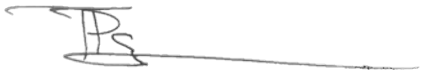
COUNCIL AGENDA

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 22 April 2024 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 tampinthi, ngadlu Kaurna yartangka inparrinthi. Ngadlurlu parnuku tuwila yartangka tampinthi.

*Ngadlurlu Kaurna Miyurna yaitya yarta-mathanya Wama Tarntanyaku tampinthi. 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 Kaurna people and that we respect their spiritual relationship with their country.

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

*Kaurna Translation provided by Kaurna 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

ITEM **PAGE NO**

1. ADMINISTRATIVE MATTERS

1.1 APOLOGIES

Nil

1.2 LEAVE OF ABSENCE

Nil

1.3 CONFLICT OF INTEREST

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

1.4 MINUTES

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Nil

2. PETITIONS/DEPUTATIONS

Nil

3. REPORTS OF COMMITTEES

Nil

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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

Nil

5.4 QUESTIONS WITHOUT NOTICE

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

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Community Land Management Plans – for consultation
Community Renewables Energy Program
Community Grants - Round 2 - March 2024
2023-24 Quarter 3 Financial Performance Report
2023-24 Quarter 3 Budget Review
Community Consultation - Australia Day 2025
Business Precinct Improvement Plan
Third Quarter 2023-24 Corporate Performance Report
Confidential Item - Outcome of Electric Vehicle Charging Station Tender Evaluation

NEXT MEETING

Monday 27 May 2024 - 7.00pm

Council Chambers, 181 Unley Road Unley

DECISION REPORT

REPORT TITLE:	SHAPING UNLEY - TREE CANOPY COVER ON PRIVATE LAND
ITEM NUMBER:	4.1
DATE OF MEETING:	22 APRIL 2024
AUTHOR:	VICKY ANTONIOU, DIGITAL PROJECT CONSULTANT
DIVISION:	BUSINESS SUPPORT AND IMPROVEMENT
ATTACHMENTS:	1. SHAPING UNLEY - TREE CANOPY PROJECT RECOMMENDATIONS

1. PURPOSE

This report presents to Council the recommendations of the recent Shaping Unley Community Panel (Tree Canopy on Private Land) for consideration and endorsement.

2. RECOMMENDATION

That:

1. The report be received.

2. The recommendations as set out in Attachment 1 to this report (Item 4.1, Council Meeting 22/04/24), be endorsed.

3. Council notes that the recommendations listed in the Financial/Budget Implications of this report form part of the Draft 2024-25 Annual Business Plan and Budget, with the remainder of initiatives to be investigated in the future.

4. The Chief Executive Officer be authorised to make minor edits as required to finalise the document.

3. RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN

2. Environmental Stewardship
2.1 Unley's urban forest is maintained and improved.

4. BACKGROUND

The State Government has a target to increase urban green cover by 20% across metropolitan Adelaide by 2045, in recognition of the many benefits of green cover to urban cooling, local character, physical health, mental health and the biodiversity and liveability of our suburbs.

To meet this target, tree canopy cover in the City of Unley is to increase to a total cover of 31% (by 0.74km^2).

To monitor our progress against this target, the City of Unley has been tracking tree canopy trends across public and private land using LiDAR (Light Detection and Ranging) technology.

Surveys since 2018 have shown that tree canopy loss occurs on private land at a rate of 2 to 3 times higher than on public land, and that we are losing more trees than we are replacing.

With 80% of the land in the City of Unley being privately owned, Council has acknowledged that it needs to work with the local community to build sustainable greener neighbourhoods.

As part of the Annual Business Plan and Budget for 2022-23, Council endorsed a project to understand and work with its local community to reverse this trend. The Administration selected Granicus to partner with for this initiative.

Shaping Unley is a five-step community engagement approach that empowers the community to participate in problem solving of complex city wide issues. An overview of the Shaping Unley approach is provided below.



