early 1900's. The town hall portion is brick with freestone facade and timber flooring whilst the library portion is freestone, render and bluestone with concrete flooring. As this structure is heritage listed the maintenance and renewal programs focus on preservation with a continuous lifecycle without an end of life. This requires more frequent activity to maintain longevity within the structure and avoid any significant replacement or alteration due to condition.

The Unley Museum is a heritage building in the former Unley Fire Station building, forming part of the Edmund Avenue Cottages, a row of six Council-owned buildings which define the southern edge of the Village Green. The Edmund Avenue Cottages form part of the Unley Civic Precinct (area bounded by Unley Road, Oxford Terrace, Rugby Street and Edmund Avenue), for which Council is developing a long term vision.

The Unley Swimming Centre is a Civic Community building asset and the capital and maintenance costs for the assets in the facility are covered within the Plan. The facility is comprised of the following assets:

- Kiosk and Staff Rooms
- Change Rooms and Toilets
- Swimming Pool 50m
- Children's Pool 14m
- Wading Pool 10m
- Plant Room
- Plant and Equipment
- Shade Shelters
- Various site improvements (fencing, paving, lighting)

Council is developing a masterplan for the future of the Unley Swimming Centre which will inform the direction of all new and upgraded facilities.

Civic Operations

These facilities are operational in nature and/or complimentary to other Council functions. Table 5-2 contains Council's Civic Operations buildings:

Category	Street	Suburb	Specific
Civic Operations	75 King William Road	Unley	Storerooms
Civic Operations	75 King William Road	Unley	Garage
Civic Operations	75 King William Road	Unley	Shelter
Civic Operations	75 King William Road	Unley	Administration Building
Civic Operations	237 Young Street	Unley	Toilet Block
Civic Operations	Trimmer Terrace	Unley	Toilet Block & Ticket Office
Civic Operations	226 Unley Road	Unley	Toilet Block & Store Shed
Civic Operations	Northgate Street	Unley Park	Toilet Block
Civic Operations	411 Fullarton Road	Fullarton	Toilet Block
Civic Operations	53a Fisher Street	Myrtle Bank	Toilet Block
Civic Operations	Glen Osmond Road	Myrtle Bank	Toilet Block
Civic Operations	Churchill Avenue	Clarence Park	Toilet Block
Civic Operations	Africaine Avenue	Everard Park	Toilet Block
Civic Operations	55 Albert Street	Goodwood	Toilet Block
Civic Operations	181 Goodwood Road	Millswood	Change Rooms / Toilet Block

Civic Operations	Byron Road	Black Forest	Toilet Block
Civic Operations	360a Cross Road	Clarence Park	Toilet Block
Civic Operations	Fullarton Rd	Fullarton	Toilet Block
Civic Operations / Lease Community	1 Chelmsford Avenue	Millswood	Goodwood Saints Football Club & Goodwood Cricket Club Grandstand
Civic Operations / Lease Community	Trimmer Terrace	Unley	Jack Oatey Stand
Civic Operations / Lease Community	Trimmer Terrace	Unley	Harry J McKay Stand (Heritage)

Table 5-2 Civic Operations

These buildings provide operational functions and are complimentary to other purposes. Level of service reflect the operational status and prioritise WHS and public safety issues. Maintenance and capital replacement issues will be considered and programmed as appropriate.

In addition to Council owned public toilet, two leased toilet facilities, located at the Walter St CIBO and 82 Glen Osmond Road, are leased and fully maintained by Council in support of the local traders and shopping precincts.

The grandstands located at Unley Oval and Goodwood Oval function as both Civic Operations and Lease Community assets. The internal club facilities are subject to exclusive leases, while the external grandstand is open and accessible to the general public at all times. Significant upgrades to both these facilities are being progressed by Council due to standards outlined in the AFL Preferred Facilities Guidelines for State League competitions, which includes facility requirements for female and junior participants:

- The Unley Oval Jack Oatey Stand upgrade is currently being staged with new change room facilities and warm up area completed as stage one and administrative, spectator viewing, and hospitality areas within stage two.
- The Goodwood Oval Grandstand upgrade includes a two-storey facility with improved facilities to meet the needs of the football club, cricket club and the broader community.

Lease Commercial

These facilities are leased from Council for tenants to run commercial businesses in the community. Table 5-3 contains Council's Leased Commercial buildings:

Category	Street	Suburb	Specific
Lease Commercial	71 - 73 King William Road	Unley	Shop 1
Lease Commercial	72 - 73 King William Road	Unley	Shop 2
Lease Commercial	73 - 73 King William Road	Unley	Shop 3
Lease Commercial	166 Unley Rd	Unley	BarZaar
Lease Commercial	18 Trimmer Terrace	Unley	Montessori School
Lease Commercial	1 Bloomsbury Street	Goodwood	Residential property
Lease Commercial	1A Bloomsbury Street	Goodwood	Residential property

Table 5-3 Lease Commercial

Maintenance issues are generally the responsibility of the tenant with the level of service based on external and structural matters that support structural integrity and asset protection whilst ensuring Council's WHS and public liability is appropriate.

Lease Community

These facilities are leased from Council for tenants to run services to the community. Table 5-4 contains Council's Leased Community buildings:

Category	Street	Suburb	Specific
Lease Community	72 Edmund Avenue	Unley	St John
Lease Community	74 Edmund Avenue	Unley	Vacant
Lease Community	76 Edmund Avenue	Unley	Cancer Care Centre Inc
Lease Community	78 Edmund Avenue	Unley	Cottage
Lease Community	84 Edmund Avenue	Unley	Adelaide Potters Club
Lease Community	84 Edmund Avenue	Unley	Shed - 'The Mary Cummins Morphet Room'
Lease Community	84 Edmund Avenue	Unley	Shed
Lease Community	47 Oxford Terrace	Unley	Kindergarten
Lease Community	47 Oxford Terrace	Unley	Shed 1
Lease Community	47 Oxford Terrace	Unley	Shed 2
Lease Community	39 Oxford Terrace	Unley	Sturt Football Club
Lease Community	31 Rosa Street	Goodwood	Child Care Centre
Lease Community	Fern Avenue	Fullarton	Straw Hut
Lease Community	Fern Avenue	Fullarton	Garden Shed
Lease Community	Fern Avenue	Fullarton	Storage Shed
Lease Community	49 Oxford Terrace	Unley	Cottage
Lease Community	53a Fisher Street	Myrtle Bank	Highgate Girl Guides
Lease Community	53a Fisher Street	Myrtle Bank	Fullarton Scout Hall
Lease Community	53a Fisher Street	Myrtle Bank	Fullarton Scout Hall Shed
Lease Community	269 Fullarton Road	Parkside	Broughton Arts Society
Lease Community	Trimmer Terrace	Unley	Sturt Bowling Club
Lease Community	Trimmer Terrace	Unley	Sturt Lawn Tennis Club
Lease Community	8 Northgate Street	Unley Park	Bowling Club
Lease Community	8 Northgate Street	Unley Park	Tennis / Croquet Club
Lease Community	Glen Osmond Road	Myrtle Bank	Glen Osmond Scout Hall
Lease Community	1 Chelmsford Avenue	Millswood	Forestville Hockey Club
Lease Community	Millswood Crescent	Millswood	Bowling Club Shed
Lease Community	1 Chelmsford Avenue	Millswood	Hardcourt Tennis Club
Lease Community	1 Chelmsford Avenue	Millswood	Tennis SA
Lease Community	Millswood Crescent	Millswood	Bowling Club
Lease Community	Millswood Crescent	Millswood	Tennis Club
Lease Community	18b Millswood Crescent	Millswood	Workshop
Lease Community	Millswood Crescent	Millswood	Croquet Club
Lease Community	360a Cross Road	Clarence Park	Fairmont Tennis Club

Table 5-4 Lease Community

Maintenance issues are generally the responsibility of the tenant with Council. Levels of service are based on external and structural matters that support structural integrity and asset protection whilst ensuring Council's WHS and public liability is appropriate. Capital renewal works continue to be programmed to ensure the generally ageing facilities continue to be fit for purpose and meet all regulatory requirements.

Civic Operations – other

Facilities used in support of the physical works services provided by the Council to the community.

These buildings include:

- Mt Osmond landfill site located Princess Highway, Mount Osmond
- Private buildings on Council land include:
 - South Australia Society of Model and Experimental Engineers
 - Fullarton Scout Hall
 - Glen Osmond Scout Hall
 - Highgate Girl Guides

Centennial Park Cemetery Authority is a body corporate established as a Regional Subsidiary in accordance with the relevant provision of the Local Government Act 1999. The property of the Authority is held on behalf of the constituent owner Councils, the Cities of Unley and Mitcham. Centennial Park operations and asset management is delivered independent to the Plan.

5.1.2 Asset Utilisation

The utilisation of buildings varies across the asset categories. Different functionality of the building equates to specific requirements in operating times and the level of utilisation:

- Many civic community services run at designated business hours, allowing appropriate access to the public and community programs to be scheduled.
- Council Operations buildings are utilised during business hours and above depending on works requirements.
- Many sporting and recreational clubs operate on weekends and after hours. These buildings may have very little use throughout business hours except for administration, cleaning and preparation.

The overall daily or weekly routine of the building's utilisation allows for the planned cleaning and reactive maintenance response of the facilities during non-peak times.

Utilisation of buildings can be used as a metric for the optimisation of existing facilities and the allocation of funding. Assets with higher utilisation demand a higher level of service to be maintained. Utilisation is measured as a level of service KPI in terms of providing adequate buildings/facilities to meet the service needs by the facility operator, which are informed by the community usage rates.

5.1.3 Asset Condition

Buildings undergo three levels of inspections; the complexity and detail of these inspections increases as the level is increased:

- Level 1 – Operational inspection (monthly – internal maintenance team).
- Level 2 – Asset inspection (annually – internal assets team).
- Level 3 – Detailed condition assessment (three to five years – external consultant). The building asset database and condition inspections are based on the hierarchy of asset components shown in Figure 5-5.

The objective of a condition assessment is to provide sufficient information on asset condition to inform strategic asset planning and management decision-making.

The condition rating is based on the collected building asset condition assessment in 2018. The next condition assessment is due in 2022/23.

Buildings incorporate a 1-5 condition rating score (Table 5-5) to standardise assets for comparison across the portfolio. Each building component (Figure 5-4) is given a condition score which forms an overall average condition score per building asset.

Rating	Condition	Condition Description	Action
1	Very Good	A new or near new asset with no visible signs of deterioration.	No action required
2	Good	Early stages of minor deterioration causing no serviceability problems.	Minor defect only, no action required
3	Fair	Some obvious deterioration evident. Serviceability may be impaired slightly.	Maintenance required to sustain the level of service
4	Poor	Severe deterioration evident, starting to limit the serviceability of the asset.	Consider renewal
5	Very Poor	Serviceability problems needing immediate rehabilitation. Possible risk to remain in service.	Replace/dispose

Table 5-5 Asset condition rating

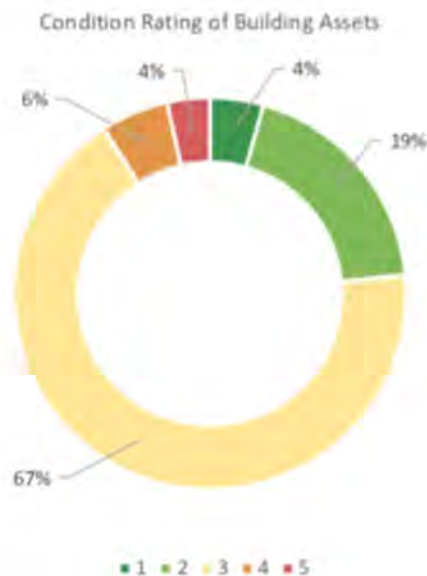


Figure 5-3: Building asset condition

The overall rating (based on 2018 condition assessment) of Council buildings is contained in Figure 5-3, which identifies:

- 23% of buildings do not require intervention.
- 67% of buildings are assessed for maintenance requirements.
- 10% of buildings are assessed for renewal/replacement requirements.

Asset condition rating are shown in Table 5-6 by asset category. The average rating can be used as a benchmark for measuring against the building category desired level of service.

Buildings have a level of service based on maintaining a condition rating of 3. When a building falls below this condition rating to a poor or very poor condition (a rating of 4 or 5), maintenance or renewal is programmed to ensure the asset condition is returned to condition 3 (fair) or better. This cyclic process is

repeated across the portfolio as building assets deteriorate, to ensure an overall portfolio condition rating of 3 is sustained.

Building Categories	Number of Buildings	Average Condition Rating (2018)	Target Portfolio LoS Condition Rating
Civic Community	17	2.8	≤ 3.0
Civic Operations	21	2.7	≤ 3.0
Lease Commercial	7	2.8	≤ 3.0
Lease Community	34	3.0	≤ 3.0
Other	Not available*	Not available*	≤ 3.0
TOTAL	79	2.8	≤ 3.0

Table 5-6 Building asset condition categories

*Data Not Available due to site(s) being unavailable for the previous condition assessment.



Figure 5-4: Building asset hierarchy

5.1.4 Useful Life

Buildings are provided with an expected useful life value for lifecycle cost planning, asset valuation and depreciation.

The expected life can be greater than a standard design life. This is achieved through capital renewal and maintenance as the building is maintained to satisfy the required levels of service. This ongoing renewal results in a slowed or plateaued remaining life.

As a result of this strategy, the asset construction date does not govern the assets residual life. Instead, the asset condition is used to form a condition based remaining useful life. Residual life revalued following the cycle of building asset condition inspections stipulated by Council.

Table 5-7 outlines general ranges for expected life of assets divided into building types. As many buildings have been acquired throughout the years and not built for purpose, these guides should be reviewed on a case by case basis, which is reflected by the range of useful life values within a single building type.

Building Type	Expected Life (Years)	Typical Use (Current Portfolio)
Purpose Built Civic/Admin Centre	100 - 150	Civic Community
Library	50 - 75	Civic Community
Community Centre	100 - 150	Civic Community
Refurbished Heritage Style Cottage	75 - 100	Civic Community / Leased Community
Shed	25 - 30	Civic Community / Leased Community
Purpose Built Swim Centre	50 - 75	Civic Community
Purpose Built Works Depot	50 - 75	Civic Operations
Public Toilet – Large Stand-Alone Block	50	Civic Operations
Public Toilet – Small Stand-Alone Block	30	Civic Operations
Public Toilet – External to Existing Facility	50	Civic Operations
Grandstands	75 - 100	Civic Operations
Clubrooms / Change rooms	30 - 50	Leased Community
Club Hall	50 - 75	Leased Community
Sports Club - Large	75 – 100	Leased Community
Sports Club - Small	50 – 75	Leased Community
Purpose Built Bazaar / Tavern	50 - 75	Leased Commercial
Shop	30 - 50	Leased Commercial

Table 5-7: Expected life of building assets

The impact of climate change to infrastructure assets useful life is not yet quantified and may continue to change as increased temperature, heatwaves, higher storm and rainfall intensities will increasingly affect the useful life of infrastructure at a material level. These impacts have been identified in risk management and future demands.

5.1.5 Asset Valuation

Valuations are undertaken in alignment with Australian Accounting Standard 'AASB13 Fair Value', and 'AASB116 Property Plant and Equipment'. These valuations are required every three to five years, with an independent audit required every five years. Valuations are undertaken to satisfy the financial reporting requirements and to understand the cost to replace assets. The next valuation will be completed 30 June 2023.

The valuation of Council's building assets is summarised in the Table 5-9 below.

Asset Category	Replacement Value	Accumulated Depreciation	Written Down Value
Civic Community	\$35,678,789	\$20,812,851	\$14,865,938
Civic Operations	\$14,664,409	\$10,675,291	\$3,989,118
Lease Commercial	\$3,370,070	\$2,358,998	\$1,011,071
Lease Community	\$24,968,028	\$15,317,952	\$9,650,076
Civic Operations – other	\$582,261	\$175,821	\$406,440
TOTAL	\$79,263,556	\$49,340,913	\$29,922,643

Table 5-8: Building assets valuation

5.1.6 Historical Expenditure

The maintenance budget has increased annually due to CPI and the asset portfolio growing in size, complexity and age. The new capital budget in 2019/20 was significantly increased due to the delivery of the Goodwood Oval Grandstand replacement and the staged upgrade of the Unley Oval Grandstand. Figure 5-5 outlines the historical expenditure for the past five years.



Figure 5-5: Historical expenditure

5.2 Operations and Maintenance Plan

5.2.1 Operations and Maintenance Strategies

Maintenance is recurrent expenditure, periodically or regularly required through a schedule of works to ensure the asset maintains its condition, achieves its useful life and provides the required level of service. The expenditure is anticipated in determining the asset's useful life. Figure 5-6 outlines the asset maintenance process.

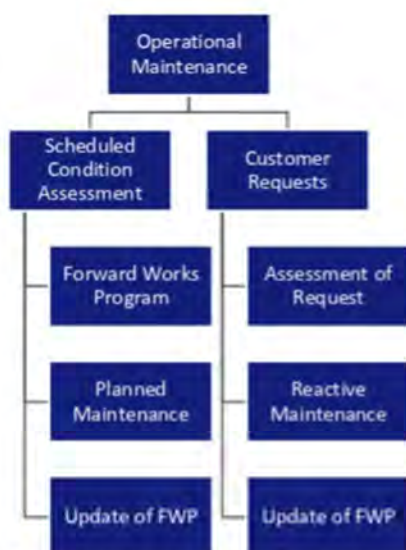


Figure 5-6: Asset maintenance process flowchart

As the years progress, the maintenance budget is projected to increase due to CPI and an asset portfolio growing in size, complexity and age.

Council's core maintenance activities include repair and upkeep of open space assets to ensure safety, functionality and operational capacity. Maintenance includes planned and reactive work activities:

- Planned maintenance is work carried out to a pre-determined schedule (e.g. routine mowing of grass in parks, gardens and sportsground).
- Reactive maintenance is unplanned work carried out in response to customer service requests and management decisions (e.g. vandalism and any ad hoc requests from the community).

In 2020/21 Council will conduct a review of all Depot operations in terms of levels of service to identify operational and financial efficiencies.

This review will be inclusive of all levels of service and processes to identify opportunities for efficiencies across all key depot operations including:

- Civil works
- Response and signage
- Open Space, Parks and Recreation
- Arboriculture

The outcomes of this service review may impact the operational and maintenance forecast with any changes made to be reflected in the LTFP following the conclusion of the review.

Council has the following service levels with respect to building assets. The response times are contained in Table 5-9.

Reactive Maintenance

Respond 1 (within 1 hour)

- Attend 95% of Priority 1 tasks within the target attend time.
- Complete 85% of Priority 1 tasks within the target completion time (subject to access, parts and materials, being available, otherwise 'make-safe' or undertake 'temporary repairs').

Respond 2 (within 48 hours)

- Attend 95% of Priority 2 tasks within the target attend time.
- Complete 85% of Priority 2 tasks within the target completion.

Respond 3 and 4 (within 10 or 20 days)

- Attend 95% of these tasks within the target attend time.
- Complete 90% of these tasks within the target completion time.

Respond 5 (within 30 days)

- Attend 95% of these tasks within the target completion time.
- Complete 95% of these tasks within the target completion time.

Long Term Maintenance

Respond 6 (include in Programmed Works schedule)

- Specific key performance indicators and/or milestones to be agreed on a project-by-project basis.
- Assess within 1 hour (does not necessarily mean inspect).

Respond category is assessed and allocated based on:

- Fire, Life Safety, Indoor Air Quality, Regulatory - Maintenance of building systems involving life safety and mandated regulatory compliance.
- Building Preservation – Maintenance required to avoid the deterioration of building systems such as roof leaks, plumbing leaks, heating.
- Occupied Necessities – Mechanical services, lighting, electrical service, lock repair, plumbing, sewers.
- Unique Program Support – Specialty systems and areas supporting IT space and equipment, function areas and meeting space, commercial type kitchens.
- Ad Hoc Departmental / Lessee Requests - Requests from departments outside of the above categories such as maintenance of departmentally owned equipment, moveable furniture and specialised systems not inclusive in the building infrastructure.
- Aesthetic – Interior surface finishes such as ceiling tile, drywall, and painting and floor coverings.

Respond	Examples
Respond 1 (Emergency response) <i>During normal working hours – attendance within 1 hour.</i> <i>Outside normal working hours – attendance within 2 hours.</i>	<ul style="list-style-type: none"> • Risk of life or substantial damage to property. • Smell of gas. • Major water leak resulting in flood and immediate danger to the structure, services or fixtures/fittings. • Major loss of power. • Smell of burning (electrical). • Major structural damage, such as ceiling collapse. • Main drain blockage. • Total loss of heating in building - excludes student houses. • Lighting fault on staircases, landings and areas likely to be a Health and Safety Issue.
Respond 2 (Response within 48 hours) <i>During normal hours where feasible</i>	<ul style="list-style-type: none"> • Lighting tube/bulb failures. • Partial loss of heating. • Loss of hot water. • Loss of drinking water. • Partial loss of power to room or area. • Overflow pipe discharging. • Blocked drains (excluding main drainage). • Fault on external doors and windows that may compromise security. • Faults on internal doors that may compromise security. • Water penetration into electrical fittings. • Major loss of water from faulty taps or shower heads.

Respond 3 (Respond and fix within 10 working days)	<ul style="list-style-type: none"> • Minor heating system leak. • Minor internal plumbing leak. • Minor loss of water from faulty taps or shower heads. • Flickering lights. • Loss of power to individual lights. • Major cooker, washing machine or fridge faults. • Internal lock faults. • Roof leaks. • Emergency light faults.
Respond 4 (Respond and fix within 20 working days)	<ul style="list-style-type: none"> • Broken WC seat. • Bathroom extractor fan faults. • Replace shower hose or head. • Minor joinery repairs. • Window faults not compromising security. • Minor fridge faults.
Respond 5 (Respond and fix within 30 working days)	<ul style="list-style-type: none"> • Replace sanitary fittings. • Making good holes in walls and ceilings or plaster repairs. • Minor joinery repairs nonurgent. • Repairs to room furniture.
Respond 6 (Programmed works – fixed by agreed date)	<ul style="list-style-type: none"> • Any work not fully in the above categories where completion date is pre-arranged with client. • Fixing of shelving, notice boards, white boards etc. • Manufacture of items for departments not regarded as maintenance related (subject to appropriate funding being available).

Table 5-9: Response

5.2.2 Summary of Future Costs

Figure 5-7 shows the forecast of planned and unplanned operations and maintenance works over the next ten years. It has been projected with CPI increase over the ten years, which aligns with the LTFF. As Australia is facing a potential recession in the coming years, the CPI assumptions will change on an annual basis through the LTFF.

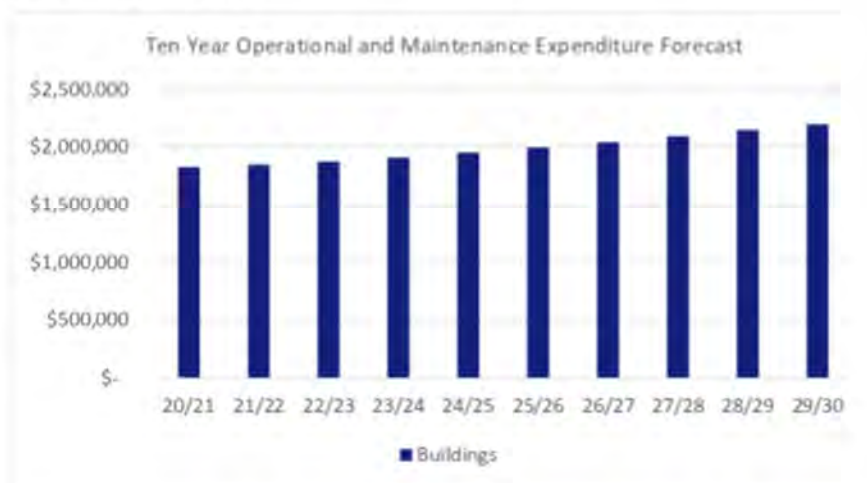


Figure 5-7: Buildings ten year operational and maintenance expenditure forecast

5.3 Renewal Plan (Capital)

Asset renewal is the replacement or refurbishment of an existing asset to return it to the modern standard equivalent performance and level of service. Renewal planning is necessary to ensure adequate funding is available, and assets are replaced at an optimum time to maintain the level of service.

5.3.1 Renewal Identification

Projected future renewal expenditures are forecast to increase over time as the asset portfolio grows in size, complexity and age.

Renewals are programmed across asset classes using the following methods:

1. Forward projection based on historic expenditure.
2. Broad estimates based on replacing assets at the end of their useful lives.
3. Predictive modelling of varying degrees of complexity.
4. Bottom-up approach with a high confidence in asset data. Projects are identified via asset monitoring, prioritised and allocated.

These methods increase in sophistication, which is reflected by the data confidence level.

Condition based data is the preferred method to form basis of the renewal program. Other factors such as functionality, risk, safety and changes in standards are also to be considered. When the data confidence is not at a mature stage, annual depreciation can be used as a guide for the annual budget.

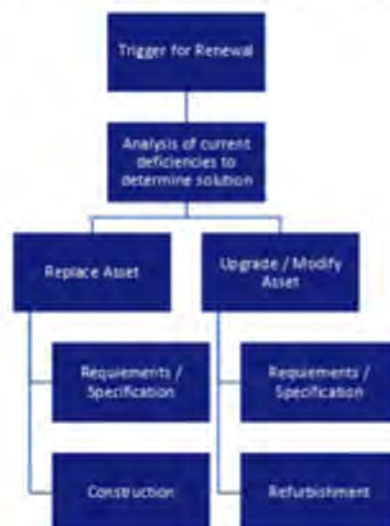


Figure 5-8: Asset capital renewal process flowchart

5.3.2 Renewal Strategies

Early implementation of renewal may be undertaken for upgrades and replacements due to changes in standards, safety issues, changes in levels of service, funding opportunities or alignment with external strategies and plans.

Renewal works identified in terms of renewal strategies may be deferred if the cost is beyond the current financial ability to fund it. This can occur when there are higher priority works on other asset groups. When renewal works are deferred, the impact of the deferral on the assets ability to still provide the required level of service will be assessed. Although the deferral of some renewal works may not impact significantly on the short-term operation of the assets, repeated deferral will create a liability in the longer term.

5.3.3 Summary of Future Costs

The projected future renewal expenditure is summarised in Figure 5-9, the three sets of data include:

- The renewal bar graph displays the replacement value of assets reaching the end of their useful life based on the 2018 condition assessment.
- The renewal average line displays the annual budget per year to meet the ten year renewal targets without the extreme variance indicated from the renewal bar graph.
- The LTFP line displays the current LTFP projection based on past asset management plans and asset data.

It is recognised matching condition-based renewal fluctuations from year to year is not generally possible from both a budget and resourcing perspective. Distributing the renewal costs over the ten year timeframe is preferable from a budget and resourcing perspective. The process for renewals is outlined in Figure 5-8.



Figure 5-9: Building ten year renewal expenditure forecast

The average annual expenditure for the next ten years:

Renewal projection	\$1,072,000
LTFP	\$1,095,200
Annual depreciation	\$1,280,000

The Plan identifies an annual spend of \$1,072,000 for building asset renewal based on asset condition over the next ten years. The annual depreciation in 2020/21 for buildings is \$1,280,000, which indicates an increase will be required in the LTFP spending for buildings as the asset portfolio ages.

The significant budget required to replace assets in 2027/28 is due to multiple assets reaching the end of their useful life. A majority of these are fitout replacements for a range of facilities including sporting clubs, community centres, swimming centre, depot and toilet blocks. Council will budget the annual renewal in line with the renewal average and distribute these renewals across the ten years.

Council's asset renewal ratio (planned renewal / the Plan's identified renewal) is at 102% over the next ten years. The ratio represents the level of capital expenditure on the renewal of assets (LTFP) relative to the expenditure projected in the Plan.

The current LTFP expenditure is over the budget projection and a decrease of \$231,000 to the budget over ten years will be required to maintain a ratio of 100%. Council's target is a 100% average over the next ten years.

5.4 Creation/Acquisition Plan (New Capital)

New works create new assets or works which upgrade an existing asset beyond its existing capacity. This can include existing property assets through acquisition. They may result from various needs derived from demands such as population growth, environmental and technology change (as mentioned in Section 4).

5.4.1 Capital Investment Strategies

Creation and acquisition begin with identifying current and projected needs not sufficiently fulfilled by the building asset portfolio. Triggers for asset creation include, but are not limited to:

- Legislative requirements including Occupational Health and Safety.
- The end of useful life of existing assets.
- Increased service demand (such as through an increase in population or levels of service).
- Changes in the required services (such as is outlined in the Active Ageing Strategy).

Investigation and recommendations on strategic opportunities for property acquisition or divestment are the responsibility of Council's Strategic Property Committee. Figure 5-10 outlines Council's asset creation process.

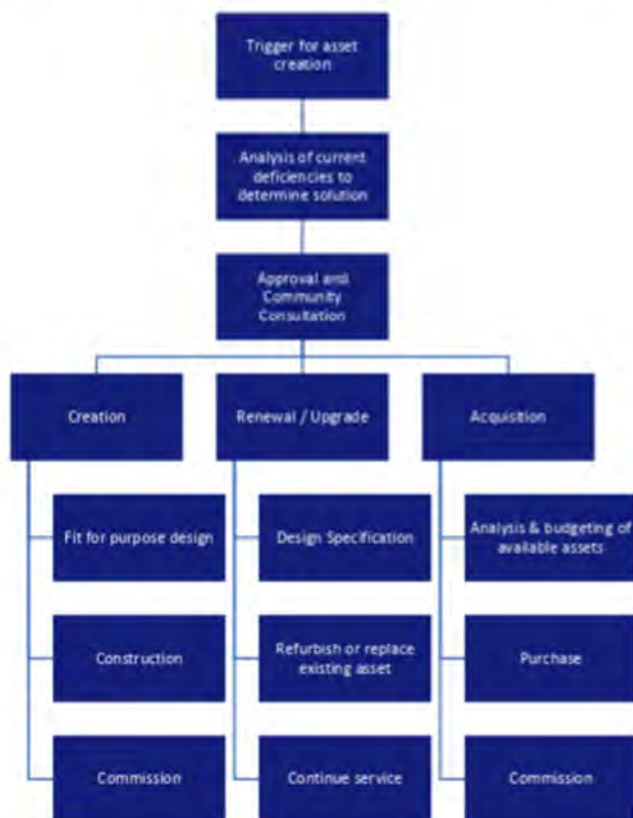


Figure 5-10: Asset creation process flowchart.

5.4.2 Summary of Future Costs

The projected upgrade/new asset expenditure are summarised in Figure 5-11.

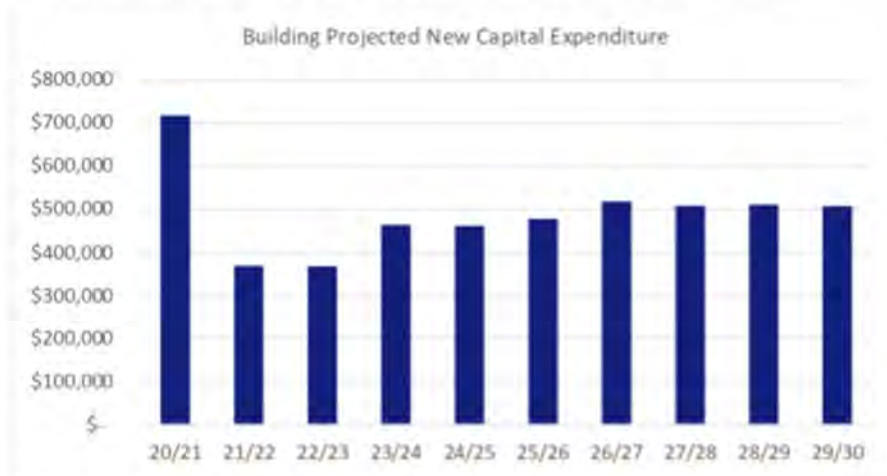


Figure 5-11: Projected new capital expenditure

Figure 5-11 outlines the projected new capital works budget for buildings. Council reviews new capital projects on an annual basis as part of the adoption of the Annual Business Plan, with one year (2020/21) of works been approved through the Annual Business Plan. The projection for the remainder of the ten year new capital is based on Council's annual priorities for new capital expenditure across Council and the need for new capital across all asset classes based on upcoming projects.

The 2020/21 financial year has a reduced budget as significant funds are being carried forward for the staged continuation of the Unley Oval Grandstand upgrade. The remaining funding is allocated to progressing design works. It's typical for the building new capital budget to fluctuate year to year to deliver the design and construction stages for large projects, with the majority of the capital funding being budgeted within the construction stage.

As timing and costs for these future projects are still to be confirmed due to strategic planning, design development and consultation, the projection for building assets is shown to be distributed with an average budget of \$490,000 per year across ten years. These budgets are subject to individual annual bids, Council strategies and funding opportunities and are expected to fluctuate year to year.

The upcoming new capital projects for buildings in the next ten years include:

- Unley Oval Jack Oatey Grandstand (Stage Two)
- Edmund Avenue Cottages
- Unley Swimming Centre
- Millswood Croquet Club

5.5 Decommission Plan

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

Decommission of assets can be triggered in the following situations:

- The end of useful life of existing assets.
- Safety factors inherent to the asset.
- Non-compliance of the asset prompting a modern equivalent replacement.

Decommission of assets can involve the following courses of action (Figure 5-12):

- Design and replacement of the asset with a modern fit for purpose equivalent.
- Removal of the asset with the aim of repurposing the land in line with the long-term strategy of Council.
- The sale of the asset (in part or in whole), in situations where Council is looking to consolidate the asset portfolio.

The residual life of assets should be considered when decommissioning and disposing of asset components, which may have significant remaining life and value, e.g. information technology equipment within buildings.

Investigation and recommendations on strategic opportunities for property acquisition or divestment are the responsibility of Council's Strategic Property Committee.

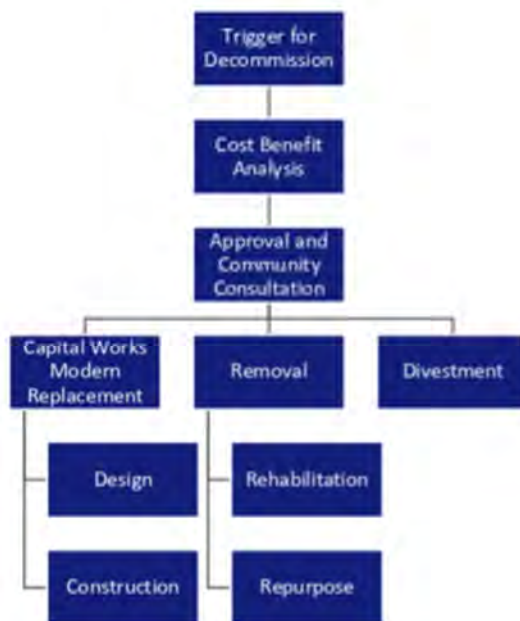


Figure 5-12: Asset decommission process flowchart

6 Risk Management

6.1 Critical Assets

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. The identification of critical assets and failure modes means investigative activities, condition inspection programs, maintenance and capital expenditure plans can be effectively targeted.

Factors influencing criticality include safety, production/effort, cost and reputation.

Assets within the Civic Community category which are the public face of Council and provide integral administrative services are critical to the core community services supplied by Council. Severe deficiencies relating to the functionality and public appearance of these assets are to be avoided with high priority to maintain a stable provision and therefore public image of Council services.

Assets within the Civic Operations category which house the physical works departments of Council and provide integral physical works services are critical to the day to day operation of Council. Severe deficiencies relating to the operational status of these assets are to be avoided with high priority to maintain a stable provision and therefore public image of Council services.

6.2 Risk Assessment

The process for managing Council's risks is consistent with the International Risk Management Standard ISO 31000:2018. It involves five key steps, additional steps to ensure feedback through a monitoring and review process and appropriate communication and consultation.

Council is committed to effective risk and opportunity management to:

- Improve its ability to deliver community priorities, service delivery and outcomes for Council.
- Maximise opportunities and minimise the impact and likelihood of risk.
- Protect its employees, assets, liabilities and its community by avoiding or mitigating losses.
- Provide greater certainty for its employees, residents, stakeholders and the community in which Council operates by understanding and managing its risks.

Council acknowledges risk management is an essential part of best practice asset management. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for unacceptable risks.

An assessment of risks associated with buildings using Council's risk matrix (Table 6-1), has identified, analysed and evaluated building asset risks. Table 6-2 outlines Council's risk management for buildings and is to be reviewed annually at a minimum outside of the Plan.

		Consequence				
		Catastrophic	Major	Moderate	Minor	Insignificant
Likelihood	Rare	Medium	Medium	Low	Low	Low
	Unlikely	High	Medium	Medium	Low	Low
	Possible	High	High	Medium	Medium	Low
	Likely	Extreme	High	High	Medium	Medium
	Almost Certain	Extreme	Extreme	High	High	Medium

Table 6-1: Risk matrix

Ref	Risk Description (event or potential event focused and their impact upon objectives)	INHERENT RISK Level of risk with NO controls in place			Controls already in place (What existing controls are in place to prevent and/or manage the risk?)	Are the Controls effective at managing the risk?	RESIDUAL RISK Level of risk if existing controls are effective			Is the Residual Risk Rating Tolerable?	Treatments/Additional Controls (additional controls that can be implemented to further reduce the level of Risk)	Treatment Owner & Timing (Who is responsible for implementing the treatment and When it should be implemented/complete d)	RISK LEVEL after Treatments If treatments implemented are effective		
		Consequence	Likelihood	Risk Rating			Consequence	Likelihood	Risk Rating				Consequence	Likelihood	Risk Rating
1	Unsustainable management of assets due to poor quality data within asset management plan	Catastrophic	Likely	High	Periodic delivery of condition assessments and revaluations in line with industry standards.	Partially effective	Catastrophic	Possible	High	No	Continuous improvements in asset management maturity and activities through the improvement program.	Assets and Operations and Finance & Procurement See improvement program (Section 8.2)	Catastrophic	Unlikely	Medium
2	Council staff and/or members of the public injured as a result of Council activities or using Council buildings/facilities	Catastrophic	Likely	High	Annual maintenance budgets. Periodic delivery of condition assessments. Maintenance inspections. Timely response to reported hazards in alignment with the service level agreement.	Majority effective	Catastrophic	Unlikely	Medium	Yes	N/A	N/A	N/A	N/A	N/A
3	Non-compliance with safety standards within buildings	Catastrophic	Likely	High	Ensure all compliance and mandated inspections are met.	Majority effective	Catastrophic	Rare	Medium	Yes	N/A	N/A	N/A	N/A	N/A
4	Council unable to fund required capital and maintenance due to economic downturn.	Moderate	Likely	High	Maintain strong sustainability ratio to avoid a backlog of capital works. Ability to fund capital program through borrowings. Ability to reduce levels of service.	Majority effective	Moderate	Rare	Low	Yes	N/A	N/A	N/A	N/A	N/A

Ref	Risk Description (event or potential event focused and their impact upon objectives)	INHERENT RISK Level of risk with NO controls in place			Controls already in place (What existing controls are in place to prevent and/or manage the risk?)	Are the Controls effective at managing the risk?	RESIDUAL RISK Level of risk if existing controls are effective				Treatments/Additional Controls (additional controls that can be implemented to further reduce the level of Risk)	Treatment Owner & Timing (Who is responsible for implementing the treatment and When it should be implemented/complete d)	RISK LEVEL after Treatments If treatments implemented are effective		
		Consequence	Likelihood	Risk Rating			Consequence	Likelihood	Risk Rating	Is the Residual Risk Rating Tolerable?			Consequence	Likelihood	Risk Rating
5	Climate change not appropriately planned for with respect to asset management.	Moderate	Likely	High	High level targets are set through the objectives and targets within the Environmental Sustainability Strategy.	Partially effective	Moderate	Likely	Medium	No	Climate change addressed with respect to Councils impact on the environment as well as the environments impact to councils' assets. Include climate change as a considered factor throughout the Plans, outlining the impact and associated demand on assets. Address assets within Climate and Energy Plan.	Assets and Operations Ongoing as asset management plans and council strategies are updated	Moderate	Possible	Medium
6	Assets not fit for purpose to support service delivery targets.	Moderate	Likely	High	The Plan is updated every four years (minimum) to reflect current legislation and adopted strategic direction from Council. This ensures appropriate operational and capital planning is undertaken to maintain the assets at the agreed level of service.	Majority effective	Moderate	Unlikely	Medium	Yes	N/A	N/A	N/A	N/A	N/A

Table 6-2: Building risks

7 Financial Summary

This section contains the financial requirements resulting from all the information presented in Section 5 of the Plan. The financial projections will be refined as part of the ongoing revision of the Plan.

7.1 Valuation forecast

Asset values are projected to increase as additional assets are added through capital works. Additional assets will generally increase the operational and maintenance requirements in the longer term, as well as the need for renewal. Additional assets will be included for future depreciation forecasts.

7.2 Expenditure forecast

Figure 7-1 outlines the financial projections for maintenance and capital renewal and capital new expenditure for the buildings.

The total forecast expenditure for buildings is relatively constant over the ten year period. The predictability of this budget allows Council to undertake capital programs as and when required in each year.

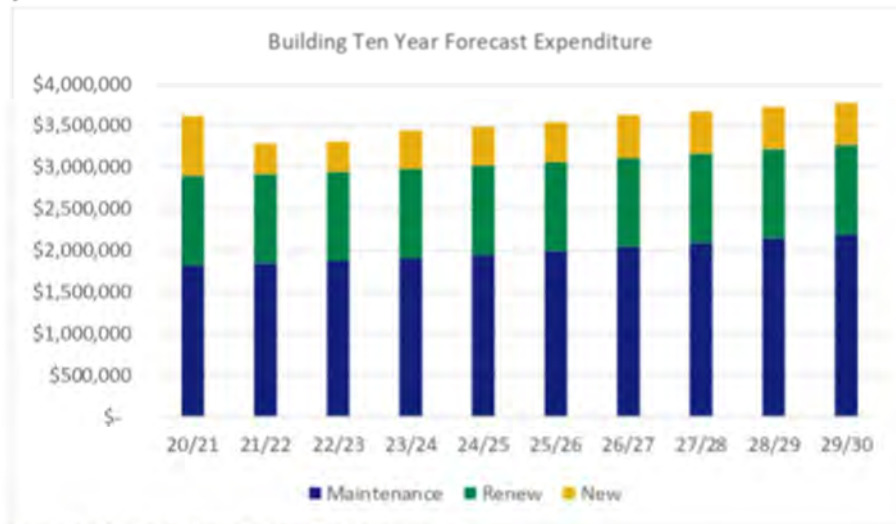


Figure 7-1 Building ten year forecast expenditure

7.3 Asset Renewal Funding Ratio

This ratio indicates whether Council has the financial capacity to fund asset renewal at continued existing service levels. Council's target is a 100% average over the next ten years.

Asset Renewal Funding Ratio – Buildings: 102%

This ratio is an important budget indicator over the next ten years. Council's LTFP has budgeted 102% of funds identified in this plan for the optimal renewal and replacement of building assets. A decrease of \$231,000 to the renewal budget over ten years is required to maintain a ratio of 100%.

7.4 Funding Strategy

An approach to asset management driven from a service perspective is currently being introduced to Council based more directly on the declared levels of service for each specific asset.

Key strategic milestones:

- The Plan will inform the future LTFP.
- The next major condition assessment and revaluation will be in 2022/23 and inform future renewal strategies.
- The Depot operations service review will be undertaken in 2020/21, which will inform future maintenance and operating budgets.

Repayment of existing loans has been extracted from the current loan schedule. The LTFP assumption indicates no additional funding through borrowings is required to meet new capital commitments in the future. The Local Government Finance Authority (LGFA) Cash Advance Debenture (CAD) Facility will continue to be used to balance funding requirements in terms of borrowing.

The projected expenditure is to be funded from Council's operating, maintenance and capital budgets.

7.5 Key Assumptions

The assumptions and data used in presenting this forecast information were:

- Replacement costs derived from the fixed asset register in Technology One asset database.
- Condition data derived from the building condition assessment from 2018.
- Key financial assumptions derived from LTFP 2020/21.
- Operation funding will be made without reduction.
- Capital funding will be made without reduction.
- Appropriate resources will be made available to manage the Plan.
- Council income will remain consistent with LTFP.
- There will be no natural disasters.

7.6 Forecast Reliability and Confidence

The expenditure projections are based on the best available data. Data confidence is critical for an accurate expenditure projection. As new data becomes available, the forward plans will be updated. There are five levels that measures data confidence:

Confidence Level	Description
A - Highly Reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Data set is complete and estimated to be accurate +/- 2%.
B – Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, e.g. 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 +/-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 +/- 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 +/-40%.
E – Unknown	None or very little data held.

Table 7-1: Data confidence level

Council's building data confidence is (B) – *Reliable* across condition, spatial and financial data. This confidence level has been achieved through condition assessments completed over two full revaluation cycles. The improvement program outlines steps to continue to increase the maturity and confidence of the data through the next revaluation.

8 Improvement and Monitoring

8.1 Status of Asset Management Practices

Council is committed to improve the data quality and confidence by implementing actions within the improvement program in Table 8-1.

8.1.1 Accounting and Financial Systems

Council uses Technology One as its financial management and accounting system. Technology One has the capability to report the full lifecycle of assets providing full transparency from acquisition to disposal of assets.

8.1.2 Asset Management System

Council uses Technology One – Enterprise Asset Management software as its Asset Management System. Initial set up of the asset management system is crucial to ensure integration between operating and financial functions. Council's initial set up of the asset management system was incomplete and is being addressed through the improvement program, periodically updating the asset registers during revaluations.

A future improvement is to integrate the financial system and asset management system following each asset categories condition assessment and revaluation.

Council's geographic information system (GIS) data is stored within a specialised GIS software suite. An improvement will be to integrate the GIS data with the asset register to provide live spatial data.

8.2 Improvement Programs

The improvement program derived from the Plan is shown in Table 8-1.

Task No.	Task	Responsible officer	Resource Required	Due Date
1	Continual review and update of the asset register.	Asset Management Officer	Internal	Revaluation 2022/23
2	Condition audit to be completed	Coordinator Property and Facilities	Internal / External	2022/23
3	Full integration of building assets with Asset Management System, the finance module in TechOne and GIS.	Asset Management Officer Manager Business Systems Solutions	Internal	Ongoing staged approach
4	Undertake customer research on building assets. This will provide data for future planning of building assets ensuring the required level of services are met.	Assets and Engineering Lead	Internal	2024/25

Table 8-1: Improvement program

8.3 Monitoring and Review Procedure

Council will schedule the Plan review into its strategic and annual planning and budget processes. The Plan has a life of four years.

8.4 Performance Measures

Council will track the performance of the Plan through the following performance measures:

1. Level of Service Key Performance Indicators (KPIs).
2. Delivery of improvement program.
3. Improved data confidence.
4. Review of the Plan minimum every four years.



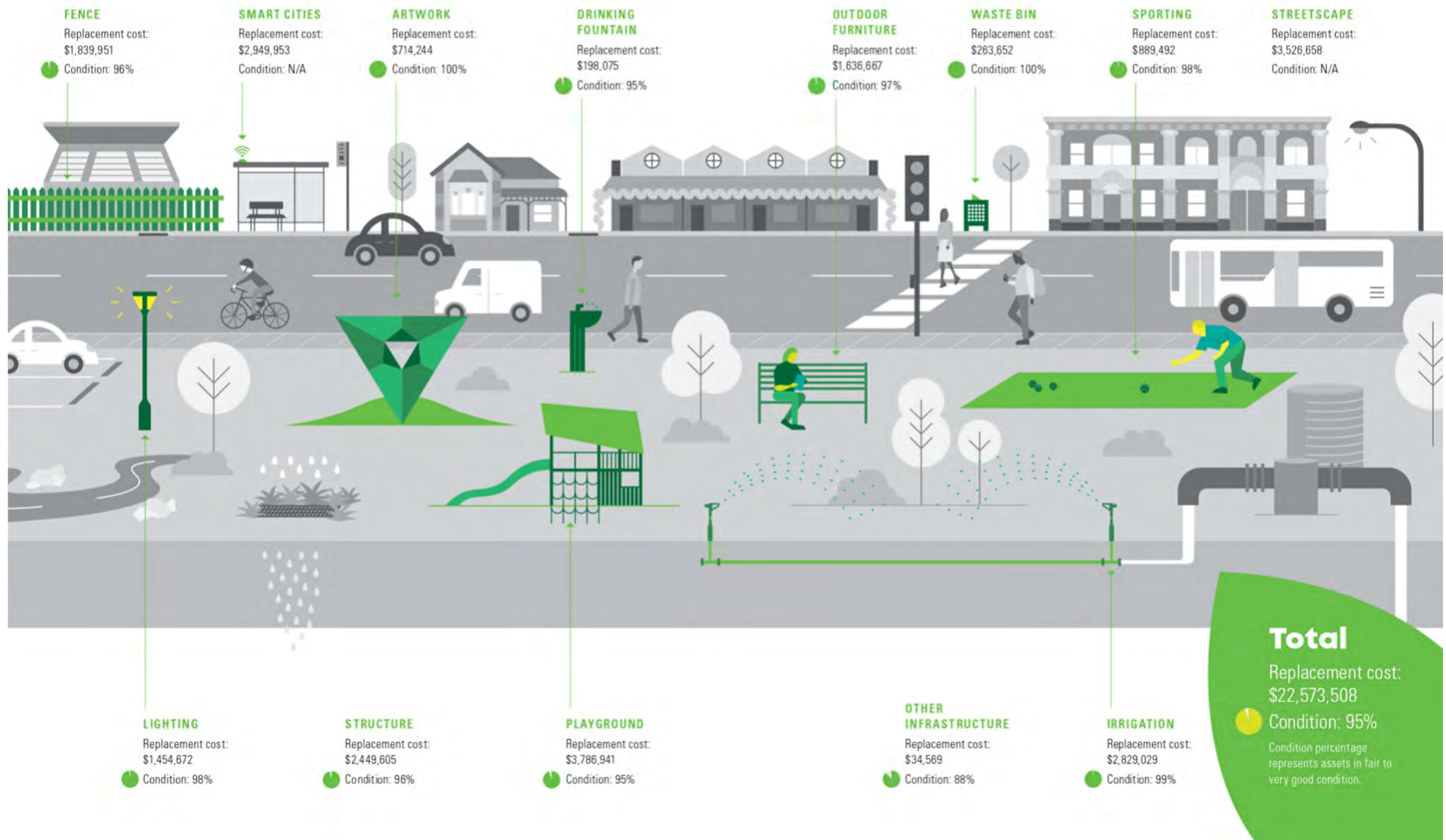
THE CITY OF UNLEY
OPEN SPACE
ASSET MANAGEMENT PLAN
2020

Contents

1	Executive Summary	1
2	Introduction	2
2.1	Background	2
2.2	Goals and Objectives of Asset Ownership	4
2.3	Plan Framework	5
2.4	Core and Advanced Asset Management	6
3	Levels of Service	7
3.1	Customer Research and Expectation	7
3.2	Legislative Requirements	7
3.3	Current Level of Service	8
4	Future Demand	10
5	Lifecycle Management	15
5.1	Background	15
5.1.1	Physical Parameters	17
5.1.2	Asset Condition	17
5.1.3	Useful Life	19
5.1.4	Asset Valuation	20
5.1.5	Historical Expenditure	21
5.2	Operations and Maintenance Plan	21
5.2.1	Operations and Maintenance Strategies	21
5.2.2	Summary of Future Costs	22
5.3	Renewal Plan (Capital)	22
5.3.1	Renewal Identification	22
5.3.2	Renewal Strategies	23
5.3.3	Summary of Future Costs	23
5.4	Creation/Acquisition Plan (New Capital)	24
5.4.1	Capital Investment Strategies	24
5.4.2	Summary of Future Costs	25
5.5	Decommission Plan	26
6	Risk Management	27
6.1	Critical Assets	27
6.2	Risk Assessment	27
7	Financial Summary	30
7.1	Valuation forecast	30
7.2	Expenditure forecast	30
7.3	Asset Renewal Funding Ratio	30
7.4	Funding Strategy	30
7.5	Key Assumptions	31
7.6	Forecast Reliability and Confidence	31
8	Improvement and Monitoring	32
8.1	Status of Asset Management Practices	32
8.1.1	Accounting and Financial Systems	32
8.1.2	Asset Management System	32
8.2	Improvement Programs	32
8.3	Monitoring and Review Procedure	33
8.4	Performance Measures	33

Issue	Date	Issue Details	Author	Checked	Approved
V.1	July 2020	Framework	SW	TY	JM
V.2	August 2020	Draft for Audit Committee	JM	AW	CM
V.3	October 2020	Draft for Community engagement	JM	AW	CM
V.4	November 2020	Final	JM	AW	CM

Open Space Assets Summary



The City of Unley (Council) has adopted four asset management plans which set out its goals and objectives for managing key infrastructure and assets, namely building, open space, stormwater and transport.

1 Executive Summary

Open spaces are places where the community meet, providing opportunities for leisure and physical activity. They enhance the liveability of Council while encouraging biodiversity and resilience to climate change. This asset management plan (the Plan) focuses on the management of Council's open space assets.

The objective of asset management is to provide the desired level of service in the most cost-effective manner for present and future generations. A strategic approach to asset management aligning with industry standards and best-practice has been undertaken to ensure Council's sustainability.

Effective asset management for open space assets demonstrated in the Plan is essential to achieve Council's vision: "Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership."

Open Space Levels of Service:

Quality	Open spaces are well maintained
Function	Assets meet the service needs
Capacity and Utilisation	Open spaces have the capacity to meet the community need
Condition	Physical state of open space assets are in serviceable condition
Renewal	Sustainably managing the renewal of assets
Accessibility	Open spaces are accessible to all
Safety	Safety compliance standards are achieved

Future Demands:

Population and demographics	Population is forecast to increase 13% by 2040 Over the last five years 30% of residents are new to Council
Climate Change	Demands for sporting, recreation and leisure activities Awareness of Council's role in climate sustainability
Technology	Increasing trend of severe weather events Global trends towards smart cities

Condition:

95% open space asset condition satisfaction

Financial Summary:



The forecast contained within the Plan will be reviewed annually with an update completed every four years.

Council is committed to continuously improving the quality and maturity of its asset management practices. The improvement program specifies its commitment to increase asset management maturity and data confidence. Key performance measures have been established to track Council's performance of its assets and asset management practices.

2 Introduction

2.1 Background

Council's open space assets are found within our parks, streets and the public realm. The open space within Council is highly valued and recognised to:

- Provide opportunity for people to meet, gather and socialise.
- Support healthy living, recognising the ageing population, the need for more opportunities for physical activity, and the benefits of positive mental health.
- Emphasise a greener city image that values open spaces, streetscapes and other civic spaces.
- Enhance the liveability of Council, providing a range of activities and interest within the open space network for all.
- Encourage biodiversity, habitat creation and the community's connection with nature.
- Strengthen resilience to climate change, including susceptibility to increased storm events and rising temperatures.

Council's open space assets covered in the Plan include:

- Artwork
- Drinking Fountains
- Fences
- Irrigation
- Lighting
- Other Infrastructure
- Outdoor Furniture
- Playgrounds
- Smart City Technology
- Sporting Assets
- Streetscape
- Structures
- Waste Bins

The Plan is developed to demonstrate proactive management of assets (and services provided by assets), compliance with regulatory requirements and to communicate funding required to provide the required levels of service over a ten year planning period.

The Plan aims to:

- Align with ISO 55000:2014 (international standard for asset management) without seeking accreditation as an ISO document or process.
- Align the delivery of asset management activities with the organisation's goals and objectives; this is known as the "line of sight" with asset management.
- Create transparency and accountability through all aspects of asset management, ensuring all stakeholders understand their roles and responsibilities for achieving the Plan's aims.

The Plan is developed and implemented in conjunction with the following Council plans, strategies and policies (Table 2-1):

Plans, Strategies and Policies	
Community Plan 2033	Living Active – Sport and Recreation Plan
4 Year Delivery Plan 2017 - 2021	The Living City – Open Space Strategy
Active Ageing Strategy	Tree Strategy
Digital Unley	Walking & Cycling Plan 2016-2021
Environmental Sustainability	Long Term Financial Plan 2020-21 to 2029-30
Asset Management Policy	Community Land Management Plan
Asset Management Plans	

Table 2-1: Plans, strategies and policies

Council's open space asset key stakeholders for service delivery of the Plan are contained in Table 2-2:

Key Stakeholders	Roles in Asset Management Plan
Residents/ Community	Opportunity to provide input into the development and review of the Council's strategic management plans.
Elected Members	Represent needs and views of community. Ensure Council's objectives and policies are appropriate and effective. Ensure Council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery is appropriate. Ensure Council is financially sustainable.
Audit Committee	Audit Committee will review, make recommendations and observations to Council on the financial outcomes of the Plans.
Chief Executive Officer	Ensures administration deliver strategic planning and direction of the Council. Ensures administration implement the strategic plan goals and objectives by providing services within the allocated resourcing while managing risks. Ensures Council is financially sustainable.
General Manager – City Development	Ensures asset management plans are completed and reported to CEO and Council. Ensures the capital works programs are delivered in line with strategic planning. Ensures the maintenance programs are achieving service standards.
Assets and Operations Manager	Ensures the review of asset management and the delivery of improvement strategies. Manages maintenance programs to ensure they are active and achieving service standards. Ensures the capital works programs are achieved.
Senior Assets and Engineering Lead	Manages development and review of asset management plans. Responsible for advancing asset management within the organisation. Review infrastructure data integrity within the asset management system and GIS applications. Review and manage condition audits of infrastructure. Review asset valuation data. Coordinates the annual capital works program.
Team Leader Open Space, Sports and Recreation Team	Coordinate Council resources to deliver the maintenance program.
Asset Management Team	Deliver the annual capital works programs. Undertake data collection and operational asset management projects.
Open Space, Sports and Recreation Team	Deliver operations and maintenance.
Community and Cultural Development Team	Coordinates event management, cultural activities and artwork.

Table 2-2: Key stakeholders for the Plan

2.2 Goals and Objectives of Asset Ownership

The goal of asset management is to provide the desired level of service through the provision and management of physical assets in the most cost-effective manner, for present and future generations.

The Plan demonstrates alignment with the Council's Community Plan 2033 through its vision and themes:

Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership.



Community Living

Goal: People value our City with its enviable lifestyle, activities, facilities and services.

Objectives:

- Our Community is active, healthy and feels safe.
- Our Community participates in community activities, learning opportunities and volunteering.
- Our City meets the needs of all generations.
- Our Community is proud to be part of our City.
- Our City is connected and accessible.



Environment Stewardship

Goal: We will maintain and enhance our urban environment and strengthen our City's resilience to climate change by providing leadership to our Community.

Objectives:

- Unley's urban forest is maintained and improved.
- Excellence in waste management is achieved through avoidance, re-use and diversion.
- The energy efficiency of the City is increased and our carbon footprint reduced.
- Efficient, effective & sustainable water management is ensured.
- The City's resilience to climate change is increased.



Economic Prosperity

Goal: Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened with bureaucracy.

Objectives:

- Unley is recognised as an easy place to do business.
- Thriving main streets and other business activities operate across our City.



Civic Leadership

Goal: Council will listen to the community and make transparent decisions for the long-term benefit of the City.

Objectives:

- We have strong leadership and governance.
- Council provides best value services to the community.
- Our business systems are effective and transparent.

These objectives will be considered in all decision-making aspects regarding open space assets to ensure Council consistently strives to achieve these strategic objectives. There are several initiatives that feed into the above objectives outside of the asset management process that ultimately support the stated objectives.

2.3 Plan Framework

Key elements of the Plan include:

- Levels of service – specifies the levels of service objectives and how they are measured.
- Future demand – how this will impact on future service delivery and how the demand will be met.
- Lifecycle management – how Council manages existing and future assets to provide the levels of service.
- Risk management – how Council manages asset risks.
- Financial summary – funds required to provide the levels of service.
- Improvement plan and monitoring – how Council will improve asset management maturity and how the Plan will be measured to ensure it's meeting Council's objectives.

The asset management framework is shown in Figure 2-1 and the roadmap for preparing an asset management plan is in Figure 2-2.



The Community Plan is a comprehensive community vision for Council. The vision is broken down into themes, goals and objectives outlining how we plan to achieve our vision.

The 4 Year Delivery Plan outlines how we will deliver the Community Plan's vision, strategies and framework. Corporate Strategies identify the challenges and opportunities across key areas of our Council, and outline the plans and actions required to achieve the long-term goals as set out in the Community Plan.

The Plan demonstrates long-term (ten years) asset management planning and outcomes and outlines asset activities and resources to provide a defined level of service in the most cost-effective way while managing risks.

The Long Term Financial Plan (LTFP) demonstrates financial sustainability in the medium to long term, while achieving the objectives in the Community Plan.

