

# 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 11 December 2023 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”

## **KAURNA ACKNOWLEDGEMENT**

*Ngadlurlu tampinhi, ngadlu Kurna yartangka inparrinhi. Ngadlurlu parnuku tuwila yartangka tampinhi.*

*Ngadlurlu Kurna Miyurna yaitya yarta-mathanya Wama Tarntanyaku tampinhi. Parnuku yailtya, parnuku tapa purruna yalarra puru purruna.\**

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

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

\*Kurna Translation provided by Kurna Warra Karrpanthi

## **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**

## **ORDER OF BUSINESS**

<b>ITEM</b>	<b>PAGE NO</b>
<b>1. ADMINISTRATIVE MATTERS</b>	
<b>1.1 APOLOGIES</b>	
Nil	
<b>1.2 LEAVE OF ABSENCE</b>	
Nil	
<b>1.3 CONFLICT OF INTEREST</b>	
<i>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.</i>	
<b>1.4 MINUTES</b>	
1.4.1 Minutes of the Ordinary Council Meeting held Monday, 27 November 2023	
<b>1.5 DEFERRED / ADJOURNED ITEMS</b>	
Nil	
<b>2. PETITIONS/DEPUTATIONS</b>	
Nil	
<b>3. REPORTS OF COMMITTEES</b>	
To receive and adopt or otherwise the reports and recommendations of the under mentioned Committees	
3.1 Minutes of Business and Economic Development Advisory Committee	7
3.2 Minutes of Audit Committee	19
<b>4. REPORTS OF OFFICERS</b>	
4.1 Conservation Grants 2023/24	32
4.2 Electric Vehicle Charging Stations	46
4.3 Asset Management Plans 2023	75
4.4 Council Action Records	245

## **5. MOTIONS AND QUESTIONS**

### **5.1 MOTIONS OF WHICH NOTICE HAS BEEN GIVEN**

- 5.1.1 Notice of Motion from Councillor J Russo Re: Proposed Change to Speed Limit to 50km on Unley Road 249

### **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 G Hart Re: Unley Swimming Pool Heating 251

- 5.3.2 Question on notice from Councillor J Gaffey Re: Naming of the Unley Oval Community Hub 253

### **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 2023 255

### **6.2 DEPUTY MAYOR'S REPORT**

- 6.2.1 Deputy Mayor's Report for Month of December 2023 257

### **6.3 ELECTED MEMBERS' REPORTS**

- 6.3.1 Reports of Members for December 2023 258

### **6.4 CORRESPONDENCE**

- 6.4.1 Correspondence 260

## 7. CONFIDENTIAL ITEMS

7.1	Confidentiality Motion for Item 7.2 - Recommendation to Appoint Council's External Auditor	270
7.2	Recommendation to Appoint Council's External Auditor	271
7.3	Confidentiality Motion to remain in confidence for Item 7.2 - Recommendation to Appoint Council's External Auditor	288
7.4	Confidentiality Motion for Item 7.5 - Corporate Systems Replacement	289
7.5	Corporate Systems Replacement	290
7.6	Confidentiality Motion to remain in confidence for Item 7.5 - Corporate Systems Replacement	298

## SUGGESTED ITEMS FOR NEXT AGENDA

Unley Parking Management Plan 2023-2033
Review of e-scooter trial permits
Strategic Stormwater Plan 2023
Waste Management and Resource Recovery Plan 2021-25 Implementation (1)
Waste Management and Resource Recovery Plan 2021-25 Implementation (2)

## NEXT MEETING

Monday 29 January 2024 - 7.00pm

Council Chambers, 181 Unley Road Unley



## REPORT OF COMMITTEE

<b>REPORT TITLE:</b>	MINUTES OF BUSINESS AND ECONOMIC DEVELOPMENT ADVISORY COMMITTEE
<b>ITEM NUMBER:</b>	3.1
<b>DATE OF MEETING:</b>	11 DECEMBER 2023
<b>ATTACHMENTS:</b>	1. MINUTES OF BUSINESS AND ECONOMIC DEVELOPMENT ADVISORY COMMITTEE - 29 NOVEMBER 2023

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### 1. PURPOSE

The minutes and recommendations of the Business and Economic Development Advisory Committee meeting held on Wednesday 29 November 2023 are presented for Council's consideration.

### 2. RECOMMENDATION

That:

1. The minutes of the Business and Economic Development Advisory Committee meeting held on Wednesday 29 November 2023, be received and the following recommendations contained therein be adopted by Council

- (a) Item 2.1 - Mainstreet Trader Associations - Annual Stakeholder Presentation

MOVED Councillor D Palmer  
SECONDED Councillor S Finos

That:

1. The report be received.
2. Council Administration review the operations of the King William Road Trader Association and identify any areas for improvement.
3. Council Administration coordinate quarterly workshops with the Mainstreet Trader Chairs and Coordinators.
4. Council Administration obtain budget requests from each Mainstreet Trader Association by 24 January 2024 with a focus on precinct and value added infrastructure development.

5. Based on the budget requests received, Council Administration send a joint letter from the Trader Association Chair and Presiding Member of BEDAC to the participating businesses articulating how the funding is proposed to be spent in each street as part of a budget consultation process.
6. Insist that all Mainstreet Trader Associations consult with their streets annually to receive feedback through the agreement process.

**CARRIED UNANIMOUSLY**

***Resolution No.* BEDC0003/23**

- (b) Item 2.2 - Proposed Update to the BEDAC Terms of Reference

MOVED Independent Member G Goddard  
SECONDED Independent Member K Della-Torre

That:

1. The report be received.
2. Council to note that the Business and Economic Development Advisory Committee will review the Terms of Reference by 30 June 2024.

**CARRIED UNANIMOUSLY**

***Resolution No.* BEDC0004/23**

- (c) Item 2.3 - Status of the Economic Development Growth Strategy 2021-2025

MOVED Independent Member K Della-Torre  
SECONDED Independent Member A Hammett

That:

1. the report be received.

**CARRIED UNANIMOUSLY**

***Resolution No.* BEDC0005/23**



(d) Item 2.4 - Unley Business Awards

MOVED Councillor S Finos

SECONDED Independent Member A Hammett

That:

1. The report be received.
2. Council to host a City of Unley Business Award event
3. Nominate Joshua McNally from BEDAC to be on the judging panel.
4. Council to nominate an Elected Member to be on the judging panel.
5. Economic Development staff member to be on the judging panel.
6. Judging Panel to review and specify the judging categories, criteria and event details.

**CARRIED UNANIMOUSLY**

**Resolution No. BEDC0006/23**

(e) Item 2.5 - Social Media - Find Your Everything

MOVED Independent Member G Goddard

SECONDED Councillor D Palmer

That:

1. The report be received.
2. Council decommissions the Social Media presence of *Find Your Everything*.

**CARRIED UNANIMOUSLY**

**Resolution No. BEDC0007/23**

(f) Item 2.6 - Business Survey - Closing the Loop

MOVED Councillor D Palmer

SECONDED Independent Member A Hammett

That

1. The report be received.

2. Council release the statement to close the loop with the business community in December 2023.
3. Council undertake a business pulse survey in April and September of 2024.
4. The CEO be authorised to make minor editorial and formatting changes as required to the 'Statement' (Attachment 1) to finalise the document.

**CARRIED UNANIMOUSLY**

***Resolution No. BEDC0008/23***

- (g) Item 2.7 - Non-Residential Development Applications Lodged 2022/23

MOVED Councillor D Palmer  
SECONDED Councillor S Finos

That:

1. The report be received.

**CARRIED UNANIMOUSLY**

***Resolution No. BEDC0009/23***

- (h) Item 2.8 - Economic Development Policy

MOVED Councillor D Palmer  
SECONDED Independent Member K Della-Torre

That:

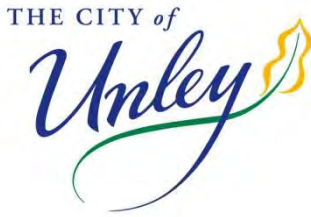
1. The report be received.
2. The proposed Economic Development Policy as set out in attachment 3 to this report (Item 2.8, Business and Economic Development Advisory Committee Meeting 29/11/2023) be presented to Council for endorsement.
3. The CEO be authorised to make minor editorial and formatting changes as required to the Economic Development Policy to finalise the document.

**CARRIED UNANIMOUSLY**

***Resolution No. BEDC0010/23***







**Minutes of the City of Unley  
Business and Economic Development Advisory  
Committee Meeting  
Wednesday, 29 November 2023, 5pm  
Council Chambers  
181 Unley Road Unley**

**1 PRESENT**

Councillor S Finos  
Councillor D Palmer  
Presiding Member A Abrahamzadeh  
Independent Member G Goddard  
Independent Member K Della-Torre  
Independent Member J McNally  
Independent Member N Sheehan  
Independent Member A Hammett

**2 OFFICERS PRESENT**

D Griffiths, Manager Economic Development & Strategic Projects  
J Harris, Coordinator Economic Development

**3 GUEST**

Philip Andrews, Chair Unley Road Trader Association  
Susan Straschko, Chair Fullarton Road Trader Association  
Shane Chamings, Chair Goodwood Road Trader Association  
Sam Mingoia, Chair King William Road Trader Association

**4 ACKNOWLEDGEMENT**

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

**5 1. ADMINISTRATIVE MATTERS**

**1.1 APOLOGIES**

Nil

**1.2 LEAVE OF ABSENCE**

Nil

### 1.3 CONFLICT OF INTEREST

Councillor S Finos declared a general conflict of interest in Item 2.1 Mainstreet Trader Associations – Annual Stakeholder Presentation.

Independent Member A Hammett declared a general conflict of interest in Item 2.1 Mainstreet Trader Associations – Annual Stakeholder Presentation.

### 1.4 MINUTES

#### ITEM 1.4.1

#### MINUTES OF THE ORDINARY BUSINESS AND ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING HELD WEDNESDAY, 18 OCTOBER 2023

MOVED Councillor D Palmer

SECONDED Councillor S Finos

#### RECOMMENDATION

That:

1. The minutes of the Ordinary Business and Economic Development Advisory Committee held on Wednesday, 18 October 2023 be taken as read and signed as a correct record.

**CARRIED UNANIMOUSLY**

***Resolution No. BEDC0002/23***

### 1.5 DEFERRED / ADJORNED ITEMS

Nil

## 6 2. REPORTS

#### ITEM 2.1

#### MAINSTREET TRADER ASSOCIATIONS - ANNUAL STAKEHOLDER PRESENTATION

MOVED Councillor D Palmer

SECONDED Councillor S Finos

#### RECOMMENDATION

That:

1. The report be received.
2. Council Administration review the operations of the King William Road Trader Association and identify any areas for improvement.
3. Council Administration coordinate quarterly workshops with the Mainstreet Trader Chairs and Coordinators.

4. Council Administration obtain budget requests from each Mainstreet Trader Association by 24 January 2024 with a focus on precinct and value added infrastructure development.
5. Based on the budget requests received, Council Administration send a joint letter from the Trader Association Chair and Presiding Member of BEDAC to the participating businesses articulating how the funding is proposed to be spent in each street as part of a budget consultation process.
6. Insist that all Mainstreet Trader Associations consult with their streets annually to receive feedback through the agreement process.

**CARRIED UNANIMOUSLY**

***Resolution No. BEDC0003/23***

**ITEM 2.2**

**PROPOSED UPDATE TO THE BEDAC TERMS OF REFERENCE**

MOVED Independent Member G Goddard

SECONDED Independent Member K Della-Torre

**RECOMMENDATION**

That:

1. The report be received.
2. Council to note that the Business and Economic Development Advisory Committee will review the Terms of Reference by 30 June 2024.

**CARRIED UNANIMOUSLY**

***Resolution No. BEDC0004/23***

**ITEM 2.3**

**STATUS OF THE ECONOMIC DEVELOPMENT GROWTH STRATEGY 2021-2025**

MOVED Independent Member K Della-Torre

SECONDED Independent Member A Hammett

**RECOMMENDATION**

That:

1. the report be received.

**CARRIED UNANIMOUSLY**

***Resolution No. BEDC0005/23***

## **ITEM 2.4**

### **UNLEY BUSINESS AWARDS**

MOVED Councillor S Finos

SECONDED Independent Member A Hammett

### **RECOMMENDATION**

That:

1. The report be received.
2. Council to host a City of Unley Business Award event
3. Nominate Joshua McNally from BEDAC to be on the judging panel.
4. Council to nominate an Elected Member to be on the judging panel.
5. Economic Development staff member to be on the judging panel.
6. Judging Panel to review and specify the judging categories, criteria and event details.

**CARRIED UNANIMOUSLY**

***Resolution No.* BEDC0006/23**

## **ITEM 2.5**

### **SOCIAL MEDIA - FIND YOUR EVERYTHING**

MOVED Independent Member G Goddard

SECONDED Councillor D Palmer

### **RECOMMENDATION**

That:

1. The report be received.
2. Council decommissions the Social Media presence of *Find Your Everything*.

**CARRIED UNANIMOUSLY**

***Resolution No.* BEDC0007/23**



**ITEM 2.6**

**BUSINESS SURVEY - CLOSING THE LOOP**

MOVED Councillor D Palmer

SECONDED Independent Member A Hammett

**RECOMMENDATION**

That

1. The report be received.
2. Council release the statement to close the loop with the business community in December 2023.
3. Council undertake a business pulse survey in April and September of 2024.
4. The CEO be authorised to make minor editorial and formatting changes as required to the 'Statement' (Attachment 1) to finalise the document.

**CARRIED UNANIMOUSLY**

***Resolution No. BEDC0008/23***

**ITEM 2.7**

**NON-RESIDENTIAL DEVELOPMENT APPLICATIONS LODGED 2022/23**

MOVED Councillor D Palmer

SECONDED Councillor S Finos

**RECOMMENDATION**

That:

1. The report be received.

**CARRIED UNANIMOUSLY**

***Resolution No. BEDC0009/23***

## **ITEM 2.8**

### **ECONOMIC DEVELOPMENT POLICY**

MOVED Councillor D Palmer

SECONDED Independent Member K Della-Torre

### **RECOMMENDATION**

That:

1. The report be received.
2. The proposed Economic Development Policy as set out in attachment 3 to this report (Item 2.8, Business and Economic Development Advisory Committee Meeting 29/11/2023) be presented to Council for endorsement.
3. The CEO be authorised to make minor editorial and formatting changes as required to the Economic Development Policy to finalise the document.

**CARRIED UNANIMOUSLY**

***Resolution No.*** BEDC0010/23

## **7 3. OTHER BUSINESS**

### **8 ITEM 3.1**

### **9 ECONOMIC ACTIVITY DATA COLLECTION - UNLEY GALA**

- Action Item: Administration to investigate the use of banking data for visitor economy events.

### **10 NEXT MEETING**

Wednesday 21 February 2024 - 5.30pm

### **11 CLOSURE**

The Presiding Member closed the meeting at 7:41pm.

.....  
**PRESIDING MEMBER**

## REPORT OF COMMITTEE

<b>REPORT TITLE:</b>	MINUTES OF AUDIT COMMITTEE
<b>ITEM NUMBER:</b>	3.2
<b>DATE OF MEETING:</b>	11 DECEMBER 2023
<b>ATTACHMENTS:</b>	1. MINUTES OF AUDIT COMMITTEE - 14 NOVEMBER 2023

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### 1. **PURPOSE**

The minutes and recommendations of the Audit Committee meeting held on Tuesday 14 November 2023 are presented for Council's consideration.

### 2. **RECOMMENDATION**

That:

1. The minutes of the Audit Committee meeting held on Tuesday 14 November 2023, be received and the following recommendations contained therein be adopted by Council

(a) Item 2.1 – Asset Management Plans 2023

MOVED Independent Member M Broniecki  
SECONDED Independent Member P Lee

That:

1. The report be received.
2. The Committee notes the following observations regarding the draft Asset Management Plans 2023:
  - The overall improvement to the asset management plans presented.
  - The Kerb and Water Table Asset class value has increased by \$72M.
  - Arterial roads and King William Road revitalisation kerb and water table assets that were not previously included in data have now been added. This has increased the assets from 307km to 363km (+56km).
  - The kerb and water table useful life increased from 60 years to 100 years to reflect the new kerb construction approach.

- Change to useful life for Local Road and Laneway Pavements (100yrs to 150yrs – 84% of network) based on field observations.
  - Useful life of Local Road and Laneways Sub-Base are now considered to be a perpetual asset and treated as a non-depreciating (i.e. underlying formation material is retained upon renewal of asset).
  - Increased unit rates for the Road Assets reflective of current asphalt contracts. Cost of bitumen as a product has increased 17.5% since 2018.
  - The number of Open Space assets in the public realm increased. Previously the open space data only included assets that were located within reserves. The new data now includes assets such as seats, bins, lighting, and drinking fountain in streetscapes. This has resulted in an increase of approximately 30% in asset quantity.
  - Increase in unit rates for Open Space assets are based on current industry rates and costs incurred for works undertaken.
  - Despite the increase in unit rates and asset quantity the annual depreciation for Open Space assets has reduced as it is offset by the write back of previous capitalisations for landscaping projects (plants/trees) with short useful lives.
  - The Building assets have increased in value due to construction and upgrade of new facilities since the previous valuation including Unley Oval Grandstand Stage 2, Edmund Avenue Cottages, Millswood Croquet Club, and Goodwood Oval Grandstand.
  - The planned annual renewal expenditure to achieve a manageable consistent spend for the next 20 years is \$10.7M p.a.
3. The draft Asset Management Plans 2023, as contained as Attachments 1 to 5 to this report, be recommended to Council for the consideration of community consultation.

**CARRIED UNANIMOUSLY**

***Resolution No. AC0129/23***

(b) Item 2.2 - Proposed Financial Targets for the Long Term Financial Plan 2024-2034

MOVED Independent Member P Lee  
 SECONDED Independent Member A Martin

That:

1. The report be received.
2. The key financial assumptions and key financial targets contained within this report are deemed appropriate for the further refinement of the draft Long Term Financial Plan
3. The draft Long Term Financial Plan be presented to the Audit Committee at its next meeting 20 February 2024, for review prior to community consultation.

**CARRIED UNANIMOUSLY**

***Resolution No. AC0130/23***

(c) Item 2.3 - Proposed Audit Committee Meeting Dates for 2024

MOVED Independent Member A Martin  
SECONDED Independent Member P Lee

That:

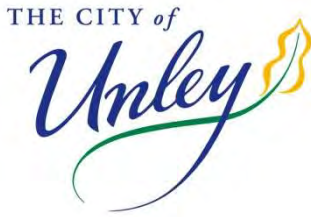
1. The report be received.
2. The City of Unley Audit Committee Meeting schedule for the 2024 calendar year be endorsed, with meetings to be held at 181 Unley Road, Unley, or via Zoom, commencing at 6:30pm on the dates set out below:
  - Tuesday, 13 February 2024
  - Tuesday, 14 May 2024
  - Tuesday, 6 August 2024
  - Tuesday, 22 October 2024
  - Tuesday, 12 November 2024
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;
  - 3.2. Convening the meeting electronically if required; or
  - 3.3. Cancel an Audit Committee Meeting, if it is clear that there is no business to transact for that designated meeting.

**CARRIED UNANIMOUSLY**

***Resolution No. AC0131/23***

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**Minutes of the City of Unley  
Audit Committee Meeting  
Tuesday, 14 November 2023, 6.30pm  
Council Chambers  
181 Unley Road Unley**

**1 PRESENT**

Presiding Member M Davies  
Independent Member A Martin  
Independent Member P Lee  
Councillor M Broniecki  
Councillor J Gaffey

**2 OFFICERS PRESENT**

Chief Executive Officer, Mr P Tsokas  
General Manager Business Support & Improvement, Ms N Tinning  
Manager Finance and Procurement, Mr A Brown  
Principal Risk Management Officer, Mr J Phillips  
General Manager City Development, Mr C Malak  
Manager Assets and Operations, Mr A Wood  
Senior Assets and Engineering Lead, Mr R King

**3 GUEST**

Nil

**4 ACKNOWLEDGEMENT**

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

**5 1. ADMINISTRATIVE MATTERS**

**1.1 APOLOGIES**

Nil

**1.2 LEAVE OF ABSENCE**

Nil

**1.3 CONFLICT OF INTEREST**

Nil

**1.4 MINUTES**

**ITEM 1.4.1**

**MINUTES OF THE ORDINARY AUDIT COMMITTEE MEETING HELD  
TUESDAY, 17 OCTOBER 2023**

MOVED Councillor J Gaffey

SECONDED Independent Member P Lee

That:

1. The minutes of the Ordinary Audit Committee held on Tuesday, 17 October 2023 be taken as read and signed as a correct record.

**CARRIED UNANIMOUSLY**

***Resolution No. AC0125/23***

**1.5 DEFERRED / ADJORNED ITEMS**

Nil

*The Presiding Member with approval of two-thirds majority of the members present brought forward Items 4.1, 4.2, and 4.3 for consideration.*



**ITEM 4.1**

**CONFIDENTIALITY MOTION FOR 4.2 - RECOMMENDATION TO APPOINT COUNCIL'S EXTERNAL AUDITOR**

MOVED Councillor M Broniecki

SECONDED Councillor J Gaffey

That:

1. Pursuant to section 90(2) and (3)(b)(i)(d)(ii)(k) of the *Local Government Act 1999*, the Council orders that the public be excluded from attendance at the part of the meeting relating to Agenda item, except for the following persons:

- Peter Tsokas, CEO
- Nicola Tinning, General Manager Business Support and Improvement
- Alex Brown, Manager Finance and Procurement
- Jim Phillips, Principal Risk Management Officer

To enable the Council to consider Item 4.2 in confidence on the basis that Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to Item 4.2.

- commercial information of a confidential nature (not being a trade secret) the disclosure of which 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.
- commercial information of a confidential nature (not being a trade secret) the disclosure of which would, on balance, be contrary to the public interest.

tenders for the supply of goods, the provision of services or the carrying out of works.

**CARRIED UNANIMOUSLY**

***Resolution No. AC0126/23***

*The Meeting moved into confidence at 6.35pm.*

Item 4.2, page(s) 4, is confidential and has been removed from the public agenda/minutes  
Refer Item 7.2, Recommendation to Appoint Council's External Auditor (confidential)

**ITEM 4.3**

**CONFIDENTIALITY MOTION TO REMAIN IN CONFIDENCE FOR 4.2 -  
RECOMMENDATION TO APPOINT COUNCIL'S EXTERNAL AUDITOR**

MOVED Councillor M Broniecki

SECONDED Independent Member A Martin

That:

1. Pursuant to section 91(7) of the *Local Government Act 1999* the Council orders that the following document(s) relating to Agenda Item 4.2, shall be kept confidential, being document(s) relating to a matter dealt with by the Council on a confidential basis under sections 90(2) and 90(3) .
  - Minutes
  - Report
  - Attachment
2. This order shall operate:
  - remain confidential until the conclusion of any contract awarded and not available for public inspection until the cessation of that period.
3. and be reviewed every 12 months (if the confidentiality period is longer than 12 months in duration)

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates to the Chief Executive Officer (or insert other officer title) the power to revoke this order in whole or in part

**CARRIED UNANIMOUSLY**

***Resolution No. AC0128/23***

*The doors to the Council Chambers were opened at 8.05pm.*

**6 2. REPORTS**

**SUSPENSION OF FORMAL MEETING PROCEDURES**

The Presiding Member with approval of two-thirds of the members present suspended meeting procedures pursuant to Regulation 20(1) of the Local Government (Procedures at Meetings) Regulations 2013 at 8.10pm for up to 30 minutes to facilitate a presentation of the proposed Asset Management Plans 2023 to the Committee.

## **EXTENSION TO SUSPENSION OF FORMAL MEETING PROCEDURES**

The Presiding Member with approval of two-thirds of the members present, called for an extension of time for the suspension of formal meeting procedures pursuant to Regulation 20(1) of the *Local Government (Procedures at Meetings) Regulations 2013* at 8.40pm for 10 minutes to facilitate additional presentations to the Committee.

Formal meeting procedures resumed at 8.50pm.

### **PREAMBLE**

The purpose of the following report is to present to the Audit Committee for its review and consideration, the draft Asset Management Plans 2023, and inform Council that the documents are supported for community consultation.

*Councillor J Gaffey left the Meeting at 9.00pm and did not return*

### **ITEM 2.1**

#### **ASSET MANAGEMENT PLANS 2023**

MOVED Councillor M Broniecki

SECONDED Independent Member P Lee

That:

1. The report be received.
  
2. The Committee notes the following observations regarding the draft Asset Management Plans 2023:
  - The overall improvement to the asset management plans presented.
  - The Kerb and Water Table Asset class value has increased by \$72M.
  - Arterial roads and King William Road revitalisation kerb and water table assets that were not previously included in data have now been added. This has increased the assets from 307km to 363km (+56km).
  - The kerb and water table useful life increased from 60 years to 100 years to reflect new kerb construction approach.
  - Change to useful life for Local Road and Laneway Pavements (100yrs to 150yrs – 84% of network) based on field observations.
  - Useful life of Local Road and Laneways Sub-Base are now considered to be a perpetual asset and treated as a non-depreciating (i.e. underlying formation material is retained upon renewal of asset).
  - Increased unit rates for the Road Assets reflective of current asphalt contracts. Cost of bitumen as a product has increased 17.5% since 2018.

- The number of Open Space assets in the public realm increased. Previously the open space data only included assets that were located within reserves. The new data now includes assets such as seats, bins, lighting, and drinking fountain in streetscapes. This has resulted in an increase of approximately 30% in asset quantity.
  - Increase in unit rates for Open Space assets are based on current industry rates and costs incurred for works undertaken.
  - Despite the increase in unit rates and asset quantity the annual depreciation for Open Space assets has reduced as it is offset by the write back of previous capitalisations for landscaping projects (plants/trees) with short useful lives.
  - The Building assets have increase in value due to construction and upgrade of new facilities since the previous valuation including Unley Oval Grandstand Stage 2, Edmund Ave Cottages, Millswood Croquet Club, and Goodwood Oval Grandstand.
  - The planned annual renewal expenditure to achieve a manageable consistent spend for the next 20 years is \$10.7M p.a.
3. The draft Asset Management Plans 2023, as contained as Attachments 1 to 5 to this report, be recommended to Council for the consideration of community consultation.

**CARRIED UNANIMOUSLY**

***Resolution No. AC0129/23***

### **SUSPENSION OF FORMAL MEETING PROCEDURES**

The Presiding Member with approval of two-thirds of the members present suspended meeting procedures pursuant to Regulation 20(1) of the Local Government (Procedures at Meetings) Regulations 2013 at 9.12pm for up to 30 minutes to facilitate a presentation of the proposed Long Term Financial Plan to the Committee.

Formal meeting procedures resumed at 9.40pm.

### **PREAMBLE**

Council's 10 Year Long-Term Financial Plan (LTFP) forecasts have been reviewed and updated with the 2022-23 financial year results, latest economic forecasts and revenue and expenditure projections, including the proposed capital renewal expenditure from the revised draft Asset Management Plans 2023.

The report was to seek the Audit Committee's views on the suitability of key assumptions contained within the report and the proposed financial targets. The Audit Committee requested to review the LTFP again at its next meeting to further discuss the financial targets over the life of the plan.

**ITEM 2.2**

**PROPOSED FINANCIAL TARGETS FOR THE LONG TERM FINANCIAL PLAN 2024-2034**

MOVED Independent Member P Lee

SECONDED Independent Member A Martin

That:

1. The report be received.
2. The key financial assumptions and key financial targets contained within this report are deemed appropriate for the further refinement of the draft Long Term Financial Plan
3. The draft Long Term Financial Plan be presented to the Audit Committee at its next meeting 20 February 2024, for review prior to community consultation.

**CARRIED UNANIMOUSLY**

***Resolution No. AC0130/23***

**PREAMBLE**

The following report provides the proposed meeting dates for the 2024 calendar year for consideration of the Committee and recommendation to Council for endorsement.

**ITEM 2.3**

**PROPOSED AUDIT COMMITTEE MEETING DATES FOR 2024**

MOVED Independent Member A Martin

SECONDED Independent Member P Lee

That:

1. The report be received.
2. The City of Unley Audit Committee Meeting schedule for the 2024 calendar year be endorsed, with meetings to be held at 181 Unley Road, Unley, or via Zoom, commencing at 6:30pm on the dates set out below:
  - Tuesday, 13 February 2024
  - Tuesday, 14 May 2024
  - Tuesday, 6 August 2024
  - Tuesday, 22 October 2024
  - Tuesday, 12 November 2024
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;
- 3.2. Convening the meeting electronically if required; or
- 3.3. Cancel an Audit Committee Meeting, if it is clear that there is no business to transact for that designated meeting.

**CARRIED UNANIMOUSLY**

***Resolution No. AC0131/23***

**7 3. OTHER BUSINESS**

**8 4. CONFIDENTIAL ITEMS**

The Presiding Member with the consent of two-thirds of members present brought forward Items 4.1, 4.2 and 4.3

**9 NEXT MEETING**

Tuesday 20 February 2024 - 6:30pm

**10 CLOSURE**

The Presiding Member closed the meeting at 9.50pm.

.....  
**PRESIDING MEMBER**

## DECISION REPORT

<b>REPORT TITLE:</b>	CONSERVATION GRANTS 2023/24
<b>ITEM NUMBER:</b>	4.1
<b>DATE OF MEETING:</b>	11 DECEMBER 2023
<b>AUTHOR:</b>	GARY BRINKWORTH, MANAGER DEVELOPMENT & REGULATORY
<b>DIVISION:</b>	CITY SERVICES
<b>ATTACHMENTS:</b>	1. CONSERVATION GRANT POLICY 2. CONSERVATION GRANT APPLICATION ASSESSMENT SUMMARY

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### 1. PURPOSE

This report seeks Council's consideration and determination for the allocation of funding to the applications received for the City of Unley Conservation Grants, in line with the Conservation Grants Policy (the Policy).

### 2. RECOMMENDATION

That:

1. The report be received.
2. The following Conservation Grants be funded from the 2023/24 allocated budget, for a total amount of \$26,588 as follows:
  - \$951 for tree pruning at 13 Frederick Street, Unley
  - \$770 for tree pruning at 12 Frederick Street, Unley
  - \$575 for tree pruning at 22 Millswood Crescent, Millswood
  - \$1,500 for tree pruning at 11 Beaconsfield Street, Hyde Park
  - \$880 for tree pruning at 55 Winchester Street, Malvern
  - \$3,217 for fascia and gutter repairs at 72 Winchester Street, Malvern
  - \$984 for tree pruning at 17 Leah Street, Forestville
  - \$1,210 for tree pruning at 2 Grace Street, Goodwood
  - \$5,000 for roof replacement at 10 Frederick Street, Goodwood
  - \$5,000 for re-pointing at 76 Fairford Street, Unley
  - \$1,501 for tree pruning at 8 Mills Street, Clarence Park
  - \$5,000 for repair of flashing and parapet capping at 187 Unley Road, Unley



3. The remaining amount of \$14,315 be offered as a third round of grant funding in 2023/24.

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### **3. RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

1. Community Living
  - 1.4 Our Community is proud to be part of our City.
4. Civic Leadership
  - 4.2 Council provides best value services to the community.

The City of Unley Conservation Grants Policy is the relevant Policy. A copy of the Policy is provided as Attachment 1.

*Attachment 1*

### **4. BACKGROUND**

The City of Unley's Conservation Grants encourage and assist residents to maintain significant/regulated trees, heritage places and representative places within the Historic Overlay in the Planning and Design Code. Applications are open to all residents, noting that there is currently no income means testing or property value assessment undertaken as part of the grant application process.

This has been supported through the allocation of an annual budget of \$50,000 towards grants that meet the established criteria. The Conservation Grants provide funding of up to 50% of the total cost of works, with a maximum amount of \$3,000 for significant and regulated trees (advice, retention, and maintenance pruning) and \$5,000 towards restoration and maintenance for State/Local Heritage Places and representative buildings.

At the August 2023 Council Meeting, funding totalling \$9,097 was allocated to Conservation Grant applications. The remaining allocation of \$40,903 was to be offered as a second round of grant funding, pending a review of the existing Policy.

A review of the Policy was undertaken in an effort to make the grants more attractive to potential applicants. The changes endorsed by Council at the 25 September 2023 Meeting included:

- Removing the requirement to obtain a technical report from a qualified arborist for tree pruning applications;
- A statement to confirm that failure to provide all required information may result in an application not being considered, subject to review by the Manager Development and Regulatory Services, where it prevents a reasonable assessment of the application;
- Requiring a suitably qualified arborist to supervise the tree pruning;

- Increasing the funding for tree pruning from \$1,000 to \$3,000 (noting the requirement for matched funding is continued); and
- Providing delegation to the General Manager City Services to accept an application for funding under this Policy that has been submitted outside the advertised period where there are unique/urgent circumstances.

A public awareness campaign was undertaken of the endorsed changes followed by the grants being opened. Grants closed on 10 November 2023 and the applications received have subsequently been assessed by staff and are now being presented to Council for consideration.

## **5. DISCUSSION**

Under the Policy, the availability of the grants was advertised for five weeks in October and November 2023, with a total of eighteen (18) applications received, totalling \$47,611. Of these, twelve (12) eligible applications are recommended for support. These relate to eight (8) tree pruning applications, one (1) Local Heritage Place and three (3) Representative Buildings with a total funding amount of \$26,588 recommended. Assessment of the grant applications is undertaken by Council's Heritage Advisor and an independent arborist. The assessment of the grants received is provided as Attachment 2.

*Attachment 2*

It is noted that the applications have sought funding based on the two quotes required with the submission. Where an applicant has requested 50% of the funding on the higher quote, Council can consider the lower quote where it also proposes appropriate works.

Of the six (6) applications not supported, two (2) relate to pruning of a tree for which insufficient information has been provided to allow consideration of the proposed pruning. Of the remaining four (4) applications that relate to building works, all properties are ineligible as they are neither Heritage Places, or Representative Buildings.

In accordance with the Policy, the remaining unallocated funds of \$14,315 for the Conservation Grants will be released for an additional round of grant applications within this financial year, unless Council indicates that there is a desire to retain this amount as savings.

### **Policy Implications**

#### **5.1 Financial/budget implications**

- There is an allocation of \$50,000 in the 2023/24 annual budget for Conservation Grants to implement the recommendations.
- Remaining unspent funds of \$14,315 will be released for a third round of funding in early 2024, unless Council wishes to retain the amount as savings.

## **5.2 Risk Management (identification and mitigation)**

- By providing financial support under the Policy, Council encourages owners to maintain character homes and significant and regulated trees.

## **5.3 Staffing/Work Plans/Additional Resource Impact**

- There will be minor impacts to staff in progressing with the allocation of funding in administering the grants. This work is already resourced in existing operations.

## **5.4 Climate/Environmental Impact**

- *Natural Environment* – Council’s Conservation Grants seek to encourage the retention of significant and regulated trees through their ongoing maintenance.

## **5.5 Social/Economic**

- Council’s Conservation Grants provide support in the retention of our built form character in relation to State/Local Heritage Places and Representative Buildings.

## **6. ANALYSIS OF OPTIONS**

### Option 1

1. The report be received.
2. The following Conservation Grants be funded from the 2023/24 allocated budget, for a total amount of \$26,588 as follows:
  - \$951 for tree pruning at 13 Frederick Street, Unley
  - \$770 for tree pruning at 12 Frederick Street, Unley
  - \$575 for tree pruning at 22 Millswood Crescent, Millswood
  - \$1,500 for tree pruning at 11 Beaconsfield Street, Hyde Park
  - \$880 for tree pruning at 55 Winchester Street, Malvern
  - \$3,217 for fascia and gutter repairs at 72 Winchester Street, Malvern
  - \$984 for tree pruning at 17 Leah Street, Forestville
  - \$1,210 for tree pruning at 2 Grace Street, Goodwood
  - \$5,000 for roof replacement at 10 Frederick Street, Goodwood
  - \$5,000 for re-pointing at 76 Fairford Street, Unley
  - \$1,501 for tree pruning at 8 Mills Street, Clarence Park
  - \$5,000 for repair of flashing and parapet capping at 187 Unley Road, Unley
3. The remaining amount of \$14,315 be offered as a third round of grant funding in 2023/24.

In this round, Council received 12 eligible grant applications totalling \$26,588. Should Council endorse this option, any remaining budget allocation can be advertised later to fund an additional round in this financial year, or it can be retained as savings.

The supported applications all met the relevant criteria under the Policy and by supporting this option, the intent of assisting in the preservation of significant trees and retention of built for character will be achieved.

Following Council endorsement, all applicants will be notified of the outcome of the Grants process.

This option also provides for a third round of grant funding in early 2024.

Option 2

1. The report be received.
2. The following Conservation Grants be funded from the 2023/24 allocated budget, for a total amount of \$\*\*\* as follows:  
*[to be determined by Council]*
3. The remaining amount of \$\*\*\* be offered as a third round of grant funding in 2023/24.

Council may wish to change the funding allocations to reflect alternate funding priorities. In making any changes, Council should consider the budget, the Policy and probity of decision making. If Council determines that alternate funding allocations are priorities, this will need to be reflected in the wording of the resolution. Again, a third round of funding is recommended in this option.

**7. RECOMMENDED OPTION**

Option 1 is the recommended option.

**8. REPORT AUTHORISERS**

<b>Name</b>	<b>Title</b>
Megan Berghuis	General Manager, City Services



## CONSERVATION GRANTS POLICY

<b>Policy Type:</b>	Council Policy
<b>Responsible Department:</b>	City Services
<b>Responsible Officer:</b>	Manager Development & Regulatory Services
<b>Related Policies and Procedures</b>	N/A
<b>Community Plan Link</b>	<i>Environmental Stewardship</i> 2.1 Unley's urban forest is maintained and improved.
<b>Date Adopted</b>	23 August 2004: C397
<b>Last review date</b>	23 August 2021: C0579/21
<b>Next review date</b>	August 2023
<b>Reference/Version Number</b>	COU0022: V8
<b>ECM Doc set I.D.</b>	2830313

### 1. PREAMBLE

- 1.1. Unley's vision is to become the 'City of Villages'; proud of its history, built character, landscaped environment and community well-being while ensuring sustainability into the future by responding to the need and expectations for change. The important valued features need to be retained and conserved to provide the context and foundation to build upon.
- 1.2. Unley's history, and built and natural character, are reflected in the extensive presence of early buildings and mature landscaping. The most notable examples have been specifically recognised by designation as heritage places, representative buildings within historic overlays and regulated and significant trees to ensure their protection.
- 1.3. Retention, care and pride are generally evident in these features by owners, but they are also often appreciated by the wider community for their contribution to Unley's unique character. Appropriate maintenance can sometimes involve greater or ongoing costs. Council acknowledges their special recognition and value to the community by offering additional support, including the Conservation Funds to subsidise conservation advice and work, together with other initiatives.
- 1.4. The Council operates an annual budget and review of allocations for the State and Local Heritage Places, representative buildings as well as Regulated and Significant Trees Conservation Funds. The provision of subsidies in accordance with the procedures detailed in this policy are dependent upon the Council's budget at any given time, and the availability of funds.

- 1.5. A clear and comprehensive framework and set of procedures is required to manage the Conservation Funds, guide eligibility for assistance and manage associated resources fairly, responsibly and effectively.

## 2. SCOPE

- 2.1. The purpose of this policy is to provide a framework for the application and operation of a Conservation Grant program established to encourage and assist with the appropriate maintenance of the City's private heritage places, representative buildings and regulated or significant trees.
- 2.2. The Conservation Grants complement other initiatives operated by Unley Council for many years including the free Heritage Advisory service.