Using a digital-first methodology to encourage maximum participation was applied. The result was extraordinary, and the engagement numbers are explained below in the discussion section of this report.

5. DISCUSSION

Step 1 – Community Conversations

The community was invited to share their reasons for tree removal, the issues faced in retaining their existing trees, and any barriers to that may exist to planting new trees. An opportunity was also provided to list any ideas that they may have to support the wider community in the retention and/or increase of private property tree canopy.

The feedback was gathered using an online survey and digital ideas board, from 14 August to 7 September 2023. In total, the response comprised:

- 1,096 completed online surveys; and
- 1,204 contributions to the digital Ideas Board (111 ideas, 34 comments and 1,059 likes).

During Step 1, expressions of interest were sought to engage participants for the Community Panel to be used in Step 2. 129 expressions of interest were received.

Due to the amount of data received, artificial intelligence tools were used to assist in the analysis and filtering of the data into one of the following themes:

- Environment
- Green initiatives
- Maintenance
- Planning Approvals – Development
- Significant Trees
- Education and promotion
- Financial Incentives

The data within each theme was then further separated into a role that Council may play. These themes were:

- Deliver
- Support
- Advocate
- Partner

No data was lost during this process. The data was separated in this manner to assist the two Community Panels (one online, and one face-to-face) to digest and understand the information to be discussed at the various workshops held.

Step 2 - Community Panel

The Community Panel membership was diverse to ensure that varied views could be thoughtfully considered.

Fifty members of the local community participated in discussions over a series of workshops held in October and November 2023.

Panel members were provided with pre-reading material (essential and optional) and reports from Step 1 to ensure that they had the information to participate in discussions effectively.

During the online and face-to-face panel sessions, a number of presentations were provided by internal subject matter experts. The presentations included the following topics:

- The findings of the Community Conversations – issues and ideas (Step1).
- Rate rebates and Council's proposed tree off-set concept.
- Objectives of the City of Unley's Tree Strategy and an overview of Council's heatmapping and canopy cover data.
- A summary of Planning legislation, and the role of Council and its influence in development. This covered the process required for tree removal.
- An overview of the Greater Adelaide Regional Plan.
- How Council had advocated to the State Government to date on behalf of the local community regarding the tree canopy target.

During the workshops Q&A sessions provided panel members with an opportunity to engage with the subject matter experts to ask questions so that they could better understand the benefits, limitations, and complexities around increasing tree canopy on private land.

These Q&A sessions along with other activities assisted the Panel with their deliberations, and encouraged robust, honest, and respectful conversations about the issues and ideas surrounding tree retention and growth on private land.

The attendance of the subject matter experts was greatly appreciated by the Community Panels. Their conscious effort to not lead the discussions, but rather to answer any questions was respectfully noted.

The work completed by the Community Panels in Step 2 ensured that a considered and informed approach was taken to shortlisting 30 ideas for the next phase of community testing.

Step 3 – Community Testing

During this Step, the Community Panel's shortlisted ideas were presented for broad community consideration. The local community was reminded of the process to date and invited to vote for the ideas that they deemed most important. The ideas were presented on four pre-populated voting boards.

Voting was open from Wednesday 22 November to Friday 8 December 2023. Over 12,100 votes were cast over the 17-day consultation period from 1,411 unique contributors.

Votes were distributed across the following categories:
- Deliver, 4,461 votes
- Support, 2,730 votes
- Advocate, 2,930 votes
- Partner, 2,013 votes

Details of the voting for each idea was provided to Elected Members in the Elected Member Hub prior to the public Briefing held 4 March 2024.

Step 4 – Community Panel Review

Following the broad community testing, the Community Panel reconvened online to review the results of the consultation. They were presented with the vote count and information pertaining to the effort to implement by the subject matter experts.

At this meeting, the Community Panel was asked to assess the impact they believed the top 15 ideas (as voted by the community) would have on increasing tree canopy cover on private land.