The Annual Business Plan outlines Council's activities to progress towards meeting our Community Plan objectives, outlines how Council plans to allocate its budget and what services and projects will be developed in the forthcoming financial year.

Figure 2-1: Asset management framework

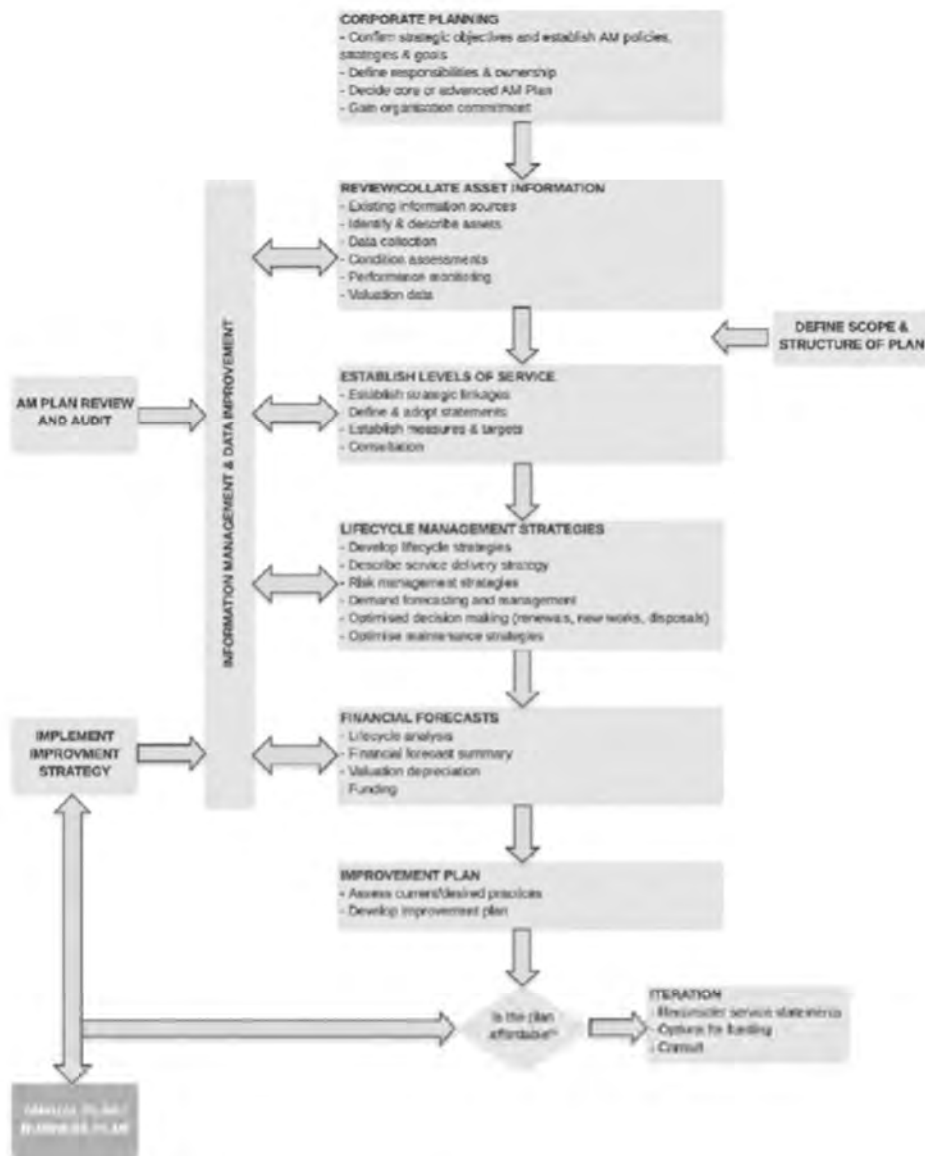


Figure 2-2: Road map for preparing an Asset Management Plan

Source: IPWEA, 2006, *International Infrastructure Management Manual (IIMM)* Fig 1.5.1, p 1.11

2.4 Core and Advanced Asset Management

The Plan is prepared as a core level maturity over the ten year planning period in line with the International Infrastructure Management Manual (IIMM). Core asset management is a top down approach with analysis applied at a network level. The Plan is prepared to meet legislative and organisational requirements for sustainable service delivery and long-term financial planning and reporting. The improvement program (Section 8) outlines and prioritises the steps required to an advanced asset management maturity.

3 Levels of Service

3.1 Customer Research and Expectation

Council receives continuous community feedback from a variety of sources including, but not limited to:

- Community enquiries and requests
- Community Plan consultation process
- Council Strategies
- Annual Business Plan and LTFP consultation process
- Project feedback
- Development of the Asset Management Plan
- Customer satisfaction surveys
- Service satisfaction surveys

This feedback is built into the development of the Plan and the levels of service it aims to deliver.

Through the development of the community levels of service outlined in the Plan, Council will actively survey the community on its assets and associated services to ensure it is delivering on its levels of service. These surveys will be periodically repeated over time as the Council demographics change and new residents move to into Council. Council will develop a benchmark for community levels of service to measure performance against prior to the next review of the Plans.

3.2 Legislative Requirements

Council must meet many legislative requirements including Federal and State Government legislation and regulations as well as non-legislative requirements including Australian Standards and Council policies as contained in (Table 3-1).

Legislation	Requirement
Aboriginal Heritage Act 1988	An Act to provide for the protection and preservation of the Aboriginal heritage; to repeal the Aboriginal and Historic Relics Preservation Act 1965 and the Aboriginal Heritage Act 1979; and for other purposes.
Australian Accounting Standards	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of open space assets.
Development Act 1993	Regulates the use and managements of land and buildings including their design and construction, ongoing maintenance, and conservation of land and buildings where appropriate.
Disability Discrimination Act 1992	To ensure persons with disabilities have access to the building and facilities.
Environment Protection Act 1993	An Act to provide the protection of the environment; to establish the Environment Protection Authority and define its functions and powers; and for other purposes. Consideration of this act should be undertaken for the provision, development or management of transport assets.
Local Government Act 1999	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a LTFP supported by asset management plans for sustainable service delivery.
Native Title Act (South Australia) 1994	Consideration should be undertaken in the provision, development and management of open space.
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.

Legislation	Requirement
SA Public Health Act 2011	An Act to promote and to provide for the protection of the health of the public of South Australia and to reduce the incidence of preventable illness, injury and disability, and for other purposes.
Work Health & Safety Act 2012	Provide a safe work environment for workers on the site

Table 3-1: Legislative requirements

3.3 Current Level of Service

Levels of service are a key business driver and influence all asset management decisions. It describes:

- The outputs Council intends to deliver to customers.
- The service attributes such as quality, functionality and capacity.
- The performance measures.

Performance measures are used to indicate how Council is doing in relation to delivering levels of service.

Council has defined two levels of service categories:

- Community Levels of Service – measures the service the community expects.
- Technical Levels of Service – measures the service the organisation provides.

Community levels of service measure the community's perception of Council's service performance, while the technical levels of service measure against technical indicators of performance.

Council's desired level of service is the technical level of service as a minimum. The level of service will be constantly monitored and reviewed with the introduction of the community survey to develop community level of service key performance indicators (KPIs). It's anticipated the next review will be in four years. Council's levels of service are captured in Table 3-3.

Community Levels of Service				
Performance Measure	Level of Service Objective	Performance Measure	KPI	2020
Quality	Open spaces are well maintained	Community survey on the physical quality of open space assets	KPI based on survey (see improvement program)	Survey to set baseline
Function	Asset to meet service needs – 'fit for purpose'	Community survey on the functionality of open space	KPI based on survey (see improvement program)	Survey to set baseline
Technical Levels of Service				
Performance Measure	Level of Service Objective	Performance Measure	KPI	2020
Condition	Physical state of open space assets in a serviceable condition	Average condition of open space assets	Equal or less than condition rating 3	2.3
Renewal	Sustainably managing the renewal of assets	Asset Renewal Ratio	90%-110%	108%
Capacity and Utilisation	Open spaces have the capacity to meet the community need	Parks within 500m of each property	95% Compliance	99%
Accessibility	Open spaces are accessible to all	Open space accessibility is improved through renewal and new capital	Increase in accessibility compliance of open space assets	Yes
Safety	Safety compliance standards are achieved	Open space safety inspections to inform compliance standards are met	Annual playground safety inspection	Yes

Table 3-2: Levels of service

4 Future Demand

The community's demand for services changes overtime. The reason for change can be varied, some of the common drivers are population, demographics, environment and technology. As service demand changes, Council's assets may also need to change to meet the changing demand. A summary of Council's forecast demands and how these are proposed to be managed is contained in Table 4.1.

Population and Demographics

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Population increase: - Total estimated population 39,208 (ABS 2019).	Planned to accommodate an additional 5000 people by 2040. Higher than average provision of medium density housing (38%), which is anticipated to further increase in the next 30 years.	Additional demand on open space, public realm, facilities and services. Increased housing/development densities result in a reduction of private open space. Increase pressure on public spaces to accommodate more uses. Residents living in smaller homes in denser/elevated settings require access to quality open spaces for recreation and leisure to compensate for reduced private open space.	Track the level of service KPI for capacity to determine if Council is providing enough open space. Currently 99% of dwellings are within 500m of open space. Council has less than 8sqm of open space per person, which is 3% of the council area. This excludes Adelaide's South Park Lands located on Councils northern border. The Community Plan objective 1.1a is delivered through the Living City Open Space Strategy. The strategy outlines the changing roles of open space including community demands, management demands and changing needs. The strategy outlines opportunities for the open space network and provides an implementation framework.	Tracking utilisation trends of open space will inform the long-term new capital investment. The Open Space Strategy informs, coordinates and supports the provision of services, programs and project planning in the context of the open space capital forecast. The Open Space Strategy nominates key spaces and project opportunities. These project opportunities inform strategic and renewal projects.

<p>Changing demographics:</p> <ul style="list-style-type: none"> - 11,257 new residents have moved into the Council within the last five years – 30% are new to Council. - Average age is 39 years old. - A quarter of the population are families (couples with children). 	<p>Growth in aging population.</p> <p>Growth in children aged between 0-9 years.</p> <p>Increase in families moving to Council.</p> <p>Increasing multiculturalism.</p> <p>Increasing accessibility considerations.</p>	<p>Diverse lifestyles create demand for new services/facilities such as community gardens and productive landscapes.</p> <p>Ensure Council is inclusive and accessible for people of all ages and capabilities.</p> <p>An all ages and accessibility appeal will be required for the open space network. The long-term provision of services for young families will need to plan for changing needs of families to suit the community as demographics continue to change.</p>	<p>Track the level of service KPI for function to determine if we are providing the correct assets to suit the changing needs of the community.</p> <p>The Living City Open Space Strategy outlines the changing roles of open space including community demands, management demands and changing needs. The strategy outlines opportunities for the open space network and provides an implementation framework.</p> <p>The Community Plan objective 1.3 is delivered through</p> <ul style="list-style-type: none"> - The Active Ageing. The Active Ageing Strategy 6: Parks, Garden and Open Space goal for outdoor spaces and buildings is to create an environment that is pleasant, safe and accessible. - The Disability Access and Inclusion Plan currently being developed by Council. 	<p>If the community level of service for function decreases, it will indicate a change in open space function may be required. Tracking these trends will inform the long-term new capital investment.</p> <p>The Open Space Strategy informs, coordinates and supports the provision of services, programs and project planning in the context of the open space capital forecast.</p> <p>The Open Space Strategy nominates key spaces and project opportunities. These project opportunities inform strategic and renewal projects.</p> <p>The future objectives in the Active Ageing Strategy include:</p> <ul style="list-style-type: none"> - Consider an active ageing focus to upgrades of park, event facilities and amenities. - Parklet program continued in mainstreet precincts to provide further opportunities for rest and relaxation.
<p>Current demands for recreation from the population:</p> <ul style="list-style-type: none"> - Sporting - Recreation/leisure 	<p>Higher participation activities for children include various organised cultural and recreation activities.</p> <p>Key recreation activities for people aged over 15 years are walking, fitness, yoga and Pilates, cycling, running and jogging.</p> <p>High proportion of residents are active with a projected need for walking, bike tracks, BMX and skate facilities, fitness-based activities and spaces for dog exercise.</p> <p>Playground use is high, indicating the need for quality play opportunities throughout the city.</p>	<p>Mixed age groups suggest there will be a demand for a range of sport and recreation facilities, services and programs, including active play opportunities for all ages.</p> <p>Demand on the limited open spaces will require coordination and balance between use of open space for organised sport, general recreation and dog exercise opportunities.</p>	<p>The Living Active – Sport and Recreation Plan supports the Community Living goal of Council's Community Plan 2033 and is a key document to guide the delivery of projects and services outlined in Council's 4 Year Delivery Plan 2017-2021.</p>	<p>The Sport and Recreation Plan's implementation plan provides strategic direction and principles to inform renewal and new capital programs for open space with respect to recreation.</p>

Climate change

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Council and the community are increasingly aware of our impact on the environment and Council's role in environmental sustainability.	Council is committed to pursuing, supporting and creating an environment that will sustain current and future generations. This goal is shared by our community and is a primary objective of most governments across the world.	Council is committed to using fewer precious resources, reducing its carbon footprint and looking for smarter ways to achieve this objective.	<p>The Environmental Sustainability Strategy 2016-2020 is the lead strategy implementing the Environmental Stewardship goal and objectives identified in the Community Plan 2033 and 4 Year Delivery Plan.</p> <p>The Strategy's themes guide our direction and inform our priorities for environmental projects:</p> <ul style="list-style-type: none"> - Green Unley - Waterwise Unley - Resilient Unley - Resourceful Unley - Energywise Unley <p>The City of Unley have aligned with Resilient East, which provides opportunities for the eastern region to collaborate to increase our resilience to climate change.</p> <p>Council is developing a Climate and Energy Plan to be endorsed in 2020/21.</p>	<p>The Environmental Strategy provides principals for the delivery of new and renewal of assets, these have included:</p> <ul style="list-style-type: none"> - Energy efficient devices in Council's open spaces such as LED lighting. - Natural and renewable materials to be used in manufacturing our open space assets (furniture, structures, playgrounds) - Implementation of electric car charging station at Hayward Park to promote energy efficient lifestyles in the community. - Looking for opportunities to use renewable energy such as solar in our open spaces. - Increasing tree population to absorb carbon dioxide from the air and cool/shade our streets.

Decrease in average annual rainfall	Trend for a decrease in average annual rainfall and an increased awareness to minimise our water usage.	Council is committed to have Water Sensitive Urban Design (WSUD) as a feature and reducing its dependency on River Murray water, while also maintaining its parks, reserves and street trees.	The Environmental Sustainability Strategy priority of Waterwise Unley promotes efficient, effective and sustainable water management.	<p>The strategy is delivered through our open spaces and natural assets. Asset initiatives include:</p> <ul style="list-style-type: none"> - WSUD in open space (for example diversions for watering street trees, bio swales, rain gardens). More information in the Stormwater Asset Management Plan. - Continue to expand our MAR (Managed Aquifer Recharge) schemes, which collect and use recycled water to green our reserves. More information in the Stormwater Plan. - Identifying suitable trees and flora that will flourish in the changing conditions and require minimal watering. - Improved irrigation systems to efficiently and effectively water our reserves.
While South Australia's climate has always been variable, a strong warming has been observed since the 1970's, and according to the Bureau of Meteorology, average temperatures across the state have warmed by almost 1°C during the past century, with overall rainfall declining.	Hot and dry consecutive summer days on the rise. The number of days over 40°C in eastern Adelaide is projected to double by 2050, and the frequency and duration of heatwaves is projected to increase.	High importance will be placed on Council to find methods to cool and combat the city's urban heat.	<p>The Environmental Sustainability Strategy Resilient Unley priority promotes the increasing resilience to changes in climate.</p> <p>The Tree Strategy links to the delivery of several strategies and plans, specifically the Community Plan goal 2.1, Living Well Public Health Plan (Priority 3 - Preparing for Climate Change), the Open Space Strategy and the Active Ageing Strategy. The Tree Strategy sets out a plan to manage trees in a strategic and balanced way to deliver on Council and community aspirations.</p>	<p>Through the delivery and management of assets, Council looks to mitigate the increasing effects of temperature rises within our open spaces through:</p> <ul style="list-style-type: none"> - Increase in shading within councils open space through natural shading (trees) or shade structures. - Introduction of drinking fountains and access to water for people and dogs. - Increase in trees within our open space in line with the Tree Strategy.

Technology

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Global trend towards smart cities creating simplified services through smart technology.	Growing expectation to implement digital service improvements.	<p>Council must adapt to the changing way the community operates, thinks and plans.</p> <p>Smart technology can reduce operating and maintenance costs while providing direct environmental benefits in terms of reduced water usage, electricity consumption and reduced waste.</p>	Digital Unley outlines Council's Digital Vision through the strategic use of digital technologies to enhance the lifestyle of residents, better manage the environment, support the local economy and continuously improve the delivery of Council services. Emphasis on smart technologies and digital solutions are fit for purpose and can scale over time.	<p>New digital assets are being incorporated into open spaces. These include the provision of Wi-Fi, sensors, device charging stations, smart benches, digital wayfinding, electric car charging stations, smart lights, smart bins and solar powered technology.</p> <p>Assets are being introduced through trials such as Heywood Park. The success of these trials will inform future implementation of these assets.</p> <p>The introduction of sensors (such as environmental, toilet or waste bin sensors) can assist with council's decision-making process and improve our operational efficiency.</p> <p>Level of service improvements for parks will impact our maintenance and renewal programs.</p>

Table 4-1: Future demands

5 Lifecycle Management

5.1 Background

Lifecycle management details how Council plans to manage and operate (from planning to disposing) its open space assets at the agreed level of service while optimising total cost of ownership at an appropriate level of risk.

This section outlines the open space asset data (condition, valuation, revaluation, useful life) and processes needed to effectively manage, renew and upgrade the infrastructure assets.

Significant time is spent on the decision to create or acquire a new asset, likewise financial costs of maintaining an asset from creation to disposal or replacement will need to be planned. New assets require initial expenditure; however, the required financial commitment for the asset's lifecycle costs can be up to five times the initial expenditure.

The cost of an asset lifecycle can be divided into four major stages:

- Creation/Acquisition (Planning, Design/Procurement, Construction)
- Maintenance and Operations (Operate, Maintain, Monitor)
- Capital Renewal/Replacement (Requirements/Specifications, Upgrade/Modify, Replace)
- Decommission (Trigger, Decommission, Disposal)

These major stages are further detailed in this Lifecycle Management section.

Variability of these stages also exists within different open space categories, as function may influence the renewal versus replacement strategies.

The major stages can be further divided into specific processes as listed in Figure 5-1.



Figure 5-1: Asset lifecycle flowchart

UNLEY PARKS AND PLAYGROUNDS



DOG ACCESS TIMES

● Off-leash at all times, except during organised sport activities
 ● Off-leash between 5pm and 10am
 ● On-leash at all times
 ● No dogs allowed

Please check for signs indicating designated dog off leash areas and controls.

🏠 Play equipment
 🏠 Fenced play area
 🌳 Shaded play area
 🏋️ Fitness equipment
 🍴 BBQ
 🏠 Shelter
 🏠 Tennis
 🏠 Basketball
 🏠 Cricket nets
 🏠 Lawn bowls / petanque / croquet
 🏠 Community orchard
 🚻 Public toilets

- 1 **Everard Park Reserve**
Hillsley Ave, Everard Park
🏠 🏠 🍴 🚻
- 2 **Forest Avenue Reserve***
Forest Ave, Black Forest
🏠 🏠 🌳
- 3 **Princess Margaret Playground**
Byron Rd, Black Forest
🏠 🏠 🌳 🍴 🏠 🚻
- 4 **Page Park**
Cnr Cross Rd & East Ave, Clarence Park
🏠 🏠 🚻 🍴 🚻
- 5 **Forestville Reserve and Unley Swimming Centre**
Ethel St, Forestville
🏠 🌳 🏠 🍴 🏠 🚻

- 6 **Goodwood Oval**
Curzon Ave, Millerswood
🏠 🏠 🌳 🍴 🏠 🚻
- 7 **Millerswood Park and Millerswood Sporting Complex**
Millerswood Cres, Millerswood
🏠 🏠 🚻
Dogs are permitted at Millerswood Park.
- 8 **Dora Gild Playground**
Churchill Ave, Clarence Park
🏠 🏠 🌳 🚻
- 9 **Wayville Reserve**
Le Hunte St, Wayville
🏠 🏠 🌳 🍴

- 10 **Goodwood Community Centre**
Rosa St, Goodwood
🏠 🏠 🌳
- 11 **Soutar Park**
Albert St, Goodwood
🏠 🏠 🌳 🍴 🏠 🚻
- 12 **Orphanage Park**
Mitchell St, Millerswood
🏠 🏠 🌳 🍴 🏠 🚻
- 13 **Charles Walk, Unley Glen Osmond Creek Linear Trail, Parkside**
🏠 🏠 🌳 🍴 🏠 🚻
- 14 **Heywood Park**
Addiscombe Pl, Unley Park
🏠 🌳 🍴 🚻

- 15 **North Unley Playpark**
Young St, Goodwood
🏠 🏠 🍴 🚻 🚻
- 16 **Morrie Harrell Playground**
Ramage St, Unley
🏠 🏠 🌳
- 17 **Soldiers Memorial Gardens**
Cnr Unley Rd & Thomas St, Unley
🏠 🚻
- 18 **Village Green**
Rugby St, Unley
🚻
- 19 **Unley Primary School***
Cremorne St, Malvern
🏠 🏠 🌳 🏠 🚻

- 20 **Haslop Reserve**
Cremorne St, Malvern
🏠 🏠 🌳
- 21 **Unley Park Sports Club**
Northgate St, Unley Park
🏠 🏠
- 22 **Leicester Street Playground**
Leicester St, Parkside
🏠 🏠
- 23 **Unley Oval**
Trimmer Tce, Unley
🏠 🏠 🌳 🍴 🏠 🚻
- 24 **McLeay Park**
George St, Parkside
🏠 🏠 🌳

- 25 **Henry Codd Reserve**
Cnr Maud St & Windsor St, Parkside
🏠 🌳 🍴 🏠 🚻
- 26 **Windsor Street Linear Trail**
Windsor St, Fullarton
🏠 🏠
- 27 **Fern Avenue Reserve**
Fern Ave, Fullarton
🏠 🏠 🌳
- 28 **Yeo Avenue Reserve**
Yeo Ave, Highgate
🏠 🚻
- 29 **Parkside Primary School***
Robsart St, Parkside
🏠 🌳 🏠 🚻 🚻

- 30 **Hackett Reserve**
Cnr Kenilworth Rd & Dudley St, Parkside
🏠 🌳 🍴 🏠 🚻
- 31 **Highgate Primary School***
Avenue Rd, Highgate
🏠 🌳 🚻 🚻
- 32 **Fullarton Park**
Cnr Fisher St & Fullarton Rd, Fullarton
🏠 🏠 🌳 🍴 🚻
- 33 **Howard Florey Reserve**
Campbell Rd, Parkside
🏠 🌳 🚻 🚻
- 34 **Katherine Street Reserve**
Cnr Katherine St & Nelson St, Fullarton
🏠 🏠 🌳 🏠

- 35 **Scammell Reserve**
Fisher St, Myrtle Bank
🏠 🌳 🍴 🏠 🚻
- 36 **Fraser Reserve**
Riverdale Rd, Myrtle Bank
🏠 🏠 🌳 🏠 🚻
- 37 **Ridge Park**
Barr Smith Ave, Myrtle Bank
🏠 🚻 🍴 🏠 🚻 🚻 🚻

5.1.1 Physical Parameters

The Living City – Open Space Strategy identifies three types of open space within a coordinated network spanning across Council:

1. Parks – Identifying the traditional green spaces. The parks typology is made up of the following categories:
 - Local Parks
 - Neighbourhood Parks
 - District Parks
 - Regional Parks
2. Living Streets – Maximising opportunities to better design, manage and maintain key streets.
3. Public Realm – Highlighting the importance of civic or urban spaces.

Figure 5-2 illustrates the locality of Council's open space network.

5.1.2 Asset Condition

The objective of a condition assessment is to provide sufficient information on asset condition to allow informed strategic asset planning and asset management decisions to be made. The condition rating is based on the collected asset audits undertaken through visual inspections.

The condition rating is based on the 2017 condition assessment. The next condition assessment will be completed in 2021/22. The 2017 condition assessment excluded irrigation and was limited to open space within reserves. Currently an irrigation audit is in process and data will be updated accordingly upon completion of the audit.

Open space asset condition is measured using a 1-5 rating system summarised in Table 5-1, where condition rating 1 relates to assets in very good condition and rating 5 relates to assets in very poor condition.

Rating	Condition	Condition Description	Action
1	Very Good	A new or near new asset with no visible signs of deterioration.	No action required
2	Good	Early stages of minor deterioration causing no serviceability problems.	Minor defect only, no action required
3	Fair	Some obvious deterioration evident. Serviceability may be impaired slightly.	Maintenance required to sustain the level of service
4	Poor	Severe deterioration evident, starting to limit the serviceability of the asset.	Consider renewal
5	Very Poor	Serviceability problems needing immediate rehabilitation. Possible risk to remain in service.	Replace/dispose

Table 5-1 Asset condition rating

The overall rating of Council's open space is displayed in Figure 5-3, the condition identifies:

- 70% of assets do not require intervention.
- 25% of assets are assessed for maintenance requirements.
- 5% of assets are assessed for renewal/replacement requirements.

A quarter of open space assets are in fair condition, which will require renewal in 10-20 years as they transition into poor condition. Renewal strategies will be required to address this wave and avoid substantial increases to the renewal program in future years. See renewal Section 5.3.

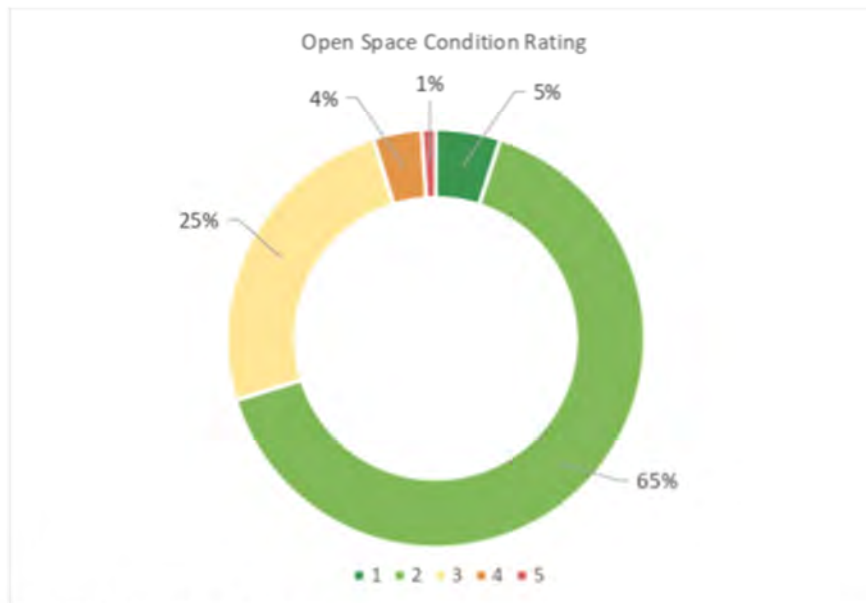


Figure 5-3: Open Space Condition

Asset Category	Average Condition Rating	Target Condition
Artwork	2.2	≤ 3.0
Drinking Fountains	2.2	≤ 3.0
Fences	2.2	≤ 3.0
Irrigation	2.2	≤ 3.0
Lighting	2.1	≤ 3.0
Other Infrastructure	2.6	≤ 3.0
Outdoor Furniture	2.2	≤ 3.0
Playgrounds	2.3	≤ 3.0
Smart City Technology	Not available*	≤ 3.0
Sporting Assets	2.3	≤ 3.0
Streetscape	Not available*	≤ 3.0
Structure	2.3	≤ 3.0
Waste Bins	2.1	≤ 3.0
TOTAL	2.3	≤ 3.0

Figure 5-2: Open Space Category Condition

*Not Available due to assets being created and capitalised after the last condition assessment.

5.1.3 Useful Life

A summary of useful life is further defined into asset groups in Table 5-3:

Asset Category	Asset Group	Asset Count	Useful Life (years)
Artwork	Artwork	99	10-100
Drinking Fountains	Drinking Fountain	72	10-20
Fences	Bollard	127	10-50
Fences	Fence	203	10-50
Fences	Gate	17	10-30
Fences	Hand rail	4	10
Irrigation	Irrigation	92	10-30
Lighting	Lighting	250	5-30
Other Infrastructure	Open Space Area	16	N/A
Other Infrastructure	Other	14	5-30
Other Infrastructure	Sign	85	10-30
Other Infrastructure	Tree Guard	4	20
Outdoor Furniture	Barbeques	36	10-20
Outdoor Furniture	Bicycle Fitting	36	10-20
Outdoor Furniture	Planter Box	8	10
Outdoor Furniture	Seat	333	10-40
Outdoor Furniture	Street Furniture	12	10-40
Outdoor Furniture	Table	116	10-50
Playgrounds	Playground	232	10-20
Playgrounds	Softfall	122	10-45
Smart City Technology	Smart City Technology	31	10-50
Sporting Assets	Basketball	10	10-20
Sporting Assets	Cricket	13	10-30
Sporting Assets	Exercise Equipment	19	10-20
Sporting Assets	Goal	19	10-20
Sporting Assets	Netball	7	20

Sporting Assets	Skate	2	30-40
Sporting Assets	Softfall	2	10
Sporting Assets	Sporting Asset	2	10-15
Sporting Assets	Tennis	21	7-10
Streetscape	Streetscape	10	10-30
Structures	Banner Pole	6	10
Structures	Edging	34	10-50
Structures	Retaining Wall	54	20-75
Structures	Shade Sail	18	10-40
Structures	Shelter	73	10-75
Structures	Stairs	10	10-80
Structures	Structures	9	10-100
Waste Bins	Waste Bin	157	10-20

Table 5-3: Asset useful life

The impact of climate change to infrastructure assets useful life is not yet quantified and may continue to change as increased temperature, heatwaves, higher storm and rainfall intensities will increasingly affect the useful life of infrastructure at a material level. These impacts have been identified in risk management and future demands.

5.1.4 Asset Valuation

Valuations are undertaken in alignment with Australian Accounting Standard 'AASB13 Fair Value', and 'AASB116 Property Plant and Equipment'. These valuations are required every three to five years, with an independent audit required every five years. Valuations are undertaken to satisfy the financial reporting requirements and to understand the cost to replace assets. The next valuation will be completed 30 June 2022.

The valuation of Council's open space assets is summarised in the Table 5-4.

Asset Category	Current Replacement Cost	Accumulated Depreciation	Written Down Value
Artwork	\$714,244	\$257,544	\$456,700
Drinking Fountains	\$198,075	\$43,999	\$154,075
Fences	\$1,839,951	\$837,666	\$1,002,285
Irrigation	\$2,829,029	\$971,700	\$1,857,329
Lighting	\$1,454,672	\$670,031	\$784,641
Other Infrastructure	\$34,569	\$29,540	\$5,028
Outdoor Furniture	\$1,636,667	\$653,478	\$983,189

Playgrounds	\$3,786,941	\$2,000,945	\$1,785,996
Smart City Technology	\$2,949,953	\$58,935	\$2,891,018
Sporting Assets	\$889,492	\$642,075	\$247,417
Streetscape	\$3,526,658	\$689,649	\$2,837,008
Structures	\$2,449,605	\$1,505,192	\$944,413
Waste Bins	\$263,652	\$78,401	\$185,252
TOTAL	\$22,573,508	\$8,439,156	\$14,134,352

Table 5-4: Open space assets valuation

5.1.5 Historical Expenditure

Maintenance expenditure in open space has trended upward since 2016/17, reflecting an increase in the open space asset portfolio through consistent new expenditure. Renewal costs for open space have been above annual depreciation levels as we have looked to opportunistically renew assets prior to the end of their useful life in alignment with council strategies, grant opportunities and changes in standards and levels of service. The historic open space expenditure is contained in Figure 5-4.



Figure 5-4: Historical expenditure

5.2 Operations and Maintenance Plan

5.2.1 Operations and Maintenance Strategies

Maintenance is recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works to ensure the asset maintains its condition, achieves its useful life and provides the required level of service. The expenditure is anticipated in determining the asset's useful life.

As the years progress, the maintenance budget is projected to increase due to CPI and an asset portfolio growing in size, complexity and age.

Council's core maintenance activities include repair and upkeep of open space assets to ensure safety, functionality and operational capacity. Maintenance includes planned and reactive work activities:

- Planned maintenance is work carried out to a pre-determined schedule (e.g. routine mowing of grass in parks, gardens and sportsground).

- Reactive maintenance is unplanned work carried out in response to customer service requests and management decisions (e.g. vandalism and any ad hoc requests from the community).

In 2020/21 Council will conduct a review of all Depot operations in terms of levels of service to identify operational and financial efficiencies.

This review will be inclusive of all levels of service and processes to identify opportunities for efficiencies across all key depot operations including:

- Civil works
- Response and signage
- Open Space, Parks and Recreation
- Arboriculture

The outcomes of this service review may impact the operational and maintenance forecast with any changes made to be reflected in the LTFP following the conclusion of the review.

5.2.2 Summary of Future Costs

Figure 5-5 outlines the forecast of planned and unplanned operations and maintenance works over the next ten years. It has been projected with CPI increase over ten years, which aligns with the LTFP. As Australia is facing economic impacts that will have unknown consequences at this time, the CPI assumptions will change on an annual basis through the LTFP.



Figure 5-5: Ten Year operational and maintenance expenditure forecast

5.3 Renewal Plan (Capital)

Asset renewal is the replacement or refurbishment of an existing asset to return it to the modern standard equivalent performance and level of service. Renewal planning is necessary to ensure adequate funding is available, and assets are replaced at an optimum time to maintain the level of service.

5.3.1 Renewal Identification

Projected future renewal expenditures are forecast to increase over time as the asset portfolio grows in size, complexity and age.

Renewals are programmed across asset classes using the following methods:

1. Forward projection based on historic expenditure.
2. Broad estimates based on replacing assets at the end of their useful lives.
3. Predictive modelling of varying degrees of complexity.

4. Bottom-up approach with a high confidence in asset data. Projects are identified via asset monitoring, prioritised and allocated.

These methods increase in sophistication, which is reflected by the data confidence level.

The useful life may vary from the recorded average useful life for an asset due to early implementation of upgrades and replacements due to changes in function, standards, safety issues, changes in levels of service, funding opportunities or alignment with external strategies and plans. Similarly, some assets may experience extended useful lives due to a high level of maintenance over its life.

The 2017 open space condition assessment data was used to identify the renewal program for a majority of open space assets. Asset categories for irrigation, smart cities and streetscapes were excluded from this assessment.

Years 10-20 in the long-term renewal forecast includes significant renewal requirements due to the number of assets (25%) condition rated 3. A significant increase in spending, or reduction in the level of service, will be required over the second decade for the open space asset class.

5.3.2 Renewal Strategies

In addition to asset condition, Council's asset renewal program is strategically informed by the endorsed Open Space Implementation Recommendation (Chapter 8) of the Living City Open Space Strategy. The zone plans and identification of key projects are progressively reviewed and updated as change is implemented across Council.

Renewal works identified in terms of renewal strategies may be deferred if the cost is beyond the current financial ability to fund it. This can occur when there are higher priority works on other asset groups. When renewal works are deferred, the impact of the deferral on the assets ability to still provide the required level of service will be assessed. Although the deferral of some renewal works may not impact significantly on the short-term operation of the assets, repeated deferral will create a liability in the longer term.

Renewals are primarily programmed based on condition, however early implementation of renewal may also be undertaken for upgrades and replacements due to changes in function, standards, safety issues, changes in levels of service, funding opportunities or alignment with external projects, strategies and plans.

5.3.3 Summary of Future Costs

The projected future renewal expenditure is summarised in Figure 5-6.

The three sets of data in Figure 5-6 include:

- The renewal bar graph displays the replacement value of assets reaching the end of their useful life based on the 2017 condition assessment and using the asset data base remaining life for assets excluded from the 2017 condition assessment (irrigation, smart city technology, streetscapes)
- The renewal average line displays the annual budget per year to meet the ten year renewal targets without the extreme variance indicated from the renewal bar graph.
- The LTFP line displays the current LTFP projection based on past asset management plans and asset data.

It is recognised matching condition-based renewal fluctuations from year to year is not generally possible from both a budget and resourcing perspective. Distributing the renewal costs evenly over the ten year timeframe is preferable from a budget and resourcing perspective.

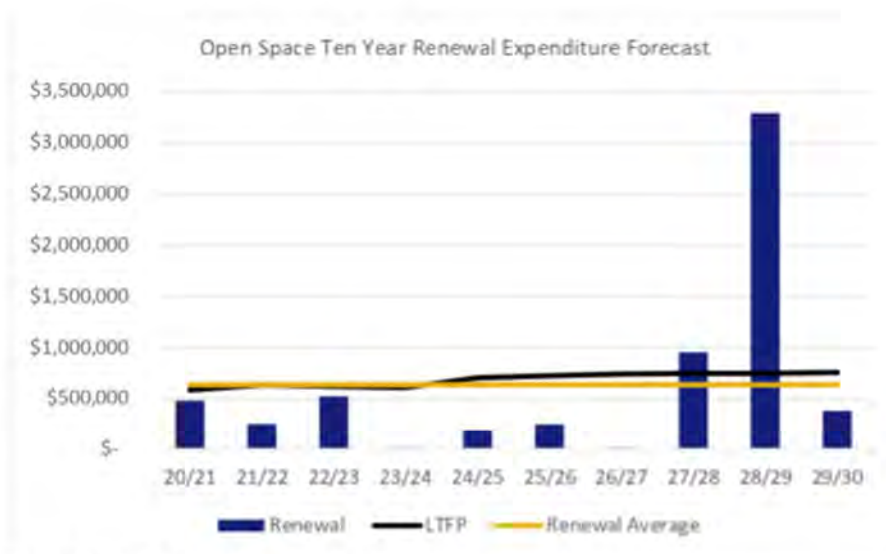


Figure 5-6: Open space ten year renewal expenditure forecast

The average annual expenditure for the next ten years:

Renewal projection	\$634,200
LTFP	\$684,900
Annual depreciation	\$1,340,000

The Plan identifies an annual spend of \$634,200 for open space asset renewal base on asset condition over the next ten years. The annual depreciation in 2020/21 for open space is \$1,340,000, which indicates a significant increase in budget will be required in the LTFP for open space as the asset portfolio ages.

The condition based renewal increase from 2027/28 onwards is reflective of the asset portfolio aging and assets reaching the end of their useful life. Council will budget annual renewal in line with the renewal average and distribute these renewals across the ten years.

Council's asset renewal ratio (planned renewal / the Plan's identified renewal) is at 108% over the next ten years. The ratio represents the level of capital expenditure on the renewal of assets (LTFP) relative to the expenditure projected in the Plan.

The current LTFP expenditure is over the budget projection and a decrease of \$507,000 to the budget over ten years will be required to maintain a ratio of 100%. Council's target is a 100% average over the next ten years.

5.4 Creation/Acquisition Plan (New Capital)

New capital relates to new assets or a significantly improved level of service that did not previously exist. They may result from various needs derived from demands such as population growth, environmental and technology change (as mentioned in Section 4).

5.4.1 Capital Investment Strategies

Council provides a range of different open spaces performing multiple roles and responding to local, neighbourhood, district and regional demands. The distribution across Council has provided reasonable access with 99% of the Council area within 500m of open space. Where access to open space is limited, opportunities are identified to create new open spaces. An example of this is the acquisition of property in Katherine Street Fullarton for a new local park, which addressed a gap in the open space network. Future land purchases will be considered on a case by case basis.

The Community Land Management Plan (CLMP) describes the location, purpose and management of all Council's community land including parks, reserves, streetscapes, sport and recreation facilities and stormwater management areas. The CLMP defines community land management principals responding to community expectations, Council's responsibilities and available resources. The strategic management of this land is documented in the CLMP through seven community land categories and individual management plans for each site. The performance targets and measures for each site in the CLMP inform the requirements in terms of facilities, safety, access, use and amenities. These are to guide new and upgrade capital projects.

5.4.2 Summary of Future Costs

Figure 5-7 outlines the projected future spend through new capital works for open space assets. Council reviews its new capital projects on an annual basis, with one year (2020/21) of works to be shown as approved through the Annual Business Plan. The projection for the remainder of the ten year renewal is based upon Council's annual priorities for new capital expenditure across Council and the need for new capital across all asset classes based on upcoming projects.



Figure 5-7: Projected new capital expenditure

Year one (2020/21) is significantly lower than the remaining years as Council has one year of decreased new capital spending the LTFP to offset the high new capital expenditure in 2019/20.

As timing and costs for these projects are still to be confirmed the projection for open space assets has been distributed with an average of \$304,000 per year expected to be budgeted across ten years. These budgets are subject to individual year bids, Council strategies and funding opportunities and are expected to fluctuate year to year.

The upcoming new capital projects for the open space asset class in the next ten years include:

- Unley Oval surface drainage and irrigation upgrade
- Goodwood Oval surface drainage and irrigation upgrade
- Irrigation upgrades across our parks and reserves
- Pocket Park program
- Installation of shade sails in playgrounds
- Installation of drinking fountains across open spaces
- Smart technology considerations throughout open space projects

5.5 Decommission Plan

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

Decommission of assets can be triggered in the following situations:

- The end of useful life of existing assets.
- Safety factors inherent to the asset.
- Non-compliance of the asset prompting a modern equivalent replacement.

Decommission of assets can involve the following courses of action:

- Design and replacement of the asset with a modern fit for purpose equivalent.
- Removal of the asset with the aim of repurposing the land in line with the long term strategy of Council.
- The sale of the asset (in part or in whole), in situations where Council is looking to consolidate the asset portfolio.

6 Risk Management

6.1 Critical Assets

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. The identification of critical assets and failure modes means investigative activities, condition inspection programs, maintenance and capital expenditure plans can be effectively targeted.

Critical assets within open space are related to the health and safety of the community and include playgrounds (equipment and soft-fall surfaces), sporting assets and lighting.

6.2 Risk Assessment

The process for managing Council's risks is consistent with the International Risk Management Standard ISO 31000:2018. It involves five key steps, additional steps to ensure feedback through a monitoring and review process and appropriate communication and consultation.

Council is committed to effective risk and opportunity management to:

- Improve its ability to deliver community priorities, service delivery and outcomes for Council.
- Maximise opportunities and minimise the impact and likelihood of risk.
- Protect its employees, assets, liabilities and its community by avoiding or mitigating losses.
- Provide greater certainty for its employees, residents, stakeholders and the community in which Council operates by understanding and managing its risks.

Council acknowledges risk management is an essential part of best practice asset management. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for unacceptable risks.

An assessment of risks associated with open space assets using Council's risk matrix (Table 6-1), has identified, analysed and evaluated open space risks. Table 6-2 outlines Council's risk management for open space assets and is to be reviewed annually at a minimum outside of the Plan.

		Consequence				
		Catastrophic	Major	Moderate	Minor	Insignificant
Likelihood	Rare	Medium	Medium	Low	Low	Low
	Unlikely	High	Medium	Medium	Low	Low
	Possible	High	High	Medium	Medium	Low
	Likely	Extreme	High	High	Medium	Medium
	Almost Certain	Extreme	Extreme	High	High	Medium

Table 6-1: Risk matrix

Ref	Risk Description (event or potential event focused and their impact upon objectives)	INHERENT RISK Level of risk with NO controls in place			Controls <u>already</u> in place (What existing controls are in place to prevent and/or manage the risk?)	Are the Controls effective at managing the risk?	RESIDUAL RISK Level of risk if existing controls are effective			Is the Residual Risk Rating Tolerable?	Treatments/Additional Controls (additional controls that can be implemented to further reduce the level of Risk)	Treatment Owner & Timing (<u>Who</u> is responsible for implementing the treatment and <u>When</u> it should be implemented/complete d)	RISK LEVEL <u>after</u> Treatments If treatments implemented are effective		
		Consequence	Likelihood	Risk Rating			Consequence	Likelihood	Risk Rating				Consequence	Likelihood	Risk Rating
1	Unsustainable management of assets due to poor quality data within asset management plan	Major	Likely	High	Periodic delivery of condition assessments and revaluations in line with industry standards.	Partially effective	Major	Possible	High	No	Continuous improvements in asset management maturity and activities through the improvement program.	Assets and Operations and Finance & Procurement See improvement program (Section 8.2)	Major	Unlikely	Medium
2	Injury on playgrounds or sporting fields due to council activities or asset failures	Catastrophic	Likely	Extreme	Annual maintenance budgets. Annual playground safety inspection. Periodic delivery of condition assessments. Maintenance inspections. Timely response to reported hazards in alignment with the service level agreement.	Majority effective	Catastrophic	Rare	Medium	Yes	N/A	N/A	N/A	N/A	N/A
3	Council unable to fund required capital and maintenance due to economic downturn.	Moderate	Likely	High	Maintain strong sustainability ratio to avoid a backlog of capital works. Ability to fund capital program through borrowings. Ability to reduce levels of service.	Majority effective	Moderate	Rare	Low	Yes	N/A	N/A	N/A	N/A	N/A
4	Climate change not appropriately planned for with respect to asset management.	Moderate	Likely	High	High level targets are set through the objectives and targets within the Environmental Sustainability Strategy.	Partially effective	Moderate	Possible	Medium	No	Climate change addressed in the Plan with respect to Councils impact on the environment as well as the environments impact to councils' assets. Include climate change as a considered factor throughout the Plans, outlining the impact and associated demand on assets. Address assets within Climate and Energy Plan.	Assets and Operations Ongoing as asset management plans and council strategies are updated	Moderate	Rare	Low

Ref	Risk Description (event or potential event focused and their impact upon objectives)	INHERENT RISK Level of risk with NO controls in place			Controls <i>already</i> in place (What existing controls are in place to prevent and/or manage the risk?)	Are the Controls effective at managing the risk?	RESIDUAL RISK Level of risk if existing controls are effective			Is the Residual Risk Rating Tolerable?	Treatments/Additional Controls (additional controls that can be implemented to further reduce the level of Risk)	Treatment Owner & Timing (Who is responsible for implementing the treatment and When it should be implemented/complete d)	RISK LEVEL after Treatments If treatments implemented are effective		
		Consequence	Likelihood	Risk Rating			Consequence	Likelihood	Risk Rating				Consequence	Likelihood	Risk Rating
5	Level of service and community expectations raised to unsustainable standards leading to poor presentation of open space	Moderate	Likely	High	Review and update operations and maintenance budgets to meet future levels of service against asset upgrades.	Majority effective	Moderate	Rare	Low	Yes	N/A	N/A	N/A	N/A	N/A
5	Falling limbs of significant or regulatory trees within reserves causing injury.	Major	Likely	High	Inspection programs in place to monitor health of significant and regulated trees. Maintenance and operational programs in place including tree trimming and pruning within reserves.	Majority effective	Major	Rare	Medium	Yes	N/A	N/A	N/A	N/A	N/A

Table 6-2: Open space risks

7 Financial Summary

This section contains the financial requirements resulting from all the information presented in Section 5 of the Plan. The financial projections will be refined as part of the ongoing revision of the Plan.

7.1 Valuation forecast

Asset values are projected to increase as additional assets are added through capital works. Additional assets will generally increase the operational and maintenance requirements in the longer term, as well as the need for renewal. Additional assets will be included for future depreciation forecasts.

7.2 Expenditure forecast

Figure 7-1 outlines the financial projections for maintenance and capital renewal and capital new expenditure for the open space asset class.

The total forecast expenditure for open space assets is relatively constant over the ten year period. The predictability of this budget allows Council to undertake capital programs as and when required in each year.



Figure 7-1 Open space ten year forecast expenditure

7.3 Asset Renewal Funding Ratio

This ratio indicates whether Council has the financial capacity to fund asset renewal at continued existing service levels. Council's target is a 100% average over the next ten years.

Asset Renewal Funding Ratio – Open Space: 108%

This ratio is an important budget indicator over the next ten years. Council's LTFP has budgeted 90% of funds identified in this plan for the optimal renewal and replacement of open space assets. A decrease of \$507,000 to the renewal budget over ten years is required to maintain a ratio of 100%.

7.4 Funding Strategy

Key strategic milestones:

- The Plan will inform Council's future LTFP.
- The next major condition assessment and revaluation is in 2021/22 and will inform future renewal strategies.

- The Depot operations service review will be undertaken in 2020/21, which will inform future maintenance and operating budgets.

Repayment of existing loans has been extracted from the current loan schedule. The LTFP assumption indicates no additional funding through borrowings is required to meet new capital commitments in the future. The Local Government Finance Authority Cash Advance Debenture (CAD) Facility will continue to be used to balance funding requirements in terms of borrowing.

The projected expenditure is to be funded from Council's operating, maintenance and capital budgets.

7.5 Key Assumptions

The assumptions and data used in presenting this forecast information were:

- Replacement costs derived from the fixed asset register in Technology One asset database.
- Condition data derived from open space condition assessment 2017.
- Key financial assumptions derived from LTFP 2020/21.
- Operation funding will be made without reduction.
- Capital funding will be made without reduction.
- Appropriate resources will be made available to manage the Plan.
- Council income will remain consistent with LTFP.
- There will be no natural disasters.

7.6 Forecast Reliability and Confidence

The expenditure projections are based on the best available data. Data confidence is critical for an accurate expenditure projection. As new data becomes available, the forward plans will be updated. There are five levels that measures data confidence:

Confidence Level	Description
A - Highly Reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Data set is complete and estimated to be accurate +/- 2%.
B - Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, e.g. 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 +/-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 +/- 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 +/-40%.
E - Unknown	None or very little data held.

Table 7-1: Data confidence level

Council's open space asset data confidence is currently (C) *Uncertain* across condition, spatial and financial data. The confidence level is due to multiple data registers, with the condition and spatial data individually both reliable. The improvement program outlines steps to increase maturity and confidence of the data through the next condition audit and revaluation in 2021/22.

8 Improvement and Monitoring

8.1 Status of Asset Management Practices

Council is committed to improve the data quality and confidence by implementing actions within the improvement program in Table 8-1.

8.1.1 Accounting and Financial Systems

Council uses Technology One as its financial management and accounting system. Technology One has the capability to report the full lifecycle of assets providing full transparency from acquisition to disposal of assets.

8.1.2 Asset Management System

Council uses Technology One – Enterprise Asset Management software as its Asset Management System. Initial set up of the asset management system is crucial to ensure integration between operating and financial functions. Council's initial set up of the asset management system was incomplete and is being addressed through the improvement program, periodically updating the asset registers during revaluations.

A future improvement is to integrate the financial system and asset management system following each asset categories condition assessment and revaluation.

Council's geographic information system (GIS) data is stored within a specialised GIS software suite. An improvement will be to integrate the GIS data with the asset register to provide live spatial data.

8.2 Improvement Programs

The improvement program derived from the Plan is shown in Table 8-1.

Task No.	Task	Responsible officer	Resource Required	Due Date
1	Continual review and update of the asset register.	Asset Management Officer	Internal	Revaluation 2021/22
2	Condition assessment to be completed	Senior Assets and Engineering Lead	Internal / External	2021/22
3	Integration of open space assets with Asset Management System, the finance module in TechOne and GIS.	Asset Management Officer Manager Business Systems Solutions	Internal	Ongoing staged approach
4	Undertake customer research on open space assets. This will provide data for future planning of open space assets ensuring the required level of services are met.	Senior Assets and Engineering Lead	Internal	2024/25
5	Review of the planned open space, parks and recreation programs through depot operations service review.	Manager Assets and Operations	Internal	2020/21

Table 8-1: Improvement program

8.3 Monitoring and Review Procedure

Council will schedule the Plan review into its strategic and annual planning and budget processes. The Plan has a life of four years.

8.4 Performance Measures

Council will track the performance of the Plan through the following performance measures:

1. Level of Service Key Performance Indicators (KPIs).
2. Delivery of improvement program.
3. Improved data confidence.
4. Review of the Plan minimum every four years.



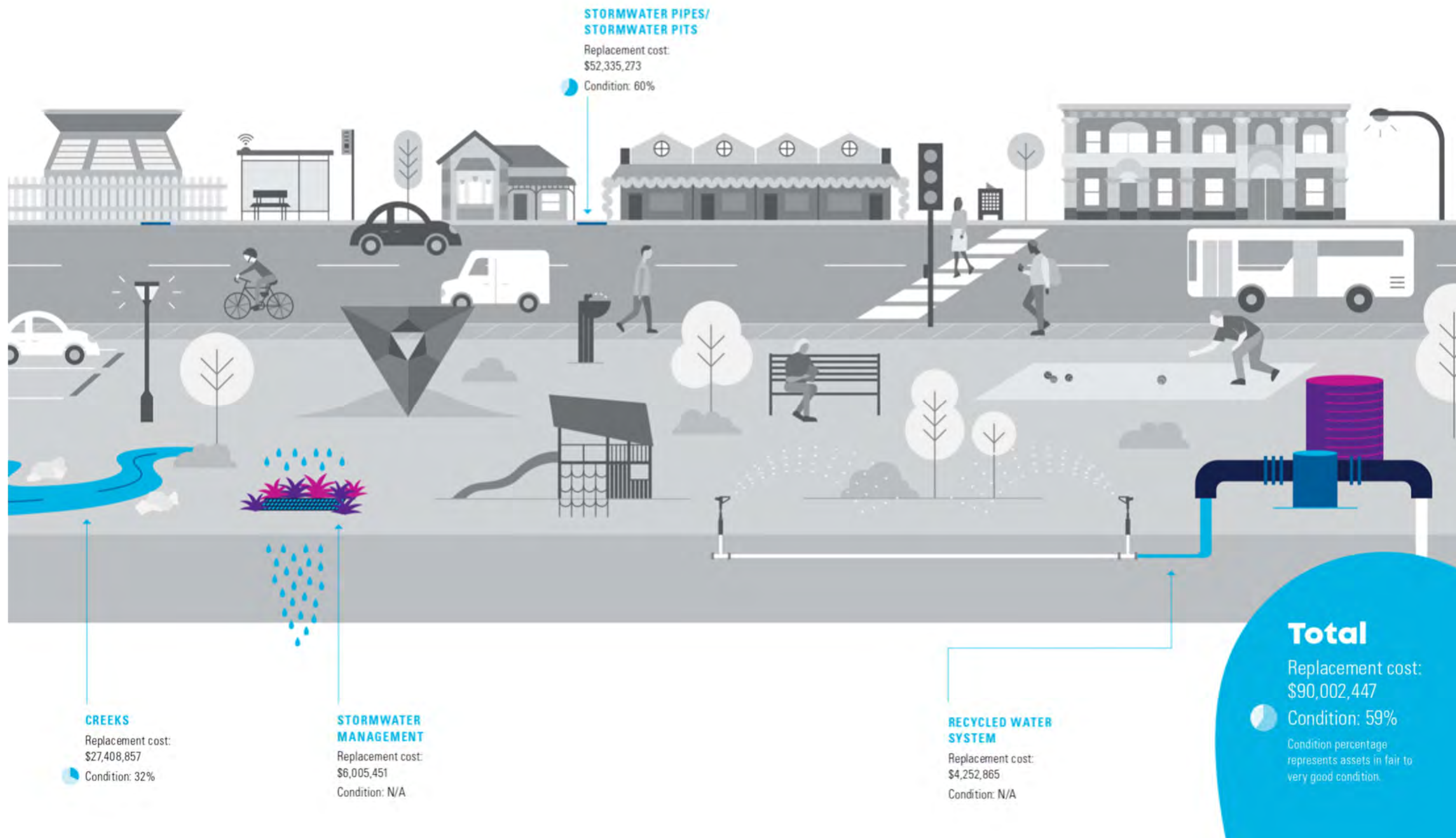
THE CITY OF UNLEY
STORMWATER
ASSET MANAGEMENT PLAN
2020

Contents

1	Executive Summary	1
2	Introduction	2
2.1	Background	2
2.2	Goals and Objectives of Asset Ownership	3
2.3	Plan Framework	5
2.4	Core and Advanced Asset Management	6
3	Levels of Service.....	7
3.1	Customer Research and Expectation	7
3.2	Legislative Requirements	7
3.3	Current Level of Service	8
3.4	Stormwater Standards	9
4	Future Demand.....	11
5	Lifecycle Management	14
5.1	Background	14
5.1.1	Physical Parameters	16
5.1.2	Asset Condition	16
5.1.3	Useful Life	18
5.1.4	Asset Valuation	19
5.1.5	Historical Expenditure	19
5.2	Operations and Maintenance Plan	20
5.2.1	Operations and Maintenance Strategies	20
5.2.2	Summary of Future Costs	20
5.3	Renewal Plan (Capital)	21
5.3.1	Renewal Identification	21
5.3.2	Renewal Strategies	21
5.3.3	Summary of Future Costs	21
5.4	Creation/Acquisition Plan (New Capital)	22
5.4.1	Capital Investment Strategies	23
5.4.2	Summary of Future Costs	23
5.5	Decommission Plan	24
6	Risk Management	25
6.1	Critical Assets	25
6.2	Risk Assessment	25
7	Financial Summary	28
7.1	Valuation forecast	28
7.2	Expenditure forecast	28
7.3	Asset Renewal Funding Ratio	28
7.4	Funding Strategy	28
7.5	Key Assumptions	29
7.6	Forecast Reliability and Confidence	29
8	Improvement and Monitoring	30
8.1	Status of Asset Management Practices	30
8.1.1	Accounting and Financial Systems	30
8.1.2	Asset Management System	30
8.2	Improvement Programs	30
8.3	Monitoring and Review Procedure	31
8.4	Performance Measures	31

Issue	Date	Issue Details	Author	Checked	Approved
V.1	July 2020	Framework	SW	TY	JM
V.2	August 2020	Draft for Audit Committee	JM	AW	CM
V.3	October 2020	Draft for Community engagement	JM	AW	CM
V.4	November 2020	Final	JM	AW	CM

Stormwater Assets Summary



The City of Unley (Council) has adopted four asset management plans which set out its goals and objectives for managing key infrastructure and assets, namely building, open space, stormwater and transport.

1 Executive Summary

Council's stormwater assets manage the quality and quantity of rainfall runoff. Stormwater drainage serves to minimise property damage, danger and disruption to the community from flooding. This asset management plan (the Plan) focuses on the management of Council's stormwater assets.

The objective of asset management is to provide the desired level of service in the most cost-effective manner for present and future generations. A strategic approach to asset management aligning with industry standards and best-practice has been undertaken to ensure Council's sustainability.

Effective asset management for stormwater assets demonstrated in the Plan is essential to achieve Council's vision: "Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership."

Stormwater Levels of Service:

Quality	The stormwater network is well maintained
Function	Assets meet the service needs
Capacity and Utilisation	Stormwater assets have the capacity to meet the community need
Condition	Physical state of stormwater assets are in a serviceable condition
Renewal	Sustainably managing the renewal of assets
Safety	Stormwater compliance standards achieved

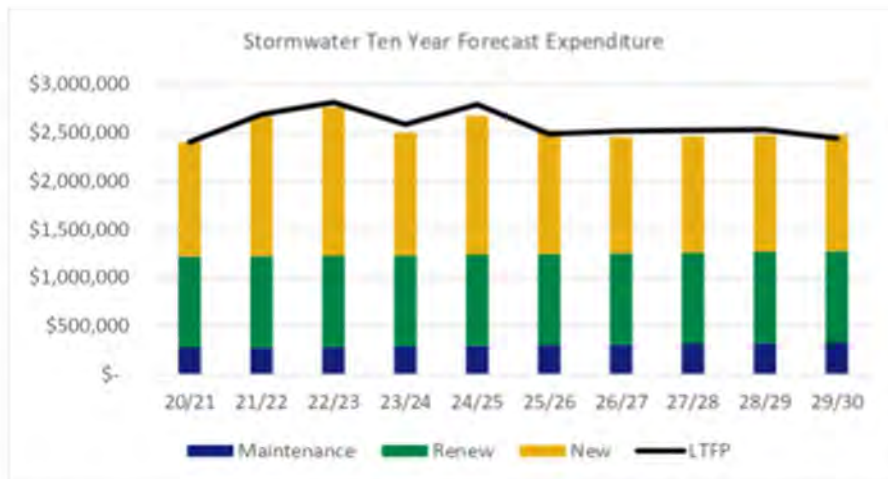
Future Demands:

Population and demographics	Increased housing density
Climate Change	Awareness of Council's role in climate sustainability
	Increasing trend of severe weather events
Technology	Testing new research and technologies

Condition:

59% stormwater assets condition satisfaction

Financial Summary:



The forecast contained within the Plan will be reviewed annually with an update completed every four years.