## 3. POLICY PURPOSE/OBJECTIVES

- 3.1. The policy aims to:
  - support Council's vision, strategic plans and policies for preservation of the City's heritage places, representative buildings and regulated and significant trees;
  - encourage and assist private owners to manage recognised valued buildings and trees by subsidising the conservation of the long term heritage value of the place and its contribution to historic streetscape character;
  - encourage and assist private owners to manage regulated and significant trees by subsidising their management or maintenance in a safe, sound and aesthetically pleasing condition;
  - complement other support initiatives;
  - provide a clear framework for the operation of the Conservation Funds in an equitable, transparent and accountable manner.

## 4. DEFINITIONS

- 4.1. **Regulated Tree** has the same meaning and criteria as are currently applicable under the *Planning, Development and Infrastructure Act 2016* and associated Regulations, as amended.

This means having a trunk circumference of two (2) metres or more – or, in the case of trees with multiple trunks, a total circumference of two (2) metres or more and an average circumference of 625mm or more – measured one metre above natural ground level.

- 4.2. **Significant Tree** has the same meaning and criteria as are currently applicable under the *Planning, Development and Infrastructure Act 2016* and associated Regulations, as amended.

This means having a trunk circumference of three (3) metres or more – or, in the case of trees with multiple trunks, a total circumference of three (3) metres or more and an average circumference of 625mm or more – measured one metre above natural ground level. Significant Trees that are identified as declared trees under Part 10 of the Planning and Design Code are also eligible for consideration under this policy.

- 4.3. **State Heritage Place** means State Heritage Places as identified in the State Heritage Overlay of the Planning and Design Code.

- 4.4. **Local Heritage Place** means Local Heritage Places as identified in Part 11 of the Planning and Design Code.
- 4.5. **Representative Building** means representative buildings as identified in the Historic Area Statements and Character Area Statements of the Planning and Design Code.
- 4.6. **Privately owned** means not in government ownership i.e. residents, businesses, incorporated bodies etc. are all considered to be "private owners" for the purposes of this policy.

## 5. POLICY STATEMENT

### 5.1. Eligibility

- 5.1.1. Conservation grants may be considered in relation to regulated trees, significant trees or state and local heritage places, or representative buildings.
- 5.1.2. A regulated tree, significant tree heritage place or representative building that is the subject of an application for conservation funding must be situated within the City of Unley.
- 5.1.3. Applications will be accepted only from the owner(s) of a regulated or significant tree/place/item.
- 5.1.4. Where a tree is exempt from being classified as a significant or regulated tree under 3F (4)(a) of the *Planning, Development and Infrastructure (General) Regulations 2016* by virtue of the location of the tree being less than 10 metres from a dwelling or in-ground swimming pool, this Policy shall still apply.
- 5.1.5. Where development approval is required for works associated with a grant application, development approval must be obtained prior to the grant being approved by Council.
- 5.1.6. Properties that have previously received the maximum available funding will not be eligible to apply for funds for a period of:
- 5.1.6.1. In the case of building work - five (5) years from the date that the maximum amount of funds has been received.
- 5.1.6.2. In the case of regulated or significant tree pruning – three (3) years from the date that the maximum amount of funds has been received.
- 5.1.7. Work that has already commenced will not be eligible for funding assistance unless the work has been undertaken for urgent structural reasons and advice has been sought from a Council officer prior to undertaking the work.
- 5.1.8. Where other grant funding has been obtained for the proposed works, the Conservation Grant Policy will not apply.

### 5.2. What types of projects will be considered

- 5.2.1. The following types of projects will be considered, provided that as much of the original building fabric as possible is retained:
- external structural repairs;
  - conservation works to the exterior of the building, including those that restore, conserve, enhance or reinstate heritage features to the front facade, walls, verandah, windows and/or roof of the building including:

- (i) re-pointing or repair of stonework;
- (ii) removal of non-original paint and/or plaster;
- (iii) painting external timber elements;
- (iv) salt damp treatment; and

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- repairs to or reinstatement of original front fencing based on historic or archival records or side and/or rear fencing if such fencing is specifically listed as part of a Local Heritage Place.
- Pruning to a significant or regulated tree.

### **5.3. What the Grant Scheme does not cover**

5.3.1. Applications for the following works will not be considered:

- buildings owned or leased by a Council or Government Agency;
- conservation work with a value of less than \$1,000;
- work already commenced or previously completed, except in instances where emergency repair work is required, at the discretion of Council;
- routine maintenance such as termite treatment, pest control;
- electrical or plumbing work (unless it relates directly to improving the building's structural soundness or public appearance);
- internal works (unless required for structural stability of the building);
- side or rear boundary fencing (unless such fencing is specifically listed as part of a State or Local Heritage Place);
- the purchase of a building or site;
- construction of additions or outbuildings;
- relocation of a heritage building.

### **5.4. Information to be provided**

#### **5.4.1. Heritage Place or Representative Building**

- Detailed description of the work
- Site plan identifying the location of the work
- Detailed drawings or photos as necessary to clearly define the scope of work
- Relevant plans and specifications prepared by suitable person or company
- Photos of relevant part of building
- Methodology or specification notes to detail the materials and techniques to undertake the works
- Two written quotes from suitable persons or companies based on the agreed scope of works

#### **5.4.2. Regulated or Significant Tree**

- Two quotes from tree pruners, including the cost of arborist supervision for pruning works
- Recent photos detailing the proposed maintenance pruning required

#### **5.4.3. Eligibility of Application**

Applications that are submitted and not accompanied by the appropriate level of documentation (as detailed above in clauses 5.4.1 and 5.4.2) may be



considered ineligible where there is insufficient information provided to assess an application.. Where such an application is not accepted, the documentation shall be returned to the applicant along with information on why it was not accepted.

## 5.5. Grant Conditions

5.5.1. Grants are available only for the costs of:

- expert advice,
- conservation and restoration of heritage places or representative buildings to conserve original elements or reinstate the original appearance and the maintenance
- management of eligible trees.

All conservation work funded by a Council grant must be undertaken by suitably qualified and licensed contractors. Funding is not available for the removal of trees or for inappropriate lopping, pruning or "tree damaging activity" as defined by the *Planning, Development and Infrastructure Act 2016*. All tree pruning work funded by a Council grant must be supervised by a suitably qualified arborist at the applicant's expense.

5.5.2. Any liabilities arising from conservation work that is financially supported by the Council shall attach to the grant recipient and not to the Council.

5.5.3. In order for administration to present recommendations to Council for endorsement, all trees/places/items which are the subject of applications for conservation funds are assessed by suitably qualified specialists in the relevant field on behalf of council, that is;

- (i) an arboriculturalist for a tree; or
- (ii) an architect/contractor specialising in building conservation for a building.

The reports of such assessments must be made available to the Council and its delegates to assist in allocating grants.

5.5.4. Conservation grants are available for up to 50% of the total cost of a single grant application:

- (i) of a regulated or significant tree up to a maximum amount of \$3,000 per application; and
- (ii) of a heritage place and/or representative building up to a maximum of \$5,000.

Where the scope of the conservation work or the circumstances of the applicant warrant further consideration outside this framework, the request may be presented to the Council for determination of any special merit for additional funding.

5.5.5. A successful applicant must sign an agreement setting out the terms of a conservation grant which must include a time limit for the completion of any works funded with Council's assistance within the financial year that the grant was provided.

5.5.6. When a conservation grant is made, the applicant must accept the Council's right to photograph the subject trees, property and/or items, before and after conservation work. The applicant must also provide Council with photographic documentation of building work prior to and after completion.

5.5.7. Grants will be provided only while conservation funds remain in the budget allocated by Council for the relevant financial year.

5.5.8. Payment of grants is to be made only following inspection of the satisfactorily completed conservation work, by a Council officer. Grant recipients are to provide receipts and detailed invoices before payment is made. Where residents have particular cash flow difficulties, some provision may be made with the approval of the relevant senior manager. The Council preserves the right to withhold payment of allocated grants if conservation work does not meet appropriate standards and/or differs from the work that was proposed in the application.

**5.6. Assessment of Applications**

5.6.1. Council will allocate funding to applications as per the Policy based on the merits of the application to assist in preserving the City’s heritage places, representative buildings and regulated and significant trees.

5.6.2. Weighting shall be applied to all applications based on the following evaluation table:

Priority Weighting	Conservation Grant Application Type
1 – 40%	Significant Tree Pruning
2 – 25%	Regulated Tree Pruning
3 – 20%	Local Heritage Place building works
4 – 10%	State Heritage Place building works
5 – 5%	Representative Buildings building works

5.6.3. Funding under this Policy shall be assessed based on the priority listing in 5.6.2 and the merits of the application against the eligible works proposed in 5.2.

5.6.4. Funds can be allocated to lower priority weightings where merit is displayed against the eligibility as defined in 5.2 for the proposed works. Any such funds would be allocated in priority order.

**5.7. Administration**

5.7.1. The Council Administration will receive and assess applications in accordance with this Policy, and make recommendations for the Council’s consideration on the allocation of grants. The Administration will oversee the inspection of conservation work which is assisted by the Council through this funding scheme.

5.7.2. The availability of conservation funds (when allocated in the Council’s budget) is to be advertised to the community as soon as practicable following the declaration of the budget and again, later in the financial year, if funds remain unallocated.

**6. POLICY DELEGATIONS**

6.1. The Manager Development and Regulatory is delegated to approve partial payments of allocated funding prior to completion of works where the applicant has provided information relating to cash flow issues in order to complete the approved scope of works.



- 6.2. The Manager Development and Regulatory is delegated to approve the eligibility of applications under Clause 5.4.3 where information has not been provided in accordance with Clauses 5.4.1 and 5.4.2.
- 6.3. The General Manager City Services has the ability to accept an application made outside of the advertised process where the amount included in the annual budget has not been allocated to grant applications. Such an application must demonstrate the unique circumstances of the situation in order for this to be accepted prior to Council determining if funding will be provided.

**7. LEGISLATION**

- *Planning, Development and Infrastructure Act 2016 and associated Regulations*

**8. AVAILABILITY OF POLICY**

- 8.1. The Policy is available for viewing, download and printing free of charge from the Council's website [www.unley.sa.gov.au](http://www.unley.sa.gov.au)

**9. DOCUMENT HISTORY**

Date	Ref/Version No.	Comment
23 Aug 2004	C397/04: V1	
22 Nov 2004	C476/04: V2	
24 May 2010	C665/10: V3	
28 May 2012	C420/12: V4	
24 Oct 2016	C633/16: V5	
26 Aug 2019	C0117/19: V6	
23 Aug 2021	C0579/21: V7	Changes required due to transition to Planning, Development and Infrastructure Act
25 September 2023		



Item 4.1 - Attachment 2 - Conservation Grant Application Assessment Summary

Number	Address	Suburb	Description	Reason	Amount Sought	Eligible Amount	Heritage Advisers & Arborist Comments
1	13 Frederick Street	Unley	Maintenance Pruning	Regulated/Sig Tree	951	951	<b>Supported with conditions</b> - The subject tree is a Corymbia ficifolia and has a trunk greater than 2m but is located within 10m of the owners dwelling and is therefore not subject to planning controls. The pruning specified by Adelaide Arb is the preferred scope of works.
2	12 Frederick Street	Clarence Park	Maintenance Pruning	Regulated/Sig Tree	1430	770	<b>Supported</b> - Subject tree inspection complete, a mature Lemon Scented Gum. Pruning specified by both contractors supported, given the defects noted.
3	22 Millswood Crescent	Millswood	Maintenance Pruning	Regulated/Sig Tree	600	575	<b>Supported</b> - Tree inspected and proposed pruning supported.
4	22A Ferguson Avenue	Myrtle Bank	Maintenance Pruning	Regulated/Sig Tree	1,563	0	<b>Not supported</b> - as per last grant round, need a full detailed revised pruning plan as insufficient detail provided to date.
5	15 Dixon Street	Clarence Park	Façade Re-instatement	Heritage Place	5,000	0	<b>Not Eligible - not heritage</b>
6	5 O'connell Street	Goodwood	Front Fence	Heritage Place	2000	0	<b>Not Eligible - not heritage</b>
7	8 Hexham Avenue	Myrtle Bank	re-pointing and façade	representative	2700	0	<b>Not Eligible - not representative</b>
8	11 Beaconsfield Street	Hyde Park	Maintenance Pruning	Regulated/Sig Tree	1500	1500	<b>Supported with conditions</b> - Tree inspected, subject tree is in good health and dominates a small rear yard with overhang partially extending into the rear neighbour yard. The tree is not subject to planning controls. Preference of the pruning proposed, in the quote from No7 (second quote). Less of the crown is proposed to be removed.
9	55 Winchester Street	Malvern	Maintenance Pruning	Regulated/Sig Tree	880	880	<b>Supported with conditions</b> - Tree inspected, the subject tree is in good health and dominates the western half of rear yard with overhang partially extending into the western neighbour's rear yard. The tree is not subject to planning controls. Prefer the pruning proposed, as indicated attached images.
10	72 Winchester Street	Malvern	Repair and restoration of fascias, scotias and gutters and associated painting	representative	5,000	3217	<b>Supported with conditions</b> - Timber replacement clearly necessary. Recommended condition of grant: that replaced timbers match traditional profiles and colours as existing timbers (ie. with beaded fascia and barges).
11	17 Leah Street	Forestville	Maintenance Pruning	Regulated/Sig Tree	2,000	984	<b>Supported with Conditions</b> - Pruning as specified supported, Adelaide Tree Surgery quote preferred.
12	2 Grace Street	Goodwood	Maintenance Pruning	Regulated/Sig Tree	1200	1210	<b>Supported with Conditions</b> - The subject tree is a mature Lemon Scent Gum, happy to support pruning as specified by Jack of All Trees.
13	14 Fisher Street	Fullarton	Maintenance Pruning	Regulated/Sig Tree	1287	0	<b>Not supported more information</b> - The pruning specified appears to be excessive in both cases given conversation with the applicant. Applicant only wants the lower northern branch and the lower southwestern branch removed, may need to get another two quotes that truly reflect the scope of works correctly.
14	10 Frederick Street	Unley	Replace roof and damaged timber	representative	5,000	5,000	<b>Supported with conditions</b> - Recommended conditions of grant: that barge cappings be 'rolled' not square; that ridge cappings and flashings are rolled and scribed; that roof material (including flashings and cappings) are in Heritage Galvanised not zincalume or alternatively in colorbond of approved colour (shale grey, windspray or basalt); that gutters, fascias and barges match traditional profiles and colours as existing timbers (ie. with beaded fascia and barges).
15	76 Fairford Street	Unley	Re-pointing to front & western sides	representative	5,000	5,000	<b>Supported with conditions</b> - Grant works are supported, however it is questioned as to what is proposed for existing associated brickwork – will paint be stripped and bricks repointed/brickwash and lined as well? Recommended Condition: that only pure lime mortar be used, no cement content to mortars permissible.
16	8 Mills Street	Clarence Park	Maintenance Pruning	Regulated/Sig Tree	1,500	1501	<b>Supported</b> - Given the defects observed, pruning specified for Trees One and Two is supported.
17	12 John Street	Goodwood	Repointing & Timber repairs	representative	5,000	0	<b>Not eligible - not representative</b>
18	187 Unley Road	Unley	Repair of flashings and parapet capping	Local Heritage Place	5,000	5,000	<b>Supported with one condition</b> - Grant works are supported. Only question is whether the quotes provided have been based on the architectural drawings as there are some discrepancies in the methodology and scope. Recommended Condition: that works are consistent with architectural drawings.
					<b>Total:</b>	<b>\$ 26,588.00</b>	

## DECISION REPORT

<b>REPORT TITLE:</b>	ELECTRIC VEHICLE CHARGING STATIONS
<b>ITEM NUMBER:</b>	4.2
<b>DATE OF MEETING:</b>	11 DECEMBER 2023
<b>AUTHOR:</b>	DIANE SALVI, CLIMATE & SUSTAINABILITY LEAD
<b>DIVISION:</b>	CITY DEVELOPMENT
<b>ATTACHMENTS:</b>	1. ELECTRIC VEHICLE CHARGING STATION LOCATIONS

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### 1. **PURPOSE**

This report seeks Council's endorsement to pursue third-party partnerships to establish EV charging infrastructure in Unley and outline the key partnership criteria and appropriate locations.

### 2. **RECOMMENDATION**

That:

1. The report be received.
  2. Administration undertakes a Request for Tender (RFT) process, inviting proposals from commercial operators for the provision and management of publicly accessible fast-charging EV stations in Council owned car parks.
  3. The proposed criteria outlined in this report for the provision and management of publicly accessible fast-charging EV stations being provided in Council owned car parks forms part of the Request for Tender.
  4. The nominated sites as contained in Attachment 1 to this Report (Item 4.2, Council Meeting 11/12/2023), for the provision and management of publicly accessible fast-charging EV stations in Council owned car parks is endorsed.
  5. Following the conclusion of the Request for Tender process and assessment of the submissions received, a further report be presented to Council seeking appointment of the preferred tenderer.
-

### **3. RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

#### 2. Environmental Stewardship

2.5 The City's resilience to climate change is increased.

### **4. BACKGROUND**

Council has allocated \$20,000 in its 2023-24 Annual Business Plan and Budget to provide a publicly accessible fast-charging EV station on Council owned property. The aim is to consider the use of 100% renewable energy provider, provision of a portion of each charge for free and third-party opportunities. The Request for Tender (RFT) documentation has been prepared and also includes considering options to upgrade the existing publicly accessible EV station at Heywood Park.

With the growth of the EV market, the Administration is aware of a number of commercial EV charging operators who are seeking to install their infrastructure on land owned by councils. In some instances, these operators are seeking to install infrastructure at little or no cost to councils.

The Administration is aware of a procurement approach which was recently undertaken by the City of Norwood Payneham and St Peters (NPSP), whereby a 'Request for Proposal' to identify potential operators was issued. This was for the provision of publicly accessible fast-charging EV stations on NPSP owned land. NPSP then entered into an agreement with preferred providers, through a formal agreement (i.e. lease, licence, permit, etc.). This resulted in six stations being installed at no cost to NPSP with the operators being permitted to utilise advertising.

Given Council's keen interest in this space, the Administration is seeking a direction as to whether it wishes to pursue a similar partnership approach to that undertaken by NPSP. Should Council wish to do so, the Administration is seeking support regarding the criteria to be used to assess proposals received.

### **5. DISCUSSION**

Council's Climate & Energy Plan identified transport as a key area where it has influence to help the community reduce their carbon emissions over time. The Snapshot Report for the City of Unley estimated the community's carbon emissions at 225,000 tonnes in 2020-21. Emissions from transport (on road) was the largest contributor at 38%.

Australia's uptake of EVs is expected to rise rapidly over the next decade. According to the [State of EV's Report - July 2023](#), in 2022, EV sales as a proportion of new vehicle sales was 2.3% in South Australia and in 2023, it is already at 6.5%. This trend is expected to continue.

In 2020, the State Government released South Australia's EV Action Plan. The Plan has a vision of SA being a national leader in EV uptake and smart charging by 2025, and an aspiration for all new passenger vehicles sold in the state to be fully electric by 2035.

As EV sales have increased, commercial operators have an increased incentive to provide EV charging infrastructure. Consequently, the role of local government in supporting EV uptake through the provision of public EV charging stations has changed from 'owner-operator' role to encourage early adoption to a 'partner-facilitator' role to increase the availability of EV charging infrastructure throughout their jurisdictions.

Council has one free publicly accessible EV charging station which is located in Heywood Park with the capacity to charge two vehicles at a time. There are another six EV charging stations on private land within Unley with restrictions on their access. Of these, two are located at accommodation on Glen Osmond Road and are available to guests only. The other four are located at businesses for their exclusive use.

Publicly accessible EV charging stations within the City will provide destination charging to visitors to Unley for shopping, business, employment and entertainment. In addition, they will support the uptake of EVs for residents in apartment buildings or with limited off-street or constrained charging options.

### **Criteria for provision and operation of fast-charging EV stations in Council owned car parks**

Should Council wish to pursue this opportunity, it is important to establish criteria to be used in assessing proposals received.

The criteria set out below outlines the expectations for the provision and operation of publicly accessible fast-charging EV stations in Council owned car parks which are deemed to be the most appropriate locations. The criteria will assist in the preparation and assessment of proposals received in response to the RFT, as well as to inform final partnership agreements entered into with operators.

#### Community/Council Benefit

Council will support the use of its land for the installation of the charging infrastructure where a community/Council benefit is demonstrated.

Community/Council benefit may include, but is not limited to:

- Activation of or increasing visitation to a location.
- Filling a gap in charging infrastructure that cannot be met through provision of infrastructure on private land.
- Opportunity for use by both Council (fleet vehicles) and the public.
- Where a financial benefit can be gained for Council that outweighs associated costs (e.g. an opportunity for Council to raise revenue through a formal agreement for use of Council land).



## Role of Council

For the purpose of the partnership, it is anticipated that Council will:

- Not own EV charging infrastructure for public use.
- Support the provision and operation of publicly accessible fast-charging EV infrastructure on Council-owned land through entering into a formal agreement with a commercial operator through a lease, licence or permit, with the conditions to be determined.
- Enter into formal agreements with commercial operators where there are little or no costs to Council (i.e. there is no financial contribution required from Council for installation, ongoing maintenance or upkeep costs, technical support, customer service or removal of infrastructure). The exception to this will be where there are extenuating circumstances whereby Council deems there is a warrant for its contribution.
- Monitor and evaluate the performance, issues, complaints, demand and supply of charging points that operate within the Council area. Key performance measures may include safety, usage and impact.
- Review formal agreement entered into following an initial term of five years with an option to extend. This will be subject to performance and requirements of the commercial operator.
- Be responsible for the installation and maintenance of parking control signs (compliant with requirements of the relevant Australian Road Rules and Australian Standards) in order to support the use of EV charging stations.
- Enter into formal agreements with more than one commercial operator to operate within the City, albeit that it is preferred for only one operator to provide infrastructure in a single location identified.

## Type of EV Chargers

The Administration will consider a combination of rapid-charging EV stations (DC Level 3) and fast-charging (AC Level 2). Level 3 EV chargers have a larger operational footprint and as such, Level 2 chargers may be more suitable for some sites in Unley.

For clarity, the definitions are provided as follows:

- **Level 3 Rapid Chargers:** a dedicated DC EV charger at power levels from 25kW to 350kW (40 – 500 Amp, three phase). Typically used in commercial premises and road-side locations to provide for faster recharging than Level 1 and 2 can achieve. At the lower end, this method will add up to 150km of range per hour plugged in. At the upper end, this method can fully recharge some EVs in 10 to 15 minutes.
- **Level 2 Fast Chargers:** a dedicated AC EV charger at up to 22kW (32 Amp, 3-phase). Typically installed in homes, apartment complexes, workplaces, shopping centres, hotels, etc – anywhere the vehicle will be parked for a while. This method will add 40 to 100km of range per hour of charging depending on the vehicle. It will top up average daily vehicle use in an hour or deliver a full recharge overnight.

It will be the operators' responsibility and cost to identify external power sources, establish metered power to each location and reinstate all council infrastructure following completion of installation.

### Accessibility

The following criteria should be met:

- Accessible at all times (i.e. 24/7).
- Each location will provide up to two parking spaces for the purpose of EV charging with parking bays being adjacent to each other.
- Parking bays and placement of charging infrastructure to meet the requirements of relevant Australian standards (including DDA and pedestrian accessibility).
- Provision of universal charging facilities, no exclusive use of infrastructure for a particular vehicle make/model or group of users.
- In areas of high parking demand, parking and charging times could be restricted.

### Cost to Public

EV charging stations may incorporate a consumer pay charging model. Preference will be given to provision of 'first hour free' or similar.

### Responsibility of Operators

Operators will be responsible for complying with all existing statutory processes under the relevant legislation including the *Local Government Act 1999* and the *Planning, Development and Infrastructure Act 2016*.

The preference is for the operators to have their own metered electricity supply directly with the electricity provider and for the EV charging operator to use 100% renewable electricity.

Full life cycle costs are to be the responsibility of the operators, including, but not limited to:

- Installation costs, including ancillary infrastructure such as signage and lighting.
- Costs related to connection to the electricity network.
- Operation and maintenance costs.
- Costs related to inspection regimes.
- Costs related to physical insurances of units.
- Costs related to public liability responsibilities.
- Removal of all infrastructure and reinstatement costs at the end of the formal agreement period.

The operators will provide all ongoing maintenance in accordance with agreed maintenance schedules and maximum outage times.

The operators are responsible for all community enquiries and will have a dedicated Customer Service team to support the installation and ongoing upkeep of the charging infrastructure.

The operators should detail any value add or smart technology offered as part of their proposal e.g. an all-weather power socket capable of charging mobility scooters or e-bikes.

### Advertising

Some providers may incorporate digital advertising screens to generate income to the operator to offset the costs of installation.

Preference will be given to not including digital advertising signage.

Advertising on charging infrastructure should be consistent with Council's existing agreement with bus shelter advertising which includes a small portion of the advertising revenue for Council over the term of the formal agreement.

Advertising specifications should:

- Restrict promotion of tobacco, alcohol, gambling, and similar.
- Restrict promotion of businesses or services in direct competition with local businesses.
- Request details of the opportunity for Council to promote its community messages, events, or branding.

Operators should provide details of proposed advertising panels to be incorporated into the EV charging stations, including advertising panel layout and technical details, when submitting their proposals.

### **Location of EV charging infrastructure**

The preferred location of charging infrastructure will be determined by the operator, and subject to negotiation following the Administration's assessment of community/Council benefits as set out above.

For the purpose of the RFT, the Administration has identified off-street locations in Council owned off-street car parks only. On-street charging locations where parking is permitted at all times (ie. outside of clearways or timed bicycle lanes) may be considered at a later date, and subject to approval by Council. The identification of preferred locations, number of parking spaces to be provided and placement of charging infrastructure will be determined by the operators. Factors such as proximity to power supply, parking demand, visibility and impact on pedestrians and other road users may influence final location choices.

A list of Council owned off-street car parks and surrounding land uses is provided in Attachment 1 and will be included in the RFT.

*Attachment 1*

## **6. POLICY IMPLICATIONS**

### **6.1 Financial/budget implications**

- It is recommended that Council only enter into formal agreements with commercial operators where there are no direct costs to Council. That is, there is no financial contribution required from Council for installation or ongoing costs. The exception to this will be where there are extenuating circumstances and Council deems it warranted to provide a contribution.
- If an agreement with commercial operators can be reached, the Council may choose not to separately fund the delivery of one public EV charging station (\$20,000) as currently allocated for within the 2023-24 Annual Business Plan and Budget and return this funding as savings as part of a budget review.

### **6.2 Risk Management (identification and mitigation)**

- Ratepayers should not fund installing of EV charging infrastructure
  - Limit the support to the use of local government land through a formal agreement with a commercial operator, and all costs associated with installation, maintenance and end of life removal be made the responsibility of the operator.
- Community not supportive of loss of public parking
  - Could be mitigated by careful consideration of proposed locations on a case-by-case basis to minimise impact, and only enter into a formal agreement if there is demonstrated community benefit.
  - Operators to consider a pricing structure that is competitive for all potential users.
- Accidents or injuries related to charging infrastructure

The type of formal agreement and the associated conditions are yet to be determined. The conditions will clearly define and regulate the operator and indemnify Council and hold appropriate insurance.

In this respect, the terms and conditions will consider:

  - Proposals from commercial operators should include an outline of measures that will be put in place to ensure safe operation during use, particularly in relation to trip hazards and possible electrical hazards.
  - Minimum service levels of maintenance and a frequent reporting obligation.
  - Formal agreements should include the requirement for the operator to take out and keep a current public risk insurance policy, public liability and professional indemnity. This is to protect Council and the operator against all actions, costs, claims damages charges and expenses whatsoever which may be brought or made against Council, the operator or both in relation to any activity arising out of or from the granting of a formal agreement to operate a public EV charging station on Council owned land.

- **Poor performance**
  - Assess previous performance as part of procurement evaluation and call referees for feedback on performance. Build in review dates and performance expectations into the formal agreements to be entered into.
  - Customer service levels to be defined.
- **Redundant technology**
  - Risk could be mitigated by ensuring that any formal; agreements entered into include a clear end of life timeframe and a requirement for operators to fully remediate the site at their own cost.
  - Council could consider escrowing sufficient funds to cover the cost of removing all equipment in the case of operator insolvency or similar.

### **6.3 Staffing/Work Plans/Additional Resource Impact**

- As an unplanned project, some adjustment to work plans may be required across a number of different areas of the Administration. This includes the Finance and Procurement, City Design and Assets & Engineering Teams.
- It is considered that this can be accommodated within the current resourcing with some adjustments.

### **6.4 Climate/Environmental Impact**

- Facilitating the availability of public EV charging stations will help reduce carbon emissions from transport, which is currently the largest contributor to Council's community carbon emissions.

### **6.5 Social/Economic**

- Selecting locations based on demonstrated community benefit (e.g. visitor attraction, providing charging infrastructure for residents who cannot charge at home) will provide social and economic benefits.
- Supporting the uptake and use of electric vehicles can lead to several community benefits. Electric vehicles are cheaper to run, are quieter, and emit less pollution than traditional combustion engine vehicles.

## **7. ANALYSIS OF OPTIONS**

### **Option 1 –**

1. **The report be received.**
2. **Administration undertakes a Request for Tender (RFT) process, inviting proposals from commercial operators for the provision and management of publicly accessible fast-charging EV stations in Council owned car parks.**

3. The proposed criteria outlined in this report for the provision and management of publicly accessible fast-charging EV stations being provided in Council owned car parks forms part of the Request for Tender.
4. The nominated sites as contained in Attachment 1 to this Report (Item 4.2, Council Meeting 11/12/2023), for the provision and management of publicly accessible fast-charging EV stations in Council owned car parks is endorsed.
5. Following the conclusion of the Request for Tender process and assessment of the submissions received, a further report be presented to Council seeking appointment of the preferred tenderer.

Under this option, Council would endorse pursuing this opportunity and the parameters against which proposals received from commercial operators in response to the RFT will be assessed.

Option 2 –

1. The report be received.
2. The Administration undertakes a Request for Tender (RFT) process, inviting proposals from commercial operators for the provision and management of publicly accessible fast-charging EV stations in Council owned car parks.
3. Subject to the following amendments to the proposed criteria for the provision and management of publicly accessible fast-charging EV stations in Council owned car parks, or the list of nominated sites in Attachment 1 to this Report (Item 4.2, Council Meeting, 11/12/2023) across the City:
  - *Amendments to be determined by Council*
  - *Etc*
4. Following the conclusion of the Request for Tender (RFT) process, a further report be presented to Council for its consideration, outlining all relevant details pertaining to this matter.

Under this option, Council may wish to request amendments to either the criteria or the nominated locations. If this is the case, the amendments should be articulated as part of the resolution and this option provides the relevant wording to enable Council to articulate changes required. These changes can then be incorporated into the RFT documents without the need to return to Council for further consideration.

Option 3 –

1. The report be received.
2. Council does not endorse proceeding with a Request for Tender (RFT) process in pursuing the matter of the installation and management of publicly accessible fast-charging EV stations within the City.

Under this option, Council may decide that it would not pursue this initiative. Should Council decide on this option, the Administration will proceed with delivering one publicly accessible fast-charging EV charging station within the City, as provided for within Council's 2023-24 Annual Business Plan and Budget.

**8. RECOMMENDED OPTION**

Option 1 is the recommended option.

**9. REPORT AUTHORISERS**

<b>Name</b>	<b>Title</b>
Ben Willsmore	Manager City Design
Claude Malak	General Manager, City Development





# ELECTRIC VEHICLE CHARGING STATION LOCATIONS

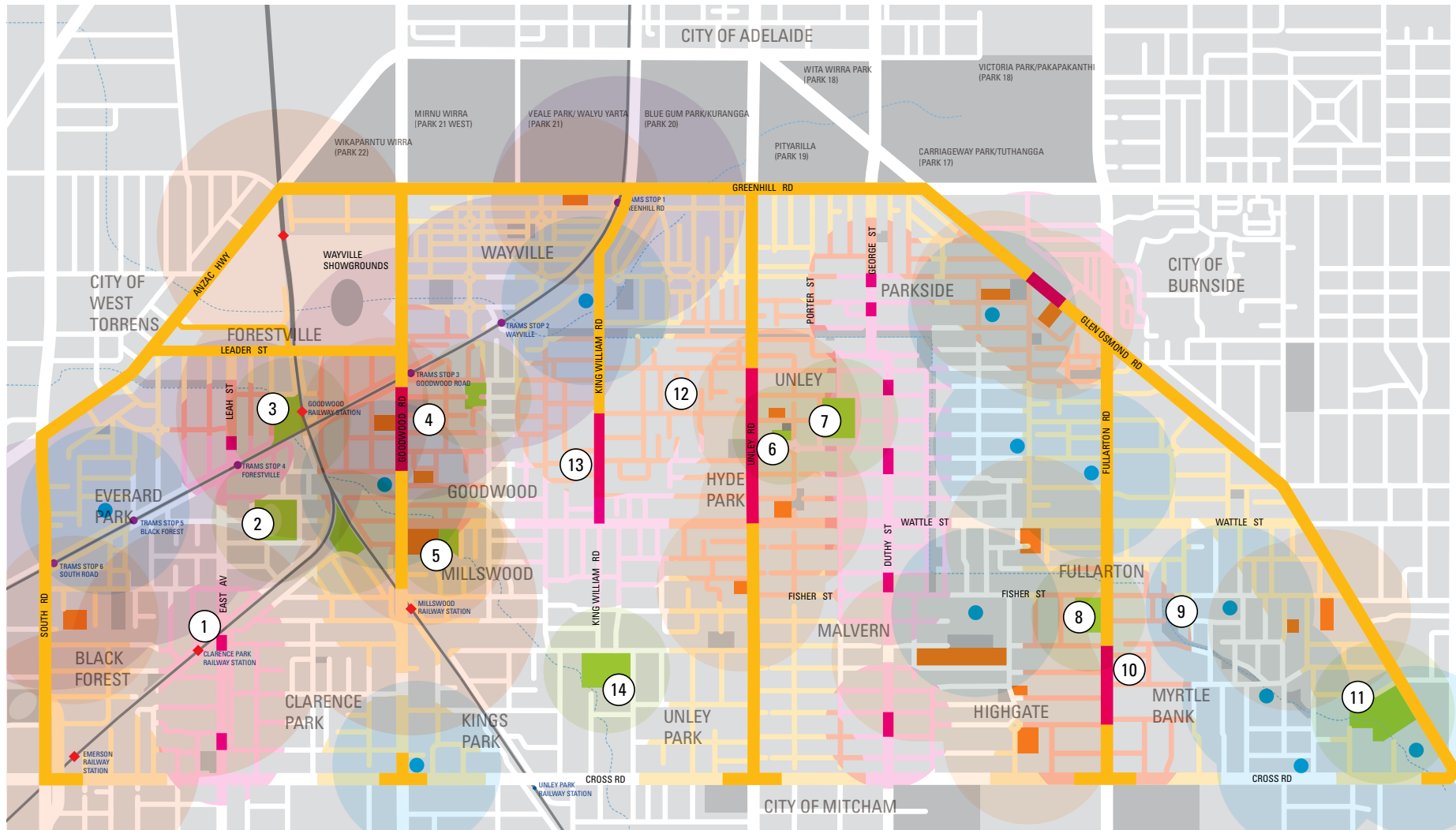
SUMMARY OF COUNCIL OWNED OFF-STREET CAR PARKS

CITY DEVELOPMENT

DECEMBER 2023



# Council Owned Car Park Locations and Key Lands Uses/Destinations



- Commercial/Business Precinct
- Commercial/Business Catchment Zone (400m catchment)
- Retail/Entertainment Precinct - Major
- Retail/Entertainment - Major Catchment Zone (400m catchment)
- Retail/Entertainment Precinct - Minor
- Retail/Entertainment - Minor Catchment Zone (200m catchment)
- Popular Parks/Ovals
- Popular Parks/Ovals Catchment Zone (200m catchment)
- Schools
- Schools Catchment Zone (400m catchment)
- Aged Care Facility
- Aged Care Facility Catchment Zone (400m catchment)
- Tram Stop
- Tram Stop Catchment Zone (400m catchment)
- Train Stop
- Train Stop Catchment Zone (600m catchment)

## Council Owned Car Park Locations List

<b>Location</b>	<b>Name</b>	<b>Address</b>	<b>Parking Capacity</b>
1	Clarence Park Community Centre	74 East Avenue, Black Forest	20
2	Goodwood Oval	Chelmsford and Fairfax Avenues, Millswood	38
3	Forestville Reserve & Unley Swimming Centre	Ethel Street, Forestville	38
4	Goodwood Community Centre & Goodwood Library	32-34 Rosa Street, Goodwood	63
5	Orphanage Park	181A Goodwood Road, Millswood	99
6	Civic Centre & Unley Library	Oxford Terrace, Unley	24
7	Unley Oval	Langham Terrace, Unley	43
8	Fullarton Park Community Centre	Corner Fullarton Road and Fisher Street, Fullarton	63
9	Scammell Reserve	53A Fisher Street, Myrtle Bank	17
10	Ferguson Avenue Public Car Park	92 Ferguson Avenue, Myrtle Bank	29
11	Ridge Park Reserve	Barr-Smith Avenue, Myrtle Bank	26
12	Unley Community Centre	18 Arthur Street, Unley	0
13	King William Road Public Car Park	1 Boffa Street, Goodwood	19
14	Heywood Park	Northgate Street, Unley Park	29

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CITY DEVELOPMENT

## Type of EV Chargers to be Considered



### Level 2 Fast Chargers

A dedicated AC EV charger at up to 22kW (32 Amp, 3-phase). Typically installed in homes, apartment complexes, workplaces, shopping centres, hotels, etc – anywhere the vehicle will be parked for a while. This method will add 40 to 100km of range per hour of charging depending on the vehicle. It will top up average daily vehicle use in an hour or deliver a full recharge overnight. The EV charging stations must be a 'universal' charging service – i.e. not exclusive to any particular vehicle make or model.



### Level 3 Rapid Chargers

A dedicated DC EV charger at power levels from 25kW to 350kW (40 – 500 Amp, three phase). Typically used in commercial premises and road-side locations to provide for faster recharging than Level 1 and 2 can achieve. At the lower end, this method will add up to 150km of range per hour plugged in. At the upper end, this method can fully recharge some EVs in 10 to 15 minutes.



### Level 3 Rapid Chargers with Advertising

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**EV CHARGING STATION LOCATIONS**

# 1. Clarence Park Community Centre



- 74 East Avenue, Black Forest
- Parking Capacity: 20, including 1 DDA park + 1 permit zone
- Potential number of EV Charging Bays: 1 - 2
- Parking to service an active community centre with weekly programs, hall hire and a community childcare centre. A train station, bookshop and cafes are nearby.

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EV CHARGING STATION LOCATIONS

## 2. Goodwood Oval



- Chelmsford and Fairfax Avenues, Millswood
- Parking Capacity: 38, with no DDA parks
- Potential number of EV Charging Bays: 1 - 2
- Parking to service public and club use of football, hockey, tennis and cricket facilities, and adjacent oval. Parking in high demand during weekly sporting events. Engagement with sporting clubs recommended.



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**EV CHARGING STATION LOCATIONS**

### **3. Forestville Reserve & Unley Swimming Centre**

- Ethel Street Forestville
- Parking Capacity: 38, including 3 DDA parks + 2 permit zones + 1 loading zone
- Potential number of EV Charging Bays: 1 - 2
- Parking to service the Unley Swimming Centre and reserve with BBQ, playground, fitness equipment, and a skate park.



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**EV CHARGING STATION LOCATIONS**

## **4. Goodwood Community Centre and Goodwood Library**



- 32-34 Rosa Street, Goodwood
- Parking Capacity: 63 including 5 DDA parks + 2 permit zones
- Potential number of EV Charging Bays: 1 - 2
- Parking to service community centre and library patrons as well as Goodwood Road major retail and entertainment precinct.
- Recommended location for Council owned EV Station included in 2023/24 Annual Business Plan and Budget.