The Community Panel's feedback, together with the community's votes was used to inform a set of recommendations and suggestions for Council's consideration in Step 5.

Step 5 – Council Decision

At a Briefing held on Monday 4 March 2024, the Elected Members were presented with, and discussed the following:

- A recap of the engagement process to date.
- The findings of the Shaping Unley Tree Canopy on Private Land Project.
- The Community Panel's assessment of the impact each idea would have on tree canopy cover on private land.
- Council's Subject Matter Expert's assessment of the effort each idea would require implementing.
- A set of recommendations from the Community Panel for discussion.

Council's feedback at this Briefing has been used to develop a final set of recommendations for Council's consideration and endorsement. These recommendations are provided as Attachment 1 to this report.

Attachment 1

Consideration of this report will close out the Shaping Unley Tree Canopy on Private Land project.

All Community Panel members will be informed of Council's decision. At this time we will also thank them again for their time and input to this important process and topic.

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- The recommendations that form part of the Advocacy category have no financial implications.
- The recommendations that form part of the Improvements category are either in progress or will be implemented as part of other actions that exist in various adopted plans.
- Budget bids for the following recommendations form part of the Draft 2024-25 Budget for the purpose of community consultation:

- Financial support or incentives to support property owners to plant and retain trees (Idea 17).
- Working with private carpark owners within the area to increase tree canopy on their properties (Idea 10).
- Investigating an increase in the frequency of green organic bin collection to support the maintenance of trees (Idea 12).

- The ideas recommended for investigation will be explored via a business case and presented to Council for further discussion before formal consideration.

6.2 Risk Management (identification and mitigation)

- Risk assessments will be undertaken for the ideas recommended for investigation as required.

6.3 Staffing/Work Plans/Additional Resource Impact

- Recommendations regarding advocacy, improvements, and the continued delivery of ideas can be delivered within existing resources and workplans.
- Additional staff and changes to workplans may be required if any of the ideas recommended for investigation come to fruition. Resource implications will be assessed as part of the business case.

6.4 Climate/Environmental Impact

- This project supports the delivery of several of Council's strategies, plans and outcomes relating to the environment and climate change.

6.5 Social/Economic

- Increasing tree canopy on private land in the City Unley can:
  - Lower energy costs for property owners.
  - Increase property values.
  - Add to the character of the area.
  - Attract businesses and investment.
  - Support community health and wellbeing.
  - Make communities feel safe.

7. ANALYSIS OF OPTIONS

Option 1

1. The report be received.

2. The recommendations as set out in Attachment 1 to this report (Item 4.1, Council Meeting 22/04/24), be endorsed.

3. Council notes that the recommendations listed in the Financial/Budget Implications of this report form part of the Draft 2024-25 Annual Business Plan and Budget, with the remainder of initiatives to be investigated in the future.

4. The Chief Executive Officer be authorised to make minor edits as required to finalise the document.

This Option supports the recommendations of the Community Panel. The recommendations have been through a considered engagement approach and are a result of a high level of response from the broad community.

This report has been based on the discussion of the Council at a Briefing held in March 2024.

Option 2

1. The report be received.

2. The recommendations as set out in Attachment 1 to this report (Item 4.1, Council Meeting 22/04/24), be endorsed with the following amendments:
   - *[Amendments to be determined by Council]*

3. The Chief Executive Officer be authorised to make minor edits as required to finalise the document.

This option provides the Council opportunity to amend the recommendations as contained in Attachment 1 to this report. The Community Panel are aware that the final decision rests with Council.

Any changes will be provided to the Panel as part of the final communication with them.

Is there a third option to only receive and note the recommendations provided via the Shaping Unley engagements.

8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Nicola Tinning	General Manager, Business Support & Improvement

Recommendations: Advocacy

Council should strengthen its advocacy efforts for the following ideas by including statistics and other evidence from the Shaping Unley Tree Canopy consultation to demonstrate the Unley community's support for legislative change.