Council is committed to continuously improving the quality and maturity of its asset management practices. The improvement program specifies its commitment to increase its asset management maturity and data confidence. Key performance measures have been established to track Council's performance of its assets and asset management practices.

2 Introduction

2.1 Background

The primary purpose of stormwater assets is to manage the quality and quantity of rainfall runoff. Stormwater drainage serves to minimise property damage, danger and disruption to the community from flooding. The core objectives for Council's stormwater assets are to:

- Minimise property flooding and damage.
- Protect the health and safety of the community.
- Minimise adverse impacts on the environment.

Council's stormwater assets covered in the Plan include:

- Underground drainage network (stormwater pits and pipes)
- Creeks
- Stormwater management devices (Water Sensitive Urban Design (WSUD), detention)
- Recycled water (Managed Aquifer Recharge (MAR))

Council owns and operates two MAR systems used to harvest water for storage and distribution, supplying water for irrigation on Council's reserves. These MAR systems are located at Ridge Park and Heywood Park.

The Plan aims to:

- Align with ISO 55000:2014 (international standard for asset management) without seeking accreditation as an ISO document or process.
- Align the delivery of asset management activities with the organisation's goals and objectives; this is known as the "line of sight" with asset management.
- Create transparency and accountability through all aspects of asset management, ensuring all stakeholders understand their roles and responsibilities for achieving the Plan's aims.

The Plan is developed and implemented in conjunction with the following Council plans, strategies and policies (Table 2-1):

Plans, Strategies and Policies	
Community Plan 2033	Long Term Financial Plan 2020-21 to 2029-30
4 Year Delivery Plan 2017-2021	Asset Management Policy
Environmental Sustainability	Asset Management Plans

Table 2-1: Plans, strategies and policies

Council's stormwater asset key stakeholders for service delivery of the Plan are contained in Table 2-2:

Key Stakeholders	Roles in Asset Management Plan
Residents/ Community	Opportunity to provide input into the development and review of the Council's strategic management plans.
Elected Members	Represent needs and views of community.
	Ensure Council's objectives and policies are appropriate and effective.
	Ensure Council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery is appropriate.
	Ensure Council is financially sustainable.

Key Stakeholders	Roles in Asset Management Plan
Audit Committee	Audit Committee will review, make recommendations and observations to Council on the financial outcomes of the Plans.
Chief Executive Officer	Ensures administration deliver strategic planning and direction of the Council. Ensures administration implement the strategic plan goals and objectives by providing services within the allocated resourcing while managing risks. Ensures Council is financially sustainable.
General Manager – City Development	Ensures asset management plans are completed and reported to CEO and Council. Ensures the capital works programs are delivered in line with strategic planning. Ensures the maintenance programs are achieving service standards.
Assets and Operations Manager	Ensures the review of asset management and the delivery of improvement strategies. Manages maintenance programs to ensure they are active and achieving service standards. Ensures the capital works programs are achieved.
Senior Assets and Engineering Lead	Manages development and review of asset management plans. Responsible for advancing asset management within the organisation. Review infrastructure data integrity within the asset management system and GIS applications. Review and manage condition audits of infrastructure. Review asset valuation data. Coordinates the annual capital works program.
Team Leader Response and Signage	Coordinate Council resources to deliver the maintenance program.
Response and Signage Team	Deliver operations and maintenance.
Asset Management Team	Deliver the annual capital works programs. Undertake data collection and operational asset management projects.

Table 2-2: Key stakeholders for the Plan

2.2 Goals and Objectives of Asset Ownership

The goal of asset management is to provide the desired level of service through the provision and management of physical assets in the most cost-effective manner, for present and future generations.

The Plan demonstrates alignment with the Council's Community Plan 2033 through its vision and themes:

Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership.



Community Living

Goal: People value our City with its enviable lifestyle, activities, facilities and services.

Objectives:

- Our Community is active, healthy and feels safe.
- Our Community participates in community activities, learning opportunities and volunteering.
- Our City meets the needs of all generations.
- Our Community is proud to be part of our City.
- Our City is connected and accessible.



Environment Stewardship

Goal: We will maintain and enhance our urban environment and strengthen our City's resilience to climate change by providing leadership to our Community.

Objectives:

- Unley's urban forest is maintained and improved.
- Excellence in waste management is achieved through avoidance, re-use and diversion.
- The energy efficiency of the City is increased and our carbon footprint reduced.
- Efficient, effective & sustainable water management is ensured.
- The City's resilience to climate change is increased.



Economic Prosperity

Goal: Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened with bureaucracy.

Objectives:

- Unley is recognised as an easy place to do business.
- Thriving main streets and other business activities operate across our City.



Civic Leadership

Goal: Council will listen to the community and make transparent decisions for the long-term benefit of the City.

Objectives:

- We have strong leadership and governance.
- Council provides best value services to the community.
- Our business systems are effective and transparent.

These objectives will be considered in all decision-making aspects regarding stormwater assets to ensure Council consistently strives to achieve these strategic objectives. There are several initiatives that feed into the above objectives outside of the asset management process that ultimately support the stated objectives.

2.3 Plan Framework

Key elements of the Plan include:

- Levels of service – specifies the levels of service objectives and how they are measured.
- Future demand – how this will impact on future service delivery and how the demand will be met.
- Lifecycle management – how Council manages existing and future assets to provide the levels of service.
- Risk management – how Council manages asset risks.
- Financial summary – funds required to provide the levels of service.
- Improvement plan and monitoring – how Council will improve asset management maturity and how the Plan will be measured to ensure it's meeting Council's objectives.

The asset management framework is shown in Figure 2-1 and the roadmap for preparing an asset management plan is in Figure 2-2.



The Community Plan is a comprehensive community vision for Council. The vision is broken down into themes, goals and objectives outlining how we plan to achieve our vision.

The 4 Year Delivery Plan outlines how we will deliver the Community Plan's vision, strategies and framework. Corporate Strategies identify the challenges and opportunities across key areas of our Council, and outline the plans and actions required to achieve the long-term goals as set out in the Community Plan.

The Plan demonstrates long-term (ten years) asset management planning and outcomes and outlines asset activities and resources to provide a defined level of service in the most cost-effective way while managing risks.

The Long Term Financial Plan (LTFP) demonstrates financial sustainability in the medium to long term, while achieving the objectives in the Community Plan.

The Annual Business Plan outlines Council's activities to progress towards meeting our Community Plan objectives, outlines how Council plans to allocate its budget and what services and projects will be developed in the forthcoming financial year.

Figure 2-1: Asset management framework

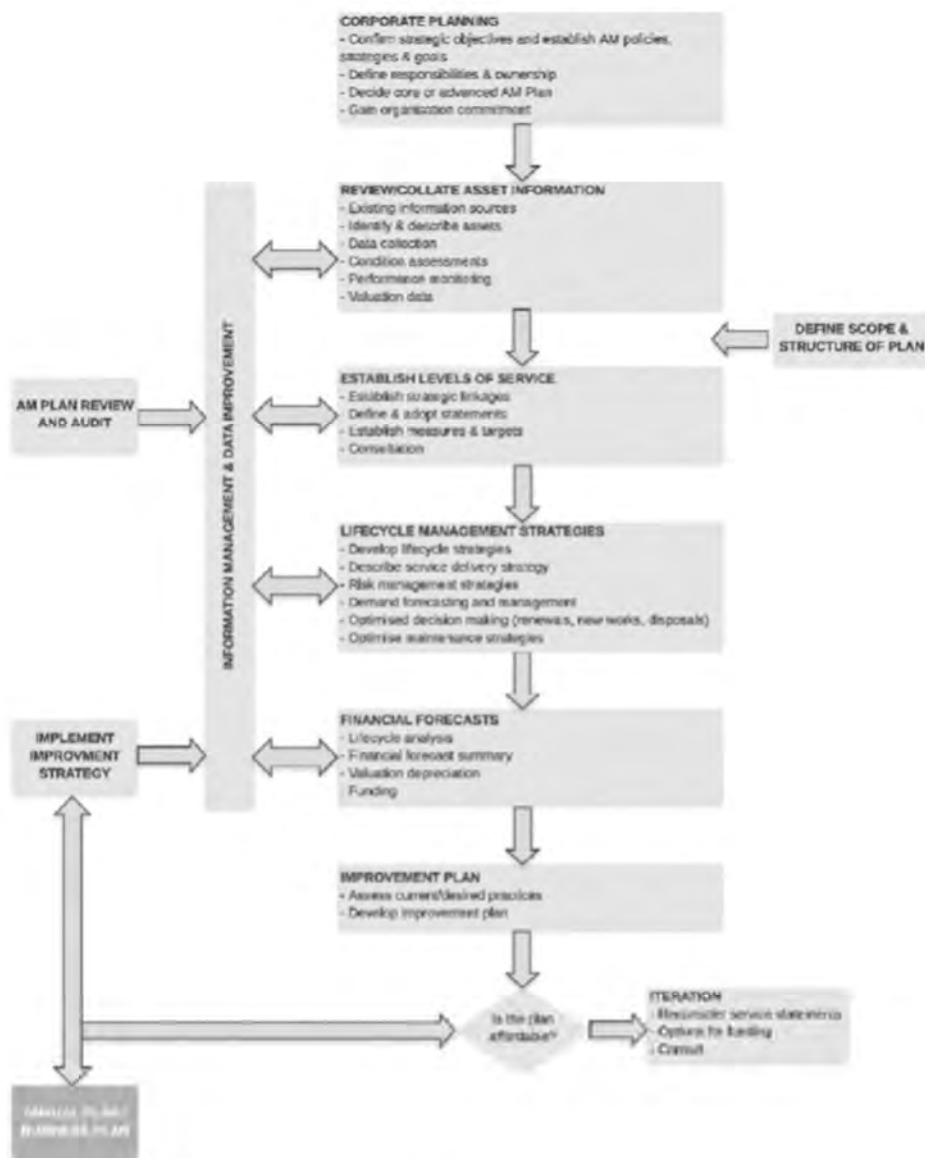


Figure 2-2: Road map for preparing an Asset Management Plan

Source: IPWEA, 2006, *International Infrastructure Management Manual (IIMM)* Fig 1.5.1, p 1.11

2.4 Core and Advanced Asset Management

The Plan is prepared as a core level maturity over the ten year planning period in line with the International Infrastructure Management Manual (IIMM). Core asset management is a top down approach with analysis applied at a network level. The Plan is prepared to meet legislative and organisational requirements for sustainable service delivery and long-term financial planning and reporting. The improvement program (Section 8) outlines and prioritises the steps required to an advanced asset management maturity.

3 Levels of Service

3.1 Customer Research and Expectation

Council receives continuous community feedback from a variety of sources including, but not limited to:

- Community enquiries and requests
- Community Plan consultation process
- Council Strategies
- Annual Business Plan and LTFP consultation process
- Project feedback
- Development of the Asset Management Plan
- Customer satisfaction surveys
- Service satisfaction surveys

This feedback is built into the development of the Plan and the levels of service it aims to deliver.

Through the development of the community levels of service outlined in the Plan, Council will actively survey the community on its assets and associated services to ensure it is delivering on its levels of service. These surveys will be periodically repeated over time as the Council demographics change and new residents move to into Council. Council will develop a benchmark for community levels of service to measure performance against prior to the next review of the Plans.

3.2 Legislative Requirements

Council must meet many legislative requirements including Federal and State Government legislation and regulations as well as non-legislative requirements including Australian Standards and Council policies as contained in (Table 3-1).

Legislation	Requirement
Aboriginal Heritage Act 1988	An Act to provide for the protection and preservation of the Aboriginal heritage; to repeal the Aboriginal and Historic Relics Preservation Act 1965 and the Aboriginal Heritage Act 1979; and for other purposes.
Australian Accounting Standards	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of stormwater assets.
Development Act 1993	Regulates the use and managements of land and buildings including their design and construction, ongoing maintenance, and conservation of land and buildings where appropriate.
Emergency Management Act 1994	Requires lifeline utilities to function at the fullest possible extent during and after an emergency and to have plans for such functioning (business continuity plans)
Environmental Protection Act	An Act to provide the protection of the environment; to establish the Environment Protection Authority and define its functions and powers; and for other purposes. Consideration of this act should be undertaken for the provision, development or management of stormwater.
Local Government (Stormwater Management) Amendment Act 2007.	Act empowering the Stormwater Management Authority
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of long term financial plan supported by asset management plans for sustainable service delivery.

Legislation	Requirement
Local Government Stormwater Management Act 2007	Outlines the Stormwater Management Agreement between State and Local Governments, establishment of the Stormwater Management Authority and preparation of Stormwater Management Plans.
National Construction Code 2014	Sets out minimum standards for stormwater management for property development.
Natural Resources Management Act 2004	An Act to promote sustainable and integrated management of the State's natural resources; to make provision for the protection of the State's natural resources.
Work Health and Safety Act 2012	An Act to provide for the health, safety and welfare of persons at work; and for other purposes.

Table 3-1: Legislative requirements

3.3 Current Level of Service

Levels of service are a key business driver and influence all asset management decisions. It describes:

- The outputs Council intends to deliver to customers.
- The service attributes such as quality, functionality and capacity.
- The performance measures.

Performance measures are used to indicate how Council is doing in relation to delivering levels of service.

Council has defined two levels of service categories:

- Community Levels of Service – measures the service the community expects.
- Technical Levels of Service – measures the service the organisation provides.

Community levels of service measure the community's perception of Council's service performance, while the technical levels of service measure against technical indicators of performance.

Council's desired level of service is the technical level of service as a minimum. The level of service will be constantly monitored and reviewed with the introduction of the community survey to develop community level of service key performance indicators (KPIs). It's anticipated the next review will be in four years. Council's levels of service are captured in Table 3-3.

Community Levels of Service				
Performance Measure	Level of Service Objective	Performance Measure	KPI	2020
Quality	The stormwater network is well maintained	Community survey on the quality of stormwater assets	KPI based on survey (see improvement program)	Survey to set baseline
Function	Asset to meet service needs – 'fit for purpose'	Community survey on the functionality of stormwater (sustainably and efficiently managing stormwater runoff)	KPI based on survey (see improvement program)	Survey to set baseline
Technical Levels of Service				
Performance Measure	Level of Service Objective	Performance Measure	KPI	2020
Condition	Physical state of stormwater assets in a serviceable condition	Average condition of stormwater assets.	Equal or less than condition rating 3	3.1
Renewal	Sustainably managing the renewal of assets	Asset Renewal Ratio	90%-100%	104%
Capacity and Utilisation	Stormwater assets have the capacity to meet the community need	Property flooding incidents for a ten-year AIR rain event	0 Property flooding reports for events under 1:10	0
Safety	Safety compliance standards are achieved	Number of injury or accidents	0 accidents attributed to infrastructure capacity and condition	0

Table 3-2: Levels of service

3.4 Stormwater Standards

Council aims to achieve service standards consistent with the Australian Rainfall and Runoff (ARR) Guidebook 2019. The guidebook is nationally regarded as the leading text in the design of stormwater networks and systems providing guidance for the design of underground stormwater systems and above ground overland flow paths under the major/minor flow principle.

This standard relates to the capacity of the assets to effectively cater for storms taking place at regular estimated intervals. Typically storms occurring more frequently create less runoff than storms of lower frequency. The major/minor drainage flow concept is the commonly accepted stormwater management approach and it is the approach adopted by Councils within South Australia and Australia.

Minor (Underground) System

The aim of the minor system of pits and pipes is to remove surface stormwater flows from the road and convey them underground to the appropriate outlet system. Generally, the minor system will be designed to cater for the flows of the 20% Annual Exceedance Probability (AEP) or five-year Annual Recurrence

Interval (ARI) storm event. However, in flatter areas with minimal surface grade it may not be possible to achieve this design requirement.

Council aims to achieve the following design criteria as the minimum service standard for the installation of new drainage systems or the upgrade and replacement of existing systems for 20% AEP (five-year ARI) storms:

- Gutter flow width to be no greater than 2.5m (the width of water measured from the face of the kerb towards the centre of the road).
- Gutter flow width at pedestrian crossings to be no greater than 1.0m.
- Hydraulic grade line (HGL) to be a minimum of 150mm below the water table.

Major (Overland) System

The major system is typically comprised of the road and footpath areas up to the property boundary lines. The aim of the major system is to safely convey all stormwater overland to the appropriate outlet point without inundating properties for all events up to and including a 1% AEP storm (100-year ARI).

In all new developments this is the minimum design standard for the major system, with minimum freeboard (distance between top of flood water and house floor levels) to be no less than 200mm. In some existing areas it's not possible to cater for this overland flow within the road reserve. In this case (if possible) the minor system may be designed to a higher standard to reduce the overland flow.

4 Future Demand

The community's demand for services changes overtime. The reason for change can be varied, some of the common drivers are population, demographics, environment and technology. As service demand changes, Council's assets may also need to change to meet the changing demand. A summary of Council's forecast demands and how these are proposed to be managed is contained in Table 4.1.

Population and Demographics

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Increased housing density with 38.6% of dwellings are medium density compared to 23.9% for Greater Adelaide.	The higher than average provision of medium density housing (38%) is anticipated to further increase in the next 30 years.	Greater impervious areas through increased infill development has the potential to cause local flooding problems.	<p>Deliver Council's 4 Year Delivery Plan, Strategy 2.4a – Increase stormwater management improvements in a minimum of 40 streets.</p> <p>Implementation of Brownhill Keswick Creek (BHKC) Stormwater Management Plan (SMP) and Sturt River SMP to manage catchment flows.</p> <p>Planning controls to reduce property damage through flood events and enforcing onsite stormwater detention to predevelopment levels.</p>	<p>Delivering stormwater management improvements including water sensitive urban design (WSUD) initiatives (raingardens, tree wells) as well as infrastructure expansions through the capital works program.</p> <p>Opportunities to be identified through capital planning to include stormwater benefits across the program.</p> <p>New and renewal capital budgets to be used to implement SMPs.</p>

Climate change

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Council and the community are increasingly aware of our impact to the environment and Council's role in environmental sustainability.	Council is committed to pursuing, supporting and creating an environment that will sustain current and future generations. This goal is shared by our community and is a primary objective of most governments across the world.	We are committed to using fewer of our precious resources, reducing our carbon footprint and looking for smarter ways to achieve this objective.	<p>The Environmental Sustainability Strategy 2016-2020 is the lead strategy implementing the Greening goals identified in the Community Plan 2033.</p> <p>The Environmental Sustainability Strategy 2016-2020 priority of Waterwise Unley promotes the efficient, effective and sustainable water management and increasing resilience to change in climate.</p> <p>The City of Unley have aligned with Resilient East provides opportunities for the eastern region to collaborate to increase our resilience to climate change.</p> <p>Council is developing a Climate and Energy Plan to be endorsed in 2020/21.</p>	<p>The environmental strategy provides principals for the delivery of new and renewal of assets, these include:</p> <ul style="list-style-type: none"> - Natural and renewable materials used in the construction and manufacture of stormwater assets. - Water Sensitive Urban Design (WSUD) principals to be implemented (for example, stormwater diversions for watering street trees, bio swales, rain gardens). - Continue the expansion of our recycled water (MAR) networks and the use of recycled water.
Increase of severe weather events including droughts, storms and storm surges.	Severe weather events continue to increase based on current trends.	More intense rainfall events are likely to place increased pressure on the drainage network to carry larger volumes of stormwater runoff.	Potential for design standard definitions change through the increase rainfall intensity. This will decrease the standard currently in place for our existing infrastructure.	In future, as definitions change, larger pipes may be required to meet the same design standard. Upgrading current capacity of current systems may also be required.

Technology

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Testing new research and technologies being developed for stormwater management.	Looking for efficient and effective ways to improve stormwater management.	Taking advantage of opportunities through studies and grants to progress stormwater management technology.	Using new technologies to control stormwater flows within catchments to eliminate localised flooding. Funding received from Department of Environment and Water for the introduction of detention to delay flows and the use of smart tanks.	A study has been undertaken in the Fullarton stormwater catchment. Outcomes of this research have the potential to impact the strategies and techniques used to manage stormwater more effectively.

Table 4-1: Future demands

5 Lifecycle Management

5.1 Background

Lifecycle management details how Council plans to manage and operate (from planning to disposing) its stormwater assets at the agreed level of service while optimising total cost of ownership at an appropriate level of risk.

This section outlines the stormwater asset data (condition, valuation, revaluation, useful life) and processes needed to effectively manage, renew and upgrade the infrastructure assets.

Significant time is spent on the decision to create or acquire a new asset, likewise financial costs of maintaining an asset from creation to disposal or replacement will need to be planned. New assets require initial expenditure; however, the required financial commitment for the asset's lifecycle costs can be up to five times the initial expenditure.

The cost of an asset lifecycle can be divided into four major stages:

- Creation/Acquisition (Planning, Design/Procurement, Construction)
- Maintenance and Operations (Operate, Maintain, Monitor)
- Capital Renewal/Replacement (Requirements/Specifications, Upgrade/Modify, Replace)
- Decommission (Trigger, Decommission, Disposal)

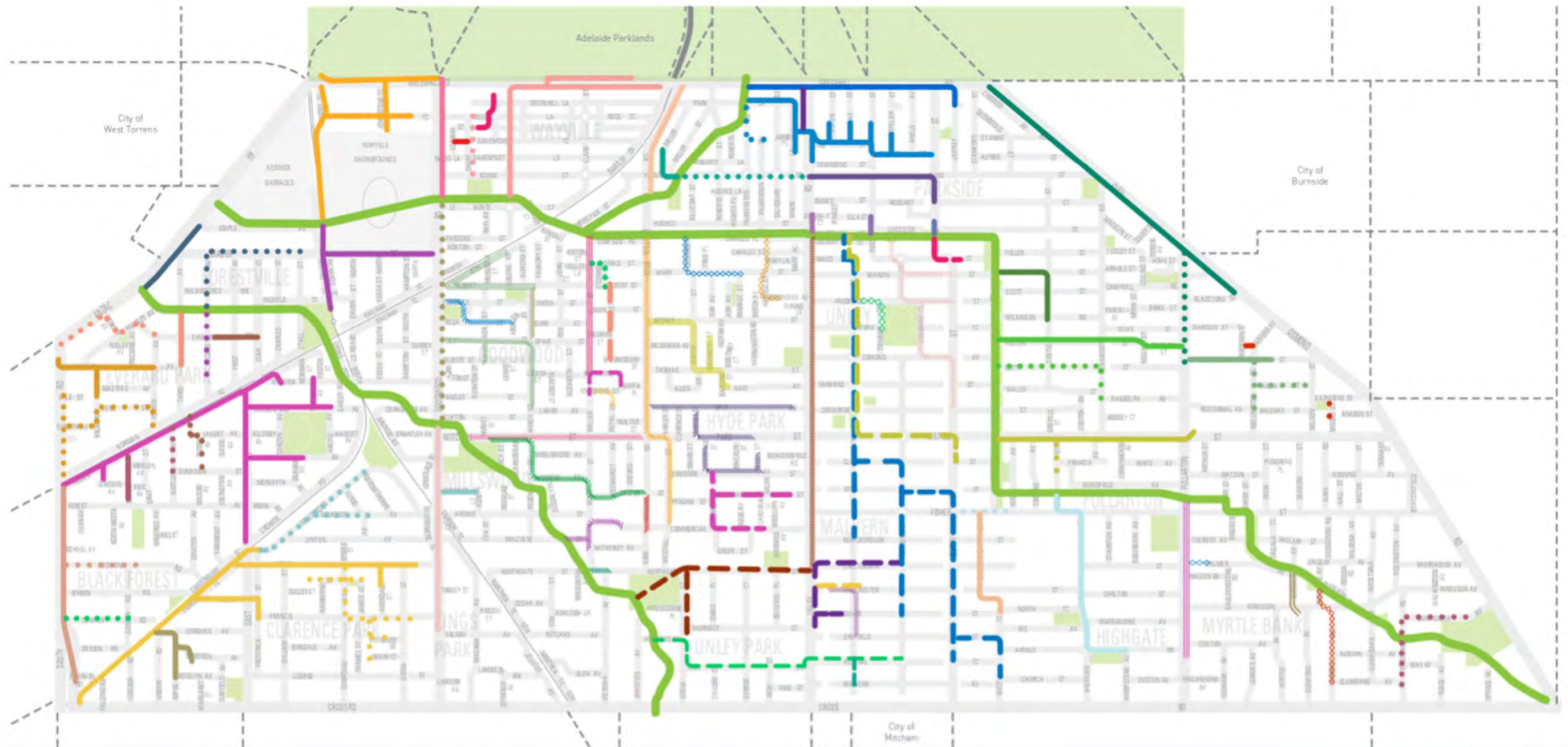
These major stages are further detailed in this Lifecycle Management section.

Variability of these stages also exists within different stormwater categories, as function may influence the renewal versus replacement strategies.

The major stages can be further divided into specific processes as listed in Figure 5-1.



Figure 5-1: Asset lifecycle flowchart



COUNCIL STORMWATER DRAINAGE ASSET PLAN



LEGEND

Drain 199 Greenhill Rd	Drain 185 Young St	Drain Unley Rd	Drain Florence St	Drain 3 Ethel St	Drain 165 Laught Ave	Drain 135 Goodwood	Drain 27 Fullarton
Drain 83 Goodwood Rd	Drain 177 Palmerston	Drain 170 Glen Osmond	Drain Wellington St	Drain 84 Nichols St	Drain P Selkirk Ave	Drain 135 Jarvis St	Drain 18 Urbrae Ave
Drain 79 Greenhill Rd	Drain Unley Road	Drain 91 Fullarton	Drain Martins Ave	Drain 06A Second Ave	Drain 87 Hartland	Drain 150 Millsway	Drain 20 Burnham Ave
Drain 63 Short St	Drain 176 Greenhill	Drain F Castle St	Drain Aragon St	Drain 06 Leah St	Drain 165 Laught Ave	Drain 53 Ripon Rd	Drain Palmer Ave
Drain Cotham St	Drain 173 Unley Rd	Drain 43 St Helens	Drain 30 Ave Rd	Drain 05 Third Ave	Drain 165-1 South Rd	Drain 80 Goodwood Rd	Drain 3 Barr-Smith
Drain 62 Greenhill Ln	Drain Young St	Drain E Kenilworth	Drain Fisher St	Drain 10 Anzac Hwy	Drain 165-2 701 Addis	Drain 85 Albert St	Creek water course
Drain 186 King William	Drain 54 George St	Drain 37 Wattle St	Drain 36 Balmoral	Drain 11 South Rd	Drain 152 Mills St	Drain Arunga Close	
Drain 184 Miller Pl	Drain Porter St	Drain Cross St	Drain 03A Anzac Hwy	Drain 12 South Rd	Drain 151 Hnery Ln	Drain 87 Hardy St	
Drain 73 Mainsfield	Drain 68 Mary St	Drain 59 Wattle St	Drain 60-1 Unley Rd	Drain Northgate St	Drain Andrew Ave	Drain 86 Rosa St	
Drain 73 O'Connell	Drain 65 Austell Ave	Drain 59 Trimmer Ct	Drain 116 Northgate	Drain N Enterprise	Drain Jasper St	Drain 133 Westall	
Drain 73 Erskine St	Drain McGowan Ave	Drain G & Associate	Drain L High St	Drain N Commercial	Drain Northgate	Drain 70 King William	
Drain Royal Ave	Drain 73 Weller St	Drain 55 Maud St	Drain Rugby St	Drain 60 Unley Rd	Drain 61 Rugby St	Drain Winchester St	

Figure 5-2: Stormwater network

5.1.1 Physical Parameters

Figure 5-2 contains Council's underground drainage network and Council is traversed by four creek systems:

- Parklands Creek (north)
- Glen Osmond Creek (south-east)
- Keswick Creek (Parkland Creek and Glen Osmond Creek merge to form Keswick Creek)
- Brown Hill Creek (south)

Ownership of the creeks is either with Council or the individual property owners as per their Certificate of Title. The concrete lining of creeks is a Council owned asset and Council has easements in place or is formalising the rights of entry for all concrete lined creeks within private land (improvement program item 12).

Council has two Managed Aquifer Recharge (MAR) schemes for the harvest and use of recycled water, reducing Council's dependency on River Murray water.

The Ridge Park MAR is used to harvest water from Glen Osmond Creek, which runs through the southern portion of Ridge Park. The Ridge Park MAR scheme and reticulation system allows for the capture, filtration and injection of up to 60ML per annum of harvested water into a fractured rock aquifer. The scheme involves extraction of water from Glen Osmond Creek, which is treated through a bioretention system and mechanical filters and stored in the aquifer. The water is then recovered to irrigate Fraser Reserve, Ferguson Avenue Reserve, Ridge Park, Scammell Reserve, Fullarton Park, Fern Avenue Reserve, Windsor Street Linear Park and biodiversity trail, Henry Codd Reserve and Unley Oval.

The Heywood Park MAR is used to harvest water from Brownhill Creek, which runs through the south west corner of Heywood Park, during the wetter seasons. The harvested water is treated through mechanical filters and up to 35ML per annum is injected into the aquifer for storage before being extracted during the dryer seasons to supply water for irrigation of Heywood Park, Soutar Park and Orphanage Park.

Under Section 128 of the Natural Resource Management (NRM) Act, the two MAR schemes will have restricted conditions for injection and extraction volumes from 1 July 2022. Council is undertaking a MAR improvement program in 2020/21 and 2021/22 to increase the performance of the MAR schemes in terms of water quality, capacity and control.

5.1.2 Asset Condition

The objective of a condition assessment is to provide sufficient information on asset condition to allow informed strategic asset planning and asset management decisions to be made. The condition rating is based on the 2017 stormwater condition assessment.

The next asset condition assessment and revaluation is to be completed in 2020/21.

Stormwater asset condition is measured using a 1-5 rating system summarised in Table 5-1, where condition rating 1 relates to assets in very good condition and rating 5 relates to assets in very poor condition.

Rating	Condition	Condition Description	Action
1	Very Good	A new or near new asset with no visible signs of deterioration.	No action required
2	Good	Early stages of minor deterioration causing no serviceability problems.	Minor defect only, no action required
3	Fair	Some obvious deterioration evident. Serviceability may be impaired slightly.	Maintenance required to sustain the level of service

4	Poor	Severe deterioration evident, starting to limit the serviceability of the asset.	Consider renewal
5	Very Poor	Serviceability problems needing immediate rehabilitation. Possible risk to remain in service.	Replace/dispose

Table 5-1 Asset condition rating

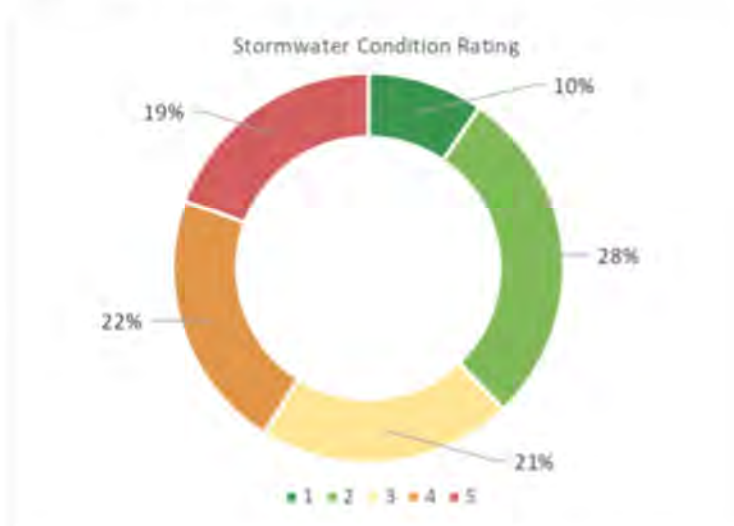


Figure 5-3: Stormwater asset condition

The overall rating (based on the 2017 condition assessment) of Council's stormwater assets is contained in Figure 5-3, which identifies:

- 38% of assets do not require intervention.
- 21% of assets to be assessed for maintenance requirements.
- 41% of assets to be assessed for renewal/replacement requirements.

Asset condition rating are shown in Table 5-2 by asset category. The average rating can be used as a benchmark for measuring against the stormwater category desired level of service.

Asset category	Average Condition Rating	Target Portfolio LoS Condition Rating
Creeks	3.3	≤ 3.0
Recycled Water	Not available*	≤ 3.0
Stormwater Management	Not available*	≤ 3.0
Stormwater Pipes	2.6	≤ 3.0
Stormwater Pits	3.4	≤ 3.0
TOTAL	3.1	≤ 3.0

Table 5-2 Asset condition rating

*Not Available due to assets being created and capitalised after the last condition assessment.

The overall condition rating is 3.1 with creeks (3.3) and stormwater management (3.4) both outside of the condition KPI of less than condition 3 (Fair). Council is undertaking a condition assessment and revaluation of the stormwater asset class in 2020/21 to increase the maturity and confidence for the condition data of the stormwater network. This will inform our future programs to meet the KPI

Stormwater assets are generally located underground and difficult to visually inspect. The age distribution can provide an indication of condition to inform upcoming renewals. The stormwater age distribution is depicted in Figure 5-4, the data indicates:

- 4% of the asset portfolio is over 80 years old (majority are creeks) and will be monitored for signs of deterioration.
- 25% of the stormwater assets (pipes, pits, creeks) were constructed 60-80 years ago. This will likely see a major increase in renewals in 20-40 years.
- Stormwater pipes and pits are considered to have useful service lives of 100 years, which are based on an estimated structural life and generally consistent with other metropolitan Councils.

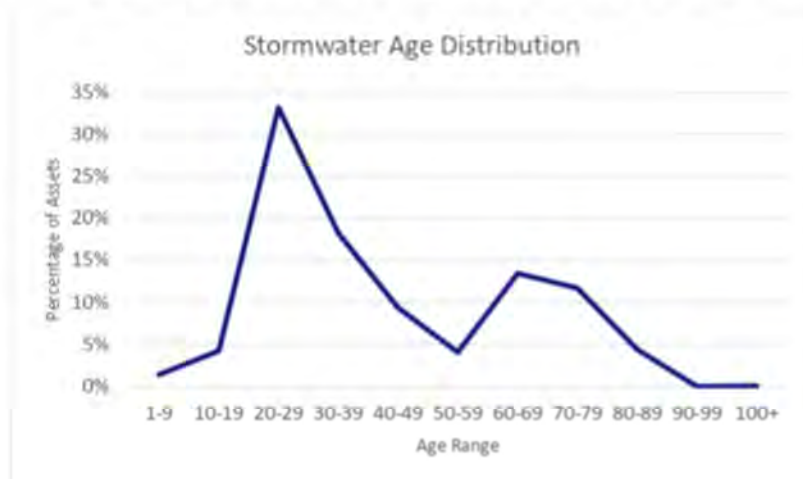


Figure 5-4: Stormwater age distribution

The Plan's improvement program includes frequent condition assessments to collect data to provide confidence, inform accurate useful life expectations and postpone replacement/renewal works on functional assets. A combination of frequent inspections and maintenance is used to extend the life of stormwater assets beyond their design life. Following the next condition assessment, Council will review the useful lives for stormwater assets.

5.1.3 Useful Life

A summary of useful life in asset groups is contained in Table 5-3:

Asset Category	Asset Group	Asset count	Useful Life (years)
Creeks	Open Channel - Concrete lined	3.1km	100
Creeks	Open Channel - Natural	2.1km	N/A
Creeks	Open Channel - Trapezoidal earth part concrete lined	1.6km	100
Creeks	Open Channel - Trapezoidal part stone lined	0.5km	100
Creeks	Box Culvert	3.2km	80
Creeks	Reinforced Concrete Pipe	1.2km	80
Recycled Water	MAR	5	40-50
Stormwater Management	Stormwater Management	7	35-100
Stormwater Pipes	Box Culvert	1.9km	80
Stormwater Pipes	Open Channel	0.4km	80

Stormwater Pipes	Pipes	76.9km	100
Stormwater Pits	Grated Inlet Pit	88	80
Stormwater Pits	Headwall	6	80
Stormwater Pits	Junction Box	553	80
Stormwater Pits	Letter Box Sump	11	80
Stormwater Pits	Side Entry Pit	1663	80

Table 5-3: Asset useful life

The impact of climate change on infrastructure assets useful life is not yet quantified and may continue to change as increased temperature, heatwaves, higher storm and rainfall intensities will increasingly affect the useful life of infrastructure at a material level. These impacts have been identified in risk management and future demands.

5.1.4 Asset Valuation

Valuations are undertaken in alignment with Australian Accounting Standard 'AASB13 Fair Value', and 'AASB116 Property Plant and Equipment'. These valuations are required every three to five years, with an independent audit required every five years. Valuations are undertaken to satisfy the financial reporting requirements and to understand the cost to replace assets.

The valuation of Council's stormwater assets is summarised in the Table 5-4.

Asset Category	Replacement Value	Accumulated Depreciation	Written Down Value
Creek	\$27,408,857	\$17,186,592	\$10,222,265
Recycled Water System	\$4,252,865	\$529,918	\$3,722,947
Stormwater Management	\$6,005,451	\$578,389	\$5,427,062
Stormwater Pipe	\$52,335,273	\$24,225,936	\$28,109,337
Stormwater Pit			
TOTAL	\$90,002,447	\$42,520,835	\$47,481,612

Table 5-4: Stormwater Assets Valuation

5.1.5 Historical Expenditure

The maintenance budget has increase annually due to CPI and the asset portfolio growing in size, complexity and age. The renewal expenditure decreased for one year in 2019/20 to accommodate for cross category expenditure. A majority of the new capital expenditure has been allocated to the Brown Hill Keswick Creek Project (see Section 5.4.1). The historical expenditure for the last five years is contained in Figure 5-5.

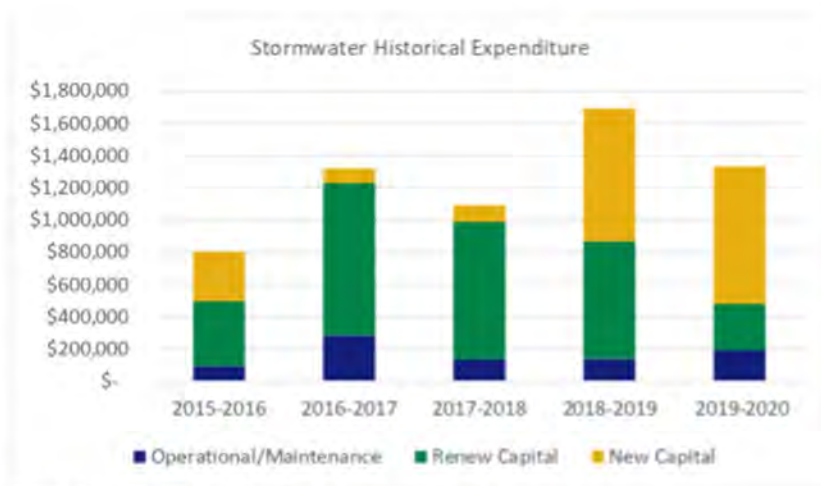


Figure 5-5: Historical expenditure

5.2 Operations and Maintenance Plan

5.2.1 Operations and Maintenance Strategies

Maintenance is recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works to ensure the asset maintains its condition, achieves its useful life and provides the required level of service. The expenditure is anticipated in determining the asset's useful life.

As the years progress, the maintenance budget is projected to increase due to CPI and an asset portfolio growing in size, complexity and age.

Council's civil works and response team undertake maintenance for the physical structure and service of the stormwater network including creeks, stormwater pits (pit cleaning and street sweeping), stormwater pipes (cleaning and CCTV inspections) and stormwater management devices. The MAR schemes are largely automated through the SCADA (supervisory control and data acquisition) system, setting the operational parameters and in part through manual operation managed by Council.

In 2020/21 Council will conduct a review of all Depot operations in terms of levels of service to identify operational and financial efficiencies.

This review will be inclusive of all levels of service and processes to identify opportunities for efficiencies across all key depot operations including:

- Civil works
- Response and signage
- Open Space, Parks and Recreation
- Arboriculture

The outcomes of this service review may impact the operational and maintenance forecast with any changes made to be reflected in the LTFP following the conclusion of the review.

5.2.2 Summary of Future Costs

Figure 5-6 outlines the forecast of planned and unplanned operations and maintenance works over the next ten years. It has been projected with CPI increase over ten years, which aligns with the LTFP. As Australia is facing economic impacts that will have unknown consequences at this time, the CPI assumptions will change on an annual basis through the LTFP.



Figure 5-6: Ten year operational and maintenance expenditure forecast

5.3 Renewal Plan (Capital)

Asset renewal is the replacement or refurbishment of an existing asset to return it to the modern standard equivalent performance and level of service. Renewal planning is necessary to ensure adequate funding is available, and assets are replaced at an optimum time to maintain the level of service.

5.3.1 Renewal Identification

Projected future renewal expenditures are forecast to increase over time as the asset portfolio grows in size, complexity and age.

Renewals are programmed across asset classes using the following methods:

1. Forward projection based on historic expenditure.
2. Broad estimates based on replacing assets at the end of their useful lives.
3. Predictive modelling of varying degrees of complexity.
4. Bottom-up approach with a high confidence in asset data. Projects are identified via asset monitoring, prioritised and allocated.

These methods increase in sophistication, which is reflected by the data confidence level.

5.3.2 Renewal Strategies

Renewal works identified in terms of renewal strategies may be deferred if the cost is beyond the current financial ability to fund it. This can occur when there are higher priority works on other asset groups. When renewal works are deferred, the impact of the deferral on the assets ability to still provide the required level of service will be assessed. Although the deferral of some renewal works may not impact significantly on the short-term operation of the assets, repeated deferral will create a liability in the longer term.

Renewals are primarily programmed based on condition, however early implementation of renewal may be undertaken for upgrades and replacements due to changes in standards, safety issues, changes in levels of service, funding opportunities or alignment with external projects, strategies and plans.

5.3.3 Summary of Future Costs

The projected future required renewal expenditure is summarised in Figure 5-7. The three sets of data in Figure 5-7 include:

- The condition-based renewal bar graph displays the replacement value of assets reaching the end of their useful life based on the 2017 condition assessment.

- The condition-based renewal average line displays the annual budget per year to meet the ten year renewal targets without the extreme variance indicated from the renewal bar graph.
- The LTFP line displays the current LTFP projection based on past asset management plans and asset data.

It is recognised matching condition-based renewal fluctuations from year to year is not generally possible from both a budget and resourcing perspective. Distributing the renewal costs over the ten year timeframe is preferable from a budget and resourcing perspective.

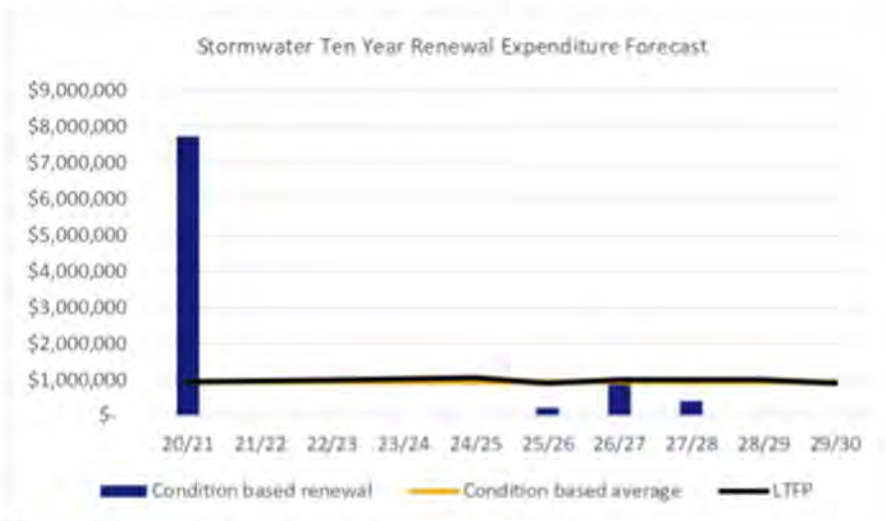


Figure 5-7: Stormwater ten year renewal expenditure forecast

The average annual expenditure for the next ten years:

Renewal projection	\$941,000
LTFP	\$976,600
Annual depreciation	\$1,150,000

The Plan identifies an annual spend of \$941,000 for stormwater asset renewal base on asset condition over the next ten years. The annual depreciation in 2020/21 for stormwater is \$1,150,000, which indicates an increase will be required in the LTFP spending for stormwater as the asset portfolio ages.

Under current financial planning, the perceived stormwater 2020/21 renewal can be distributed over the next ten years, avoiding a major one-year budget increase. The condition assessment in 2020/21 will prioritise critical or high-risk assets for renewal to inform our future programs.

Council's asset renewal ratio (planned renewal / the Plan's identified renewal) is at 104% over the next ten years. The ratio represents the level of capital expenditure on the renewal of assets (LTFP) relative to the expenditure projected in the Plan.

The current LTFP expenditure is over the budget projection and a decrease of \$357,000 to the budget over ten years will be required to maintain a ratio of 100%. Council's target is a 100% average over the next ten years.

5.4 Creation/Acquisition Plan (New Capital)

New capital relates to new assets or a significantly improved level of service that did not previously exist. They may result from various needs derived from demands such as population growth, environmental and technology change (as mentioned in Section 4).

5.4.1 Capital Investment Strategies

The need for new stormwater assets arises from a variety of sources including community requests, Council resolutions, proposals identified by Council strategies, grant opportunities or partnerships with external organisations. These projects are prioritised each year against all other asset categories and Council proposals.

The Brown Hill Keswick Creek (BHKC) Stormwater Management Plan (SMP) is a collaborative effort between catchment councils the City of Adelaide, the City of Burnside, the City of Mitcham, the City of Unley and the City of West Torrens. The primary objective of the BHKC SMP is to mitigate the risk and reduce the impact of major flooding on properties within the BHKC catchment up to and include a 100-year average recurrence interval (ARRI) flood. As part of this agreement between catchment councils, Council makes an annual new capital contribution to the project to deliver the SMP. This contribution will continue over the next ten years.

The Sturt River Catchment SMP is being delivered as a collaborative effort between catchment councils the City of Marion, the City of Mitcham, the City of Unley and the City of West Torrens. The Sturt River Catchment SMP is currently in draft form and associated capital works are not included within the new capital projections. Once the SMP outcomes are realised the associated projects and cost will be required to be included within the new capital program and the LTFP.

Along with the two major catchment SMPs, Council has undertaken stormwater studies on its sub-catchments to identify and prioritise stormwater upgrades across the network. The Unley Stormwater Management Plan Strategic Review 2012 has recommended \$3.0M worth of high priority upgrade projects. It is recommended these projects are completed within the next ten years. An additional \$6.6M medium priority projects and \$9.8M low priority projects have been identified, however these are recommended to be deferred due to current funding limitations.

5.4.2 Summary of Future Costs

Figure 5-8 outlines the projected future spend through new capital works for stormwater assets. The known annual contributions from the BHKC SMP are included along with additional priority stormwater projects.



Figure 5-8: Stormwater projected new capital expenditure

As timing and costs for these projects are still to be confirmed the projection for stormwater assets has been distributed with an average of \$1,298,000 per year expected to be budgeted across ten years. These budgets are subject to individual year bids, Council strategies and funding opportunities and are expected to fluctuate year to year.

Council reviews its new capital projects on an annual basis, with one year (2020/21) of works approved through the Annual Business Plan. The projection for the remainder of the ten year renewal is based upon

Council's annual priorities for new capital expenditure across Council and the need for new capital across all asset classes based on upcoming projects.

The upcoming new capital projects for the stormwater asset class in the next ten years include:

- BHKC contributions
- Unley Stormwater Management Plan Strategic Review 2012 high priority implementations
- MAR Scheme upgrades

5.5 Decommission Plan

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

Decommission of assets can be triggered in the following situations:

- The end of useful life of existing assets.
- Safety factors inherent to the asset.
- Non-compliance of the asset prompting a modern equivalent replacement.

Decommission of assets can involve the following courses of action:

- Design and replacement of the asset with a modern fit for purpose equivalent.
- Removal of the asset with the aim of repurposing the land in line with the long term strategy of Council.

6 Risk Management

6.1 Critical Assets

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. The identification of critical assets and failure modes means investigative activities, condition inspection programs, maintenance and capital expenditure plans can be effectively targeted. Factors influencing criticality may be risk scored on safety, production/effort, cost and reputation.

The criticality of underground stormwater assets is increased relative to the above ground infrastructure, the criticality of stormwater below major roads and intersections is higher than assets below local roads.

6.2 Risk Assessment

The process for managing Council's risks is consistent with the International Risk Management Standard ISO 31000:2018. It involves five key steps, additional steps to ensure feedback through a monitoring and review process and appropriate communication and consultation.

Council is committed to effective risk and opportunity management to:

- Improve its ability to deliver community priorities, service delivery and outcomes for Council.
- Maximise opportunities and minimise the impact and likelihood of risk.
- Protect its employees, assets, liabilities and its community by avoiding or mitigating losses.
- Provide greater certainty for its employees, residents, stakeholders and the community in which Council operates by understanding and managing its risks.

Council acknowledges risk management is an essential part of best practice asset management. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for unacceptable risks.

An assessment of risks associated with stormwater assets using Council's risk matrix (Table 6-1), has identified, analysed and evaluated stormwater risks. Table 6-2 outlines Council's risk management for stormwater assets and is to be reviewed annually at a minimum outside of the Plan.

		Consequence				
		Catastrophic	Major	Moderate	Minor	Insignificant
Likelihood	Rare	Medium	Medium	Low	Low	Low
	Unlikely	High	Medium	Medium	Low	Low
	Possible	High	High	Medium	Medium	Low
	Likely	Extreme	High	High	Medium	Medium
	Almost Certain	Extreme	Extreme	High	High	Medium

Table 6-1: Risk matrix

Ref	Risk Description (event or potential event focused and their impact upon objectives)	INHERENT RISK Level of risk with NO controls in place			Controls <u>already</u> in place (What existing controls are in place to prevent and/or manage the risk?)	Are the Controls effective at managing the risk?	RESIDUAL RISK Level of risk if existing controls are effective			Is the Residual Risk Rating Tolerable?	Treatments/Additional Controls (additional controls that can be implemented to further reduce the level of Risk)	Treatment Owner & Timing (<u>Who</u> is responsible for implementing the treatment and <u>When</u> it should be implemented/completed)	RISK LEVEL <u>after</u> Treatments If treatments implemented are effective		
		Consequence	Likelihood	Risk Rating			Consequence	Likelihood	Risk Rating				Consequence	Likelihood	Risk Rating
1	Unsustainable management of assets due to poor quality data within asset management plan	Major	Likely	High	Periodic delivery of condition assessments and revaluations in line with industry standards.	Partially effective	Major	Possible	High	No	Continuous improvements in asset management maturity and activities through the improvement program.	Assets and Operations and Finance & Procurement See improvement program (Section 8.2)	Major	Unlikely	Medium
2	Council staff and/or members of the public injured as a result of poorly maintained infrastructure.	Catastrophic	Likely	Extreme	Annual maintenance budgets. Periodical delivery of condition assessments. Maintenance inspections. Timely response to reported hazards in alignment with the service level agreement.	Majority effective	Catastrophic	Unlikely	High	No	Continuous improvements in asset management maturity and activities through the improvement program.	Assets and Operations See improvement program (Section 8.2)	Catastrophic	Rare	Medium
3	Council unable to fund required capital and maintenance due to economic downturn.	Moderate	Likely	High	Maintain strong sustainability ratio to avoid a backlog of capital works. Ability to fund capital program through borrowings. Ability to reduce levels of service.	Majority effective	Moderate	Rare	Low	Yes	N/A	N/A	N/A	N/A	N/A
4	Climate change not appropriately planned for with respect to asset management.	Major	Likely	High	High level targets are set through the objectives and targets within the Environmental Sustainability Strategy.	Partially effective	Major	Possible	Medium	No	Climate change addressed in the Plan with respect to Councils impact on the environment as well as the environments impact to councils' assets. Include climate change as a considered factor throughout the Plan's, outlining the impact and associated demand on assets. Address assets within Climate and Energy Plan.	Assets and Operations Ongoing as asset management plans and council strategies are updated	Major	Rare	Medium

Ref	Risk Description (event or potential event focused and their impact upon objectives)	INHERENT RISK Level of risk with NO controls in place			Controls <u>already</u> in place (What existing controls are in place to prevent and/or manage the risk?)	Are the Controls effective at managing the risk?	RESIDUAL RISK Level of risk if existing controls are effective			Is the Residual Risk Rating Tolerable?	Treatments/Additional Controls (additional controls that can be implemented to further reduce the level of Risk)	Treatment Owner & Timing (<u>Who</u> is responsible for implementing the treatment and <u>When</u> it should be implemented/comple ted)	RISK LEVEL after Treatments If treatments implemented are effective		
		Consequence	Likelihood	Risk Rating			Consequence	Likelihood	Risk Rating				Consequence	Likelihood	Risk Rating
5	Property flooding due to insufficient stormwater capacity.	Major	Likely	High	Implementation of network upgrades through the stormwater management plan (SMP), prioritising locations of high risk. Working together with neighbouring councils through the SMPs to develop a holistic solution within the BHKC and Sturt River catchments.	Majority effective	Major	Unlikely	Medium	Yes	N/A	N/A	N/A	N/A	N/A
6	Blockages in critical infrastructure causing flooding and property damage.	Major	Possible	High	Street sweeping program to minimise leaves and debris entering the underground stormwater system. Cyclic cleaning program of pits.	Majority effective	Moderate	Unlikely	Medium	Yes	N/A	N/A	N/A	N/A	N/A
7	Collapse of major pipe or culvert.	Catastrophic	Possible	High	Proactive structural age-based inspections to inform appropriate management of critical assets.	Partially effective	Catastrophic	Unlikely	High	No	Increase the inspection frequency through CCTV.	Assets and Operations Ongoing through annual program planning for CCTV	Catastrophic	Rare	Medium

Table 6-2: Stormwater risks

7 Financial Summary

This section contains the financial requirements resulting from all the information presented in Section 5 of the Plan. The financial projections will be refined as part of the ongoing revision of the Plan.

7.1 Valuation forecast

Asset values are projected to increase as additional assets are added through capital works. Additional assets will generally increase the operational and maintenance requirements in the longer term, as well as the need for renewal. Additional assets will be included for future depreciation forecasts.

7.2 Expenditure forecast

Figure 7-1 outlines the financial projections for maintenance and capital renewal and capital new expenditure for the stormwater asset class.

The total forecast expenditure for stormwater assets is relatively constant over the ten year period. The predictability of this budget allows Council to undertake capital programs as and when required in each year.

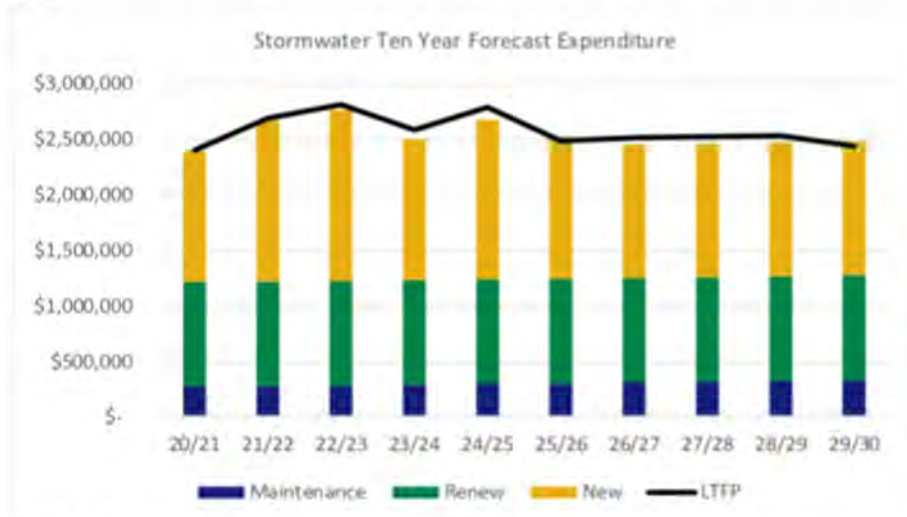


Figure 7-1 Stormwater ten year forecast expenditure

7.3 Asset Renewal Funding Ratio

This ratio indicates whether Council has the financial capacity to fund asset renewal at continued existing service levels. Council's target is a 100% average over the next ten years.

Asset Renewal Funding Ratio – Stormwater: 104%

This ratio is an important budget indicator over the next ten years. Council's LTFP has budgeted 104% of funds identified in this plan for the optimal renewal and replacement of stormwater assets. A decrease of \$357,000 to the renewal budget over ten years is required to maintain a ratio of 100%.

7.4 Funding Strategy

Key strategic milestones:

- The Plan will inform Council's future LTFPs.
- The next major condition assessment and revaluation will be in 2020/21 and inform future renewal strategies.

- The Depot operations service review will be undertaken in 2020/21, which will inform future maintenance and operating budgets.

Repayment of existing loans has been extracted from the current loan schedule. The LTFP assumption indicates no additional funding through borrowings is required to meet new capital commitments in the future. The Local Government Finance Authority (LGFA) Cash Advance Debenture (CAD) Facility will continue to be used to balance funding requirements in terms of borrowing.

The projected expenditure is to be funded from Council's operating, maintenance and capital budgets.

7.5 Key Assumptions

The assumptions and data used in presenting this forecast information were:

- Replacement costs derived from the fixed asset register in Technology One asset database.
- Condition data derived from stormwater condition assessment 2017.
- Key financial assumptions derived from LTFP 2020/21.
- Operation funding will be made without reduction.
- Capital funding will be made without reduction.
- Appropriate resources will be made available to manage the Plan.
- Council income will remain consistent with LTFP.
- There will be no natural disasters.

7.6 Forecast Reliability and Confidence

The expenditure projections are based on the best available data. Data confidence is critical for an accurate expenditure projection. As new data becomes available, the forward plans will be updated. There are five levels that measures data confidence:

Confidence Level	Description
A - Highly Reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Data set is complete and estimated to be accurate +/- 2%.
B – Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, e.g. 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 +/-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 +/- 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 +/-40%.
E – Unknown	None or very little data held.

Table 7-1: Data confidence level

It's naturally difficult to visually inspect underground stormwater assets, bringing a level of uncertainty to the data confidence. Council's stormwater asset data confidence is currently (C) *Uncertain* across condition, spatial and financial data. This risk will be controlled through periodically assessing sections of the underground network through CCTV based on risk and criticality. The improvement program outlines steps to increase the maturity and confidence of the data through the next condition assessment and revaluation in 2020/21.

8 Improvement and Monitoring

8.1 Status of Asset Management Practices

Council is committed to improve the data quality and confidence by implementing actions within the improvement program in Table 8-1.

8.1.1 Accounting and Financial Systems

Council uses Technology One as its financial management and accounting system. Technology One has the capability to report the full lifecycle of assets providing full transparency from acquisition to disposal of assets.

8.1.2 Asset Management System

Council uses Technology One – Enterprise Asset Management software as its Asset Management System. Initial set up of the asset management system is crucial to ensure integration between operating and financial functions. Council's initial set up of the asset management system was incomplete and is being addressed through the improvement program, periodically updating the asset registers during revaluations.

A future improvement is to integrate the financial system and asset management system following each asset categories condition assessment and revaluation.

Council's geographic information system (GIS) data is stored within a specialised GIS software suite. An improvement will be to integrate the GIS data with the asset register to provide live spatial data.

8.2 Improvement Programs

The improvement program derived from the Plan is shown in Table 8-1.

Task No.	Task	Responsible officer	Resource Required	Due Date
1	Stormwater assets audit and link to GIS.	Asset Management Officer	External	2020-21
2	Condition assessment to be completed	Senior Assets and Engineering Lead	Internal / External	2020-21
3	Continual review and update of the asset register.	Asset Management Officer	Internal	Revaluation 2020-21
4	Integration of stormwater assets with Asset Management System, the finance module in TechOne and GIS.	Asset Management Officer Manager Business Systems Solutions	Internal	Ongoing staged approach
5	Undertake community research on stormwater assets. This will provide data for future planning of stormwater assets ensuring the required level of services are met.	Senior Assets and Engineering Lead	Internal	2024/25

Task No.	Task	Responsible officer	Resource Required	Due Date
6	Review of the stormwater related maintenance programs through depot operations service review.	Manager Assets and Operations	Internal	2020/21
7	Review useful life values for all stormwater assets.	Asset Management Officer	Internal	Revaluation 2020/21
8	Complete Sturt River Catchment SMP in collaboration with relevant stakeholder councils.	Senior Assets and Engineering Lead	Internal	2023/24
9	Proactive CCTV inspection program to inform condition and useful life.	Senior Assets and Engineering Lead	Internal	Ongoing
10	Develop and review flood mapping to identify and prioritise future upgrade works.	Senior Assets and Engineering Lead	Internal	Ongoing
11	Develop and implement improvement program for MAR systems to increase performance in terms of water quality, capacity and control.	Senior Assets and Engineering Lead	Internal / External	1 July 2022 (Heywood Park MAR)
12	Creek review – ownership and maintenance	Senior Assets and Engineering Lead	Internal	2021/22

Table 8-1: Improvement program

8.3 Monitoring and Review Procedure

Council will schedule the Plan review into its strategic and annual planning and budget processes. The Plan has a life of four years.