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**EV CHARGING STATION LOCATIONS**

## 5. Orphanage Park



- 181A Goodwood Road, Millswood
- Parking Capacity: 99, including 2 DDA parks
- Potential number of EV Charging Bays: 1 - 2
- Parking to service Tabor College and a popular reserve with playground, hireable facilities like tennis and basketball courts. Close to Goodwood Road major retail and entertainment precinct. A Land Management Agreement exists between the City of Unley and Minister for Education, Children's Services & Training to access the car park.

## EV CHARGING STATION LOCATIONS

### 6. Civic Centre & Unley Library



- Oxford Street, Unley
- Parking Capacity: 24, including 1 DDA park
- Potential number of EV Charging Bays: 1
- Parking to service Council Fleet Vehicles and visitors to access Council services, events and to visit the Library. 9 parks available for public access during the day, including 1 DDA park.



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**EV CHARGING STATION LOCATIONS**

## 7. Unley Oval



- Langham Terrace, Unley
- Parking Capacity: 43, including 2 DDA park
- Potential number of EV Charging Bays: 1-2
- Parking to service Sturt Football Club (SANFL) and other sporting clubs and hireable for a range of recreational purposes. Located between Unley Road and Duthy Street business, retail and entertainment precincts.



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EV CHARGING STATION LOCATIONS

## 8. Fullarton Park Community Centre



- Corner Fullarton Road and Fisher Avenue, Fullarton
- Parking Capacity: 63, including 3 DDA parks
- Potential number of EV Charging Bays: 1-2
- Parking to service active community centre with weekly programs, events, facilities to hire (large function centre), Art Gallery, community services and monthly markets.

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**EV CHARGING STATION LOCATIONS**

## 9. Scammell Reserve



- 53A Fisher Avenue, Myrtle Bank
- Parking Capacity: 17, including 1 DDA park
- Potential number of EV Charging Bays: 1-2
- Parking to service reserve with tennis court and other facilities such as BBQ & playground. Girl Guides SA Highgate adjacent with venue facilities. Parking accessed from Culcross Avenue.



## 10. Ferguson Avenue Public Car Park



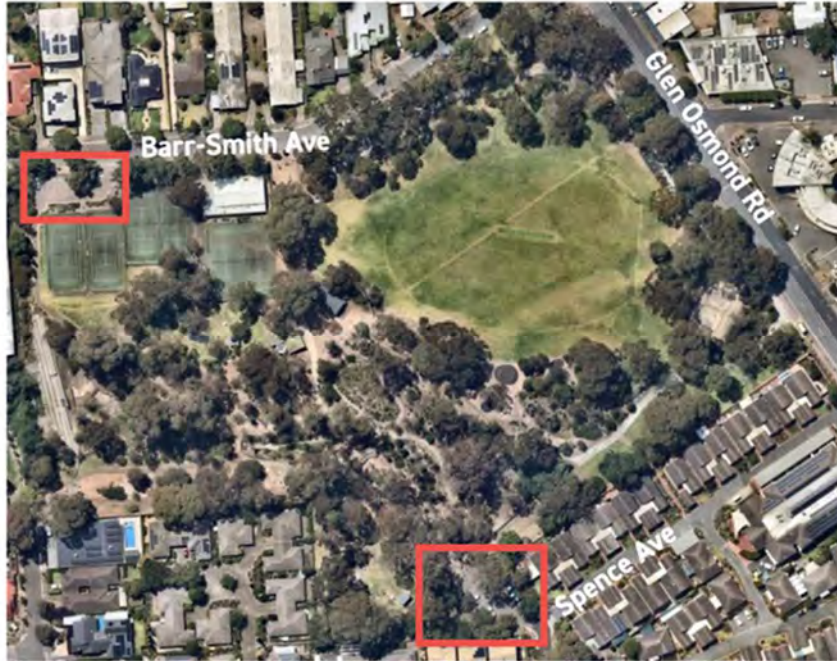
- 92 Ferguson Avenue, Myrtle Bank
- Parking Capacity: 29, with no DDA parks
- Potential number of EV Charging Bays: 1-2
- Parking to service Highgate Village and local retail, cafes, restaurants and businesses along Fullarton Road.



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EV CHARGING STATION LOCATIONS

## 11. Ridge Park Reserve



- Barr-Smith Avenue, Myrtle Bank
- Parking Capacity: 26, including 1 DDA park
- Potential number of EV Charging Bays: 1-2
- Parking to service reserve with facilities such as BBQ, playground, fitness equipment, skate park, jogging track, tennis court, nature play and Scout Hall / Hall for Hire. Within proximity to major road (Glen Osmond), some cafes & restaurants, mixed businesses.

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**EV CHARGING STATION LOCATIONS**

## 12. Unley Community Centre

No potential charging bays available

- 18 Arthur Street, Unley
- Parking Capacity: 2, including 1 DDA Park and 1 pick-up, drop-off only
- Potential number of EV Charging Bays: 0
- Parks service active community centre, with weekly activities and wellbeing programs, cafe, rooms for hire and Living green @ UCC.





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EV CHARGING STATION LOCATIONS

## 13. King William Road Public Car Park



- 1 Boffa Street, Goodwood
- Parking Capacity: 19, including 1 DDA park
- Potential number of EV Charging Bays: 1-2
- These car parks service King William Road major retail and entertainment precinct.

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EV CHARGING STATION LOCATIONS

## 14. Heywood Park



- Northgate Street, Unley Park
- Parking Capacity: 29, including 1 DDA park + 1 existing EV bay
- Potential to upgrade existing EV Charging Station (1-2 Bays)
- Popular park and playground at the end of King William Road.



## DECISION REPORT

<b>REPORT TITLE:</b>	ASSET MANAGEMENT PLANS 2023
<b>ITEM NUMBER:</b>	4.3
<b>DATE OF MEETING:</b>	11 DECEMBER 2023
<b>AUTHOR:</b>	RUSSELL KING, SENIOR ASSETS & ENGINEERING LEAD
<b>DIVISION:</b>	CITY DEVELOPMENT
<b>ATTACHMENTS:</b>	<ol style="list-style-type: none"><li>1. DRAFT TRANSPORT ASSET MANAGEMENT PLAN 2023</li><li>2. DRAFT OPEN SPACE ASSET MANAGEMENT PLAN 2023</li><li>3. DRAFT STORMWATER ASSET MANAGEMENT PLAN 2023</li><li>4. DRAFT BUILDING ASSET MANAGEMENT PLAN 2023</li><li>5. DRAFT ASSET MANAGEMENT PLANS SUMMARY DOCUMENT 2023</li></ol>

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### 1. **PURPOSE**

This report seeks Council's endorsement of the draft Asset Management Plans 2023 for the purpose of community consultation.

### 2. **RECOMMENDATION:**

That:

1. The report be received.
  2. The draft Asset Management Plans 2023, as contained in Attachment 1 to Attachment 5 to this report, be endorsed for the purpose of community consultation.
- 

### 3. **RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

4. Civic Leadership
- 4.2 Council provides best value services to the community.

#### 4. **BACKGROUND**

The *Local Government Act 1999* requires Council to develop and adopt Infrastructure and Asset Management Plans, for a minimum period of 10 years, which assists with informing its Long-Term Financial Plan (LTFP).

The current Asset Management Plans (AMPs) were adopted by Council in 2020. Since then, the Administration has undertaken considerable work to improve the quality and level of confidence in Council's asset data and condition. In this respect, it is now timely for the current AMPs to be updated which will provide better informed funding forecasts to assist in the update of Council's LTFP.

Draft AMPs have been developed for Council's infrastructure assets:

**Transport** which incorporates kerbing, pathways, roads, bridges, bus stops, car parks, street lighting and traffic control devices. The draft Transport Asset Management Plan is contained in attachment 1.

*Attachment 1*

**Open Space** which incorporates artwork, drinking fountains, fences, irrigation, smart technology, sporting assets, playgrounds, furniture, lighting (other than street lighting), structures, etc. The draft Open Space Asset Management Plan is contained in attachment 2.

*Attachment 2*

**Stormwater** which incorporates underground drainage network, creeks, stormwater management devices and recycled water infrastructure. The draft Stormwater Asset Management Plan is contained in attachment 3.

*Attachment 3*

**Buildings** which incorporates civic buildings, community buildings, leased buildings, libraries and swimming centre. The draft Building Asset Management Plan is contained in attachment 4.

*Attachment 4*

In undertaking the review and update of the current AMPs the Administration has developed an overarching 'summary document'. The purpose of this document is to demonstrate the responsible management of Council's assets and how this is to be achieved by providing the context regarding existing assets, their current condition, forecast renewal, planned spend and the overall asset sustainability and renewal ratios.

The draft Asset Management Plans Summary Document 2023 is contained in Attachment 5.

*Attachment 5*

## Audit Committee Review

At its meeting held on 14 November 2023, Council's Audit Committee considered a report which outlined the key elements of the AMPs review undertaken by the Administration. The draft AMPs were also presented to the Committee for its review and to make recommendations to Council.

Following consideration of the matter, the Audit Committee resolved:

- (1) *The report be received.*
- (2) *The Committee notes the following observations regarding the draft Asset Management Plans 2023:*
  - (a) *The overall improvement to the asset management plans presented.*
  - (b) *The Kerb and Water table asset class value has increased by \$72M.*
  - (c) *Arterial roads and King William Rd revitalisation kerb and water table assets that were not previously included in the data have now been added. This has increased the assets from 307km to 363km (+56km).*
  - (d) *The kerb and water table useful life increased from 60 years to 100 years to reflect new kerb construction approach.*
  - (e) *Change to useful life for Local Road and Laneway Pavements (100yrs to 150yrs – 84% of the network) based on field observations.*
  - (f) *Useful life of Local Road and Laneways Sub-Base are now considered to be a perpetual asset and treated as non-depreciating (i.e. underlying formation material is retained upon renewal of asset).*
  - (g) *Increased unit rates for the Road Assets reflective of current asphalt contracts. Cost of bitumen as a product has increased 17.5% since 2018.*
  - (h) *The number of Open Space assets in the public realm increased. Previously the open space data only included assets that were located within reserves. The new data now includes assets such as seats, bins, lighting, and drinking fountain in streetscapes. This has resulted in an increase of approximately 30% in asset quantity.*
  - (i) *Increase in unit rates for Open Space assets are based on current industry rates and costs incurred for works undertaken.*
  - (j) *Despite the increase in unit rates and asset quantity the annual depreciation for Open Space assets has reduced as it is offset by the write back of previous capitalisations for landscaping projects (plants/trees) with short useful lives.*
  - (k) *The Building assets have increase in value due to construction and upgrade of new facilities since the previous valuation including Unley Oval Grandstand Stage 2, Edmund Ave Cottages, Millswood Croquet Club, and Goodwood Oval Grandstand.*
  - (l) *The planned annual renewal expenditure to achieve a manageable consistent spend for the next 20 years is \$10.7M p.a.*
- (3) *The draft Asset Management Plans 2023, as contained in the Attachment 1 to Attachment 5 to this report, be recommended to Council for endorsement for community consultation.*

*Resolution No. AC0129/23*

## **Key Updates made to AMPs**

The draft AMPs align with industry standards and provide a framework for the delivery of asset management in line with the organisational goals and objectives, whilst maintaining transparency and accountability through all aspects of asset management.

Asset data was thoroughly reviewed and improved for several asset major classes to improve on data maturity and confidence. This included desktop and field validation of the assets and an audit of their condition.

Asset data improvements were made, and condition auditing was undertaken for the following asset classes:

- Roads (surface and base)
- Carparks
- Kerbing
- Footpaths
- Open Space
- Buildings

Following completion of the data improvement and condition auditing, a thorough review was undertaken to update the asset unit rates, useful lives and valuation data. The revaluation was undertaken for the following asset classes:

- Roads (surface and base)
- Carparks
- Kerbing
- Open Space
- Buildings

Projected renewal expenditure was considered across a 20-year period using the asset condition, unit rates and useful lives to provide a long-term forecast of the condition and spend required for each of the asset classes.

A smoothed planned renewal spend is proposed to meet the asset renewal funding requirements, whilst considering associated risks and ensuring the assets are managed in a sustainable manner and planned approach over the long-term.

## **5. DISCUSSION**

The key elements of the AMPs include:

- Levels of service with performance measures and key performance indicators (KPIs).
- Future demand forecasting and its impact on assets.
- Lifecycle management for how Council will manage assets. This includes long-term forecasting for renewal capital (over 20-years) when assets reach the end of their expected useful life.

- Risk management including a risk assessment with controls and treatments.
- Financial summary for a 20-year LTFP period in line with the longer-term projections for forecast spend.
- Improvement program and performance measures.

The review of the AMPs, including the condition auditing which has been undertaken, has enabled a more accurate collation of the value of Council's assets as outlined in Table 1.

**Table 1: Summary of asset valuations**

<b>Asset Category</b>	<b>Current Replacement Cost (June 2023)</b>	<b>Depreciated Replacement Cost* (June 2023)</b>	<b>Annual Depreciation</b>
Transport	\$387,544,384	\$243,535,321	\$5,247,113
Open Space	\$32,623,781	\$18,367,118	\$1,294,162
Buildings	\$94,231,120	\$54,270,834	\$1,497,709
Stormwater	\$104,119,605	\$59,637,817	\$1,193,152
<b>Total</b>	<b>\$618,518,890</b>	<b>\$375,811,090</b>	<b>\$9,232,136</b>

\* *Depreciated Replacement Cost is the replacement cost multiplied by the percentage of the assets remaining useful life. (i.e. the remaining value of the asset available for consumption)*

### **Condition Summary**

The objective of a condition assessment is to provide sufficient information to inform strategic asset planning and management decision making. This is considered important as site conditions and unforeseen events can occasionally lead to assets under or overperforming when compared to their expected useful life.

Condition audits are undertaken on a rolling basis for all assets and are measured on a "1" to "5" scale whereby "1" represents a new asset in excellent condition and "5" represents an asset at the end of its life requiring renewal.

Condition audits are legislated by the *Local Government Act 1999*, guided by industry standards for assessments and are specific to each asset type being reviewed. Table 2 summarises the current asset condition across all Council's assets, with Council's target condition score 3 or less across all asset categories.

**Table 2: Summary of asset condition**

<b>Asset Category</b>	<b>Asset Class</b>	<b>Average Condition</b>
Transport	Road Surface	2.54
	Road Pavement	1.35
	Kerb	3.40
	Footpaths	2.51
Open Space <i>(*only key asset types included)</i>	Playgrounds and Soft-fall	2.12
	Furniture	2.08
	Sporting Equipment	2.00
	Irrigation	2.46
	Reserve Lighting	1.83
	Retaining Walls	2.38
Stormwater	Pipes	2.85
	Pits	2.80
Buildings	Civic Community	2.76
	Lease Community	2.72
	Lease Commercial	2.58
	Swimming Pool	3.02

**Transport Assets**

The major asset classes in the Transport AMP are roads, footpaths, and kerbs. These particular assets make up approximately 92% of the total Transport asset value.

Approximately 50% of kerbs across the City have a condition rating of “4” (poor) and are approaching the end of their useful life. This is due to the original construction technique in the early to mid-1900s involving the use of segmental concrete plinths with a separately constructed concrete water table constructed at a later stage. Nearly all kerb assets from this era have significant failures including lifting of the segmental sections due to tree roots, cracking, lifting, and disintegration of the water table.

To address the poor kerb condition and achieve the intended service levels for kerbs while ensuring no future backlog, it is proposed to spend annually, on average, approximately \$3.2M over the 20-year period (for reference annual depreciation for kerb is \$1.01M p.a.).



Roads are typically in good condition overall, and while there are a number of major pavement and surface renewals identified for some key collector roads in the short term, longer term the forecast renewals for roads are consistent with the life span of asphalt road surfaces (i.e. 30 years).

Nearly all of Councils footpath assets have been renewed in the last 10 to 20 years with interlocking segmental pavers. There are still a small number of pavers that remain in the non-segmental style that have been identified due to their poor condition and are planned for replacement.

While the condition of the paved footpath network including the paver units themselves are in good condition, defects and hazards due to tree root lift is a significant problem for this asset class.

Condition auditing has identified and quantified the extent of the defects and the forecast renewals include a partial renewal approach through pick up and relay of the pavers to improve the condition of the asset class overall. This is in conjunction with the renewal of pavers in strategic locations such as Unley Road.

In September 2023, the Administration held an Elected Member briefing regarding footpath defects. The briefing set out the results of the condition auditing which has been undertaken, the works completed over the previous six months period to address defects and the proposed way forward in terms of continuing with a strategy to address defects. The proposals were well received by Elected Members and the Administration will continue to deliver the proposed remediation works regarding defects.

### **Open Space Assets**

Open space assets are typically short lived (i.e. 10 to 30 years), including asset types such as park furniture, sporting equipment, irrigation, playgrounds and soft-fall.

The assets are currently in good condition with very few assets identified as requiring replacement in the immediate short-term. However, given the short-term life of open space assets it is necessary to take a longer-term forecast. This includes high-cost assets such as playground soft-fall which only lasts approximately 10 years and should consider their renewal in the broader context of the playground, reserve, or park in which it is located.

Open space assets identified as requiring renewal include several major irrigation systems to reserves, playground replacements, retaining walls, and a medium-term planned approach to replacing failing timber park furniture requiring high amounts of maintenance with longer lived aluminium materials.

## **Stormwater Assets**

The condition assessment of stormwater assets is difficult and expensive given they are underground, and access is restricted with many located under major roads. Only a small number of pits and pipes have been condition audited and for all other stormwater assets their condition is inferred and interpolated based on estimates for the age of original construction.

To improve condition data, the improvement plan within the AMP includes developing a condition inspection program to be undertaken over multiple years, based on estimated age and risk of the asset. This will allow more accurate long-term forecast renewal planning to be undertaken for the next update of the Stormwater AMP.

## **Buildings Assets**

Building assets are broken into their major components (such as foundations, structure, roof etc.) and then the individual subcomponents (i.e. kitchens, air conditioning units, gutters, windows, doors etc.).

Council's building portfolio is generally in good condition at the major component level, with nearly all facilities being structurally sound and in good condition.

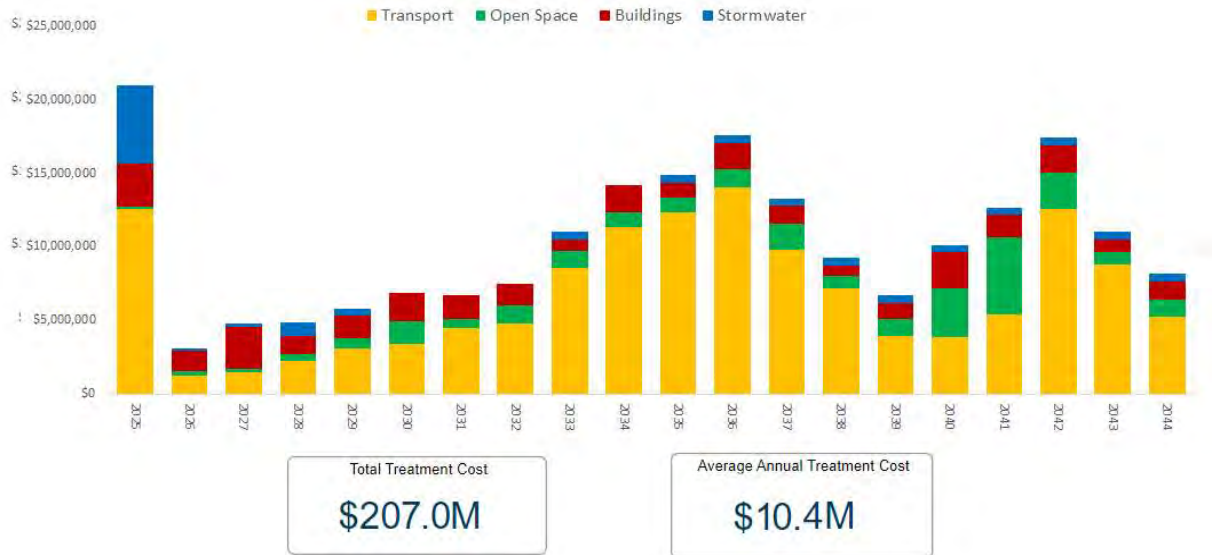
The forecast renewals for a majority of the building assets are predominantly in the shorter-term subcomponent space with renewals required for internal fit outs, air conditioning systems and roof replacements. The forecast renewals include several public toilets that require complete refurbishment or reconstruction.

## **Forecast Renewal Expenditure**

The condition and value of Council's assets inform the long-term forecasting for their renewal and the required financial outlay necessary to ensure they continue to be fit for purpose.

While asset condition is the primary driver for when an asset requires renewal, early replacement of assets may also be undertaken for upgrades or due to changes in function, standards, safety issues, changes in levels of service, funding opportunities or alignment with external projects, strategies, and plans. Similarly, some assets may experience extended useful lives due to a higher level of maintenance over its life.

The forecast asset renewal by asset category over a 20-year period is summarised in Figure 1. The Treatment Cost is the product of the unit rate and quantity of the asset that requires renewal in the forecast year, with the total Treatment Cost being the sum of all renewals for all classes over a 20-year period.



**Figure 1: Forecast asset renewal expenditure**

**Planned Expenditure**

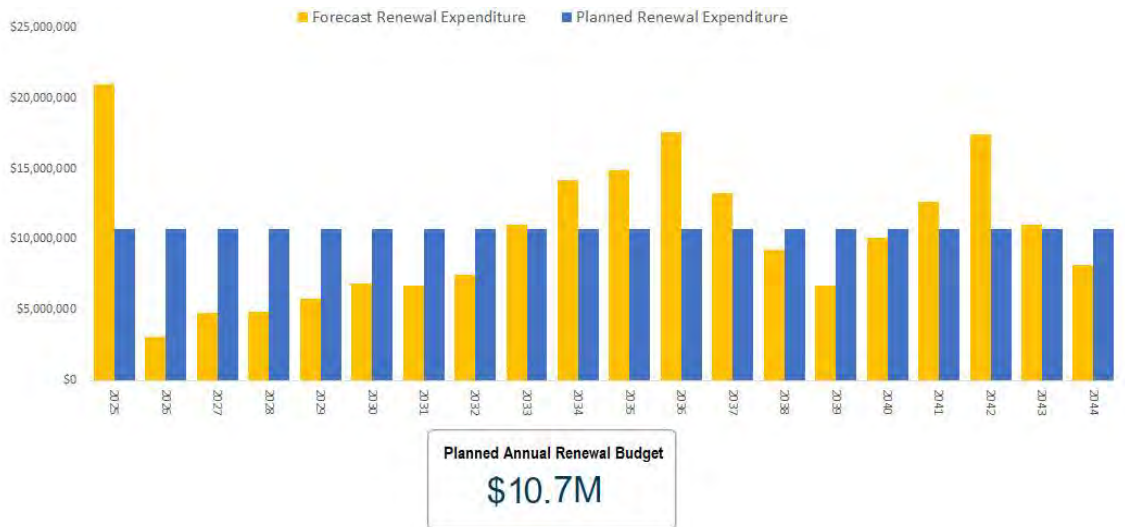
While there is initially a high cost in the first year to address assets in poor condition (predominantly in the kerb asset class), the forecast asset renewal expenditure is otherwise relatively low in the first 10 years which is consistent with the condition of the assets overall generally being in good condition. However, there is a significant number of renewals forecast towards the end the 20-year period as the overall average condition of the assets deteriorate.

It is recognised that matching these forecast condition-based renewal fluctuations and ‘waves’ from year to year is not generally possible from both a budget and resourcing perspective, and that distributing the renewal costs evenly over the 20-year timeframe is preferable from a budget and resourcing perspective, as well as ensuring that the target average condition score can be achieved.

The planned annual expenditure to achieve a smoothed consistent spend for the next 20 years is \$10,696,000 p.a.

The initial planned expenditure is higher than the forecast renewal expenditure and will result in some assets being renewed before the end of their useful life. Managing this while achieving a smoothed consistent annual expenditure will occur by taking a strategic planned and risk management approach to the renewal of assets through grouping asset renewals at a streetscape, reserve, or facility scale.

The planned annual renewal expenditure in comparison to the forecast renewal expenditure is outlined in Figure 2.



**Figure 2: Planned and forecast annual renewal expenditure**

**Operation and Maintenance Financials**

The operational and maintenance expenditure forecast considers that due to the increase in the quality and maturity of the data there will be a shift towards increased planned maintenance activities rather than reactive maintenance that will improve efficiencies and cost savings for Transport, Buildings and Stormwater assets.

Open space maintenance and operation are forecast to increase slightly as reserves are progressively renewed and will typically include an upgrade component to the assets provided while expanding the area of landscaping and vegetation. This will require an increase in spend to cover the new assets created as well and the complexity of maintaining the new and improved recreation space and landscaping.

**Improvement Program**

There has been considerable improvement in the maturity and confidence of the data contained in the AMPs. However, a continuous improvement approach is still required across all asset categories to ensure the effective management and operation of Council’s assets. Asset management, at its principle, is continued refinement and improved strategies based on latest data and condition obtained.

Improvements across all assets include:

- Integration between the Financial Register, Asset Condition Data and GIS data which will be progressed on an on-going basis, in line with the transition to the new cloud based corporate software.
- Community level of service benchmarking and tracking through community surveys to understand community expectations.

Continual pro-active condition auditing and validation of asset data across all asset classes to improve the confidence in asset data to a rating of very high (within plus or minus 2%).

### **Planned Consultation Approach**

Community consultation regarding the draft AMPs will be undertaken through Council's 'Your Say' platform.

The draft AMPs Summary Document 2023 (Attachment 5) will be used as the primary document for engaging with the community given the brevity of the document, its simple language and non-technical terms. Each of the four draft AMPs will also be made available for the community to review and provide comments on.

## **6. POLICY IMPLICATIONS**

### **6.1 Financial/budget implications**

- The planned average annual renewal expenditure for assets to achieve a smoothed consistent spend for 20 years is \$10,696,000 p.a.
- The asset sustainability and renewal funding ratios are both important budget indicators for planned renewal expenditure as they demonstrate Council is adequately planning for and funding the replacement of assets as they reach the end of their life.
- The ratios indicate whether Council has the financial capacity to fund asset renewals while meeting the existing service levels. Council's target is to achieve between 90% to 110% average.
- The Asset Renewal Funding Ratio is the planned annual renewal expenditure relative to the forecast renewal expenditure.
- The Asset Sustainability Ratio is the planned annual renewal expenditure relative to depreciation.
- Over the 20-year period, the asset sustainability ratio is 116% whilst the asset funding renewal ratio is 103%.
- It should be noted that while the overall asset sustainability ratio is higher than the service level target this is predominantly due to the increased expenditure required for kerb assets (Transport) over the long-term planning period relative to their depreciation.

### **6.2 Risk Management (identification and mitigation)**

- Risk management is discussed in each of the draft AMPs (Section 6) which includes a risk matrix and identified risks.

### **6.3 Staffing/Work Plans/Additional Resource Impact**

- External consultants were used for the undertaking of the asset condition auditing and valuations.
- Council staff from the Finance and Assets Teams collaboratively revised the current documents and developed the draft AMPs.

- Council staff will undertake the community consultation process regarding the draft AMPs and will present the results to Council at which time, the final AMPs will be adopted.

#### **6.4 Climate/Environmental Impact**

- The draft AMPs include consideration for the impact of climate change on assets and the demand for the increase in recycled and sustainable materials although this is still an emerging field.

#### **6.5 Social/Economic**

- The draft AMPs aim to meet the needs and expectations of the community regarding levels of service and the renewal and maintenance of public infrastructure, while ensuring the management of all assets are undertaken in a financial sustainable manner.

### **7. ANALYSIS OF OPTIONS**

#### Option 1 –

1. The report be received.
2. The draft Asset Management Plans 2023, as contained in Attachment 1 to Attachment 5 to this report, be endorsed for the purpose of community consultation.

Under this option, the draft AMPs would be endorsed by Council as they are currently presented, for the purpose of undertaking community consultation.

A further report will be considered by Council summarising the results of the consultation and present the final AMPs for adoption by Council which is likely to be in early 2024.

#### Option 2 –

1. The report be received.
2. The draft Asset Management Plans 2023 as contained in Attachment 1 to Attachment 5 to this report, be endorsed for the purpose of community consultation, subject to the following amendments being made:
  - *Amendments to be confirmed by Council.*

Under this option, Council would request changes be made to the draft AMPs prior to undertaking community consultation. Should Council decide on this option, the Administration will implement the requested amendments to the documents and then proceed with community consultation.

A further report will be considered by Council summarising the results of the consultation and present the final AMPs for adoption by Council which is likely to be in early 2024.

Option 3 –

1. The report be received.
2. The draft Asset Management Plans 2023 as contained in Attachment 1 to Attachment 5 to this report are not recommended for the purpose of community consultation, and for the following amendments to be made:
  - Amendments to be confirmed by the Council.
3. A further report be presented to Council outlining the amended draft Asset Management Plan 2023, as resolved above.

Under this option, Council would not recommend the draft AMPs as they are presented for community consultation, and for amendments (as determined by Council) to be made and for the matter to be brought back to Council for further consideration.

Should Council decide on this option, Administration will amend the draft documents and present a further report for Council’s consideration with the revised AMPs as required at a later date.

**8. RECOMMENDED OPTION**

Option 1 is the recommended option.

**9. REPORT AUTHORISERS**

<b>Name</b>	<b>Title</b>
Aaron Wood	Manager Assets and Operations
Claude Malak	General Manager, City Development







**DRAFT**  
**TRANSPORT**  
**ASSET MANAGEMENT PLAN**  
**2023**

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<b>Issue</b>	<b>Date</b>	<b>Issue Details</b>	<b>Author</b>	<b>Checked</b>	<b>Approved</b>
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
V.5	October 2023	Draft for Audit Committee	RK	AW	

# 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	Nearly a quarter of the population are aged over 60 years old 78% of residents commute to a workplace outside the area
Climate Change	Awareness of the Council's role in climate sustainability with increasing trend of severe weather events including extreme heat waves and demand for sustainable materials
Technology	Using data to assist with decision making and delivery of services

**Financial Summary:**

Planned annual renewal of \$7,296,000 per annum over 20 years  
  
Asset Funding Renewal Ratio of 106%  
Asset Sustainability Ratio of 139%

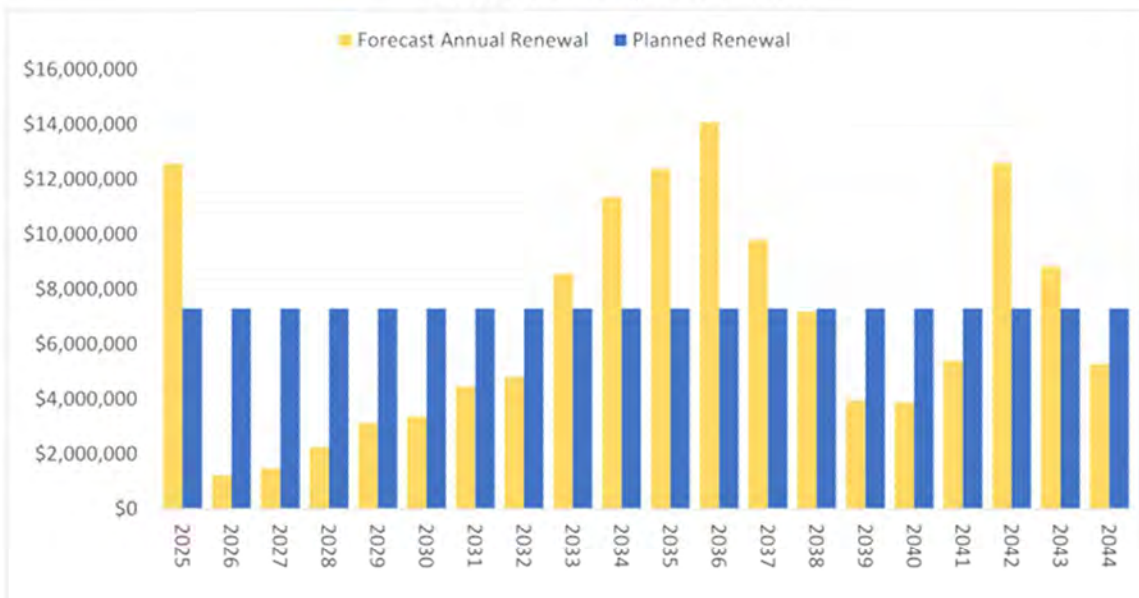


Figure 1.1 Transport twenty year forecast and planned renewal expenditure

## 2 Introduction

### 2.1 Background

The Plan covers the transport assets serving Council's transportation needs by providing an effective transport network to supports 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 Devices

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 twenty 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 2021 to 2025	Walking and Cycling Plan
Long Term Financial Plan 2024/24 to 2034/35	Integrated Transport Strategy
Environmental Sustainability	Tree Strategy
Smart Plan 2023-2027	Asset Management Plans
Asset Management Policy	Disability Access and Inclusion Plan

**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.

<b>Key Stakeholders</b>	<b>Roles in Asset Management Plan</b>
	<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 operational 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 is 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.

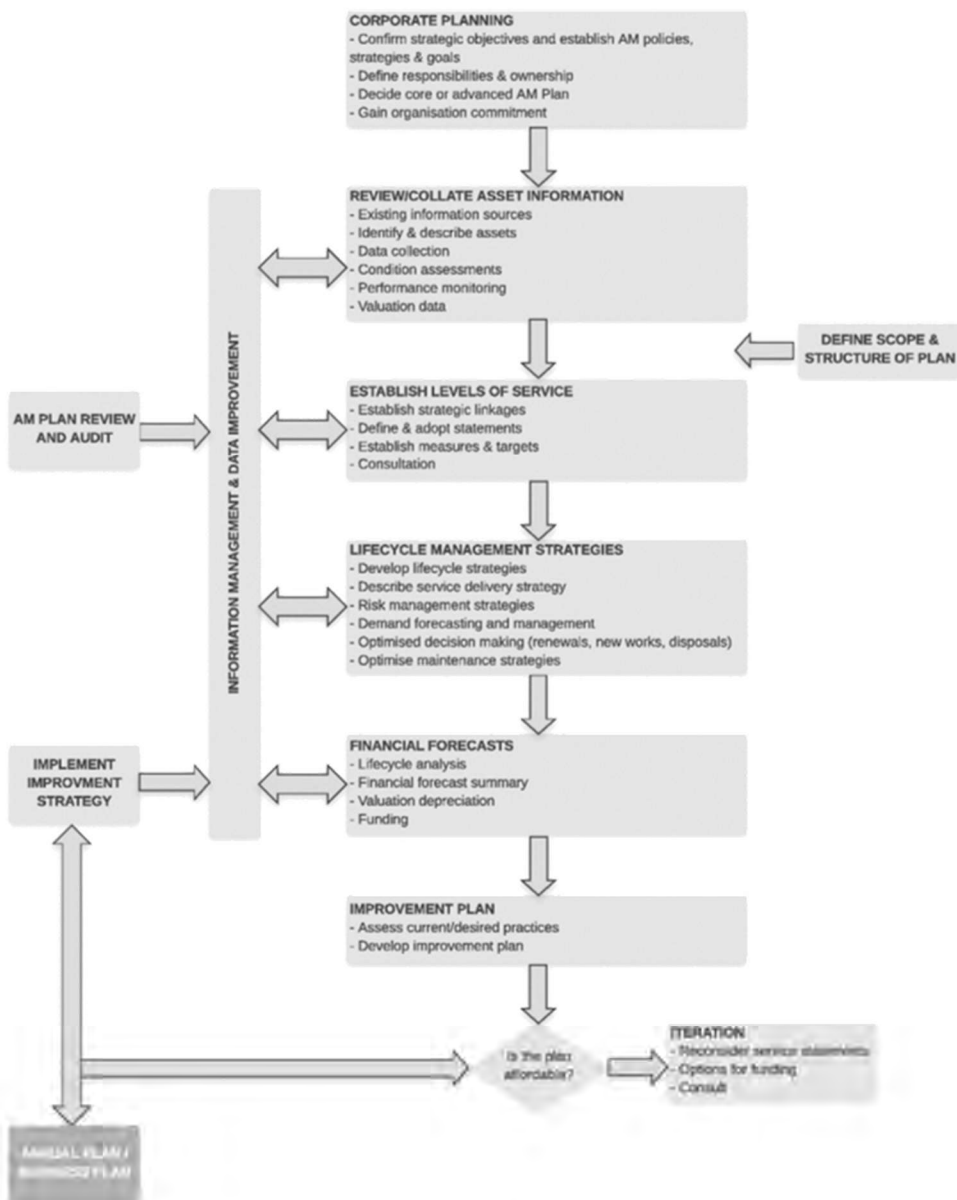
The Plan demonstrates long-term (ten years) asset management planning and outcomes and outlines asset activities and resources to provide a defined level of service in the most cost-effective way while managing risks.

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
- Smart Plan data
- 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	Linkage to Asset Management Plan
Local Government Act 1999	<b>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.</b>
Austrroads Guide to Road Design	Have consideration of, adhere to and fulfil the requirements of the Standards.
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 transport assets.
Planning, Development and Infrastructure Act 2016	An Act that includes the Planning and Design Code that regulates 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.
Disability Access and Inclusion Plan 2022-2026	Sets out targets for improving access to the Transport network, including safer and more accessible footpaths and pedestrian countdown timers at crossings

Legislation	Linkage to Asset Management Plan
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.
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	Current Level of Service
Quality	Streets are well maintained	Community survey on the physical quality of the streets for driving, cycling, walking and public transport. Consideration of the quantity of Customer Requests and Complaints	KPI based on survey  (to be developed, see improvement program)	N/A  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  (to be developed, see improvement program)	N/A  Survey to set baseline
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### Technical Levels of Service

Performance Measure	Level of Service Objective	Performance Measure	KPI	Current Level of Service
Condition	Physical state of transport assets in a serviceable condition	Average condition of Kerb assets	Equal or less than condition rating 3	3.40 (Not Achieved)
		Average condition of Road Surface assets	Equal or less than condition rating 3	2.54
		Average condition of Road Pavement assets	Equal or less than condition rating 3	1.35
		Average condition of Footpath assets	Equal or less than condition rating 3	2.51
Renewal	Sustainably managing the renewal of assets	Asset Sustainability Ratio		139%
		Asset Funding Renewal Ratio	90% - 110%	106%
Capacity and Utilisation	Streets have the capacity to meet community need	Community use of public transport	Increase use of public transport	-3.2% 7.8% in 2022 (11% in 2016)
		Increase in active transport journeys to work	Increase people walking to work	-0.5% 3.9% walk in 2022 (4.4% in 2016) (4.9% in 2011)
			Increase people cycling to work	-0.1% 4.4% cycle in 2022 (4.5% in 2016) (3.6% in 2011)
		Accessibility	Streets are accessible to all	Pathway and bus stop DDA compliance

			85% of Pedestrian Ramps are DDA compliant	16% (Not achieved)
			85% of all footpaths are compliant for width	89%
Safety	Safety compliance standards are achieved	New traffic control will be compliant with relevant Australian Standards	Compliance 95%	100%

**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
<p>Population increase:</p> <ul style="list-style-type: none"> <li>- Total estimated population 39,085 (ABS 2022).</li> </ul>	<p>Higher than average provision of medium and high density housing (43%) compared to greater Adelaide (26%) which is anticipated to increase further in the next 30 years</p>	<p>Increased demand and use of transport assets.</p> <p>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).</p>	<p>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.'</p> <p>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.</p>	<p>Council's Walking and Cycling Plan and Local Area Traffic Management Study outcomes are delivered through the new capital budget.</p> <p>All transport asset renewals to be informed by modern standards and Council's integrated transport strategy.</p> <p>The addition of new transport assets and any increases in standards for renewals will have ongoing maintenance and operational costs.</p>

<p>Changing demographics:</p> <ul style="list-style-type: none"> <li>- Nearly a quarter of the population (24%) are aged over 60 years old, which is the fastest growing age group in the area between 2016 and 2021</li> <li>- Median age is 43 years old</li> <li>- Number of children under 11 years old 12% lower than greater Adelaide</li> </ul>	<p>Growth in ageing population.</p> <p>Reduction in children aged between 0-11 years.</p> <p>Increasing accessibility considerations</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"> <li>- High standards of footpaths condition and DDA requirements.</li> <li>- Cycling infrastructure.</li> <li>- Bus stop infrastructure.</li> <li>- Signage including wayfinding.</li> <li>- Traffic control to control traffic movements and integrate vehicles, cyclists and pedestrians.</li> </ul>	<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 Disability Access and Inclusion plan outlines targets to improve accessibility in the footpath network to facilitate improved outcomes for all users</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> <p>Action plan to improve kerb ramps for DDA compliance, and footpaths to ensure no obstructions and they meet minimum width requirements</p>
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## Population and Demographics

### Climate change

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
<p>Council and the community are increasingly aware of its impact to the environment and Council's role in environmental sustainability.</p>	<p>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>	<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 (currently under review) 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"> <li>- Green Unley</li> <li>- Waterwise Unley</li> <li>- Resilient Unley</li> <li>- Resourceful Unley</li> <li>- Energywise Unley</li> </ul> <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"> <li>- LED lighting introduced to local and collector streets.</li> <li>- Natural and renewable materials to be used in the construction of transport assets (recycled roads, composite materials for boardwalks and bridges, permeable surfaces)</li> </ul> <p>Integration of transport assets with natural and stormwater assets to deliver:</p> <ul style="list-style-type: none"> <li>- An Increase tree population in the streets to absorb carbon dioxide from the air.</li> <li>- Water Sensitive Urban Design (WSUD) within Council streets. See Stormwater Asset Management Plan.</li> </ul> <p>Higher costs are associated with environmentally sustainable construction methods.</p>



## Population and Demographics

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's Climate and Energy Plan 2023 identified actions to reduce corporate emissions for construction and operations</p>	Condition is to be monitored for changes in asset performance within extreme climate conditions.
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## 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>	<p>Council must adapt to the changing way the community operates, thinks and plans.</p> <p>Smart technology can reduce operating and maintenance costs and assist in the prioritisation of renewal planning</p>	The Smart Plan outlines Council's 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>Smart poles provide energy efficient LED lighting with the capability for Wi-Fi signal points, sensors and public address system.</p> <p>Smart infrastructure and data collection provide opportunities for business improvement and management of transport infrastructure including carparking and travel times</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.