IDEA NO.	IDEAS PRIORITISED IN VOTING ORDER
3	A minimum percentage of tree canopy cover on all development sites that increase the building footprint.
8	Stronger protection of existing trees on all proposed development sites to limit tree removal.
14	Strengthening legislation to safeguard significant trees on private property, including large development sites.
16	Stronger state regulations around planting, enforcement and larger penalties for tree removal.
22	Extending the criteria to increase the number of trees being assessed as regulated and significant trees. e.g. circumference of trees being less.
26	The use of an agreed tree valuation formula state-wide to better reflect the value of trees to the environment and promote them as assets.

Recommendations: Improvements

Council should improve the way we currently deliver the following ideas by taking the community's feedback from the Shaping Unley consultation on board.

IDEA NO.	COUNCIL ROLE	IDEAS PRIORITISED IN VOTING ORDER
4	DELIVER	Providing information to educate the community about tree selection, planting, and maintenance for healthy trees.
7	PARTNER	Collaborating with other organisations to increase biodiversity and promote native trees and shrubs for endangered species, including birds and microbats.
9	SUPPORT	Encouraging the use of permeable pavements in the construction of driveways, carparks and other large areas to enable deeper root access to water, air, and nutrients to support healthy tree growth
11	DELIVER	Using LiDAR, heat mapping and other data to target homeowners with initiatives to promote tree canopy growth and maintenance on their properties.

Recommendations: Investigate further

Council supports the following ideas for further investigation through feasibility cases which will be presented to Council over the next twelve months.

IDEA NO.	COUNCIL ROLE	IDEAS PRIORITISED IN VOTING ORDER	EFFORT (SME Assessment)	IMPACT (Panel Rating) ■H ■M ■L
1*	DELIVER	Providing arborist services for the health, safety, and maintenance of all large trees (significant and regulated) on private land, including annual inspections and pruning services.	High	
2*	SUPPORT	General maintenance support and services for residents needing assistance with the impact of having other large trees. e.g. pruning, gutter cleaning, mulch destruction.	High	
5*	SUPPORT	Maintenance support and services for residents who are unable to care for their trees and gardens, particularly those who are vulnerable or isolated.	High	
10	PARTNER	Working with private carpark owners within the area to increase tree canopy on their properties. (24/25 Project bid)	Medium/ High	
12	DELIVER	Investigating an increase in the frequency of green organic bin collection to support the maintenance of trees. (24/25 Project bid)	Medium/ High	
13	SUPPORT	Free advice about trees, including guidance on best selection and placement of trees.	High	

*Ideas 1,2 and 5 will be combined for the purpose of the investigation.

Recommendations: Continued Effort

Council should continue its efforts in the following:

IDEA NO.	COUNCIL ROLE	IDEAS PRIORITISED IN VOTING ORDER
17	SUPPORT	Financial support or incentives to support property owners to plant and retain trees e.g. grants, subsidies, incentive schemes, free trees, tree vouchers to buy a good size tree. (24/25 Project Bid)
18	PARTNER	Dispelling myths and common misconceptions about the negative impact of large trees in partnership with other councils and community organisations.
23	DELIVER	Delivering educational campaigns about how trees help build a community's resilience to climate change including the benefits trees can have on property values.
27	PARTNER	Educating the community about the effects of climate change using heat maps, and the impact of canopy loss on temperature and energy costs.

DECISION REPORT

REPORT TITLE:	DRAFT 2024-25 ANNUAL BUSINESS PLAN AND BUDGET FOR COMMUNITY CONSULTATION
ITEM NUMBER:	4.2
DATE OF MEETING:	22 APRIL 2024
AUTHOR:	ALEX BROWN, MANAGER FINANCE AND PROCUREMENT
DIVISION:	BUSINESS SUPPORT AND IMPROVEMENT
ATTACHMENTS:	1. DRAFT ANNUAL BUSINESS PLAN & BUDGET FOR COMMUNITY CONSULTATION

1. PURPOSE

The *Local Government Act 1999* (Act) requires Council to consult with the community prior to adopting the Annual Business Plan and Budget.