8.4 Performance Measures

Council will track the performance of the Plan through the following performance measures:

1. Level of Service Key Performance Indicators (KPIs).
2. Delivery of improvement program.
3. Improved data confidence.
4. Review of the Plan minimum every four years.



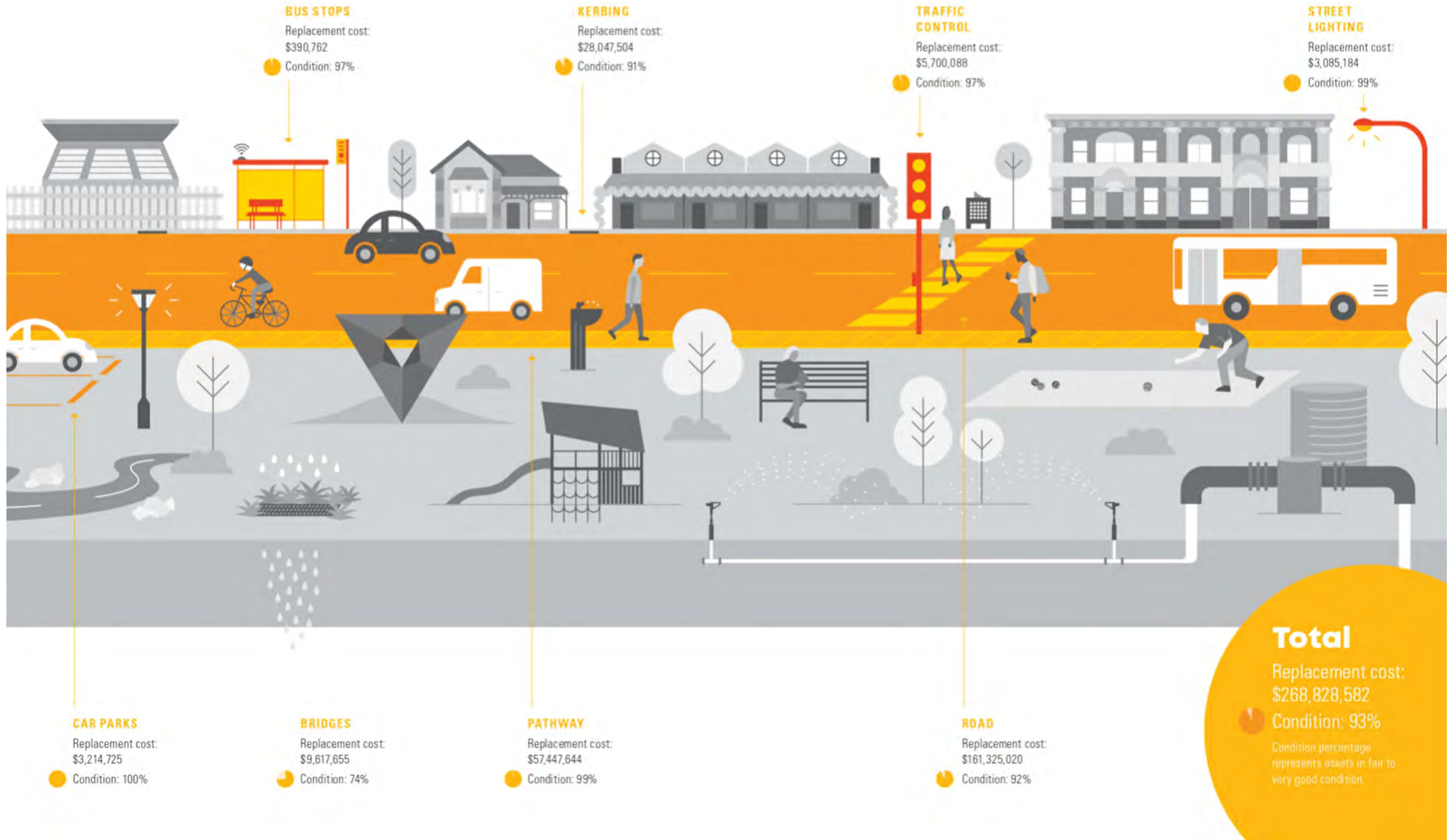
THE CITY OF UNLEY
TRANSPORT
ASSET MANAGEMENT PLAN
2020

Contents

1	Executive Summary	1
2	Introduction	2
2.1	Background	2
2.2	Goals and Objectives of Asset Ownership	3
2.3	Plan Framework	5
2.4	Core and Advanced Asset Management	6
3	Levels of Service	7
3.1	Customer Research and Expectation	7
3.2	Legislative Requirements	7
3.3	Current Level of Service	8
4	Future Demand	10
5	Lifecycle Management	14
5.1	Background	14
5.1.1	Physical Parameters	17
5.1.2	Asset Condition	17
5.1.3	Useful Life	19
5.1.4	Asset Valuation	20
5.1.5	Historical Expenditure	21
5.2	Operations and Maintenance Plan	21
5.2.1	Operations and Maintenance Strategies	21
5.2.2	Summary of Future Costs	23
5.3	Renewal Plan (Capital)	23
5.3.1	Renewal Identification	23
5.3.2	Renewal Strategies	23
5.3.3	Summary of Future Costs	24
5.4	Creation/Acquisition Plan (New Capital)	26
5.4.1	Capital Investment Strategies	26
5.4.2	Summary of Future Costs	26
5.5	Decommission Plan	27
6	Risk Management	28
6.1	Critical Assets	28
6.2	Risk Assessment	28
7	Financial Summary	30
7.1	Valuation forecast	30
7.2	Expenditure forecast	30
7.3	Asset Renewal Funding Ratio	30
7.4	Funding Strategy	30
7.5	Key Assumptions	31
7.6	Forecast Reliability and Confidence	31
8	Improvement and Monitoring	33
8.1	Status of Asset Management Practices	33
8.1.1	Accounting and Financial Systems	33
8.1.2	Asset Management System	33
8.2	Improvement Programs	33
8.3	Monitoring and Review Procedure	34
8.4	Performance Measures	34

Issue	Date	Issue Details	Author	Checked	Approved
V.1	July 2020	Framework	SW	TY	JM
V.2	August 2020	Draft for Audit Committee	JM	AW	CM
V.3	October 2020	Draft for Community engagement	JM	AW	CM
V.4	November 2020	Final	JM	AW	CM

Transport Assets Summary



The City of Unley (Council) has adopted four asset management plans which set out its goals and objectives for managing key infrastructure and assets, namely building, open space, stormwater and transport.

1 Executive Summary

Council owns and manages numerous transport assets which connect people and places by providing an effective transport network to support safe and efficient movement. This asset management plan (the Plan) focuses on the management of Council's transport assets.

The objective of asset management is to provide the desired level of service in the most cost-effective manner for present and future generations. A strategic approach to asset management aligning with industry standards and best-practice has been undertaken to ensure Council's sustainability.

Effective asset management for transport assets demonstrated in the Plan is essential to achieve Council's vision: "Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership."

Transport Levels of Service:

Quality	Streets are well maintained
Function	Assets meet the service needs
Capacity and Utilisation	Streets have the capacity to meet the community need
Condition	Physical state of transport assets are in serviceable condition
Renewal	Sustainably managing the renewal of assets
Accessibility	Streets are accessible to all
Safety	Safety compliance standards are achieved

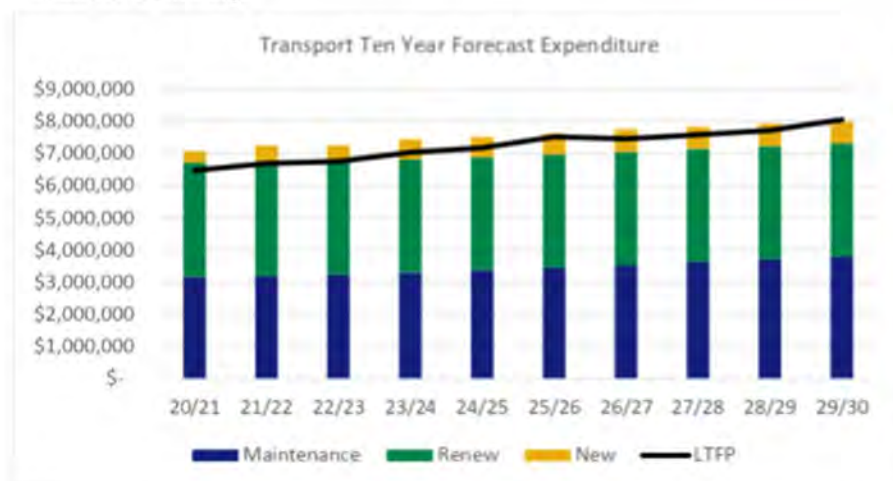
Future Demands:

Population and demographics	Population is forecast to increase 13% by 2040 Over the last five years 30% of residents are new to Council
Climate Change	Awareness of the Council's role in climate sustainability Increasing trend of severe weather events
Technology	Global trends towards smart cities

Condition:

93% transport asset condition satisfaction

Financial Summary:



The forecast contained within the Plan will be reviewed annually with an update completed every four years.

Council is committed to continuously improving the quality and maturity of its asset management practices. The improvement program specifies its commitment to increase asset management maturity and data confidence. Key performance measures have been established to track Council's performance of its assets and asset management practices.

2 Introduction

2.1 Background

The Plan covers the transport assets serving Council's transportation needs by providing an effective transport network to support safe and efficient movement, connecting people and places.

Council's transport assets covered in the Plan include:

- Bridges
- Bus Stops
- Car Parks
- Kerbing
- Pathways
- Roads
- Street Lighting
- Traffic Control

The Plan is developed to demonstrate proactive management of assets (and services provided from assets), compliance with regulatory requirements and to communicate funding required to provide the required levels of service over a ten year planning period.

The Plan aims to:

- Align with ISO 55000:2014 (international standard for asset management) without seeking accreditation as an ISO document or process.
- Align the delivery of asset management activities with the organisation's goals and objectives; this is known as the "line of sight" with asset management.
- Create transparency and accountability through all aspects of asset management, ensuring all stakeholders understand their roles and responsibilities for achieving the Plan's aims.

The Plan is developed and implemented in conjunction with the following Council plans, strategies and policies (Table 2-1):

Plans, Strategies and Policies	
Community Plan 2033	Active Ageing Strategy
4 Year Delivery Plan 2017-2021	Walking and Cycling Plan
Long Term Financial Plan 2020-21 to 2029-30	Integrated Transport Strategy
Environmental Sustainability	Tree Strategy
Digital Unley	Asset Management Plans
Asset Management Policy	

Table 2-1: Plans, strategies and policies

Council's transport asset key stakeholders for service delivery of the Plan are contained in Table 2-2:

Key Stakeholders	Roles in Asset Management Plan
Residents/ Community	Opportunity to provide input into the development and review of the Council's strategic management plans.
Elected Members	Represent needs and views of community. Ensure Council's objectives and policies are appropriate and effective.

Key Stakeholders	Roles in Asset Management Plan
	<p>Ensure Council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery is appropriate.</p> <p>Ensure Council is financially sustainable.</p>
Audit Committee	Audit Committee will review, make recommendations and observations to Council on the financial outcomes of the Plans.
Chief Executive Officer	<p>Ensures administration deliver strategic planning and direction of the Council.</p> <p>Ensures administration implement the strategic plan goals and objectives by providing services within the allocated resourcing while managing risks.</p> <p>Ensures Council is financially sustainable.</p>
General Manager – City Development	<p>Ensures asset management plans are completed and reported to CEO and Council.</p> <p>Ensures the capital works programs are delivered in line with strategic planning.</p> <p>Ensures the maintenance programs are achieving service standards.</p>
Assets and Operations Manager	<p>Ensures the review of asset management and the delivery of improvement strategies.</p> <p>Manages maintenance programs to ensure they are active and achieving service standards.</p> <p>Ensures the capital works programs are achieved.</p>
Senior Assets and Engineering Lead	<p>Manages development and review of asset management plans.</p> <p>Responsible for advancing asset management within the organisation.</p> <p>Review infrastructure data integrity within the asset management system and GIS applications.</p> <p>Review and manage condition audits of infrastructure.</p> <p>Review asset valuation data.</p> <p>Coordinates the annual capital works program.</p>
Team Leader Civil Works and Maintenance	Coordinate Council resources to deliver the maintenance program.
Civil Works and Maintenance Team	Deliver operations and maintenance.
Asset Management Team	<p>Deliver the annual capital works programs.</p> <p>Undertake data collection and operational asset management projects.</p>

Table 2-2: Key stakeholders for the Plan

2.2 Goals and Objectives of Asset Ownership

The goal of asset management is to provide the desired level of service through the provision and management of physical assets in the most cost-effective manner, for present and future generations.

The Plan demonstrates alignment with the Council's Community Plan 2033 through its vision and themes:

Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership.



Community Living

Goal: People value our City with its enviable lifestyle, activities, facilities and services.

Objectives:

- Our Community is active, healthy and feels safe.
- Our Community participates in community activities, learning opportunities and volunteering.
- Our City meets the needs of all generations.
- Our Community is proud to be part of our City.
- Our City is connected and accessible.



Environment Stewardship

Goal: We will maintain and enhance our urban environment and strengthen our City's resilience to climate change by providing leadership to our Community.

Objectives:

- Unley's urban forest is maintained and improved.
- Excellence in waste management is achieved through avoidance, re-use and diversion.
- The energy efficiency of the City is increased and our carbon footprint reduced.
- Efficient, effective & sustainable water management is ensured.
- The City's resilience to climate change is increased.



Economic Prosperity

Goal: Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened with bureaucracy.

Objectives:

- Unley is recognised as an easy place to do business.
- Thriving main streets and other business activities operate across our City.



Civic Leadership

Goal: Council will listen to the community and make transparent decisions for the long-term benefit of the City.

Objectives:

- We have strong leadership and governance.
- Council provides best value services to the community.
- Our business systems are effective and transparent.

These objectives will be considered in all decision-making aspects regarding transport assets to ensure Council consistently strives to achieve these strategic objectives. There are several initiatives that feed into the above objectives outside of the asset management process that ultimately support the stated objectives.

2.3 Plan Framework

Key elements of the Plan include:

- Levels of service – specifies the levels of service objectives and how they are measured.
- Future demand – how this will impact on future service delivery and how the demand will be met.
- Lifecycle management – how Council manages existing and future assets to provide the levels of service.
- Risk management – how Council manages asset risks.
- Financial summary – funds required to provide the levels of service.
- Improvement plan and monitoring – how Council will improve asset management maturity and how the Plan will be measured to ensure it's meeting Council's objectives.

The asset management framework is shown in Figure 2-1 and the roadmap for preparing an asset management plan is in Figure 2-2.



The Community Plan is a comprehensive community vision for Council. The vision is broken down into themes, goals and objectives outlining how we plan to achieve our vision.

The 4 Year Delivery Plan outlines how we will deliver the Community Plan's vision, strategies and framework. Corporate Strategies identify the challenges and opportunities across key areas of our Council, and outline the plans and actions required to achieve the long-term goals as set out in the Community Plan.

The Plan demonstrates long-term (ten years) asset management planning and outcomes and outlines asset activities and resources to provide a defined level of service in the most cost-effective way while managing risks.

The Long Term Financial Plan (LTFP) demonstrates financial sustainability in the medium to long term, while achieving the objectives in the Community Plan.

The Annual Business Plan outlines Council's activities to progress towards meeting our Community Plan objectives, outlines how Council plans to allocate its budget and what services and projects will be developed in the forthcoming financial year.

Figure 2-1: Asset management framework

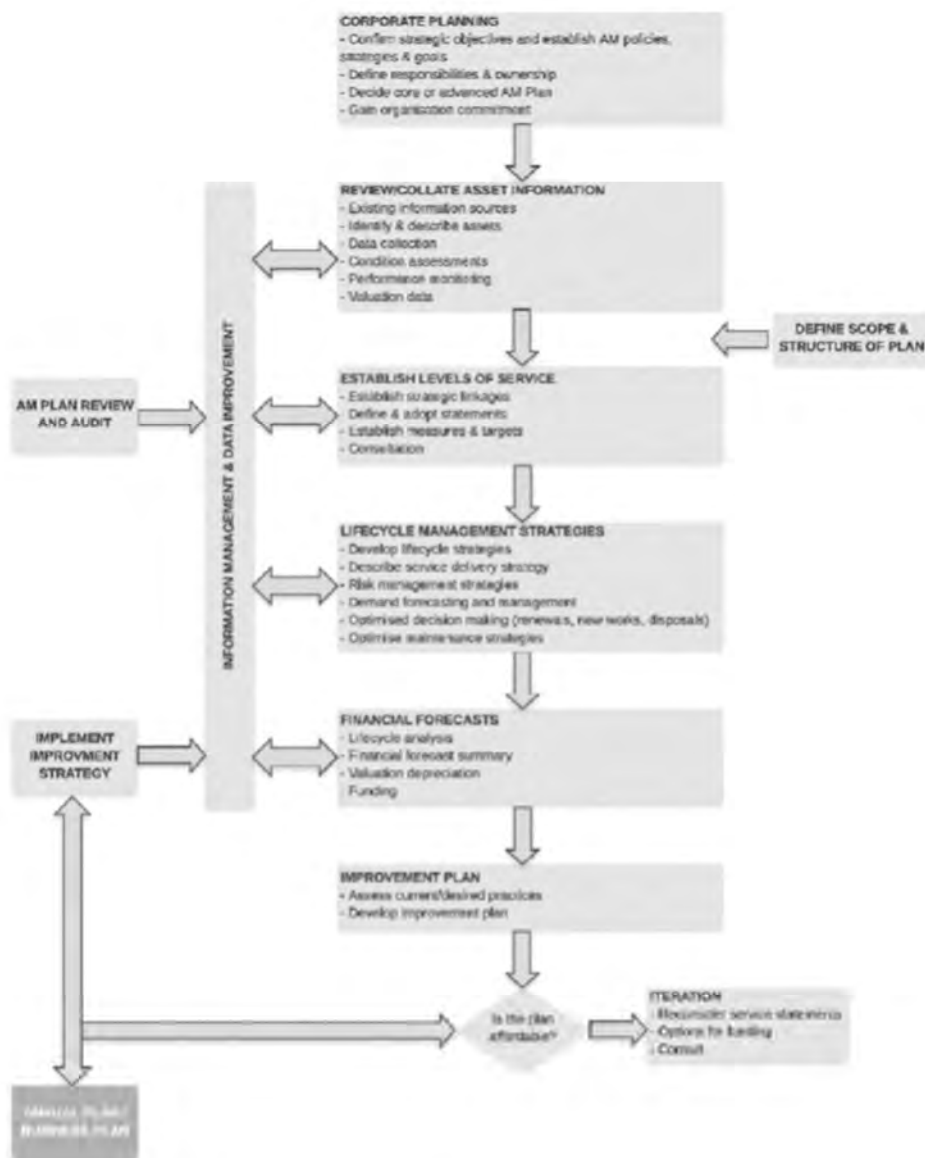


Figure 2-2: Road map for preparing an Asset Management Plan

Source: IPWEA, 2006, *International Infrastructure Management Manual (IIMM)* Fig 1.5.1, p. 1.11

2.4 Core and Advanced Asset Management

The Plan is prepared as a core level maturity over the ten year planning period in line with the International Infrastructure Management Manual (IIMM). Core asset management is a top down approach with analysis applied at a network level. The Plan is prepared to meet legislative and organisational requirements for sustainable service delivery and long-term financial planning and reporting. The improvement program (Section 8) outlines and prioritises the steps required to an advanced asset management maturity.

3 Levels of Service

3.1 Customer Research and Expectation

Council receives continuous community feedback from a variety of sources including, but not limited to:

- Community enquiries and requests
- Community Plan consultation process
- Council Strategies
- Annual Business Plan and LTFP consultation process
- Project feedback
- Development of the Asset Management Plan
- Customer satisfaction surveys
- Service satisfaction surveys

This feedback is built into the development of the Plan and the levels of service it aims to deliver.

Through the development of the community levels of service outlined in the Plan, Council will actively survey the community on its assets and associated services to ensure it is delivering on its levels of service. These surveys will be periodically repeated over time as the Council demographics change and new residents move to into Council. Council will develop a benchmark for community levels of service to measure performance against prior to the next review of the Plans.

3.2 Legislative Requirements

Council must meet many legislative requirements including Federal and State Government legislation and regulations as well as non-legislative requirements including Australian Standards and Council policies as contained in (Table 3-1).

Legislation	Requirement
Aboriginal Heritage Act 1988	An Act to provide for the protection and preservation of the Aboriginal heritage; to repeal the Aboriginal and Historic Relics Preservation Act 1965 and the Aboriginal Heritage Act 1979; and for other purposes.
AS / NZS 1428.2 Pedestrian & Cycling Paths	Have consideration of, adhere to and fulfil the requirements of the Standards.
Australian Accounting Standards	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of transport assets.
Development Act 1993	An Act to provide for planning and regulate development in the State; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate; and for other purposes.
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	An Act to provide the protection of the environment; to establish the Environment Protection Authority and define its functions and powers; and for other purposes. Consideration of this act should be undertaken for the provision, development or management of transport assets.
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.

Legislation	Requirement
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of long-term financial plan supported by asset management plans for sustainable service delivery.
Road Traffic Act 1961	An Act to consolidate and amend certain enactments relating to road traffic; and for other purposes.
Summary Offences Act 1953	This Act provides provisions for road closure to motor vehicles in accordance with section 59.
Work Health and Safety Act 2012	An Act to provide for the health, safety and welfare of persons at work; and for other purposes.

Table 3-1: Legislative requirements

3.3 Current Level of Service

Levels of service are a key business driver and influence all asset management decisions. It describes:

- The outputs Council intends to deliver to customers.
- The service attributes such as quality, functionality and capacity.
- The performance measures.

Performance measures are used to indicate how Council is doing in relation to delivering levels of service.

Council has defined two levels of service categories:

- Community Levels of Service – measures the service the community expects.
- Technical Levels of Service – measures the service the organisation provides.

Community levels of service measure the community's perception of Council's service performance, while the technical levels of service measure against technical indicators of performance.

Council's desired level of service is the technical level of service as a minimum. The level of service will be constantly monitored and reviewed with the introduction of the community survey to develop community level of service key performance indicators (KPIs). It's anticipated the next review will be in four years. Council's levels of service are captured in Table 3-3.

Community Levels of Service

Performance Measure	Level of Service Objective	Performance Measure	KPI	2020
Quality	Streets are well maintained	Community survey on the physical quality of the streets for driving, cycling, walking and public transport.	KPI based on survey (see improvement program)	Survey to set baseline
Function	Asset to meet service needs – 'fit for purpose'	Community survey on the functionality of the streets for driving, cycling, walking and public transport.	KPI based on survey (see improvement program)	Survey to set baseline

Technical Levels of Service				
Performance Measure	Level of Service Objective	Performance Measure	KPI	2020
Condition	Physical state of transport assets in a serviceable condition	Average condition of transport assets	Equal or less than condition rating 3	2.1
		Average condition of bridge assets	Equal or less than condition rating 3	2.9
		Average condition of bus stop assets	Equal or less than condition rating 3	2.0
		Average condition of car park assets	Equal or less than condition rating 3	1.7
		Average condition of kerbing assets	Equal or less than condition rating 3	2.5
		Average condition of pathway assets	Equal or less than condition rating 3	1.5
		Average condition of road assets	Equal or less than condition rating 3	1.9
		Average condition of street lighting assets	Equal or less than condition rating 3	2.0
		Average condition of traffic control assets	Equal or less than condition rating 3	2.4
Renewal	Sustainably managing the renewal of assets	Asset Renewal Ratio	90%-110%	91%
Capacity and Utilisation	Streets have the capacity to meet community need	Community use of public transport	Increase use of public transport	+0.2% 11.0% in 2016 (10.8% in 2011)
		Increase in active transport journeys to work	Increase people walking to work	-0.5% 4.4% walk in 2016 (4.9% in 2011)
			Increase people cycling to work	+0.9% 4.5% cycle in 2016 (3.6% in 2011)
Accessibility	Streets are accessible to all	Pathway and bus stop DDA compliance	Budgeting for DDA improvements through renewal program	Yes
Safety	Safety compliance standards are achieved	New traffic control will be compliant with relevant Australian Standards	Compliance 95%	95%

Table 3-2: Levels of service

4 Future Demand

The community's demand for services changes overtime. The reason for change can be varied, some of the common drivers are population, demographics, environment and technology. As service demand changes, Council's assets may also need to change to meet the changing demand. A summary of Council's forecast demands and how these are proposed to be managed is contained in Table 4.1.

Population and Demographics

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Population increase: - Total estimated population 39,208 (ABS 2019).	Planned to accommodate an additional 5000 people by 2040. Higher than average provision of medium density housing (38%), which is anticipated to further increase in the next 30 years.	Increased demand and use of transport assets. As streets have increased numbers, the demand will increase for traffic control, car parking and access for alternate forms of transport (cycling, public transport, walking).	Through Council's Community Plan Objective 1.5 – Our City is connected and accessible. Council has developed the Integrated Transport Strategy with the vision: 'Unley's transport system and people movement will be safe, accessible, sustainable and effective.' The strategy's focus areas include active transport, parking, public transport and shared transport, and traffic management and road safety. The strategy is actioned through the Walking and Cycling Plan and Local Area Traffic Management Studies.	Council's Walking and Cycling Plan and Local Area Traffic Management Study outcomes are delivered through the new capital budget. All transport asset renewals to be informed by modern standards and Council's integrated transport strategy. The addition of new transport assets and any increases in standards for renewals will have ongoing maintenance and operational costs.

<p>Changing demographics:</p> <ul style="list-style-type: none"> - 11,257 new residents have moved into Council within the last five years – 30% are new to Council. - Average age is 39 years old. - A quarter of the population are families (couples with children). 	<p>Growth in aging population.</p> <p>Growth in children aged between 0-9 years.</p> <p>Increase in families moving to Council.</p> <p>Increasing multiculturalism.</p>	<p>Diverse demographics may create demand for improved accessibility and service demands through transport infrastructure. This includes:</p> <ul style="list-style-type: none"> - High standards of footpaths condition and DDA requirements. - Cycling infrastructure. - Bus stop infrastructure. - Signage including wayfinding. - Traffic control to control traffic movements and integrate vehicles, cyclists and pedestrians. 	<p>Along with the Integrated Transport Strategy, the Council has developed an Age Friendly Streetscape Guidelines through the Community Plan Objective 1.3 and the Active Aging strategy to consider in all redevelopments of streets and open spaces.</p>	<p>The Age Friendly Streetscape Guidelines includes design considerations for lighting, signage, footpaths and traffic management devices. The guidelines outline integration between transport assets and open space assets within the streets such as street furniture, seating and vegetation.</p>
--	---	---	--	---

Climate change

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Council and the community are increasingly aware of its impact to the environment and Council's role in environmental sustainability.	Council is committed to pursuing, supporting and creating an environment that will sustain current and future generations. This goal is shared by the community and is a primary objective of most governments across the world.	<p>Council is committed to using fewer of precious resources, reducing its carbon footprint and looking for smarter ways to achieve this objective.</p> <p>Greater environmental sustainability requirements placed on the construction industry.</p>	<p>Council's Environmental Sustainability Strategy 2016-2020 is the lead strategy implementing the Environmental Stewardship goal and objectives identified in the Community Plan 2033 and 4 Year Delivery Plan.</p> <p>The Strategy's themes guide direction and inform priorities for environmental projects:</p> <ul style="list-style-type: none"> - Green Unley - Waterwise Unley - Resilient Unley - Resourceful Unley - Energywise Unley <p>Council has aligned with Resilient East provides opportunities for the Eastern Region to collaborate to increase resilience to climate change.</p>	<p>Council's Environmental Sustainability Strategy provides principals for the delivery of new and renewal of assets, these include:</p> <ul style="list-style-type: none"> - LED lighting introduced to local and collector streets. - Natural and renewable materials to be used in the construction of transport assets (recycled roads, composite materials for boardwalks and bridges, permeable surfaces) - Electric car changing station at Hayward Park promoting energy efficient lifestyles in the community. <p>Integration of transport assets with natural and stormwater assets to deliver:</p> <ul style="list-style-type: none"> - An Increase tree population in the streets to absorb carbon dioxide from the air. - Water Sensitive Urban Design (WSUD) within Council streets. See Stormwater Asset Management Plan. <p>Higher costs are associated with environmentally sustainable construction methods.</p>

Increase trend in severe weather events including heat, droughts, storms and storm surges.	<p>Trend for a decrease in average annual rainfall and an increased awareness to minimise water usage.</p> <p>Hot and dry consecutive summer days on the rise. The number of days over 40°C in eastern Adelaide is projected to double by 2050, and the frequency and duration of heatwaves is projected to increase.</p>	<p>Assets not reaching their stated useful lives due to lack of consideration of climate change.</p> <p>Increasing management and maintenance demand associated with climate change adaptation.</p>	<p>Investigate the impact climate change on transport infrastructure with industry partners.</p> <p>Include climate change within the asset risk management plan.</p> <p>Council is developing a Climate and Energy Plan to be endorsed in 2020/21.</p>	Condition is to be monitored for changes in asset performance within extreme climate conditions.
Technology				
Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Global trend towards smart cities creating simplified services through smart technology.	<p>Growing expectation to implement digital service improvements.</p> <p>Demand for increased technology provision/access.</p>	Council must adapt to the changing way the community operates, thinks and plans.	Digital Unley outlines Council's Digital Vision through the strategic use of digital technologies to enhance the lifestyle of residents, better manage the environment, support the local economy and continuously improve the delivery of Council services.	<p>Smart poles provide energy efficient LED lighting with the capability for Wi-Fi signal points, sensors and public address system.</p> <p>Interactive smart screens located around the City can deliver Council's messages in near real time.</p> <p>Smart infrastructure and data collection provide opportunities for business improvement.</p> <p>Maintenance and operating costs will be required for all smart systems.</p>

Table 4-1: Future demands

5 Lifecycle Management

5.1 Background

Lifecycle management details how Council plans to manage and operate (from planning to disposing) its transport assets at the agreed level of service while optimising total cost of ownership at an appropriate level of risk.

This section outlines the transport asset data (condition, valuation, revaluation, useful life) and processes needed to effectively manage, renew and upgrade the infrastructure assets.

Significant time is spent on the decision to create or acquire a new asset, likewise financial costs of maintaining an asset from creation to disposal or replacement will need to be planned. New assets require initial expenditure; however, the required financial commitment for the asset's lifecycle costs can be up to five times the initial expenditure.

The cost of an asset lifecycle can be divided into four major stages:

- Creation/Acquisition (Planning, Design/Procurement, Construction)
- Maintenance and Operations (Operate, Maintain, Monitor)
- Capital Renewal/Replacement (Requirements/Specifications, Upgrade/Modify, Replace)
- Decommission (Trigger, Decommission, Disposal)

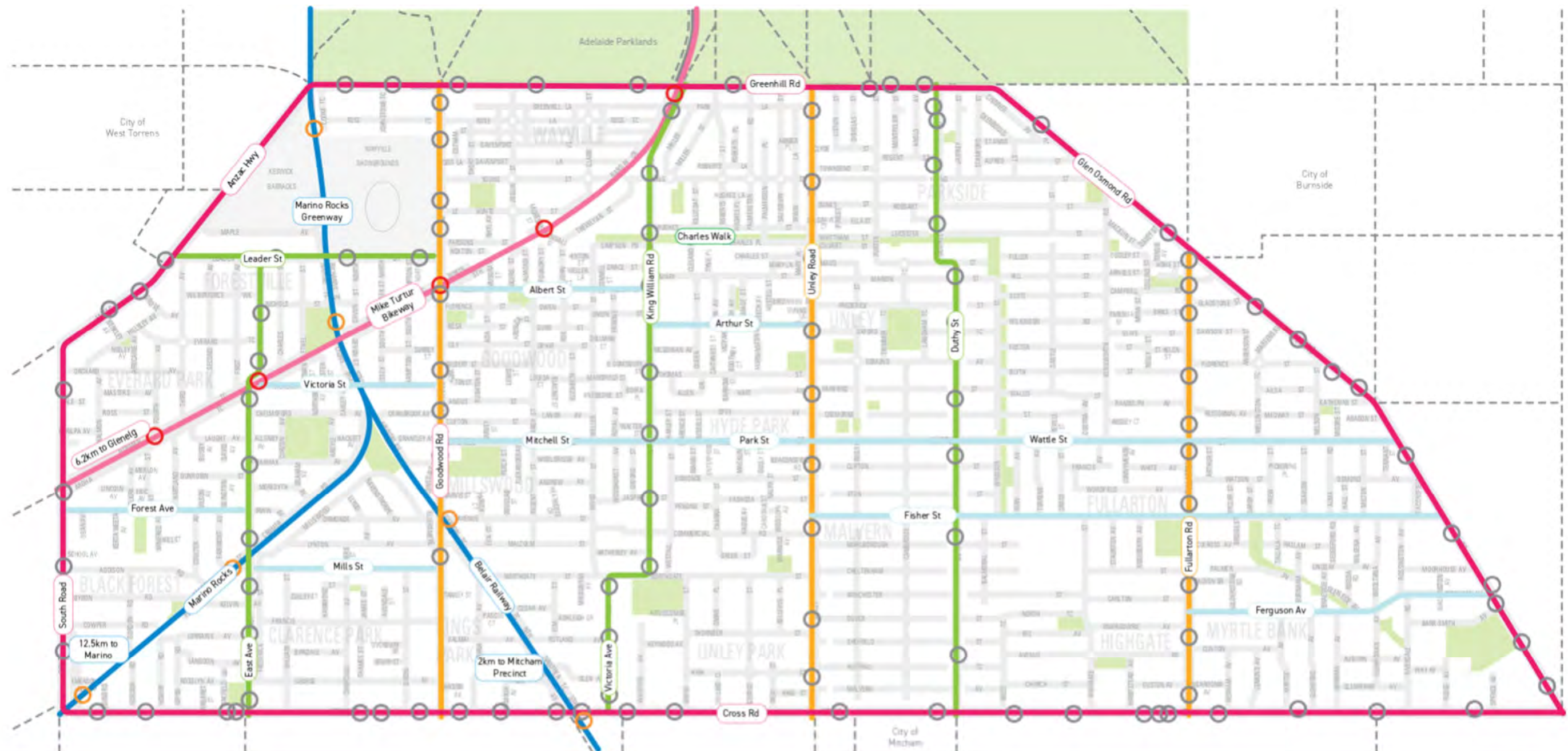
These major stages are further detailed in this Lifecycle Management section.

Variability of these stages also exists within different transport categories, as function may influence the renewal versus replacement strategies.

The major stages can be further divided into specific processes as listed in Figure 5-1.



Figure 5-1: Asset lifecycle flowchart



ROAD HIERARCHY

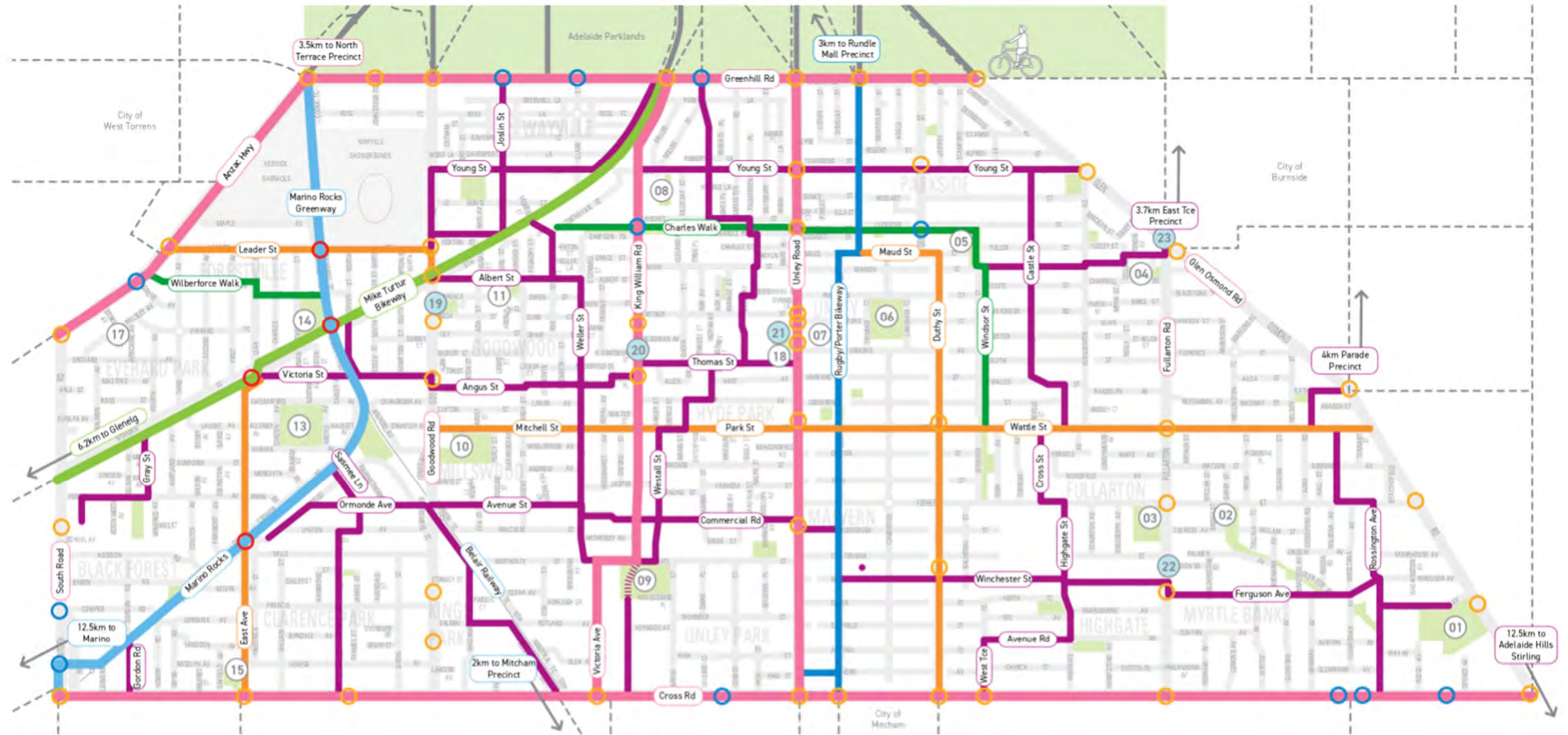
LEGEND

- Primary Arterial Road (State Government Road)
- Railway Line (State Government Rail)
- Secondary Arterial Road (State Government Road)
- Tram Line (State Government Tram)
- Major Collector Road
- Local Crossing Collector
- Local Road

- Train Station
- Tram Station
- Bus Stops



Figure 5-2: Road network hierarchies



LEGEND

- | | | | | | |
|---|--|---|--|--|----------------------------|
| 01 Ridge Park
Barr-smith Ave,
Myrtle Bank | 06 Unley Oval
Trimmer Tce,
Unley | 11 Soutar Park
Albert St,
Goodwood | 16 Princess Margaret
Park
Byron Rd, Black Forest | 20 King William Rd
Precinct | Mike Turtur Bikeway |
| 02 Scammell Reserve
Fisher St,
Myrtle Bank | 07 Village Green
Rugby St,
Unley | 12 Dora Gild Park
Churchill Ave,
Clarence Park | 17 Everard Park Reserve
Hillsley Ave, Everard
Park | 21 Unley Rd Precinct
Retail/Library/Civic | Marino Rocks Greenway |
| 03 Fullarton Park/Communi-
ty Centre
Cnr Fisher St +
Fullarton Rd, Fullarton | 08 North Unley Park
Young St, Goodwood | 13 Goodwood Oval
Curzon Ave,
Millswood | 18 Soldiers Memorial
Gardens | 22 Fullarton Rd Precinct | Main Road Routes |
| 04 Howard Florey Reserve
Campbell Rd, Parkside | 09 Heywood Park,
Addiscombe Pl,
Unley Park | 14 Forestville Reserve
Ethel St, Forestville | 19 Goodwood Rd Precinct
Retail/Library | 23 Glen Osmond Precinct | Rugby/Porter Bikeway |
| 05 Henry Codd Reserve
Cnr Maud St + Windsor
St, Parkside | 10 Orphanage Park
Mitchell St,
Millswood | 15 Page Park
Cnr Cross Rd +
East Ave, Clarence Park | Public Toilets | Median Refuge | Secondary Routes |
| | | | Playspace | Rail Crossing | Glen Osmond Trail |
| | | | Shopping
Precinct | Pedestrian Crossing | Low Vehicle Traffic Routes |
| | | | | | Neighbouring Route |

UNLEY CYCLING ROUTES



Figure 5-3: Cycle network

5.1.1 Physical Parameters

Figure 5-2 and 5-3 define Council's road and cycling networks, which inform strategic decision making and levels of service to optimise transport network supporting safe and efficient movement.

Council maintains a higher level of service within our main street precincts. These are active and economically prosperous public spaces which support community interaction and gathering. The upgraded King William Road precinct is an example of a higher level of service. The project was designed through surveys, research, discussions and feedback from the community to deliver social, environmental and economic benefits on top of the scheduled asset renewal. The project included renewal of the road pavement, stormwater and footpaths, planting of over 80 mature trees to create a cooler environment, installation of LED lighting and the introduction of over 70 flexible street spaces for on street parking, outdoor dining and other activations. The design features key safety improvements including two additional pedestrian crossings whilst respecting the precinct's distinctive village character and heritage. Council recognises these improved levels of service required higher operational and maintenance resourcing and a King William Road maintenance guideline was created with this project to inform future operational costs. Similarly design guidelines for our other main street precincts such as Unley Road are being created to inform their unique levels of service.

5.1.2 Asset Condition

The objective of a condition assessment is to provide sufficient information on asset condition to allow informed strategic asset planning and asset management decisions to be made. The condition rating is based on the collected asset audits undertaken through visual inspections.

Condition assessments are undertaken every three to five years, Table 5-1 outlines the frequency of these assessments by asset category:

Asset Category	Last condition assessment	Next condition assessment
Bridges	2017	2021
Bus Stops	2020	2024
Car Parks	2020	2024
Kerbing	2017	2022
Pathway	2020	2024
Road	2017	2022
Street Lighting	2020	2024
Traffic Control	2020	2024

Table 5-1 Condition assessment schedule

Following the next cycle of condition assessments, the assets will be assessed on a four year cycle.

Transport asset condition is measured using a 1-5 rating system summarised in Table 5-2, where condition rating 1 relates to assets in very good condition and rating 5 relates to assets in very poor condition.

Rating	Condition	Condition Description	Action
1	Very Good	A new or near new asset with no visible signs of deterioration.	No action required
2	Good	Early stages of minor deterioration causing no serviceability problems.	Minor defect only, no action required
3	Fair	Some obvious deterioration evident. Serviceability may be impaired slightly.	Maintenance required to sustain the level of service
4	Poor	Severe deterioration evident, starting to limit the serviceability of the asset.	Consider renewal
5	Very Poor	Serviceability problems needing immediate rehabilitation. Possible risk to remain in service.	Replace/dispose

Table 5-2 Asset condition rating

Asset condition ratings are shown in the Table 5-3 by asset category. The average rating can be used as a benchmark for measuring against the desired level of service. A further breakdown of the asset condition can be seen in Table 5-4.

The transport asset categories have a level of service based on maintaining a condition rating of 3. When a transport asset falls below this default condition rating to a poor or very poor condition (a rating of 4 or 5), maintenance or renewal is programmed to ensure the asset condition is returned to condition 3 (fair) or better. This cyclic process is repeated as transport assets deteriorate, to ensure an overall portfolio condition rating of 3 is sustained. Table 5-3 summarises the average condition rating for the transport asset categories. Table 5-4 summarises the condition percentage of each asset category.

Asset Category	Length / Quantity	Average Condition	Target
Bridges	38 bridges	2.9	≤ 3
Bus Stops	36 bus stops	2.0	≤ 3
Car Parks	28 car parks	1.6	≤ 3
Kerbing	307km	2.5	≤ 3
Pathway	329km	1.5	≤ 3
Road	172km	Surface: 2.2 Pavement: 2.3 Sub-base: 1.3	≤ 3
Street Lighting	72 lights	2.0	≤ 3
Traffic Control	953 devices	2.4	≤ 3

Table 5-3: Average condition

Asset Category	Condition 1	Condition 2	Condition 3	Condition 4	Condition 5
Bridges	8%	15%	50%	26%	2%
Bus Stops	22%	58%	17%	3%	0%
Car Parks	25%	75%	0%	0%	0%
Kerbing	17%	30%	44%	5%	4%
Pathway	57%	40%	2%	1%	0%
Road:					
Surface	23%	31%	29%	11%	6%
Pavement	4%	58%	32%	5%	1%
Sub-base	60%	33%	5%	1%	0%
Street Lighting	17%	72%	10%	1%	0%
Traffic Control	2%	63%	33%	3%	0%
TOTAL	24%	48%	22%	6%	1%

Table 5-4: Condition percentage

5.1.3 Useful Life

A summary of useful life is further defined into asset groups in Table 5-5:

Asset Category	Asset Group	Useful Life (years)
Bridges	Pedestrian Bridge	50-100
Bridges	Road Bridge	50-100
Bus Stops	Shelter	30
Car Parks	Surface	15-40
Car Parks	Pavement	80
Car Parks	Sub-base	100
Kerbing	Kerbing	35-100
Kerbing	Spoon Drain	80
Pathway	Boardwalk	10-20
Pathway	Footpath	15-50
Pathway	Reserve Path	10-50
Pathway	Shared Use Path	30-50
Road	Surface	25-35
Road	Pavement	20-100

Road	Sub-base	25-400
Street Lighting	Street Lighting	20-40
Traffic Control	Crossing	20-40
Traffic Control	Dead End	40
Traffic Control	One Way	40
Traffic Control	Protuberance	30-40
Traffic Control	Roundabout	40
Traffic Control	Slow Point	30-40
Traffic Control	Speed Hump	15-40
Traffic Control	Traffic Control	20-50
Traffic Control	Traffic Lights	40

Table 5-5: Asset useful life

The impact of climate change to infrastructure assets useful life is not yet quantified and may continue to change as increased temperature, heatwaves, higher storm and rainfall intensities will increasingly affect the useful life of infrastructure at a material level. These impacts have been identified in risk management and future demands.

5.1.4 Asset Valuation

Valuations are undertaken in alignment with Australian Accounting Standard 'AASB13 Fair Value', and 'AASB116 Property Plant and Equipment'. These valuations are required every three to five years, with an independent audit required every five years. Valuations are undertaken to satisfy the financial reporting requirements and to understand the cost to replace assets. The next valuations will be at the end of the financial year following the condition assessment identified in Table 5-1.

The valuation of Council's transport assets is summarised in the Table 5-6.

Asset Category	Replacement Value	Accumulated Depreciation	Written Down Value
Bridges	\$9,617,655	\$6,174,765	\$3,442,890
Bus Stops	\$390,762	\$77,193	\$313,569
Car Parks	\$3,214,725	\$743,971	\$2,470,754
Kerbing	\$28,047,504	\$13,925,174	\$14,122,330
Pathway	\$57,447,644	\$12,000,380	\$45,447,264
Road	\$161,325,020	\$28,405,128	\$132,919,892
Street Lighting	\$3,085,184	\$57,122	\$3,028,062
Traffic Control	\$5,700,088	\$1,786,746	\$3,913,341
TOTAL	\$268,828,582	\$63,170,480	\$205,658,103

Table 5-6: Transport Assets Valuation

5.1.5 Historical Expenditure

The maintenance budget has increase annually due to CPI and the asset portfolio growing in size, complexity and age. The new capital budget in 2019/20 was significantly increased due to the delivery of the King William Road Upgrade, with renewal funding being diverted to King William Road for the renewal portion of the project. Historical expenditure information is contained in Figure 5-4.



Figure 5-4: Historical expenditure

5.2 Operations and Maintenance Plan

5.2.1 Operations and Maintenance Strategies

Maintenance is recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works to ensure the asset maintains its condition, achieves its useful life and provides the required level of service. The expenditure is anticipated in determining the asset's useful life.

As the years progress, the maintenance budget is projected to increase due to CPI and an asset portfolio growing in size, complexity and age. Figure 5-5 outlines the asset maintenance process.

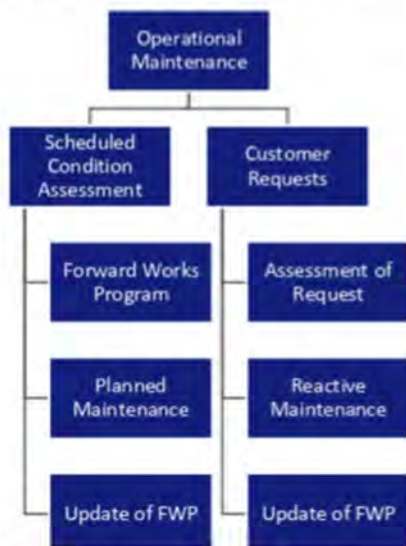


Figure 5-5: Asset maintenance process flowchart

In 2020/21 Council will conduct a review of all Depot operations in terms of levels of service to identify operational and financial efficiencies.

This review will be inclusive of all levels of service and processes to identify opportunities for efficiencies across all key depot operations including:

- Civil works
- Response and signage
- Open Space, Parks and Recreation
- Arboriculture

The outcomes of this service review may impact the operational and maintenance forecast with any changes made to be reflected in the LTFP following the conclusion of the review.

The civil works and maintenance team undertake maintenance and operational activities for bridges, bus stops, car parks, kerbing, pathways, roads and traffic control. The maintenance process flowchart (Figure 5-6) outlines how maintenance is programmed. The condition assessments inform the forward maintenance program and additional maintenance is identified through routine customer enquiries and staff inspections until the next cycle of condition assessments.

Bridges are identified as a critical asset and can undergo three levels of assessments to inform maintenance and operational programs along with capital programs:

- Level 1: Routine maintenance inspection, visual inspection to check the general serviceability of the structure, particularly for the safety of road users, and to identify any emerging problems.
Level 2: Condition rating inspection to assess and rate the condition of a structure (as a basis for assessing the effectiveness of past maintenance treatments, identifying current maintenance needs, modelling and forecasting future changes in condition and estimating future budget requirements).
- Level 3: Special inspection, typically an engineering inspection to provide improved knowledge of the condition, load capacity, in-service performance or any other characteristic beyond the scope of other types of inspection.

The next bridge level 2 inspection will be completed in 2020/21 to inform the forward maintenance and capital programs. Between level 2 inspections, additional maintenance is identified through and customer enquiries and staff inspections.

Bus stop asset requirements are determined by the state government bus service routes. Council does not operate the bus services, however provides infrastructure including bus pads and bus shelters at suitable locations. Council has a target for 100% compliance of existing bus shelters and pads by 31 December 2022. A shelter is not a DDA requirement for bus stops.

Council currently has an external agreement for the operation and maintenance of 50 additional bus shelters to the Plan. The maintenance obligations include 24-hour response to personal safety hazards, 48-hour response to hazards preventing use and a weekly inspection and cleaning program. The current contract concludes in 2021, where a new agreement will be negotiated, or the assets will be handed over to council. The bus stop assets owned by council are maintained through the internal maintenance and operations teams.

Council has completed a LED changeover for all local street lighting and is progressing this rollout to all collector roads. A vast majority of lighting on the Council's road network are South Australia Power Network (SAPN) owned lighting with asset renewal and maintenance covered by tariffs. The remaining lights are either CLER lighting (customer lighting equipment rate) owned by council or individually metered lighting where it's not practical to connect to the SAPN lighting network. All lighting is renewed and maintained to SAPN and Australian Standards.

5.2.2 Summary of Future Costs

Figure 5-6 outlines the forecast of planned and unplanned operations and maintenance works over the next ten years. It has been projected with CPI increase over ten years, which aligns with the LTFP. As Australia is facing economic impacts that will have unknown consequences at this time, the CPI assumptions will change on an annual basis through the LTFP.



Figure 5-6: Ten Year operational and maintenance expenditure forecast

5.3 Renewal Plan (Capital)

Asset renewal is the replacement or refurbishment of an existing asset to return it to the modern standard equivalent performance and level of service. Renewal planning is necessary to ensure adequate funding is available, and assets are replaced at an optimum time to maintain the level of service.

5.3.1 Renewal Identification

Projected future renewal expenditures are forecast to increase over time as the asset portfolio grows in size, complexity and age.

Renewals are programmed across asset classes using the following methods:

1. Forward projection based on historic expenditure.
2. Broad estimates based on replacing assets at the end of their useful lives.
3. Predictive modelling of varying degrees of complexity.
4. Bottom-up approach with a high confidence in asset data. Projects are identified via asset monitoring, prioritised and allocated.

These methods increase in sophistication, which is reflected by the data confidence level.

5.3.2 Renewal Strategies

Renewal works identified in terms of renewal strategies may be deferred if the cost is beyond the current financial ability to fund it. This can occur when there are higher priority works on other asset groups. When renewal works are deferred, the impact of the deferral on the assets ability to still provide the required level of service will be assessed. Although the deferral of some renewal works may not impact significantly on the short-term operation of the assets, repeated deferral will create a liability in the longer term.

Renewals are primarily programmed based on condition, however early implementation of renewal may be undertaken for upgrades and replacements due to changes in standards, safety issues, changes in levels of service, funding opportunities or alignment with external projects, strategies and plans.

5.3.3 Summary of Future Costs

The projected future required renewal expenditure is summarised in Figure 5-7 and the transport category ten year renewal forecast is contained in Table 5-9. The four sets of data in the graphs include:

- The condition-based renewal bar graph displays the replacement value of assets reaching the end of their useful life.
- The LTFP line displays the current LTFP projection based on past Plans and asset data.
- The annual depreciation dashed line displays the annual cost of depreciation for the asset class. Annual depreciation is the standard yearly rate at which depreciation is charged to a fixed asset. This rate is consistent from year to year using the straight-line method and can provide a guide to the annual spend per year for an asset class.
- The projection line indicates the projected future renewal forecasted expenditure for the asset category based on the Plan.

It is recognised matching condition-based renewal fluctuations from year to year is not generally possible from both a budget and resourcing perspective. Distributing the renewal costs over the ten year timeframe is preferable from a budget and resourcing perspective.

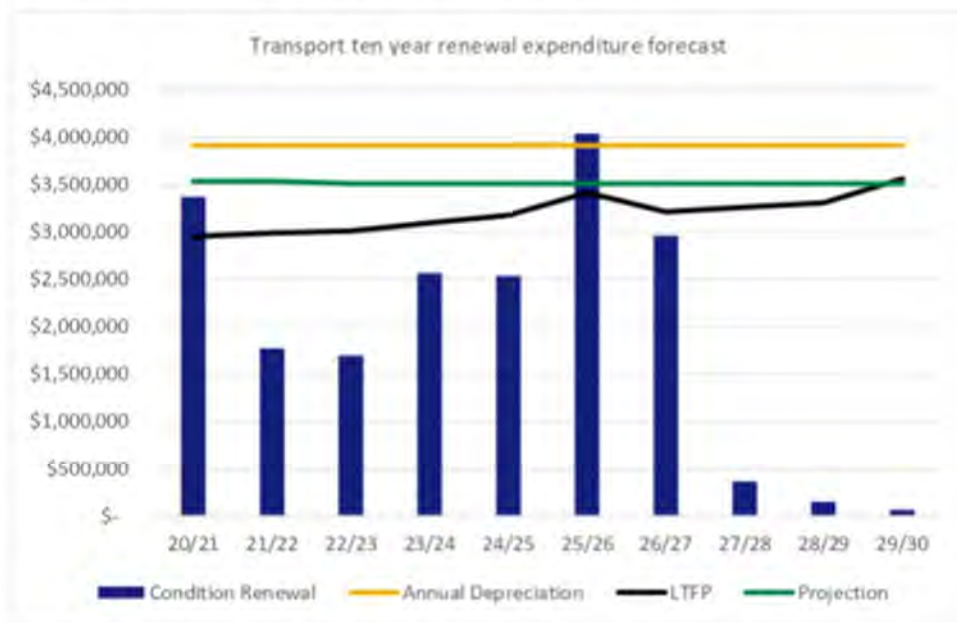


Figure 5-7: Transport ten year renewal expenditure forecast

The average annual expenditure for the next ten years:

Renewal projection	\$3,512,875
LTFP	\$3,196,403
Annual depreciation	\$3,909,000

The condition-based renewal for road and kerbing assets contained in Figure 5-7 is based on condition modelling validated by visual assessments from Council. The projection for kerbing is based on the average annual condition-based funding and the projection for roads is based on the annual depreciation. These projections are contained in Table 5-9. Council will reassess the road and kerbing category funding following the next condition assessment in 2021/22.

A budget of \$40,000 for bus stop infrastructure renewal has been committed to 2020/21 and 2021/22 for compliance with the Disability Discrimination Act (DDA). Legislation requires all bus stops to be DDA

compliant by December 2022. Following 2021/22 a \$15,000 budget will be allocated for the continuing renewal of bus stops.

Council's street lighting and car park assets were condition assessed and revalued in 2019/20 with high confidence. The condition of these assets has been assessed as good with minimal condition based forecasted expenditure in the next ten years. An annual budget of \$20,000 for renewals in each of these asset categories has been projected for early implementation of renewals based on changes in standards, safety issues, changes in levels of service, funding opportunities or alignment with external projects, strategies and plans.

Council's bridge asset projections are currently in line with the annual depreciation. In 2020/21 the bridge assets will undergo a condition audit to inform future renewal projections.

Council's pathway assets were condition assessed and revalued in 2019/20 with high confidence. The condition of pathways is good with minimal condition based forecasted expenditure in the next ten years. A total of \$250,000 is projected for the renewal program to improve the walkability, safety and functionality of footpaths and kerb ramps for:

- Paving lift and relay to prevent trip hazards.
- Early renewal implementation for pathway assets projected to address functionality and non-compliance.
- DDA compliance of kerb ramps based on the 2019/20 condition assessment identifying 51% of kerb ramps not meeting DDA compliance.

Council's traffic control assets were condition assessed and revalued in 2019/20. The overall condition of traffic control is fair with minimal condition based forecasted expenditure in the next ten years. An annual budget of \$50,000 for traffic control renewals is forecasted due to the criticality of these assets, physical damage attained on these assets prior to the end of their useful life and early implementation of renewals based on changes in standards, safety issues, changes in levels of service, funding opportunities or alignment with external projects, strategies and plans. This figure includes signage renewal (\$20,000).

Council's data confidence level is discussed further in Section 7.4, which dictate assumptions built into the forward program.

Asset Category	Ten Year Renewal Projection	Ten Year LTFF	Asset Renewal Ratio (LTFF / Renewal Projection)	Average Annual Renewal Budget	Annual Depreciation 2020/21
Bridges	\$1,090,000	\$530,000	49%	\$109,000	\$109,000
Bus Stops	\$200,000	\$220,000	110%	\$20,000	\$85,000
Car Parks	\$200,000	\$270,000	135%	\$20,000	\$75,000
Kerbing	\$11,758,750	\$9,600,000	82%	\$1,175,875	\$270,000
Pathway	\$2,500,000	\$5,550,000	222%	\$250,000	\$1,160,000
Road	\$18,680,000	\$15,040,000	81%	\$1,868,000	\$1,868,000
Street Lighting	\$200,000	\$205,000	103%	\$20,000	\$190,000
Traffic Control	\$500,000	\$549,000	110%	\$50,000	\$152,000
TOTAL	\$35,128,750	\$31,964,000	91%	\$3,512,875	\$3,909,000

Table 5-9: Transport ten year renewal expenditure projection

The Plan identifies an average annual spend of \$3,512,875 for transport asset renewal over the next ten years. The annual depreciation in 2020/21 for transport is \$3,909,000, which indicates an increase will be required in the LTFP spending for transport as the asset portfolio ages.

Council's asset renewal ratio (planned renewal / the Plan's identified renewal) is at 91% over the next ten years. The ratio represents the level of capital expenditure on the renewal of assets (LTFP) relative to the expenditure projected in the Plan.

The current LTFP expenditure is under the budget projection and an increase of \$3,165,000 to the budget over ten years will be required to maintain a ratio of 100%. Council's target is a 100% average over the next ten years.

5.4 Creation/Acquisition Plan (New Capital)

New capital relates to new assets or a significantly improved level of service that did not previously exist. They may result from various needs derived from demands such as population growth, environmental and technology change (as mentioned in Section 4).

5.4.1 Capital Investment Strategies

The need for new transport assets arises from a variety of sources including community requests, Council resolutions, proposals identified by Council strategies, grant opportunities or partnerships with external organisations. These projects are prioritised each year against all other asset categories and Council proposals.