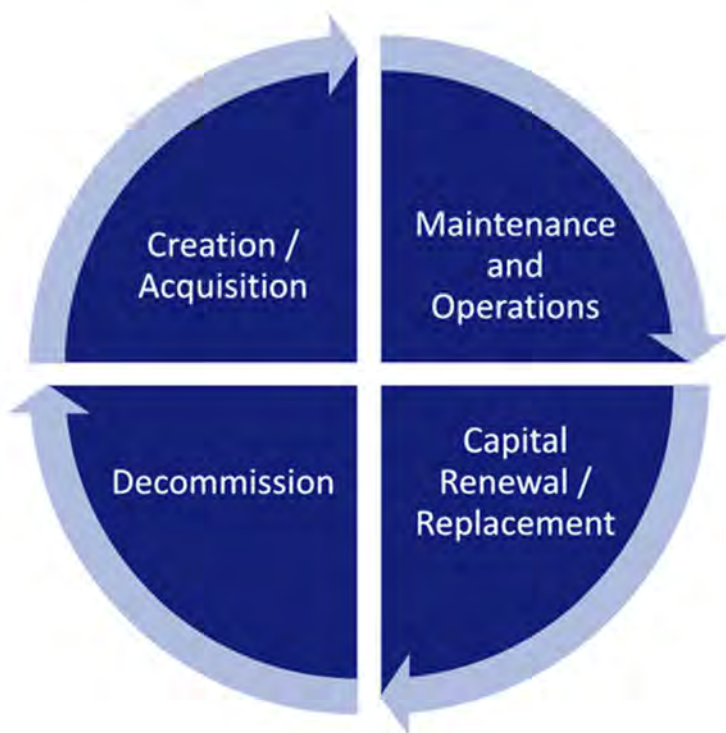
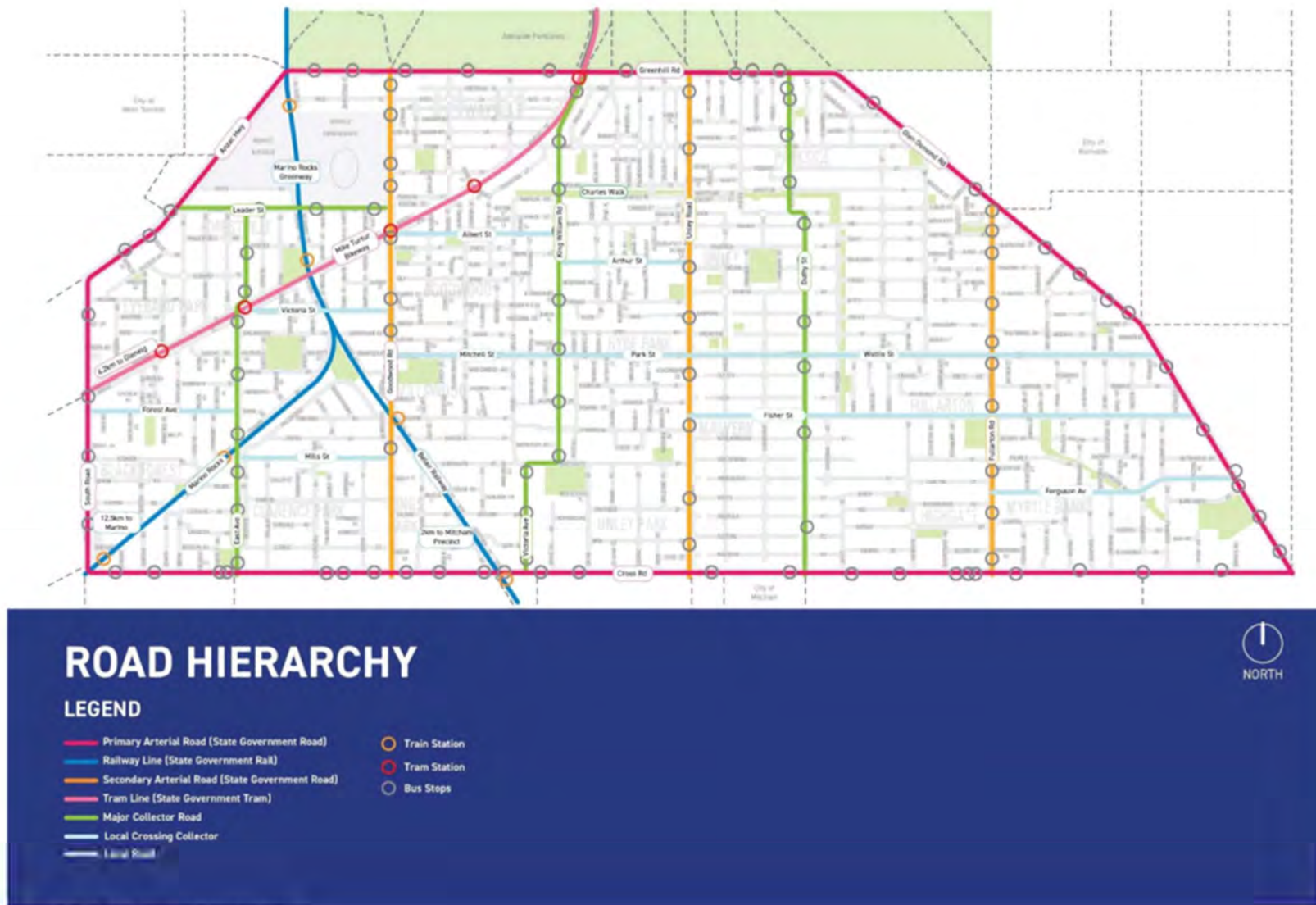


Figure 5-1: Asset lifecycle flowchart



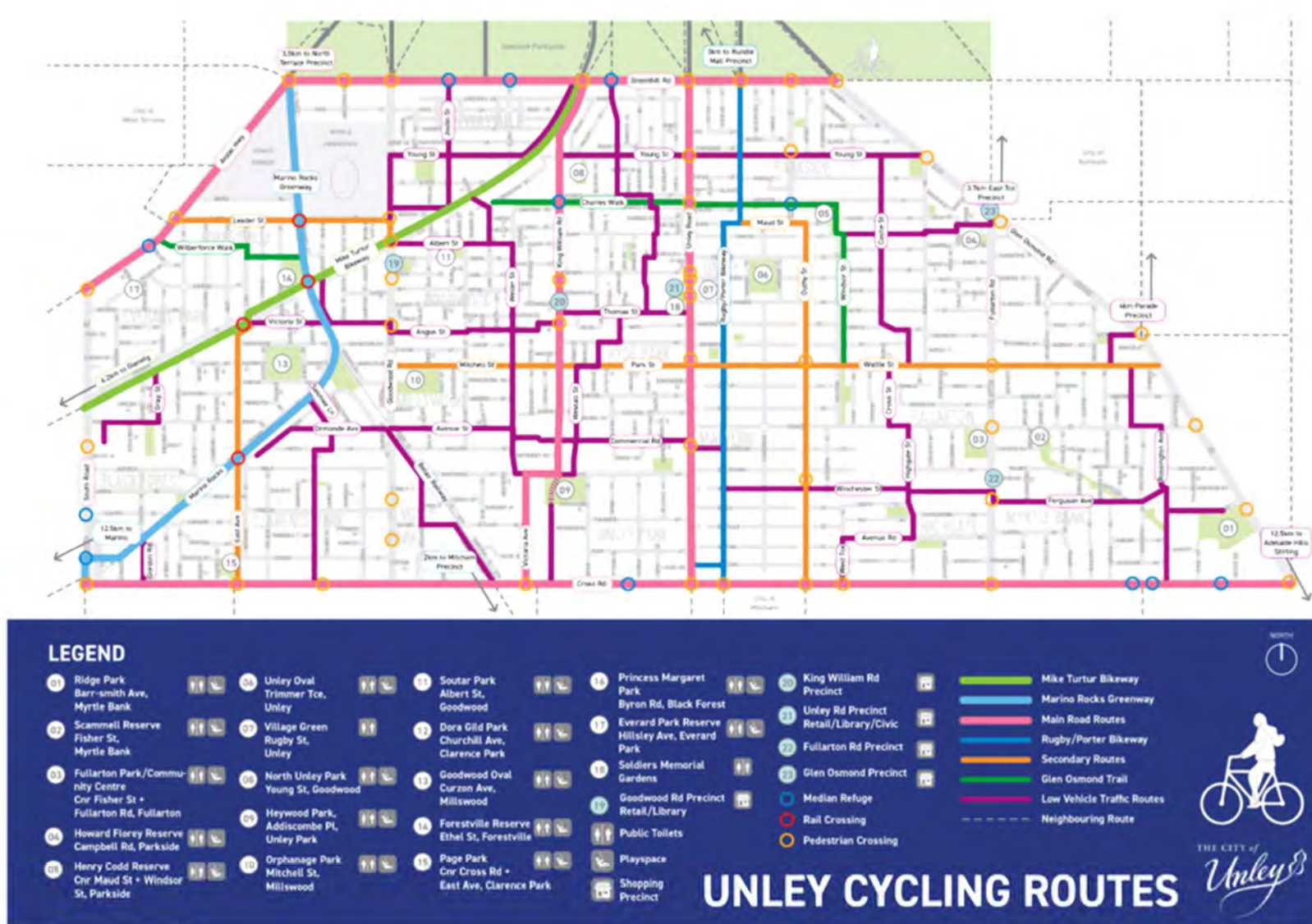


Figure 5-3: Cycle network

### 5.1.1 Physical Parameters

Figures 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 Transport Assets include:

Asset Category	Measure
Kerbs	363 kilometres
Roads	378 kilometres and 1,410,357m <sup>2</sup>
Footpaths	334 kilometres and 591,880m <sup>2</sup>
Bridges	31 road bridges, and 12 pedestrian bridges
Bus Stops	36 bus shelters
Traffic Control Devices	958 devices

**Table 5-1 Asset Category Breakdowns**

### 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 to ensure contemporary condition data that informs renewal and planned maintenance spending.

Transport 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 5-2 Asset condition rating**

Asset condition ratings are shown below for the key major asset classes of kerb, roads, and footpath.

#### Kerb Condition Summary

The kerb network is generally in poor condition and does not meet the service standard of having an average network condition below 3. Being within the inner urban area adjacent the Adelaide city centre the age of infrastructure in the area is older with a large amount of kerb assets built following World War One. The kerbs were built using materials and construction techniques of that with segmental concrete panels and separate water tables. Many are now approaching the end of their useful life and their deterioration is exacerbated by the presence of street trees in close proximity that lift and displace the segmental units.

The condition distribution of the kerb network can be seen below showing the high amount of condition 4 assets (close to 60% of the total asset base):

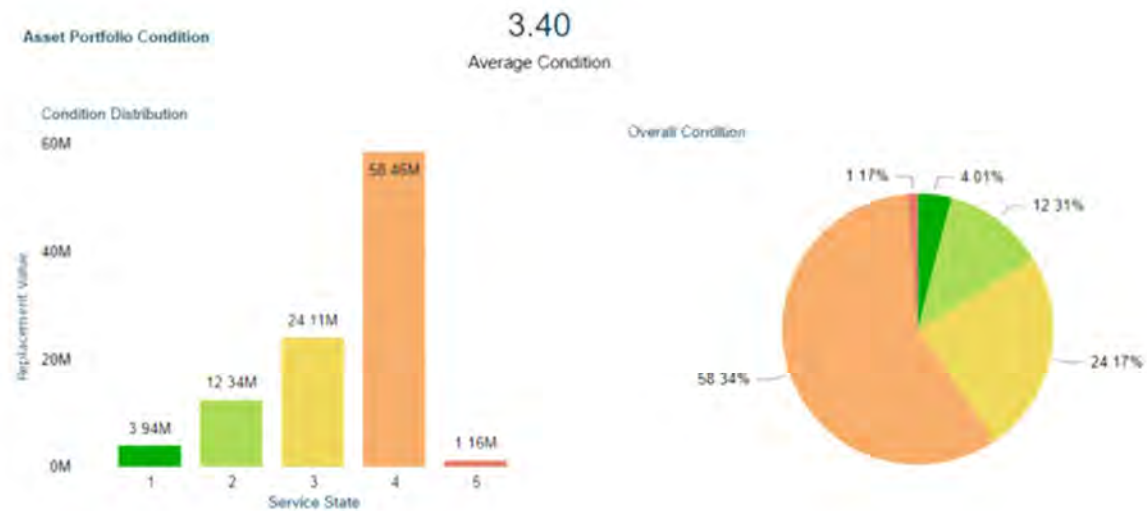


Figure 5-4: Kerb Condition Summary

Road Condition Summary

The road network is typically in good condition, and while the materials and construction techniques of early in the 20<sup>th</sup> century were not suitable for long lived kerb assets, by contrast the Macadam pavements built in this era as the roads were being progressively sealed with asphalt have high strength and long lives.

Roads are condition rated based on their two essential components:

Pavement (PCI) – this is the underlying rock and rubble base that acts as the structure of the road and is designed to withstand the traffic loads and heavy vehicles.

Surface (SCI) – this is the asphalt layer that ‘seals’ the underlying pavement to protect the structure from weather and damage and provide a smooth riding surface for vehicles and bikes.

The condition breakdown of the road network overall can be seen below including the breakdown for the surface condition (Road SCI) and pavement condition (Road PCI):



Figure 5-5: Road Condition Summary

**Footpath Condition Summary**

Footpaths have been heavily invested in over the previous 20 years with the replacement of the footpath network with interlocking pavers, and the network is in good condition overall. Similar to kerbs, footpaths are heavily influenced by street trees in the urban environment, and where footpaths are in poor condition these are typically due to tree lift and defects rather than failure of the paver assets themselves.

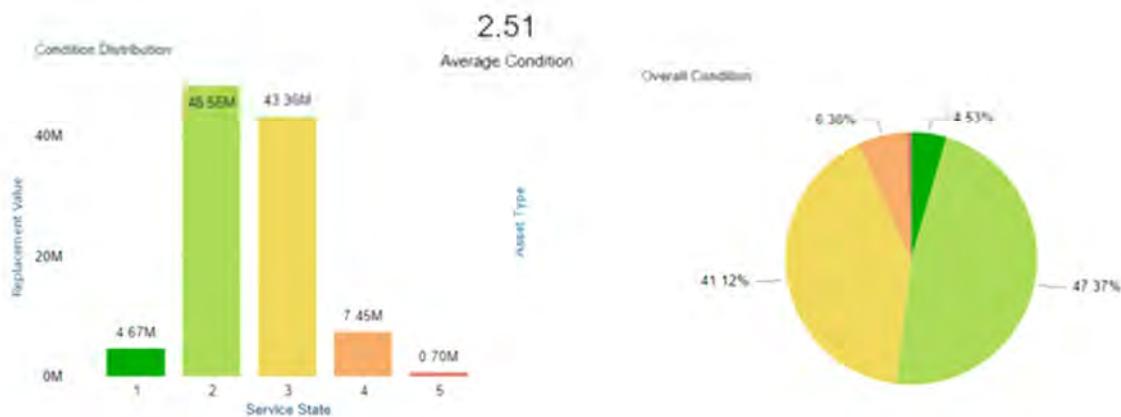


Figure 5-6: Footpath Condition Summary

**5.1.3 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	Depreciated Replacement Cost	Annual Depreciation
Bridges	\$12,171,631	\$5,883,925	\$230,623
Bus Stops	\$469,895	\$346,403	\$16,889
Car Parks	\$3,845,593	\$2,713,301	\$114,129
Kerbing	\$101,247,492	\$28,279,104	\$1,011,815
Footpaths	\$52,941,308	\$37,600,758	\$1,329,943
Road	\$206,742,547	\$161,349,370	\$2,195,238
Street Lighting	\$3,254,080	\$2,748,235	\$165,756
Traffic Control	\$6,871,838	\$4,614,225	\$182,720
<b>TOTAL</b>	<b>\$387,544,384</b>	<b>\$243,535,321</b>	<b>\$5,247,113</b>

*Table 5-3: Transport Assets Valuation*

#### 5.1.4 Asset Unit Life

The useful life of an asset is an estimate of the number of years it is likely to remain in service fulfilling its function before it requires replacement. Useful life estimates for transport assets are based on:

- The observed condition of assets in the field and their original construction date
- Industry standards for similar asset types
- Input from manufacturers and suppliers

Asset Category	Useful Life
Kerbs	100 years
Road Surface	30 years (local roads) and 25 years (collector roads)
Road Pavement	150 years (local roads) and 50 years (collector roads)
Footpath	40 years (interlocking paved)
Bridges	Typically 80 to 100 years
Bus Stops	30 years (bus shelter)
Traffic Control Devices	Typically 40 years (roundabouts, slow points, traffic lights)

*Table 5-4 Asset Category Useful Lives*

## 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.

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 5-5) 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.

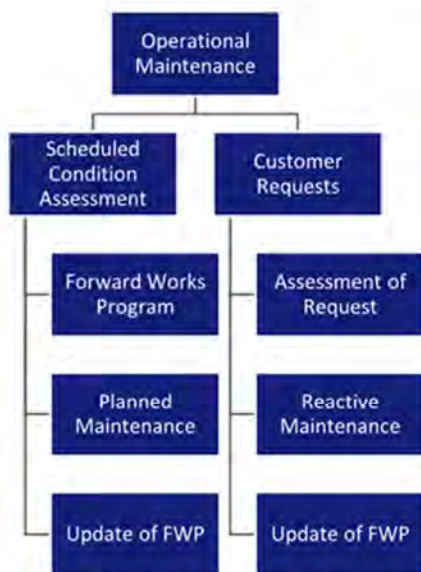


Figure 5-5: Asset maintenance process flowchart

The assets that require the most significant input for operations and maintenance are the kerb and footpath network, which make up over half of Council's annual maintenance expenditure. As much of the kerbing network is old and in poor condition (see section 5.1.2), this typically involves addressing the sections of segmental kerb that has lifted due to tree roots and is causing a hazard or stormwater nuisance ponding. For footpaths, while much of the network is in good condition this asset type is also strongly influenced by trees in the urban environment and requires regular lift and relay of paving to address trip hazards.

Road maintenance focusses on minor repairs where the surface or pavement has suffered an isolated failure due to excess load or environmental conditions such as excess water ingress, and typically present as potholes or sunken areas that affect the ride quality for users. While roads in poor condition will be more prone to these minor failures and require higher amounts of maintenance, they generally occur randomly across the network and are usually reported through customer requests.

Council maintains a higher level of service for maintenance of kerbs, roads, and footpaths within our main street precincts. These are active and economically prosperous public spaces which support community interaction and gathering such as King William Road, Unley Road, and Goodwood Road.

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.

Bus stop asset requirements are determined by the state government bus service routes. While Council does not operate the bus services, it does however provides infrastructure including bus pads and bus shelters at suitable locations. 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.

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

Councils planned expenditure for the 2023/2024 financial year is \$1,871,602.

This consists of the following breakdown:

Asset Category	Annual Maintenance Expenditure	Maintenance as a Percentage of Total Asset Value
Kerbs	\$799,615	0.80%
Roads	\$361,190	0.17%
Footpath	\$663,353	1.25%
Bridges	\$4,279	0.03%
Bus Stops	\$7,147	1.52%
Traffic Control & Lighting	\$3,000	0.03%

**Table 5-5 Transport Asset Maintenance Expenditure**

Over time the maintenance expenditure for the key asset classes of kerb, footpaths, and roads is expected to reduce as Council moves to more planned maintenance activities rather than reactive. The transition to this approach is currently underway through the Operations team using prioritised defect data collected through condition audits to drive planned program work that allows for optimised spending.

This will be complemented by the planned renewal works being progressively implemented for kerbing assets aimed at addressing the poor condition of the network. This should result in a large reduction of high-risk defects and customer complaints around lifting and water ponding in the street as the assets are steadily replaced with new concrete kerb.

Footpath maintenance is expected to reduce over time through undertaking planned partial renewals in the network targeting 'pick up and relay' of footpaths with high amounts of defects due to tree roots that will remove the trip hazards while retaining the existing paver units that are typically still in good condition.

The savings in expenditure through planned maintenance and progressive renewal of the failing assets may be offset by the rising cost in materials. As maintenance of transport assets typically require materials made from non-renewables (such as asphalt, cement, and quarry materials) combined with the cartage fuel costs.

### **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 and Planning**

Renewals are primarily programmed based on condition however early replacement of assets may also be undertaken for upgrades or due to changes in function, standards, safety issues, changes in levels of service, funding opportunities or alignment with external projects, strategies and plans. Similarly, some assets may experience extended useful lives due to a high level of maintenance over its life.

Renewals are primarily identified 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.

Over time through the implementation of Council's Smart Plan (2023-2027) it is intended that the data captured on the way the community interact and engage with our transport network will help to better inform the way we identify assets for renewal, including the way we plan and design their replacement to better meet the needs of our community.

Renewals are strategically planned using a 'fenceline to fenceline' approach looking at the overall condition of all assets within the road reserve and combining reconstruction where possible to minimise disruption to residents and achieve cost savings. With many kerbs in poor condition overall they have been prioritised based on where the road asset also requires renewal at the same time, with footpath maintenance or renewal undertaken in conjunction. This is similar where major traffic renewal projects are planned such as roundabout renewals to include adjoining road and kerb renewals.

Main Street renewals such as kerbing and footpath along Unley Rd or King William Rd are prioritised to link in with major developments along arterial roads and following completion of building works where there can be synergies achieved by working in with the developer and/or State Government. Where renewals are planned for main streets, these go beyond the standard 'like for like' and are replaced to a higher standard and level of service. The previously upgraded King William Road precinct is an example of a higher level of service for a renewal project. The street 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, kerbing and footpaths, installation of LED lighting and the introduction of over 70 flexible street spaces for on street parking, outdoor dining and other activations.

Council recognises these improved levels of service required higher upfront capital renewal costs. Design guidelines for main street precincts such as Unley Road have been created to inform their unique levels of service and better forecast the required renewal expenditure for future years as they are progressively implemented over the next ten years.

Renewal works 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.

### 5.3.2 Forecast Renewal Expenditure

The forecast renewal for each of the asset groups within the Transport asset class has been based on the condition audits and validated by visual assessments by Council.

The figures below show the forecast projected required spend over a twenty year period and includes, and is based on the 2022 condition data and forecast for the replacement year of assets based on their useful life. As the asset classes of roads, kerbs, and footpaths account for over 90% of the Transport assets total replacement value, detailed projections have been undertaken only for these classes. For the remainder of the asset classes (Bridges, Traffic Control, Bus Stops, Lighting) the forecast renewal expenditure is consistent with the depreciation for these assets over the twenty year period.

#### Kerb Renewal

The forecast expenditure for kerb renewal can be seen in Figure 5.6. It shows a significant initial backlog of unfunded renewals and a large spend required through years none to fourteen that are reflective of the deteriorating and poor condition of the kerb network (see Section 5.1.2).

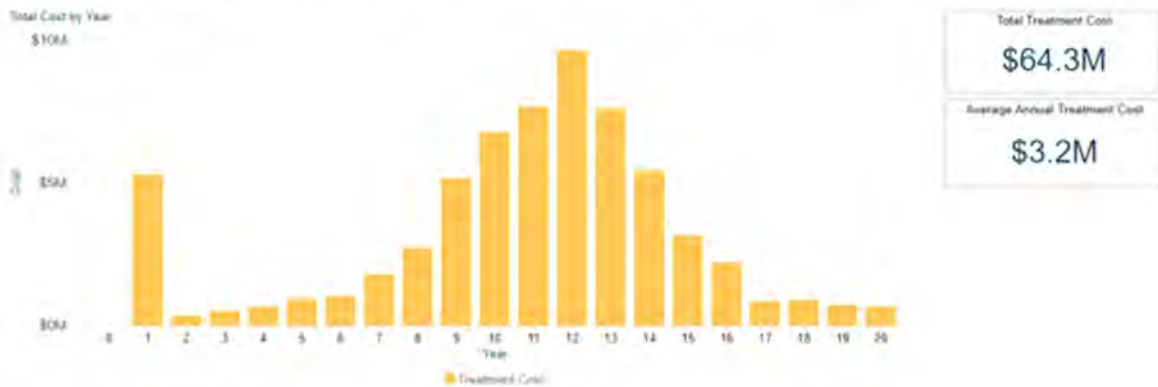


Figure 5-6: Kerb twenty year renewal expenditure forecast

#### Road Renewal

The forecast expenditure for kerb renewal can be seen in Figure 5.7. Similar to kerbing, there is a large initial backlog of unfunded renewals, of which over 50% relate to pavement reconstructions on key collector roads including King William Rd (paved), East Ave, Duthy Street, and Victoria Ave.

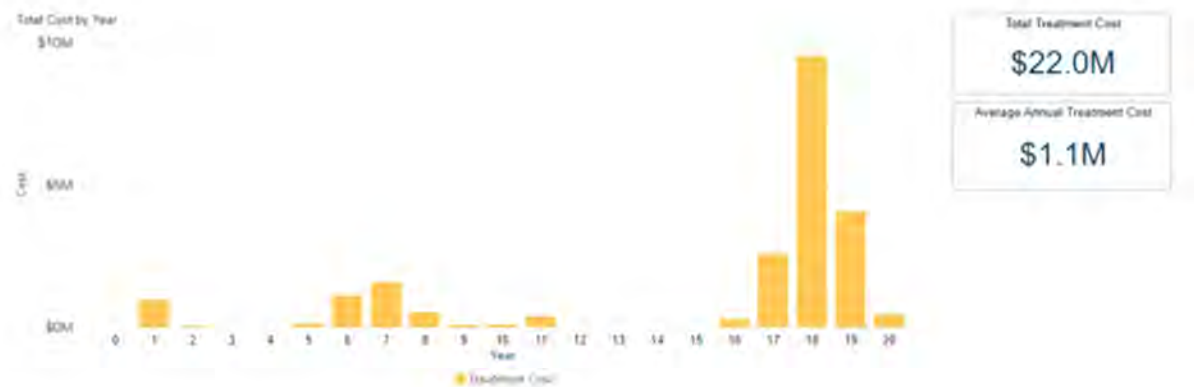
Generally the forecast renewal projection is consistent with the shorter life of asphalt surface assets (thirty years) and approximately 75% of the renewals forecast in this period relate to resurfacing works.



**Figure 5-7: Roads twenty year renewal expenditure forecast**

**Footpath Renewal**

The forecast expenditure for footpath assets can be seen below in Figure 5.8. While many of the footpath assets are in good condition this is reflected in the projected renewal that is typically low over the majority of the twenty year period. Of note are the high projected costs towards the end of the forecast period for renewal of paving along key arterial routes. While the projections are based on condition alone, they are not reflective of strategic planned renewals around Main Street precincts (refer Section 5.3.1), and the additional costs these incur.



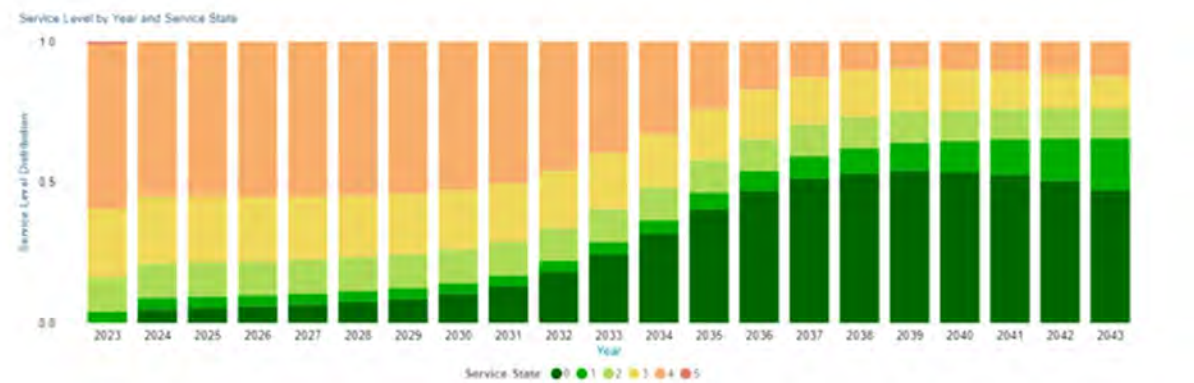
**Figure 5-8: Footpaths twenty year renewal expenditure forecast**

**5.3.3 Renewal Funding Strategy**

It is recognised that matching the condition-based renewal fluctuations from year to year as projected in Section 5.3.2 is not generally possible from both a budget and resourcing perspective. Distributing the renewal costs over the longer period timeframe is preferable from a budget and resourcing perspective.

**Kerbing**

It can be seen from the forecast projections in 5.3.2 that there is a significant spend required in the kerbing asset class initially and over the period. This fits the condition and age profile of Council’s kerb network, with the average condition of 3.40 being higher than the service level standard. The projected condition score average based on the forecast renewals would not achieve an average score below 3.0 until the year 2035:



**Figure 5-9: Kerb twenty year projected condition score forecast**

While Council's current target service level is to maintain the kerbing asset stock at a condition average under 3.0, this class requires significant spending initially to both address the unfunded renewals, and to prevent the significant amount of assets deteriorating around the ten year mark. This needs to be balanced against the peaks forecast around 2035 and that matching this required expenditure is not practical and the works will be required to be spread out over the remainder of the twenty year period.

This planned smoothed expenditure creates some risk particularly toward the end of the forecast period where the expenditure will change from undertaking renewals ahead of schedule to returning to a backlog with unfunded renewals. The average annual planned expenditure to achieve a smoothed consistent spend for the next twenty years can be seen below with planned renewal \$3,200,000 annually:

	<b>Total (20 Years)</b>	<b>Average (20 Years)</b>
Planned Asset Renewal	\$64,000,000	\$3,200,000
Forecast Asset Renewal	\$64,278,626	\$3,213,931
Annual Depreciation	\$20,236,300	\$1,011,815

The asset sustainability ratio over the twenty year period is 316%

The asset funding renewal ratio over the twenty year period is 99.5%

The impact on kerbing assets over the short term through smoothing the renewal costs over the twenty-year period is that some assets may be replaced before reaching the end of their useful life. Over the long term this will be offset as some assets will be pushed beyond their useful life and this may be poorly received by the community. The risk will be mitigated through planning works in arterial roads and streets of higher use. This is recognised through the asset funding renewal ratio that over the twenty year period is 99.5%, however when considered in 10 year windows is quite different:

	<b>Total Years 1 to 10</b>	<b>Total Years 11 to 20</b>
Forecast Asset Renewal	\$25,329,274	\$38,949,352
Planned Asset Renewal	\$32,000,000	\$32,000,000
Asset Funding Renewal Ratio	126%	82%

**Roads**

It can be seen from the forecast projections in 5.3.2 that there is a significant spend required in the road asset class initially to address the unfunded renewals for poor condition pavements. It is worth considering that this backlog of pavement renewals is only a small percentage of the network and overall the condition is very good.

Similar to kerbs, roads have a high initial forecast spend required and includes peaks around 2034. While ensuring Council's current target service level of maintaining the road asset stock is at a condition average under 3.0, this class requires significant spending initially to both address the unfunded renewals, and to prevent the significant amount of assets deteriorating around the peaks. It is recognised that matching this

required forecast expenditure is not practical and the works will be required to be spread out over the remainder of the twenty year period.

This planned smoothed expenditure creates some risk particularly toward the end of the forecast period where the expenditure will change from undertaking renewals ahead of schedule to returning to a backlog with unfunded renewals. The average annual planned expenditure to achieve a smoothed consistent spend for the next twenty years can be seen below with planned renewal \$2,000,000 annually:

	<b>Total (20 Years)</b>	<b>Average (20 Years)</b>
Planned Asset Renewal	\$40,000,000	\$2,000,000
Forecast Asset Renewal	\$38,191,580	\$1,909,579
Annual Depreciation	\$43,904,760	\$2,195,238

The asset sustainability ratio over the twenty year period is 91.1%

The asset funding renewal ratio over the twenty year period is 104.7%

The impact on kerbing assets over the short term through smoothing the renewal costs over the twenty-year period is that some assets may be replaced before reaching the end of their useful life. Over the long term this will be offset as some assets will be pushed beyond their useful life and this may be poorly received by the community. The risk will be mitigated through prioritising road renewals in collector roads that have higher use and heavier traffic loads and are more critical to ensure access for the community.

It is recognised that while the asset sustainability ratio is only 91.1%, this is still within the target range based on service levels, and also takes into account that many of the road pavement assets have very long lives (150 years for local roads) and will not require renewal for many, many years. When considering the breakdown in expenditure and ratios for the shorter life road surface alone this demonstrates a balance against the annual depreciation:

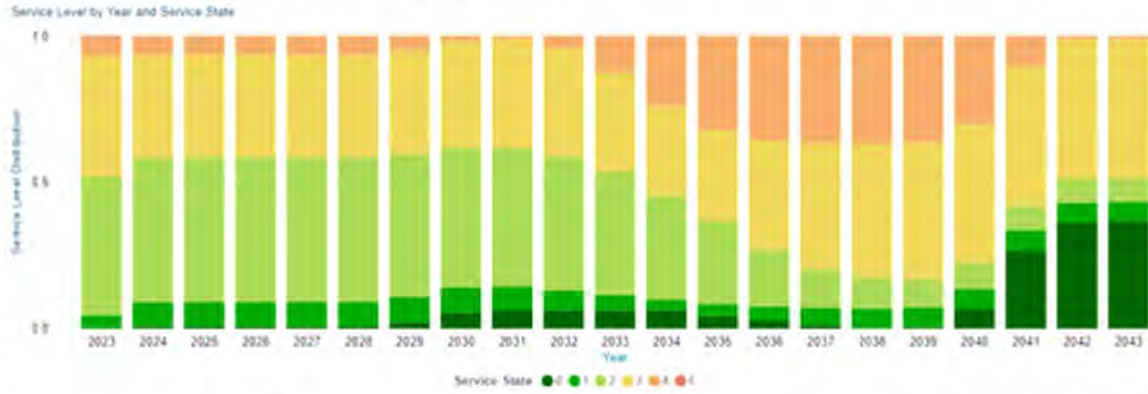
	<b>Average (20 Years)</b>
Planned Asset Renewal Asphalt Surface	\$1,600,000
Forecast Asset Renewal Asphalt Surface	\$1,591,346
Annual Depreciation Asphalt Surface	\$1,538,583

The asset sustainability ratio over the twenty year period for road surfaces is 104%

The asset funding renewal ratio over the twenty year period for road surfaces is 100%

**Footpaths**

While the projection for footpath renewals are very low in the short term, over time the steady deterioration in the network towards the high expenditure spend forecast at the end of the twenty year period will be reflected in the overall condition of the network reaching a point where it no longer meets the service level of standard of an average condition of 3.0 by 2033.



**Figure 5-10: Footpath twenty year projected condition score forecast**

By undertaking a planned smoothed expenditure over the period this ensures the condition of the network overall is maintained below 3.0. While this does mean some footpaths are brought forward in their planned renewal they will be prioritised to align with kerb and road renewals or strategic main street projects on arterial roads. The planned expenditure will be also higher than the forecast renewals to reflect the inclusion of these strategic main street renewals and that in some cases the existing footpath asset may not have reached the end of their life when being replaced.

The average annual planned expenditure to achieve a smoothed consistent spend for the next twenty years can be seen below with planned renewal \$1,500,000 annually:

	<b>Total (20 Years)</b>	<b>Average (20 Years)</b>
Planned Asset Renewal	\$30,000,000	\$1,500,000
Forecast Asset Renewal	\$22,041,966	\$1,102,098
Annual Depreciation	\$26,598,860	\$1,329,943

The asset sustainability ratio over the twenty year period is 112%

The asset funding renewal ratio over the twenty year period is 136%

**Transport Assets Total**

When considered in aggregate the planned renewal funding strategy can be seen below:



	<b>Average Forecast Renewal Expenditure (per annum)</b>	<b>Planned Renewal Expenditure (per annum)</b>
Kerbs	\$3,213,931	\$3,200,000
Roads	\$1,909,579	\$2,000,000
Footpath	\$1,102,098	\$1,500,000
Bridges	\$227,000	\$227,000
Bus Stops	\$17,000	\$17,000
Lighting	\$185,000	\$185,000
Traffic Control	\$167,000	\$167,000
<b>Total</b>	<b>\$6,821,608</b>	<b>\$7,296,000</b>

The asset sustainability ratio over the twenty-year period is 139%

The asset funding renewal ratio over the twenty-year period is 106%

## 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 New Capital Identification

The need for new transport assets arises from a variety of sources including:

- Community requests,
- Council resolutions,
- Proposals identified by Council strategies,
- Grant opportunities,
- Partnerships with external organisations.

These projects are prioritised each year against all other asset categories and Council proposals. New assets may also be created as part of major subdivisions creating new Council owned roads, kerb, and footpath.

### 5.4.2 Summary of Future New Capital

The following list details areas where new capital funds are forecast for Transport assets linked to Council strategies, main street upgrades, and major subdivisions, and do not consider unplanned State Government and Federal Government grant programs that can alter the amounts required annually to maximise the opportunity to leverage grant funding that can be received.