This report presents the Draft 2024-25 Annual Business Plan and Budget for Council's approval for the purposes of community consultation. Council has an opportunity to receive community feedback and review the presented projects and their impact on funding requirements before the Draft Annual Business Plan and Budget is finalised.

2. RECOMMENDATION

That:

1. The report be received.

2. The proposed list of net Operating Projects for 2024-25 of $1.69M (pages 34-37 of Attachment 1, Item 4.2, Council Meeting 22/04/2024) be endorsed for community consultation.

3. The proposed list of New Capital Projects for 2024-25 of $4.32M (pages 38-40 of Attachment 1, Item 4.2, Council Meeting 22/04/2024) be endorsed for community consultation.

4. The proposed Capital Renewal Program for 2024-25 of $12.31M (pages 42-45 of Attachment 1, Item 4.2, Council Meeting 22/04/2024) be endorsed for community consultation.

5. The proposed General Rate rise of 3.75% (before additional income from new developments and capital improvements), and operating surplus ratio of 4.3%, be endorsed for community consultation.

6. The Draft 2024-25 Annual Business Plan and Budget (Attachment 1, Item 4.2, Council Meeting 22/04/2024) (incorporating any consequential amendments from other items considered at the meeting of 22 April 2024) be endorsed for the purpose of community consultation, to be conducted between 29 April and 20 May 2024.

7. The Chief Executive Officer be authorised to make any necessary minor edits required for consistency or clarity to the Draft 2024-25 Annual Business Plan and Budget, if required.

3. RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN

4. Civic Leadership
4.1 We have strong leadership and governance.
4.2 Council provides the best value services to the Community.

4. BACKGROUND

In order to provide guidance for the Administration, an Elected Member budget workshop was conducted on 18 March 2024 where Members considered:

- The draft budget financial position for 2024-25; and
- Proposed project bids for Operating Projects and New Capital projects.

This report and its Attachment have been prepared based on the discussion at the Workshop.

5. DISCUSSION

Legislative Compliance

Section 123(3) of the Act requires councils to prepare a Draft Annual Business Plan and Budget for community consultation prior to formal adoption (Attachment 1).

Attachment 1

The Annual Business Plan and Budget must be adopted after 31 May and prior to 31 August each year.

The Draft 2024-25 Annual Business Plan meets all legislative requirements of the Act.

Community Consultation

Community consultation on the Draft Annual Business Plan will occur between 29 April and 20 May 2024.

The proposed methodology for engagement is listed below:

- A public notice in The Advertiser;
- Online consultation on Your Say Unley; and
- Notification on Council's website and social media channels, with appropriate links to the Draft Annual Business Plan and Your Say Unley.

It is proposed that community consultation will include public information sessions scheduled as follows:

- Tuesday 7 May, City of Unley Council Chambers, 10-11am.
- Thursday 9 May, City of Unley Council Chambers, 5:30-6:30pm.

Council will receive submissions via Council's website (through Your Say Unley) or written submissions to PO Box 1, Unley 5061. All submissions will be accepted up until the close of business on Friday 20 May 2024.

Feedback from community consultation will be presented to a Council Workshop scheduled for Monday 3 June 2024.

The Audit and Risk Committee will review and provide feedback as part of its meeting on 14 May 2024.

The 2024-25 Annual Business Plan, and declaration of rates for 2024-25, will be presented to Council for adoption at its June 2024 meeting.

Proposed Rates

General Rates

The Draft Annual Business Plan and Budget (Draft ABP&B) has been prepared with a general rate increase of 3.75% before additional income from new developments and additions.

The General Rate revenue is forecast to increase by 4.25%, based on:

- The 3.75% increase in rates for existing properties; and
- An estimated 0.5% increase in rate revenue from new developments and capital improvement to existing properties.