5.4.2 Summary of Future Costs

Figure 5-8 outlines the projected future spend through new capital works for transport assets. Council reviews its new capital projects on an annual basis, allowing only one year (2020/21) of works to be shown as approved through the Annual Business Plan. The projection for the remainder of the ten year renewal is based upon Council's annual priorities for new capital expenditure across Council and the need for new capital across all asset classes based on upcoming projects.



Figure 5-8: Projected new capital expenditure

Year one (2020/21) is significantly lower than the remaining years as Council has one year of decreased new capital spending the LTFP to offset the high new capital expenditure in 2019/20.

As timing and costs for these projects are still to be confirmed the projection for transport assets has been distributed with an average of \$605,000 per year expected to be budgeted across ten years. These budgets are subject to individual year bids, Council strategies and funding opportunities and are expected to fluctuate year to year.

The upcoming new capital projects for the transport asset class in the next ten years include:

- Local Area Traffic Management (LATM) Implementation.
- Walking and Cycling Plan Implementation – This project proposes to implement priorities contained in Council's Walking and Cycling Plan as adopted in 2016.
- Unley Road Infrastructure and Public Realm Upgrade.
- Glen Osmond Road Infrastructure and Public Realm Upgrade.

5.5 Decommission Plan

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

Decommission of assets can be triggered in the following situations:

- The end of useful life of existing assets.
- Safety factors inherent to the asset.
- Non-compliance of the asset and prompting a modern equivalent replacement.

Decommission of assets can involve the following courses of action:

- Design and replacement of the asset with a modern fit for purpose equivalent.
- Removal of the asset with the aim of repurposing the land in line with the long term strategy of Council.
- The sale of the asset (in part or in whole), in situations where Council is looking to consolidate the asset portfolio.

6 Risk Management

6.1 Critical Assets

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. The identification of critical assets and failure modes means investigative activities, condition inspection programs, maintenance and capital expenditure plans can be effectively targeted.

Factors influencing criticality may be risk scored on safety, production/effort, cost and reputation.

Critical assets within the transport assets include road bridges, traffic control and street lighting, which all directly impact public safety. Other critical transport assets include the roads and pathways, making sure Council provide surfaces that are rideable for vehicles and cyclists and walkable for all users.

6.2 Risk Assessment

The process for managing Council's risks is consistent with the International Risk Management Standard ISO 31000:2018. It involves five key steps, additional steps to ensure feedback through a monitoring and review process and appropriate communication and consultation.

Council is committed to effective risk and opportunity management to:

- Improve its ability to deliver community priorities, service delivery and outcomes for Council.
- Maximise opportunities and minimise the impact and likelihood of risk.
- Protect its employees, assets, liabilities and its community by avoiding or mitigating losses.
- Provide greater certainty for its employees, residents, stakeholders and the community in which Council operates by understanding and managing its risks.

Council acknowledges risk management is an essential part of best practice asset management. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for unacceptable risks.

An assessment of risks associated with transport assets using Council's risk matrix (Table 6-1), has identified, analysed and evaluated transport risks. Table 6-2 outlines Council's risk management for transport assets and is to be reviewed annually at a minimum outside of the Plan.

		Consequence				
		Catastrophic	Major	Moderate	Minor	Insignificant
Likelihood	Rare	Medium	Medium	Low	Low	Low
	Unlikely	High	Medium	Medium	Low	Low
	Possible	High	High	Medium	Medium	Low
	Likely	Extreme	High	High	Medium	Medium
	Almost Certain	Extreme	Extreme	High	High	Medium

Table 6-1: Risk matrix

Ref	Risk Description (event or potential event focused and their impact upon objectives)	INHERENT RISK Level of risk with NO controls in place			Controls <u>already</u> in place (What existing controls are in place to prevent and/or manage the risk?)	Are the Controls effective at managing the risk?	RESIDUAL RISK Level of risk if existing controls are effective			Is the Residual Risk Rating Tolerable?	Treatments/Additional Controls (additional controls that can be implemented to further reduce the level of Risk)	Treatment Owner & Timing (<u>Who</u> is responsible for implementing the treatment and <u>When</u> it should be implemented/complete d)	RISK LEVEL <u>after</u> Treatments If treatments implemented are effective		
		Consequence	Likelihood	Risk Rating			Consequence	Likelihood	Risk Rating				Consequence	Likelihood	Risk Rating
1	Unsustainable management of assets due to poor quality data within asset management plan	Major	Likely	High	Periodic delivery of condition assessments and revaluations in line with industry standards.	Partially effective	Major	Possible	High	No	Continuous improvements in asset management maturity and activities through the improvement program.	Assets and Operations and Finance and Procurement See improvement program (Section 8.2)	Major	Unlikely	Medium
2	Council staff and/or members of the public injured as a result of poorly maintained infrastructure.	Catastrophic	Likely	Extreme	Annual maintenance budgets. Periodic delivery of condition assessments. Maintenance inspections. Timely response to reported hazards in alignment with the service level agreement.	Majority effective	Catastrophic	Rare	Medium	Yes	N/A	N/A	N/A	N/A	N/A
4	Council staff and/or members of the public injured as a result of non-compliance to standards.	Catastrophic	Likely	Extreme	Engaging suitably qualified consultants to undertake transport designs compliant to relevant Australian Standards.	Majority effective	Catastrophic	Rare	Medium	Yes	N/A	N/A	N/A	N/A	N/A
3	Council unable to fund required capital and maintenance due to economic downturn.	Moderate	Likely	High	Maintain strong sustainability ratio to avoid a backlog of capital works. Ability to fund capital program through borrowings. Ability to reduce levels of service.	Majority effective	Moderate	Rare	Low	Yes	N/A	N/A	N/A	N/A	N/A
4	Climate change not appropriately planned for with respect to asset management.	Moderate	Likely	High	High level targets are set through the objectives and targets within the Environmental Sustainability Strategy.	Partially effective	Moderate	Possible	Medium	No	Climate change addressed with respect to Councils impact on the environment as well as the environments impact to councils' assets. Include climate change as a considered factor throughout the Plan's, outlining the impact and associated demand on assets. Address assets within Climate and Energy Plan.	Assets and Operations Ongoing as asset management plans and council strategies are updated	Moderate	Rare	Low

Table 6-2: Transport risks

7 Financial Summary

This section contains the financial requirements resulting from all the information presented in Section 5 of the Plan. The financial projections will be refined as part of the ongoing revision of the Plan.

7.1 Valuation forecast

Asset values are projected to increase as additional assets are added through capital works. Additional assets will generally increase the operational and maintenance requirements in the longer term, as well as the need for renewal. Additional assets will be included for future depreciation forecasts.

7.2 Expenditure forecast

Figure 7-1 outlines the financial projections for maintenance and capital renewal and capital new expenditure for the transport asset class.

The total forecast expenditure for transport assets is relatively constant over the ten year period. The predictability of this budget allows Council to undertake capital programs as and when required in each year.



Figure 7-1 Transport ten year forecast expenditure

7.3 Asset Renewal Funding Ratio

This ratio indicates whether Council has the financial capacity to fund asset renewal at continued existing service levels. Council's target is a 100% average over the next ten years.

Asset Renewal Funding Ratio – Transport: 91%

This ratio is an important budget indicator over the next ten years. Council's LTFP has budgeted 91% of funds identified in this plan for the optimal renewal and replacement of transport assets. An increase of \$3,165,000 to the renewal budget over ten years is required to maintain a ratio of 100%.

7.4 Funding Strategy

Key strategic milestones:

- The Plan will inform Council's future LTFPs.
- The next major condition assessment and revaluation will as outlined in Table 5-1 and will inform future renewal strategies.

- The Depot operations service review will be undertaken in 2020/21, which will inform future maintenance and operating budgets.

Repayment of existing loans has been extracted from the current loan schedule. The LTFP assumption indicates no additional funding through borrowings is required to meet new capital commitments in the future. The Local Government Finance Authority (LGFA) Cash Advance Debenture (CAD) Facility will continue to be used to balance funding requirements in terms of borrowing.

The projected expenditure is to be funded from Council's operating, maintenance and capital budgets.

7.5 Key Assumptions

The assumptions and data used in presenting this forecast information were:

- Replacement costs derived from the fixed asset register in Technology One asset database.
- Condition data derived from:
 - Bridges Condition Assessment 2017
 - Bus Stop Condition Assessment 2020
 - Car Park Condition Assessment 2020
 - Kerbing Condition Assessment 2017
 - Pathway Condition Assessment 2020
 - Road Condition Assessment 2017
 - Street Lighting Condition Assessment 2020
 - Traffic Control Condition Assessment 2020
- Key financial assumptions derived from LTFP 2020/21.
- Operation funding will be made without reduction.
- Capital funding will be made without reduction.
- Appropriate resources will be made available to manage the Plan.
- Council income will remain consistent with LTFP.
- There will be no natural disasters.

7.6 Forecast Reliability and Confidence

The expenditure projections are based on the best available data. Data confidence is critical for an accurate expenditure projection. As new data becomes available, the forward plans will be updated. There are five levels that measures data confidence:

Confidence Level	Description
A - Highly Reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Data set is complete and estimated to be accurate +/- 2%.
B - Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, e.g. 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 +/-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 +/-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 +/-40%.
E - Unknown	None or very little data held.

Table 7-1: Data confidence level

Council's transport asset data confidence is displayed below in Table 7-2. Major categories including bridges, traffic control, road and kerbing have a C rating and will be progressed to B through the condition assessment program outlined in the Plan.

Asset Category	Confidence Level
Bridges	C - Uncertain
Bus Stops	B – Reliable
Car Parks	B – Reliable
Kerbing	C - Uncertain
Pathway	B – Reliable
Road	C - Uncertain
Street Lighting	B – Reliable
Traffic Control	B – Reliable
Overall	C - Uncertain

Table 7-2: Transport data confidence level

8 Improvement and Monitoring

8.1 Status of Asset Management Practices

Council is committed to improve the data quality and confidence by implementing actions within the improvement program in Table 8-1.

8.1.1 Accounting and Financial Systems

Council uses Technology One as its financial management and accounting system. Technology One has the capability to report the full lifecycle of assets providing full transparency from acquisition to disposal of assets.

8.1.2 Asset Management System

Council uses Technology One – Enterprise Asset Management software as its Asset Management System. Initial set up of the asset management system is crucial to ensure integration between operating and financial functions. Council's initial set up of the asset management system was incomplete and is being addressed through the improvement program, periodically updating the asset registers during revaluations.

A future improvement is to integrate the financial system and asset management system following each asset categories condition assessment and revaluation.

Council's geographic information system (GIS) data is stored within a specialised GIS software suite. An improvement will be to integrate the GIS data with the asset register to provide live spatial data.

8.2 Improvement Programs

The improvement program derived from the Plan is shown in Table 8-1.

Task No.	Task	Responsible officer	Resource Required	Due Date
1	Continual review and update of the asset register.	Asset Management Officer	Internal	Revaluation Varies (see Table 5-1)
2	Condition assessment to be completed	Senior Assets and Engineering Lead	Internal / External	Varies (see Table 5-1)
3	Integration of transport assets with Asset Management System, the finance module in TechOne and GIS.	Asset Management Officer Manager Business Systems Solutions	Internal	Ongoing staged approach
4	Undertake customer research on transport assets. This will provide data for future planning of transport assets ensuring the required level of services are met.	Senior Assets and Engineering Lead	Internal	2024/25
5	Review classification of bridge and culvert asset definitions.	Asset Management Officer	Internal	2020/21
6	Review of the planned civil works maintenance programs through depot operations service review.	Manager Assets and Operations	Internal	2020/21

Table 8-1: Improvement program

8.3 Monitoring and Review Procedure

Council will schedule the Plan review into its strategic and annual planning and budget processes. The Plan has a life of four years.

8.4 Performance Measures

Council will track the performance of the Plan through the following performance measures:

1. Level of Service Key Performance Indicators (KPIs).
2. Delivery of improvement program.
3. Improved data confidence.
4. Review of the Plan minimum every four years.

DECISION REPORT

REPORT TITLE:	PLANNING AND DESIGN CODE - REVIEW AND SUBMISSION
ITEM NUMBER:	4.4
DATE OF MEETING:	14 DECEMBER 2020
AUTHOR:	DAVID BROWN
JOB TITLE:	PRINCIPAL POLICY PLANNER
ATTACHMENTS:	<ol style="list-style-type: none">1. PRIORITY FUNDAMENTAL ISSUES AND SUMMARY ANALYSIS OF KEY ISSUES2. PLANNING ZONES POLICY ANALYSIS COMPARISON TABLE

1. **EXECUTIVE SUMMARY**

The State Government has pursued major reform of the Planning System since 2015. The legislation and supporting policy instruments are progressively being implemented, with a key one being the Planning and Design Code (Code).

The Code was initially released by the State Planning Commission (SPC) for public consultation between 1 October 2019 and 28 February 2020 with Council making a submission dated 12 February 2020. The Code has been amended in response to the initial round of public consultation and released for further consultation from 4 November 2020 to 18 December 2020.

A comprehensive review of the transition of existing Development Plan zones, general planning policy and key changes was undertaken in February 2020. The amended Code has been considered against that review to assess the response, changes and implications. Whilst there are some positive changes, there are also many concerns and compromises surrounding the nature of proposed replacement zones and policy content.

The Administration has continued to review and provide input where possible in relation to the original submission with PlanSA (Planning and Land Use Services Division of Attorney-General's Department). The Administration has also continued to liaise with the Local Government Association of South Australia (LGA) and other councils to share experiences as well as assist in formulating responses to issues.

The Administration has also undertaken a detailed road-testing exercise comparing the assessment outcomes of a range of typical development proposals against the existing Development Plan requirements and the new provisions of the Code to highlight key issues and technical implications.

A draft Council submission has been prepared regarding the amended Code, key issues and supporting comparative Zone Table Analysis which is provided for consideration by Council.

The submission is fairly technical in nature, and it is acknowledged that this may make the document more difficult for the lay person to read and understand. However, it has been drafted with the technical staff involved in the development and amendment of the Code as the primary target audience.

This report seeks advice from Council regarding any changes that may be required to the draft submission followed by endorsement of the document so that it can be forwarded to the SPC before the closing of the public consultation period on 18 December 2020.

2. RECOMMENDATION

That:

1. The report be received.
 2. The Submission as set out in Attachment 1 and 2 to this Report (Item 4.4, Council Meeting, 14/12/2020) in response to the draft Planning and Design Code be endorsed for submission to the State Planning Commission, subject to:
 - 2.1 The removal of ...
 - 2.2 The insertion of ...
 - 2.3 Incorporation of the following changes:
 - (i) ...
 3. The Administration be authorised to make editorial changes as required to the Submission to the State Planning Commission on the Draft Planning and Design Code to ensure readability without changing the substance/intent of the document as part of the finalisation process.
 4. A copy of the City of Unley Submission regarding the Draft Planning and Design Code be forwarded to Local Members of State Parliament, the Hon David Pisoni MP, the Hon Jayne Stinson MP, and the Local Government Association of South Australia.
-

3. RELEVANT CORE STRATEGIES/POLICIES

1. Community Living

1.3 Our City meets the needs of all generations.

3.1 City of Unley Community Plan 2033 – Strategic Planning Framework.

3.2 State Planning Commission – Planning Strategy – The 30-Year Plan for Greater Adelaide.

3.3 State Planning Commission – New Planning System Guides and Papers.

4. BACKGROUND

The State Government has been pursuing a new Planning System since 2015, with the Planning, Development and Infrastructure Act passed in 2016 and elements progressively enacted since that time.

During this time, feedback has been provided by the Administration, on behalf of Council, to PlanSA in relation to the Code development.

The Administration has also worked closely with the LGA and other peer practitioner groups to develop a comprehensive, industry-wide understanding of the draft Code and have collaboratively identified issues and possible resolution.

The Code is a fundamental component of the new system and will replace all council Development Plans, including the current City of Unley Development Plan (396 pages including maps), with a single State-wide Code. Implementation of the Code has been delayed to allow consideration of feedback received during the initial round of public consultation and to review the amended Code. Implementation of the Code is now anticipated for the first quarter of 2021.

The Unley Development Plan is Council's long-standing planning policy for the City of Unley. A series of Development Plan Amendments, over many years, has strategically aimed to balance development growth along main corridors and within suitable precincts while maintaining the intrinsic unique character of most of the neighbourhood areas.

5. DISCUSSION

The feedback received during the initial round of public consultation has been reviewed by PlanSA and the SPC with the release to the Minister in June 2020 of a 'What We Have Heard' report and recommendations for improvements. A Summary of Post Consultation Amendments has also been released and links are provided below.

The revised Code was released on 4 November 2020. An online access to a Consultation Map Viewer to interpret the spatial application of zones was also provided.

All those who made submissions in relation to the original consultation were provided with advice of the current consultation release. Property owners within the Historic Area Overlay were advised by PlanSA by letter in mid-January 2020 of the release of the full suite of draft Historic Area Statements and invited to provide feedback at that time.

Submissions on the revised Code are invited up until 18 December 2020.

The draft Planning and Design Code for Phase 3 (Urban Areas) links include:

- Zone maps for Unley encompassing current Development Plan, original 2019 consultation release, updated 2020 consultation map changes and transition table of changes to zones:

[plan.sa.gov.au/data/assets/pdf_file/0005/744980/Consultation_change_maps - Unley.pdf](http://plan.sa.gov.au/data/assets/pdf_file/0005/744980/Consultation_change_maps_-_Unley.pdf)

- 'Current Code Amendments' and 'Revised Planning and Design Code for Phase Three' website page:

plan.sa.gov.au/have_your_say/code_and_development_plan_amendments#current_code_amendments

- 'South Australian Property and Planning Atlas' interactive spatial map in relation to the application of the draft consultation Code for Phase Three:

train.sappa.plan.sa.gov.au/

- Supporting reports 'What We Have Heard' and 'Summary of Post Consultation Amendments' in relation to 2019 draft Code:

[What We Have Heard Report Phase Three \(Urban Areas\) Planning and Design Code – Summary of Phase Three Code consultation submissions and feedback \(PDF, 1196 KB\)](#)

[Summary of Post Consultation Amendments – Summary of proposed improvements to the Phase Three \(Urban Areas\) Code \(PDF, 1978 KB\)](#)

Given the sheer volume of pages, links to these documents have been included in this report, rather than providing copies.

The tenor of the draft Code has been purported as primarily a transition of existing policy, with a few exceptions for necessary policy reform. However, the move from specific and geo-spatial policy to a generic state-wide policy inherently leads to significant change and implications.

The Code's review has identified a range of positive improvements but also a number of fundamental issues regarding the general policies and detail of specific zones which are highlighted in the draft submission for further consideration by the Commission, including:

- Building Interface Envelope should be consistent with the existing policy of 30 degrees and applied to all zones and development of three storeys or more.
- Soft Landscape and trees should not be limited to just new dwellings, but should apply to all development to ensure landscape areas and tree canopy is maintained/provided on all sites. Further, the intimated Off-set Scheme should be rigorous, so it is only used for exceptional reasons and the true cost and benefit of replacement tree(s) be provided for to address local tree canopy heat-island needs.
- Public Notification of applications needs a better balance to recognise where there is direct impact and where policy intent is challenged; e.g. non-residential in Neighbourhood Zones, building on boundary, setbacks, site area/frontage; and such examples are notified.
- General Neighbourhood Zone does not apply to existing RB350 Zone.
- General Neighbourhood Zone site areas maintain a consistent nature and density with minimum site area of 300m².
- Overlooking issues be generally designed out and preferably a 1.7m screen height is maintained. More critically, 'openings' that compromise any screening effectiveness should be avoided.
- Garages' larger internal dimensions should be reinstated, and separate storage provision made, to avoid cars ending up on the street and compounding on-street parking demand.
- Appropriate and local contextual development guidance be maintained with more Concept Plans and broader inclusion of TNVs with all zones.

The draft submission, containing the Priority Fundamental Issues and Summary of Key Issues Analysis and Comments for the 2020 Revised Code compared with the 2019 review, is contained in Attachment 1.

Attachment 1

Attachment 2 provides a supporting draft Zone Policy Analysis Table, comparing the existing Development Plan zones with the 2019 review and an update of the 2020 Revised Code, which highlights key differences and implications for development.

Attachment 2

The summary and analysis has been compiled from a detailed technical analysis comparing existing with proposed key zone policy criteria. Detailed implications have been highlighted through specific 'road testing' by the Administration of many recent typical developments against the new draft Code to compare outcomes and identify gaps or issues.

The analysis highlights a range of concerns and a large number of technical and IT linkage anomalies, errors or omissions that require rigorous resolution for proper operation.

The draft submission is provided, consistent with key planning issues previously identified, with background information and updated detail to outline the implications and issues for development outcomes. These matters are summarised within the draft submission and outline proposed review and comments for consideration by Council, and any desired changes to delete, edit, or add items to the final submission.

Many of the issues raised within the draft submission have been the subject of regular discussions with planning staff across a number of councils and the LGA, and it is likely that their submissions will reflect similar concerns. It is anticipated that each council, the LGA, as well as a range of industry and community groups will be providing detailed submissions to the SPC.

The Administration will continue to respond to issues of zone and policy detail where possible, acknowledging the advice as technical feedback by the Administration, rather than an endorsed Council submission.

The Administration has also continued to review and provide input where possible in relation to the original submission with PlanSA.

Following the close of public consultation, the SPC will consider the submissions and make recommendations to the Minister on the implementation of the Code for Phase Three, anticipated in the first quarter of 2021.

The scope, scale, detail, complexity and consequences of the 'transition' to the new Code is substantial. Consequently, substantial work needs to be undertaken 'proofing' the large number of technical and IT linkage anomalies, errors or omissions for resolution to ensure proper operation prior to implementation.

The SPC should also give due consideration in its recommendations on the indicated aim to transfer existing policy and criteria into this first generation of the Code. Change and reform could then occur through subsequent Code Amendments when more comprehensive and focused research, justification, debate and audit of potential outcomes can be undertaken.

The effectiveness of engagement by SPC and PlanSA is critical to the community appreciating the level of change and implications from the Code. Awareness and understanding of policy are emphasised to support common acceptance of policy and minimal subsequent application notification. Diminishing policy influence and local decision-making disenfranchise councils and the local community but leave them to deal with the local consequences of development imposed by state-wide policy changes. As development occurs and queries about outcomes arise, the policy changes and determined outcomes will require explanation by the SPC.

All Councils will need to put significant effort into communicating the changes and the role of Council going forward.

6. ANALYSIS OF OPTIONS

Option 1 –

1. The report be received.
2. The Submission as set out in Attachment 1 and 2 to this Report (Item 4.4, Council Meeting, 14/12/2020) in response to the draft Planning and Design Code be endorsed for submission to the State Planning Commission, subject to:
 - 2.1 The removal of ...
 - 2.2 The insertion of ...
 - 2.3 Incorporation of the following changes:
 - (i) ...
3. The Administration be authorised to make editorial changes as required to the Submission to the State Planning Commission on the Draft Planning and Design Code to ensure readability without changing the substance/intent of the document as part of the finalisation process.
4. A copy of the City of Unley Submission to the Draft Planning and Design Code be forwarded to Local Members of State Parliament, the Hon David Pisoni MP, the Hon Jayne Stinson MP, and the Local Government Association of South Australia.

This option enables Council to make a submission within the current round of public consultation process with a considered response to the revised Code.

The scope, scale, detail, complexity and consequences of the policy content and nature within the draft Code are significant.

Through comprehensive examination, review and road testing, a range of fundamental zone and general policy proposals and implications have been identified by the Administration.

It is critical that the issues be addressed as far as possible in the version of the Code to be adopted to maintain the nature, intent and outcomes of current policy and that desired for the City of Unley.

The Administration will refine any minor matters of detail and expression in the final submission to enhance the communication of Council's concerns.

Option 2 –

1. The report be received.
2. A submission to the State Planning Commission in response to the draft Planning and Design Code consultation concluding 18 December 2020 not be made.

Under this option, Council would receive the report and note the proposals and concerns set out within but resolve not to make a submission to the SPC as part of this latest round of public consultation on the Code. Whilst these are considered to be reasonable, the matters of detail may be resolved through broader industry feedback, and on that basis, Council may decide that a submission is not warranted.

7. RECOMMENDED OPTION

Option 1 is the recommended option.

8. POLICY IMPLICATIONS

The new Planning System and Code poses substantial and significant reform. It has required considerable attention and resources in their review over the last three years and will greatly impact on Council's assessment process and service model. There will be a continuing focus on resources and critical procedural reviews to prepare for its operation, anticipated in March 2021.

8.1 Financial/Budget

- The impending transition of the Development Plan to the Code by the SPC has warranted investment of resources to try and positively influence the transition.
- Additionally, a significant investment from Council into establishing the e-Planning portal has been provided as required by the reforms.

8.2 Legislative/Risk Management

- The new Planning System and key instruments, such as the Code, will impose considerable new and increased obligations on process and a more generic and simple policy approach that will challenge the assessment task and effort to maintain desired development outcomes.

8.3 Staffing/Work Plans

- The critical and substantial review of the proposed policy scope and detail to ensure the effective transition into the Code has required investment of staff resources.
- It is unknown at this stage the impact the new Code will have on staff resources.

8.4 Environmental/Social/Economic

- The generic, different and potentially diminished prescription of the Code may challenge the maintenance and enhancement of desired local and contextual development outcomes.

8.5 Stakeholder Engagement

- The SPC is responsible for community, stakeholder and practitioner engagement. Whilst it is suggested that there has been an effective approach over the past few years, and more recently with the Code consultations, it does not appear widely appreciated or understood in the community.
- Through reasonably available Council sources; eg. regular Messenger Unley Life Column, website banners, email banners, social media, Development Decision Notifications, Section 7 property for sale searches, previous quarterly Rates Notices; the awareness of the reforms and Code consultation has been highlighted where possible within the community and affected parties. Public enquiries and submissions have been directed to the SA Planning Portal.

9. REPORT CONSULTATION

- City Design, City Development
- Development Services, City Services
- Office of the CEO

10. REPORT AUTHORISERS

Name	Title
Ben Willsmore	Manager City Design
Claude Malak	General Manager, City Development

State Planning Commission
Department of Planning Transport and Infrastructure
GPO Box 1815
Adelaide SA 5001



Email: DIT.PlanningReformSubmissions@sa.gov.au

Cc Hon David Pisoni – State Member for Unley
Hon Jayne Stinson – State Member for Badcoe
Local Government Association

Planning and Design Code – Public Consultation Draft 4 November to 18 December 2020

Thank you for the opportunity to provide feedback on the draft Planning and Design Code. This process has enabled consideration of local outcomes relative to previous initial major submission on public consultation in February 2020.

The Planning Reforms and Planning and Design Code are a major generational change to how our cities, neighbourhoods and new development are managed.

The diversity of our cities, neighbourhoods and communities represent different histories, geographies, topographies and local aspirations.

While a State-wide consistent approach is recognised as beneficial for common structure, content, understanding and approach, it should also allow a degree of diversity through discretionary local specific policies and the reflection of local places and context. The State may set the targets, but local councils are best placed to determine the most appropriate areas and ways to deliver these outcomes.

The Reforms and Planning and Design Code scope and scale is substantial, and Council have identified fundamental changes of many established Development Plan policy directions through review and testing. Many have been addressed and improved but many remaining fundamental and detailed issues remain.

Priority Fundamental Issues

The Council's review has identified a range of positive improvements but also a number of fundamental issues regarding the general policies and detail of specific zones which we wish to highlight for further consideration by the Commission.

The fundamental issues of most concern include:

- Building Interface Envelope needs to be consistent with existing policy of 30 degrees in all cases and applied to all zones and all development of 3 storey or more;
- Soft Landscape and trees cannot be limited to just new dwellings but must apply to all development and with appropriate street setbacks to ensure areas and tree canopy is maintained/provided on all sites. Further, the intimated Off-set Scheme should be rigorous, so it's only used for exceptional reasons and that the true cost and benefit of replacement tree(s) is provided for to address local tree canopy heat-island needs;

- Public Notification of applications needs a better balance to recognise where there is direct impact with more notified where policy intent is challenged, eg non-residential in Neighbourhood Zones, building on boundary, setbacks, site area/frontage;
- General Neighbourhood Zone does not apply to existing RB350 Zone;
- General Neighbourhood Zone site areas maintain a consistent nature and density with minimum site area of 300m²;
- Overlooking mitigation be generally designed out and preferably 1.7m screen height maintained, but critically avoid ‘openings’ that compromise any screening effectiveness;
- Garages larger internal dimensions should be reinstated, and separate storage provision made, to avoid cars ending up on the street and compounding on-street parking demand;
- Appropriate and local contextual development guidance be maintained with more Concept Plans and broader inclusion of TNVs with all zones.

Serious attention and consideration of these fundamental issues is requested.

The effectiveness of engagement is critical to the community appreciating the level of change and implications from the Code. Awareness and understanding of policy are emphasised to support common acceptance of policy and minimal subsequent application notification. Diminishing policy influence and local decision making disenfranchise councils and the local community but leave them to deal with the local consequences of development imposed by state-wide policy changes. As development occurs and queries about outcomes arise the policy changes and determined outcomes will require explanation by the State Planning Commission.

The Code is a large, complex and complicated document which has challenged professional and community understanding of the proposed changes.

Summary Analysis of Key Issues

Below is a summary of the focus of Council’s commitment to identifying the key issues and desired solutions. The summary is supported by the attached Zone Analysis Table, which provide a comparative assessment of road-testing development proposals against the existing and proposed policy criteria, and more explanation of the key issues by reference to the original submission on 12 February 2020. A range of further technical implications, anomalies and errors have been identified through the Code feedback tool.

The submission is a detailed analysis and response to the fundamental technical criteria of proposed zones and general policy within the Code. The submission provides a comparison and analysis of implications regarding the key concerns previously identified with the Code, including:

- Implementation
- Heritage and Character
- Medium to High Rise Interface
- Tree and Green Canopy
- Neighbourhood Zones
- Activity Centres and Hierarchy

- Design in Urban Areas
- Flood Hazards
- Procedures – Public Notification
- Code Amendments
- Designated Areas – Planning Authority and Design Review
- Concept Plans and Technical and Numeric Variations






The outcome against the recommended and desired change(s) is reported as follows:

Acceptable (subject to general policy comments)  30%

Compromise (subject to further comments/edits)  42%

Concerns (not supported without further change)  28%

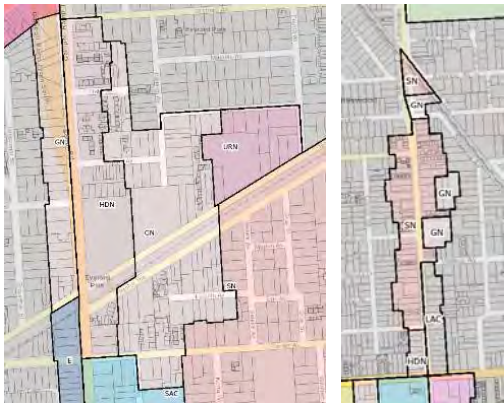
*TNV = Technical Numerical Variation (eg Building Height, Building Envelope, Site Area/Frontage, Site Coverage, Street Setback)

Summary Key Issues – Feb 2020	Outcome/Comments – December 2020	
<u>Implementation</u>		
<ul style="list-style-type: none"> ▪ Further, clearer and detailed engagement on completed content is required; 	Second round of consultation a positive. Content is more comprehensive and interactive but still convoluted and complex challenging clarity.	
<ul style="list-style-type: none"> ▪ Delay of Code adoption positive if allows for appropriate road-testing and proofing; 	Delay a positive and has allowed more, but limited, time for road-testing and proofing.	
<ul style="list-style-type: none"> ▪ Tailored variations required to reflect existing and preferred key policy; 	More local quantitative Technical Numerical Variations (TNVs) but limited in scope and not applied in all zones whereas should be to reflect existing. Much of local qualitative and specific spatial contextual detail lost.	
<u>Heritage and Character</u>		
<ul style="list-style-type: none"> ▪ The broad application of the Historic Area Overlay is positive; 	Includes Historic (Conservation) and Streetscape Zones (Built Form and Landscape) comprising about 17%, 40% and 13% respectively and total of 70% of the city. Broadens demolition control beyond existing more limited controls in some Streetscape Zones. Limitation of replacement development due to broader areas of demolition control but positive increased adaptation and additions. <u>Dwelling additions are listed as Deemed-to-Satisfy (DTS) when of equal or greater significance than ancillary development (eg garage, carport, verandah) which are assessed on merit – this needs attention.</u>	
<ul style="list-style-type: none"> ▪ Historic Area Statements require the critical Building Siting criteria; 	Critical site area/frontage, building height, side setback and site cover TNV's applied to relevant areas of zone (in lieu of Statements) in accord with current Policy Area criteria. Lack of qualitative policy and limited singular numeric option in TNVs cannot express contextual criteria like	

Summary Key Issues – Feb 2020	Outcome/Comments – December 2020	
	<p>side boundary setback being the combination of both sides to maintain a gap, eg 1.0m and 3.0m which has become a TNV of 4m with no guidance on interpretation. <u>The Historic Statements were originally limited to minimum existing key attributes, but it would be beneficial and address above clarification and interpretation guidance to revisit their content.</u></p> <p>Current <i>Contributory Items</i> in Historic (Conservation) Zones will be transitioned into the Code as <i>Representative Buildings</i>.</p> <p><u><i>Representative Buildings</i> not fully transitioned into mapping at this stage, and only apply to Historic (Conservation) Zones, and need completion and proofing.</u></p>	
<ul style="list-style-type: none"> Historic Area Overlay policy on demolition and building improvements be improved; 	<p>Policy refined and reflective of existing. Any building including a <i>Representative Building</i> and those not so identified (eg in Streetscape Zones) that demonstrate the historic characteristics for the area should not be demolished (unless severely altered, structurally failed or unsafe).</p>	
<ul style="list-style-type: none"> The Minister for Planning support the application for further Historic Areas and the local determination of development applications; 	<p>The Historic Area Overlay can be expanded via a future Code Amendment (see below) where the further areas demonstrate enough integrity and merit, and pursuant to the PDI Act S67, at least 51% of properties owners agree – which could be a challenge.</p> <p>Development applications dealt with primarily by Council Assessment panel or delegates except for major development – see below.</p>	
<u>Medium to High Rise Interface</u>		
<ul style="list-style-type: none"> Building Interface Envelope should be 30 degrees (<u>not</u> 45 degrees); 	<p>Urban Design modelling, by Unley and others, supports lower 30 degrees zone interface angle to avoid undue intrusion.</p>	
<ul style="list-style-type: none"> The Minister for Planning support a discretion for a local 30-degree approach; 	<p>A TNV for 30 degrees has been supported but only in selected zones – Suburban Activity Centre (Unley Central) and Urban Corridor Zones - but <u>specifically not in others – Community Facilities, Employment, Business Neighbourhood, Housing Diversity Neighbourhood, Urban Renewal Neighbourhood and Recreation, nor universally in general policy Design in Urban Areas, as needed for consistency and orderly development.</u></p> <p><u>Some areas envisage 3 storey and more or there are incentives applied, and/or performance assessment on merit, may result in a height of 3 or more storey where consistent 30-degree interface should apply.</u></p>	
<ul style="list-style-type: none"> Building Interface Envelope should be applied to all medium/high rise scenarios; 	<p><u>The TNV option for 30 degrees Building Interface Envelope should be applied universally in Unley for consistency with existing policy and across all zones and general <i>Design in Urban Areas</i> policy for any</u></p>	

Summary Key Issues – Feb 2020	Outcome/Comments – December 2020
<ul style="list-style-type: none"> Significant Development Sites 30% height benefit is unwarranted. Seek further clarification and rigor on establishing what constitutes “good development” to be eligible for the 30% height increase, notwithstanding Council opposes the proposals in its entirety; 	<p><u>proposed building of medium rise (3 – 6 storey) or more.</u></p> <p>No change.</p> <p>Criteria for “good development” and the value is questionable and should happen anyway.</p> <p>Benefit is available for larger sites, some of which are of marginal efficiency – no evidence of analysis for designated sizes, that vary for different zones – Urban Corridors 2,500m² & 25m frontage, Urban Corridor (Main Street) 1,500m² & 25m frontage Urban Renewal Neighbourhood 1,200m² & 35m frontage.</p> <p>Benefit of additional 1 building level in Neighbourhood Zones or 30% in other zones, 20% increase in density and reduced on-site car parking for Affordable Housing or Social Housing Renewal (SA Housing Trust or associated Community Housing providers).</p> <p><u>Arbitrary benefits ignore context and desired urban design outcomes and should only be varied on assessment of the merit in the circumstances.</u></p> <p><u>Alternatively, building height limit TNV's should be reduced 30% to discourage poor development on smaller sites and encourage good development and the desired outcomes on larger (but more realistic effective) sites.</u></p>
<u>Tree and Green Canopy</u>	
<ul style="list-style-type: none"> ‘Soft Landscaping’ (15-25%) and 1 tree per dwelling is positive but should be applied more broadly to all development; 	<p>Revised to introduce a smaller <150m² site and 10% starting point up to 25% >450m² sites.</p> <p>Applied to Residential Development up to 3 levels.</p> <p><u>But only applied to new dwellings whereas impact upon site amenity same for additions and ancillary development – should be equally applied.</u></p> <p><u>Higher density Housing Diversity and Urban Renewal Neighbourhood Zones inadequate generic 3 metre street setbacks, compounded by projecting canopies, inherently compromise opportunity for even a small tree and should be revised, eg min 5 metres.</u></p>
<ul style="list-style-type: none"> Medium to high rise development ‘Deep Soil’ and demonstrated ‘Tree Canopy Cover’ area in landscape plans should be increased to a minimum of 15%; 	<p>Multi-storey development of 4 storey or more requires ‘Deep Soil’ of a minimum of 10m² for sites <300m and 7% otherwise (except for Norman Tce DPA where a Landscape Transition Sub-zone was created with provision for 15% >3,000m² site).</p> <p>Residential development in Neighbourhood Zones pursuant to the introduced Urban Tree Canopy Overlay encompasses requirements for trees relative to sites areas <450m² to >800m².</p> <p><u>The requirements only apply for new dwellings.</u></p> <p><u>Additions and ancillary development (outbuilding, garage, carport etc) can occur to the same extent as</u></p>

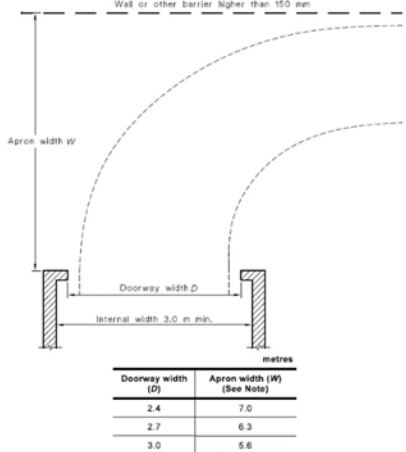
Summary Key Issues – Feb 2020	Outcome/Comments – December 2020	
	<p><u>new dwelling and impact yard space and provision for trees and need to be subject to the same requirements.</u></p> <p><u>Requirements for trees and their limited canopy related to such areas, in both cases, only realises 'Canopy Cover' of around 1 to 6%.</u></p> <p><u>Increased canopy cover needs increased requirements for deep soil area and in both case the size and/or number of trees.</u></p> <p><u>Further, should be minimum planting size of tree and mandatory standard conditions to highlight and reinforce ongoing provision and maintenance.</u></p> <p><u>Potential Off-set Scheme contribution in-lieu of planting tree muted at \$300 which is of little dis-incentive and an alternative tree location does not benefit development.</u></p> <p><u>Reasons to off-set should be rigorous and limited and contribution should reflect full amenity value/ micro-climate benefit/ planting/ maintenance of achieving a mature tree with development. SPC own cost benefit analysis indicates private benefit of tree significantly more and true value should be in \$,000's. Contribution should be to relevant Council not State with high administration costs and subsequent third-hand grant application process.</u></p>	
<ul style="list-style-type: none"> Minister for Planning support a discretion for councils to adopt a 15% area; 	<p>Policy for 'deep soil', 'soft landscape' and 'trees/canopy cover' maintained against some industry opposition, which is positive.</p> <p>Other than for Landscape Transition Sub-zone arising from Norman Tce DPA for 15% 'deep soil' <u>the requirements have not been increased but are at least a start than can be grown from.</u></p>	
<ul style="list-style-type: none"> Regulated (and Significant) Tree policy wording and legal precedent be retained; 	<p>Regulated and Significant Tree Overlay policy wording revised and more closely reflects existing to afford more confidence in interpretation.</p> <p>Tree-damaging Activity (prune, lop, remove) will not be publicly notified.</p>	
<ul style="list-style-type: none"> Unley listed Significant Trees be incorporated into Overlay mapping; 	<p>Significant Tree list for Unley incorporated into Code.</p>	
<u>Neighbourhood Zones</u>		
<ul style="list-style-type: none"> Neighbourhood Zones flexibility for non-residential uses is inappropriate; 	<p>Original policy direction maintained for minor shop, office, consulting room of 100m², 200m² or 250m² respectively for lower to higher density zones.</p> <p>Occurrence has been limited in lower density zones by need to be 500m from an 'Activity Centre' (including Local Activity Centre Zone, Suburban Activity Centre Zone, Suburban Main Street Zone, Urban Corridor (Main Street) Zone, Urban Corridor Living Retail Subzone – excludes Business Neighbourhood Zone which also allows generous shop etc land uses) or only</p>	

Summary Key Issues – Feb 2020	Outcome/Comments – December 2020
	<p>where adjoins an existing centre zone (albeit can be across a road).</p> <p>In higher density zones, eg Urban Renewal, 250m² envisaged anywhere.</p> <p>Only assessment test is effect on residential amenity, yet no public notification for up to allowed sizes.</p> <p><u>Lack of evidence base for flexibility and implications of out-of-centre non-residential uses.</u></p> <p><u>Should include full range of zones enabling Shop, Office and Consulting room etc land uses, ie Business Neighbourhood Zone.</u></p> <p><u>Should be greater extent and rigor of assessment criteria for merit of intrusion of non-residential and uncoordinated expansion of centres.</u></p> <p><u>Should be subject to public notification to assist judgement of impact on residential amenity.</u></p>
<ul style="list-style-type: none"> Replace General Neighbourhood Zone with Suburban Neighbourhood Zone; 	<p>Zones with site areas of ≥350m² (eg Black Forest, Clarence Park, Myrtle Bank) replaced with Suburban Neighbourhood, except for Residential Code areas (eg Ross Street/ Euripia Ave/ Norman Tce/ Aroha Tce/ Lincoln Ave and areas on Goodwood Road).</p> <p><u>While may be Residential Code areas the current Regulations still require minimum of zone 350m² sites which by Code zone transition rules means should be Suburban Neighbourhood.</u></p> <p><u>Further, Row Dwelling 200m² site incongruous with all other dwelling types and primary density/nature of zone of 300m². Density / site area logically needs to be consistent at 300m².</u></p>
<ul style="list-style-type: none"> Density and therefore site areas should be consistent for all types of dwellings; 	<p><u>General Neighbourhood Zone differentiates Row Dwelling with site of 200m² that is incongruous with all other dwelling types and primary density/nature of zone of 300m². Density / site area logically needs to be consistent at 300m².</u></p>
<ul style="list-style-type: none"> Replace Housing Diversity Zone with General Neighbourhood Zone; 	<p>Not changed.</p> <p>Generally, TNV's included for site area/frontage and building height to reflect existing zone criteria.</p> <p><u>Areas surrounding Fullarton Road site area/frontage TNV's missing/varied should be reinstated to reflect existing parameters. (understand may be addressed)</u></p> <p><u>The standard street setback of 3 metres does not reflect existing desired 6 metres and should be remedied by TNV or Sub-zone to avoid compromise to intrusiveness of development and tree planting in front yards.</u></p>
<ul style="list-style-type: none"> Replace Urban Renewal Neighbourhood Zone with Housing 	<p>Not changed.</p> <p>Generally, TNV's included for site area/frontage and building height to reflect existing zone criteria.</p>

Summary Key Issues – Feb 2020	Outcome/Comments – December 2020	
Diversity Zone for Fullarton Road and Charles Street areas;	<p>Some areas allow 3 storey and more and the <u>Building Interface Envelope (30 degrees) should be made applicable for consistent and orderly development.</u></p> <p><u>The standard street setback of 3 metres does not reflect existing desired 6 metres and should be remedied by TNV or Sub-zone to avoid compromise to intrusiveness of development and tree planting in front yards.</u></p>	
<ul style="list-style-type: none"> Side and rear setbacks require revision to reflect different nature of areas; 	<p>Generally, no change except for increased parameters for Established Neighbourhood Zone, including reduced building on boundary.</p> <p><u>Building on boundary provisions generous (eg 3.0m high x 8m to 11.5m long and multiples up to 45% of length of boundary) leading to significant increased potential beyond existing policy.</u></p> <p>Extent further complicated by 'wall height' definition only measuring from top of footings to underside of eaves, where height above ground level and extent of eave etc structure could increase effective height substantially.</p> <p><u>'Wall height' should be measured from natural/finished ground level of neighbour to top of any structure on the boundary.</u></p>	
<ul style="list-style-type: none"> Include further reference to universal accessibility of residential developments, and appropriate consideration of this in conjunction with management of hazards (eg flooding) within the Code; 	<p>Limited high-level related principles.</p> <p>No additional specific provisions discerned.</p>	
<ul style="list-style-type: none"> Housing Renewal arbitrary provision for 6 levels should be justified in context; <p>Affordable Housing Overlay;</p>	<p>General height reduced to 3 levels/12m and 2 levels to interface with lower rise zone boundary, but only for residential flat building and where not a street boundary.</p> <p><u>Rather than universal and arbitrary allowance should still be a case of justification in context and reduced interface should apply to site and street boundaries, and not the zone boundary.</u></p> <p>Affordable Housing Overlay (20 or more dwellings where 15% are 'affordable' a 20% increase in density, 1 additional level in Neighbourhood Zones and 30% otherwise and reduced on-site parking) has inexplicably been applied to selective higher density areas and not others and in particular incorrectly to Established Neighbourhood Zone and Historic Area Overlay areas, eg Forestville, Fullarton and Myrtle Bank.</p> <p><u>This is incongruous and contrary to Established and Historic general nature and needs correction.</u></p>	
<ul style="list-style-type: none"> Ancillary Accommodation scale limit better defined at 50m² than 1 bedroom and built form (dwelling, additions and/or outbuilding) design provisions applied; 	<p>Scale increased to 2 bedrooms without any specific size limit, which could likely be 60-80m² or more.</p> <p>Any building will need to meet applicable site/design criteria creating some limitations on scale and design.</p>	

Summary Key Issues – Feb 2020	Outcome/Comments – December 2020	
<u>Activity Centres and Hierarchy</u>		
<ul style="list-style-type: none"> Current hierarchy of Centre Zones be maintained, including a specific option for lower intensity Local Centre Zone; 	<p>No effective hierarchy of centres, with wide range of zones envisaging retail and commercial mixed uses besides core retail activity centres leading to almost anything everywhere.</p> <p><u>Local Activity Centre Zone created with desired small-scale and local community focus but no distinguishing scale/floor area limits unlike existing zone.</u></p> <p><u>Goodwood Road Neighbourhood Centre, adjacent and consistent with the Historic Centre, would be better reflected by Suburban Main Street Zone with additional built form guidance policy.</u></p>	
<ul style="list-style-type: none"> Mixed Use and Office Zones should be Business Neighbourhood Zone; 	<p>Varied desired nature reflected in transition to revised Business Neighbourhood Zone and Employment Zone for more commercial/industrial Mixed Use 3 and Light Industry Zones.</p>	
<ul style="list-style-type: none"> Existing Showgrounds Zone iconic unique activity needs a new specific zone; 	<p>Showgrounds core area maintained as Recreation Zone but scope and scale of uses significantly expanded to offer reasonable provision.</p> <p>Northern Rose Tce area changed to Urban Corridor (Living) Zone which generally reflects the existing parameters and similar zone opposite.</p> <p>Southern Leader Street area changed to Suburban Business Zone which generally better reflects the lower building scale/height and commercial nature of existing policy area parameters.</p>	
<u>Design in Urban Areas</u>		
<ul style="list-style-type: none"> Policy should apply from 3 storey, not designated 4 storeys, per proposed 'medium rise' definition and existing policy threshold, eg Building Interface Envelope (30 degrees), central waste service etc; 	<p>Medium Rise definition "means 3 to 6 building levels" but distinction and critical design criteria incongruously related to only 4 storey or more.</p> <p><u>Critical implications for Building Interface Envelope, which should be applied universally, and associated functions of higher intensity development not being triggered based on arbitrary greater height, and further not related to the more critical density implications, requires redress, eg communal waste service.</u></p>	
<ul style="list-style-type: none"> Positive sustainability improvements be applied more consistently; 	<p>The breakdown of <i>Design in Urban Areas</i> general policy leads to specific types/scale of development having <u>different and missing parameters between similar development which requires redress.</u></p>	
<ul style="list-style-type: none"> Private Open Space provision should be maintained and applied equally; 	<p>Provisions altered further by removing any overall open-space area, eg previously 20% for typical sites, and only requiring specific private courtyard area, eg total 24m² and one space of 16m² x 3m. Considered site cover and setbacks afford space, but much may not be</p>	

Summary Key Issues – Feb 2020	Outcome/Comments – December 2020
	<p>private or useful. Soft landscape area only applies to new dwellings and not additions/outbuildings. Some higher density flats private courtyard spaces reduced from existing to compromised areas, eg one-bedroom 8m² x 2.1m and two-bedroom 11m² x 2.4m.</p> <p><u>Appreciate broader controls but private open-space fundamental and should be better guided for long-term living amenity and adaptability.</u></p>
<p>▪ Privacy (Overlooking) should remain at 1.7m and not reduced;</p> <div data-bbox="159 627 638 1097"> <p>0.5x0.5=0.25m² / 1.0m²</p> <p>0.1x0.1x25=0.25m² / 1.0m²</p> <p>0.2x1.0=0.2m² / 1.0m²</p> <p>0.125x1.0=0.125m² / 1.0m²</p> </div>	<p>Overlooking directly from upper level windows to be <i>mitigated</i> by sill height 1.5m high, but with opening to 0.125 or 0.2m depending on situation, and external screens with 25% openings.</p> <p>Balconies similar but if within 15m of nearest habitable widow the screening is to be 1.7m high.</p> <p>Given vast majority of suburban development is in close proximity it is incongruous there is different/lower sill heights and further that the obscurity or screen is so compromised by openings of 25% that leaves substantial gaps for incidental views, eg a 1.0m x 1.0m = 1m² screen with hole 0.5 x 0.5 = 0.25m² or 25 x 0.1m x 0.1m openings in lattice = 0.25m² = 25%. Similarly, 0.2m or 0.125m opening in 1m² window leave free viewing gaps.</p> <p><u>Sill/screen height preferred at 1.7m but particularly there needs to be negligible openings, or use of angled slats to direct views, to effectively address undue overlooking.</u></p>
<p>▪ Vehicle spaces, enclosures and manoeuvrability be improved;</p> <div data-bbox="255 1299 526 1769"> <p>< 2.5-2.7 ></p> </div>	<p>Parking spaces, garages and carports reduced further to minimum Aust Standard for 85th percentile vehicles (1.87x4.91m) versus growing prevalence of larger vehicles more like 99th percentile vehicles (1.94x5.2m).</p> <p><u>Minimising garage internal dimensions from more practical and future-proofed 3x6m to 3x5.4m reduces circulation for large vehicles to impractical 0.1m front and back and 0.5m each side. Five of top ten selling cars exceed 85th and four the 99th and are up to over 5.4m. 6m length would afford more practical size.</u></p> <p><u>Further reading of AS2890 for carpark design envelope and useability of car spaces (Figures 2.2 and 5.2) suggests for full opening car doors need 2.5-2.7m wide space plus 0.3m each side, or 3.1 to 3.3m width, which would be more practical and useable.</u></p> <p>Minimised space leads to a range of issues with current trend of larger vehicles and no space consideration for people/bicycle/waste bin circulation around vehicle, unloading goods/baby capsule from side door or capacity of disabled and less ambulant people (more into the future with ageing population and always examples of injury at any age) and trend for lack of additional storage with dwellings leading to garage</p>

Summary Key Issues – Feb 2020	Outcome/Comments – December 2020								
 <table border="1" data-bbox="343 627 526 716"> <thead> <tr> <th>Doorway width (D)</th><th>Apron width (W) (See Note)</th></tr> </thead> <tbody> <tr> <td>2.4</td><td>7.0</td></tr> <tr> <td>2.7</td><td>6.3</td></tr> <tr> <td>3.0</td><td>5.6</td></tr> </tbody> </table> <p>NOTE: Vehicles larger than the B85 vehicle (see Appendix B) may need to make a 3-point turn at the apron width shown. The apron width may be reduced by 0.3 m where the edge opposite the doorway is a kerb 150 mm or less in height with a clearance of at least 0.3 m behind the kerb.</p>	Doorway width (D)	Apron width (W) (See Note)	2.4	7.0	2.7	6.3	3.0	5.6	<p>becoming for storage and parking outside and on-street, compounding parking demand on-street.</p> <p><u>The vehicle parking spaces and enclosures should be increased to recognise trends for vehicle size and necessary personal access with separate additional areas (eg 8m³ as required for apartments or more) for storage to facilitate use of provided parking spaces with dwellings.</u></p> <p><u>Minimised manoeuvrability, doors/isle widths, may mean a need for a 3-point turn to enter/exit garages/spaces for a vehicle larger than the 85th percentile whereas providing for 99th percentile vehicle would mean a practical and useable single manoeuvre in most cases.</u></p>
Doorway width (D)	Apron width (W) (See Note)								
2.4	7.0								
2.7	6.3								
3.0	5.6								
<ul style="list-style-type: none"> Vehicle garage/carport widths should be a maximum of 30% of site frontage; 	<p>Garage or carport 'openings may be up to 50% (or 30% in Established Neighbourhood Zone) of site frontage and maximum of 7m dis-regarding actual width of structure. For two storey dwellings there is no limit.</p> <p>Contrary to aim of diminishing and making subservient the garage presentation. Only limitation potentially from general building design quality and landscape provisions which have broad DTS criteria.</p> <p><u>Critical to more strictly limit garage/carport structures, not only 'openings', to complement good building design, diminish presence, minimise driveway width and help avoid loss of on-street parking.</u></p>								
<p><u>Flood Hazards</u></p>									
<ul style="list-style-type: none"> Hazards (Flooding) Overlay and flood mitigation policy must be made applicable; 	<p>Current major BHKC catchment mapping has been adopted in Overlays (General and High Risk) with related policy. Appropriate approach adopted.</p> <p>Recent updated secondary catchments mapping requires inclusion through Code Amendment process – a budgeted project with Stage 1 translation of data for 2020/21 and Stage 2 Code Amendment for 2021/22.</p>								
<p><u>Procedures - Public Notification</u></p>									
<ul style="list-style-type: none"> Procedures regarding public notification need detailed review and incorporated for larger and direct impact development (even if envisaged); 	<p>Premise based upon the range and scale of envisaged land use and building will not be Publicly Notification.</p> <p>Notice given to 'adjacent land' (adjoining or within 60m) and notice posted on site. No 3rd party appeal rights.</p> <p>'Restricted Development', that is not envisaged and assessed by SCAP, attracts 3rd party appeal rights.</p> <p>Public Notification is excluded, for example, for:</p> <ul style="list-style-type: none"> Full scope of broad envisaged range of land uses and development types; Land division; Building to boundary (any size or nature); Tree-damaging Activity (prune, lop, remove). 								

Summary Key Issues – Feb 2020	Outcome/Comments – December 2020	
	<p>Public Notification very limited, for example, to:</p> <ul style="list-style-type: none"> ▪ Shop, Office and Consulting Room in Neighbourhood Zones only when exceeding the applicable 100m², 200m² or 250m² floor area; ▪ Development only where exceeding Building Height or Interface Envelope; ▪ Demolition of Heritage Place or building in Historic Area Overlay; ▪ Educational establishments, pre-school or community facility when exceeding 1 level or 150% increase in floor area. <p><u>Public Notification should include:</u></p> <ul style="list-style-type: none"> ▪ <u>Shop, Office and Consulting Room in Neighbourhood Zones of any size to help inform the only assessment criteria of impact upon residential amenity, which residents are best placed to provide;</u> ▪ <u>Building to boundary, considering generous 'wall height' definition and expansive lengths in Neighbourhood Zones, to inform neighbour of direct impact - in all cases, but certainly where exceeds policy criteria;</u> ▪ <u>Building not meeting boundary setback criteria;</u> ▪ <u>Land division not meeting site / frontage criteria;</u> ▪ <u>Development with direct or larger scale impact even where envisaged, eg building to boundary, 4 storey or more, bonus height or density, higher impact land uses, below standards parking etc.</u> 	
<u>Code Amendments</u>		
<ul style="list-style-type: none"> ▪ Councils should maintain a lead responsibility and strategic control over the process, with land owners first directed to collaborate with councils as part of a broader strategic approach; 	<p>Code Amendment Practice Direction (State Planning Commission in Nov 2019) directs private proponents to consult and discuss a proposal with Council.</p> <p>Council could offer to undertake Amendment. On behalf of, or with funding assistance of proponent, but equally they could choose to proceed alone. SPC and Minister to determine strategic merit, support and manner to proceed with Amendment.</p>	
<u>Designated Areas – Planning Authority and Design Advice</u>		
<ul style="list-style-type: none"> ▪ SCPA role be limited and CAP involved more to recognise local context; 	<p>SCAP is authority for development that exceeds 4 storeys in the Design Overlay which applies to Urban Corridor Zones, Showgrounds over \$4M, SAHT/ Community Housing registered provider and Call-in by Minister for major development.</p> <p><u>Broader SCAP role not required.</u></p> <p><u>Design Overlay and design quality provisions should be more broadly applied.</u></p>	
<ul style="list-style-type: none"> ▪ Design Review, including optional local review, is supported; 	<p>Design Overlay triggers State Design Review – input, while voluntary, generally adopted and valuable.</p>	

Summary Key Issues – Feb 2020	Outcome/Comments – December 2020	
	<p><u>Design Overlay only applies to Urban Corridor Zones. Seeking high-quality design should be more broadly applied for all higher density zones and development, eg Suburban Activity Centre Zone (Unley Central) allowing up to 7 and 9 storeys.</u></p> <p>Local Design Review scheme as an option is positive but needs to be more tailored, simple and nimble to avoid onerous process or resources.</p>	
<u>Concept Plans and TNVs</u>		
<ul style="list-style-type: none"> Concept Plans for critical precincts should be included in Code. 	<p>Only 2 Concept Plans – existing one for LeCornu area and 1 new one for Norman Tce DPA.</p> <p>Much local context and detail lost on desired urban design outcomes and functional arrangements.</p> <p><u>Particular issues occur regarding District Centre, and Spence Avenue, where need reinstatement.</u></p> <p><u>Unley District Centre (Suburban Activity Centre Zone) could include a Landscape Transition Sub-Zone to identify residential land use and increased street setbacks to local residential street frontages per existing policy.</u></p> <p><u>Missing TNV's for building height and setbacks that should be reflected in applicable zones – refer Zone Table.</u></p>	

Implications of Key Issues

In considering the State Government's aim to establish a one-size-fits-all planning rule book, the Council are concerned that local circumstances, contextual sensitivity and refined policy thinking that has evolved over a long time by local councils, is being largely lost.

Council recognises the value of Technical Numerical Variations (TNVs) to address and respond to the concern. TNVs is a database of policy criteria that is applied to specific spatial areas to vary or add different information. They include local spatial application for some designated areas of 'Statements' of specific characteristics of historic and character values, nuanced precinct Concept Plans and but mainly quantitative criteria for varied site area, site frontage and building heights and setbacks in selected Zones. Council supports the Commission's attempts to reflect existing quantitative policy, and in some cases local desired circumstances and sensitive contextual outcomes. This should apply to all zones in this first transition to the Code with generic zone criteria introduced through future Code Amendment.

Only so much examination of the extensive scope and detail of the Code could be achieved with the available on-line interrogation tools, limited time (especially with Council agenda timing and lead times) and level of communications and explanatory material. The focus has been on addressing the key fundamental issues for the City of Unley, to be read in conjunction with and in support of feedback provided across the State to the State Planning Commission on the draft Code.

Recommendation

It is recommended that attention be given to addressing all these key issues and more technical issues in attached zone table, highlighted with underlining, and ensuring the Code reflects existing well established and evolved policy and desired design outcomes expressed in the Development Plan (Unley).

Contact and follow-up

Should you have any questions please contact David Brown, Principal Policy Planner on dbrown@unley.sa.gov.au or 8372 5111.

Yours faithfully




Peter Tsokas
CHIEF EXECUTIVE OFFICER
CITY OF UNLEY

Planning Zones Policy Analysis Table

The following table compared the existing Development Plan with the proposed Planning and Design Code zones and key parameters to identify differences in the transition and comments and recommendations on their suitability and need for desired changes as part of the original draft Planning and Design Code consultation in February 2020.