**Walking and Cycling Plan**

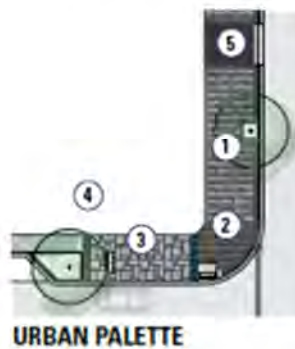
Council's walking and cycling plan (2022-2027) includes a proposed five-year delivery plan that outlines a number of new asset construction projects linked with improving sustainable transport around the City. Assets constructed through this strategy will predominantly be new traffic control devices, shared bike paths, and kerbing assets.

**Priority walking and cycling projects for 2022-2027**



**Figure 5-11: Walking and Cycling Priority Projects 2022-2027**

**Main Street Precinct Upgrades**



It is recognised that when renewing key main streets 'like for like' renewal is not appropriate to achieve the level of service planned for the precinct, and when works are undertaken additional new assets of a higher standard are included.

Footpath assets will be upgraded to a higher quality bespoke paver as part of the works in line with the design guidelines for the location.

As well as upgraded assets, new assets may be created including new lighting, kerbing, and traffic control devices.

### New Transport Assets

- **Leader Street (former LeCornu Site)**  
This location is subject to a large scale subdivision to create high density residential allotments, and featuring internal roads, kerbs, footpaths, and lighting.
- **Mary Street (Brethren Site)**  
A smaller multi lot subdivision that will feature a central internal roadway with traffic control devices, kerbing, and footpaths

## **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 <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 ( <i>Who</i> is responsible for implementing the treatment and <i>When</i> 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	Major	Likely	High	Periodic delivery of condition assessments and revaluations in line with industry standards.	Effective	Major	Rare	Medium	Yes	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 Planned Renewal Expenditure

Figure 7-1 outlines the financial projection for forecast asset renewal and planned renewal. These figures are based on current costs and no indexation has been applied:

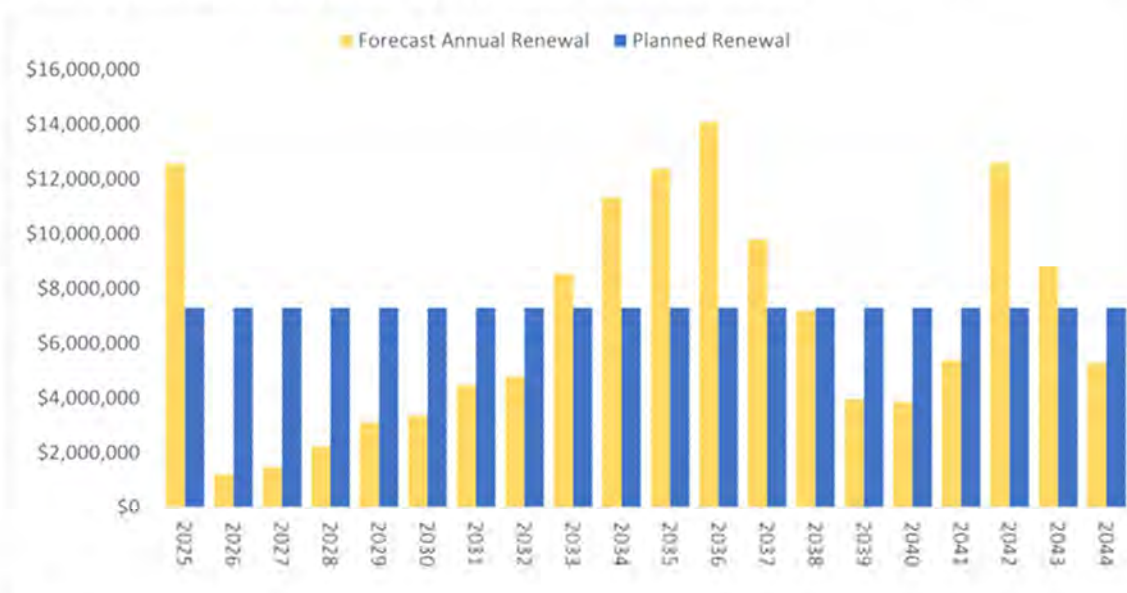


Figure 7-1 Transport twenty year forecast and planned renewal expenditure

### 7.3 Asset Renewal Funding and Sustainability Ratio

These ratios indicate whether Council has the financial capacity to fund asset renewal at continued existing service levels. Council's target is to achieve between 90 to 110% average.

The asset sustainability ratio over the twenty-year period is 139%

The asset funding renewal ratio over the twenty-year period is 106%

This ratio is an important budget indicator over the ten period of planned expenditure as it demonstrates Council is adequately planning for and funding the replacement of open space assets as they reach the end of their life.

### 7.4 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 condition audits and revaluations

- Appropriate resources will be made available to manage the Plan.
- Council income will remain consistent with LTFP.
- There will be no natural disasters.

## 7.5 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 (B) *Reliable* across condition, spatial and financial data. The confidence level has increased since the asset management plans in 2020 with the creation of a single 'source of truth' database of assets that comprehensively details their attributes, spatial location, and value.

## 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	Ongoing
2	Condition assessment to be completed	Senior Assets and Engineering Lead	Internal / External	Ongoing
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	2025/26

*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.





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**OPEN SPACE**  
**ASSET MANAGEMENT PLAN**  
**2023**

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<b>Issue</b>	<b>Date</b>	<b>Issue Details</b>	<b>Author</b>	<b>Checked</b>	<b>Approved</b>
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
V.5	October 2023	Draft for Audit Committee	RK	AW	

# 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	Nearly a quarter of the population are aged over 60 years old Increasing accessibility considerations
Climate Change	Awareness of Council's role in climate sustainability with increasing trend of severe weather events including reduced rainfall and demand for sustainable materials
Technology	Using data to assist with decision making and delivery of services

**Financial Summary:**

Planned annual renewal of \$1,300,000 per annum over 20 years  
  
Asset Funding Renewal Ratio of 98.7%  
Asset Sustainability Ratio of 100%

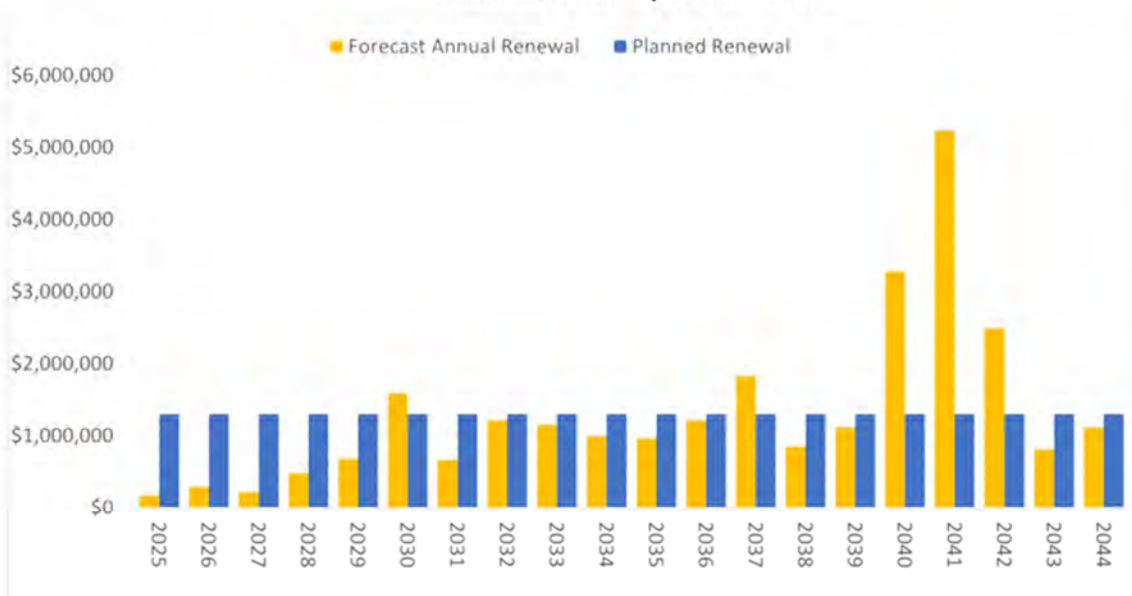


Figure 1-1: Forecast and Planned Renewal Expenditure over Twenty Year Period

## 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.
- Provide high quality sporting facilities for the community across all levels of competition.
- 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
- Playgrounds
- Outdoor Furniture
- Sporting Assets
- Waste Bins
- Structures

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):

<b>Plans, Strategies and Policies</b>	
Community Plan 2033	Living Active – Sport and Recreation Plan
4 Year Delivery Plan 2021-2025	The Living City – Open Space Strategy
Active Ageing Strategy	Tree Strategy
Smart Plan 2023-2027	Walking & Cycling Plan 2022-2027
Environmental Sustainability	Long Term Financial Plan 2024/25 to 2034/35
Asset Management Policy	Community Land Management Plan
Asset Management Plans	Open Space Fund Policy

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 Disability Access and Inclusion Plan
 

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**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:

<b>Key Stakeholders</b>	<b>Roles in Asset Management Plan</b>
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 operational 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 its 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.

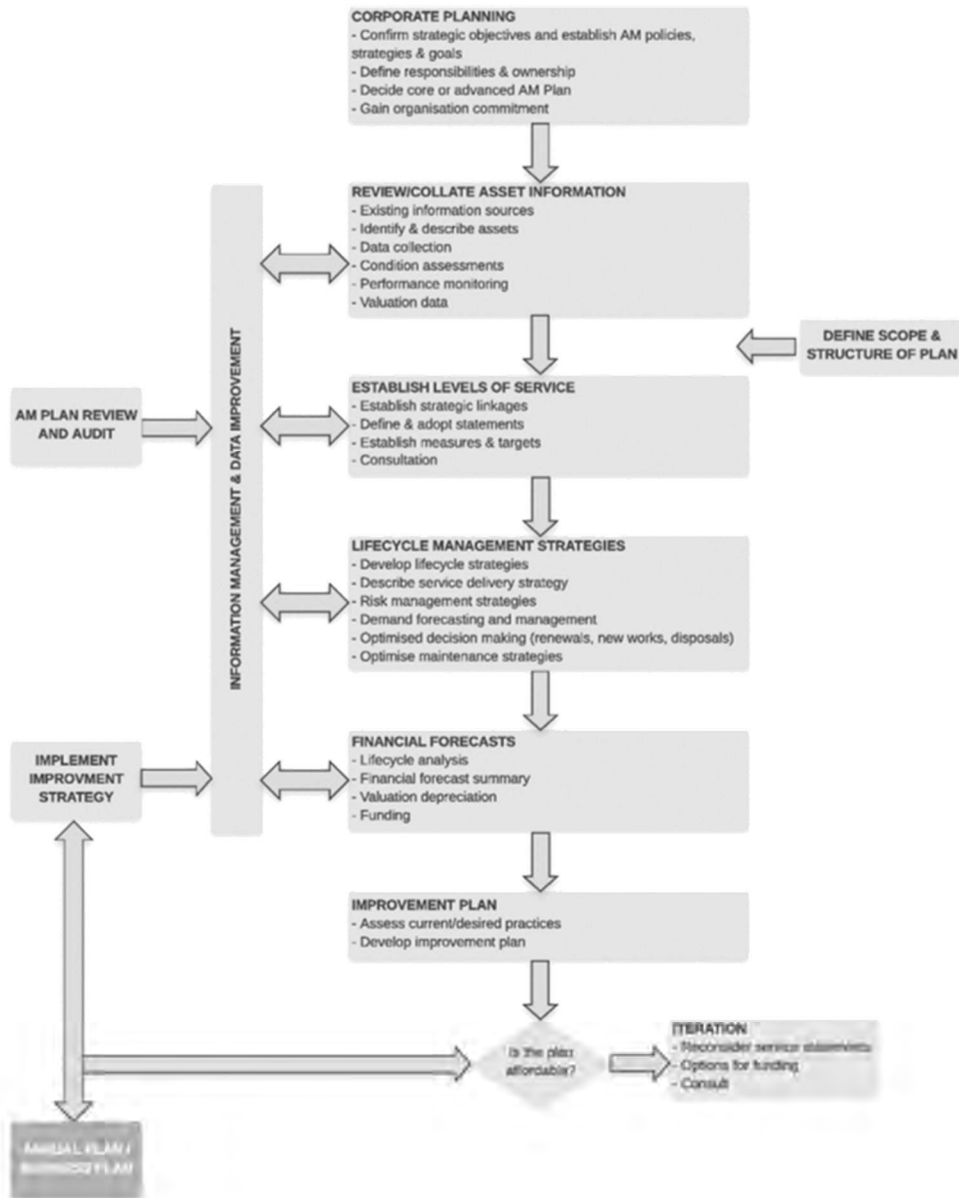
The 4 Year Delivery Plan outlines how we will deliver the Community Plan's vision, strategies and framework. Corporate Strategies identify the challenges and opportunities across key areas of our Council, and outline the plans and actions required to achieve the long-term goals as set out in the Community 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
- Smart Plan data
- Development of the Asset Management Plans
- 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	Core Requirement
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.
Legislation	Linkage to Asset Management Plan
Australian Accounting Standards	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of open space assets.
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.
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.
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 that includes the Planning and Design Code that regulates 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.

Legislation	Core 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.

<b>Community Levels of Service</b>				
<b>Performance Measure</b>	<b>Level of Service Objective</b>	<b>Performance Measure</b>	<b>KPI</b>	<b>Current Level of Service</b>
Quality	Open spaces are well maintained	Community survey on the physical quality of open space assets Consideration of the quantity of Customer Requests and Complaints	KPI based on survey (to be developed, see improvement program)	N/A 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 (to be developed, see improvement program)	N/A Survey to set baseline
<b>Technical Levels of Service</b>				
<b>Performance Measure</b>	<b>Level of Service Objective</b>	<b>Performance Measure</b>	<b>KPI</b>	<b>Current Level of Service</b>
Condition	Physical state of open space assets in a serviceable condition	Average condition of open space assets	Equal or less than condition rating 3	2.09 (See Section 5.1.2)
Renewal	Sustainably managing the renewal of assets	Asset Sustainability Ratio	90% - 110%	100%
		Asset Funding Renewal Ratio		99%
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
<p>Population:</p> <ul style="list-style-type: none"> <li>- Total estimated population 39,085 (ABS 2022).</li> </ul>	<p>Higher than average medium and high density housing (43%) compared to greater Adelaide (26%) which is anticipated to increase further in the next 30 years</p> <p>Only 8m2 of open space per individual in the City, below the World Health Organisation's recommended target of 9m2 per individual</p>	<p>Additional demand on open space, public realm, facilities and services.</p> <p>Increased housing/development densities result in a reduction of private open space. Increase pressure on public spaces to accommodate more uses.</p> <p>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.</p>	<p>Currently 99% of dwellings are within 500m of open space, however Council has less than 8sqm of open space per person, which is 3% of the council area. Implementation of the Open Space Fund Policy over time will create new open spaces or expand existing open spaces throughout the City.</p> <p>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.</p>	<p>Tracking utilisation trends of open space will inform the long-term new capital investment.</p> <p>The Living City 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 Living City Open Space Strategy nominates key spaces and project opportunities. These project opportunities inform strategic and renewal projects.</p> <p>Increase in maintenance and watering to support the increase in open space area.</p>
<p>Changing demographics:</p> <ul style="list-style-type: none"> <li>- Nearly a quarter of the population (24.2%) are aged over 60, which was the fastest</li> </ul>	<p>Growth in aging population.</p> <p>Increasing accessibility considerations.</p> <p>Reduction in younger families and children in the area with lower than</p>	<p>Ensure Council is inclusive and accessible for people of all ages and capabilities.</p> <p>Open spaces will need to be designed to cater for changing age demographics with increased accessibility</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,</p>	<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 Living City Open Space Strategy informs, coordinates and supports the</p>

## Population and Demographics

<p>growing age group in the area between 2016 to 2021</p> <ul style="list-style-type: none"> <li>- Median age is 43 years old with the number of children 11 years old and under 12% lower than greater Adelaide</li> <li>- 78% of people work outside the Unley area</li> </ul>	<p>average number of children 11 years and under</p> <p>Increasing multiculturalism.</p>	<p>and areas to passively recreate</p>	<p>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"> <li>- 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.</li> <li>- The Disability Access and Inclusion Plan currently being developed by Council.</li> </ul>	<p>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"> <li>- Consider an active ageing focus to upgrades of park, event facilities and amenities.</li> <li>- Parklet program continued in mainstreet precincts to provide further opportunities for rest and relaxation.</li> </ul>
<p>Current demands for recreation from the population:</p> <ul style="list-style-type: none"> <li>- Sporting</li> <li>- Recreation/leisure</li> </ul>	<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>Council's Living City Open Space Plan and Community Plan 2033 is a key document to guide the delivery of projects and services outlined in Council's 4 Year Delivery Plan</p>	<p>The Open Space implementation plan provides strategic direction and principles to inform renewal and new capital programs for open space with respect to recreation.</p>

## Climate change



## Population and Demographics

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
<p>Council and the community are increasingly aware of our impact on the environment and Council's role in environmental sustainability.</p>	<p>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.</p>	<p>Council is committed to using fewer precious resources, reducing its carbon footprint and looking for smarter ways to achieve this objective.</p>	<p>The Environmental Sustainability Strategy 2016-2020 (currently under review) 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"> <li>- Green Unley</li> <li>- Waterwise Unley</li> <li>- Resilient Unley</li> <li>- Resourceful Unley</li> <li>- Energywise Unley</li> </ul> <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's Climate and Energy Plan 2023 identified actions to reduce corporate emissions for civil works and operations</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"> <li>- Energy efficient devices in Council's open spaces such as LED lighting.</li> <li>- Natural and renewable materials to be used in manufacturing our open space assets (furniture, structures, playgrounds)</li> <li>- Looking for opportunities to use renewable energy such as solar in our open spaces.</li> <li>- Increasing tree population to absorb carbon dioxide from the air and cool/shade our streets.</li> </ul>

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## Population and Demographics

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Decrease in average annual rainfall	<p>Trend for a decrease in average annual rainfall and an increased awareness to minimise our water usage.</p> <p>Higher watering costs to maintain green spaces through longer and hotter summer periods</p>	<p>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.</p> <p>Continue to improve efficiencies in water demand by using recycled water schemes to reduce the reliance on potable water and minimise the risk of higher water costs</p>	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"> <li>- WSUD in open space (for example diversions for watering street trees, bio swales, rain gardens). More information in the Stormwater Asset Management Plan.</li> <li>- Utilise the MAR (Managed Aquifer Recharge) and GAP (Glenelg Adelaide Pipeline) schemes, which collect and use recycled water to irrigate and green our reserves.</li> <li>- Identifying suitable trees and flora that will flourish in the changing conditions and require minimal watering.</li> <li>- Improved irrigation systems to efficiently and effectively water our reserves.</li> </ul>
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## Population and Demographics

<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 have warmed by almost 1°C during the past century, with overall rainfall declining.</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>High importance will be placed on Council to find methods to cool and combat the city's urban heat.</p>	<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"> <li>- Increase in shading within councils open space through natural shading (trees) or shade structures.</li> <li>- Introduction of drinking fountains and access to water for people and dogs.</li> <li>- Increase in trees within our open space in line with the Tree Strategy.</li> <li>- Create open spaces that are more resilient to extreme heat and reduced rainfall</li> </ul>
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## Technology

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
<p>Global trend towards smart cities creating simplified services through smart technology.</p>	<p>Growing expectation to implement digital service improvements and use smart technology data to drive decisions and services</p>	<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</p>	<p>The Smart Plan outlines Council's 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>	<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>The introduction of sensors (such as environmental, toilet or waste bin sensors) can assist with council's decision-making</p>

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## Population and Demographics

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consumption and reduced waste.

Smart data can also improve the way services are delivered and the function of open spaces based on better understanding the way the community engage with our open spaces

process and improve our operational efficiency.

Level of service improvements for parks will impact our maintenance and renewal programs.

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**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



Figure 5-2: Parks and playgrounds

### 5.1.1 Physical Parameters

The Living City – Open Space Strategy identifies four types of open space within a coordinated network spanning across Council:

1. Parks – Traditional green spaces. The parks typology is made up of the following categories:

- Local Parks

Small parklets that service the recreation needs of the immediate residential population within a walking distance or 400 meters (5 minutes walk) and are often used for recreation purposes.

- Neighbourhood Parks

These are larger spaces which serve the recreational and social needs of a community. They can accommodate a variety of activities, such as recreation, sporting, and natural features conservation.

- District Parks

Designed to provide for organized formal sporting use and include substantial recreation areas and some nature spaces. They serve several neighbourhoods with players and visitors traveling from surrounding districts.

- Regional Parks

Substantial facilities for organised sport, play, social interaction, relaxation and enjoyment of nature. They serve one or more geographical or social regions and are likely to attract visitors from outside any one local government area.

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 2022 condition assessment and includes all open space assets both within reserves and the public realm.

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.

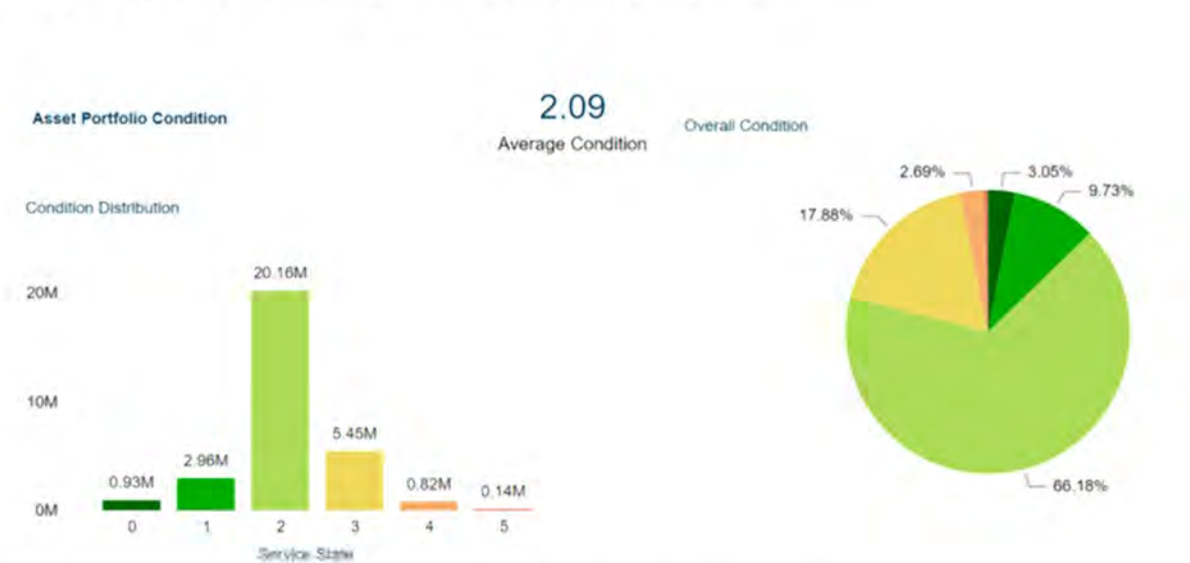
Rating	Condition	Condition Description	Action
1	Very Good	A new or near new asset with no visible signs of deterioration.	No action required
2	Good	Early stages of minor deterioration causing no serviceability problems.	Minor defect only, no action required

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:

- 80% of assets do not currently require intervention.
- 18% of assets are assessed for routine maintenance requirements to maintain their level of service
- 2% of assets are assessed for renewal/replacement requirements.



**Figure 5-3: Open space condition distribution by capital replacement value (in Millions \$)**

### 5.1.3 Asset Unit Life

The useful life of an asset is an estimate of the number of years it is likely to remain in service fulfilling its function before it requires replacement. Useful life estimates for open space assets are based on:

- The observed condition of assets in the field and their original construction date
- Industry standards for similar asset types
- Input from manufacturers and suppliers

Open space assets are typically short lived and exposed to a high degree of wear and tear as well as deterioration due to exposure to the weather and sun. This is particularly the case for furniture and fencing that require replacement after 25 years. High value items such as playground softfall only lasts 10 years before becoming brittle and breaking, while playground equipment typically only lasts for 20 years.

### 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.

Annual depreciation for open space assets is \$1,294,162 per annum, and the valuation of Council's open space assets is summarised in the Table 5-3:

Asset Category	Current Replacement Cost	Depreciated Replacement Cost
Artwork	\$1,123,266	\$769,880
Bins	\$368,800	\$223,060
Drinking Fountain	\$329,574	\$176,517
Irrigation	\$8,004,442	\$4,662,665
Lighting	\$2,883,285	\$1,876,898
Fence	\$2,583,570	\$1,498,559
Playground	\$5,394,086	\$2,982,994
Outdoor Furniture	2,697,420	\$1,460,284
Sporting	\$2,732,889	\$1,533,907
Other Infrastructure	\$7,631,715	\$3,182,354
<b>TOTAL</b>	<b>\$32,623,781</b>	<b>\$18,367,118</b>

Table 5-3: Open space assets valuation

Other Infrastructure includes individual open space assets such as banner poles, bike racks, bollards, paving, switchboards, and vehicle charging stations.

The open spaces with the highest value by location can be seen below, including key regional open spaces with key sporting clubs such as Goodwood Oval and Unley Oval, Ridge Park, and the public realm road reserve assets.

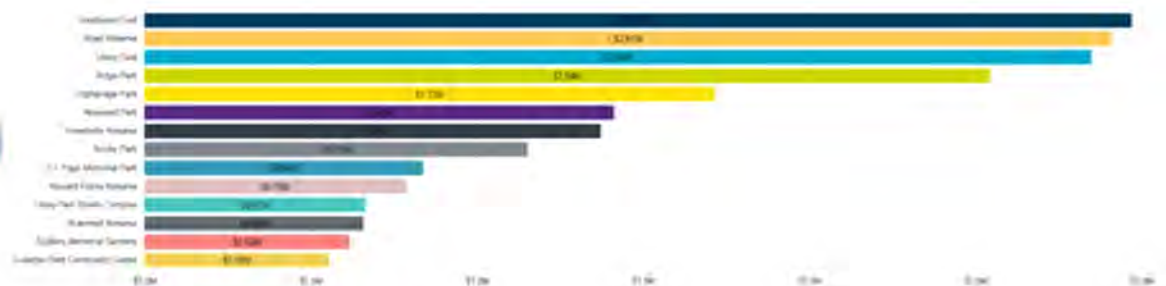


Figure 5-4: Open space value by location (in Millions \$)

## 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.

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. These include activities such as:
  - Reserves being visited a minimum of every two weeks for routine maintenance, with higher use reserves and active recreation spaces visited more frequently

- Routine mowing of reserves with increasing frequency during summer months
  - Scheduled maintenance of native vegetation biodiversity corridors including hand weeding, mulching, and re-planting. These include areas such as Charles Walk, Windsor Street, and Glen Osmond.
  - Automatic watering is undertaken to set irrigation programs and adjusted seasonally depending on local conditions and rainfall.
- Reactive maintenance is unplanned work carried out in response to customer service requests and management decisions. These include activities such as:
    - Damage to outdoor furniture due to wear and tear or vandalism
    - Repairs to playground equipment
    - Adhoc requests from the community

### 5.2.2 Summary of Future Operating Costs

Councils planned expenditure for the 2023/2024 financial year is \$2,580,000.

While moving to a greater amount of planned works rather than reactive works will reduce this cost going forward, this would be offset by an expected increase in expenditure over the long term through the progressive renewal and upgrade of Council's open spaces requiring a greater amount of work to maintain including mowing, weeding, and watering costs. This is due to the increase in vegetation including turf, landscaping, nature play, and biodiversity elements.

Currently watering costs account for approximately 8% of Council's operational spend however there is a risk that this number increases over time through climate change impacts (see Section 4 Future Demand). This will be balanced against progressive irrigation upgrades that optimise water use and improved management and operation of the MAR network.

Where existing furniture assets require renewal, they are now being replaced with modern low maintenance materials such as aluminium or recycled plastic that require no oiling or re-painting like timber furniture and are more durable with less breakages. Over time this should greatly reduce the requirement for regular maintenance that can otherwise only be achieved through manual processes.

Council's Open Space Fund established in August 2023 is aimed at increasing open space within the Council area, and over time as parcels of land are acquired or existing reserves are increased in size this would impact on operating costs through new maintenance activities.

## 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 and Planning

Renewals are primarily programmed based on condition however early replacement of assets may also be undertaken for upgrades or due to changes in function, standards, safety issues, changes in levels of service, funding opportunities or alignment with external projects, strategies and plans. Similarly, some assets may experience extended useful lives due to a high level of maintenance over its life.

Where open space assets are identified for renewal in the forecast period, opportunities to combine their replacement into the same calendar year of the plan will be considered to achieve costs savings and allow master planning and review of the reserve to occur. This ensures the assets are being replaced in line with the future demand forecasts for the location and to meet the needs of the community both now and beyond.

Over time through the implementation of Council’s Smart Plan (2023-2027) it is intended that the data captured on the way the community interact and engage with our open spaces will help to better inform the way we identify assets for renewal, and plan and design our open spaces to better meet the needs of our community.

### 5.3.2 Forecast Renewal Expenditure

Figure 5-5 shows the *projected* replacement value of assets reaching the end of their useful life in each year over a twenty year period based on the 2022 condition assessment.

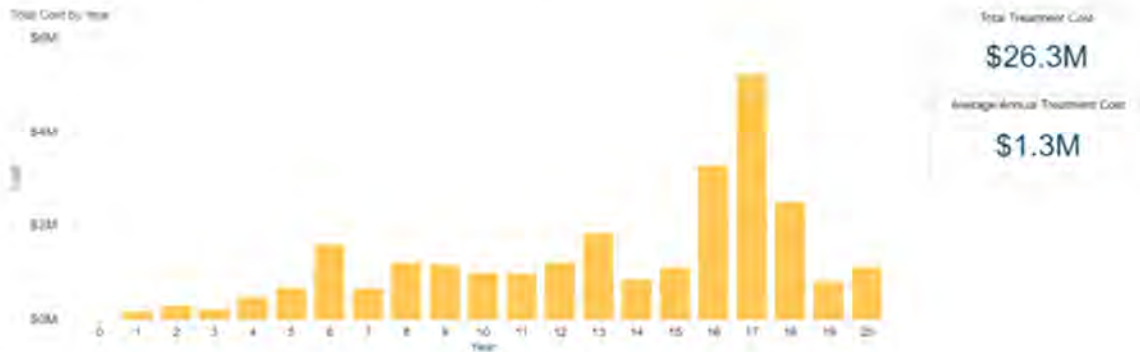


Figure 5-5: Open space twenty year renewal expenditure forecast

### 5.3.3 Renewal Funding Strategy

When considering the projected open space expenditure in 5.3.2 the relatively low expenditure required in the first 10 years is consistent with the condition of the open space assets overall currently being in good condition, however there are a significant number of renewals forecast towards the end the twenty year period as the average condition of the asset stock overall deteriorates.

While Council’s current target service level is to maintain the open space asset stock at a condition average under 3.0, allowing such a significant amount of assets to deteriorate at the same rate at a similar time frame would push the average condition well above this target score, with over 50% of the assets condition 3 or above by the year 2030. The projected asset condition scores corresponding to the forecast expenditure from 5.3.1 can be seen below in Figure 5.6.

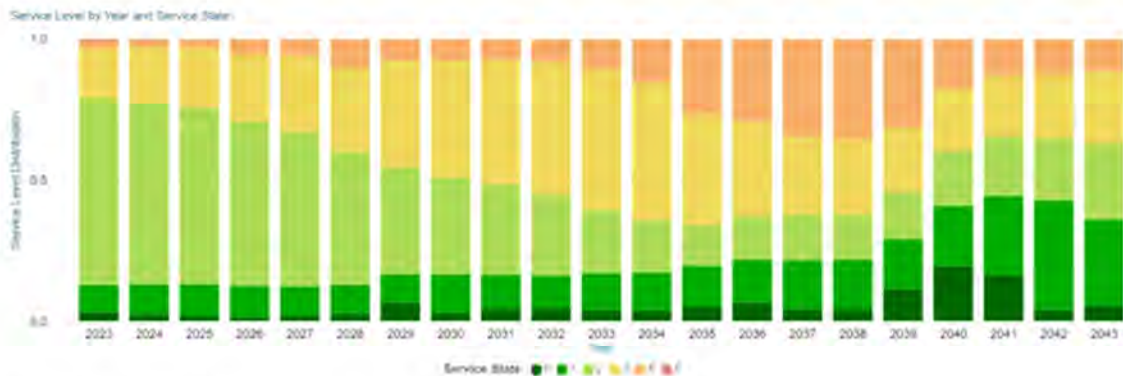


Figure 5-6: Open space twenty year condition score forecast

It is recognised matching these condition-based renewal fluctuations from year to year is not generally possible from both a budget and resourcing perspective, and that distributing the renewal costs evenly over the twenty year timeframe is preferable from a budget and resourcing perspective, as well as ensuring that the target condition score can be achieved.

The average annual planned expenditure to achieve a smoothed consistent spend for the next twenty years can be seen below with planned renewal \$1,300,000 annually:

	<b>Total (20 Years)</b>	<b>Average (20 Years)</b>
Planned Asset Renewal	\$26,000,000	\$1,300,000
Forecast Asset Renewal	\$26,319,847	\$1,315,992
Annual Depreciation	\$25,883,240	\$1,294,162

The asset sustainability ratio over the twenty-year period is 100%

The asset funding renewal ratio over the twenty-year period is 98.7%

The impact on open space assets over the short term through smoothing the renewal costs over the twenty-year period is that some assets may be replaced before reaching the end of their useful life. This is recognised through the asset funding renewal ratio that over the twenty year period is 98.7%, however when considered in 10 year windows is quite different:

	<b>Total Years 1 to 10</b>	<b>Total Years 11 to 20</b>
Forecast Asset Renewal	\$7,437,195	\$18,882,652
Planned Asset Renewal	\$13,000,000	\$13,000,000
Asset Funding Renewal Ratio	175%	69%

Managing this disparity while achieving a smoothed consistent annual spend will occur by taking a strategic planned and risk management approach to the renewal of open space assets at the reserve scale rather than individual asset element as identified in Section 5.3.1. Where assets that still have considerable useful life remaining and are easy to relocate (for example bins, furniture, sporting equipment) these will be re-deployed to other open spaces within Council to better align to renewals at that location in future.

## **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 New Capital Identification**

Council provides a range of different open spaces performing multiple roles and responding to local, neighbourhood, district and regional demands. Where access to open space is limited or does not meet the changing needs of the community for service or function, opportunities are identified to create new or upgraded open spaces to meet that need.

Currently, Councils usable open green space is less than 8m<sup>2</sup> per individual when compared to the recommended minimum of 9m<sup>2</sup> per individual by the World Health Organisation. This ratio is expected to become worse over time as the population of the City increases due to urban infill. Opportunities to expand and create new open spaces in the future may be funded under Council's Open Space Fund Policy adopted in 2023.

New reserves may also be created through major land divisions under the requirement for developers to meet minimum areas of open space as part of the development process. Council can provide input and feedback into the open space creation, and ownership passes to Council once the works have been completed.

It is recognised that when renewing a reserve 'like for like' renewal does not meet the needs of the community or modern safety standards and design, and in nearly all cases assets such as play equipment, park furniture, and pathways will be upgraded to a higher standard.

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 New Capital**

The following list details areas where new capital funds are forecast due to masterplans linked with open space renewals, or due to major subdivisions, and do not consider unplanned State Government and Federal Government grant programs that can alter the amounts required annually to maximise the opportunity to leverage grant funding that can be received.

##### Upgrade to Existing Open Spaces:

- Ridge Park  
The masterplan includes the upgrade of the oval to a sporting standard, expansion of the skate park and sporting facilities on site, and general improvements.
- North Unley  
The park requires significant renewal to playground, furniture, and property assets, and the masterplan is based improving the layout and function when completing the renewals and the creation of improved park furniture and playspaces.
- Goodwood Oval  
Following completion of the major turf renewal, drainage improvements, and reshaping of Unley Oval, Goodwood Oval is now identified as requiring similar treatment to improve the playing surface condition and reduce ongoing maintenance costs.

##### New Open Spaces

- Leader Street (former LeCornu Site)

This location is subject to a large scale subdivision to create high density residential allotments, and featuring a large community open space area

- Mary Street (Brethren Site)  
A smaller multi lot subdivision that will feature minor areas of new open space and landscaping.

## 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 <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
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.	Effective	Major	Rare	Medium	Yes	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 ( <b>Who</b> is responsible for implementing the treatment and <b>When</b> it should be implemented/completed)	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 and through the addition of new open spaces (see Section 5.4.2). 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 Planned Renewal Expenditure

Figure 7-1 outlines the financial projection for forecast asset renewal and planned renewal. These figures are based on current costs and no indexation has been applied, and will inform Council's future LTFP:

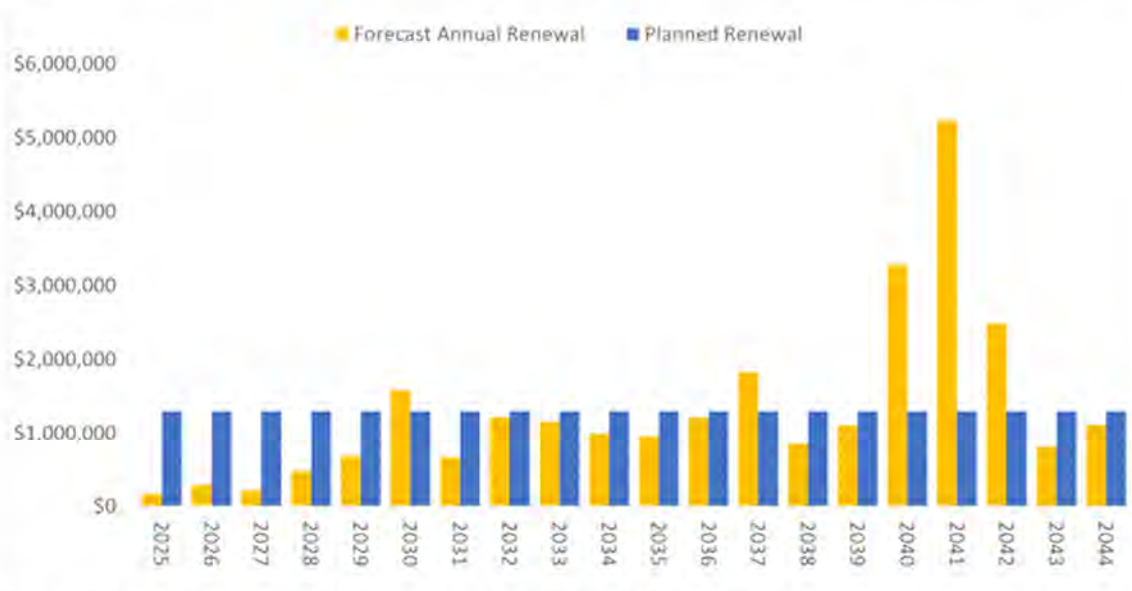


Figure 7-1 Forecast and Planned Renewal Expenditure over Twenty Year Period

### 7.3 Asset Renewal Funding and Sustainability Ratio

This ratio indicates whether Council has the financial capacity to fund asset renewal at continued existing service levels. Council's target is to achieve between 90 to 110% average.

The asset sustainability ratio over the twenty-year period is 100%

The asset funding renewal ratio over the twenty-year period is 98.7%

This ratio is an important budget indicator over the period of planned expenditure as it demonstrates Council is adequately planning for and funding the replacement of open space assets as they reach the end of their life.

## 7.4 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 2022.
- 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 LTFFP.
- There will be no natural disasters.

## 7.5 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 *(B) Reliable* across condition, spatial and financial data. The confidence level has increased since the asset management plans in 2020 with the creation of a single 'source of truth' database of assets that comprehensively details their attributes, spatial location, and value.