This proposed rate increase is forecast to achieve an Operating Surplus Ratio of 4.3% (before Equity Accounted Businesses).

An alternative option for a general rate increase of 4.25% before additional income from new developments and additions has been prepared. This option recognises the proposed Operating Projects exceed the funding allocation in the existing Long-Term Financial Plan (LTFP) by over $400K. A proposed rates increase of 4.25% would increase the operating surplus ratio to 4.65%. Further details of this option are provided further into this report.

A Council Workshop is proposed for early June 2024 to consider the General Rates for 2024-25 in light of:

- Public consultation feedback on the Draft ABP&B;
- Any proposed changes to the draft budget, noting the Administration is still seeking clarity on forecast costs for aspects of operational expenditure;
- Adelaide CPI for the March Quarter, due from the Australian Bureau of Statistics in late April 2024; and
- The latest property valuation data from the Valuer General, including details of the property valuation movements for 2024-25, and the estimated increase in general rate income from new developments and capital improvements to existing properties.

Separate Rates

Council proposes to continue to raise a separate rate for the purpose of promoting the businesses and traders along four main shopping strips. Council collects the separate rate and passes the funds collected on to the individual Trader Associations. The funds can be used for marketing, street beautification and minor value-added infrastructure.

For the 2024-25 Budget, Council considered the requests from the four associations as follows:

- The Unley Road Association has requested a 20.3% increase for 2024-25;
- The King William Road Traders Association has requested a 6.4% increase for 2024-25;
- The Goodwood Road Business Association has requested a 6.0% increase for 2024-25;
- The Fullarton Road South Traders Association has requested no increase for 2024-25;

Main Street Trader Associations	Separate Rate raised 2023-24	Requested Separate Rate 2024-25	Proposed % Increase (Decrease)
Unley Road	$121,706	$146,440	20.3%
King William Road	$150,350	$159,940	6.4%
Goodwood Road	$57,225	$60,658	6.0%
Fullarton Road	$16,500	$16,500	0.0%

In 2016-17, Council also adopted a recommendation from the then Unley Business and Economic Development Committee (UBED) to cap the amount that any separate ratepayer pays at $2,000. It is proposed that this is retained for 2024-25.

Regional Landscape Levy

(Formerly the Natural Resource Management Levy)

From 1 July 2020 the new *Landscape South Australia Act 2019* replaced the *Natural Resources Management Act (NRM) 2004* as the new framework for managing the State's land, water, pest animals, plants and biodiversity.

The new Act created nine landscape management regions, with the old NRM boards being replaced by eight new regional landscape boards and a metropolitan landscape board, namely Green Adelaide.

Council is required to collect the levy via a separate rate for the Board. The Green Adelaide Board has advised the collection amount for 2024-25 is $1.714M, which represents an increase of 2.8%. Council does not retain this revenue, nor determine how the revenue is spent.

Changes following Community Consultation

Following community consultation, if any significant changes are required, a new Draft ABP&B will be developed and considered at the June meeting. This will result in a delay in the adoption of the budget and declaration of rates for 2024-25 (but will still be within the required legislated timeframe).

Proposed Projects

This report provides the Council with an opportunity to formally review the presented projects and their impact on funding requirements before the Draft Annual Business Plan is finalised for consultation.

The proposed Operating and Capital Projects incorporate feedback from the Budget Workshop on 18 March 2024.

The proposed Annual Business Plan allows for the following:

- Proposed net Operating Projects of $1.69M
- Proposed net New Capital Projects of $4.32M
- Proposed net Capital Renewal of $12.31M

Council is forecast to require additional borrowings of $1.8M to support the funding of New Capital Projects. These borrowings are well within Council's funding borrowing capacity and existing borrowing facilities.

Capital Renewals and Operating Projects, in addition to current service levels, will be funded from rates and other operating income including user fees and charges.