This comparison has been analysed against the update Planning and Design Code released for consultation in November 2020 to assess the response and changes, if any, regarding the comments and recommendations raised. This analysis forms part of the consultation feedback for December 2020.

The outcome against the recommended and desired change(s) is reported as follows:

Acceptable (subject to <u>general policy comments</u>)		55%	*TNV = Technical Numerical Variation (eg Building Height, Building Envelope, Site Area/Frontage, Site Coverage, Street Setback)
Compromise (subject to further <u>comments/edits</u>)		20%	
Concerns (not supported without <u>further change</u>)		25%	

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
District Centre – West (Unley Road)	The zone will function as the dominant mixed use centre within the Council area and will contain an integrated mix of retail, office, commercial, civic, recreational, community and residential land uses in accordance with the nature of the areas designated in Concept Plan Map Un/8 – <u>Shop, showroom, entertainment venue, licensed premise, restaurant/cafe, office, consulting room and the like land uses with residential above</u>	<u>Minimum building height</u> 11.5 metres and 3 storeys <u>Maximum building height</u> 32.5 metres and 9 storeys north of Arthur Street 25.5 metres and 7 storeys south of Arthur Street	Suburban Activity Centre	An active retail precinct that includes neighbourhood scale shopping, business, entertainment and recreation facilities. It is a focus for business and community life and provides for most daily and weekly shopping needs of the community. The precinct includes buildings that are well integrated with pedestrian and cycle networks as well as public transport and sit within a high quality and well activated public realm.		Low to medium rise as indicated in TNV overlay	Generally correct zone selection - policy intent generally consistent Critical Concept plans not carried over Concept Plan conveys critical policy context and parameters <ul style="list-style-type: none"> Concept Plan Un/8 – District Centre Zone – Key Connections and Areas Concept Plan Un/9 – District Centre Zone – Building Heights (detailed contextual nuances) Concept Plan Un/10 – District Centre Zone – Ground Level Building Setbacks (detailed, specific to context and need) No Height Limits designated? (i.e no TNV apply) – Height does not follow cadastre and therefore should apply as per concept plans Building envelope 45 Degree plane needs to change to 30 degree plane as per current policy, current policy limits the impacts of building massing and overshadowing. Ideally these provisions should be in Council wide rather than zone	Suburban Activity Centre Broad range shop/commercial uses, except bulky goods outlet up to 500m ² Unfortunate loss of Concept Plan as clear and accurate illustration of height and setbacks Respective height areas roughly reflected by introduced TNV areas Street setbacks not addressed, in particular the sensitive setbacks (3, 5, 6m) in peripheral local residential streets <u>Require a suitable Concept Plan (per example adopted for URN/Norman Tce DPA) or series of TNV's for varied setbacks (critical for local residential interface streets)</u> Building Envelope Interface Height TNV incorporated for 30 degrees at 3m from zone boundary but DTS/DPF wording <u>needs correction to remove reference to only grading north and southern boundary to apply universally</u>

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
District Centre – Residential (Mornington Road, Thomas Street and Beech Avenue)	The zone will function as the dominant mixed use centre within the Council area and will contain an integrated mix of retail, office, commercial, civic, recreational, community and residential land uses in accordance with the nature of the areas designated in Concept Plan Map Un/8 – <u>Residential development and building forms</u>	<u>Minimum building height</u> 7.0 metres and 2 storeys <u>Maximum building height</u> 18.5 metres and 5 storeys	Suburban Activity Centre	An active retail precinct that includes neighbourhood scale shopping, business, entertainment and recreation facilities. It is a focus for business and community life and provides for most daily and weekly shopping needs of the community. The precinct includes buildings that are well integrated with pedestrian and cycle networks as well as public transport and sit within a high quality and well activated public realm.		Low to medium rise as indicated in TNV overlay	As per District Centre West plus <ul style="list-style-type: none"> SAC recommends dwellings developed only in conjunction with non-residential uses –this policy should not apply to Mornington Road residential precinct Concept Plan Un8 should be retained to address this 	Suburban Activity Centre Broad range shop/commercial uses, except bulky goods outlet up to 500m ² Unfortunate loss of Concept Plan as clear and accurate illustration of height and setbacks Respective height areas roughly reflected by introduced TNV areas Street setbacks not addressed, in particular the sensitive setbacks (3, 5, 6m) in peripheral local residential streets <u>Require a suitable Concept Plan (per example adopted for URN/Norman Tce DPA) or series of TNV's for varied setbacks (critical for local residential interface streets)</u> Building Envelope Interface Height TNV incorporated for 30 degrees at 3m from zone boundary but <u>DTS/DPF wording needs correction to remove reference to only grading north and southern boundary to apply universally</u>
District Centre East (Unley Road)	The zone will function as the dominant mixed use centre within the Council area and will contain an integrated mix of retail, office, commercial, civic, recreational, community and residential land uses in accordance with the nature of the areas designated in Concept Plan Map Un/8 – <u>Shop, restaurant/cafe, office, consulting room and the like land uses at ground and lower levels, with residential above</u>	<u>Minimum building height</u> 11.5 metres and 3 storeys <u>Maximum building height</u> 18.5 metres and 5 storeys	Suburban Main Street	A mix of land uses including retail, office, commercial, community, civic and medium density residential development that supports the local area. A high degree of pedestrian activity and main street activity with well-lit and visually engaging shop fronts and business displays including alfresco seating and dining facilities		Nil	Incorrect Zone. This area is part of the principle retail/commercial precinct in Unley and should be Suburban Activity Zone rather than Suburban Main Street Critical Concept plans not carried over Concept Plan conveys critical policy context and parameters <ul style="list-style-type: none"> Concept Plan Un/8 – District Centre Zone – Key Connections and Areas Concept Plan Un/9 – District Centre Zone – Building Heights (detailed contextual nuances) Concept Plan Un/10 – District Centre Zone – Ground Level Building Setbacks (detailed, specific to context and need) No Height Limits designated? (i.e no TNV apply) – Height does not follow cadastre and therefore should apply as per concept plans Building envelope 45 Degree plane needs to change to 30 degree plane as	Suburban Activity Centre Broad range shop/commercial uses, except bulky goods outlet up to 500m ² Unfortunate loss of Concept Plan as clear and accurate illustration of height and setbacks Respective height areas roughly reflected by introduced TNV areas Street setbacks not addressed, in particular the sensitive setbacks (3, 5, 6m) in peripheral local residential streets <u>Require a suitable Concept Plan (per example adopted for URN/Norman Tce DPA) or series of TNV's for varied setbacks (critical for local residential interface streets)</u> Building Envelope Interface Height TNV incorporated for 30 degrees at 3m from zone boundary but <u>DTS/DPF wording needs correction to remove reference to only grading north and southern boundary to apply universally</u>

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
							per current policy, current policy limits the impacts of building massing and overshadowing. Ideally these provisions should be in Council wide rather than zone	
District Centre - Community (Oxford Terrace, Edmund Avenue and Rugby Street)	The zone will function as the dominant mixed use centre within the Council area and will contain an integrated mix of retail, office, commercial, civic, recreational, community and residential land uses in accordance with the nature of the areas designated in Concept Plan Map Un/8 – <u>Community centre, library, educational establishment, places of worship, office, consulting room, complementary small retail/cafe and like land uses with residential above, except south of Oxford Terrace.</u>	<u>Minimum building height</u> 4.5 metres and 1 storey <u>Maximum building height</u> 11.5 metres and 3 storeys	Community Facilities	Provision of a range of public and private community, educational, recreational and health care facilities.			Generally appropriate zone however question whether Community Facilities Zone is overly restrictive as does not make provision for mixed use style development i.e community/residential No Height Limits designated? (i.e no TNV apply) – Height does not follow cadastre and therefore should apply as per concept plans <ul style="list-style-type: none"> Un/8 Library/Community facility not listed in DTS 1 DTS 3.1/3.2 (interface height) makes reference to Neighbourhood Zone. Does this apply in community facilities zone? Ideally these provisions should be in Council wide rather than zone	Community Facilities Reasonably reflects land use mix and desired building scale Unfortunate loss of Concept Plan as clear and accurate illustration of height and setbacks Respective height areas roughly reflected by introduced TNV areas Street setbacks not addressed, in particular the sensitive setbacks (5m) in peripheral local residential streets (Trimmer/Edmund) <u>Require a suitable Concept Plan (per example adopted for URN/Norman Tce DPA) or series of TNV's for varied setbacks (critical for local residential interface streets)</u> Building Envelope Interface Height 45 degrees at 3m from zone boundary with variation to 30 degrees not so far accepted for this zone <u>Require TNV for 30 degrees for consistent policy approach in Unley</u>
Excluded (Keswick Barracks)			Commonwealth Facilities				Correct zone selection	Commonwealth Facilities
Historic Conservation – Centres- Goodwood Road Policy Area	Accommodation of shopping, community, entertainment, education, religious and recreational facilities at a scale appropriate to the neighbourhood	Two storey Height	Suburban Main Street	A mix of land uses including retail, office, commercial, community, civic and medium density residential development that supports the local area	Historic Overlay	Max storeys 2	Generally correct zone and overlay selection – policy intent and land uses generally consistent Historic Overlay applies Height TNV correct Bulky Goods DTS – does not fit small scale nature, particularly KWR Policy Area?	Suburban Main Street Reasonably reflects land use mix and desired building scale Broad range shop/commercial uses, except bulky goods outlet up to 500m ² . Built Form to reflect main street appearance, narrow frontages, podium or street wall building height 1 level/4m (levels above setback 2m) and canopies over footpath. <u>TNV building height 2 levels – appears building height 9m missing?</u> Historic Overlay

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
								Existing <i>Contributory Items</i> identification maintained as <i>Representative Buildings</i> Building Envelope Interface Height 45 degrees at 3m from zone boundary with variation to 30 degrees not so far accepted for this zone <u>Require TNV for 30 degrees for consistent policy approach in Unley</u>
Historic Conservation – Centres – King William Road Policy Area	small-scale retail specialty goods outlets, local convenience shopping facilities and above mentioned neighbourhood facilities, of a low traffic generating nature.	Two storey Height	Suburban Main Street	A mix of land uses including retail, office, commercial, community, civic and medium density residential development that supports the local area	Historic Overlay	Max storeys 2	Generally correct zone and overlay selection – policy intent and land uses generally consistent Historic Overlay applies Height TNV correct Bulky Goods DTS – does not fit small scale nature, particularly KWR Policy Area?	Suburban Main Street Reasonably reflects land use mix and desired building scale Broad range shop/commercial uses, except bulky goods outlet up to 500m ² . Built Form to reflect main street appearance, narrow frontages, podium or street wall building height 1 level/4m (levels above setback 2m) and canopies over footpath. <u>TNV building height 2 levels – appears building height 9m missing?</u> Historic Overlay Existing <i>Contributory Items</i> identification maintained as <i>Representative Buildings</i> Building Envelope Interface Height 45 degrees at 3m from zone boundary with variation to 30 degrees not so far accepted for this zone <u>Require TNV for 30 degrees for consistent policy approach in Unley</u>
Historic Conservation – Centres – Fullarton Road Policy Area	accommodation of shopping, community, entertainment, education, religious and recreational facilities at a scale appropriate to the neighbourhood	Two storey Height	Suburban Main Street	A mix of land uses including retail, office, commercial, community, civic and medium density residential development that supports the local area	Historic Overlay	Max storeys 2	Generally correct zone and overlay selection – policy intent and land uses generally consistent Historic Overlay applies Height TNV correct Bulky Goods DTS – does not fit small scale nature,	Suburban Main Street Reasonably reflects land use mix and desired building scale Broad range shop/commercial uses, except bulky goods outlet up to 500m ² . Built Form to reflect main street appearance, narrow frontages, podium or street wall building height 1 level/4m (levels above setback 2m) and canopies over footpath. <u>TNV building height 2 levels – appears building height 9m missing?</u> Historic Overlay Existing <i>Contributory Items</i> identification maintained as <i>Representative Buildings</i>

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
								Building Envelope Interface Height 45 degrees at 3m from zone boundary with variation to 30 degrees not so far accepted for this zone <u>Require TNV for 30 degrees for consistent policy approach in Unley</u>
Institutional Concordia, Walford, Forestville Reserve	A zone primarily accommodating existing educational, health, community or institutional land uses.	Single storey (residential only)	Community Facilities	Provision of a range of public and private community, educational, recreational and health care facilities.		Nil	Generally, correct zone selection No Height limit. TNV should be added	Community Facilities Broad scope and range of land uses Shop and Office max 250m2 albeit larger per performance assessment up to 1000m2 Restricted No building height limit, except for specific TNV for Walford of 2 levels/8.2m. <u>Preferable if 2 levels/8m were applied to other areas as limit inferred by existing zone and specifically for dwellings being only 1 storey.</u> Policy does provide for ‘... <i>generally consistent with the prevailing character of the locality and height of nearby buildings</i> ’ Building Envelope Interface Height 45 degrees at 3m from zone boundary with variation to 30 degrees not accepted for this zone <u>Require TNV for 30 degrees for consistent policy approach to medium/high rise in Unley</u>
Institutional Policy Area 17 - The Orphanage Policy Area State Heritage Building (north west corner)	A zone primarily accommodating existing educational, health, community or institutional land uses. Compatible use and conservation of the landmark heritage buildings and their setting	Single storey (residential only)	Community Facilities	Provision of a range of public and private community, educational, recreational and health care facilities.		Nil	Generally, correct zone selection Concept Plan could be carried over (Fig I1) however this concept plan largely reflects what’s existing rather than future uses and built form so not critical No Height limit. TNV could be added however not critical given State Heritage controls.	Community Facilities Broad range and scope of land uses Shop and Office max 250m2 albeit larger per performance assessment up to 1000m2 Restricted No building height limit. Preferable if 2 levels per existing zone, but SHP controls and policy provides for ‘... <i>generally consistent with the prevailing character of the locality and height of nearby buildings</i> ’
Institutional Policy Area 18 - The Orphanage Policy Area	A zone primarily accommodating existing educational, health, community or institutional land uses.		Community Facilities	Provision of a range of public and private community, educational, recreational and health care facilities.	Nil	Nil	Incorrect zone selection Recreation Zone more appropriate although note that limited provision for shop and office in Recreation Zone may not be appropriate?	Recreation Broad range scope of land uses, beyond passive/active recreation

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
Open Space	The maintenance of the natural and recreation open-space nature						<p>Concept Plan could be carried over (Fig I1) however this concept plan largely reflects what's existing rather than future uses and built form so not critical</p> <p>No Height limit/TNV</p>	<p>Shops and offices 80m² albeit larger per performance assessment up to 1000m²</p> <p>Restricted</p> <p>Street setback 8m or average</p> <p>No specified Building height – preferably should have a limit of 2 levels/8m per current zone</p> <p>Council controlled public open space where development would be restrained</p>
Light Industry Mary Street (West)	Accommodation of industries which manufacture on a small-scale and which do not create any appreciable nuisance or generate heavy traffic.	No specific height limit	Suburban Employment	A zone supporting a diverse range of low impact light industrial, commercial and business activities that complement the role of other zones accommodating significant industrial, shopping and business activities.	Nil	Nil	<p>Correct zone selection</p> <p>No height limits which should be addressed via TNV (2 storey)</p> <p>DTS 3.5 Building envelope 45 Degree plane needs to change to 30 degree plane as per current policy, current policy limits the impacts of building massing and overshadowing. Ideally these provisions should be in Council wide rather than zone</p>	<p>Employment Zone</p> <p>Change of name</p> <p>Broad mix commercial uses with limited Shop, except for Bulky Goods, for local community</p> <p>TNV building height limit 2 levels/9m</p> <p>Street setback 3m or average</p> <p>Building Envelope Interface Height 45 degrees at 3m from zone boundary</p> <p><u>Require TNV for 30 degrees for consistent policy approach in Unley</u></p>
Local Centre Goodwood Road (south) and Anzac Hwy/South Road (corner)	Development should be, primarily, shopping and community facilities serving the local area	Two storey height limit Max floor area shop 450 m ²	Suburban Activity Centre	An active retail precinct that includes neighbourhood scale shopping, business, entertainment and recreation facilities. It is a focus for business and community life and provides for most daily and weekly shopping needs of the community. The precinct includes buildings that are well integrated with pedestrian and cycle networks as well as public transport and sit within a high quality and well activated public realm.		Low to medium rise as indicated in TNV overlay	<p>Incorrect zone selection – development envisaged in the SAC Zone is more intensive and at higher density than envisaged in the LC Zone.</p> <p>There is no obvious replacement Zone – subzone or TNV?</p> <p>LC Zone - max floor area of shops 450m².</p> <ul style="list-style-type: none"> - No restrictions in SAC Zone - bulky goods +500m² envisaged in some areas <p>SAC envisages low to medium rise (up to 6 storeys) – DTS/DPF 3.1 refers to TNV - no TNV currently proposed – consider proposing a 2 storey TNV</p>	<p>Local Activity Centre</p> <p>New zone better reflecting local smaller scale activity</p> <p>TNV Building Height 2 levels/9m</p> <p><u>Desired Outcome refers to small-scale and focus on local community but no floor area limit reflecting current limits to contain scale to local activity, ie 450m²</u></p>

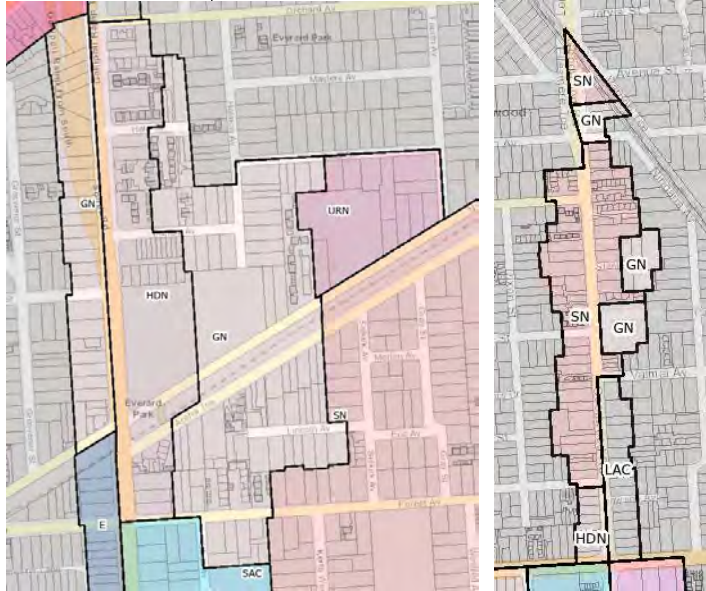
Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
Mixed Use 1 King William Road (Simpson Pde to Thomas Street) and Goodwood Road (Victoria Street to Mitchell Street)	Accommodation of primarily small office and consulting room development with a maximum total floor area in the order of 250 square metres per individual building, with primarily small-scale specialty goods outlets and retail showrooms, and small entertainment facilities, to complement the adjacent centre facilities.	Two storey height limit Shop, office and consulting room development, together or individually, should have a maximum total floor area in the order of 250 square metres per individual building	Suburban Business and Innovation	A business and innovation precinct that includes a range of emerging businesses that have low level off-site impacts. Residential development within the area is subordinate to employment uses and generally include medium density residential that is designed to complement, and not prejudice the operation of existing businesses.		2/3 storeys The gross leasable floor area of a shop, office, or consulting room does not exceed 500m ² .	Concerns with policy Intent and land use envisaged in SB &I Recommend alternate zone (Business Neighbourhood with 2 storey TNV) to address concerns. Height 2 storey adjacent residential zone otherwise 3 storey exceeds 2 storey in MU1 MU1 – limits floor area to 250m ² SB&I – allows up to 500m ² SB&I envisages light industrial, Service Trade, Motor Repair, Warehouse, medium density residential Medium density residential probably ok?	Business Neighbourhood Housing and a compatible range of employment-generating land uses Shops, offices and consulting rooms 250m ² TNV Building Height 2 levels/9m Zone allows 3 levels/12m if not adjoining zone encompassing residential and appears TNV does not prevail over? <u>Like other zones TNV should prevail over zone allowance</u> Setback 5m or average
Mixed Use 2 Goodwood Road (north) and South Road (south)	Accommodation of a mixture of commercial land uses including medium-scale offices and consulting rooms with a maximum total floor area in the order of 450 square metres per individual building; as well as service industries, warehouses and retail showrooms which result in low traffic generation.	Two storey in height Shop, office and consulting room development, together or individually, should have a maximum floor area in the order of 450 square metres per individual building.	Suburban Employment	A zone supporting a diverse range of low impact light industrial, commercial and business activities that complement the role of other zones accommodating significant industrial, shopping and business activities.		Nil	Incorrect zone selection – policy intent and land uses at greater scale and not consistent with MU 2 (in particular allowance for light industrial) Possibly Business Neighbourhood better fit with 2 storey TNV MU2 – limits floor area to 450m ² SE – only floor area restriction is for shop - up to 500m ² is DTS No specific height limit in SE Zone? DTS 3.5 Building envelope 45 Degree plane needs to change to 30-degree plane as per current policy, current policy limits the impacts of building massing and overshadowing. Ideally these provisions should be in Council wide rather than zone	Employment Zone Change of name Broad mix commercial uses with limited Shop, except for Bulky Goods, for local community TNV building height limit 2 levels/9m Street setback 3m or average Building Envelope Interface Height 45 degrees at 3m from zone boundary <u>Require TNV for 30 degrees for consistent policy approach in Unley</u>
Mixed Use 3 Unley Road (south)	Accommodation of small-scale office and consulting room development with a maximum total floor area in the order of 250 square metres per individual building; as well as small-scale specialty goods outlets, and residential	Two storey in height Development involving offices, consulting rooms and specialty goods outlets, together or individually, should have a maximum total	Business Neighbourhood	Shops, office, consulting room and other low impact non-residential uses supported by a variety of compact, medium density housing and accommodation types.		2/3 storeys The gross leasable floor area of a shop, office or consulting room does not exceed 250m ²	Correct zone selection – policy intent and land uses generally consistent Height – recommend TNV to reduce height to 2 storey MU3 – limits floor area to 250m ² BN – DTS floor area is 250m ²	Business Neighbourhood Housing and a compatible range of employment-generating land uses Shops, offices and consulting rooms 250m ² TNV Building Height 2 levels/9m Zone allows 3 levels/12m if not adjoining zone encompassing residential and appears TNV does not prevail over?

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
	development of up to two storeys at medium densities	floor area in the order of 250 square metres per individual building						<u>Like other zones TNV should prevail over zone allowance</u> Setback 5m or average
Neighbourhood Centre Highgate, Goodwood, Black Forest (South Road)	Accommodation of shopping, community, entertainment, education, religious and recreational facilities at a scale appropriate to the neighbourhood. Development adjacent to the Historic (Conservation) Zone - Centre to complement the historic character of the relevant policy area.	Two storeys	Suburban Activity Centre	An active retail precinct that includes neighbourhood scale shopping, business, entertainment and recreation facilities. It is a focus for business and community life and provides for most daily and weekly shopping needs of the community. The precinct includes buildings that are well integrated with pedestrian and cycle networks as well as public transport and sit within a high quality and well activated public realm.		Low to medium rise as indicated in TNV overlay	Generally correct zone selection – policy intent and land uses generally consistent SAC envisages low to medium rise (up to 6 storeys) – DTS/DPF 3.1 refers to TNV - no TNV currently proposed – consider proposing a 2 storey TNV No policy to ensure compatibility with buildings of historic significance in adjacent historic conservation zone?	Suburban Activity Centre Broad range shop/commercial uses, except bulky goods outlet up to 500m ² TNV building height 2 levels/9m <u>The Goodwood Road centre nature and built form would be better reflected by Suburban Main Street Zone, as is applied to King William Road, than the proposed Suburban Activity Centre Zone as proposed</u>
Office 1 Glen Osmond Road	Accommodation of offices, consulting rooms and bank development of up to 450 square metres total floor area, per individual building, and residential development of up to two storeys at medium densities. Development along Glen Osmond Road reflecting the role of the road as a principal gateway to the City of Adelaide.	Two storeys Office, consulting room and bank development, together or individually, should not exceed 450 square metres of total floor area per individual building.	Business Neighbourhood	Shops, office, consulting room and other low impact non-residential uses supported by a variety of compact, medium density housing and accommodation types.		Low to medium rise 2/3 storey	Correct zone selection – policy intent and land uses generally consistent O2 zone envisages up to 450m ² ; BN envisages 250m ² for DTS. Anything over would be performance assessed. Height – recommend TNV to reduce height to 2 storey	Business Neighbourhood Housing and a compatible range of employment-generating land uses Shops, offices and consulting rooms 250m ² – lower limit and could consider TNV for 450m ² but performance assessment possible for larger sizes on merit TNV Building Height 2 levels/9m Zone allows 3 levels/12m if not adjoining zone encompassing residential and appears TNV does not prevail over? <u>Like other zones TNV should prevail over zone allowance</u> Setback 5m or average

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020	
	Development along King William Road providing a transition in scale, bulk and form between Greenhill Road and Young Street.								
Office 2 Glen Osmond Road (south)	Accommodation of residential development of up to two storeys at medium densities and office development of up to 250 square metres total floor area per individual building. Development along Glen Osmond Road reflecting the role of the road as a principal gateway to the City of Adelaide.	Two storeys Office and consulting room development, together or individually, should not exceed 250 square metres of total floor area per individual building.	Business Neighbourhood	Shops, office, consulting room and other low impact non-residential uses supported by a variety of compact, medium density housing and accommodation types.		Low to medium rise 2/3 storey	Correct zone selection – policy intent and land uses generally consistent Height – recommend TNV to reduce height to 2 storey	Business Neighbourhood Housing and a compatible range of employment-generating land uses Shops, offices and consulting rooms 250m ² TNV Building Height 2 levels/9m Zone allows 3 levels/12m if not adjoining zone encompassing residential and appears TNV does not prevail over? <u>Like other zones TNV should prevail over zone allowance</u> Setback 5m or average	
Residential Policy Area 12 - Residential Infill (300) Precinct 12.1	Low to medium density residential	Two storeys Minimum site area 300m Detached 10m frontage Semi 8m frontage Row 7m frontage Group 15m frontage Res Flat 22m frontage	General Neighbourhood	Low-rise, Low to medium density housing Shops, consulting room and office also envisaged		Min frontage 9m Min lot size 300m ² Max storeys 2 Max building height 9m Min frontage semi-d 9m Min lot size semi-d 300m ² Min frontage group 15m Min lot size group 300m ² Min frontage row 7m <u>Min lot size row 200m²</u> Min frontage RFB 15 Min lot size RFB 300m ²	Incorrect zone selection due to variations in min lot size/TNV and Land use (non res) Replace with Suburban Neighbourhood Zone and carry current TNVs across as detailed below Minimum site area 300m Detached 10m frontage Group 15m frontage Row 7m frontage Semi 8m frontage Res flat 22m frontage Max 2 storey Building Height TNV recommend max 8m rather than 9m (overly generous for TNV)	General Neighbourhood Site area 300m ² Frontages Detached, Semi-detached = 9m, Row Dwell = 7m, <u>Group Dwelling 15m and RFB 15m (rather than 22m)</u> Building Height 2 levels/9m (rather than 8m) <u>Street setbacks lesser of average/5m</u> <u>Row Dwelling 200m² site incongruous with primary density/nature of zone of 300m²</u> <u>Density / site logically needs to be consistent at 300m²</u> Non-residential (shop, office, consult room) envisaged up to 100m ² to 200m ² on a State Maintained Road (and up to 1000m ² restricted) while 500m from a centre zone subject to residential character and amenity, or 200m ² adjoining an Activity Centre (incl across a road).	

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
Residential Policy Area 12 - Residential Infill (350) Precinct 12.2	Low to medium density residential	Two storey Minimum site area 350m Detached 10m frontage Group 15m frontage Row 7m frontage Semi 8m frontage Res flat 22m frontage	General Neighbourhood	Low-rise, Low to medium density housing Shops, consulting room and office also envisaged		Min frontage 9m Min lot size 300m ² Max storeys 2 Max building height 9m Min frontage semi-d 9m Min lot size semi-d 300m ² Min frontage group 15m Min lot size group 300m ² Min frontage row 7m Min lot size row 200m ² Min frontage RFB 15 Min lot size RFB 300m ²	Incorrect zone selection due to variations in min lot size/TNV and land use (non res) Replace with Suburban Neighbourhood Zone and carry current TNVs across as detailed below Minimum site area 350m Detached 10m frontage Group 15m frontage Row 7m frontage Semi 8m frontage Res flat 22m frontage Max 2 storey Building Height TNV recommend max 8m rather than 9m (overly generous for TNV)	Suburban Neighbourhood More appropriate zone Site areas 350m ² Frontages Detached/Semi-detached = 9m, Row Dwell = 7m and <u>Group Dwelling/RFB 15m (rather than 22m)</u> Building Height 2 levels/ <u>9m (rather than 8m)</u> <u>Street setbacks lesser of average/5m</u> Non-residential (shop, office, consult room) envisaged up to 100m ² , to 200m ² on a State Maintained Road, (and up to 1000m ² as Restricted) while 500m from a centre zone subject to residential character and amenity, or 200m ² adjoining an Activity Centre (incl across a road).
Residential B200	Range of dwelling types up to 2 storey compatible with existing built form	Two storey Minimum site area 200m Frontages Detached 7.5m Semi 7m Row dwelling 6m 2 dwellings 15m 3 dwellings 22m 4 or more 22m	Housing Diversity Neighbourhood	Low rise medium density housing		Net residential density up to 70 dwellings per hectare= (142/sqm) 2 storey /9m No frontage or min site area?	Incorrect zone selection due to variations in min lot size/TNV Replace with General Neighbourhood with TNVs to match RB 200 Minimum site area 200m <u>Frontages</u> Detached 7.5m Semi 7m Row dwelling 6m 2 dwellings 15m 3 dwellings 22m 4 or more 22m	Housing Diversity Neighbourhood Site areas 200m ² Frontages Detached = 7.5, Semi-detached = 7m, Row Dwell = 6m and <u>Group Dwelling/RFB 15m (rather than 22m)</u> Building Height 2 levels/ <u>9m (rather than 8m)</u> <u>Street setback 3m – versus current 8m or average (or desirable TNV for min 5m or average)</u> Non-residential (shop, office, consult room) envisaged up to 100m ² to 200m ² on a State Maintained Road (and up to 1000m ² restricted) while 500m from a centre zone subject to residential character and amenity, or 200m ² adjoining an Activity Centre (incl across a road).
Residential B250	Range of dwelling types up to 2 storey	Two storey Minimum site area 250m	Housing Diversity Neighbourhood	Low rise medium density housing		Net residential density of 70 dwellings per	Incorrect zone selection due to variations in min lot size/TNV	Housing Diversity Neighbourhood Site areas 250m ²

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
	compatible with existing built form	Frontages Detached 7.5m Semi 7m Row dwelling 6m 2 dwellings 15m 3 dwellings 22m 4 or more 22m				hectare= (142/sqm) 2 storey /9m No frontage or min site area?	Replace with General Neighbourhood with TNVs to match RB 250 Minimum site area 250m <u>Frontages</u> Detached 7.5m Semi 7m Row dwelling 6m 2 dwellings 15m 2 dwellings 22m 4 or more 22m	Frontages Detached = 7.5, Semi-detached = 7m, Row Dwell = 6m and <u>Group Dwelling/RFB 15m (rather than 22m)</u> Building Height 2 levels/9m (rather than 8m) Street setback 3m – <u>versus current 8m or average (or desirable TNV for min 5m or average)</u> Non-residential (shop, office, consult room) envisaged up to 100m2 to 200m2 on a State Maintained Road (and up to 1000m2 restricted) while 500m from a centre zone subject to residential character and amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential B300	Range of dwelling types up to 2 storey compatible with existing built form	Two storey Minimum site area 300m Frontages Detached 9m Semi 7.5m Row dwelling 7m 2 dwellings 15m 3 dwellings 22m 4 or more 22m	General Neighbourhood	Low-rise, Low to medium density housing Shops, consulting room and office also envisaged		Min frontage 9m Min lot size 300m2 Max storeys 2 Max building height 9m Min frontage semi-d 9m Min lot size semi-d 300m2 Min frontage group 15m Min lot size group 300m2 Min frontage row 7m Min lot size row 200m2 Min frontage RFB 15 Min lot size RFB 300m2	Incorrect zone selection due to variations in min lot size/TNV and land use (non res) Replace with Suburban Neighbourhood Zone and carry current TNVs across as detailed below Minimum site area 300m <u>Frontages</u> Detached 9m Semi 7.5m Row dwelling 7m 2 dwellings 15m 3 dwellings 22m 4 or more 22m Max 2 storey Building Height 8m?	General Neighbourhood Site areas 300m2 Frontages Detached, Semi-detached = 9m, Row Dwell = 7m and <u>Group Dwelling/RFB 15m (rather than 22m)</u> Building Height 2 levels/9m (rather than 8m) <u>Street setbacks lesser of average/5m</u> <u>Row Dwelling 200m2 site incongruous with primary density/nature of zone of 300m2</u> <u>Density / site logically needs to be consistent at 300m2</u> Non-residential (shop, office, consult room) envisaged up to 100m2 to 200m2 on a State Maintained Road (and up to 1000m2 restricted) while 500m from a centre zone subject to residential character and amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential B350	Range of dwelling types up to 2 storey compatible with existing built form	Two storey Minimum site area 350m Frontages Detached 9	General Neighbourhood	Low-rise, Low to medium density housing Shops, consulting room and office also envisaged		Min frontage 9m Min lot size 300m2 Max storeys 2	Incorrect zone selection due to variations in min lot size/TNV and land use (non res)	Suburban Neighbourhood <u>Except for Residential Code areas per Dev Regs (eg tramline / Norman / Eurilpa / Aroha / Lincoln and portions of Goodwood</u>

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
		Semi 7.5m Row dwell 7m 2 dwellings 15m 3 or more dwellings 22m		Street setback 5m or average, which ever less		Max building height 9m Min frontage semi-d 9m Min lot size semi-d 300m2 Min frontage group 15m Min lot size group 300m2 Min frontage row 7m <u>Min lot size row 200m2</u> Min frontage RFB 15 Min lot size RFB 300m2	Replace with Suburban Neighbourhood Zone and carry current TNVs across as per existing parameters Minimum site area 350m Detached 9m Semi 7.5m Row dwelling 7m 2 dwellings 15m 2 dwellings 22m 4 or more 22m Max 2 storey Building Height 8m?	<u>Road) maintained as General Neighbourhood – see opposite</u> <u>While Res Code area still min 350m2 sites which by transition rules means should be Suburban Neighbourhood</u> <u>Row Dwelling 200m2 site incongruous with primary density/nature of zone of 300m2</u> <u>Density / site logically needs to be consistent at 300m2</u> Non-residential (shop, office, consult room) envisaged up to 100m2 to 200m2 on a State Maintained Road (and up to 1000m2 restricted) while 500m from a centre zone subject to residential character and amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential C150	Residential up to 3 storey high	Three storey Minimum site area 150m Frontages Detached 7.5 Semi 7m Row dwelling 6m 2 dwellings 15m 3 dwellings 22m 4 or more 22m	Housing Diversity Neighbourhood	Low rise medium density housing		Net residential density up to 70 dwellings per hectare = (142/sqm) 2 storey /9m No frontage or min site area?	Correct zone selection – policy intent and land uses generally consistent No TNVs for the HDN Zone.	Housing Diversity Neighbourhood Site areas 150m2 Frontages Detached = 7.5, Semi-detached = 7m, Row Dwell = 6m and <u>Group Dwelling/RFB 15m (rather than 22m)</u> Building Height 2 levels/12m <u>(rather than 3 storey/12m)</u> Street setback 3m <u>Desirably average or 5m</u> Non-residential (shop, office, consult room) envisaged up to 100m2 to 200m2 on a State Maintained Road (and up to 1000m2 restricted) while 500m from a centre zone subject to residential character and amenity, or 200m2 adjoining an Activity Centre (incl across a road).

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
Residential Historic Conservation Policy Area 1 - Compact Historic Goodwood Estate	Residential Identify and protect 'Contributory Items' and complementary new/alt development supporting heritage value	Typical frontage 15m Typical lot size 550m ² Max storeys 1 or 2 to the rear Typical building height 5.7m Street setback 4 Side setback 1 & 3 = 4m gap	Suburban Neighbourhood	Low density housing that is consistent with the existing local context and development pattern.	Historic Area	Min frontage 15m Min lot size 550m ² Max storeys 1 Max building height 5.7m	Correct zone selection – policy intent and land uses generally consistent HAS drafted and supplied to DPTI TNV generally correct however Policy should make provision for two storey in roofline or two storey set behind primary street façade	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's <u>Dwelling additions are DTS when of equal or greater significance than ancillary development (eg garage, carport, verandah) which are on merit – this needs redress for all areas in zone.</u> Historic Area Overlay Statements to reflect existing historic character attributes Contributory Items to be transitioned into Representative Buildings and mapped Policy supports retention of representative buildings and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m ² , to 200m ² on a State Maintained Road, (and up to 1000m ² as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m ² adjoining an Activity Centre (incl across a road).
Residential Historic Conservation Policy Area 2 - Compact Historic Parkside St. Ann's Estate	Residential Identify and protect 'Contributory Items' and complementary new/alt development supporting heritage value	Typical frontage 14 - 18m Typical lot size 500m ² Max storeys 1 or 2 to the rear Typical building height 5.7m Street setback 4 Side setback 1 & 3 = 4m gap Existing narrow-fronted / attached	Suburban Neighbourhood	Low density housing that is consistent with the existing local context and development pattern	Historic Area	Min frontage 14m Min lot size 500m ² Max storeys 1 Max building height 5.7m	Correct zone selection – policy intent and land uses generally consistent HAS drafted and supplied to DPTI TNV generally correct however Policy should make provision for two storey in roofline or two storey set behind primary street façade Policy should make provision for two storey in roofline or set behind primary street façade No provision for existing narrow-fronted and attached cottages on sites typically 8 metres in width and 300 square metres in site area, and having side	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Contributory Items to be transitioned into Representative Buildings and mapped Policy supports retention of representative buildings and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m ² , to 200m ²

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
		Typical frontage 8m Typical lot size 300m ² Street setback 4 Side setback 0 & 1 = 1m gap					setbacks and a spacing between dwelling walls of between 0 metres and 1 metre; (check this is in HAS)	on a State Maintained Road, (and up to 1000m ² as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m ² adjoining an Activity Centre (incl across a road).
Residential Historic Conservation Policy Area 3 – Spacious Fullarton Roseberry Estate	Residential Identify and protect 'Contributory Items' and complementary new/alt development supporting heritage value	Typical frontage 18m Typical lot size 900m ² Max storeys 1 or 2 to the rear Typical building height 5.7m Street setback 8 Side setback 1.5 & 3.5 = 5m gap	Suburban Neighbourhood	Low density housing that is consistent with the existing local context and development pattern	Historic Area	Min frontage 18m Min lot size 900m ² Max storeys 1 Max building height 5.7m	Correct zone selection – policy intent and land uses generally consistent HAS drafted and supplied to DPTI TNV generally correct however Policy should make provision for two storey in roofline or two storey set behind primary street façade	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Contributory Items to be transitioned into Representative Buildings and mapped Policy supports retention of representative buildings and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m ² , to 200m ² on a State Maintained Road, (and up to 1000m ² as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m ² adjoining an Activity Centre (incl across a road).
Residential Historic Conservation Policy Area 4 - Spacious Historic Millswood Page Estate	Residential Identify and protect 'Contributory Items' and complementary new/alt development supporting heritage value	Typical frontage 23m Typical lot size 900m ² Max storeys 1 or 2 to the rear Typical building height 5.7m Street setback 8 Side setback 1.5 & 4.5 = 6m	Suburban Neighbourhood	Low density housing that is consistent with the existing local context and development pattern	Historic Area	Min frontage 23m Min lot size 900m ² Max storeys 1 Max building height 5.6m	Correct zone selection – policy intent and land uses generally consistent HAS drafted and supplied to DPTI TNV generally correct however Policy should make provision for two storey in roofline or two storey set behind primary street façade	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Contributory Items to be transitioned into Representative Buildings and mapped Policy supports retention of representative buildings and

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
								complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Historic Conservation Policy Area 5 - Spacious Historic Millswood Wooldridge Estate	Residential Identify and protect 'Contributory Items' and complementary new/alt development supporting heritage value	Typical frontage 23m Typical lot size 750 - 1000 Max storeys 1 or 2 to the rear Typical building height 5.7m Street setback 8 Side setback 1.5 & 4.5 = 6m	Suburban Neighbourhood	Low density housing that is consistent with the existing local context and development pattern	Historic Area	Min frontage 23m Min lot size 750m2 Max storeys 1 Max building height 5.6m	Correct zone selection – policy intent and land uses generally consistent HAS drafted and supplied to DPTI TNV generally correct however Policy should make provision for two storey in roofline or two storey set behind primary street façade	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Contributory Items to be transitioned into Representative Buildings and mapped Policy supports retention of representative buildings and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Historic Conservation Policy Area 6 - Spacious Historic Unley and Malvern Trimmer Estate	Residential Identify and protect 'Contributory Items' and complementary new/alt development supporting heritage value	Typical frontage 15m Typical lot size 750 Max storeys 1 or 2 to the rear Typical building height 5.7m Street setback 7 Side setback 1 & 3 = 4m	Suburban Neighbourhood	Low density housing that is consistent with the existing local context and development pattern	Historic Area	Min frontage 15m Min lot size 750m2 Max storeys 1 Max building height 5.6m	Correct zone selection – policy intent and land uses generally consistent HAS drafted and supplied to DPTI TNV generally correct however Policy should make provision for two storey in roofline or two storey set behind primary street façade	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Contributory Items to be transitioned into Representative Buildings and mapped Policy supports retention of representative buildings and

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
								complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Historic Conservation Policy Area 7 - Grand Historic Unley Park Heywood Estate	Residential Identify and protect 'Contributory Items' and complementary new/alt development supporting heritage value	Typical frontage 30m Typical lot size 1500- 3000 Max storeys 1 or 2 to the rear Typical building height 5.7m Street setback11 Side setback 4 & 8 = 12m	Residential Neighbourhood	Very low density housing that is consistent with the existing local context and development pattern	Historic Area	Min frontage 30m Min lot size 1500m2	Correct zone selection – policy intent and land uses generally consistent HAS drafted and supplied to DPTI TNV generally correct however Policy should make provision for two storey in roofline or two storey set behind primary street façade	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Contributory Items to be transitioned into Representative Buildings and mapped Policy supports retention of representative buildings and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Regeneration	A medium, density residential zone comprising a range of dwellings up to 2 storey.	Min dwelling site area 230 Min dwelling frontage 9m DD, 6m RD, 7m SDD & 12m GD. Min Res Flat site area 200 (avg) Min Res Flat frontage 22 Max height 2 Storey (7m)	Housing Diversity Neighbourhood	Low rise medium density housing		Net residential density up to 70 dwellings p/Ha = (>142/sqm) and over 70d/Ha (<142m2) for sites 1200m2/35m 2 storey /9m	Correct zone selection – policy intent and land uses generally consistent	Housing Diversity Neighbourhood Generally appropriate zone but key TNV's not included, eg: <u>Site areas 230m2 (vs 142m2 <70d/Ha)</u> <u>Frontages Detached = 9m (vs 7.5m), Semi-detached = 7m, Row Dwell = 6m and Group Dwelling/RFB 15m (rather than 22m)</u> <u>Building Height 2 levels/9m (rather than 8m)</u> <u>Street setback 3m – versus current 8m or average (or desirable TNV for min 5m or average)</u>

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
								Non-residential (shop, office, consult room) envisaged up to 100m ² to 200m ² on a State Maintained Road (and up to 1000m ² restricted) while 500m from a centre zone subject to residential character and amenity, or 200m ² adjoining an Activity Centre (incl across a road).
Residential Regeneration Policy Area 13 - Fisher Street (Residential Regeneration) Policy Area 13	Medium density residential zone Non-residential not envisaged other than ancillary to residential and max 100m square	Min dwelling site area 180 or 150 if site >2000m Min dwelling frontage 8 Min Res Flat site area 120 or 100 if site >2000 Min Res Flat frontage 20 Max height 5 storeys (17.5m) Non-residential limited to max 100 square metres	Urban Renewal Neighbourhood	Diverse low to medium rise housing options Building height – 4 building levels/15m where m ² , or 3 storeys/12m in all other circumstances. Larger scale shops, offices and consulting rooms (< 200m) established on higher order roads or adjacent existing commercial and retail precincts. Development with a net residential density over 70 dwellings per hectare on sites with a minimum area of 1200m ² and minimum frontage width of 35m			Generally correct zone selection – policy intent and land uses generally consistent with exception of - if Fisher Street is collector Road policy allows shops up to 200 square metres (not appropriate for Fisher St) Is there a definition of collector? Detached dwelling now DS. rather than NC. Does 30 degree apply at boundaries 3 to 4 stories? What setbacks apply?	Urban Renewal Neighbourhood Generally appropriate, density is generally lower but can vary, and the TNV for Building height – 5 building levels/18.5m - prevails over general zone provisions to limit to similar height (= 17.5m) <u>Standard street setback of 3m – not reflecting 8m up to 7m height, 15m up to 10.5m height and 20m over 10.5m height</u> Density under 70d/Ha (>142m ²) except for larger sites >1,200m ² /35m frontage maybe higher but is open-ended without limit – eg a 20% benefit as used elsewhere would afford a limit of 85d/ha (>115m ²) Non-residential (shop, office, consult room) envisaged up to 250m ² (and up to 1000m ² restricted) subject to residential amenity <u>Building Envelope Interface Height should be applicable for zone and 3 storey or greater with TNV for 30 degrees for consistent policy approach in Unley</u>
Residential Regeneration Policy Area 14 - Major Roads (Fullarton Road)	Medium density residential zone Non-residential not envisaged other than ancillary to residential and max 100m square	Min dwelling site area 180 or 150 if site < 2000m ² Min dwelling frontage 8 Min Res Flat site area 100 or 80 if site >2000m ² Min Res Flat frontage 20 Max height 3 storeys 10.5m	Urban Renewal Neighbourhood	Diverse low to medium rise housing options and increasing density Building height – 4 building levels/15m where 1200m ² , or 3 storeys/12m in all other circumstances Larger scale shops, offices and consulting rooms (< 200m) established on higher order roads or adjacent			Incorrect Zone – should be Housing Diversity (max height 3 storeys)	Urban Renewal Neighbourhood While zone not changed, density is generally lower but can vary, and the TNV for Building height – 3 building levels/11.5m - prevails over general zone provisions and large site bonus to maintain similar height (existing = 10.5m) <u>Standard street setback of 3m – not reflecting current 6m</u> Density under 70d/Ha (>142m ²) except for larger sites >1,200m ² /35m frontage maybe higher but is open-ended without

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
		Min street setback 6m Max site cover 60%		existing commercial and retail precincts Development with a net residential density over 70 dwellings per hectare on sites with a minimum area of 1200m ² and minimum frontage width of 35m				limit – eg a <u>20% benefit as used elsewhere would afford a limit of 85d/ha (>115m²)</u> Non-residential (shop, office, consult room) envisaged up to 250m ² (and up to 1000m ² restricted) subject to residential amenity <u>Building Envelope Interface Height should be applicable for zone and 3 storey or greater with TNV for 30 degrees for consistent policy approach in Unley</u>
Residential Regeneration Policy Area 15 - Renewal Area	Medium density residential zone Non-residential not envisaged other than ancillary to residential and max 100m square	Min dwelling site area 140 or 120 if site >2000m Min dwelling frontage 8 Max Res Flat site area 180 Min Res Flat frontage 20 <u>Area 3</u> Min avg dwelling 180 Min dwelling frontage 8 Max Res Flat site area 230 Min Res Flat frontage 20 Max height 2 storey plus attic Area 1 and 3 (7m) 3 storey Area 2 (10.5)	Urban Renewal Neighbourhood	Diverse low to medium rise housing options Building height – 4 building levels/15m where 1200m ² , or 3 storeys/12m in all other circumstances. Larger scale shops, offices and consulting rooms (< 200m) established on higher order roads or adjacent existing commercial and retail precincts. Development with a net residential density over 70 dwellings per hectare on sites with a minimum area of 1200m ² and minimum frontage width of 35m			Incorrect Zone – should be Housing Diversity (max height 3 storeys) <ul style="list-style-type: none"> Building height – recommend maximum of two to three storey only with TNV as per concept plan RR1 and RR2 Recommend inclusion of concept plan as height not always linked to cadastre <ul style="list-style-type: none"> Figure RR/1 – Residential Regeneration Zone - Renewal Policy Area (areas and varied heights) 	Urban Renewal Neighbourhood While zone not changed, density is generally lower but can vary, and the TNV for Building height – 3 building levels/11.5m - prevails over general zone provisions to similar height (= 10.5m) <u>Standard street setback of 3m – generally acceptable but 5m sought for Mary Street</u> Density under 70d/Ha (>142m ²) except for larger sites >1,200m ² /35m frontage maybe higher but is open-ended without limit – eg a <u>20% benefit as used elsewhere would afford a limit of 85d/ha (>115m²)</u> Non-residential (shop, office, consult room) envisaged up to 250m ² (and up to 1000m ² restricted) subject to residential amenity <u>Building Envelope Interface Height should be applicable for zone and 3 storey or greater with TNV for 30 degrees for consistent policy approach in Unley</u>

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
Residential Regeneration Policy Area 16 - Spence Avenue	Medium density residential zone Non-residential not envisaged other than ancillary to residential and max 100m square or in designated area for community/commercial development	Min dwelling site area 180 or 150 if site >2000m Min dwelling frontage 8 Min Res Flat site area 120 or 100 if site area >2000 Min Res Flat frontage 20 Max height 5 Storey (17.5)	Urban Renewal Neighbourhood	Diverse low to medium rise housing options Building height – 4 building levels/15m where 1200m ² , or 3 storeys/12m in all other circumstances. Larger scale shops, offices and consulting rooms (< 200m) established on higher order roads or adjacent existing commercial and retail precincts. Development with a net residential density over 70 dwellings per hectare on sites with a minimum area of 1200m ² and minimum frontage width of 35m			AS per PA13 plus Building height – provision for up to 5 storeys as per concept plan SA/1. Critical to include (height does not follow cadastre) <ul style="list-style-type: none"> Figure SA/1 – Residential Regeneration Zone - Spence Ave Policy Area (varied heights, juxtaposition buildings/spaces, vistas, access) 	Urban Renewal Neighbourhood Zone reasonable but lack of Concept Plan complicates outcome. Density generally lower but can vary. TNV for Building heights – 2, 3, 4, 5 building levels – generally reflects identified areas and prevails over general zone provisions to roughly limit per Concept Plan <u>Standard street setback of 3m – not reflecting 8m up to 7m height, 15m up to 10.5m height and 20m over 10.5m height</u> <u>Density under 70d/Ha (>142m²) except for larger sites >1,200m²/35m frontage maybe higher but is open-ended without limit – eg a 20% benefit as used elsewhere would afford a limit of 85d/ha (>115m²)</u> <u>Building Envelope Interface Height should be applicable for zone and 3 storey or greater with TNV for 30 degrees for consistent policy approach in Unley</u> <u>Require a suitable Concept Plan (per example adopted for URN/Norman Tce DPA) to address critical built form, height, setbacks and access for urban design and functional outcome</u> Non-residential (shop, office, consult room) envisaged up to 250m ² (and up to 1000m ² restricted) subject to residential amenity
Residential Regeneration Policy Area 26 – Norman Tce	Low and medium rise and medium to high density residential area Non-residential not envisaged other than services ancillary to residential and aged care living	Periphery area Ross/Fourth - Min site area 300 or 285 if >2000m Min frontage 8m or 20m RFB Max height 2 storeys (8m) Min street setback 5m Core area Norman Tce -	Urban Renewal Neighbourhood	Diverse low to medium rise and medium density up to 70d/Ha net (site > 143m ²) Building height – 3 storeys/12m Sites > 1200m ² & 35m frontage 4 storeys/15m and net residential density over 70 dwellings per hectare Street setback 3m		Concept Plan Street setback Ross/Fourth 5m and Norman Tce 6m Subzone & TNV Ross/Fourth - Min site area 300 or 285 if >2000m ² Min frontage 8m or 20m RFB	Included as part of Norman Tce DPA approved on 15 October 2020	Urban Renewal Neighbourhood Substantially reflects key policy and quantitative criteria Concept Plan reflects local street setbacks Landscape Transition Sub-zone reflects specific local density site area limits and deep soil (15%) variations Loss of Desired Character and specific building articulation, landscaping and fencing detail but generally addressed as part of design in Urban Areas general policy

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
		Min site 180 or 100 if >2000 Min RFB site area 120 or 80 if >2000 Min frontage 8m or 20m RFB Max height 4 storeys (14m) Min street setback 6m		Shops, offices and consulting rooms generally up to 250m ² and 1000m ² perf assessed Landscape Transition subzone – site cover max 50% and min 15% deep soil		Max height 2 storeys (8m) Norman Tce - Min site 180 or 100 if >2000m ² Min RFB site area 120 or 80 if >2000m ² Min frontage 8m or 20m RFB Max height 4 storeys (14m)		
Residential Streetscape (Built Form) Policy Area 8 - Compact (Built Form) Precinct 8.1	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 550m Width 15m Front setback 6m Collective side setbacks 4m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 550m ² Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 15m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear. Policy solution for historic area should apply to streetscape	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m ² , to 200m ² on a State Maintained Road, (and up to 1000m ² as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m ² adjoining an Activity Centre (incl across a road).
Residential Streetscape (Built Form) Policy Area 8 - Compact (Built Form) Precinct 8.2	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 500 Width 15m Front setback 6m Collective side setbacks 5m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 500m ² Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 15m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
								Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Built Form) Policy Area 8 - Compact (Built Form) Precinct 8.3	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 400 Width 15m Front setback 5m Collective side setbacks 3m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 400m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 15m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Built Form) Policy Area 8 - Compact (Built Form) Precinct 8.4	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 500 Width 15m Front setback 7m Collective side setbacks 4m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 500m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 15m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
								attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Built Form) Policy Area 8 - Compact (Built Form) Precinct 8.5	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 500 Width 15m Front setback 5m Collective side setbacks 4m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 500m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 15m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Built Form) Policy Area 9 - Spacious (Built Form) Precinct 9.1	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 700 Width 15m Front setback 7m Collective side setbacks 6m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 700m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 15m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
								Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Built Form) Policy Area 9 - Spacious (Built Form) Precinct 9.2	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 800 Width 18 Front setback 7m Collective side setbacks 5m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 800m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 18m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Built Form) Spacious (Built Form) Precinct 9.3	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 750 Width 18 Front setback 8m Collective side setbacks 7m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 750m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 18m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
								on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Built Form) Policy Area 9 - Spacious (Built Form) Precinct 9.4	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 600m Width 15m Front setback 6m Collective side setbacks 5m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 600m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 15m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Built Form) Spacious (Built Form) Precinct 9.5	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 1000 Width 21 Front setback 8m Collective side setbacks 9m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 750m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 21m Incorrect lot size TNV – 1000m2 Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
								centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Built Form) Policy Area 9 - Spacious (Built Form) Precinct 9.6	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 600 Width 18m Front setback 8m Collective side setbacks 8m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 600m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 18m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Built Form) Policy Area 9 - Spacious (Built Form) Precinct 9.7	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 600 Width 15 Front setback 6m Collective side setbacks 5m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 600m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 15m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
								amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Built Form) Spacious (Built Form) Precinct 9.8	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 1000 Width 21 Front setback 8m Collective side setbacks 8m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 1000m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 21m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Built Form) Policy Area 9 - Spacious (Built Form) Precinct 9.9	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 600 Width 15m Front setback 7m Collective side setbacks 6m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 600m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 15m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
Residential Streetscape (Built Form) Policy Area 9 - Spacious (Built Form) Precinct 9.10	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 700 Width 16 Front setback 7m Collective side setbacks 6m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 700m ² Max storeys 2 Max building height 9m	<p>Correct zone and overlay selection – policy intent and land uses generally consistent</p> <p>TNV addition: Min frontage 16m</p> <p>Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.</p>	<p>Established Neighbourhood</p> <p>New zone created to better reflect the nature of such existing areas</p> <p>Critical site and building parameters included in TNV's</p> <p>Historic Area Overlay</p> <p>Statements to reflect existing historic character attributes</p> <p>Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings</p> <p>Non-residential (shop, office, consult room) envisaged up to 100m², to 200m² on a State Maintained Road, (and up to 1000m² as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m² adjoining an Activity Centre (incl across a road).</p>
Residential Streetscape (Built Form) Policy Area 9 - Spacious (Built Form) Precinct 9.11	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 900 Width 20 Front setback 10m Collective side setbacks 6m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 900m ² Max storeys 2 Max building height 9m	<p>Correct zone and overlay selection – policy intent and land uses generally consistent</p> <p>TNV addition: Min frontage 20m</p> <p>Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.</p>	<p>Established Neighbourhood</p> <p>New zone created to better reflect the nature of such existing areas</p> <p>Critical site and building parameters included in TNV's</p> <p>Historic Area Overlay</p> <p>Statements to reflect existing historic character attributes</p> <p>Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings</p> <p>Non-residential (shop, office, consult room) envisaged up to 100m², to 200m² on a State Maintained Road, (and up to 1000m² as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m² adjoining an Activity Centre (incl across a road).</p>

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
Residential Streetscape (Built Form) Policy Area 10 - Grand (Built Form) Precinct 10	Residential. Zone that seeks to retain and enhance streetscape character as expressed in HAS's	Predominant allotment size Area 1500 Width 25 Front setback 14m Collective side setbacks 10m	Residential Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min frontage 25m Min lot size 1500m2	Correct zone and overlay selection – policy intent and land uses generally consistent No TNV in this zone, DTS is 2 storey contrary to character and current policy Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Critical site and building parameters included in TNV's Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Landscape) Policy Area 11 - Landscape Precinct 11.1	Residential. Zone that seeks to retain and enhance built form, setting and landscape features	Minimum allotment size Area 300m2 Width 10m	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 300m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 10m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Existing site and building parameters included in TNV's, including building height 1 level/6m <u>Affordable Housing Overlay has been inappropriately applied to these Policy Areas, now in Established Neighbourhood Zone, eg Forestville, Fullarton and Myrtle Bank, which is incongruous with zone general nature and Historic Area Overlay. Other higher density areas seem to be selectively applied inconsistently.</u> Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings



Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
								Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Landscape) Policy Area 11 - Landscape Precinct 11.2	Residential. Zone that seeks to retain and enhance built form, setting and landscape features	Minimum allotment size Area 400 Width 12.5	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 400m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 12.5m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Existing site and building parameters included in TNV's, including building height 1 level/6m Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings Non-residential (shop, office, consult room) envisaged up to 100m2, to 200m2 on a State Maintained Road, (and up to 1000m2 as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m2 adjoining an Activity Centre (incl across a road).
Residential Streetscape (Landscape) Policy Area 11 - Landscape Precinct 11.3	Residential. Zone that seeks to retain and enhance built form, setting and landscape features	Minimum allotment size Area 560 Width 15	Suburban Neighbourhood	Low or very low-density housing that is consistent with the existing local context and development pattern	Historic Area	Min lot size 560m2 Max storeys 2 Max building height 9m	Correct zone and overlay selection – policy intent and land uses generally consistent TNV addition: Min frontage 15m Building height TNV should be altered to single with max building height 6m. Policy should also enable two storey (in roof line) or two storey to the rear.	Established Neighbourhood New zone created to better reflect the nature of such existing areas Existing site and building parameters included in TNV's, including building height 1 level/6m Historic Area Overlay Statements to reflect existing historic character attributes Policy supports retention of any Representative Buildings (not listed in Streetscape Zones) reflecting character attributes and complementary additions, alterations and new buildings