## 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 to achieve Confidence Level 'A' in asset data	Asset Management Officer	Internal	Ongoing
2	Condition assessment update to be completed	Senior Assets and Engineering Lead	Internal / External	2027/28
3	Integration of open space assets with Asset Management System, the finance module in TechOne and GIS.	Asset Management Officer Spatial and Business Intelligence Analyst	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	2025/26

*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.





**DRAFT**  
**STORMWATER**  
**ASSET MANAGEMENT PLAN**  
**2023**

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<b>Issue</b>	<b>Date</b>	<b>Issue Details</b>	<b>Author</b>	<b>Checked</b>	<b>Approved</b>
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
v.5	October 2023	Draft for Audit Committee	RK	AW	

# 1 Executive Summary

The Plan covers Council's stormwater assets that manage the quality and quantity of rainfall runoff and serve to minimise property damage, danger and disruption to the community from flooding.

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 leading to increased impervious area
Climate Change	Awareness of Council's role in climate sustainability and increasing trend of severe rainfall and storm events
Technology	Testing new research and technologies

**Financial Summary:**

Planned annual renewal of \$700,000 per annum over 20 years

Asset Funding Renewal Ratio of 101%

Asset Sustainability Ratio of 58%

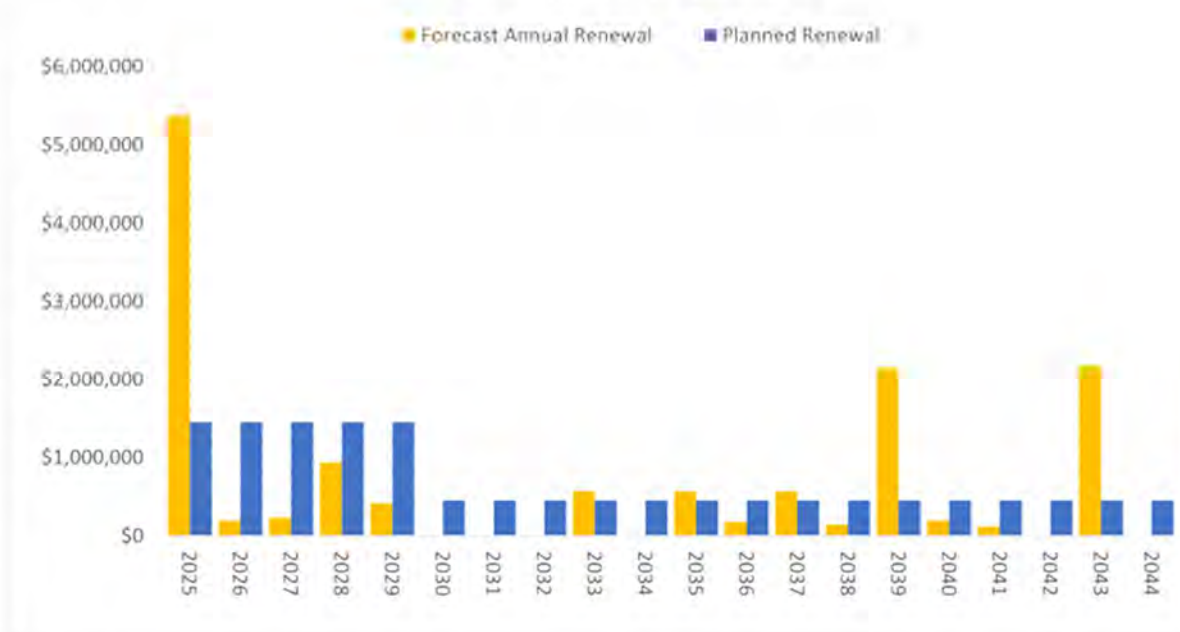


Figure 1-1: Forecast and Planned Renewal Expenditure over Twenty Year Period

## 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)
- Creek network (concrete lined channels)
- 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 2024/25 to 2034/35
4 Year Delivery Plan 2021 to 2025	Asset Management Policy
Environmental Sustainability	Asset Management Plans
Smart Plan 2023-2027	Disability Access and Inclusion Plan

**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.

<b>Key Stakeholders</b>	<b>Roles in Asset Management Plan</b>
	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 Response and Signage	Coordinate Council resources to deliver the maintenance program.
Response and Signage Team	Deliver operational 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.

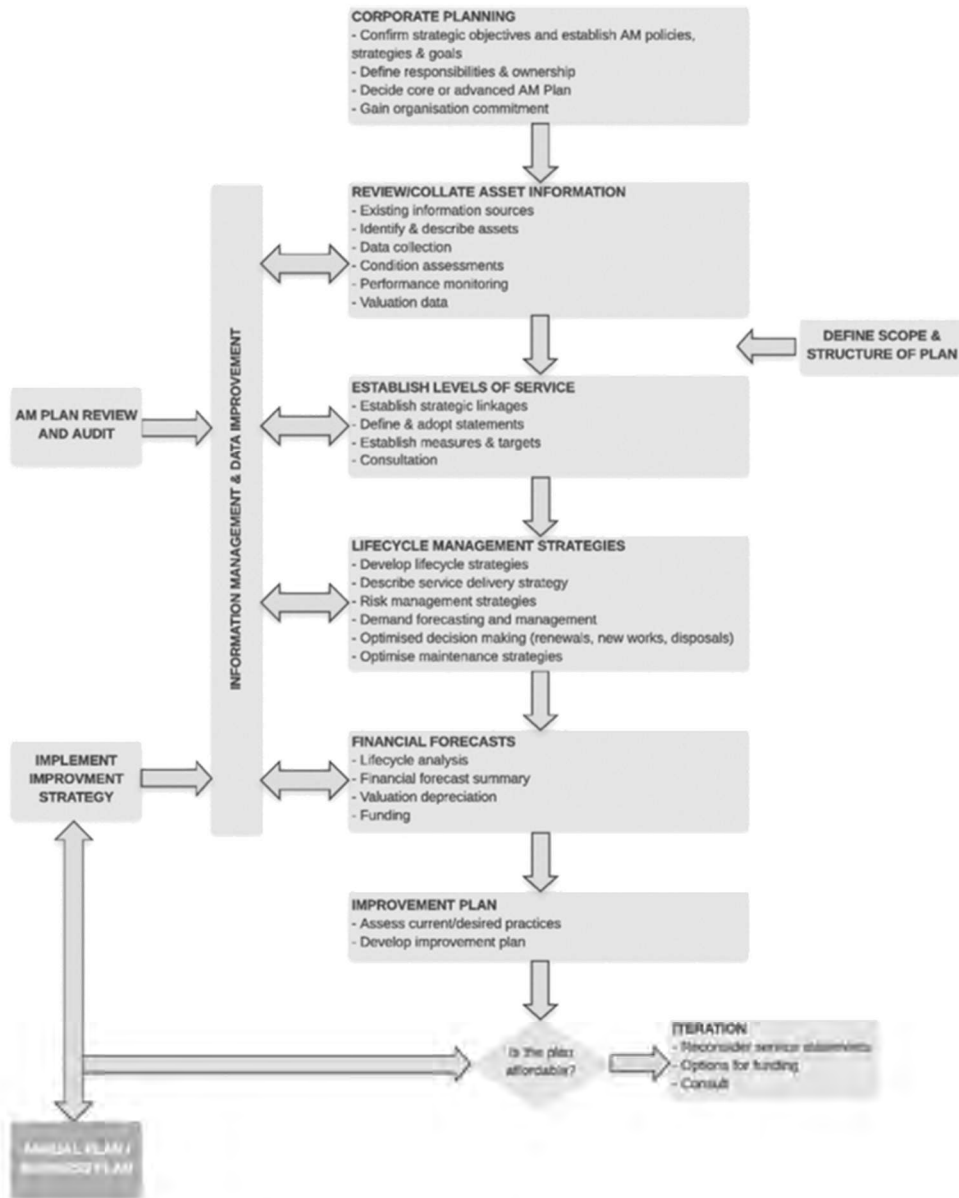
The 4 Year Delivery Plan outlines how we will deliver the Community Plan's vision, strategies and framework. Corporate Strategies identify the challenges and opportunities across key areas of our Council, and outline the plans and actions required to achieve the long-term goals as set out in the Community 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
- Smart Plan data
- 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	Linkage to Asset Management Plan
Local Government Act 1999	<b>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.</b>
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.
Planning, Development and Infrastructure Act 2016	An Act that includes the Planning and Design Code that regulates 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.
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	Outlines the Stormwater Management Agreement between State and Local Governments, establishment of the Stormwater Management Authority and preparation of Stormwater Management Plans.



Legislation	Linkage to Asset Management Plan
National Construction Code 2014	Sets out minimum standards for stormwater management for property development.
Landscape South Australia Act 2019	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	Current Level of Service
Quality	The stormwater network is well maintained	Community survey on the quality of stormwater assets	KPI based on survey  (to be developed, see improvement program)	N/A  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  (to be developed, see improvement program)	N/A  Survey to set baseline

<b>Technical Levels of Service</b>				
<b>Performance Measure</b>	<b>Level of Service Objective</b>	<b>Performance Measure</b>	<b>KPI</b>	<b>Current Level of Service</b>
Condition	Physical state of stormwater assets in a serviceable condition	Average condition of stormwater pipe assets.	Equal or less than condition rating 3	2.85
		Average condition of stormwater pit assets.	Equal or less than condition rating 3	2.80
Renewal	Sustainably managing the renewal of assets	Asset Sustainability Ratio		58%
		Asset Funding Renewal Ratio	90% - 110%	101%
Capacity and Utilisation	Stormwater assets have the capacity to meet the community need	Property flooding incidents for a 10% AEP rain event	No properties flooded for events under 10% AEP in last 5 years	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.	Implementation of Brownhill Keswick Creek (BHKC) Stormwater Management Plan (SMP) and Council's Strategic Stormwater Project to manage catchment flows.  Planning controls to reduce property damage through flood events and enforcing onsite stormwater detention to predevelopment levels.	Delivering stormwater management improvements including water sensitive urban design (WSUD) initiatives (raingardens, tree wells) as well as infrastructure expansions through the capital works program.  Opportunities to be identified through capital planning to include stormwater benefits across the program.  New and renewal capital budgets to be used to implement SMPs.

## Population and Demographics

### Climate change

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
<p>Council and the community are increasingly aware of our impact to the environment and Council's role in environmental sustainability.</p>	<p>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.</p>	<p>We are committed to using fewer of our precious resources, reducing our carbon footprint and looking for smarter ways to achieve this objective.</p>	<p>The Environmental Sustainability Strategy 2016-2020 (currently under review) is the lead strategy implementing the Greening goals identified in the Community Plan 2033.</p> <p>The Environmental Sustainability Strategy's 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>The environmental strategy provides principals for the delivery of new and renewal of assets, these include:</p> <ul style="list-style-type: none"> <li>- Natural and renewable materials used in the construction and manufacture of stormwater assets.</li> <li>- Water Sensitive Urban Design (WSUD) principals to be implemented (for example, stormwater diversions for watering street trees, bio swales, rain gardens).</li> <li>- Optimisation of our recycled water (MAR) networks and the use of recycled water.</li> </ul>
<p>Increase of severe weather events including droughts, storms and storm surges.</p>	<p>Severe weather events continue to increase based on current trends.</p>	<p>More intense rainfall events are likely to place increased pressure on the drainage network to carry larger volumes of stormwater runoff.</p>	<p>Potential for design standard definitions change through the increase rainfall intensity. This will decrease the standard currently in place for our existing infrastructure.</p> <p>Continue to improve efficiencies in the MAR (Managed aquifer recharge) and GAP (Glenelg Adelaide Pipeline) schemes to reduce reliance on potable water and remove risk of water restrictions while allowing an increase in watering "</p>	<p>In future larger pipes may be required to meet the same design standard. Upgrading current capacity of current systems may also be required.</p>

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## Population and Demographics

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## Technology

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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.	<p>Using new technologies to control stormwater flows within catchments to eliminate localised flooding.</p> <p>Using smart data from the Smart Plan to better understand local catchment hydrographs and flow volumes.</p> <p>Using data from the Smart Tanks Project (funding received from Stormwater Management Authority (SMA)) for the introduction of detention to delay flows and the use of smart tanks.</p>	Optimisation of sizing detention storage and pipe size and location to deliver greater flood reduction benefits for less capital outlay.

*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.

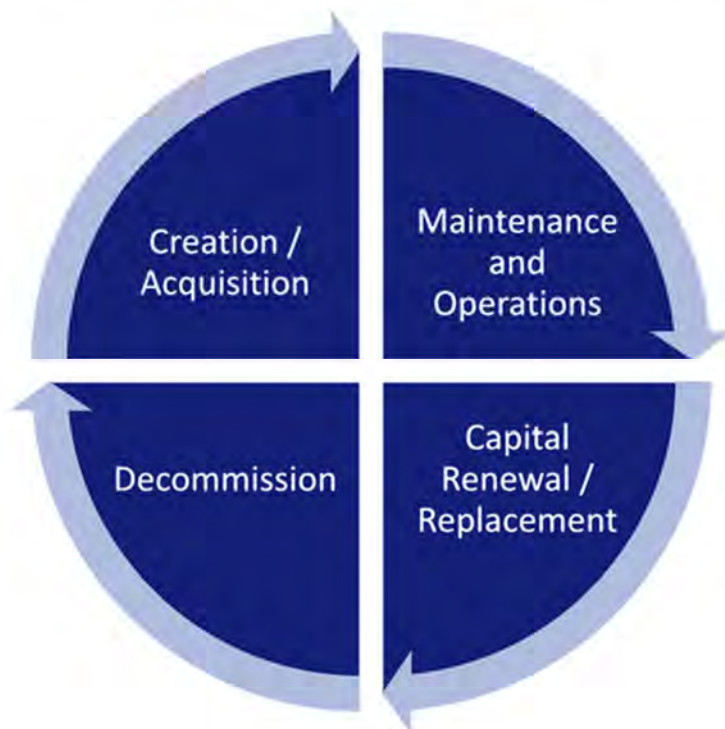


Figure 5-1: Asset lifecycle flowchart





### 5.1.1 Physical Parameters

Figure 5-2 contains Council's underground drainage network and creeks.

Council's underground drainage system of pits and pipes consists of approximately 80 kilometres of concrete pipes and box culverts and over 2,500 pits that are responsible for capturing stormwater from minor rainfall events and conveying it to the creek network.

The Council is area 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 injection, and extraction 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 changes to the State Government's Water Allocation Plan (WAP) Council is reviewing the operation and management of the MAR schemes to ensure they comply with the new guidelines.

### 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. As stormwater pipes are difficult to visually inspect for condition and in combination with the large network and costs to audit all pipes assumptions for condition are made based on the approximate age of pipes and the condition of similar pipes that have been inspected and then extrapolated over the network.

While 1,129 pits have been assessed for condition (43% of all pits), currently only 3 kilometres of pipes have been condition audited (3.75% of the network).

The stormwater age distribution is depicted in Figure 5-3, 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 poor condition assets if the assumptions for 100 year life are correct (see Section 5.1.3)

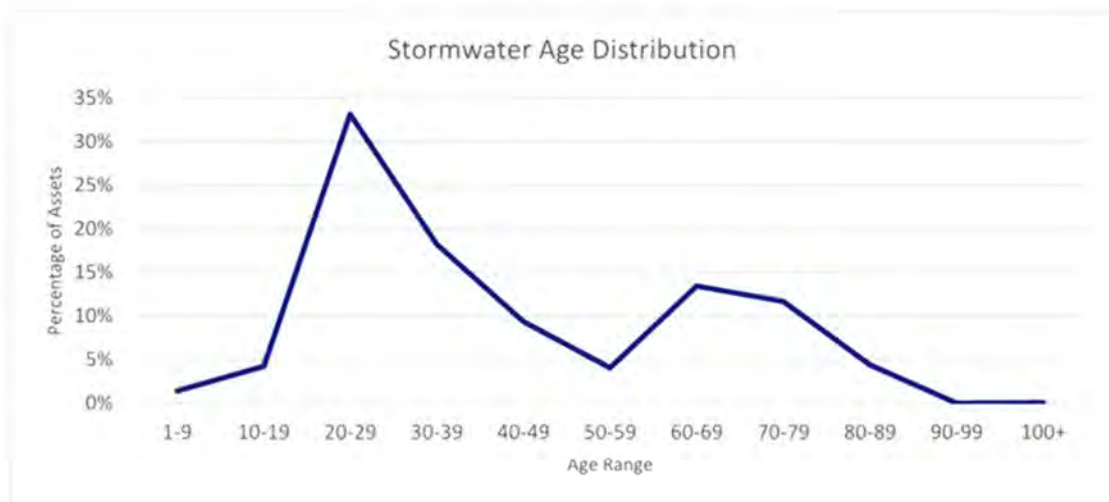


Figure 5-3: Stormwater age distribution

Where pipes and pits have been visually inspected, 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.

Where the condition has not been assessed, an assumption for condition has been made based on the assets estimated age.

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 (based on the 2020 condition assessment) of Council's stormwater pits and pipes are contained in Figure 5-4. That data shows that there are a significant amount of pits that are in poor condition and requiring replacement, and approximately 5% of all pipes. While the figure of 5% is relatively low as a percentage of the network, in absolute terms this equates to approximately four kilometres of pipe that requires reconstruction.

Unlike other assets, where stormwater assets are in poor condition this can present a risk of complete failure through the collapse of the pipe and loss of the service altogether or damage to above ground assets through the collapse of the infrastructure above.

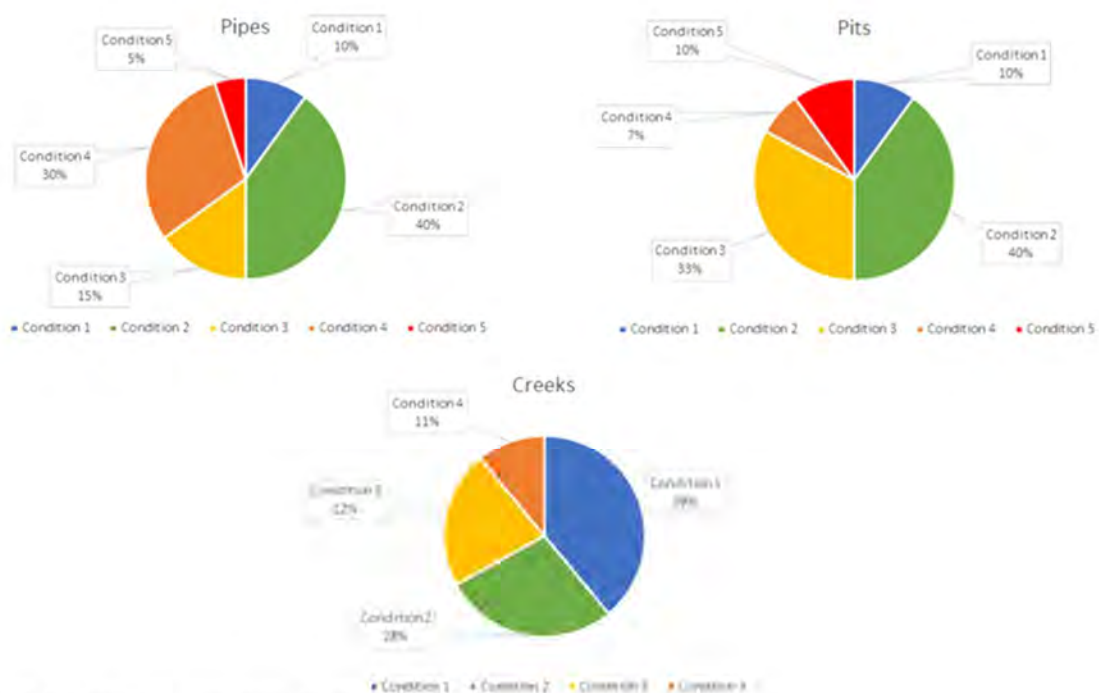


Figure 5-4: Stormwater asset condition

### 5.1.3 Useful Life

Underground stormwater culverts pipes are typically long lived (80 to 100 years) when constructed using modern materials. Unfortunately, a large number of pipes and culverts used for underground drainage around South Australia installed post war were not of the same standard and were constructed using low strength materials (vitreous clay) or with inadequate cover to steel reinforcement, which can lead to premature failure. Part of the planned annual condition assessments are to identify locations where the lower standard pipes and culverts require rehabilitation or remedial works to ensure they achieve the planned 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.

The Plan's improvement program includes planned annual condition assessments aimed at collecting data both to identify high risk assets requiring renewal, and to establish trends in asset condition, location, and type versus age to determine if the useful life adopted is appropriate. Following the next revaluation it is intended that Council will review the useful lives for stormwater assets for appropriateness.

Asset Category	Useful Life
Box Culverts	80 Years
Concrete Pipes	100 years
Side Entry Pits	80 Years
MAR Assets	Typically 20 Years for components, 80 years for pipes
Raingardens	50 Years

Table 5-2 Asset Category Useful Lives

### 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 annual depreciation for stormwater assets is \$1,193,152.

The valuation of Council's stormwater assets is summarised in the Table 5-3.

Asset Category	Replacement Value	Written Down Value
Creek	\$13,180,141	\$8,408,963
Managed Aquifer (MAR)	\$5,788,566	\$4,774,132
Stormwater Management	\$1,817,704	\$1,488,308
Stormwater Pipe	\$81,989,006	\$38,114,490
Stormwater Pit	\$13,206,188	\$6,851,924
<b>TOTAL</b>	<b>\$104,119,605</b>	<b>\$59,637,817</b>

*Table 5-3: Stormwater Assets Valuation*

## 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.

Council has a regular street sweeping program that helps to reduce the debris going to underground pits and pipes however regular maintenance is still required to reduce the risk of blockages. Regular inspections and cleaning are undertaken on higher risk systems that have shallow pits and pipes or are in low points with properties below the road level. Where blockages occur or large amounts of silt and debris are found then Council will high pressure clean and vacuum the immediate system to remove blockages. Where tree roots are found to have caused the blockage these can be removed from within the pipe with specialised maintenance equipment.

Council also works to ensure all single side entry pits are progressively replaced with double side entry pits, and the lids to pits are replaced with light duty liftable lids that make maintenance and cleaning easier and safer.

The operation of 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, however require regular routine maintenance to ensure all sensors and mechanical systems are operating to plan with repairs or servicing as required.

Stormwater quality devices such as raingardens require a higher degree of maintenance than other stormwater assets given their effective operation is critical to the removing the pollutants from the water before it enters the pipe system. This includes regular removal of silt and debris from the raingarden's filter media surface, cleaning of the entry spillways and kerb transitions, and removal of weeds and replacement of plants that are essential to the uptake of nutrients from the water.

Maintenance also includes the progressive CCTV condition auditing of the network to improve the confidence in the asset data and gauge the condition.

### **5.2.2 Summary of Future Costs Operations and Maintenance**

Council's planned maintenance expenditure on stormwater assets for the 2023/2024 financial year is \$192,457.

In the short term this expenditure is forecast to increase through the inclusion of a planned CCTV condition audit program to improve the confidence in the asset data. This is expected to require on average an additional \$50,000 per annum in the first five years.

Over time the maintenance expenditure for stormwater assets is expected to reduce as Council moves to more planned maintenance activities rather than reactive. This includes the progressive replacement of stormwater side entry pit lids that are in poor condition or cannot be lifted that will improve accessibility and reduce the requirement for heavy duty machinery on short notice. The improvement in efficiency is especially true for MAR assets with improved access to real time operational data and run time logs to provide better forecasting of routine maintenance activities.

### **5.2.3 Summary of Future Costs Contribution to Brownhill Keswick Creek (BHKC)**

Council's planned operational expenditure for the contribution to the Brownhill Keswick Creek Authority for the 2023/2024 financial year is \$840,000.

The Brown Hill Keswick Creek stormwater project is a collaborative undertaking by five South Australian city councils (Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens) to develop and implement a Stormwater Management Plan (SMP) to mitigate significant flood risk arising from four major watercourses in metropolitan Adelaide; Brown Hill, Keswick, Glen Osmond and Park Lands Creeks.

Annually each of the five Councils pay a contribution relative to their contributing area to the catchment that goes towards the flood mitigation works that will protect the community and businesses from the effects of flooding while also delivering social and environmental benefits such as urban greening, improving the quality of stormwater discharges to coastal waters, and the beneficial reuse of stormwater. The City of Unley's annual contribution is \$840,000.

As many of the works are within private property or adjoining Councils these funds are considered an operational expense.

Council's contribution towards the scheme will continue until the 2036/2037 financial year.

## **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 and Planning**

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. As the planned program for increased pipe inspection begins to cover a greater area of the network and clearer trends can be established for condition versus pipe type/location/age/size more refined forecasts can be made.

Where stormwater renewals have been identified due to condition, they will be prioritised based on risk both from the perspective of the potential for flooding should the asset fail, but also the risk to the public and private infrastructure above the asset that may be compromised due to collapse of a pipe or culvert.

When undertaking road reconstruction works if a stormwater pipe or pit is found to be in poor condition the renewal may be brought forward if the expected remaining life of the stormwater asset is forecast to be less than the expected life of the new pavement or seal that is typically a minimum of 25 years. This prevents the need to compromise the integrity of the road asset in future and less disruption for residents over the long term.

Renewal works 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.

### 5.3.2 Forecast Renewal Expenditure

The projected future required renewal expenditure is summarised in Figure 5-5.

The data is based on current condition estimates being consistent across the network and shows the large initial backlog of unfunded renewals that is representative of the high number of pits and pipes currently in poor condition (see 5.1.2).

It should be noted that the forecast expenditure projection does not consider beyond twenty years, where based on the stormwater asset age distribution in Figure 5.4 approximately 12% of will reach their forecast end of life (approximately \$12m). Through the planned condition audit and review of useful lives it is expected this figure will be refined for the next asset management plan.



Figure 5-5: Stormwater twenty year renewal expenditure forecast

### 5.3.3 Renewal Funding Strategy

It is recognised that matching the condition-based renewal fluctuations from year to year as projected in Section 5.3.2 is not generally possible from both a budget and resourcing perspective. Distributing the renewal costs over the longer period timeframe is preferable from a budget and resourcing perspective.

The forecast expenditure in Figure 5.5 identifies an annual spend of approximately \$700,000 for stormwater asset renewal based on the estimated asset condition for the network over the next twenty years when considering it as a distributed and balanced cost.

This approach of distributing costs evenly over the twenty-year period is not without its risks however and would mean that the initial backlog of unfunded renewals and forecast assets at the end of their useful life would not be addressed until the year 2036. While stormwater assets have a high risk of impact to the community at the end of their useful life, this even distribution is not considered acceptable and should be addressed in a shorter period of time.

The Plan identifies an annual spend over the first five years of \$1,450,000 to address the unfunded renewals and assets identified early in the forecast period. This amount is proposed to reduce to \$450,000 per annum for the remainder of the twenty-year period, noting this figure may require refinement at the next Plan through improved confidence in condition data.

	<b>Total Years 1 to 5</b>	<b>Total Years 11 to 20</b>
Forecast Asset Renewal	\$7,142,982	\$6,664,408
Total Planned Asset Renewal	\$7,250,000	\$6,750,000
Annual Planned Asset Renewal	\$1,450,000	\$450,000
Asset Funding Renewal Ratio	101%	101%

The asset funding renewal ratio over the twenty-year period is 101%

The asset sustainability ratio over the twenty-year period is 58.7%

It is recognised that although the planned expenditure does not meet the typical target of 90 to 100% for the asset renewal ratio, as stormwater pipes have very long lives, this balances the rate of renewal to match the pipe condition presently, however, recognises that in future asset plans as the pipes deteriorate it may require significant further expenditure.

## **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 New Capital Identification**

The need for new stormwater assets arises from a variety of sources including:

- Community requests to address localized flooding issues,
- Proposals identified by Council stormwater strategies and Stormwater Management Plans,
- Grant opportunities,
- New subdivisions.

These projects are prioritised each year against all other asset categories and Council proposals.

## 5.4.2 Summary of Future New Capital

### Stormwater Management Plans

In 2023 Council completed a strategic stormwater project modelling the entire City's drainage system that considered future storm events due to infill development and climate change rainfall intensity. The project identified several major upgrades throughout the City to reduce the flood risk to properties. These were ranked on priority based on the achieved benefit in flood reduction versus cost.

The strategic stormwater modelling project was complementary to the Sturt River Urban Catchments Stormwater Management Plan (SMP) that identified upgrades within the South Western corner of Unley as part of the broader 51km<sup>2</sup> catchment encompassing Mitcham, Marion, and West Torrens that discharges to the Sturt River channel. The project is in draft format as of 2023.

### Subdivisions

Although not subjected to the level of development of other Councils, Unley does from time to time receive assets through the process of subdivisions where new roads and drainage assets become vested in Council. These include the following sites within the next ten years:

- **Leader Street (former LeCornu Site)**  
This location is subject to a large scale subdivision to create high density residential allotments, and featuring internal roads and associated drainage, detention, and WSUD systems
- **Mary Street (Brethren Site)**  
A smaller multi lot subdivision that will feature a central internal roadway with associated drainage system, detention, and WSUD.

## 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 <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 ( <i>Who</i> is responsible for implementing the treatment and <i>When</i> it should be implemented/completed)	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	Major	Likely	High	Periodic delivery of condition assessments and revaluations in line with industry standards.	Partially effective	Major	Rare	Medium	Yes	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 or killed 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
5	Property flooding due to insufficient stormwater capacity.	Major	Likely	High	Implementation of network upgrades through the stormwater management plan (SMP) and Strategic Stormwater Plan 2023, prioritising locations of high risk.	Majority effective	Major	Unlikely	Medium	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 <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 ( <b>Who</b> is responsible for implementing the treatment and <b>When</b> it should be implemented/completed)	RISK LEVEL after Treatments If treatments implemented are effective		
		Consequence	Likelihood	Risk Rating			Consequence	Likelihood	Risk Rating				Consequence	Likelihood	Risk Rating
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 due end of life condition asset not identified	Major	Possible	High	Proactive structural age-based inspections to inform appropriate management of critical assets.	Partially effective	Major	Unlikely	Medium	No	Increase the inspection frequency through CCTV.	Assets and Operations  Ongoing through annual program planning for CCTV	Major	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 Planned Renewal Expenditure

Figure 7-1 outlines the financial projection for forecast asset renewal and planned renewal. These figures are based on current costs and no indexation has been applied and will inform Council's future LTFP:

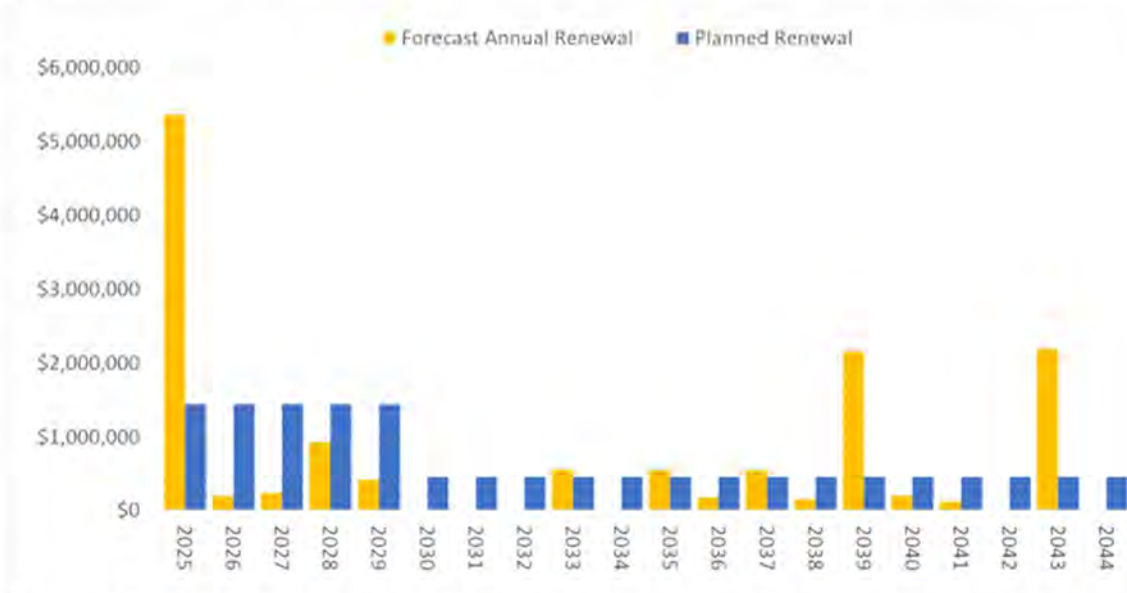


Figure 7-1 Stormwater ten year forecast expenditure

### 7.3 Asset Renewal Funding and Sustainability Ratio

These ratios indicate 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 twenty years.

The asset sustainability ratio over the twenty year period is 58%

The asset funding renewal ratio over the twenty year period is 101%

It is recognised that although the planned expenditure does not meet the typical target of 90 to 100% for the asset renewal ratio, as stormwater pipes are very long lived this balances the rate of renewal to match the pipe condition presently, however recognises that in future asset plans as the pipes deteriorate it may require significant further expenditure.

## 7.4 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 2020.
- 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.

## 7.5 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**

While Council has a sound understanding of where pipes and pits are in the network, it is 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 a program to continually assess 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.

## 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	Ongoing
2	Progressive condition assessment to be completed using CCTV	Senior Assets and Engineering Lead	Internal / External	Ongoing
3	Continual review and update of the asset register.	Asset Management Officer	Internal	Ongoing
4	Integration of stormwater assets with Asset Management System, the finance module in TechOne and GIS.	Asset Management Officer Spatial and Business Intelligence Analyst	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	2025/26

<b>Task No.</b>	<b>Task</b>	<b>Responsible officer</b>	<b>Resource Required</b>	<b>Due Date</b>
6	Review useful life values for all stormwater assets.	Asset Management Officer	Internal	Revaluation 2024/25
7	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	2024/25
8	Creek review – ownership and maintenance	Senior Assets and Engineering Lead	Internal	2025/26

*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.







**DRAFT**  
**BUILDING**  
**ASSET MANAGEMENT PLAN**  
2023

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<b>Issue</b>	<b>Date</b>	<b>Issue Details</b>	<b>Author</b>	<b>Checked</b>	<b>Approved</b>
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
V.5	October 2023	Draft for Audit Committee	RK	AW	

# 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	Nearly a quarter of the population are aged over 60 years old Number of children 12% lower than greater Adelaide
Climate Change	Awareness of Council's role in climate sustainability with increasing trend of severe weather events including extreme heat waves
Technology	Using data to assist with decision making and delivery of services

**Financial Summary:**

Planned annual renewal of \$1,400,000 per annum over 20 years  
  
Asset Funding Renewal Ratio of 109.4%  
Asset Sustainability Ratio of 93.5%

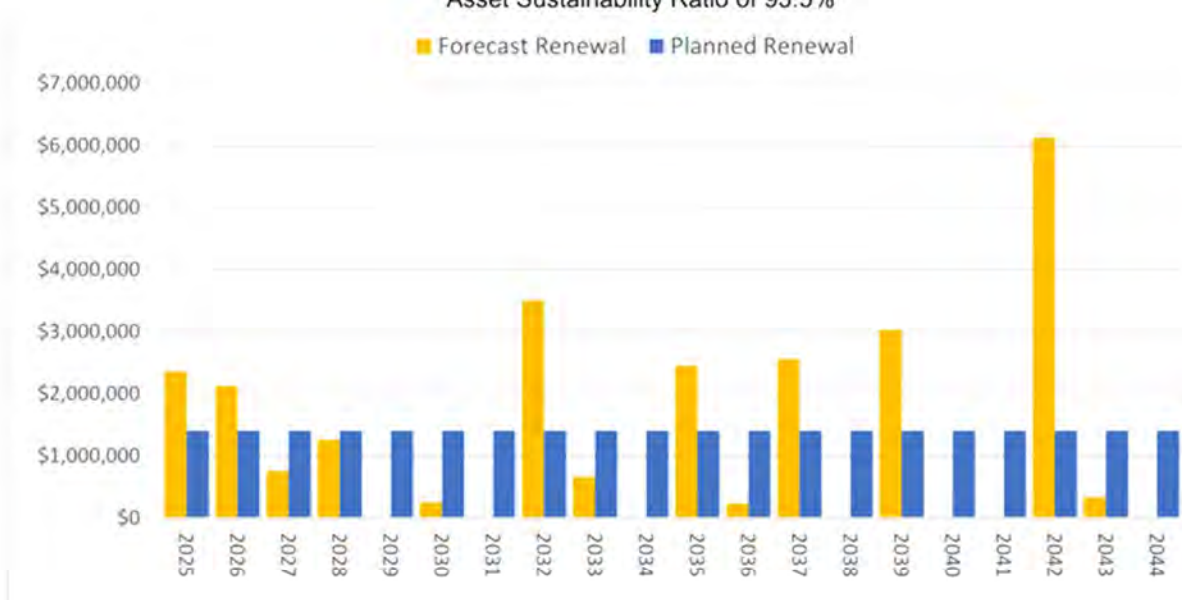


Figure 1.1 Building twenty year forecast and planned renewal expenditure.

## 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 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/sporting to the community.
- Swimming Pool – Unley Swimming Centre.
- Public Toilets – Public toilets owned and maintained 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 twenty 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 2021-2025	Environmental Sustainability
Long Term Financial Plan 2024/25 to 2034/35	Smart Plan 2023-2027
Asset Management Plans	Asset Management Policy
Disability Access and Inclusion Plan	

**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.

<b>Key Stakeholders</b>	<b>Roles in Asset Management Plan</b>
	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.
Project Lead Buildings	Coordinate Council resources to deliver the capital works and maintenance program. Oversee leasing and licencing of Council property assets.
Facility and community service providers	Determine and develop services to meet the needs of the community and ensure the assets are fit for purpose.
Response and Signage Team	Deliver operational 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.

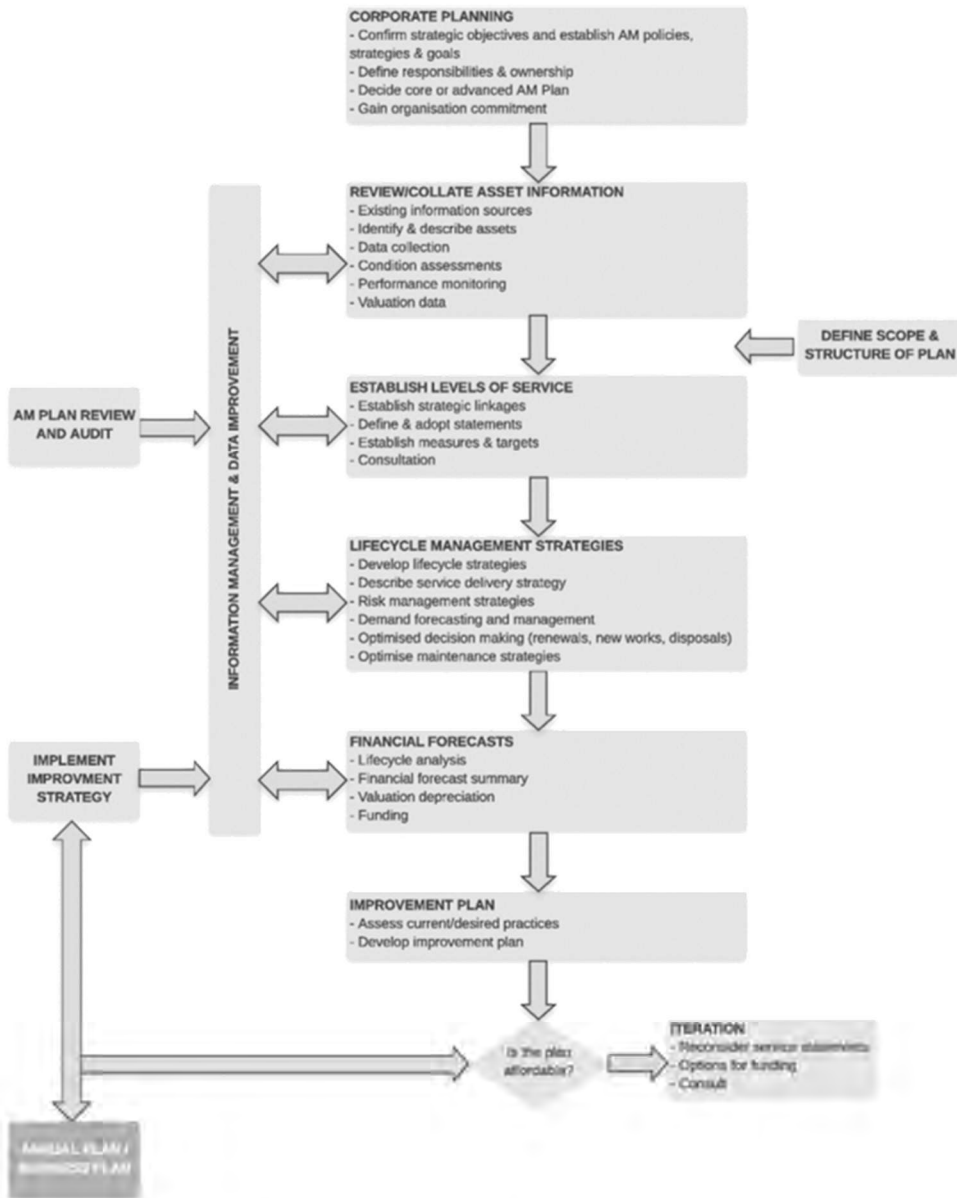
The Plan demonstrates long-term (ten years) asset management planning and outcomes and outlines asset activities and resources to provide a defined level of service in the most cost-effective way while managing risks.