Operating Projects

Council has identified proposed Operating Projects that amount to a net $1.69M. Key Projects for 2024-25 include:

- Environmental Initiatives totalling $695K include:
    - Establishment of a Community Renewables Program $115K;
    - The expansion of tree canopy on public land $180K;
    - Initiatives to reduce Council's carbon emissions $110K;
    - Grant funding to support the Greening of City Verges $60K;
- Delivery of an annual calendar of events $235K including the Events in Unley Program, Double Shot Coffee Fiesta and a Stage Start for the Santos Tour Down Under;
- The Business Precincts Improvement Plan to improve the appearance and amenity of Mainstreets $120K; and
- A Local Area Traffic Management Plan for Fullarton and Myrtle Bank $75K.

Further review of these proposals will occur between now and June 2024, including consideration of the community consultation feedback before the Budget is finalised for adoption.

A full list of the proposed Operating Projects is included within Attachment 1 on pages 38-41.

Attachment 1

New Capital

The proposed New Capital Projects total $4.32M. Key projects include:

- Council's contribution to the continuation of the Brown Hill Keswick Creek project $840K;
- Year 1 of the City Wide Flood Mitigation Plan Implementation $864K;
- Continuing the implementation of Council's Walking & Cycling Plan $345K;
- North Unley Park Upgrade including construction of a new central playground, toilet block, and picnic shelter $340K;
- Installation of new Pathway Lighting and Furniture at Ridge Park $150K; and
- Unley Road Streetscape Upgrade (Stage 3) $200K.

Further review of these projects will occur between now and June 2024, including consideration of the community consultation feedback, before the Budget is finalised for adoption.

A full list of the proposed New Capital Projects is included within Attachment 1 on pages 42-44.

Attachment 1

Capital Renewal Program

The proposed Capital Renewal Program of $12.31M (net) has been based on current asset information and asset management plans. Key items include:

- Transport Infrastructure $6.9M including $1.75M for Unley Road Kerbing and Footpath Renewals;
- Drainage and Stormwater $800K;
- Reserves and Open Space $1.2M; and
- Property (incl. Swimming Centre) $1.2M.

More detail of the Capital Renewal Program is included within Attachment 1 on pages 46-51.

Attachment 1

The Draft 2024-25 Annual Business Plan (Plan)

The Plan has been developed using the LTFP as a guide, with the aim of achieving the adopted financial targets.

Financial Indicator	**Proposed LTFP Target**	**Draft 2024-25 Budget**
Operating Surplus Ratio (excluding equity accounted businesses)	Between 4% and 6% with an average of 5% across the life of the LTFP	4.3%
Net Financial Liabilities Ratio	Less than 80% of total operating income	12%
Asset Renewal Funding Ratio (rolling 10-year average)	100% recommended spend in the Asset Management Plans	100%
Asset Sustainability Ratio (rolling 10-year average)	100% of forecast depreciation	101%

Council will maintain its current level of service provision, raise sufficient income to cover its operating expenses, and service debt on New Capital Expenditure. As such, the impact of this Draft Plan does not compromise Council's long-term financial sustainability.

Influences on the Plan

The general influences that impact on revenue and expenditure in developing the Plan include:

- Local Government Price Index increase on relevant goods and services, which was 4.4% for the year to December 2023.
- Provision for Enterprise Bargaining Agreements which, for most staff, determine conditions of employment and provide for annual salary and wages increases.
- Maintaining asset management (renewal) expenditure in-line with Council's recently endorsed Asset Management Plans.
- Additional maintenance costs due to increased capital works, and the construction of new assets over recent years.

Council has also continued its review of service sustainability to minimise the burden on ratepayers. Council recognises the increasing challenges in delivering services at a local level, while ratepayers are increasingly reluctant to see their property rates increase.

What the Plan includes

The Plan contains the following information:

- A summary of the services provided by Council;
- Proposed net Operating Projects of $1.688M.
- Proposed net New Capital Projects of $4.320M.
- Proposed net Capital Renewal Program of $12.312M.