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
								Non-residential (shop, office, consult room) envisaged up to 100m ² , to 200m ² on a State Maintained Road, (and up to 1000m ² as Restricted) while 500m from a centre zone and maintaining residential amenity, or 200m ² adjoining an Activity Centre (incl across a road).
Showground Policy Area 21 - Core	A policy area accommodating a range of land uses and forms of development. Desired Character. The frontage of the Policy Area to Goodwood Road will be attractive, active, open and inviting. To this end, development at the eastern periphery of the policy area will include a range of commercial land uses (such as a community centre, a child care centre/pre-school, exhibition facilities, a gymnasium, a hotel, a motel, offices and restaurants) and will be orientated towards Goodwood Road	Three plus storey Goodwood Road	Recreation	Provision of a range of accessible recreational facilities.			<p>Incorrect zone selection Rec Zone does not accurately reflect the diverse nature of the existing Showgrounds in terms of its use for various functions, concerts, markets and shows and desired development outcomes for the future.</p> <p>Urban Activity Centre Zone or preferably development of specific zone/subzone with TNV to control height more appropriate.</p> <p>Development of a Concept Plan could be useful to designate height and land use in the 3 showgrounds policy areas</p>	<p>Recreation Broadened range of structured, unstructured, active and / or passive recreational facilities now providing reasonable scope Shops and offices 80m² albeit larger per performance assessment up to 1000m² restricted <u>No specified Building height – should have reasonable limit of 6 levels/21.0m per previous urban design investigations</u> Street setback 8m or average Building Envelope Interface Height 45 degrees at 3m from zone boundary with variation to 30 degrees not so far accepted for this zone <u>Require TNV for 30 degrees for consistent policy approach in Unley</u></p>
Showground Policy Area 22 - Rose Terrace	Accommodation of car parking, consulting room, hotel, office, residential, restaurant, shop and tourist accommodation uses. Accommodation of high-density residential development, including a minimum 15 percent affordable housing, in conjunction with non-residential development.	Three to seven storeys (max 24.5m) Street setback 8m	Recreation	Provision of a range of accessible recreational facilities.			<p>Incorrect zone selection Rec Zone does not accurately reflect the diverse nature of the existing Showgrounds in terms of its use for various functions, concerts, markets and shows and desired development outcomes for the future.</p> <p>Urban Activity Centre Zone or preferably development of specific zone/subzone with TNV to control height more appropriate</p>	<p>Urban Corridor (Living) Generally reasonable and reflects zone to north for high rise mixed use and residential Shops, offices and consulting rooms not exceeding 500m² Building height 7 levels/22m <u>Street setback TNV missing – 8m or at least 6m</u> Building Envelope Interface Height 45 degrees at 3m from zone boundary with variation to 30 degrees not so far accepted for this zone</p>

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
							Development of a Concept Plan could be useful to designate height and land use in the 3 showgrounds policy areas	<u>Require TNV for 30 degrees for consistent policy approach in Unley</u>
Showground Policy Area 23 - Leader Street	Accommodation of car parking, consulting room, hotel, office, residential, retail showroom, service industry and warehouse uses. Accommodation of residential development, including a minimum 15 percent affordable housing, in conjunction with non-residential development.	Two and Three storeys (max 10.5m) Street setback 8m	Recreation	Provision of a range of accessible recreational facilities.			Incorrect zone selection Rec Zone does not accurately reflect the diverse nature of the existing Showgrounds in terms of its use for various functions, concerts, markets and shows and desired development outcomes for the future. Urban Activity Centre Zone or preferably development of specific zone/subzone with TNV to control height more appropriate. Development of a Concept Plan could be useful to designate height and land use in the 3 showgrounds policy areas	Suburban Business Generally relatable with mixed and limited shop and similar built scale Retail, business and commercial development of local scale and residential with shops, offices and consulting rooms not exceeding 500m ² Building height 2 levels/9 m adjoining a different zone that primarily envisages residential and 3 levels/12 m otherwise Street setback 6m or average Building Envelope Interface Height 45 degrees at 3m from zone boundary with variation to 30 degrees not so far accepted for this zone <u>Require TNV for 30 degrees for consistent policy approach in Unley</u>
Specialty Goods Centre King William Road (centre) and Goodwood Road (centre south tramline)	Accommodation of small-scale retail specialty goods outlets, local convenience shopping facilities and neighbourhood, community, entertainment, education, religious and recreational facilities of a low traffic generating nature. Development adjacent to the Historic (Conservation) Zone - Centre to complement the historic character of the relevant policy area. Small-scale specialty goods outlets and restaurants should be located within the King William Road Specialty Goods Centre Zone.	Two storeys	Suburban Main Street	A mix of land uses including retail, office, commercial, community, civic and medium density residential development that supports the local area		No TNV	Generally correct zone and overlay selection – policy intent and land uses generally consistent SMS Zone envisages resi devt whereas the current zoning is silent on resi other than to list detached dwelling as n/c. No policy to address development adjacent historic character areas No Height Limits designated – 2 storey TNV required.	Suburban Main Street Broad range shop/commercial uses, except bulky goods outlet up to 500m ² . Built Form to reflect main street appearance, narrow frontages, podium or street wall building height 1 level/4m (levels above setback 2m) and canopies over footpath. <u>TNV building height 2 levels – appears building height 9m missing?</u> <u>The Goodwood Road centre nature and built form would be better reflected by Suburban Main Street Zone, as is applied to King William Road, than the proposed Suburban Activity Centre Zone as proposed</u> Building Envelope Interface Height 45 degrees at 3m from zone boundary with variation to 30 degrees not so far accepted for this zone <u>Require TNV for 30 degrees for consistent policy approach in Unley</u>

Urban Corridor Policy Area 19 - Boulevard (Greenhill Road)	<p>The zone will function as the dominant mixed use centre within the Council area and will contain an integrated mix of retail, office, commercial, civic, recreational, community and residential land uses</p>	<p>Boulevard Policy Area – where taller, mixed use buildings of predominantly office uses at ground and low building levels and residential apartments above are intended along the Greenhill Road and Glen Osmond Road frontage with its premium Park Land interface where grand buildings and strong landscape settings are appropriate. Density - 75 dwellings per hectare net (except within the southern half of the Annesley Campus Area fronting Rose Terrace 35 dwellings per hectare net) Height - 7 storeys and up to 25.5 metres Min 3 storey Max 7 storey (25.5m) Greenhill Road and Rose Terrace Wayville 10 storey (36.0m) west of Goodwood Road</p>	Urban Corridor (Boulevard)	<p>Buildings that achieve a consistent, tall, uniform facade to frame the primary road corridor generally well set back with areas of significant open space. Buildings accommodate a mix of compatible residential and non-residential uses including contain small scale shops and mixed business development at ground and lower floor levels with residential land uses above. Shops or groups of shops contained in a single building, should be of a minor and local scale to support envisaged local services. Public Notification any tenancy above 450m2</p>		<p>Min storeys 3 Max storeys 7 Max building height 25.5m Max 10 storey (36.0m) west Goodwood Road 5 storey (18.5m) Glen Osmond Road Max 7 storey Plus 30% extra height Sig Dev't Sites (>2,500m² & 25m) Residential development (other than residential development in a mixed use building) achieves a minimum net residential density of at least 75 dwellings per hectare. Primary street 6m Side street 2m Side boundary 0m ground level and where no windows up to 2m</p>	<p>Correct zone selection – policy intent and land uses generally consistent</p> <p>TNVs checked appear correct</p> <p>Recommend concept plans to be carried over – Un/3 to Un/7 to address height, access pedestrian and vehicle links, some are critical as height not always linked to cadastre</p> <ul style="list-style-type: none"> • Concept Plan Un/5 – Urban Corridor Zone – Boulevard Policy Area (vehicle, ped links, open space and building/space coordination – more nuanced than TNVs) • Concept Plan Un/7 – Urban Corridor Zone – Boulevard Policy Area (vehicle, ped links, open space and building/space coordination – more nuanced than TNVs) <p>Building envelope 45 Degree plane needs to change to 30 degree plane as per current policy, current policy limits the impacts of building massing and overshadowing. Ideally these provisions should be in Council wide rather than zone</p> <p>Density ok except southern half of Annesley fronting Rose which should be 35 dwelling /hectare?</p>	<p>Urban Corridor (Boulevard)</p> <p>Reflects current zone for high rise vibrant mixed use and residential</p> <p>Lacks desired character local detail</p> <p>Shops, offices and consulting rooms not exceeding 2000m²</p> <p><u>Scale of uses exceed current desired minor and local scale and inferred preference of under 450m2 per public notification trigger</u></p> <p>Building height 5, 7, 10 levels/18.5, 225.5, 36m</p> <p>Street setback 6m</p> <p><u>Significant Development Sites (>2,500m² & 25m) plus 30% extra height unwarranted, arbitrary and compromises urban design outcome. Should be on merit and up-zoning in itself is sufficient merit for development. Smaller sites should have lower limit 5 levels that could allow for larger sites to achieve max 7 levels.</u></p> <p>Building Envelope Interface Height TNV incorporated for 30 degrees at 3m from zone boundary but DTS/DPF wording needs correction to remove reference to only grading north and southern boundary to apply universally</p>
---	---	--	-----------------------------------	---	--	--	--	--

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
		5 storey (18.5m) Glen Osmond Road Primary road 6m Side street and side boundary 3m						
Urban Corridor Policy Area 20 - High Street (Unley Road)	The zone will function as the dominant mixed use centre within the Council area and will contain an integrated mix of retail, office, commercial, civic, recreational, community and residential land uses	High Street Policy Area – where more moderate scaled buildings of mixed use are intended along Unley Road with predominantly small scale shops, mixed business services and hospitality uses at ground and low building levels and upper level comprising residential apartments Density - 60 dwellings per hectare net Height 5 storeys and up to 18.5 metres	Urban Corridor (Main Street)	A safe, walkable and vibrant shopping, entertainment and commercial main street precinct with an active day and evening economy supported by medium density residential development.		Min storeys 3 Max storeys 5 Max building height 18.5m Plus 30% extra height Sig Dev't Sites (>2,500m ² & 25m) Residential development (other than residential development in a mixed use building) achieves a minimum net residential density of at least 70 dwellings per hectare.	Correct zone selection – policy intent and land uses generally consistent TNVs checked appear correct Building envelope 45 Degree plane needs to change to 30 degree plane as per current policy, current policy limits the impacts of building massing and overshadowing. Ideally these provisions should be in Council wide rather than zone. Proposed density (70/hectare) slightly higher than currently envisaged (60/hectare)	Urban Corridor (Main Street) Reflects current zone for medium rise vibrant mixed use and residential Lacks desired character local detail but includes PO's for suitable complementary built form Built Form for podium or street wall max building height 2 levels/8m, or matches existing, with levels above setback 2m Building height 5 levels/18.5m Street setback 0m <u>Significant Development Sites (>1,500m² & 25m) plus 30% extra height unwarranted, arbitrary, inadequate effective scale and compromises urban design outcome. Should be on merit and up-zoning in itself is sufficient merit for development. Smaller sites should have lower limit 4 levels that could allow for larger sites to achieve max 5 levels.</u> Building Envelope Interface Height TNV incorporated for 30 degrees at 3m from zone boundary but <u>DTS/DPF wording needs correction to remove reference to only grading north and southern boundary to apply universally</u>
Urban Corridor Policy Area 24 - Transit Living (Anzac Highway) Le Cornu	The zone will function as the dominant mixed use centre within the Council area and will contain an integrated mix of retail, office, commercial, civic, recreational, community and residential land uses	Transit Living Policy Area – where taller, mixed use buildings are intended for predominantly residential development together with low impact,	Urban Corridor (Living)	A mixed use area with a strong living and accommodation focus that provides a diverse range of low to medium rise medium density residential development supported by compatible non-residential land uses oriented towards a		Min storeys 3 Max storeys 6 Max building height 22m Plus 30% extra height Sig Dev't Sites (>2,500m ² & 25m)	Correct zone selection – policy intent and land uses generally consistent TNVs checked appear correct <ul style="list-style-type: none"> Concept Plan Un/11 critical for future key infrastructure and new road links etc (infrastructure reserves, vehicle/ped/open space links) 	Urban Corridor (Living) Reflects current zone for medium rise commercial/retail mixed use and residential Lacks desired character local detail Shops, offices and consulting rooms not exceeding 500m ² Retail Sub-zone - Shops, offices or consulting room max 500m ² where

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020
		generally commercial uses that support the daily needs of the local population (such as offices, consulting rooms, shops, cafés and restaurants) located at ground level. Upper levels are intended to provide residential apartments to take advantage of high frequency public transport corridors upon which such developments are located. Density 45 dwellings per hectare net Height - 6 storeys and up to 22 metres		primary road corridor, high frequency public transport route, activity centre or significant open space.		Residential development (other than residential development in a mixed use building) achieves a net residential density of at least 45 dwellings per hectare.	Density consistent Building envelope 45 Degree plane needs to change to 30 degree plane as per current policy, current policy limits the impacts of building massing and overshadowing. Ideally these provisions should be in Council wide rather than zone.	integrated with residential development and comprise a range of tenancies Building height 6 levels/22m Street setback 3m <u>Significant Development Sites (>2,500m² & 25m) plus 30% extra height unwarranted, arbitrary and compromises urban design outcome. Should be on merit and up-zoning in itself is sufficient merit for development. Smaller sites should have lower limit 5 levels that could allow for larger sites to achieve max 7 levels.</u> Building Envelope Interface Height TNV incorporated for 30 degrees at 3m from zone boundary but DTS/DPF wording needs correction to remove reference to only grading north and southern boundary to apply universally Concept Plan Un/11 (now numbered 110) maintained
Urban Corridor Policy Area 25 - Business (Leader Street and Maple Avenue)	The zone will function as the dominant mixed use centre within the Council area and will contain an integrated mix of retail, office, commercial, civic, recreational, community and residential land uses Mixed Use Generous front and side setbacks to	Business Policy Area – where development will be varied in focus on commercial and business land uses at street level with dwellings located above along the more commercially oriented parts of Leader Street.	Urban Corridor (Business)	A medium rise mixed use zone with a strong focus on employment, which accommodates a diverse range of commercial and light industrial land uses together with compatible medium density residential development oriented towards a primary road corridor.		Min storeys 2 Max storeys 6 Max building height 22m No density requirements Shop, office or consulting room uses not exceeding a maximum gross leasable	Correct zone selection – policy intent and land uses generally consistent TNVs checked appear correct <ul style="list-style-type: none"> Concept Plan Un/11 critical for future key infrastructure and new road links etc (infrastructure reserves, vehicle/ped/open space links) Density consistent (no min/max)	Urban Corridor (Business) Reflects current zone for medium rise employment, educational and community facilities in conjunction with residential Lacks desired character local detail Shops, offices and consulting rooms not exceeding 1000m ² Building height 6 levels/22m Street setback 3m <u>Significant Development Sites (>2,500m² & 25m) plus 30% extra height unwarranted, arbitrary and compromises urban design outcome. Should be on merit and up-zoning in itself is sufficient merit for</u>

Development Plan Zone / Policy Area	Purpose (Land use)	Existing Parameters	Planning & Design Code Zone	Purpose (Land use)	Key Relevant Overlays	Technical and Numerical Variations	Recommendations/Comments February 2020	Outcome/Comments December 2020	
	separate buildings allow landscaping/trees Create grand green boulevard	Density – no minimum Height - 6 storeys and up to 22 metres				floor area of 500m2.	Building envelope 45 Degree plane needs to change to 30 degree plane as per current policy, current policy limits the impacts of building massing and overshadowing. Ideally these provisions should be in Council wide rather than zone.	<u>development. Smaller sites should have lower limit 5 levels that could allow for larger sites to achieve max 7 levels.</u> Building Envelope Interface Height TNV incorporated for 30 degrees at 3m from zone boundary but <u>DTS/DPF wording needs correction to remove reference to only grading north and southern boundary to apply universally</u> Concept Plan 110 maintained	

DECISION REPORT

REPORT TITLE:	REVIEW OF NATURE STRIPS POLICY
ITEM NUMBER:	4.5
DATE OF MEETING:	14 DECEMBER 2020
AUTHOR:	KAT RYAN
JOB TITLE:	COORDINATOR ENVIRONMENTAL PROJECTS & STRATEGY
ATTACHMENTS:	1. REVISED NATURE STRIPS POLICY WITH TRACK CHANGES

1. **EXECUTIVE SUMMARY**

The purpose of this report is to present to Council a revised Nature Strips Policy for consideration and adoption.

At its meeting held on 22 June 2020, Council considered a Notice on Motion calling for Council staff to undertake a review of Council's Nature Strips Policy (Policy) to incorporate a ban of artificial/synthetic turf as a surface treatment on Council-owned verges.

Following consideration of the matter, Council resolved that:

Staff undertake a review of the Nature Strips Policy to incorporate a ban of artificial/synthetic turf as a surface treatment on Council owned verges

Resolution No. C0277/20

Nature Strips, also known as verges, are classified as part of public roads under the *Local Government Act 1999* and, as such, are owned by Council. Council is responsible for the planting and maintenance of nature strips to ensure they do not pose a threat to public safety.

In preparation of this report, the Administration liaised with the Cities of Marion, Burnside, Adelaide, Norwood Payneham and St Peters and the Town of Walkerville for advice as they have all implemented a ban regarding the use of artificial turf on verges.

Artificial turf is made predominately of plastics, creates a non-permeable surface that reaches high temperatures and can have a negative impact on the environment.

The Administration has now prepared a revised Policy which bans the installation of any new artificial turf on Council-owned verges, with effect from 14 December 2020.

The Policy has also been updated to reflect the current template and has incorporated the Greening Verges Incentive.

2. RECOMMENDATION

That:

1. The report be received.
 2. The revised Nature Strips Policy (Version 8) as set out in Attachment 1 to this report (Item 4.5, Council meeting 14/12/2020) be adopted.
 3. The Chief Executive Officer be authorised to make amendments of a minor and/or technical nature to finalise the adoption of the Policy.
-

3. RELEVANT CORE STRATEGIES/POLICIES

2. Environmental Stewardship
- 2.5 The City's resilience to climate change is increased.

4. BACKGROUND

The Policy aims to guide the management of nature strips to ensure the ongoing maintenance and agreed service requirement for street trees, footways, roads and drainage. The Policy was last reviewed in 2012.

At its meeting held on 22 June 2020, Council resolved that:

Staff undertake a review of the Nature Strips Policy to incorporate a ban of artificial/synthetic turf as a surface treatment on Council owned verges

Resolution No. C0277/20

The intent for this direction was to further support environmental initiatives and prevent a range of issues associated with artificial turf including high surface temperatures, poor water permeability, waste disposal at point of removal and practical challenges with reinstatement as part of service works.

5. DISCUSSION

Nature strips, also known as verges, are classified as part of public roads under the *Local Government Act 1999* and, as such, are owned by Council.

Council is responsible for the planting and maintenance of nature strips to ensure they do not pose a threat to public safety.

Residents are encouraged to beautify and plant out the nature strip adjacent their property providing they seek authorisation from Council, meet safety criteria, and are responsible for ongoing maintenance.

Artificial Turf

There is wide variation in the type of artificial turf, but it is typically made of fibres from nylon, polypropylene or polyethylene and connected to a backing material. There are a number of environmental concerns with artificial turf including:

- increased surface and air temperature;
- reduced water permeability which in turn can cause stress to street trees;
- end of life waste of artificial turf – this is currently not recycled;
- compaction of soil that kills microorganisms and biodiversity of soil; and
- challenges for patching/reinstatement for Council or other service providers working in the verge.

The 2018 Resilient East Collaborative Heat Mapping for Eastern and Northern Adelaide report found artificial turf was the hottest surface material. Through absorbing and radiating heat from the sun, artificial turf contributes to the urban 'heat island' effect.

It is worth noting that the vast majority of nature strips managed by adjacent residents are gardened with living lawn and/or low plantings. Since 2012 there have only been 12 approved verges for artificial turf through Section 221 Alteration of a Public Road application process. A number of other artificial turf verges have also been installed without permission in recent years. For those residents not interested in or able to garden a verge with living lawn or low plantings, dolomite is still a low-maintenance option.

Policy Changes

The key changes to the Nature Strips Policy are outlined below:

Update to new template

- **Preamble** – inclusion of new preamble text as this section did not exist in the old template.
- **Titles** – Update to titles of Council staff and name of departments since last review.

Clarity improvements

- **Definitions** – inclusion of *verge*, *streetscape plan* and *weed species* to definitions section for improved clarity.
- **Planting by Residents** – Section 6.1 has had text included which defines the criteria for permitted plants within nature strips. This text has been taken from an older version of the 'Tree Policy' and provides the relevant information in the one policy document.

Proposed New Criteria

- **Egress** – inclusion in Section 6.1 of *“plants cannot form a hedge and must be spaced to allow locations for egress from legally parked vehicles”*
- **Damage** – addition of *“vandalism or stolen plants”* to Section 6.1 in reference to vegetation damaging activities which Council is not liable for.

Proposed New Sections

- **Artificial lawn** – addition of:
The installation of artificial lawn / synthetic turf or a fully impervious membrane (such as black plastic) is not permitted effective 14 December 2020. Existing installations may remain in place, subject to 5.2.2
Administration reserves the right to undertake any modifications or remove existing artificial lawn / synthetic turf or fully impervious membranes to facilitate any Council objectives or requirements at Council's discretion including non-Council works provided by utility and service providers.
- **Greening Verges Incentive** – inclusion of Section 5 to reflect the recent incentive program as part of the policy revision.

Implementation and Existing Artificial Turf

Implementation of the revised Policy should be fairly straight-forward as residents are required to seek prior authorisation to alter a road (including nature strip). Updates will be made to the related website text and guideline specification documents to make the change as clear as possible.

In the event that a resident installs artificial turf without prior permission, it will be handled by Council staff in the same procedure as non-compliant works and/or damaged infrastructure.

It is recognised that there are sites with existing artificial turf that were installed prior to this proposed Policy change, often with appropriate Section 221 authorisation from Council. It is proposed that for these cases, there will be no requirement to change as the ban on artificial turf is not intended to be retrospective and, as such, has an effective date included.

However, in the event that Council is required to undertake maintenance or other works (eg planting a new street tree) in a verge with artificial turf, the artificial turf will not be reinstated if required to be removed as part of those works. This will be communicated to the resident accordingly prior to the works being undertaken.

6. ANALYSIS OF OPTIONS

Option 1 –

1. The report be received.
2. The revised Nature Strips Policy (Version 8) as set out in Attachment 1 to this report (Item 4.5, Council meeting 14/12/2020) be adopted.
3. The Chief Executive Officer be authorised to make amendments of a minor and/or technical nature to finalise the adoption of the Policy.

This option will finalise the review of the Policy as resolved by Council. The changes that have been made to the Policy are considered to be minor in nature and reflect the inclusion of the Greening Verges Incentive and banning of any new artificial turf as a surface treatment.

The Guidelines are available publicly which also provide guidance to residents considering their nature strip options.

Option 2 –

1. The report be received.
2. Subject to the amendments set out below, the revised Nature Strips Policy (Version 8) as set out in Attachment 1 to this report (Item 4.5, Council meeting 14/12/2020) be adopted.
 - 2.1. *[insert amendments required or delete if not required] – for Council to determine*

Council may wish to request further amendments to be made to the Policy. If this is the case, this option provides the opportunity for further amendments to be articulated by Council as part of its resolution.

Option 3 –

1. The report be received.
2. The Nature Strips Policy as set out in Attachment 1 to this report (Item 4.5, Council meeting 14/12/2020) be further amended and returned to Council for endorsement:

Alternatively, Council may wish to have further work undertaken on this Policy prior to adoption. This option directs that further work to be undertaken with the Policy to return at a future date.

7. RECOMMENDED OPTION

Option 1 is the recommended option.

8. POLICY IMPLICATIONS

8.1 Legislative/Risk Management

- Council is required to endorse any amendments to a Policy under the *Local Government Act 1999*.

8.2 Stakeholder Engagement

- The *Local Government Act 1999* does not require Council to give notice to the public where it is considered that the amendments are of a minor significance. The changes included in this recommendation are minor and therefore no community consultation has occurred nor is any proposed.
- The banning of artificial turf as a surface treatment for Council-owned verges is for any future applications to “create nature strip” by residents completing a Section 221 Alteration of a Public Road application. This greatly reduces the engagement impact of the change as it is not retrospective, and any new applications will be able to be assessed before potential new artificial turf is laid.
- Council policies are published on the City of Unley website once finalised.
- Notification that artificial turf is no longer an acceptable surface treatment on verges will also be included on relevant text sections of the website relating to nature strips, to make it as clear as possible to new applicants considering their nature strip options.
- Administration will consider raising awareness of the change of conditions in an Unley Life edition.

9. REPORT CONSULTATION

The Policy review has been conducted with input from the Assets, Regulatory, Transport, Operations and City Design teams.

The Administration has also liaised with the Cities of Marion, Burnside, Adelaide, Norwood Payneham and St Peters, and the Town of Walkerville, who have all implemented a ban on the installation of artificial turf on their verges.

10. REPORT AUTHORISERS

Name	Title
Aaron Wood	Manager Assets and Operations
Claude Malak	General Manager, City Development

NATURE STRIPS POLICY

Policy Type:	Council Policy
Responsible Department:	City Development
Responsible Officer:	General Manager City Development
Related Policies and Procedures	<ul style="list-style-type: none"> Tree Policy Create Nature Strip Guidelines and Specifications
Community Plan Link	<p><i>Environmental Stewardship</i></p> <p>2.1 Unley's urban forest is maintained and improved</p> <p>2.1c Increase the urban green cover by 5,000 m2 .</p> <p><i>Community Living</i></p> <p>1.1 Our Community is active, healthy and feels safe.</p> <p>1.2 Our Community participates in community activities, learning opportunities and volunteering.</p> <p>1.4 Our Community is proud to be part of our City.</p>
Date Adopted	C 25 Oct (758/10)
Last review date	November 2020
Next review date	November 2023
Reference/Version Number	V8
ECM Doc set I.D.	3248831

1. PREAMBLE

- 1.1. Nature Strips, also known as verges, are classified as part of public road under the Local Government Act 1999 and as such are owned by Council
- 1.2. Council is responsible for the planting and maintenance of street trees and for ensuring that nature strips pose no threat to public safety.
- 1.3. Householders are encouraged to beautify and plant out their nature strip providing they seek permission, meet safety criteria and are responsible for ongoing maintenance.
- 1.4. This policy aims to guide management of nature strips to ensure the ongoing maintenance and agreed service requirement for street trees, footways, roads and drainage.

1.2. SCOPE

1.1.2.1. To provide clear direction for the management and maintenance of nature strips within the City of Unley.

2.3. POLICY PURPOSE/OBJECTIVES

2.1.3.1. This policy aims to inform contractors, builders, developers and residents to minimise the impact to the local environment and potential future damage to private or public property associated with the construction, maintenance and or repair of nature strips.

3.4. DEFINITIONS

Nature Strip Describes the unpaved area of the footpath which lies between the back of the kerb and the paved footpath area which is not part of the crossing place to a property and is not being used for any other public service facility.

Verge Another common term for *Nature Strip*

Streetscape Plan A collective plan for cohesive streetscape elements including footpaths and landscaping. Streets with a streetscape plan are typically on main roads and/or shared path corridors and the associated nature strips garden areas are maintained by Council.

Weed Species Species of plants declared by regulation of the Minister under the *Landscape South Australia Act 2019*.

4.5. POLICY STATEMENT

4.1.5.1. Planting by Residents

4.1.1.5.1.1. The participation of residents in the beautification of the City is to be encouraged, but unauthorised planting or replanting by residents is not permitted.

4.1.2.5.1.2. Planting of low growing shrubs, ground covers and lawn by residents on nature strips fronting their properties shall be permitted providing that;

- plants do not exceed 600 mm in height;
- plants do not interfere with vehicular or pedestrian visibility;
- no hazard is created;
- plants cannot form a hedge and must be spaced to allow locations for egress from legally parked vehicles
- no declared weed species are used;
- plants do not contravene an approved planting or Streetscape Plan;
- the planting style is compatible with the surrounding streetscape;

- vegetation is maintained by the resident to a standard approved by the Council;
- the resident formally requests and receives authorisation from the Council pursuant to Sections 221 and 232 of the *Local Government Act 1999* for the planting to proceed; and
- the resident accepts in writing that no recourse is available for damage to the vegetation by service authorities, Council activity, vandalism or stolen plants.

5.2. Artificial Turf

- 5.2.1. The installation of artificial lawn / synthetic turf or a fully impervious membrane (such as black plastic) is not permitted effective 14 December 2020. Existing installations may remain in place, subject to 5.2.2
- 5.2.2. Administration reserves the right to undertake any modifications or remove existing artificial lawn / synthetic turf or fully impervious membranes to facilitate any Council objectives or requirements at Council's discretion including non-Council works provided by utility and service providers.

4.2.5.3. General Conditions and Approval

- 4.2.1.5.3.1. The Administration is authorised to approve the installation of nature strips based upon the following:

- that the owner of the property adjacent to the nature strip agrees to meet the total cost of the development to be undertaken either by Council or others;
- that the adjacent 'owner' undertakes to indemnify the Council against any claim for compensation or damages arising out of the development of the nature strip, except when the work is undertaken by Council, and for any negligence of the owner or his/her agents during the maintenance of the nature strip;
- that the proposed plantings meet the criteria in section 5.1 and will not, in the opinion of the Administration, cause interference to or loss of view to pedestrians using the footway or motorists entering the street from private property or entering the street from an adjoining street intersection or junction;
- that the adjacent owner undertakes to advise any purchaser of the property of the conditions associated with the maintenance of the nature strip.

4.3.5.4. Unkempt Nature Strips and Removal

- 4.3.1.5.4.1. In the event that an adjacent owner fails to maintain the nature strip in front of his/her property to the satisfaction of the Administration, then the Administration is authorised to require the nature strip to be maintained in a satisfactory condition.

4.3.2.5.4.2. The adjacent owner is to be given fourteen days' notice detailing the requirements to satisfactorily maintain the nature strip.

4.3.3.5.4.3. If after the expiration of the notice the nature strip is not maintained to the satisfaction of the relevant officer, the Administration can authorise the removal of a nature strip by advising the owner of the adjacent property that he/she is required to remove the nature strip vegetation within fourteen days.

4.3.4.5.4.4. In the event that the adjacent owner does not comply with the notice to remove the nature strip within fourteen days the Administration may remove the nature strip and charge the adjacent owner the actual cost of the work involved with the removal.

4.3.5.5.4.5. If for any other reason the nature strip is required to be removed the Administration is authorised to remove the nature strip provided the fourteen days notice has been given to the adjacent owner stating Council's intention to remove the nature strip. The cost of such removal shall be met by Council.

4.4.5.5. Road or Footway Construction

4.4.1.5.5.1. Where a road or footway is to be reconstructed the Administration shall ascertain from owners of all properties adjacent to the reconstruction work whether they wish to have a dolomite or a loam nature strip. Residents are to be encouraged to consider Council's Environmental Policy and implementation plans, when making their choices.

4.4.2.5.5.2. The Administration is authorised to install the nature strips requested at no cost to the adjacent owners, provided that the owners agree to undertake the maintenance of the nature strip, as set out in this policy.

5.6. Greening Verge Incentive

5.6.1. Council encourages the adoption and gardening of nature strips to promote increased street tree health, reduced storm water run off and increasing urban biodiversity through the Greening Verge Incentive.

5.6.2. The Greening Verge Incentive is open to any Unley resident or organisation with an existing dolomite nature strip over 0.4m in width and at least 3m² in total size.

5.6.3. Applications are assessed on a first eligible in first served basis up to the available project funding as per the approved annual budget.

5.6.4. The Administration is authorised to install the nature strips at no cost to the adjacent owners, provided that the owners agree to undertake the maintenance of the nature strip, as set out in this policy

5.6.5. It is the applicant's responsibility to supply and install plants and/or lawn in adherence to the criteria in section 6.1.

5.6. LEGISLATION

- *Local Government Act 1999*

6.7. AVAILABILITY OF POLICY

6.4.7.1. The Policy is available for public inspection during normal office hours at:

The Civic Centre,
181 Unley Road, Unley SA 5061.

A copy may be purchased for a fee as determined annually by Council.

It is also available for viewing, download and printing free of charge from the Council's website www.unley.sa.gov.au.

7.8. DOCUMENT HISTORY

Date	Ref/Version No.	Comment
	COU/69	
	COU/76	

DECISION REPORT

REPORT TITLE:	BHKC INFRASTRUCTURE PARTNERSHIP PROGAM GRANT APPLICATION
ITEM NUMBER:	4.6
DATE OF MEETING:	14 DECEMBER 2020
AUTHOR:	NICOLA TINNING
JOB TITLE:	GENERAL MANAGER, BUSINESS SUPPORT & IMPROVEMENT
ATTACHMENTS:	<ol style="list-style-type: none">1. BHKC STORMWATER BOARD GRANT FUNDING APPLICATION REPORT2. BHKC STORMWATER BOARD SUMMARY OF FORECAST COUNCIL CAPITAL CONTRIBUTIONS

1. **EXECUTIVE SUMMARY**

The State Government has established the Local Government Infrastructure Partnership Program (the Program) to support Councils with accelerating spending on community infrastructure projects that contribute to the future economic growth of their region; support the Government's *Growth State* agenda; or improve local infrastructure facilities for businesses and community organisations, to enable them to grow in the future.

Under the Program, the State Government will provide grants to Councils for up to 50% of the cost of approved infrastructure projects, with Councils to fund the remaining 50%, either through their own reserves or borrowings. The Brown Hill Keswick Creek Board is seeking support from its five Constituent Councils to submit a joint application for funding as part of the Program.

This report proposes that a grant application for \$14.25M be made to accelerate the delivery of the Lower Brown Hill Creek Upgrade. This will need to be matched by the five Councils and the City of Unley's contribution will be \$2.992M. This contribution is in addition to the annual contributions made by each Council.

2. **RECOMMENDATION**

That:

1. The report be received.
 2. *The matter is for Council to determine. 3 Options are presented in section 6 of this report.*
-

RELEVANT CORE STRATEGIES/POLICIES

2. Environmental Stewardship

2.5 The City's resilience to climate change is increased.

3. BACKGROUND

The Brown Hill and Keswick Creeks Stormwater Board (the Board) is a Regional Subsidiary responsible for the delivery of works under an approved Stormwater Management Plan (SMP), referred to as the Brown Hill Keswick Creek Stormwater Project (the Project).

The current delivery schedule of the Project is over a period of 20 years, largely as a result of the availability of Stormwater Management Authority (SMA) funding.

The Board has written to each Council (via the CEOs Group) seeking support of their grant application to seek funding of (up to) \$14.25M via the Local Government Infrastructure Program and matching contributions from constituent Councils (based on the agreed percentages). If the grant funding application is successful, it would enable expedited delivery of the Lower Brown Hill Creek Upgrade, which would in turn allow for earlier commencement of the subsequent works and result in an overall earlier project completion date.

Attachment 1

Applications close on 29 January 2021 and a business case with supporting documentation will be prepared by the Board to accompany the application.

The Board now seeks support from the five Constituent Councils so that the application can be prepared and submitted by the due date.

4. DISCUSSION

Securing funding as part of the State Government's Local Government Infrastructure Partnership Program will provide significant benefit to the delivery of the overall Project, but will also require a matching contribution from the constituent councils.

If successful, the additional funding will enable accelerated delivery of a significant portion of the Lower Brown Hill Creek Upgrade in the City of West Torrens.

The table below indicates the funding breakdown between the State Government and Councils.

	% of Total	Funding Commitment
State Govt - IPP Grant	50%	\$14.25M
City of Adelaide (8%)	4%	\$1.14M
City of Burnside (12%)	6%	\$1.71M
City of Mitcham (10%)	5%	\$1.425M
City of Unley (21%)	10.5%	\$2.992M
City of West Torrens (49%)	24.5%	\$6.982M
Total		\$28.5M

If funding is approved, construction will need to commence within 12 months of the approval being granted, i.e. by March 2022. The Board has considered this requirement and has advised that construction can commence within 12 months.

Any commitment to funding by the State Government would require equal funding over the next 3 financial years from the five Constituent Councils as per the information contained in Attachment 2. In the case of the City of Unley, the contribution is 21% which equates to \$2.992M.

Attachment 2

It should be noted that this contribution is in addition to the normal contribution budgeted for by Council. Attachment 2 also indicates that future annual contributions can be reduced for a number of years as an offset to bringing funding forward.

While Council's financial commitment to the Project has been included in the 10 Year Long Term Financial Plan, bringing forward the additional \$2.992M funding allocation will have the following impact on Council's level of borrowings for the next five financial years:

	2020-21	2021-22	2022-23	2023-24	2024-25
Existing Borrowings forecast	\$17.7M	\$17.5M	\$17.1M	\$16.2M	\$15.3M
Borrowings Forecast (with BHKC)	\$18.2M	\$19.5M	\$20.2M	\$19.3M	\$18.4M
Net Financial Liabilities (Target is < 80%)	59%	61%	62%	59%	57%

As can be seen from the table above, borrowings will peak at \$20.2M in 2022-23.

It should be noted that an application for grant funding will not be submitted unless all councils endorse a financial contribution. If a council endorses a financial contribution less than that proposed, the projects to be delivered in the Lower Brownhill Creek Upgrade will be adjusted to reflect this. This will result in an adjustment to the financial contribution of the other councils too.

The other four constituent councils have or will meet to consider the proposal on the following dates:

- Adelaide – 15 December – will meet to consider the matter.
- Burnside – 8 December – Agreed to contribute funds as per the grant proposal.
- Mitcham – 8 December – Agreed to contribute funds as per the grant proposal.
- West Torrens – 8 December – Agreed to contribute funds as per the grant proposal.

5. **ANALYSIS OF OPTIONS**

Option 1 –

1. The report be received.
2. The Brown Hill and Keswick Creeks Stormwater Board's application to Local Government Infrastructure Partnership Program be supported and in the event the application is successful, the City of Unley will contribute \$2.992M to enable accelerated delivery of the Lower Brown Hill Creek Upgrade.
3. The Brown Hill and Keswick Creek Stormwater Board be advised of Council's decision.
 - Under this option, the Council would support the Board's request and this will enable a grant submission to be made for \$14.25M which will in turn allow a significant portion of works in lower Brownhill Creek to be accelerated.

The current delivery schedule of the overall project is over 20 years. Expediting the delivery of the the Lower Brown Hill Creek Upgrade with the financial assistance of the State Government would, in turn, allow for earlier commencement of the subsequent works and result in an overall earlier project completion date.

While the increase in borrowings will peak at \$20.2M in 2022-23, Council's net financial liabilities over the next five years remains within the adopted target of 80%.

Council will however need to be conscious of limiting funding to other new capital projects in the next 3 years.

Option 2 –

1. The report be received.
2. The Brown Hill and Keswick Creeks Stormwater Board's application to Local Government Infrastructure Partnership Program be supported and in the event the application is successful, the City of Unley will contribute \$XM to enable an accelerated part delivery of the Lower Brown Hill Creek Upgrade.
3. The Brown Hill and Keswick Creek Stormwater Board be advised of Council's decision.

Under this option, Council will indicate that it is supportive of expediting the delivery of the the Lower Brown Hill Creek Upgrade with the financial assistance of the State Government, but not to the extent that has been proposed. Council can choose to contribute an amount lesser than what has been requested. Council will need to advise the project manager that a review is required to the delivery of the projects proposed.

The increase to borrowings is noted but will be less than option one.

Option 3 –

1. The report be received.
2. The Brown Hill and Keswick Creeks Stormwater Board's application to Local Government Infrastructure Partnership Program not be supported.
3. The Brown Hill and Keswick Creek Stormwater Board be advised of Council's decision.

Under this option, Council will indicate that it is satisfied with the 20 year delivery timeframe and does not wish to increase borrowings by \$2.992M to expedite the delivery of the the Lower Brown Hill Creek Upgrade.

There will be no increase to Council's forecast borrowings.

The Cities of Burnside, Mitcham and West Torrens have agreed to support the Brown Hill and Keswick Creeks Stormwater Board's application to Local Government Infrastructure Partnership Program and in the event the application is successful, will contribute their full share to enable accelerated delivery of the Lower Brown Hill Creek Upgrade. Therefore this option is not recommended.

6. RECOMMENDED OPTION

To be determined by Council.

7. POLICY IMPLICATIONS

7.1 Financial/Budget

- The request is to provide additional financial funding of \$2.992M over three financial years. The additional funding will be entirely through new borrowings.
- A more detailed breakdown of the financial impacts is contained in Attachment 2.

7.2 Legislative/Risk Management

- Expediting the delivery of the Lower Brown Hill Creek Upgrade will assist in the mitigating of the risk associated with flooding. This is a key outcome of the subsidiary.

7.3 Environmental/Social/Economic

- The tender process will seek to source local contractors, a key requirement of the application criteria.

7.4 Stakeholder Engagement

- Nil

8. REPORT CONSULTATION

- Finance and Procurement
- Brown Hill and Keswick Creeks Project Manager

9. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer
Nicola Tinning	General Manager, Business Support & Improvement

Infrastructure Partnership Program Brown Hill Keswick Creek Stormwater Project

Brief

This report proposes that a grant funding application be made by the Brown Hill and Keswick Creeks Stormwater Board as part of the State Government's Infrastructure Partnership Program.

Recommendation

It is recommended to Council that support be provided to the Brown Hill and Keswick Creeks Stormwater Board for a grant funding application to be made as part of the Infrastructure Partnership Program, and that:

1. a business case be developed by the Board seeking grant funding of \$14,250,000;
2. the application relates to funding for delivery of portion of the Lower Brown Hill Creek Upgrade;
3. Council acknowledges the requirement for matching funds to be provided by Constituent Councils and commits to providing the required funding of \$xxxxxx should the grant funding application be successful.

Introduction

The State Government has announced the Infrastructure Partnership Program (the Program) to support Councils to accelerate spending on community infrastructure programs. The program will provide grants to Councils for up to 50% of the cost of approved infrastructure projects with Councils required to fund the remaining 50% through their own reserves or borrowings. The total State Government contribution to the program is up to \$100m.

The Brown Hill and Keswick Creeks Stormwater Board (the Board) is a Regional Subsidiary responsible for the delivery of works under an approved Stormwater Management Plan (SMP), referred to as the Brown Hill Keswick Creek Stormwater Project (the Project). The Board is seeking support from its 5 Constituent Councils to submit a joint application for funding as part of the Program.

Discussion

Program Overview

The Infrastructure Partnership Program is being administered by the Department of Treasury and Finance (DTF) and DTF will consult with the Office for Local Government in assessing proposals. Any Council or group of Councils may apply for funding and Councils may submit an application for more than one project.

Eligibility requirements applicable to the Board include:

- Proposed infrastructure projects must contribute to the future economic growth of the region, support the Government's Growth State agenda, improve local infrastructure, facilities for businesses and community organisations to enable them to grow in the future or include upgrades to key community facilities. Stormwater infrastructure is specifically listed.
- Projects must not be in the Council's existing 12-month budget.
- Council's must demonstrate that the project expenditure will be in addition to existing expenditure plans and there is no offsetting reduction in planned other capital expenditure in 20/21 and 21/22.
- Councils must be able to commence construction within 12 months of approval.
- Councils must maximise the use of local contractors during the construction phase.
- All other things being equal, Councils that have supported ratepayers during COVID-19, including through the provision of rate rebates and reductions will be given preference.
- Projects must have a GST exclusive cost of at least \$1m.

Applications close on 29 January 2021 and require submission of a business case and supporting information.

The Board's Project Director has confirmed that the Lower Brown Hill Creek Upgrade meets the eligibility requirements.

Proposal

The current delivery schedule of the Project is over 20 years, largely as a result of the availability of Stormwater Management Authority (SMA) funding. An application for grant funding as part of the Infrastructure Partnership Program would enable expedited delivery of the Lower Brown Hill Creek Upgrade which would, in turn, allow for earlier commencement of the subsequent works and result in an earlier project completion date.

The Board proposes to lodge an application seeking \$14.25m of grant funding under the Program. Any commitment to funding by the State Government would require equal commitment from the Constituent Councils, as follows:

Infrastructure Partnership Program		\$14,250,000
Constituent Councils		
City of Adelaide 8%	\$1,140,000	
City of Burnside 12%	\$1,710,000	
City of Mitcham 10%	\$1,425,000	
City of Unley 21%	\$2,992,500	
City of West Torrens 49%	\$6,982,500	\$14,250,000
Total		\$28,500,000

If funding is approved as part of the program, construction will need to commence within 12 months of approval being granted – by March 2022.

Key Benefits

Key benefits of securing funding under the Infrastructure Partnership Program include:

- Earlier whole of project completion date leading to whole of catchment protection;
- Delivery of the Lower Brown Hill Creek Upgrade over a shorter timeframe will allow for a more efficient and cost-effective delivery strategy;
- The targeted business case to be developed for the funding application can be expanded to encompass a whole of project business case to target Federal funding ahead of the next election.
- A successful grant application will provide the project with an additional source of State Government funding, separate from the existing arrangement with the Stormwater Management Authority.

Conclusion

Securing funding as part of the State Government's Infrastructure Partnership Program will provide significant benefit to the Project but will also require a contribution from the Constituent Councils. This report proposes that an application for \$14.25m of funds be made to enable expedited delivery of the Lower Brown Hill Creek Upgrade.

Brown Hill and Keswick Creeks Stormwater Board
Summary of Forecast Council Capital Contributions

GST Exclusive	2020/21 \$'000's	2021/22 \$'000's	2022/23 \$'000's	2023/24 \$'000's	2024/25 \$'000's	2025/26 \$'000's	2026/27 \$'000's	2027/28 \$'000's	2028/29 \$'000's
1. Annual Scheduled Capital Contributions required to deliver over Indicative Timeline (completion 2036) (As per the schedule provided to Councils in March 2019)									
Capital - Adelaide 8%	0,451	0,321	0,355	0,369	0,433	0,372	0,383	0,427	0,440
Capital - Burnside 12%	0,677	0,482	0,533	0,553	0,649	0,558	0,574	0,640	0,660
Capital - Mitcham 10%	0,564	0,401	0,444	0,461	0,541	0,465	0,478	0,533	0,550
Capital - Unley 21%	1,184	0,843	0,932	0,968	1,135	0,976	1,004	1,120	1,156
Capital - West Torrens 49%	2,763	1,967	2,175	2,258	2,649	2,278	2,344	2,614	2,696
Total Capital Contributions	5,639	4,014	4,438	4,609	5,407	4,650	4,783	5,335	5,503
2. Additional Council Contributions required to match IPP grant funding (totalling \$14.25m)									
	15%	50%	35%						
Capital - Adelaide 8%	0,171	0,570	0,399						
Capital - Burnside 12%	0,257	0,855	0,599						
Capital - Mitcham 10%	0,214	0,713	0,499						
Capital - Unley 21%	0,449	1,496	1,047						
Capital - West Torrens 49%	1,047	3,491	2,444						
Total Capital Contributions	2,138	7,125	4,988						
3. Total Council Contributions - including already scheduled contributions and additional funds to match IPP grant funding									
Total Capital Contributions	7,776	11,139	9,425	4,609	5,407	4,650	4,783	5,335	5,503
4. Potential Revision to Council Contributions									
	-1,000	-2,000	-1,900	-0,907	-0,150	-0,283	-0,835	-1,003	
Capital - Adelaide 8%	0,622	0,811	0,594	0,217	0,360	0,360	0,360	0,360	0,360
Capital - Burnside 12%	0,933	1,217	0,891	0,325	0,540	0,540	0,540	0,540	0,540
Capital - Mitcham 10%	0,778	1,014	0,743	0,271	0,450	0,450	0,450	0,450	0,450
Capital - Unley 21%	1,633	2,129	1,559	0,569	0,945	0,945	0,945	0,945	0,945
Capital - West Torrens 49%	3,810	4,968	3,638	1,327	2,205	2,205	2,205	2,205	2,205
Total Revised Capital Contributions	7,776	10,139	7,425	2,709	4,500	4,500	4,500	4,500	4,500

Notes

1. The Potential Revision to Council Contributions is intended to bring Council contributions in line with those from the Stormwater Management Authority.
2. Based on the reductions detailed above, SMA and Council contributions will be aligned subsequent to FY24.
3. Any reduction in contributions will impact upon the project's delivery timeframe and will be at the directive of the Board and Constituent Councils.
4. The potential revisions detailed above have not been formally considered or adopted by either the Board or Constituent Councils.

DECISION REPORT

REPORT TITLE:	APPOINTMENT OF ELECTED MEMBERS TO AUDIT COMMITTEE
ITEM NUMBER:	4.7
DATE OF MEETING:	14 DECEMBER 2020
AUTHOR:	KATHRYN GOLDY
JOB TITLE:	PRINCIPAL GOVERNANCE OFFICER
ATTACHMENTS:	<ol style="list-style-type: none">1. ATTACHMENT 1 - AUDIT COMMITTEE - TERMS OF REFERENCE2. ATTACHMENT 2- CR MONICA BRONIECKI NOMINATION FOR AUDIT COMMITTEE MEMBER3. ATTACHMENT 3 - CR MICHAEL RABBITT NOMINATION FOR AUDIT COMMITTEE MEMBER

1. **EXECUTIVE SUMMARY**

Section 126 of the *Local Government Act 1999* provides that Council must have an audit committee.

At the Council meeting on 29 January 2019 Council established an Audit Committee for the current term of Council. At that time Councillors M. Broniecki and K. Anastassiadis were appointed for a term concluding 31 January 2021.

The Audit Committee Terms of Reference advises that membership of the Audit Committee will comprise 5 members appointed by Council as follows:

- Three (3) independent members; and
- Two (2) Elected Members.

This report seeks a decision regarding the appointment of two (2) Elected Members to commence as of 1 February 2021 for a term to be determined by Council.

2. **RECOMMENDATION**

That:

1. The report be received.

2. Councillors.....and.....be appointed to the Audit Committee for the period commencing 1 February 2021 and concluding
-

3. RELEVANT CORE STRATEGIES/POLICIES

4. Civic Leadership

4.1 We have strong leadership and governance.

4. BACKGROUND

The Audit Committee of Council is established in accordance with the requirements of section 126 of the *Local Government Act 1999* (the Act). The Terms of Reference for the Committee provide that the Committee will consist of five members, three of whom will be independent of the Council and will have the necessary skills, knowledge and experience (including recent, relevant financial experience), to ensure the effective discharge of the responsibilities of the Committee.

Current members and appointment terms of the Audit Committee are:

- Mr David Powell (Presiding Member) – term concludes 31 May 2023 (member since 1 June 2019). Noting the Presiding Member term concludes 31 May 2021.
- Mr Nicholas Handley – term concludes 31 May 2023 (member since 1 June 2019)
- Ms Annette Martin – term concludes 31 May 2023 (member since 1 June 2019)
- Cr Kay Anastassiadis – term concludes 31 January 2021
- Cr Monica Broniecki – term concludes 31 January 2021

5. DISCUSSION

Whilst Council largely has discretion in relation to the formation of Committees, legislation prescribes that Council must have an audit committee (s126(1) of the Act).

At this time the Terms of Reference for the Audit Committee are not being reviewed, however they have been provided as Attachment 1 for Council perusal.

Attachment 1

There are specific requirements for membership of the Audit Committee set out in s.17 of the *Local Government (Financial Management) Regulations 1999* which state:

- (1) The audit committee of a council-
 - (a) *must have between 3 and 5 members (inclusive); and*
 - (b) *must include at least 1 person who is not a member of the council and who is determined by the council to have financial experience relevant to the functions of an audit committee; and*
 - (c) *must not include, as a member, the council's auditor under section 128 of the Act.*

Historically Council has determined that the Audit Committee membership will include three members that are independent of Council and its administration, with the necessary skills, knowledge and experience to ensure the effective discharge of the responsibilities of the Committee, with the Committee Presiding Member appointed from the independent members (there is no obligation on Council that the Presiding Member be an Independent Member). In addition, two Elected Members have been appointed to the Committee.

This membership structure is set out in the Audit Committee Terms of Reference.

Currently the Elected Members appointed to the Audit Committee are Councillors K. Anastassiadis and M. Broniecki who were appointed on 29 January 2019 and their term concludes 31 January 2021.

The Audit Committee is defined by the Remuneration Tribunal SA *Determination of Allowances for Members of Local Government Councils, 30 August 2018* as a Prescribed Committee, which would mean that if an Elected Member was appointed as Presiding Member the role would attract a higher allowance payment for that Member.

The current Presiding Member is an Independent Member and the sitting fees payable to Independent Members per meeting attended has previously been resolved by Council. This means that there is no additional payment for any Elected Member appointed to the Audit Committee.

The term of appointment for a member to a committee is at the discretion of Council, therefore a decision to appoint new Elected Members to the Audit Committee must also specify the period of the appointment.

Nominations Received

To assist with the consideration of nominations for the appointment to the Audit Committee, Members wishing to nominate were invited to provide a brief statement in support of their nomination for inclusion as an attachment to this report.

Two such submissions were received, from Councillors M. Broniecki and M. Rabbitt. A copy of each submission is provided as Attachment 2 and 3 to this report.

Attachment 2

Attachment 3

In addition, Councillor K. Anastassiadis has verbally expressed her willingness to re-nominate as a member of the Committee. Further nominations may also be made at the meeting.

6. ANALYSIS OF OPTIONS

Option 1

1. The report be received.
2. Councillors.....and.....be appointed to the Audit Committee for the period commencing 1 February 2021 and concluding

Council is obligated to have an audit committee. This option retains the current structure as per the Terms of Reference of having two (2) Elected Member as Members of the Audit Committee and appoints Elected Members to that Committee. Council is required to determine the term of any appointment made.

7. RECOMMENDED OPTION

Option 1 is the recommended option.

8. POLICY IMPLICATIONS

8.1 Financial/Budget

- There is no additional payment to an Elected Member as a member of the Audit Committee, therefore no financial or budget implications.

8.2 Legislative/Risk Management

- The endorsed Audit Committee Terms of Reference provide that the Committee Membership will comprise five (5) members, three (3) independent members and two (2) elected members.
- Section 126 of the *Local Government Act 1999* requires Council to have an Audit Committee.

9. REPORT AUTHORISERS

Name	Title
Tami Norman	Executive Manager, Office of the CEO



AUDIT COMMITTEE - TERMS OF REFERENCE -

1. ESTABLISHMENT

- 1.1. The Audit Committee is established pursuant to Sections 41 and 126 of the *Local Government Act 1999* ("the Act").
- 1.2. The Committee is defined as a "prescribed committee" in the Remuneration Tribunal SA *Determination No. 6 of 2018, Allowances for Members of Local Government Councils*, dated 30 August 2018.

2. OBJECTIVES

- 2.1. Section 126(4) of the Act describes the functions of the audit committee to include:
 - 2.1.1. Reviewing annual financial statements to ensure that they present fairly the state of affairs of the council; and
 - 2.1.2. Proposing, and providing information relevant to, a review of the council's strategic management plans or annual business plan; and
 - 2.1.3. Proposing, and reviewing, the exercise of powers under section 130A of the Act; and
 - 2.1.4. Liaising with the council's auditor; and
 - 2.1.5. Reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis.
- 2.2. Specifically, the Audit Committee will:
Financial Reporting and Sustainability
 - 2.2.1. Review the annual financial statements of the Council to ensure that they present fairly the state of affairs of the Council, reviewing significant financial reporting issues and judgements which they contain.
 - 2.2.2. Review and make recommendations to the Council regarding the assumptions, financial indicators and targets in the Long Term Financial Plan, including financial sustainability of the Council and any risks in relation to the adoption of the Long Term Financial Plan and Annual Budget.
 - 2.2.3. Review, make recommendations and observations to Council on the financial outcomes of the Asset Management Plans.

- 2.2.4. Propose and provide information relevant to a review of the Council's strategic management plans or annual business plans.
- 2.2.5. Review and make recommendations to the Council regarding any other significant financial, accounting and reporting issues as deemed necessary by the Committee, Council or Management.

Risk Management and Internal Control

- 2.2.6. Monitor and review the performance and adequacy of Council's risk management framework for identifying, monitoring and managing significant business risks, including Work Health and Safety and Business Continuity Planning.
- 2.2.7. Review and comment on the adequacy of internal controls, internal audit, financial management systems and practices.
- 2.2.8. Ensure an appropriate compliance framework exists to identify risks and controls for compliance with applicable legislation and regulations.

Internal Audit and Compliance

- 2.2.9. Monitor and review the effectiveness of the Council's internal audit function and program in the context of the Council's overall risk management framework.
- 2.2.10. Contribute to the development of the Internal Audit Plan, review internal audit reports and meet with Internal Auditors as required.
- 2.2.11. Obtain regular updates from Management and/or Internal Auditors regarding compliance matters in relation to Council's statutory requirements, and provide comment to Council where necessary as part of the Committees reporting responsibilities.

External Audit

- 2.2.12. Liaise with, and meet with Council's External Auditor at least once per year.
- 2.2.13. Consider and make recommendations to the Council in relation to the selection, appointment and removal of the External Auditor.
- 2.2.14. Review and make recommendations to Council on the scope of work, reports and activities of the External Audit, including interaction with any internal audit capability.
- 2.2.15. Review the findings of the annual and interim audits with the External Auditor.
- 2.2.16. Review the response by Management to reviews, recommendations and audit letters provided by the External Auditor.

Governance

- 2.2.17. Review and comment on the overall adequacy of Council's Policy Framework.
- 2.2.18. Propose and review the exercise of powers under section 130A of the *Local Government Act 1999* "Other Investigations" if required by Council and/or deemed necessary by the Committee.
- 2.2.19. Consider, monitor and review the operation of Council's subsidiaries in relation to the minutes and recommendations from their respective

Committees and any other matter which is within the powers of the Council and is appropriate to be referred to the Committee by the Council.

- 2.2.20. Anything necessary, expedient or incidental to performing or discharging the functions of the Committee as listed herein or to achieving its objectives.

3. MEMBERSHIP

- 3.1. The Committee will comprise 5 members appointed by Council as follows:
- 3.1.1. Three (3) independent members; and
 - 3.1.2. Two (2) Elected Members.
- 3.2. Independent members of the Committee must have recent and relevant experience in professions such as, but not limited to, accounting, audit, financial management, legal, risk management and governance.
- 3.3. Criteria used to select independent members will have regard to gender balance, youth and cultural representation.
- 3.4. It is desirable for Elected Members appointed to the Committee to have a sound understanding of financial management principles, and skills/knowledge in areas such as, but not limited to, risk management and governance.
- 3.5. Committee member appointments are for a term determined by Council.
- 3.6. Membership of the Committee continues for the term of appointment *unless* a member resigns, is otherwise incapable of continuing as a member, or is removed from office by the Council.
- 3.7. The Committee may, by a vote supported by at least half plus one of the members of the Committee, make a recommendation to the Council to remove a member of the Committee from office where a member has failed (without the leave of the Committee) to attend three consecutive meetings of the Committee.
- 3.8. Members of the Committee are eligible for re-appointment at the expiration of their term of office.
- 3.9. Council will determine the sitting fees for independent members. Sitting fees are payable based on attendance at meetings.
- 3.10. Independent members of the Committee are required to complete and submit Primary and Ordinary Returns and comply with Conflict of Interest provisions set out in the Act.

4. PRESIDING MEMBER

- 4.1. The Council will appoint the Presiding Member of the Committee.
- 4.2. The Council authorises the Committee to determine if there will be a Deputy Presiding Member of the Committee and, if so, authorises, the Committee to make the appointment to that position for a term determined by the Committee.
- 4.3. If the Presiding Member of the Committee is absent from a meeting the Deputy Presiding Member (if such position exists) will preside at that meeting. If there is no position of Deputy Presiding Member, or both the Presiding Member and the Deputy Presiding Member of the Committee are absent from a meeting of the Committee, then a member of the Committee chosen from those present will preside at the meeting until the Presiding Member (or Deputy Presiding Member, if relevant) is present.

- 4.4. The Presiding Member, with the CEO, has responsibility for execution of the Independence of External Auditor declaration as part of the end of financial year audit process.
- 4.5. The role of the Presiding Member includes:
 - 4.5.1. overseeing and facilitating the conduct of meetings in accordance with the *Local Government Act 1999*, and the *Local Government (Procedures at Meetings) Regulations 2013*.
 - 4.5.2. ensuring all Committee members have an opportunity to participate in discussions in an open and encouraging manner.

5. OPERATIONAL MATTERS

5.1. Frequency of Meetings

- 5.1.1. The Committee shall meet, at least four (4) times per year at appropriate times in the financial reporting cycle, and when the Committee may otherwise deem necessary. The CEO is authorised to determine the time and date of each meeting of the Committee.
- 5.1.2. The CEO is authorised, after consulting with the Presiding Member of the Committee, to cancel the respective Committee meeting, if it is clear that there is no business to transact for that designated meeting. Members are to be advised at least 3 clear days before the scheduled meeting. Advice of the same will also be posted on Council's website.

5.2. Delegation

- 5.2.1. The Committee is not delegated any of the decision making powers, functions or duties of the Council. All decisions of the Committee will therefore constitute recommendations to the Council to consider and determine.

5.3. Notice of Meetings

- 5.3.1. Notice of the meetings of the Committee will be given in accordance with sections 87 and 88 of the Act. Accordingly, notice will be given:-
 - (a) to members of the Committee by email, or in a form as otherwise agreed by Committee members, at least 3 clear days before the date of the meeting; and
 - (b) to the public as soon as practicable after the time that notice of the meeting is given to members by causing a copy of the notice and agenda to be displayed at the Council's offices and on the Council's website.
- 5.3.2. The agenda and reports for all meetings of the Committee must be delivered to members of the Committee at least 3 clear days before the meeting.

5.4. Reporting

- 5.4.1. For the purposes of section 41(8) of the Act, the Council determines that the Audit Committee will satisfy reporting and other accountability requirements through the presentation of the minutes of each meeting of the Committee at the next ordinary meeting of the Council following each Committee meeting.