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
- Smart Plan data
- 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	Linkage to Asset Management Plan
Local Government Act 1999	<b>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.</b>
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.
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.

Legislation	Linkage to Asset Management Plan
Liquor Licensing Act 1997	Sets out responsibilities for holders of liquor license.
Planning, Development and Infrastructure Act 2016	An Act that includes the Planning and Design Code that regulates 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.
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.

<b>Community Levels of Service</b>				
<b>Performance Measure</b>	<b>Level of Service Objective</b>	<b>Performance Measure</b>	<b>KPI</b>	<b>Current Level of Service</b>
Quality	Buildings are well maintained	Community survey on the physical quality of buildings	KPI based on survey (to be developed, see improvement program)	N/A Survey to set baseline
Function	Asset to meet service needs – 'fit for purpose'	Community survey on the functionality of buildings	KPI based on survey (to be developed, see improvement program)	N/A Survey to set baseline
<b>Technical Levels of Service</b>				
<b>Performance Measure</b>	<b>Level of Service Objective</b>	<b>Performance Measure</b>	<b>KPI</b>	<b>Current Level of Service</b>
Condition	Physical state of buildings in serviceable condition	Average condition of building assets at the component level.	Equal or less than condition rating 3	2.7
Renewal	Sustainably managing the renewal of assets	Asset Sustainability Ratio		93.5%
		Asset Funding Renewal Ratio	90% - 110%	109.4%
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 39,085 (ABS 2022)	Higher than average provision of medium and high density housing (43%) compared to greater Adelaide (26%) which is anticipated to increase further 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: - Nearly a quarter of the population (24%) are aged over 60 years old, which is the fastest growing age group in the area between 2016 and 2021 - Median age is 43 years old - Number of children under 11 years old 12% lower than greater Adelaide	Growth in ageing population. Reduction in children aged between 0-11 years. Increasing accessibility considerations	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 imitative. - 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

## Population and Demographics

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
<p>Council and the community are increasingly aware of our impact on the environment and Council's role in environmental sustainability.</p>	<p>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.</p>	<p>Council is committed to using fewer precious resources, reducing its carbon footprint and looking for smarter ways to achieve this objective.</p>	<p>Upgrade sites to LED lighting.</p> <p>Introduction of solar to civic buildings and community leased facilities.</p> <p>Reduce emissions from high Co2 generating plant associated with buildings.</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 renewal and new capital program.</p> <p>Planning for more efficient pump operation at Unley Swimming Centre.</p>
<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.</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>Increased operating (electricity) costs to the Council buildings.</p>	<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>

**Population and Demographics**

**Technology**

<b>Current position</b>	<b>Demand forecast</b>	<b>Demand impact</b>	<b>Demand management plan</b>	<b>Impact on assets</b>
<p>Global trend towards smart cities creating simplified services through smart technology.</p>	<p>Growing expectation to implement digital service improvements. Demand for increased technology provision/access.</p>	<p>Council must adapt to the changing way the community operates, thinks and plans. Smart data can also improve the way services are delivered and the function of facilities based on a better understanding the way the community engage with our building assets</p>	<p>The Smart Plan outlines Council's 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>	<p>Futureproofing new buildings to accommodate and adapt to new technologies enabling an appropriate level of service. Progressive introduction of sensors and data collection technology to understand how people use and interact with Council buildings</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) 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.

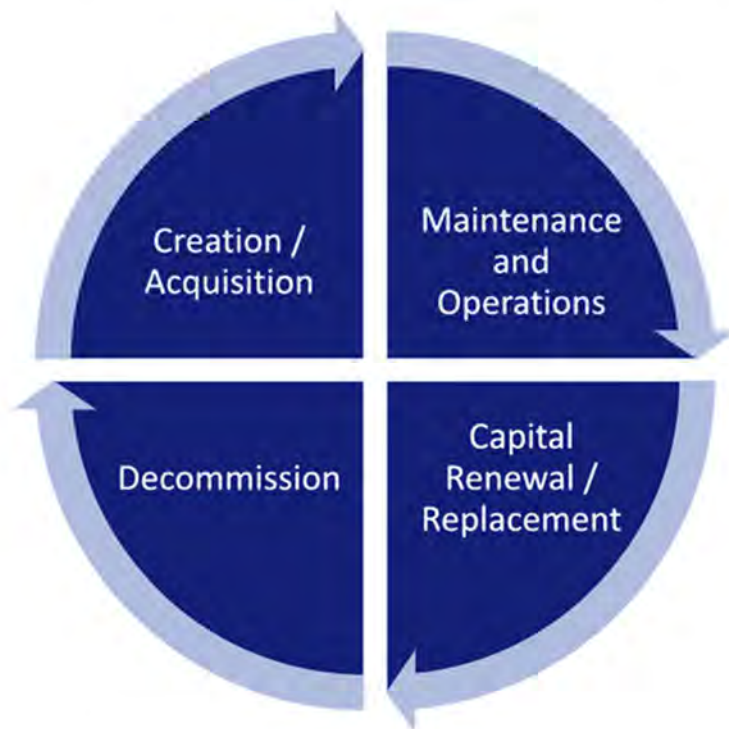


Figure 5-1: Asset lifecycle flowchart



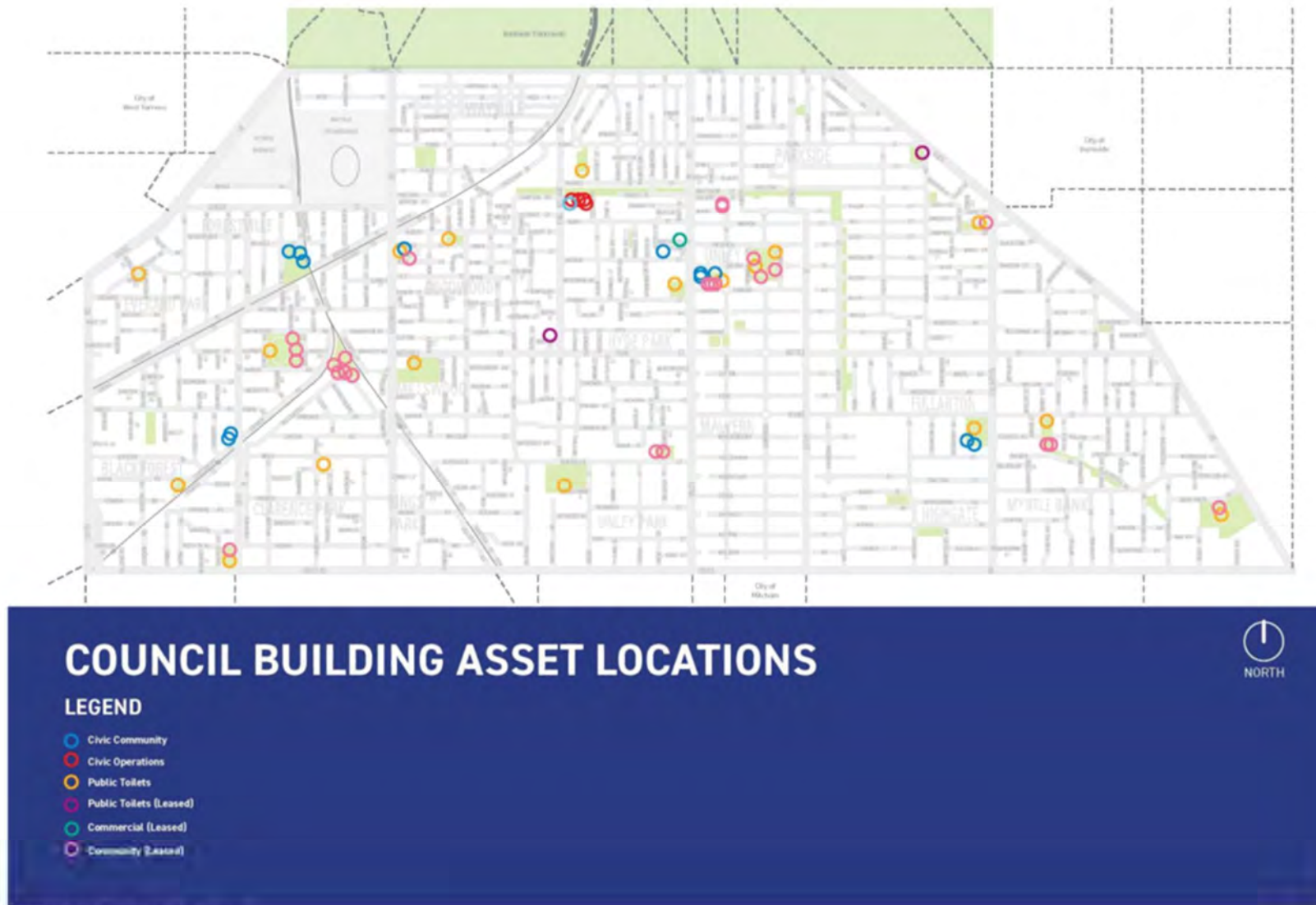


Figure 5-2: Building locations

### **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. 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. They 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 major Civic building is the Unley Town Hall and Library that 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.

#### **Civic Operations**

Civic Operation facilities are operational in nature and/or complimentary to other Council functions and include buildings such as the Council Works Depot. The level of service reflects the operational status of the facilities and the need to prioritise WHS and public safety issues. Maintenance and capital replacement issues will be considered and programmed as appropriate.

#### **Lease Commercial**

These facilities are leased from Council for tenants to run commercial businesses in the community.

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.

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.

### **Public Toilets**

Council provides public toilet facilities for the community at our open spaces around the City.

### **Swimming Pool**

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 and associated Plant and Equipment

#### **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.
- Civic Operations buildings are utilised during business hours and above depending on works requirements.
- Many Lease Community buildings that are leased by 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.

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**

The condition rating is based on the collected building asset condition assessment in 2022. The condition assessment is undertaken at two levels:

Component (High Level) – mainly used for valuation purposes and long term renewal planning

Subcomponent (High Detail) - used for operational purposes and short term renewal planning

Asset condition ratings are shown in Table 5-6 by asset category and component. The average rating can be used as a benchmark for measuring against the building category desired level of service. The condition audit assessed the building assets at both the component level (used for valuation purposes) and the subcomponent level (for operational purposes). The subcomponents of a building asset include the smaller shorter life assets such as kitchens, air conditioning units, and hot water services for example.

Buildings have a level of service based on maintaining a component condition rating of 3. When a building component 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. It can be seen from the data below that all building types are within this range apart from Swimming Pool, where works will be required as part of this plan to address.

	Superstructure	Substructure	Fitout	Roofing	Services
Civic Community	2.7	2.7	2.9	2.8	2.7
Civic Operations	2.5	2.7	2.5	2.5	2.2
Lease Commercial	2.6	2.7	2.5	2.7	2.4
Lease Community	2.7	2.8	2.7	2.8	2.6
Public Toilets	2.6	2.5	2.7	2.4	2.7
Swimming Pool	3.0	3.5	2.8	2.9	2.9

**Table 5-6 Asset condition rating by component and category**

The detailed breakdown of the asset condition at the subcomponent level can be seen below for some key categories as well as the overall average condition score:

	Condition 1 %	Condition 2 %	Condition 3 %	Condition 4 %	Condition 5 %	Average Condition Score
HVAC (air conditioning)	4	38	53	3	2	2.60
Kitchen Areas	3	46	42	7	0	2.52
Wet Areas (bathrooms)	4	45	45	5	1	2.53
Ceilings	5	43	46	6	0	2.55
Floor Coverings	8	35	53	4	0	2.53
Gutters and Downpipes	3	25	68	3	0	2.74
Internal Doors and Walls	7	37	52	23	0	2.55

Table 5-7 Asset condition rating as percentage by subcomponent

#### 5.1.4 Useful Life

Building components and subcomponents 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 many buildings were built long before current standards and guidelines or for different uses entirely, for some buildings or their components the end of life may not be due to age or condition alone, but due to them no longer being fit for purpose. As part of the condition audit process buildings are regularly reviewed on a case by case basis for suitability and function.

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.

Typical useful lives for building components and subcomponents can be seen below:

	Component / Subcomponent	Useful Life
Superstructure	Component	60 – 100
Substructure	Component	80 - 150
Fitout	Component	25
Roofing	Component	40 to 50
Services	Component	50

HVAC	Subcomponent	15 to 20
Kitchen Areas	Subcomponent	30
Wet Areas and Bathrooms	Subcomponent	25
Ceilings	Subcomponent	30 - 50
Floor Coverings	Subcomponent	15 - 30
Gutters and Downpipes	Subcomponent	20
Internal Doors and Walls	Subcomponent	50 - 75

*Table 5-7 Typical useful lives for building components and subcomponents*

### 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 valuation of building assets can be seen in the summary in Table 5-9 below.

Asset Category	Replacement Cost	Fair Value	Annual Depreciation
Civic Community	\$14,778,000	\$8,146,189	\$270,237
Civic Operations	\$29,012,000	\$17,560,831	\$563,469
Lease Commercial	\$8,758,000	\$4,182,796	\$119,986
Lease Community	\$33,613,120	\$20,412,293	\$331,627
Swimming Pool	\$5,157,000	\$2,421,214	\$124,691
Public Toilets	\$2,913,000	\$1,547,511	\$87,699
<b>TOTAL</b>	<b>\$94,231,120</b>	<b>\$54,270,834</b>	<b>\$1,497,709</b>

*Table 5-8: Building assets valuation*

## 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. For building assets this also includes expenses such as the utilities including water, power, gas, internet and security monitoring.

Council's core maintenance activities include repair and upkeep of building 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 and may include:
  - Internal and external paint programs
  - HVAC servicing and cleaning
  - Fire service and alarm service testing
  - Routine cleaning
- Reactive maintenance is unplanned work carried out in response to customer service requests and management decisions. These may include:
  - Vandalism to toilets
  - Broken or damaged doors, windows, or carpets
  - Light replacements
  - Electrical repairs

One of the highest sources of reactive maintenance is related to anti social behaviour and vandalism to public toilets including damage to internal fixtures and fittings, graffiti, and soiling. This requires almost daily repairs to be made by contractors and Council's internal response team.

Figure 5-6 outlines the asset maintenance process for planned and reactive maintenance:

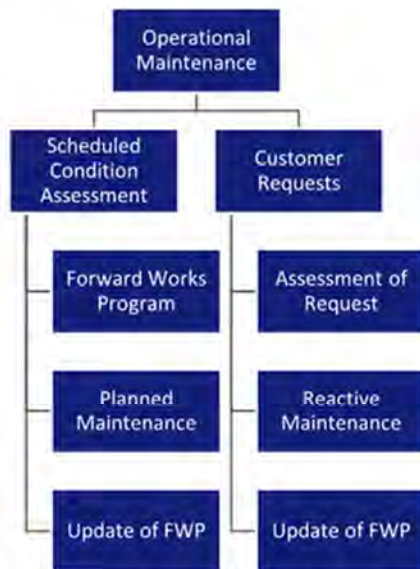


Figure 5-6: Asset maintenance process flowchart

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).

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



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

**Table 5-9: Response service levels for maintenance**

**5.2.2 Summary of Future Operating Costs**

Councils planned expenditure for the 2023/2024 financial year is \$1,785,040.

Within the 2023/24 budgeted allowance for operational expenditure for buildings this includes the following recurrent costs that come with the running facilities:

• Utility costs (lighting/heating/cooling)	\$313,000
• Cleaning	\$430,000
• Insurance	\$140,000

Regular planned maintenance activities that are funded by operational expenditure include:

- Gutter and drain cleaning (seasonal and varies by facility)
- Painting (both internal and external)
- Security monitoring (including fire alarms)
- Electrical testing and tagging
- HVAC servicing and cleaning

Over time the future costs are expected to be similar to present, with some reduction in cost through improvements to planned maintenance scheduling and planning. There may be reductions in utility costs through the addition and upgrade of solar panels to a majority of facilities however this saving has not been quantified at present.

### 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 and Planning

Renewals are primarily programmed based on condition however early replacement of assets may also be undertaken for upgrades or due to changes in function, standards, safety issues, changes in levels of service, funding opportunities or alignment with external projects, strategies and plans. Similarly, some assets may experience extended useful lives due to a high level of maintenance over its life.

Coupled with the future demand of the increasing age demographic of Council, as many community and civic facilities are historic buildings or buildings predating accessibility standards in some cases there is the need to modify and improve the internal fitout. This includes changes to layout, flooring, internal and external doors, and bench and desk heights. This requirement can bring forward renewal before the assets reach the end of their useful life due to condition.

Many of Council's public toilet facilities were constructed several years ago and due to the built form and location require significant amounts of maintenance and repair due to repeated vandalism. Where these problems exist opportunities to consider renewal will occur to construct to contemporary standards and aiming at reducing anti social behaviour and improving safety.

Over time through the implementation of Council's Smart Plan (2023-2027) it is intended that the data captured on the way the community interact and engage with our buildings will help to better inform the way we identify assets for renewal, and plan and design our facilities to better meet the needs of our community.

#### 5.3.2 Forecast Renewal Expenditure

Figure 5-5 shows the *projected* replacement value of assets reaching the end of their useful life in each year over a twenty year period based on the 2022 condition assessment.



Figure 5-7: Building asset twenty year renewal expenditure forecast

Many of the forecast renewals early in the twenty year period are subcomponents such as air conditioning renewals and flooring, however toward the end of the period it includes larger cost items such as full fitout renewals for facilities and full reconstruction of some assets.

Some of the major forecasted renewals include:

- Unley Oval and North Unley Public Toilets
- Swimming Pool Reconstruction (including Junior Pool) and Heat Pump Replacement
- Fitout Renewals to community facilities including Millswood, Sturt, and Unley Park Bowling Clubs
- Fitout renewals to Civic Community buildings including the Civic Centre (front counter), Clarence Park Community Centre, and Goodwood Library
- Internal Flooring Renewals at several facilities
- Major roof repairs and replacements to Civic Community buildings to address water ingress
- HVAC renewal to Goodwood Community Centre
- Renewal of Broughton Arts Society Building (Howard Florey Reserve)

### 5.3.3 Renewal Funding Strategy

It is recognised matching these condition-based renewal fluctuations from year to year is not generally possible from both a budget and resourcing perspective, and that distributing the renewal costs evenly over the twenty year timeframe is preferable from a budget and resourcing perspective, as well as ensuring that the target condition score can be achieved.

When considering the projected building expenditure in 5.3.2, it can be seen there is lower expenditure required in the first 10 years compared to the second 10 years (\$1.1m per year versus \$1.5m per year) and this is consistent with the condition of the building assets currently being in good condition, however there are a significant number of renewals forecast towards the end the twenty year period as the average condition of the asset stock overall deteriorates.

While Council's current target service level is to maintain the building asset stock (components and subcomponents) at a condition average under 3.0, allowing such a significant amount of assets to deteriorate toward the end of the time frame would push the average condition well above this target score.

The average annual planned expenditure to achieve a smoothed consistent spend for the next twenty years can be seen below with planned renewal \$1,400,000 annually:

	<b>Total (20 Years)</b>	<b>Average (20 Years)</b>
Planned Asset Renewal	\$28,000,000	\$1,400,000
Forecast Asset Renewal	\$25,601,095	\$1,280,054
Annual depreciation	\$29,954,180	\$1,497,709

The asset sustainability ratio over the twenty year period is 93.5%

The asset funding renewal ratio over the twenty year period is 109.4%

There is some disparity between the target service levels (90% to 110%) for asset funding ratio and asset sustainability ratio against the planned smoothed spend. Like stormwater assets, many of the building assets have very long remaining lives (80 to 100 years) and a high replacement value which skews the depreciation to be notably different to the forecast renewal value. As such it is not seen as a risk to have a lower asset sustainability ratio, however noting that in future this will have to be planned for as the long lived assets reach the end of their life.

While initially the planned spend will be higher than the forecast renewals in the short term, this is not considered to be a risk as it will fund the initial replacements identified through years one to five. Managing the difference while achieving a smoothed consistent annual spend will then be achieved through taking a strategic planned approach to the renewal of buildings assets at the whole site or facility scale (for example where linked to a reserve or broader precinct) rather than individual component or subcomponent as identified in Section 5.3.1.

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.

## **5.4 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 New Capital Identification**

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:

- The end life for existing building assets triggering a masterplan or upgrade to a site.
- Increased service demand (such as through an increase in population or levels of service).
- Changes in the required services (for example as outlined in the Active Ageing Strategy).
- Masterplans for reserves
- Grant funding (this can be received by community groups leasing Council buildings)
- Legislative requirements including Workplace Health and Safety.

In some cases, there may be the strategic acquisition of new property to suit masterplan visions or long term plans for the broader precinct.

### **5.4.2 Summary of Future New Capital**

While Council has no budgeted new constructions within the twenty year planning period, there are sites that are currently being considered as part of a masterplan process with design and preliminary costing being prepared.

These include:

- Unley Museum

A complete refurbishment and modernisation of Unley Museum, consistent with the recently upgraded Edmund Ave cottages.

- Ridge Park

Proposed new facilities and clubrooms at Ridge Park as part of the proposal to make the area a sporting hub.

- Unley Swimming Centre

Linked with future renewals for the facility the upgrades consider making a multipurpose upgraded swimming centre for all abilities.

It should be noted that the above project list however does not take into account unplanned State Government and Federal Government grant programs that can lead to projects not previously considered to maximise the opportunity to leverage grant funding that can be received.

## 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.

## 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 <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 <b>When</b> 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.	Effective	Catastrophic	Rare	Medium	Yes	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	Rare	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 <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 <b>When</b> 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	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	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 Planned Renewal Expenditure

Figure 7-1 outlines the financial projection for forecast asset renewal and planned renewal. These figures are based on current costs and no indexation has been applied, and will inform Council's future LTFP:

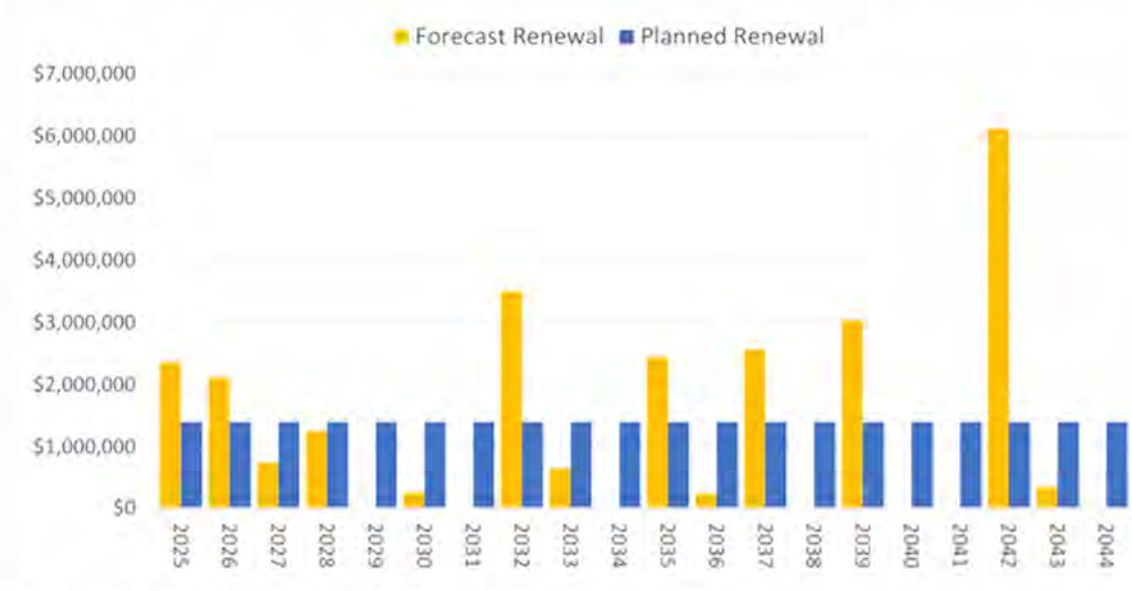


Figure 7-1 Building twenty year forecast and planned renewal expenditure

### 7.3 Asset Renewal Funding and Sustainability Ratio

This ratio indicates whether Council has the financial capacity to fund asset renewal at continued existing service levels. Council's target is to achieve between 90 to 110% average.

The asset sustainability ratio over the twenty year period is 93.5%

The asset funding renewal ratio over the twenty year period is 109.4%

This ratio is an important budget indicator over the period of planned expenditure as it demonstrates Council is adequately planning for and funding the replacement of open space assets as they reach the end of their life.

### 7.4 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 2022.

- 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.

## 7.5 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	Ongoing
2	Condition audit to be completed	Coordinator Property and Facilities	Internal / External	Ongoing
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	2025/26

**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.
5. Stakeholder feedback.



**DRAFT**

**ASSET MANAGEMENT PLANS**

**SUMMARY DOCUMENT**

**2023**

## 1 Purpose

The objective of asset management is to provide the desired level of service in the most cost-effective manner for present and future generations.

The purpose of this Asset Management Plan (AMP) Summary is to:

- Demonstrate the responsible management of assets (and services provided from assets),
- Compliance with regulatory requirements, and to
- Communicate the scale of infrastructure investment required to sustainably deliver affordable services for the community in the foreseeable future.

Under Section 122 of the *Local Government Act 1999 (SA)* and its regulations, Council is required to develop and adopt an Infrastructure & Asset Management Plan (I&AMP) relating to the management of infrastructure assets for a period of at least ten years.

This document provides a summary of Council's infrastructure assets, their value, condition, and the funding required to meet the service levels and objectives in achieving Council's vision: "Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership."

The future operating and capital renewal outlay on assets to inform Council's LTFP are based on sustaining current target service levels. Meeting the demands of growth and changing circumstances are managed through the careful consideration of new projects and programs including the adoption of emerging technologies.

At the core of our stewardship we construct, operate, maintain, and renew assets over a variety of asset categories each with their own complex requirements, and it is intended that this plan is read in conjunction with the following detailed asset management plans:

- Transport Asset Management Plan 2023
- Open Space Asset Management Plan 2023
- Buildings Asset Management Plan 2023
- Stormwater Asset Management Plan 2023

## 2 What Do We Have

The value of our assets is the product of the measured asset extent (lin. m, m<sup>2</sup>, m<sup>3</sup>, or no. of items) and the calculated unit rate. This unit rate is the cost per unit to replace the asset. It includes removal and disposal of the existing asset, and construction of the new replacement asset. It is determined from a combination of known project rates, industry standards and first principles, and is audited on a regular basis.

The length of time an asset is expected to provide an agreed level of service to the community is known as the useful life. The useful life is a theoretical averaged estimate across the asset class based on the best information available and past experience, and is monitored on a regular basis with condition audits to check that assets are performing as expected. Where asset performance deviates from expected useful life, a forecast renewal date can be revised appropriately and future renewal funding, particularly in the near future, can be set with a greater level of confidence.

Every asset depreciates over the length of its useful life, from its initial replacement value when first constructed to ultimately a zero value at the end of the useful life. Annual depreciation is the amount the asset is financially consumed each year, and the depreciated replacement cost is the remaining financial value of the asset at a given point in time.

Asset Category	Current Replacement Cost	Depreciated Replacement Cost	Annual Depreciation
Transport	\$387,544,384	\$243,535,321	\$5,247,113
Open Space	\$32,623,781	\$18,367,118	\$1,294,162
Buildings	\$94,231,120	\$54,270,834	\$1,497,709
Stormwater	\$104,119,605	\$59,637,817	\$1,193,152
<b>TOTAL</b>	<b>\$618,518,890</b>	<b>\$375,811,090</b>	<b>\$9,232,136</b>

\* *Depreciated Replacement Cost is the replacement cost multiplied by the percentage of the assets remaining useful life. (eg. the remaining value of the asset available for consumption)*

### 3 What Condition Are They In

The objective of a condition assessment is to provide sufficient information on asset condition to inform strategic asset planning and management decision-making and are important because site conditions and unforeseen events can occasionally lead to assets under or overperforming when compared to their expected useful life.

Condition audits are undertaken on a rolling basis for all infrastructure assets and are measured on a one to five scale where one represents a new asset and five represents an asset at the end of its life requiring renewal. These audits are legislated by the Local Government Act, guided by industry standards for assessments, and are specific to each asset type being reviewed.

Council has a service level target condition score for all asset classes of 3.0 or under.

Asset Category	Asset Class	Average Condition
Transport	Road Surface	2.54
	Road Pavement	1.35
	Kerb	3.40
	Footpath	2.51
	Open Space	Playgrounds & Softfall
<i>*only key classes shown</i>	Furniture	2.08
	Sporting Equipment	2.00
	Irrigation	2.46
	Reserve Lighting	1.83
	Retaining Walls	2.38

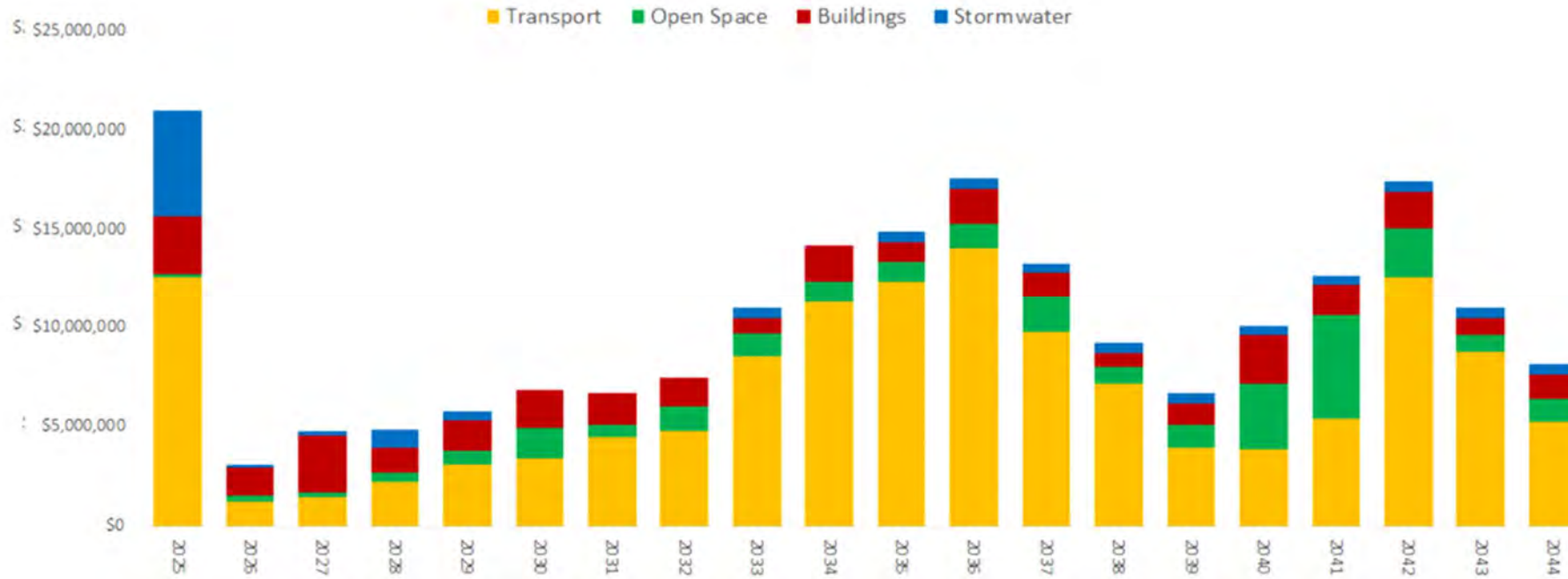
Asset Category	Asset Class	Average Condition
Buildings	Civic Community	2.76
	Lease Community	2.72
	Lease Commercial	2.58
	Swimming Pool	3.02
Stormwater	Pipes	2.85
	Pits	2.80

## 4 What Will They Cost

The condition and value of our infrastructure assets inform the long-term forecasting for their renewal, and the required financial outlay necessary to ensure they continue to meet the service level expected by the community. While asset condition is the primary driver for when an asset requires renewal, early replacement of assets may also be undertaken for upgrades or due to changes in function, standards, safety issues, changes in levels of service, funding opportunities or alignment with external projects, strategies and plans. Similarly, some assets may experience extended useful lives due to a higher level of maintenance over its' life.

The forecast infrastructure asset renewal by asset category over a twenty-year period can be seen on the following page, where the treatment cost is the product of the unit rate and quantity of asset requiring renewal in the forecast year. The total treatment cost is the sum of all renewals forecast over a twenty year period.





Total Treatment Cost  
**\$207.0M**

Average Annual Treatment Cost  
**\$10.4M**

## 5 What Do We Plan To Spend

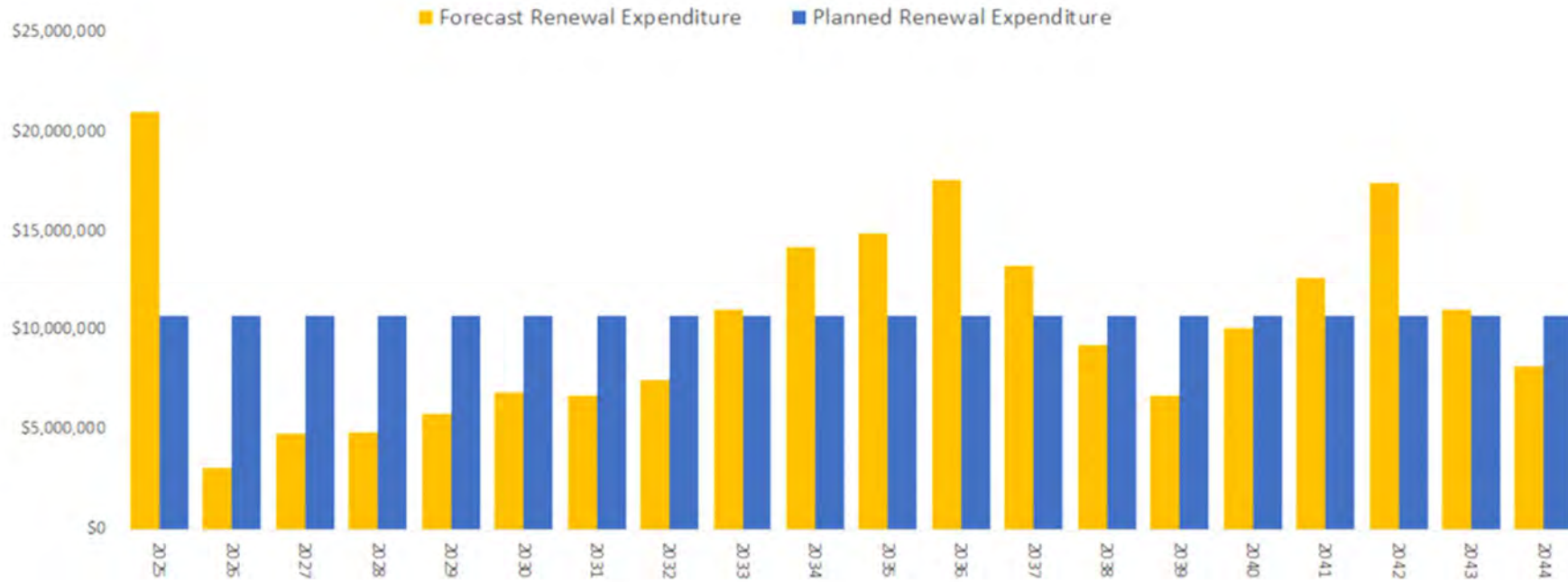
While there is initially a high cost in the first year to address assets in poor condition (predominantly in the kerb asset class), the forecast infrastructure spend shows relatively low expenditure required in the first ten years which is consistent with the condition of the infrastructure assets overall generally being in good condition, however there are a significant number of renewals forecast towards the end the twenty-year period as the average condition of the asset stock overall deteriorates.

It is recognised that matching these forecast condition-based renewal fluctuations from year to year is not generally possible from both a budget and resourcing perspective, and that distributing the renewal costs evenly over the twenty-year timeframe is preferable from a budget and resourcing perspective, as well as ensuring that the target condition score can be achieved.

The planned annual expenditure to achieve a smoothed consistent spend in the LTFP for the next twenty years is an average of \$10,696,000 per annum.

The initial planned spend is higher than the forecast renewal expenditure and will result in some assets being renewed before the end of their useful life. Managing this disparity while achieving a smoothed consistent annual spend will occur by taking a strategic planned and risk management approach to the renewal of assets through grouping asset renewals at a streetscape, reserve, or facility scale.

The planned annual renewal spend in comparison to the forecast renewal expenditure can be seen on the following page:



**Planned Annual Renewal Budget**  
**\$10.7M**

## 6 How Sustainable Are We

The asset sustainability ratio and asset renewal funding ratio are both important budget indicators for planned renewal expenditure as they demonstrate Council is adequately planning for and funding the replacement of infrastructure assets as they reach the end of their life.

The ratios indicate whether Council has the financial capacity to fund the forecast asset renewals while meeting the target service levels. Council's target is to achieve between 90 to 110% average.

The asset sustainability ratio over the twenty-year period is 116%

The asset funding renewal ratio over the twenty-year period is 103%

## COUNCIL ACTION REPORT

**REPORT TITLE:** COUNCIL ACTION RECORDS  
**ITEM NUMBER:** 4.4  
**DATE OF MEETING:** 11 DECEMBER 2023  
**AUTHOR:** LARA GREGORY, EXECUTIVE ASSISTANT  
TO THE CEO AND MAYOR  
**DIVISION:** OFFICE OF THE CEO  
**ATTACHMENTS:** 1. COUNCIL ACTION REPORT

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### 1. PURPOSE

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 2023					
Meeting Date	Item #	Subject and Council Resolution	Responsible Exec.	Status/Progress	Expected Completion Date
24/10/22	5.1.2	<p><b>NOTICE OF MOTION FROM COUNCILLOR K. ANASTASSIADIS RE: INVESTIGATE OPTIONS FOR HARD TO RECYCLE MATERIAL INCLUDING MEDICATION BLISTER PACKS</b></p> <p>1. Administration investigate options for recycling hard to recycle materials by:</p> <p>a. considering the results of the RecycleSmart scheme currently being trialled by the City of West Torrens and the merits of adopting this program;</p> <p>b. exploring options for recycling medication plastic foil blister packs and other significant hard to recycle items not covered by the RecycleSmart scheme; and</p> <p>c. that a report be presented to Council for its consideration following the conclusion of the current investigations being undertaken into the various initiatives as contained within Council's Waste Management and Resource Recovery Plan for 2022/23.</p> <p>2. A letter be sent to pharmaceutical and recovery industries including Green Industries SA, the Waste Management and Resource Recovery Association, and the Australian Packaging Covenant Organisation, advocating for changes to blister packaging to improve the ability to recycle these items and also provide alternative options to this type of packaging to reduce the amount of plastic entering landfill or requiring costlier recycling.</p> <p>3. Until Council considers the report regarding the RecycleSmart scheme and options for hard to recycle material not covered by the scheme, considers incorporating information for the community on recycling that is consolidated and easily accessible, about where all materials can be recycled, including hard to recycle items, as part of Council's current education programs and initiatives.</p>	GM City Development	The Administration will present a report for Council's consideration at its meeting to be held in April 2024. This report will be prepared following completion of the current priorities that have been set by Council in implementing the Waste Management and Resource Recovery Plan 2021 2025.	April 2024
				The Administration sent letters in December 2022, as resolved by Council. A letter has been received from GISA in response to Council's letter sent Dec 2022. A copy of the letter has been provided to Elected Members.	Completed
				The Administration has completed a review of the information contained on Council's website. Information regarding hard to recycle items has been updated on Council's website as part of this review.	Completed
23/01/23	4.1	<p><b>E-SCOOTER EXTENDED TRIAL EVALUATION</b></p> <p>2. The outcomes of the extended six-month trial (July to November 2022) as outlined in this report be noted.</p> <p>3. A further extension to the e-scooter trial for a further 12-month period (from 14 February 2023 to 14 February 2024) be approved, whilst the State Government review on e-scooters is being undertaken, and for the terms of conditions of the current permits to be retained.</p> <p>4. The CEO is authorised to write to the Department for Infrastructure and Transport, requesting approval to extend the e-scooter trial gazettal for the City of Unley up to (and including) 14 February 2024.</p> <p>5. The Administration continues to work with the e-scooter operators to address complaints and concerns raised during the further extended trial period from 14 February 2023 to 14 February 2024, and a report be presented to Council prior to 14 February 2024 to determine the next steps for e-scooter use within the City of Unley based on the State Government review outcomes.</p>	General Manager City Development	Completed	Completed
				Approval has been provided by the State Government for the extension of the trial by 12-months.	Completed
				Completed	Completed
				A letter was sent to the Minister 28 November 2023 seeking important information to enable to Administration to present a report to Council for its consideration to determine next steps for e-scooter use within the City of Unley.	January 2024
27/03/23	7.5	<p><b>MANAGEMENT OF GOODWOOD COMMUNITY CENTRE</b></p> <p>4. A review of the Goodwood Community Centre operations in terms of hours of service and programs offered be undertaken in 2023/24.</p>	General Manager City Services	The transition is complete and management of the Community Centre has been returned to Council.	Completed
				Review of Community Centre arrangements will occur once adequate time has passed to assess the existing operation and determine opportunities for Council's consideration.	April 2024

COUNCIL ACTION REPORTS - ACTIONS TO DECEMBER 2023					
Meeting Date	Item #	Subject and Council Resolution	Responsible Exec.	Status/Progress	Expected Completion Date
24/04/23	5.1.2	<p><b>NOTICE OF MOTION FROM COUNCILLOR G. HART RE: COMMUNITY CONSULTATION REGARDING PROPERTY ACCESS TO THE FORESTVILLE RESERVE</b></p> <p>1. In the event that the State Government decides to proceed with an infrastructure project (such as the Mike Turtur Bikeway Overpass) that impacts the Forestville Reserve, that:</p> <p>1.1 Community consultation be undertaken by Council regarding any proposed amendments to the Forestville Reserve Community Land Management, and the License Agreement which is to be granted to the Minister for Infrastructure and Transport.</p> <p>1.2 The Administration be authorised to negotiate the terms and conditions for the granting of the License Agreement (Forestville Reserve) and Permit (Railway Terrace and TBA), pursuant to Section 202 and Section 221 of the Local Government Act 1999, respectively.</p> <p>1.3 A further report be presented to Council outlining the results of the community consultation processes for the amendment to the Forestville Community Land Management Plan and issuing of the License Agreement.</p>	General Manager City Development	The State Government has not confirmed the way forward with this project and as such, no further action is required by the Administration at this time.	TBC
22/05/23	4.7	<p><b>RAILWAY TERRACE SOUTH COMMUNITY CONSULTATION OUTCOMES AND NEXT STEPS</b></p> <p>2. The Railway Terrace South Streetscape Improvements Concept Plan, as set out in Attachment 5 to this report (Item 4.7, Council Meeting, 22/05/2023) be endorsed as the final concept design and for the project to progress to detailed design and documentation.</p>	General Manager City Development	Endorsed by Council at its meeting in May 2023.	Completed
		<p>3. The Administration be authorised to establish a draft agreement with the Department for Infrastructure and Transport (DIT), to enable some of the on-ground works associated with the project to be delivered on State Government owned railway land.</p> <p>4. A further report be presented to Council for its consideration, outlining the terms and conditions of the draft agreement, which is to be established with DIT and to seek Council's endorsement of the document to formalise the arrangements.</p>		<p>The Agreement has been drafted and is currently with representatives of the Department of Infrastructure and Planning (DIT) for review.</p> <p>The Administration will present a report to Council for its consideration at its meeting to be held in March 2024. This is subject to DIT being able to endorse the agreement by this time.</p>	<p>February 2024</p> <p>March 2024</p>
25/09/23	4.1	<p><b>DRAFT UNLEY PARKING MANAGEMENT PLAN 2023-2033</b></p> <p>2. The Draft Unley Parking Management Plan 2023-2033, as set as in Attachment 1 to the report (Item 4.1, Council Meeting 25/09/2023) be endorsed for the purpose of community consultation.</p>	General Manager City Development	Noted	Completed
		<p>3. The Chief Executive Officer be authorised to make minor editorial and formatting changes as required to the Draft Unley Parking Management Plan 2023-2033, in order to finalise the document for the purposes of undertaking community consultation.</p> <p>4. Following the conclusion of community consultation, a further report be presented to Council for its consideration outlining a summary of the feedback to be received and a Final Plan.</p>		<p>Noted</p> <p>Community consultation commenced on 3 October 2023 and concluded on 3 November 2023. All feedback received is currently being considered by the Administration. A briefing is proposed to be held with Elected Members early in 2024. Following this a report will be presented to Council to endorse the final Plan.</p>	<p>Noted</p> <p>February 2024</p>
25/09/23	5.1.1	<p><b>NOTICE OF MOTION FROM COUNCILLOR R ROGERS RE: COMMUNITY CONSULTATION FOR AUSTRALIA DAY 2025</b></p> <p>1. Council commits to consulting with its community regarding Australia Day events in 2025 (26 January 2025).</p>	General Manager Business Support & Improvement	A Briefing will be scheduled January 2024 to seek input from Members to the Community Engagement Plan.	January 2024
		<p>2. Administration will undertake community consultation in regards to Australia Day events in 2025 and provide a report to Council advising the outcome of this consultation.</p>		Consultation will likely occur in March 2024 to inform the budget process.	March 2024

Document Set ID: 3075117



## **MOTION OF WHICH NOTICE HAS BEEN GIVEN**

<b>REPORT TITLE:</b>	NOTICE OF MOTION FROM COUNCILLOR J RUSSO RE: PROPOSED CHANGE TO SPEED LIMIT TO 50KM ON UNLEY ROAD
<b>ITEM NUMBER:</b>	5.1.1
<b>DATE OF MEETING:</b>	11 DECEMBER 2023
<b>ATTACHMENTS:</b>	NIL

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Councillor J Russo has given notice of intention to move the following motion at the Council meeting to be held on 11 December 2023 .

### **MOTION**

That:

1. Council write to the CEO, Department of Infrastructure and Transport requesting the speed limit on Unley Road between Greenhill Road and Park Street/Wattle Street intersection be reduced from 60km/hr to 50km/hr.
  2. The Department liaise with Council regarding its proposed stakeholder and community consultation process in response to this request to ensure alignment of expectations.
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### **Background**

Over the past decade or more, the City of Unley has been contemplating the need to address the increasing traffic movement along Unley Road. For many people, Unley Road is an arterial road used to travel into or out of the CBD. For the City of Unley, this road is much more, and it is constantly changing and growing.

The Unley Central (Civic) Precinct already has a busy intersection with multiple traffic lights to accommodate vehicles, pedestrians and cyclists. This area will see further development with the planned Unley Central development adding to the growth of the area.

The recent mixed-use development between Opey and Hart Streets has also seen more residential, and businesses establish on the road. A further residential development has been approved by the State Government for the corner of Unley Road and Charles Lane.

Unley Road has minimal vacancies and businesses are thriving, but the Road needs some attention as it becomes busier with more urban infill. The City of Unley has budgeted for necessary upgrades to stormwater and kerbing infrastructure. There have been past visions including plans for improving the road and traffic treatments including changes to traffic signals, construction of right-hand turn lanes and a raised central median strip.

Goodwood Road has had a 50km/hr speed zone in place for many years that covers the school, shopping, and business precinct. Prospect Road has reduced their business and shopping precinct to 40km/hr. These main roads not only slow the traffic movement thereby creating a safer environment for all road and footpath users but also enables those passing through to consider stopping to shop, dine or do business.

The positive aspects of reducing Unley Road to 50km/hr include:

- No loss of car parking
- More opportunities for outside dining
- An improved shaded main street
- In principle support by the Unley Road Association
- Unley Road becoming a destination, not just a thoroughfare.

It's time for the City of Unley to engage with the Department of Infrastructure and Transport to consider reducing the speed limit on Unley Road. This is an opportunity to make a change now enabling drivers to get climatized with upcoming road changes that will occur due to the multiple new developments on Unley Road.

### **Administration Comments**

A lower vehicle speed limit from 60km/hr to 50km/hr along the section of Unley Road described in the Motion would be a significant benefit.

Such a proposal is considered to be consistent with the Guiding Principle No. 7 'Calm traffic' of the Unley Central Precinct Plan which was endorsed by Council in 2014/15. A lower speed limit along this section of Unley Road would improve the quality of the pedestrian experience and allow for greater and safer east-west connection. Whilst the Precinct Plan nominated 50kph along Unley Road, with 40kph in the District Centre Zone (i.e. Culvert Street to the Park Street / Wattle Street intersection), a 50kph speed limit is considered appropriate at this time. The Precinct Plan also highlighted opportunities for change to the Unley Road streetscape to support a slower-speed environment and this will be pursued by the Administration with the Department as part of the considerations. The Precinct Plan objectives and recommendations are reinforced in the Unley Road Public Realm Design Guidelines which was endorsed by Council in 2022.

## QUESTIONS OF WHICH NOTICE HAS BEEN GIVEN

<b>REPORT TITLE:</b>	QUESTION ON NOTICE FROM COUNCILLOR G HART RE: UNLEY SWIMMING POOL HEATING
<b>ITEM NUMBER:</b>	5.3.1
<b>DATE OF MEETING:</b>	11 DECEMBER 2023
<b>ATTACHMENTS:</b>	NIL

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The following Questions on Notice have been received from Councillor G Hart and the answers are provided:

### **QUESTIONS**

- 1. What was the cost to heat the pool with gas last financial year?**
- 2. What is the estimated heating loads if the pool were to be open all year round?**
- 3. Is the current heating system capable of adequate heating in winter?**
- 4. What is the expected emissions impact on additional opening hours and how will this affect the Climate and Energy Plan for Council operations?**
- 5. What are the strategies for emission abatement or energy reduction and how will this affect service life of existing gas infrastructure and replacement timeframes?**

### **ANSWERS**

- 1. What was the cost to heat the pool with gas last financial year?**

The main pool is heated using two gas heat pumps. For the 2022/23 financial year, the total cost of gas to heat the Unley Swimming Centre was \$82.5K, noting this included fully reheating the pool after a 5-day closure due to power failure following storms in November 2022.

- 2. What is the estimated heating loads if the pool were to be open all year round?**

Gas usage for 2022/23 was 3,215,692 MJ. If the pool was open for an additional 3 months over winter at reduced opening hours, it is estimated that gas use would increase by a minimum of 1,328,783 MJ per annum, although it is expected that this figure may be higher as the pumps need to work harder over cooler months to maintain pool temperature.

3. **Is the current heating system capable of adequate heating in winter?**

The gas fired pool heating plant at the Unley Swimming Centre is approximately 9 years old and by current standards operates effectively and efficiently for the current 36-week season.

However, the Centre has never operated during winter so the impact of increased workload on existing plant and equipment is untested. Discussions with our current heater technician flagged the potential for maintenance/repair during the winter months.

4. **What is the expected emissions impact on additional opening hours and how will this affect the Climate and Energy Plan for Council operations?**

If the Unley Swimming Centre was to open year-round, at least an additional 1,328,783 MJ of gas would be used per annum, and Council's emissions would increase by an estimated 68.48 tonnes.

Additional opening hours will see a short-term increase in carbon emissions resulting from the use of gas but should not impact Council's ability to meet targets of the Climate and Energy Plan in the longer term.

5. **What are the strategies for emission abatement or energy reduction and how will this affect service life of existing gas infrastructure and replacement timeframes?**

Thermal covers are placed over the pools when the swimming centre is closed to the public, in order to keep heating costs and emissions low, maintain the pool at optimal temperature and avoid losing heat.

The gas fired pool heating plant at the Unley Swimming Centre is approximately 9 years old and by current standards operates effectively and efficiently. For this reason, the Climate & Energy Plan's Technical Report (2021) recommended to complete the electrification once the existing gas fired plant reaches the end of its operational life (from 2026/27 onwards). Administration are currently scoping replacement costs and additional work that would need to be undertaken to transition to electric heat pumps e.g., switchboard upgrades, pump replacements, building works.

Based on the carbon intensity of the electricity grid in 2025, transitioning to an electric heater will save 88 tonnes of CO<sub>2</sub>e per annum (based on current consumption patterns – mid-September to mid-May season). The Administration is also investigating opportunities to increase solar capacity at the site.

## QUESTIONS OF WHICH NOTICE HAS BEEN GIVEN

<b>REPORT TITLE:</b>	QUESTION ON NOTICE FROM COUNCILLOR J GAFFEY RE: NAMING OF THE UNLEY OVAL COMMUNITY HUB
<b>ITEM NUMBER:</b>	5.3.2
<b>DATE OF MEETING:</b>	11 DECEMBER 2023
<b>ATTACHMENTS:</b>	NIL

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The following Questions on Notice have been received from Councillor J Gaffey and the answers are provided:

### **QUESTIONS**

1. What correspondence from the Kurna group has been forthcoming for the Unley Oval Community Hub?
2. What correspondence from the Sturt Football Club has been forthcoming for the Unley Oval Community Hub?
3. When does Administration expect to have a singular name for this facility as per the motion passed 12 months ago.

### **ANSWERS**

1. **What correspondence from the Kurna group has been forthcoming for the Unley Oval Community Hub?**

Council Administration approached Kurna Yerta Aboriginal Corporation (KYAC) through Native Title SA via email for advice on naming protocols and were invited to engage with the KYAC Board.

During the meeting, the KYAC Board requested that Administration return to them to seek input on specific naming projects next calendar year.

2. **What correspondence from the Sturt Football Club has been forthcoming for the Unley Oval Community Hub?**

Sturt Football Club confirmed via an email from their Chief Executive Officer that they will refer to the room as the Thomas Room, with respect to the previous founder of the sporting club Arthur Thomas, and that the now-named Oatey Stand replaced the previously named Thomas Stand. Sturt Football Club understands that this name is only for use for their own activities and that Council is exploring alternative names for the facility.

3. **When does Administration expect to have a singular name for this facility as per the motion passed 12 months ago.**

Administration will approach the KYAC Board to seek input on a singular Kaurna name or co-name for the Unley Oval Community Hub next calendar year, as one of a range of potential naming opportunities. A further report will be presented to Council for consideration on completion of this process.

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## MAYOR'S REPORT

**REPORT TITLE:** MAYOR'S REPORT FOR MONTH OF DECEMBER 2023  
**ITEM NUMBER:** 6.1.1  
**DATE OF MEETING:** 11 DECEMBER 2023  
**ATTACHMENTS:** NIL

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### 1. RECOMMENDATION

That:

1. The report be received.
- 

### Functions attended (22/11/23 to 05/12/23)

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
22/11/23	Business Networking Event Planning Meeting	Mayor
22/11/23	Business Networking Event – Unley Oval Community Hub	Speaker
23/11/23	Centennial Park Cemetery Authority Owners' Executive Committee Meeting	Mayor
23/11/23	Quiet Flowers Blazing Dragons; Jessamine Buxton Retrospective – Unley Museum	Attendee
24/11/23	Adelaide 500 SA Suite	Mayor
27/11/23	Council Meeting	Mayor
28/11/23	Australia Day Awards Panel Meeting	Host
30/11/23-07/12/23	COP28 UAE United Nations Climate Change Conference - Dubai	Mayor

### Mayor's Report

I have signed a letter from ICLIE Oceania and the Global Covenant of Mayors Position to become the "Local Government COP 28 Position on strengthened partnership across all tiers of Government".

A copy of this letter is found in Correspondence for December 2023.





## DEPUTY MAYOR'S REPORT

**REPORT TITLE:** DEPUTY MAYOR'S REPORT FOR MONTH OF DECEMBER 2023  
**ITEM NUMBER:** 6.2.1  
**DATE OF MEETING:** 11 DECEMBER 2023  
**ATTACHMENTS:** NIL

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### 1. **RECOMMENDATION**

That:

1. The report be received.
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### **Functions attended (22/11/23 to 05/12/23)**

<b>Date</b>	<b>Function/Event Description</b>
22/11/2023	Business & Economic Development Committee networking event
23/11/2023	Museum exhibition launch: Jessamine Buxton Quiet Flowers and Blazing Dragons
27/11/2023	Council Meeting
28/11/2023	Aboriginal Cultural Awareness Training
28/11/2023	Meeting with Mann St residents re Parking Strategy
30/11/2023	Meet the Mayor
30/11/2023	Presentation by Tim Jarvis AM, South Australian of the Year
2/12/2023	Summer Garden Festival, La Guinguette de l'Alliance Française
2/12/2023	Mayor's Annual Dinner, City of Prospect
4/12/2023	Council Briefing: Events Framework & Museum Upgrade
5/12/2023	Unley Community Centre Ride

## REPORTS OF MEMBERS

**REPORT TITLE:** REPORTS OF MEMBERS FOR DECEMBER 2023  
**ITEM NUMBER:** 6.3.1  
**DATE OF MEETING:** 11 DECEMBER 2023  
**ATTACHMENTS:** 1. COUNCILLOR D PALMER

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Council to note attached reports from Members:

1. Councillor D Palmer
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**MEMBER REPORT**

**REPORT TITLE:** REPORT FROM COUNCILLOR D PALMER  
**DATE OF MEETING:** 11 DECEMBER 2023

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**1. RECOMMENDATION**

That:

1. The report be received.
- 

**Functions attended (22/11/23 to 05/12/23)**

<b>Date</b>	<b>Function/Event Description</b>
22 Nov	Meeting with Brett Partington & Cr Rabbitt re homelessness concerns
	BEDAC Networking Event
23 Nov	Cyber Security Forum by Laura Henderson MLC
	Museum Exhibition opening of Quiet Flowers Blazing Dragons;
24 Nov	Buddies Breakfast
27 Nov	Full Council Meeting
29 Nov	Meeting with Jason Scroop (Goodwood Cricket Club) re issues at Goodwood Oval
	BEDAC meeting
30 Nov	Castellorizian Business Lunch
	Tim Jarvis Leadership Workshop
1 Dec	Buddies Breakfast
2 Dec	Clarence Park Community Centre 40 year celebration open day
3 Dec	Picnic in the Park @ Princess Park Playground

## **CORRESPONDENCE**

<b>REPORT TITLE:</b>	CORRESPONDENCE
<b>ITEM NUMBER:</b>	6.4.1
<b>DATE OF MEETING:</b>	11 DECEMBER 2023
<b>ATTACHMENTS:</b>	<ol style="list-style-type: none"><li>1. MAYOR HEWITSON RE COP28</li><li>2. MAYOR HEWITSON RE PERSONAL MOBILITY DEVICE USE IN SOUTH AUSTRALIA</li></ol>

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The correspondence from:

- Mayor Hewitson, City of Unley - Letter to The Hon Chris Bowen MP, Australian Minister for Climate Change, Energy, the Environment and Water Re: Local Government COP28 Position on Strengthened Partnership Across All Tiers of Government
- Mayor Hewitson, City of Unley – Letter to The Hon Joe Szakacs MP, Minister for Police, Emergency Services & Correctional Services Re: Personal Mobility Device Use in South Australia Consultation Outcomes and Recommendations

be noted.

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# OPEN LETTER TO THE MINISTER FROM MAYORS ACROSS AUSTRALIA

December 2023

To: The Hon Chris Bowen, MP  
Australian Minister for Climate Change, Energy, the Environment and Water

Dear Minister Bowen

## Local Government COP 28 Position on strengthened partnership across all tiers of Government

As we approach the opening of the Conference of the Parties, we are writing to offer some ideas and feedback on raising climate ambition by working together.

Australia's updated Nationally Determined Contributions (NDC's) commit to a greenhouse gas emissions reduction target of 43% below 2005 levels by 2030.<sup>1</sup> As leaders in local government, we are in full support of the Federal Government's resolve to tackle the climate crisis and achieve the goals of the Paris Agreement to keep 1.5°C within reach. The role of local councils as a key implementation partner to deliver on climate action must **however** be strengthened.

In the spirit of engagements this year<sup>2</sup>, we continue to offer the opportunity to the Federal Government to partner with local councils to help drive faster progress on climate targets whilst building resilience at a community level across the nation.

### Local Councils are key to strengthening climate ambition

Not only are Australian cities and local governments already on the frontline of the impacts of dangerous climate change, including droughts, bush fires and flooding, but they are also bearing the cost of adapting to these impacts. Cities across the country are equally up to the challenge in responding to unprecedented levels of urbanisation and compounding biodiversity loss.

Local governments around the nation further have a proven track record of helping their households and businesses reduce their energy costs and slash community scale emissions in a reliable, just and equitable manner.<sup>3</sup>

<sup>1</sup> Australian Government (2022). *Australia's Nationally Determined Contribution Communication 2022*.  
<https://unfccc.int/sites/default/files/NDC/2022-06/Australias%20NDC%20June%202022%20Update%20%283%29.pdf>

<sup>2</sup> ALGA (2023). *Funding for Local Councils will help reduce Australia's emissions*. <https://alga.com.au/funding-for-councils-will-help-reduce-australias-emissions/> ;

ICLEI (2023). *Australian Mayors urge greater support for Local Government climate action*  
<https://www.icleioceania.org/icleioceanianews/2023/6/16/australian-mayors-urge-greater-support-for-local-government-climate-action>

<sup>3</sup> Climate Council (2019) *State of Play Renewable Energy: Leaders and Losers* [https://www.climatecouncil.org.au/wp-content/uploads/2019/12/CC\\_State-Renewable-Energy-Nov-2019\\_V5.pdf](https://www.climatecouncil.org.au/wp-content/uploads/2019/12/CC_State-Renewable-Energy-Nov-2019_V5.pdf)



### Funding Shortfalls

Whereas these efforts continue, Councils are critically under-resourced and large funding gaps exist to implement the desired scale and intensity of climate action. A dependence on grant processes and the breadth of services councils are required to deliver, in conjunction with low accountability to implement climate policy, leads to climate initiatives not being prioritised.<sup>4</sup> This must be addressed as, increasingly, councils must help their communities mitigate and adapt to climate change.

In outlining the above, we acknowledge that Australian local councils are not unique to these challenges. This is well canvassed in the [Local Governments and Municipal Authorities \(LGMA\) Constituency towards COP 28](#) position document, which we support.

### NDCs that reflect local policy responses and urban challenges

With appropriate resources and agreement to implement well-defined and informed resilience and emissions mitigation actions, local government is the partner who can help with:

- policy reform to facilitate decentralized distributed renewable energy generation and storage technologies.
- commercial building retrofits and increased capability in the construction sector to deliver them, driven with an incentive fund.
- national methane emission reductions with expanded waste processing options for organic waste and recyclables and driving circular economy opportunities.
- national transport emission reductions through assistance to deliver EV charging infrastructure at community facilities, public and active transport infrastructure and help overcome barriers that prevent uptake of these solutions.
- helping to deliver community resilience if increased investment funding follows a climate risk framework and transition plan to build more resilient housings and reduce the un-insurability of properties.
- assisting the implementation of green building standards for new buildings and fuel efficiency standards to reach zero emissions for vehicles.
- Reducing biodiversity loss, protecting and restoring habitat and strengthening local ecosystems.

A huge amount of this work is already taking place at the local government / city level. These are examples that will elevate the role of cities and states in target setting, emissions reductions, and resilience building, which Australian Government can support to back the COP28's agenda.

The way that the Australian Government can advance this work is by:-

- **Endorsing the [Coalition for High Ambition Multilevel Partnerships for Climate Action \(CHAMP\)](#) pledge.**

<sup>4</sup> Cities Power Partnership (2023). *Many Hands Make Light Work*. [https://citiespowerpartnership.org.au/wp-content/uploads/2023/07/Many-Hands-Make-Light-Work\\_Screen-Singles.pdf](https://citiespowerpartnership.org.au/wp-content/uploads/2023/07/Many-Hands-Make-Light-Work_Screen-Singles.pdf)



- **Participating in the Urban Ministerial taking place on December 6th in Dubai and setting out how federal government is working with local leaders beyond COP and in advance of COP30 to enhance delivery of climate objectives at all levels of government.**

We believe that these are necessary steps to inclusively and successfully implement the NDCs, so that Australia reclaims its role as a leader on transformative climate action.

Signed by:

Cr. Anna Reynolds, Lord Mayor: City of Hobart  
Cr. Nuatali Nelmes, Lord Mayor: City of Newcastle  
Mayor Michael Hewitson AM City of Unley.





MAYOR'S OFFICE

Michael Hewitson AM



28 November 2023

Hon Joe Szakacs MP  
Minister for Police, Emergency Services & Correctional Services  
Via email [MinisterSzakacs@sa.gov.au](mailto:MinisterSzakacs@sa.gov.au)  
cc: [DIT.RoadSafety@sa.gov.au](mailto:DIT.RoadSafety@sa.gov.au)

Dear Minister

**PERSONAL MOBILITY DEVICE USE IN SOUTH AUSTRALIA  
CONSULTATION OUTCOMES AND RECOMMENDATIONS**

The City of Unley (CoU) is urgently seeking an update on the State Government's direction regarding the use of private e-scooters and other personal mobility devices across the state's road network, following the state-wide consultation, undertaken in early 2023.

We understand that the consultation was seeking feedback on whether personal mobility devices (PMDs) should be allowed, and if allowed:

- what kinds of devices should be permitted;
- where should they be used;
- how big should they be;
- how fast should they be allowed to travel;
- what rules should apply to riders; and
- whether they should be registered and/or insured.

We also understand that the consultation outcomes would inform State Government in establishing a future framework for PMDs, including for private purposes and on public roads and paths to ensure the safety of all street users.

The CoU has supported a shared e-scooter trial scheme since 14 February 2022, as it was viewed that e-scooters can:

- provide a sustainable, alternative, and competitive mode of transport to replace short vehicle trips across the CoU and to and from the City of Adelaide;
- offer residents and workers the opportunity to travel more easily east-west across CoU to/from key entertainment, business, and community precincts;
- provide improved first mile/last mile connections to/from key public transport nodes and destinations;
- provide greater transport choices to special events (such as the Royal Adelaide Show or Fringe Festival);
- provide data to better understand movement patterns within and around the City of Unley; and
- support DIT in evaluation of e-scooter transport in an inner-rim suburban environment.

**CITY of VILLAGES**

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Council initially supported a six-month shared e-scooter trial, with the option to extend for a further six-months (12 months in total). Shared e-scooters were identified to be successful in terms of providing an alternative mode of travel within the CoU, with good e-scooter use and low levels of incidents reported.

Council supported the trial to continue for the full 12-month period, noting a number of 'unresolved' concerns were raised by Elected Members, mainly in response to community concerns raised regarding the use of e-scooters within the CoU area.

Accordingly, I sent a letter to the Hon Tom Koutsantonis MP, Minister for Infrastructure and Transport dated 19 August 2022 (refer to the enclosed letter) raising several Elected Member concerns including:

1. Future of E-scooter Use in South Australia.
2. Road Rules.
3. Insurance and Liability.

The Minister's response to the Mayor's letter, dated 28 October 2022, indicated that they were unable to respond to the Elected Member concerns/queries, until the state-wide consultation on e-scooters and other PMDs was undertaken.

Council, at its Meeting held on 23 January 2023 supported a further 12-month extension to the shared e-scooter trial, up to 14 February 2024, noting that the State Government review was still to be undertaken.

We are quickly approaching the end of the further 12-month extension to the shared e-scooter permit with Neuron and Beam, and accordingly Council at its Meeting to be held on 29 January 2024, will need to consider whether the shared e-scooter scheme will continue within the CoU area.

Without a commitment from State Government to improve safety and access of e-scooters for all street users, and accordingly refine current trial e-scooter legislation to help actively address current issues, there is little that we can do (at this time) to address key community concerns.

It is now six months since the consultation was undertaken. We urgently request that the State Government provide advice on the state-wide consultation outcomes, next steps, and timeframes to help Elected Members make an informed decision on 29 January 2023 regarding shared e-scooters in the CoU. At a minimum, we kindly request that State Government provide an informed response to the queries within the enclosed letter by 22 December 2023.

Yours sincerely



**Michael Hewitson AM**  
Mayor

*CITY of VILLAGES*

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MAYOR'S OFFICE

Michael Hewitson AM



19 August 2022

Hon. Tom Koutsantonis MP  
Minister for Infrastructure and Transport  
Via email: [ministerkoutsantonis@sa.gov.au](mailto:ministerkoutsantonis@sa.gov.au)

Dear Minister *Tom.*

**City of Unley E-Scooter Trial Gazettal Extension**

I write to seek your approval to extend the City of Unley e-scooter trial gazettal.

By way of background information, I advise that Council endorsed an initial e-scooter trial within the City of Unley from 14 February 2022 to 14 August 2022.

The purpose of this initial trial was for Council to consider the results and determine the way forward. At its meeting held on 25 July 2022, Council considered a report from its Administration outlining the results of the initial trial.

Following consideration of the matter, Council resolved the following:

1. *The report be received.*
2. *The outcomes of the first six-months of the e-scooter trial as outlined in this report be noted.*
3. *The continuation of the e-scooter trial for a further six-month period, from 14 August 2022 to 14 February 2023 be approved, and for the terms of conditions of the permits to be retained.*
4. *The Mayor is authorised to write to the Minister for Infrastructure and Transport, requesting approval to extend the gazettal for the City of Unley e-scooter trial up to 14 February 2023 and to seek clarification regarding the following matters:*
  - a. *The future of e-scooters in South Australia, noting that the first e-scooter trial commenced in the City of Adelaide in February 2019.*
  - b. *Proposed changes/improvements to the current e-scooter trial road rules to improve the safety of pedestrians, including the use of e-scooters in bicycle lanes.*
5. *Administration continues to work with the e-scooter operators to address complaints and concerns raised during the extended trial period from 14 August 2022 to 14 February 2023 and that a further report be presented to Council prior to 14 February 2023 to determine the next steps for e-scooter usage within the City of Unley.*

*Resolution No. C0826/22*

In short, Council has resolved to extend its trial for a further period of six (6) months.

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Our current gazettal notice, approving e-scooter use within the City of Unley, expires on 31 October 2022. In this respect, Council is seeking an extension of this gazettal approval up to and including 14 February 2023.

Although Council supported an extension of the trial for a period of six (6) months, a number of concerns were raised by Elected Members, in response to concerns raised by our community regarding the use of e-scooters within our City. The concerns were predominantly related to pedestrian safety and confusion regarding insurance liability (i.e. who is responsible for what in the event of an incident occurring involving injury to pedestrians), particularly in light of recent media attention.

In writing to you as the relevant Minister, I take the opportunity to raise the following matters of concern on behalf of Council:

### **1. Future of E-Scooter Use in South Australia**

The initial trial of e-scooter use in South Australia was undertaken by the City of Adelaide in early 2019. Since then, not only has the City of Adelaide continued with further trials but there have also been trials undertaken by the Cities of Unley and Norwood Payneham & St Peters.

All trials have been approved on the basis that the Department for Infrastructure and Transport (DIT) will undertake an evaluation.

In this respect, Council is keen to understand:

- What does the evaluation process entail?
- What are the key issues that DIT will be looking into?
- What does success or otherwise mean for the trials?
- When will DIT conclude its evaluation?
- Will the results of the evaluation be provided to councils?

### **2. Road Rules**

Given the use of e-scooters is only approved on a trial basis there are many uncertainties and areas which need to be clarified.

In this respect, Council is keen to understand:

- Are changes or improvements to the current e-scooter trial Road Rules considered necessary by DIT to address safety of pedestrians?
- If so, what are those proposed changes or improvements?
- How will those proposed changes or improvements be implemented?
- Will Council be given an opportunity to provide input into this matter?
- Does DIT envisage private e-scooter use becoming legal?

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### 3. Insurance and Liability

There has been interest from the media recently regarding the safety of pedestrians and the use of e-scooters. More specifically, there have been many questions raised regarding incidents whereby pedestrians have been injured by e-scooter riders undertaking illegal activity and where liabilities lie. In particular, who is responsible for meeting medical costs incurred by injured pedestrians.

In this respect, Council is keen to understand:

- Who is ultimately responsible regarding incidents which occur as a result of the use of e-scooters in the event a pedestrian is injured?
- In the event the rider of an e-scooter injures a pedestrian whilst behaving illegally (e.g. under the influence of alcohol), who is responsible given that the e-scooter operator's insurance is unlikely to provide cover?
- In the event that riders' illegal activities negate the need for the e-scooter operator's insurance companies from providing cover, what plans do the State Government have to ensure that pedestrians who are injured are financially protected?

Council acknowledges that e-scooters can provide an alternative, sustainable and competitive mode of transport to replace short vehicle trips across the City of Unley and to and from the Adelaide CBD. However, Council wishes to ensure that this is undertaken in the safest manner possible for all.

I look forward to your response at your earliest convenience.

Should you have any queries regarding this matter, please contact me via email [POBox1@unley.sa.gov.au](mailto:POBox1@unley.sa.gov.au)

Yours sincerely

A handwritten signature in blue ink that reads "Michael H".

**Michael Hewitson AM**  
Mayor

## DECISION REPORT

**REPORT TITLE:** CONFIDENTIALITY MOTION -  
RECOMMENDATION TO APPOINT  
COUNCIL'S EXTERNAL AUDITOR

**ITEM NUMBER:** 7.1

**DATE OF MEETING:** 11 DECEMBER 2023

**AUTHOR:** ALEX BROWN, MANAGER FINANCE AND  
PROCUREMENT

**DIVISION:** BUSINESS SUPPORT AND IMPROVEMENT

### 1. **RECOMMENDATION**

That:

1. Pursuant to section 90(2) and (3)(d)(i)(ii)(k) of the *Local Government Act 1999*, the Council orders that the public be excluded from attendance at the part of the meeting relating to Agenda item 7.2 , except for the following persons:

- Peter Tsokas, CEO
- Megan Berghuis, General Manager City Services
- Claude Malak, General Manager City Development
- Nicola Tinning, General Manager Business Support & Improvement
- Mark Labaz, Manager Governance
- Lara Gregory, Executive Assistant to CEO & Mayor
- Alex Brown, Manager Finance and Procurement

To enable the Council to consider Item 7.2 in confidence on the basis that Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to Item 7.2.

- commercial information of a confidential nature (not being a trade secret) the disclosure of which 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.
- commercial information the disclosure of which would, on balance, be contrary to the public interest.
- tenders for the supply of goods, the provision of services or the carrying out of works.

**ITEM 7.2**

**Confidential – removed from the public agenda – pages 271-287**

## DECISION REPORT

**REPORT TITLE:** CONFIDENTIALITY MOTION TO REMAIN IN  
CONFIDENCE - RECOMMENDATION TO  
APPOINT COUNCIL'S EXTERNAL AUDITOR

**ITEM NUMBER:** 7.3

**DATE OF MEETING:** 11 DECEMBER 2023

**AUTHOR:** ALEX BROWN, MANAGER FINANCE AND  
PROCUREMENT

**DIVISION:** BUSINESS SUPPORT AND IMPROVEMENT

### 1. **RECOMMENDATION**

That:

1. Pursuant to section 91(7) of the *Local Government Act 1999* the Council orders that the following document(s) relating to Agenda Item 7.2 Recommendation to Appoint Council's External Auditor, shall be kept confidential, being document(s) relating to a matter dealt with by the Council on a confidential basis under sections 90(2) and 90(3)(d)(i)(ii)(k) .

- Report
- Attachment

2. This order shall:
  - remain confidential until the conclusion of any contract awarded and not available for public inspection until the cessation of that period.
  - and be reviewed every 12 months (if the confidentiality period is longer than 12 months in duration)
3. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates to the Chief Executive the power to revoke this order in whole or in part.



## DECISION REPORT

**REPORT TITLE:** CONFIDENTIALITY MOTION - CORPORATE SYSTEMS REPLACEMENT

**ITEM NUMBER:** 7.4

**DATE OF MEETING:** 11 DECEMBER 2023

**AUTHOR:** NICOLA TINNING, GENERAL MANAGER, BUSINESS SUPPORT & IMPROVEMENT

**DIVISION:** BUSINESS SUPPORT AND IMPROVEMENT

### 1. **RECOMMENDATION**

That:

1. Pursuant to section 90(2) and (3)(b)(i) and (b)(ii) of the *Local Government Act 1999*, the Council orders that the public be excluded from attendance at the part of the meeting relating to Agenda item 7.5 , except for the following persons:

- Peter Tsokas, CEO
- Megan Berghuis, General Manager City Services
- Claude Malak, General Manager City Development
- Nicola Tinning, General Manager Business Support & Improvement
- Mark Labaz, Manager Governance
- Lara Gregory, Executive Assistant to CEO & Mayor
- James Roberts, Manager Business System and Solutions

To enable the Council to consider Item 7.5 in confidence on the basis that Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to Item 7.5.

- 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
- information the disclosure of which would, on balance, be contrary to the public interest

**ITEM 7.5**

**Confidential – removed from the confidential agenda – pages & \$!& +**

## DECISION REPORT

**REPORT TITLE:** CONFIDENTIALITY MOTION TO REMAIN IN  
CONFIDENCE - CORPORATE SYSTEMS  
REPLACEMENT

**ITEM NUMBER:** 7.6

**DATE OF MEETING:** 11 DECEMBER 2023

**AUTHOR:** NICOLA TINNING, GENERAL MANAGER,  
BUSINESS SUPPORT & IMPROVEMENT

**DIVISION:** BUSINESS SUPPORT AND IMPROVEMENT

### 1. **RECOMMENDATION**

That:

1. Pursuant to section 91(7) of the *Local Government Act 1999* the Council orders that the following document(s) relating to Agenda Item 7.5 Corporate Systems Replacement, shall be kept confidential, being document(s) relating to a matter dealt with by the Council on a confidential basis under sections 90(2) and 90(3) (b)(i) and (b)(ii) .

- Minutes
- Report
- Attachment

2. This order shall:
  - remain confidential until the conclusion of any contract awarded and not available for public inspection until the cessation of that period.
  - and be reviewed every 12 months (if the confidentiality period is longer than 12 months in duration)

and be reviewed every 12 months (if the confidentiality period is longer than 12 months in duration)

3. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates to the Chief Executive Officer the power to revoke this order in whole or in part.