- 5.4.2. At the request of the CEO, the Presiding Member (and other Independent Members as required) shall provide a report and/or presentation to the Council relating to Strategic Financial, Risk or Governance matters.

5.5. Public Access to Meetings

- 5.5.1. The Committee shall meet at the Offices of the Council located at 181 Unley Road, Unley SA 5061.
- 5.5.2. Members of the public are able to attend all meetings of the Committee, unless prohibited by resolution of the Committee under the confidentiality provisions of Section 90 of the Act.

6. MEETING PROCEDURE

- 6.1. The Council has resolved to apply Part 2 of the *Local Government (Procedures at Meetings) Regulations 2013* to this Committee.
- 6.2. Insofar as the Act, the Regulations, the Code of Practice - Meeting Procedures or these Terms of Reference do not prescribe the procedure to be observed in relation to the conduct of a meeting of the Committee, the Committee may determine its own procedure.
- 6.3. Subject to clause 6.4 of these Terms of Reference, all decisions of the Committee shall be made on the basis of a majority of the members present.
- 6.4. A quorum is ascertained by dividing the total number of Committee members by two, ignoring any fraction resulting from the division, and adding one.
- 6.5. If the Mayor attends a meeting of the Committee as *ex-officio*, the Mayor's attendance will be included in the calculation of quorum.
- 6.6. All members of the Committee must (subject to a provision of the Act or Regulations to the contrary) vote on any matter arising for decision at a meeting of the Committee.
- 6.7. Every member of the Committee has a deliberative vote only. In the event of a tied vote the person presiding at the meeting does not have a second or casting vote and the matter will be referred to Council for decision.
- 6.8. Any decision of the Committee which does not arise from a recommendation of a Council officer must be supported in the minutes of the meeting by clear reasons for the decision.

Responsible Department:	Business Support and Improvement
Responsible Officer:	General Manager Business Support and Improvement
Date Adopted	29 January 2019 (Resolution 1373/2019)
Reference/Version Number	1.0
ECM Doc set I.D.	3860752

Dear Elected Members,

I am seeking to continue for a further term on the City of Unley Audit Committee.

The first term on the Committee has resulted in significant learnings for me. This has been helpful in understanding both the functions of the Audit Committee, and more importantly, the financial workings of the Unley City Council.

The Chair of the Committee, David Powell, is a particularly experienced member of a number of local government audit committees. His depth and breadth of experience has been invaluable, and I feel I have learnt a great deal from his insights and expertise, as I have from the other independent members, Nick Handley and Annette Martin.

I have provided information to the Elected Members at Council meetings regarding Council financial matters. Hopefully this has been helpful to the Elected Members, as it has been for me. Explaining financial matters to Elected Members has further consolidated my own thinking, which I would like to continue.

Your support in endorsing my position on the Audit Committee for another term will be greatly appreciated.

With regards

Monica Broniecki

Name	Michael James Rabbitt
Occupation (other than being an Elected Member of CoU)	Business Manager (part-time) - DownUnder Textiles Pty Ltd
Qualifications	Bachelor of Business (Banking & Finance) Diploma of Financial Planning
Other Committees / Bodies of Local Government Involvement:	
Past	<ul style="list-style-type: none"> - <u>City of Unley</u> - Member, Audit & Governance Committee - Chair, City Strategy & Development Policy Committee - Member, Unley Business & Economic Development Committee - Member, Strategic Property Committee - Member, CEO Performance Review Panel - Deputy Mayor
Present	<ul style="list-style-type: none"> - <u>City of Unley</u> - Member, City Strategy & Development Policy Committee - Member, Strategic Property Committee - <u>Centennial Park Cemetery Authority</u> - Board Member - Café Committee Member
Suitability for Audit Committee	<ul style="list-style-type: none"> - Academic qualifications in finance - Financial management experience from career in banking, which included 8 years in internal audit - Owner and manager of financial planning practice for over 20 years - Business manager of wholesale business for 10 years - Previous experience on this committee

INFORMATION REPORT

REPORT TITLE:	CODE OF CONDUCT COMPLAINT - INVESTIGATION FINDINGS
ITEM NUMBER:	4.8
DATE OF MEETING:	14 DECEMBER 2020
AUTHOR:	TAMI NORMAN
JOB TITLE:	EXECUTIVE MANAGER, OFFICE OF THE CEO
ATTACHMENTS:	NIL

1. **EXECUTIVE SUMMARY**

Following receipt of a complaint alleging a breach of the Code of Conduct for Council Members (the Code), Minter Ellison Lawyers were engaged to conduct an investigation of the matter.

The complaint alleged a breach of the Code by Councillor D. Palmer at the Council meeting of 22 June 2020 in relation to comments made during his contribution to debate on the Deputation/Petition relating to the Weller Street Bicycle Route Proposed Slow Points.

Having undertaken an investigation of the complaint, Minter Ellison Lawyers have found that no breach of the Code of Conduct occurred and have recommended that no further action be taken in relation to the matter.

Neither the Code or the Complaint Handling Procedure under the Council Members' Code of Conduct require a Final Investigation Report to be tabled in Council when there is no finding of a breach. However, in the interests of transparency, this summary of the complaint and the outcome is provided for information.

2. **RECOMMENDATION**

That:

1. The report be received.
-

3. **RELEVANT CORE STRATEGIES/POLICIES**

4. Civic Leadership

4.1 We have strong leadership and governance.

4. BACKGROUND

An allegation of a breach of the Code of Conduct for Council Members was received in relation to the conduct of Councillor D. Palmer at the Council Meeting on 22 June 2020.

The Complaint alleged that Councillor D. Palmer's comments at the Meeting in relation to the Deputation/Petition on the Weller Street Bicycle Route constituted a breach of the Part 2 of the Code of Conduct for Council Members (Code), specifically clauses 2.2, 2.3 and 2.4 of the Code, being as follows:

- 2.2 Act in a way that generates community trust and confidence in the Council.
- 2.3 Act in a reasonable, just, respectful and non-discriminatory way when dealing with people.
- 2.4 Show respect for others if making comments publicly.

The matter was referred to Minter Ellison lawyers to investigate and make recommendations in relation to the complaint.

5. DISCUSSION

At the Council meeting on 22 June 2020, Council heard two deputations and received a petition in relation to the proposed installation of traffic calming measures on Weller Street as part of the finalisation of the Woods-Weller bikeway.

The matter was debated, with a number of members contributing to the debate, and ultimately Council resolved as follows:

That:

1. *The Petition be received.*
2. *The head petitioner be advised of Council's decision that the Weller Street bike route improvements and traffic calming works proceed as per Council's previous decision (1266/2018).*

CARRIED UNANIMOUSLY

Resolution No. C0256/20

Following the Council meeting, an allegation of a breach of the Code of Conduct for Council Members by Councillor D. Palmer was lodged by an external party.

The matter was initially considered by the Mayor, who met with the complainant and provided his resolution of the matter. The complainant was dissatisfied with the response provided by the Mayor and submitted a complaint to the Ombudsman. The Ombudsman requested that the matter be reconsidered, and Minter Ellison lawyers were engaged to investigate the matter anew.

Minter Ellison applied the following framework for the conduct of the investigation:

- *Undertake their investigation in confidence and ensure that both the subject member and complainant are afforded natural justice and procedural fairness.*
- *Review the complaint and all relevant supporting documents;*
- *As soon as possible after reviewing the complaint:*
 - *Write to the subject member and provide a copy of the complaint and confirm the scope of the investigation to be undertaken and the expected timeframe within which it will be undertaken.*
 - *Write to the complainant and confirm the scope of the investigation to be undertaken and the expected timeframe within which it will be undertaken.*
 - *Invite the complainant and subject member to both attend separate interviews to discuss the complaint, and/or provide written submissions in respect of the complaint, within ten business days.*
- *Prepare a draft investigation report within ten business days (or within such reasonable timeframe as determined by the investigator) of the latter of the interviews of the complainant or subject member;*
- *Provide a copy of the draft investigation report to the subject member and complainant and invite any comments on said report within five business days of provision; and*
- *Provide a final report within five business days to Council as per the Council's Procedure and Code of Conduct for Council Members.*

In conducting the investigation, Minter Ellison had regard to and relied upon the Complaint, evidence adduced at interview, and any relevant documents provided by the Complainant, Councillor D. Palmer, and Council's Administration.

In accordance with the Framework summarised above, Councillor D. Palmer and the Complainant were provided with a copy of a draft Investigation Report and were invited to make submissions with respect to that report.

Regard was given to the views and submissions made by the Complainant before preparation of the Final Investigation Report. Minter Ellison noted that Councillor D. Palmer acknowledged the draft Report but made no submissions or comments in relation to it or its findings.

In relation to the response and comments received from the Complainant, Minter Ellison determined none of the comments or concerns raised materially altered the particulars, commentary or findings of the draft report.

A Final Investigation Report was prepared setting out the findings and recommendations in relation to the Complaint. Having considered all relevant information, the investigation found that no breach of the Code of Conduct for Council Members occurred and recommended that no further action be taken in relation to the matter.

Whilst there is no requirement to provide a copy of the Final Investigation Report to Council (either within the Code or Council's Complaint Handling Procedure) it is appropriate to provide a summary of the matter and the outcome to Council for information.

6. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer

INFORMATION REPORT

REPORT TITLE:	PERFORMANCE REPORT CEO KPIS FOR JULY TO NOVEMBER 2020
ITEM NUMBER:	4.9
DATE OF MEETING:	14 DECEMBER 2020
AUTHOR:	LARA KENNEDY
JOB TITLE:	EXECUTIVE ASSISTANT, OFFICE OF THE CEO
ATTACHMENTS:	1. CEO KPIS 2020/21 REVIEW

1. **EXECUTIVE SUMMARY**

To enable the City of Unley to effectively review the CEO's performance during reporting periods, a series of key performance indicators (KPIs) are set, against which performance is assessed. The KPIs are aligned with the strategic direction of Unley and deliver clear and measurable results for the period under review.

A periodic performance review against the CEO KPIs 2020/21 has been completed for the period July to November 2020 and this is now presented to Council.

2. **RECOMMENDATION**

That:

1. The report be received.
-

3. **RELEVANT CORE STRATEGIES/POLICIES**

4. Civic Leadership
- 4.1 We have strong leadership and governance.

4. **BACKGROUND**

As part of the CEO performance reporting framework, an update is usually provided with the Quarterly Corporate Report. However, this report was not included in the previous Quarterly Report and is presented to Elected Members for information in this agenda as a separate item.

5. DISCUSSION

The CEO KPIs for 2020/21 have been reported against for the period July to November 2020 and are included as Attachment 1.

In summary, most of the actions are on track, although the progress of some initiatives has slipped due to COVID-19 disruptions and priority being placed on tree canopy investigations.

Attachment 1

6. REPORT AUTHORISERS

Name	Title
Tami Norman	Executive Manager, Office of the CEO

CEO KPI's 2020/21 – review

Key Performance Indicators	Description	Milestones
1. CUSTOMER EXPERIENCE		
Further develop a customer service focused culture across the organisation	<p>The focus for 2020/21 will be the continuation of providing Customer Self Help Options.</p> <p>Key initiatives include:</p> <ul style="list-style-type: none"> • Developing business processes for each online function/form via the website. • Measuring shift in customer behaviour resulting from self-help options. • Assisting businesses through the creation of an online business portal as part of the new website. 	<ul style="list-style-type: none"> • Increase online customer transactions to 50% (20% 2019/20) with a focus on the following areas: <ul style="list-style-type: none"> – Customer requests. – Notification of changes to name and address register. – Renewal of residential on-street parking permits. • Satisfaction rating for ease of use of online forms >80%. • Online business portal with information and forms for businesses established (by June 2021).
PROGRESS UPDATE		
<p>Online customer transactions, a snapshot</p> <ul style="list-style-type: none"> • 9 additional services have been added to our website since July 2020 and we will continue to work through the remaining paper and PDF applications, with the aim to convert all relevant and continuing forms. • 72% of the total services offered on the Council website have now been converted to online services. <p>Measuring shift in customer behaviour</p> <ul style="list-style-type: none"> • Of the services we currently have online, our digital adoption rate has increased and is currently tracking at about 45%. As we convert tree requests, a high-volume request type to an online service, a stronger focus will need to be placed on promoting “Digital First” across our services, through our customer interactions, staff and through our website. If promotion does not occur the adoption rate will drop. <p>Online business portal</p> <ul style="list-style-type: none"> • The project scope has been initiated with internal key stakeholders and user research has also commenced. This project has not progressed far due to the focus on developing an Economic Development Strategy. Once the Strategy has been adopted, this will provide guidance with regards to the portal contents and what is offered. Consequently, the project is likely to be staged over 2 years. 		

CEO KPI's 2020/21 – review

Key Performance Indicators	Description	Milestones
2. DIGITAL STRATEGY		
The City of Unley's Digital Strategy provides a practical framework to guide the Council's provision of digital services and use of digital and Smart City technologies, supporting Unley's Four Year Delivery Plan 2017-2021 and Community Plan 2017-2033	<p>The focus for 2020/21 is the delivery of Year 3 of a Four-Year Plan.</p> <p>Key initiatives include:</p> <p>Digital Services</p> <ul style="list-style-type: none"> Identify and transform two Council services using a collection of data analytics from the various customer channels. Develop Smart City portal with freely available public data. <p>Digital Workplace</p> <ul style="list-style-type: none"> Continue the delivery of the "Digital Workplace" Intranet system for Council staff. Improvement of Council Employee Experience with the use of digital technologies. <p>Smart Cities</p> <ul style="list-style-type: none"> Mature the Digital Strategy into a Smart City Plan. <ul style="list-style-type: none"> Develop an online framework which will be used to complement existing community engagement tools to seek feedback on Council strategies/projects and to test ideas raised by the community or Council. 	<p>2.1 Digital Services</p> <ul style="list-style-type: none"> Analyse data from new website to identify two priority areas for digital transformation (December 2020) and implement solution (by May 2021). Smart City portal "go-live" date April 2021. Free Data Policy presented to Council for endorsement (September 2020). <p>2.2 Digital Workplace</p> <ul style="list-style-type: none"> Use of electronic timesheets (by December 2020). Implement automated online process for Performance Development and Review process (by June 2021). Improve the projects portal for the 2021/22 Budget cycle. <p>2.3 Smart Cities</p> <ul style="list-style-type: none"> Smart City Plan presented to Council for endorsement (by February 2021). Customer database built and online framework developed for implementation (May 2021).

PROGRESS UPDATE

2.1 Digital Services

The Service	What's changed	Outcome
Parking Permits – Renewals (residential) Every 2 years we issue approximately 1800 Parking permit renewal letters. Customers do not have the option to pay online, and must either visit us in person, or email their credit card information to us. The process had many touch points across CX, Record Mgt and the Permit Officer. Each permit was then processed and issued individually.	<ul style="list-style-type: none"> Online renewal and payment – providing choice and making it easier for the customer. The internal process has been streamlined, removing the need for Record Mgt and CX team to process any part of the online renewal. The back-end process has also been automated, and the amount of time and effort minimised, allowing bulk creation and printing of permits. 	Complete Permits are being posted from this week. We expect our first payments to start from end of week.
Tree requests Requests for tree maintenance and tree inspections is one of our major call drivers. There is an opportunity to help educate our customers up front, avoiding the need for phone calls and call backs. This is a collaborative project across the Depot, CX and Records Management. The intention is to identify opportunities and build a better request form, to help triage requests before we even receive them.	<ul style="list-style-type: none"> An online tool that helps triage the 'Tree' related request. It includes; <ul style="list-style-type: none"> Requests for maintenance Tree inspection/removals New tree requests Reporting fallen trees/branches 	On track The online tool has been built in co-ordination with our Depot team, and CX team and is currently being tested by our teams. We are looking to pilot the tool from the beginning of December.
Development Applications While we wait for the State Development portal to be built, we saw an opportunity for a quick win for our customers, by building an online form which is easy to complete and whereby documents and files can be added. The forms also include the Demolition and Regulated tree applications (3 forms in 1) – saving applicants time completing.	<ul style="list-style-type: none"> The Development Application can be submitted online via our website. It allows large documents & files to be added in a single application Technology is used to automatically register and task the document in ECM, reducing touch points in our organisation. Namely Records Management and Planning Admin. 	Complete Since launching on 11 th November, we have had 24 Applications online. Promotion of the new form will encourage uptake.

The following two projects have been delayed due to a prioritising of the Tree Canopy Project and to a lesser degree the ongoing impact of the COVID-19 Pandemic.

- Smart City portal has a revised 'go-live date' of May 2021. A pre-planning project workshop was held in mid-September where a plan with concepts was scoped.
- A first draft of the Free Data Policy has been prepared and will be presented to Council for endorsement by March 2021.

CEO KPI's 2020/21 – review

2.2 Digital Workplace

- The delivery of the “Digital Workplace” is on track. The first area of focus is Business Support and Improvement, noting that the infrastructure architecture has been completed and content is being prepared with the “go live” for BSI planned for March 2021.
- The impact of COVID 19 has delayed the implementation of electronic timesheet, it now is expected to be in use by February 2021.
- The automated online process for Performance Development and Review process has been implemented and is currently being used.

2.3 Smart Cities

- The Tree Canopy Project has delayed the development of the Smart City Plan, the presentation to Council for endorsement has been revised to June 2021.
- A Briefing was held with Council mid-October, which provided a concept view of the online framework. The development of a customer database platform is complete. This includes signup forms, integration into website and importing of subscribers. The system/platform has been handed over to the Communications team for use. The platform was most recently used for the Digital Unley Life magazine with a 78% open rate. To increase the number of subscribers, both social media and website campaigns were run, and the online Digital Services forms have been integrated to allow customers to "opt-in" to newsletters at the completion of a transaction. Both the Business Systems & Solutions and Communications teams are continuing to explore ways to increase subscribers.

CEO KPI's 2020/21 – review

Key Performance Indicators	Description	Milestones
3. FINANCIAL		
Ensure the sustainability of the organisation through sound financial management principles and ongoing reviews of its operations to realise efficiency gains	<ul style="list-style-type: none"> • Draft 2021/22 Annual Business Plan and Budget prepared in line with CPI (March 2021 quarter) and with agreed levels of service. • Assess and provide Council with advice regarding the development of the State Government's Local Government Reform Package. • Continue to investigate alternative sources of recurrent non-rates income. 	<ul style="list-style-type: none"> • Draft ABP for consultation prepared (May 2021) with a target operating surplus of 4%. • Subject to Council approval, increase recurrent non rates income by 10% on the previous year (2019/20).
PROGRESS UPDATE		
2021-22 Annual Business Plan and Budget (ABP) <ul style="list-style-type: none"> • The Long-Term Financial Plan (LTFP) is currently being updated to reflect the Council endorsed 2019-20 Financial Statements. The updated LTFP together with economic forecasts and assumptions, and directions of Council, guides the development of the ABP. A couple of options/ scenarios will be developed to accommodate the 2 outcomes set by Council. Firstly, the increase of Rates by CPI + 1% (refer Motion on Notice 23 November 2020) and secondly, an operating surplus target of 4%. This project is on track. • There have been no alternative sources of recurrent non-rates income presented to Council for consideration in the period of 1 July to 30 November 2020. Of note however, the parking ticket machines in Rose Terrace have been ordered and we are awaiting an installation date. 		

CEO KPI's 2020/21 – review

Key Performance Indicators	Description	Milestones
4. OPERATIONAL		
4.1 Conduct a review of all depot-based activities in terms of service levels to identify operational and financial efficiencies	<p>In 2019, a review of the structure of Depot Operations was undertaken, with implementation of the recommendations being completed in 2019/20. It is timely to now undertake a review of all service levels and processes to identify opportunities for efficiencies across all key operational areas at the Depot:</p> <ul style="list-style-type: none"> • Civil Construction; • Response and Signage; • Open Space, Parks and Recreation; and • Arboriculture. 	<ul style="list-style-type: none"> • Review young tree care and area pruning programs completed (by October 2020) to target a survival rate of 90% for young trees planted in the first 12 months. • Review kerbing, footpath and pram ramp maintenance, and side entry pit replacements (by October 2020). • Review street sweeping, line marking and signage maintenance (by December 2020). • Review sports field preparations, lawn mowing and playground maintenance (by February 2021). • Draft report for consultation presented to Council and other key internal stakeholders for consideration (March 2021). • Final report presented to Council for endorsement (May 2021).
4.2 Conduct a review of Development Services to ensure alignment to the PDIA requirements and to identify operational and financial efficiencies	<p>With the impending introduction of the PDI Act, it is timely to review the Development Services functions (Planning, Building and Development Administration) to:</p> <ul style="list-style-type: none"> • Ensure alignment of key processes to the PDI Act requirements. • Identify opportunities for operational and financial efficiency gains. 	<ul style="list-style-type: none"> • Legislative alignment and service review completed, with efficiencies identified and improvement plan developed (by September 2020). • Outcomes of the review presented to Council (by September 2020).

CEO KPI's 2020/21 – review

Key Performance Indicators	Description	Milestones
4. OPERATIONAL		
4.3 Review our Library Service offering and the delivery methodology, based on the learnings from the experience of the COVID-19 pandemic	<p>The restrictions imposed by the COVID-19 pandemic required us to close our libraries and investigate new ways of providing library services. It is opportune that we consider the learnings highlighted by the recent pandemic response to inform potential amendments to the way our library services are delivered e.g.:</p> <ul style="list-style-type: none"> • Library Operating Hours. • Library Staffing/Resourcing Model. • Program Delivery options. • Collection Management – e-collections/resources. 	<ul style="list-style-type: none"> • Review to be conducted with the recommendations presented to Council for endorsement (by March 2021).
4.4 Business Continuity Plan – consider the learnings and opportunities from the COVID-19 pandemic and integrate into the BCP	Finalise the revision and update of the BCP including learnings from the COVID-19 pandemic.	<ul style="list-style-type: none"> • BCP documentation to be finalised (December 2020). • Training completed (by March 2021). • Formal implementation and activation of BCP is achieved (by June 2021). • BCP tested by June 2021 and a review of effectiveness conducted.
PROGRESS UPDATE		
<p>4.1 Review of Depot Based Activities</p> <ul style="list-style-type: none"> • The review has commenced with external consultant (FieldForce4) engaged to undertake the review as required. The review commenced in August 2020 and is expected to be completed by the end of January 2021. • As part of the review, a benchmarking analysis will be undertaken with three metropolitan councils. • The benchmarking analysis is expected to be completed in December 2020 and will consider: <ul style="list-style-type: none"> – young tree care – area pruning – kerbing, footpath and pram ramp maintenance – side entry pit replacements – street sweeping – line marking – signage maintenance – sport field preparations – lawn mowing – playground maintenance 		

CEO KPI's 2020/21 – review

PROGRESS UPDATE	
4.2 Development Services Review	<ul style="list-style-type: none">The review of Development Services is underway, with a consultant (BeeSquared) engaged for the project. Project timeframes have been extended as a result of the Planning and Design Code delay and the impact of COVID 19. The completion date is anticipated for January 2021.
4.3 Library Services Review	<ul style="list-style-type: none">Review of Library Services underway with tender process for external consultant being finalised. Internal project reference team in place and ready to commence shortly. Slight delays due to COVID 19 impacting timeframes, anticipate project completion April 2021.
4.4 Business Continuity Plan	<ul style="list-style-type: none">The overarching Business Continuity Plan has been reviewed and updated (complete).A Business Process Assessment was completed with Managers to identify the impacts of losing organisational functions and determine at what point we can no longer operate effectively without those functions (Maximum Acceptable Outage) (complete).Critical Function Sub Plans have been created for each area identified as a result of the business process analysis (90% complete).Final step will be to link completed Critical Function Sub Plans into overarching BCP (not yet commenced).

CEO KPI's 2020/21 – review

Key Performance Indicators	Description	Milestones
5. ORGANISATIONAL CULTURE		
Continue to develop a performance-based culture across the organisation and build the capability and capacity of the people	<p>Culture affects performance, employee engagement and the ability to create an innovative and positive work environment. The prevailing culture is what our community and customers experience when they engage with us.</p> <p>Key initiatives for 2020/21 include:</p> <ul style="list-style-type: none"> • Undertake an organisation wide Culture Survey in 2021. • Negotiation of Council's Enterprise Bargaining Agreements (ASU & AWU). • Consideration of resourcing model in Council. • Organisation work plan reviewed to ensure flexibility and value for money in the delivery of services to the community. 	<ul style="list-style-type: none"> • Organisation Culture survey to be undertaken in March 2021, with target employee participation rate of 90%. • Organisation Culture results will show an overall improvement in constructive styles and causal factors compared to the 2018 results. • Results of the survey shared, and actions plans developed (by June 2021). • EB Agreements negotiated for ratification (August 2021).
PROGRESS UPDATE		
<p>Organisational Culture</p> <ul style="list-style-type: none"> • Preparation for the organisation wide Culture Survey in March 2021 is well underway. The Executive Team recently reviewed and signed off on the project plan. A series of online workshops have commenced to introduce or refresh staff about the survey, the history of its use in the organisation and the consolidated reporting the survey provides. These workshops are expected to be complete by the end of the calendar year. This project is on track. • The negotiation of Council's Enterprise Bargaining Agreements will officially commence in January 2021. The Executive Team has been provided with an overview of the process and the two Workplace Consultative Committees have been advised that a notice of intent to negotiate will be issued before the end of December. This project is on track. 		

CEO KPI's 2020/21 – review

Key Performance Indicators	Description	Milestones
6. STRATEGIC PLANNING		
6.1 Complete 4 Year Delivery Plan and Metrics	The review of the 4 Year Plan commenced in 2019/20 but has been delayed because of the disruption caused by the COVID-19 pandemic. The review and update of the 4 Year Delivery Plan, including the development of metrics will be completed in 2020/21.	<ul style="list-style-type: none"> • Draft plan for consultation purposes presented to Council for endorsement (August 2020). • Consultation process completed (October 2020). • Final plan presented to Council for endorsement (November 2020).
6.2 Complete Representation Review	<p>Section 12 of the <i>Local Government Act 1999</i> requires Councils to undertake a review of the composition of the council, which includes the division, or potential division, of the area of the council into wards, at least once in each relevant period prescribed by the Regulations. The relevant period is as determined by the Minister from time to time and as published in the Gazette, and generally occurs on an 8 year cycle. The last Representation Review at the City of Unley was completed in 2013.</p> <p>The Minister for Transport, Infrastructure and Local Government has determined the relevant period for the next review of council compositions and wards (the Representation Review) at the City of Unley is June 2020 - June 2021.</p> <p>Section 12 of the <i>Local Government Act 1999</i> specifies the requirements for the conduct of a Representation Review. This work will require the engagement of consulting assistance in to deliver the required options paper and present the necessary report to the Electoral Commissioner for certification.</p>	<ul style="list-style-type: none"> • Initiation of Representation Review and appointment of qualified person (June 2020). • Representation Options Paper endorsed for consultation (October 2020). • Consultation on Options Paper (November/December 2020 – 6 week period). • Representation Report endorsed for consultation (January 2021). • Consultation on Representation Report (February/March 2021 – 3 week period) • Submit Representation Report to Electoral Commission for certification (April/May 2021).

CEO KPI's 2020/21 – review

Key Performance Indicators	Description	Milestones
6. STRATEGIC PLANNING		
6.3 Develop a Communications Strategy	Effective communication and engagement with the community is a key objective for Council. The development of a Communications Strategy will provide guidance and direction for Council's communication objectives, audience, key messages, channel and resourcing. This is an important issue for all councils with the ongoing changes of the traditional local newspaper and the transition to digital methods of communication. The strategy will investigate what alternatives to the Messenger paper can be introduced.	<ul style="list-style-type: none"> • Workshop conducted with Elected Members to explore ideas and to finalise scope. • Draft Strategy presented to Council for endorsement (March 2021). • Final Strategy presented to Council for endorsement (June 2021).
6.4 Review existing Infrastructure and Asset Management Plans and adopt new Plans	<p>It is a legislative requirement for Council to review its Infrastructure and Asset Management Plans and adopt new Plans within two-years of a newly elected Council. Accordingly, Council is required to adopt new Plans by November 2020.</p> <p>New Plans will be prepared for:</p> <ul style="list-style-type: none"> • Drainage (stormwater infrastructure, network and detention basins). • Transport (roads, kerb and water table, bus stops, traffic calming devices, car parks and lighting). • Open Space and Recreation (furniture, irrigation, artwork, shelters, barbecues, playgrounds and paths in reserves). • Buildings and Property (Council owned and operated and leased buildings). • Pathways (footpaths, bike paths and shared use paths). 	<ul style="list-style-type: none"> • Council to endorse draft Plans for community consultation (July 2020). • Council to endorse final Plans (November 2020).

CEO KPI's 2020/21 – review

Key Performance Indicators	Description	Milestones
6. STRATEGIC PLANNING		
6.5 Develop a Climate and Energy Plan	<p>The City of Unley is considered to be an innovative leader in Local Government in environmental management and sustainability. A key priority of Council's 4-Year Delivery Plan is increasing the City's energy efficiency and reducing the carbon footprint.</p> <p>The key objectives of the Plan are to:</p> <ul style="list-style-type: none"> • Undertake more detailed carbon emissions recording of fuel, electricity, gas, waste, transport and other sources. • Provide a report on data collected to establish a factual base line. • Review Council's current profile and set an emissions reduction target. • Undertake feasibility and cost benefit analysis of key actions including electric trucks and solar panels on leased buildings. • Prepare an Operation Climate and Energy Plan. • Develop a partnership with ICLEI. 	<ul style="list-style-type: none"> • Report presented to Council on existing usage to establish a base line. • Draft Plan presented to Council for endorsement (February 2021). • Final Plan presented to Council for endorsement (May 2021).
PROGRESS UPDATE		
6.1 Complete 4 Year Delivery Plan and Metrics	<ul style="list-style-type: none"> • The draft Plan for consultation purposes will be presented to Council in January 2021. 	
6.2 Complete Representation Review	<ul style="list-style-type: none"> • Options Paper is currently open for consultation, closing 18 December 2020, with a delay arising from Council's request to add the current structure into the Options Paper following a Council resolution. The review is now on track for completion. 	
6.3 Develop a Communications Strategy	<ul style="list-style-type: none"> • The Strategy has not yet commenced - planned commencement date January 2021. 	

PROGRESS UPDATE

6.4 Review of Council's Existing Asset Management Plans

- The review of the existing Plans has been completed with four new draft Plans developed that encompass Council's Transport, Buildings, Stormwater and Open Space assets.
- The draft Plans meet the required standards and set out Council's proposed technical and customer service levels to ensure the on-going and sustainable management of its key assets.
- At its meeting held on 13 October 2020, Council's Audit Committee considered a report outlining the draft Plans. The Audit Committee recommended that a number of changes be made to the draft Plans, and for Council to endorse the documents for community consultation.
- The Administration incorporated the recommendations made by the Audit Committee in finalising the draft Plans, which were considered by Council at its October 2020 meeting and endorsed for community consultation.
- Community consultation was undertaken throughout November 2020 and 13 written submissions were received. These submissions were considered by the Administration on finalising the Plans.
- The final Plans are to be considered for adoption by Council at its December 2020 meeting.

6.5 Development of a Climate and Energy Plan

- The development of the Plan has commenced with an external consultant (The Energy Project) being engaged and seeks to better track, manage and reduce Council's operational carbon and energy footprint.
- The key objectives of the project are summarised as follows:
 - review Council's current profile and set emissions reductions target accordingly
 - emissions reduction scenario should meet minimum International, National and State requirements by 2050
 - undertake feasibility and cost benefit analysis of key actions including electric fleet and solar panels on Council leased buildings
 - prepare an operations climate and energy plan
 - factor in Council's recent decision to accept an invitation from ICLEI Oceania to join as a member of the Global Covenant of Mayors for Climate and Energy
- An initial briefing was held with Elected Members on 7 December 2020.
- Draft Plan is expected to be completed in February 2021. Following which, community consultation will be undertaken, and feedback received is to guide the development of a final Plan.
- Final Plan is expected to be endorsed by Council in May 2021.

CEO KPI's 2020/21 – review

Key Performance Indicators	Description	Milestones
7. STRATEGIC INFRASTRUCTURE PROJECTS		
7.1 Ensure the Edmund Cottages Redevelopment Project is “shovel ready”	<p>Council will adopt concept designs for the redevelopment of the Edmund Avenue Cottages in 2019/20 and has allocated funding for the detailed design and documentation for two of these Cottages, namely no. 74 and no. 76 in 2020/21. The detailed design and documentation will be progressed to ensure a ‘shovel-ready’ project. This will best place Council to secure State or Federal Government stimulus grant funding opportunities that may present themselves resulting from COVID-19.</p> <p>Key steps:</p> <ul style="list-style-type: none"> • Community engagement. • Lodgement of development application. • Detailed design and documentation completed. • Obtain full development approval. • Apply for grant funding opportunities when available. 	<ul style="list-style-type: none"> • 100% detailed design and documentation (December 2020). • Receive development approval (December 2020).
7.2 Ensure the Unley Oval Stage 2 Grandstand Upgrade is “shovel ready”	<p>Council has allocated funding of \$1.2M towards this project. The anticipated overall project cost is approximately \$3.9M, which means there is currently a funding gap of \$2.7M. At its meeting held in April 2020, Council resolved to accelerate the detailed design and documentation and to lodge a development application for the works to ensure the project is ‘shovel-ready’. This will best place Council to secure State or Federal Government stimulus grant funding opportunities that may present themselves resulting from COVID-19.</p> <p>Key steps:</p> <ul style="list-style-type: none"> • Community engagement/feedback sought. • Lodgement of development application for planning consent and undertaking of statutory notifications and consultation. • Detailed design and documentation completed. • Planning consent obtained. • Apply for grant funding opportunities when available. 	<ul style="list-style-type: none"> • 100% detailed design and documentation (October 2020). • Receive planning consent (October 2020).

CEO KPI's 2020/21 – review

Key Performance Indicators	Description	Milestones
7. STRATEGIC INFRASTRUCTURE PROJECTS		
7.3 Develop a master plan for the Unley Precinct Quadrant which is bound by Unley Road, Frederick Street, Trimmer Terrace and Edmund Avenue	<p>The Unley Precinct Quadrant is considered to play a strategic role to the overall functionality of the wider Unley Precinct, particularly in terms of vehicular traffic, pedestrian movements, and cycling. An integrated master plan is to be developed that will ensure the ongoing and efficient long-term function of the Quadrant, in line with the intent proposed by the Edmund Avenue Cottages Upgrade and Unley Oval Stage 2 projects. The master plan will:</p> <ul style="list-style-type: none"> • Consider options for the improvement of local vehicular traffic circulation, including possible one-way movements, cognisant that Unley Road is under the care, control and management of DPTI. • Establish opportunities for increased car parking provisions that accommodate changes in local traffic flow. • Identify opportunities for pedestrian safety improvements including the introduction of dedicated crossing points. • Identify and address safety issues for cyclists. • Develop a greening plan that identifies opportunities for improved tree plantings and landscapes to complement the existing greening. 	<ul style="list-style-type: none"> • Develop draft master plan in readiness for consultation (December 2020). • Seek Council endorsement of final master plan in readiness for 2021/22 Council budget process (March 2021).
PROGRESS UPDATE		
<p>7.1 Ensure the Edmund Cottages Redevelopment is “shovel ready”</p> <ul style="list-style-type: none"> • Council endorsed the final Concept Design in June 2020. • The detailed design and documentation phase of the project has commenced with an external consultant engaged (Grieve Gillett Andersen). The detailed design and documentation process is expected to be completed in February 2021. • A development application is expected to be lodged by the end of December 2020 and the assessment process will run in conjunction with the detailed design and documentation process. • Development approval is anticipated by March 2021. • Grant funding opportunities will be pursued noting that \$200K of Round 1 of the Federal Government’s Local Roads and Community Infrastructure (LRCI) Program has been allocated to the delivery of the project. This funding is required to be spent by no later than 30 June 2021 and accordingly Council needs to decide on whether it will bring forward monies from its LTFP to deliver the project in the current financial year. If this does not occur, the \$200K grant funding will need to be spent on another project which is currently not funded by Council as per the criteria for the expenditure of the grant funding. 		

PROGRESS UPDATE

7.2 Ensure the Unley Oval Stage 2 Grandstand Upgrade is “shovel ready”

- Unley Oval Stage 2 project is underway with preparation for grant application in progress. This includes community engagement (complete), development application (December CAP meeting), business case and other supporting information. Currently the project is eligible for the State Local Community Infrastructure grants (matched funding, due end of January). Federal Government Community Infrastructure grant funding has been received (\$1.3M) and allocated towards this project. These funds must be expended by 31 December 2020.
- The detailed design and documentation phase of the project has commenced with external consultant (Bell Architects) being engaged.
- A key focus of the development is to establish a community hub within the new facilities to accommodate local community groups and users.
- Prior to the lodgement of a development application, in August 2020 early notification was provided to residents who reside in close proximity to Unley Oval. The notification outlined a brief explanation of the proposed upgrade, process associated with the development applications and timeframes.
- A development application (Category 3) was lodged in September 2020 and notification has been completed. CAP will consider the development application assessment at its December 2020 meeting and a decision regarding a planning consent is expected at that time.
- Private certification will be issued once planning consent has been granted by CAP following which development approval is expected.
- Tender documentation has been collated and will be ready for tender early in 2021 subject to a successful State Government grant funding application and Council's final decision regarding delivery of the project.

7.3 Development of a Master Plan for the Unley Precinct Quadrant

- The Administration has commenced considerations of the development of the master plan.
- The key objectives of the master plan will be to undertake the following:
 - consider options for the improvement of local vehicular traffic circulation, including possible one-way movements
 - establish opportunities for increased on-street car parking provisions that accommodate changes in local traffic flow
 - identify opportunities for pedestrian safety improvements including the introduction of dedicated crossing points
 - identify and address safety issues for cyclists
 - develop a greening plan that identifies opportunities for improved tree plantings and landscapes to complement the existing greening
- The master plan will prioritise works into short term (1-2 years) and long term (2-3 years) priorities taking into account simplicity of proposals (ie signage and line marking) versus physical devices and change in traffic flows to assist Council with determining funding of these works.
- The Administrations will engage an external consultant by the end of December 2020 to develop the master plan.
- A draft master plan is expected to be developed by the end of March 2021. Community consultation will be undertaken on the draft document and the feedback to be received will guide the finalisation of the master plan.
- A final master plan is expected to be endorsed by Council by the end of June 2021 noting that budget submissions for the 2021-22 financial year will be made as part of the budget process for Council's consideration.

COUNCIL ACTION REPORT

REPORT TITLE: COUNCIL ACTION REPORT
ITEM NUMBER: 4.10
DATE OF MEETING: 14 DECEMBER 2020
AUTHOR: LARA KENNEDY
JOB TITLE: EXECUTIVE ASSISTANT, OFFICE OF THE
CEO
ATTACHMENTS: 1. COUNCIL ACTION REPORT

1. EXECUTIVE SUMMARY

To provide an update to Members on information and actions arising from resolutions of Council.

2. RECOMMENDATION

That:

1. The report be noted.
-

COUNCIL ACTION REPORTS - ACTIONS TO DECEMBER 2020						
Meeting Date	Item #	Subject and Council Resolution	Responsible Exec.	Status/Progress	Expected Completion Date	
22/07/19	4.5	5-YEAR CULTURAL PLAN 2. A 5-Year Cultural Plan be developed for Council's consideration and endorsement.	GM City Services	Community engagement has been undertaken and has been taken into consideration in drafting the plan. The draft plan will be presented to Council at a briefing in February, with a subsequent report, for in principle endorsement, ahead of undertaking further engagement with the community.	April 2021	
23/03/20	4.2	CULROSS AVENUE LIVING STREET INVESTIGATION 3. Six months following the completion of the developments at 402 Fullarton Road and 25 Culross Avenue, traffic volumes, speeds and on-street parking along Culross Avenue be reviewed to assess the impact the developments have had on the street and if any traffic calming measures are warranted.	GM City Development	3. Observations on-site indicate that the development on the southern side of Culross Avenue has been completed. The development on the northern side of the street is anticipated to be completed in the coming months. A review of traffic and parking conditions will commence in mid-2021 being six months following the completion of both developments as resolved by Council. A report is to be presented to Council around August 2021.	August 2021	
28/05/20	4.2	INVESTIGATION INTO FEASIBILITY OF INTRODUCING E-SCOOTERS WITHIN THE CITY OF UNLEY AND EASTERN REGION ALLIANCE COUNCILS 2. Council staff investigate e-scooter trial options, in collaboration with the Department of Planning, Transport and Infrastructure, the City of Adelaide and interested Eastern Region Alliance councils or neighbouring councils and develop a use case with the intent of an e-scooter trial taking place in the City of Unley area, subject to approval by the Minister for Transport, Infrastructure and Local Government. 3. A workshop be held with Elected Members to discuss e-scooter trial options and specific permit condition matters, including application for all other shared mobility devices.	GM City Development	2. The Administration has commenced collaboration with the Department for Planning and Infrastructure (DIT), City of Adelaide, interested Eastern Region Alliance (ERA) and neighbouring councils to develop a use case. The Administration has also partaken in a joint Expressions of Interest (EOI) procurement process with the City of Norwood Payneham & St Peters which does not commit Council to undertake the trial but saves time later if it decides to do so. A further report is expected to be considered by Council around January 2021 summarising the process and seeking endorsement from Council to commence a trial.	January 2021	
				3. A workshop was held with Elected Members on 12 October 2020 to present the relevant information.	Completed	
22/06/20	5.1.2	NOTICE OF MOTION FROM COUNCILLOR M. BRONIECKI RE. SYNTHETIC TURF ON VERGES 1. Staff undertake a review of the Nature Strips Policy to incorporate a ban of artificial/synthetic turf as a surface treatment on Council owned verges.	GM City Development	1. The Administration has undertaken a review of Council's current Nature Strips Policy, as resolved by Council. A report outlining the revised Policy is to be considered by Council at its meeting held in December 2020.	Completed	
22/06/20	5.1.3	NOTICE OF MOTION FROM COUNCILLOR S. DEWING RE. MANAGEMENT OF DAMAGE TO COUNCIL INFRASTRUCTURE ADJACENT TO LARGE SCALE DEVELOPMENTS 1. Staff prepare a report outlining issues, options (including compliance or enforcement strategies) and resource requirements, to enable monitoring and management of impacts of developments on Council infrastructure, including street trees.	GM City Services	An EM Briefing was undertaken in October 2020, with a report to follow after the review is completed for Development Services.	February 2021	
28/09/20	4.1	WALKING AND CYCLING PLAN - KING WILLIAM ROAD (MIKE TURTUR - GREENHILL ROAD) AND WELLER / SIMPSON CONCEPT DESIGNS 2. The Draft Bikeway Feasibility Design Study for King William Road (Mike Turtur / Greenhill Road) and Weller Street / Simpson Parade Streetscape Improvements, as set out in Attachments 1 and 2 to this report (Item 4.1, Council Meeting 28/09/2020), be endorsed for the purpose of undertaking community consultation 3. Following the conclusion of community consultation, a further report be considered by Council summarising the feedback received in relation to the Draft Bikeway Feasibility Design Study for King William Road (Mike Turtur / Greenhill Road) and Weller Street / Simpson Parade Streetscape Improvements and confirming the way forward for these projects. 4. The Administration pursue State or Commonwealth Government grant funding opportunities for the delivery of on-ground works for the Draft Bikeway Feasibility Design Study for King William Road (Mike Turtur / Greenhill Road) and Weller Street / Simpson Parade Streetscape Improvements.	GM City Development	2. The Administration has undertaken community consultation regarding both proposals which closed on 4 November 2020.	Completed	
				3. A further report outlining the results of the feedback received regarding Weller/Simpson is to be considered by Council at its meeting to be held in December 2020. A report outlining the results of the feedback received regarding King William Road is expected to be presented to Council for its consideration at its meeting to be held in January 2021. 4. The Administration will pursue grant funding opportunities as they are made available.	Completed	N/A
28/09/20	4.2	DRAFT COMMUNITY LAND MANAGEMENT PLANS FOR CONSULTATION PURPOSES 2. The Draft Community Land Management Plans set out in Attachment 1 to this report (Item 4.2, Council Meeting 28/09/2020) be endorsed for the purpose of undertaking community consultation.	GM City Development	2. The Administration has undertaken community consultation which closed on 16 November 2020.	Completed	

COUNCIL ACTION REPORTS - ACTIONS TO DECEMBER 2020					
Meeting Date	Item #	Subject and Council Resolution	Responsible Exec.	Status/Progress	Expected Completion Date
		3. The Chief Executive Officer be authorised to make minor editorial or formatting amendments as required to the Draft Community Land Management Plans, in order to finalise the documents for the purpose of undertaking community consultation. 4. Following the conclusion of community consultation, a further report outlining a summary of the feedback on the Draft Community Land Management Plans received and final Community Land Management Plans, be presented to Council.		3. Completed 4. A further report outlining a summary of the feedback which has been received during the community consultation process is to be considered by Council for its meeting to be held in December 2020.	Completed Completed
28/09/20	5.1.2	NOTICE OF MOTION FROM COUNCILLOR S. DEWING RE: SINGLE USE PLASTICS 1. A report be prepared investigating opportunities to influence and educate retailers within the City of Unley with a view to achieving a reduction or total removal in the provision of plastic shopping bags by businesses across the City.	GM City Development	A report is expected to be presented to Council for its consideration in early 2021.	February 2021
28/09/20	5.1.4	NOTICE OF MOTION FROM COUNCILLOR S. DEWING RE: DOG WASTE BINS AND BAGS AT CITY OF UNLEY PARKS 1. A report be prepared investigating the benefits and the costs of installing organic (green) waste bins at City of Unley parks and replacing the existing complimentary black plastic dog waste bags with complimentary compostable dog waste bags, with the investigations to consider relevance of other related plans/strategies such as the Animal Management Plan and Waste Management Strategy.	GM City Development	A report is expected to be presented to Council for its consideration in early 2021.	March 2021
26/10/20	5.1.1	NOTICE OF MOTION FROM COUNCILLOR J. RUSSO RE: DECLARATION OF A CLIMATE EMERGENCY 4. Requests that the City of Unley consider and address climate change risks in its own operations and service delivery, including the inclusion of Climate Impact Statements in Council reports and an annual report to Council on the effectiveness of climate action measures taken in the preceding year.	GM City Development	Work is currently progressing on the inclusion of Climate Impact Statements in Council's report templates with a view to implementing from January 2021. The Administration is considering the inclusion of information regarding the effectiveness of Council's climate measures taken annually as part of Council's Annual Report.	January 2021
23/11/20	4.1	GLOBAL COVENANT OF MAYORS FOR CLIMATE AND ENERGY - INVITATION TO JOIN 2. The invitation received from ICLEI Oceania to the join the Global Covenant of Mayors for Climate and Energy be accepted, with the Chief Executive Officer authorised to submit the required letter of intent. 3. Once available, information relating to an initial community greenhouse emission inventory and hazards assessment, a greenhouse reduction target and adaptation goals and a Climate Energy Plan be submitted to the Global Covenant of Mayors for Climate and Energy as part of the City of Unley's commitment to join the group	Executive Manager Office of the CEO	Completed	Completed TBA
23/11/20	4.2	DRAFT ANIMAL MANAGEMENT PLAN FOR COMMUNITY CONSULTATION 3. Following completion of community consultation, a final Animal Management Plan will be presented to Council for endorsement.	GM City Services	Community engagement will commence in January through to February. Report to be brought back to Council following the community engagement.	February 2021
23/11/20	4.3	DRAFT LIVING WELL PLAN 3. Following the completion of community consultation, a final Living Well Plan be presented to Council for endorsement	GM City Services	Community engagement underway, report to be brought back to Council following the community engagement.	February 2021
23/11/20	5.1.2	NOTICE OF MOTION FROM COUNCILLOR J. BOISVERT RE: LIVESTREAMING OF ALL COUNCIL AND COUNCIL ASSESSMENT PANEL MEETINGS 1. Staff investigate the costs and benefits of livestreaming all Council and Council Assessment Panel meetings, with the results of the investigation to be reported back to Council in January 2021.	Executive Manager Office of the CEO	A cost and benefit analysis will be undertaken and presented to Council in January 2021	January 2021
23/11/20	5.1.3	NOTICE OF MOTION FROM COUNCILLOR J. DODD RE: RESIDENTIAL REGENERATION ZONE (MAJOR ROADS POLICY AREA 14) ENCOMPASSING CULROSS AVENUE AND FULLARTON ROAD 1. The City of Unley correspond with and request the Minister for Planning to support a review, as a matter of urgency, of the Residential Regeneration Zone (Major Roads Policy Area 14) encompassing Culross Avenue and Fullarton Road, with a view to achieving a more sensitive and respectful density, site coverage and design quality of development.	GM City Development	Completed	Completed

QUESTIONS OF WHICH NOTICE HAS BEEN GIVEN

REPORT TITLE:	QUESTION ON NOTICE FROM COUNCILLOR J. DODD RE: TREE CANOPY COVER ON COUNCIL LAND
ITEM NUMBER:	5.3.1
DATE OF MEETING:	14 DECEMBER 2020
ATTACHMENTS:	NIL

The following Question on Notice has been received from Councillor J. Dodd and the answer is provided as follows:

QUESTION

Can the Administration please detail all current and future plans for the increasing of tree canopy cover on Council land?

ANSWER

At its meeting held on 25 May 2020, Council adopted its Tree Strategy which sets out its objectives for the management and enhancement of its Urban Forest. One of Council's key objectives is to increase canopy cover by planting new trees on its land.

In achieving this objective, the *Expand & Establish* focus of Council's Tree Strategy states the following:

E1 Maximise Planting on Council Land

E1.1 Implement an accelerated tree planting program for additional trees on Council land using Precinct Plans to prioritise planting locations.

Council will take a leadership approach in improving canopy cover by maximising public planting, including within parks, streetscapes and other public places. Planting locations will be based on Precinct Plans that aim to increase shaded trails along streets to link residents and visitors with schools, shops, parks or public transport. Decisions on individual species selection will be made on a case by case basis to ensure the right tree in the right location approach is followed.

E1.2 All new capital or infrastructure renewal works will consider and appropriately budget for trees and greening where practical.

Combining Council's annual streetscape renewal works with greening initiatives can create multiple long-term benefits and build greater efficiencies. Opportunities for trees and increased landscaping will be identified at the start of a project to support more sustainable built outcomes.

- E1.3 Trial, test and refine new planting methods, including reclaiming hard surfaces and tailored integrated streetscape designs.*

Maximising tree planting on Council land will focus on filling vacant spots along streets, however it will also need to utilise newer methods that reclaim hard surfaces such as on-road planting. These techniques are still being refined and need to balance the competing needs for wide footpaths, bicycle lanes, on-street parking spaces and underground/overhead assets. Ongoing testing and trialling in collaboration with neighbouring councils and partner organisations, such as Tree Cities of the World and SA Power Networks will allow Council to be progressive in this space.

- E1.4 Prioritise planting of legacy trees in appropriate locations within parks and reserves that have the potential to become significant long-term features.*

Council will identify suitable locations within parks and reserves, and plant new specimen trees that have the potential to grow very large and become noteworthy landmarks in the future, contributing to the identity and amenity of local parks and the City's canopy aspiration.

- E1.5 Target an urban forest composition of no more than 5% of one tree species, and 10% of one genus.*

A reliance on dominant species leaves the City vulnerable to pests and disease and the potential loss of the tree asset. Council will move towards a healthy, environmentally sustainable and resilient tree population by increasing its diversity of species. This is a long-term process that will only be completed through the natural succession of existing trees.

- E1.6 Maintain a toolkit that includes a palette of species suitable for street planting which considers varying infrastructure situations, service and footpath requirements, and considers climate change.*

This initiative provides a range of species options for arboriculture staff, that can be used in line with site specific locations taking into account community use, neighbourhood character, transport functions, biodiversity, native habitat provision, open space, available space, utilities and environmental considerations.

Current Plans

Council has allocated various funds in its 2020/21 Budget for the purpose of delivering a number of projects and initiatives which specifically seek to plant additional trees within the City.

A summary of the funding allocations is provided as follows:

- Accelerated Tree Planting Program (\$160,000)
Planting of a minimum of 440 new trees throughout the City.
- Living Streets (\$70,000)
Planting of new trees, as well as other improvements, along Richards Terrace.
- Pocket Parks (\$50,000)
Planting of new trees, as well as other improvements, within the Fairford Avenue pocket park.

Future Plans

In respect to opportunities for the planting of new street trees within Council-owned verges, the Administration is coordinating a City-wide audit.

In 2019/20, approximately 50% of the City's verges were audited which identified approximately 2,000 planting opportunities for new trees. The remainder of verges located across the City will be audited in 2020/21 and 2021/22.

Consistent with Council's endorsed Tree Strategy, the parameters and criteria which have been adopted by Council staff for planting of new trees ensures that the maximum number of trees that can be planted are planted within Council's verges.

In terms of funding additional tree plantings in future and beyond 2020/21, Council will consider this on an annual basis as part of its budget consideration and setting process.

MAYOR'S REPORT

REPORT TITLE: MAYOR'S REPORT FOR MONTH OF DECEMBER 2020

ITEM NUMBER: 6.1.1

DATE OF MEETING: 14 DECEMBER 2020

ATTACHMENTS: NIL

1. RECOMMENDATION

That:

1. The report be received.
-

Functions attended (18/11/20 to 08/12/20)

Legend for attendance type at Function/Event:	
Attendee – only, no duties	Guest – specifically invited as an event guest
Interview – on-air radio guest	Host – hosted a meeting as Mayor
Mayor – attended as the Mayor of City of Unley	Presenter – involved in presenting awards
Representative – attended as Council representative	Speaker – attended and gave a speech as Mayor

Date	Function/Event Description	Type
18/11/20	ERA Mayors & CEOs Group Meeting	Mayor
26/11/20	LGA Procurement Shovel Ready Projects Webinar	Attendee
27/11/20	Quarterly Meeting with Minister Pisoni	Mayor
30/11/20	EM Briefing – Planning & Design Code / Economic Development Strategy	Attendee
02/12/20	LGA Sector Briefing with Premier Marshall – Update on COVID-19, Economic Stimulus and other matters	
03/12/20	LGA Procurement Shovel Ready Projects Webinar	Attendee
04/12/20	Mayor's Christmas Dinner	Mayor
04/12/20	ERA Mayors Breakfast	Mayor
07/12/20	EM Briefing – Unley Central / Concordia College Development Opportunity / Climate Energy Plan	Attendee
	Radio Interviews	

REPORTS OF MEMBERS

REPORT TITLE:	REPORTS OF MEMBERS FOR MONTH OF DECEMBER 2020
ITEM NUMBER:	6.3.1
DATE OF MEETING:	14 DECEMBER 2020
ATTACHMENTS:	1. COUNCILLOR M. BRONIECKI

Council to note attached reports from Members:

1. Councillor M. Broniecki

REPORTS OF MEMBERS

REPORT TITLE: REPORT FROM COUNCILLOR M. BRONIECKI

Functions attended (18/11/20 to 08/12/20)

Date	Function/Event Description
23/11/2020	Council Briefing
27/11/2020	Meeting with Mayor
30/11/2020	Council Briefing: Planning & Design Code and Economic Development
2/12/2020	Active Ageing Meeting
3/12/2020	Ward briefing
4/12/2020	Christmas Dinner
7/12/2020	Council Briefing: Climate energy plan and Concordia College development opportunity
8/12/2020	Audit Committee

CORRESPONDENCE

REPORT TITLE:	CORRESPONDENCE
ITEM NUMBER:	6.4.1
DATE OF MEETING:	14 DECEMBER 2020
ATTACHMENTS:	1. GLOBAL COVENANT OF MAYORS FOR CLIMATE & ENERGY

The correspondence from:

- Global Covenant of Mayors for Climate & Energy – Commitment of City of Unley

be noted.



Global Covenant of Mayors for Climate & Energy

Commitment of City of Unley Australia



I, Michael Hewitson AM, Mayor of the City of Unley commit to the Global Covenant of Mayors for Climate & Energy, joining thousands of other cities and local governments around the world currently engaged in climate leadership.

The Global Covenant of Mayors for Climate & Energy envisions a world where committed mayors and local governments – in alliance with partners – accelerate ambitious, measurable climate and energy initiatives that lead to an inclusive, just, low-emission and climate resilient future, helping to meet and exceed the Paris Agreement objectives.

Whatever the size or location, the mayors and local leaders committed to the Global Covenant stand ready to take concrete measures with long-term impact to tackle the interconnected challenges of climate change mitigation, adaptation, and access to sustainable energy.

To implement this vision, the City of Unley pledges to implement policies and undertake measures to (i) reduce / limit greenhouse gas emissions, (ii) prepare for the impacts of climate change, (iii) increase access to sustainable energy, and (iv) track progress toward these objectives. Specifically, within no more than three years of this commitment, we pledge to develop, formally adopt and report on the following:

- A community-scale greenhouse gas (GHG) emission inventory;
- An assessment of climate hazards and vulnerabilities;
- Ambitious, measurable and time-bound target(s) to reduce/limit greenhouse gas emissions;
- Ambitious adaptation vision and goals, based on quantified scientific evidence when possible, to increase local resilience to climate change;
- Ambitious and just goal to improve access to sustainable energy; and
- Plan(s) to address climate change mitigation / low emission development, climate resilience and adaptation, and access to sustainable energy, including provisions for regular (annual or biennial) progress reports.

www.globalcovenantofmayors.com

The targets and action plans for mitigation / low emission development must be quantified and consistent with or exceed relevant national commitments defined through the relevant UNFCCC (Intended) Nationally Determined Contribution (NDC).

We acknowledge that there may be additional region- or country-specific commitments for us to adhere to, agreed through our local membership networks or through our direct engagement with local Global Covenant of Mayors partners.

The City of Unley acknowledges that continued membership in the Global Covenant of Mayors and associated local chapters or "Regional Covenants" as established, is contingent on complying with the above requirements within established timeframes.

City of Unley

PO Box 1, Unley, South Australia 5061

www.unley.sa.gov.au

Mayor Michael Hewitson AM

Kat Ryan | kryan@unley.sa.gov.au | +618 8372 5118

37,721 Inhabitants, 14.29 sq. kilometres
Australia



Carried Unanimously by the City of Unley on Monday 23 November 2020.

DECISION REPORT

REPORT TITLE: CONFIDENTIALITY MOTION FOR ITEM 7.2 -
UNLEY CENTRAL CONCEPT PLAN

ITEM NUMBER: 7.1

DATE OF MEETING: 14 DECEMBER 2020

AUTHOR: TAMI NORMAN

JOB TITLE: EXECUTIVE MANAGER, OFFICE OF THE CEO

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if Council so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on the grounds set out below.

1. **RECOMMENDATION**

That:

1. Pursuant to Section 90(2) and (3)(b)(i), (b)(ii), (d)(i) and (d)(ii) of the *Local Government Act 1999*, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because it relates to information the disclosure of which:
 - 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
 - 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
 - would, on balance, be contrary to the public interest
2. In weighing up the factors related to disclosure:
 - disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations; and
 - non-disclosure of this item at this time will enable Council to consider detailed information relating to the proposed Unley Central Concept Plan prior to determining the preferred position on the matter.

On that basis, the public's interest is best served by not disclosing 7.2 Unley Central Concept Plan, Report and discussion at this point in time.

3. Pursuant to Section 90(2) of the *Local Government Act 1999* it is recommended the Council orders that all members of the public be excluded, with the exception of staff of the City of Unley on duty in attendance.

ITEM 7.2

Confidential – removed from the public agenda – pages 449-479

DECISION REPORT

REPORT TITLE: CONFIDENTIALITY MOTION TO REMAIN IN
CONFIDENCE FOR ITEM 7.2 - UNLEY
CENTRAL CONCEPT PLAN

ITEM NUMBER: 7.3

DATE OF MEETING: 14 DECEMBER 2020

AUTHOR: TAMI NORMAN

JOB TITLE: EXECUTIVE MANAGER, OFFICE OF THE CEO

1. **RECOMMENDATION**

That:

1. Pursuant to Section 91(7) of the *Local Government Act 1999* the following elements of Item 7.2 Unley Central Concept Plan, considered at the Council Meeting on 14 December 2020:

- ☒ Minutes
- ☒ Report
- ☒ Attachment

remain confidential as follows:

- Minutes and Report: until such time as a media release in relation to the Unley Central Precinct Concept Plan is issued in conjunction with the Developer;
- Attachments: until such time as development approval is granted for the Unley Central Precinct;

and not available for public inspection until the cessation of those periods, with the CEO authorised to provide details of the Council decision to the Developer in order to facilitate the finalisation of the media release.

2. Pursuant to Section 91(9)(c) of the *Local Government Act 1999*, the power to revoke the order under Section 91(7) prior to any review or as a result of any review is delegated to the Chief Executive Officer.