The budget forecasts that all existing services, Operating Projects and the Capital Renewal program to be undertaken in 2024-25 can be fully financed from rates and other operating income including user fees and charges.

Council is forecast to require additional borrowings of $1.8M to support the funding of New Capital Projects of $4.320M. These borrowings are well within Council's funding borrowing capacity and existing borrowing facilities. It is estimated that Council's borrowings will increase to $4.2M as at 30 June 2025.

A copy of the Draft 2024-25 Annual Business Plan and Budget is provided as Attachment 1.

Attachment 1

Option to Increase the Operating Surplus Ratio (Option 2)

The proposed Operating Projects total $1.69M which is $416K higher than the allocated funding in the existing LTFP of $1.27M. The proposed increased expenditure has reduced the Operating Surplus Ratio from 5.0% to 4.3%.

Council could elect to increase general rates by a further 0.75% to 4.25%, before additional income from new developments and capital investments, to largely offset the reduction in the Operating Surplus Ratio.

Under this option, General Rate revenue would be forecast to increase by 4.75%, based on:

- The 4.25% increase in rates for existing properties; and
- An estimated 0.5% increase in rate revenue from new developments and capital improvement to existing properties.

The following table summarises the impact on the operating surplus ratio, forecast additional borrowings for 2024-25 and forecast borrowings at 30 June 2025.

	Option 1	**Option 2**
Average increase for existing properties	3.75%	4.25%
Forecast from increase from new developments and capital improvement to existing properties.	0.5%	0.5%
Increase in general rate revenue	4.25%	4.75%
Operating Surplus Ratio (excluding equity accounted businesses)	4.3%	4.65%
Additional borrowings in 2024-25	$1.82M	$1.59M
Forecast borrowings at 30 June 2025	$4.23M	$4.00M

6. POLICY IMPLICATIONS

The Draft 2024-25 Annual Business Plan and Budget has been developed in the context of the Council's suite of strategic management plans that include the following:

- Community Plan 2033;
- 4 Year Delivery Plan 2021-2025;
- Long-Term Financial Plan; and
- Council's Asset Management Plans.

6.1 Financial/budget implications

- The Annual Business Plan and Budget will be the budget for the 2024-25 financial year upon adoption by Council in June 2024.
- The Draft Annual Business Plan and Budget incorporates analysis of Council's financial ratios and an updated 2024-25 to 2033-34 Long-Term Financial Plan position.
- Council will raise sufficient income to cover its operating expenses, fund its Operation Projects, Capital Renewal Program and service its debt. As such, the impact of this Draft Plan does not compromise Council's long-term financial sustainability.

- The forecast Operating Surplus Ratio 4.3% is within the proposed target range of 4% to 6%, noting that the increased expenditure on the Operating Projects has reduced ratio from 5%.
- An alternative option has been included to increase the forecast Operating Surplus ratio to 4.65% funded by a general rate increase for existing properties of 4.25%.
- The Net Financial Liabilities is forecast to be 12%, well within the target of less than 80%.
- The Asset Renewal Funding Ratio is forecast to be 100%, in line with the draft Asset Management Plans.
- Council is forecasting an Asset Sustainability Ratio of 101%. This is subject to the finalisation of the asset condition audits and revaluations, which will inform longer term depreciation estimates.

6.2 Risk Management (identification and mitigation)

- Section 123(3) of the *Local Government Act 1999* requires councils to prepare a Draft Annual Business Plan and Budget.
- The Draft 2024-25 Annual Business Plan meets all legislative requirements of the *Local Government Act 1999* and *Local Government (Financial Management) Regulations 2011*.

6.3 Staffing/Work Plans/Additional Resource Impact

- The Draft Annual Business Plan and Budget does not propose any changes in existing service levels.
- Resourcing considerations for the delivery of Operating and Capital Projects have been considered and included where applicable as part the project bid process.

6.4 Climate/Environmental Impact

- Projects and initiatives have been proposed and included in the Draft Annual Business Plan and Budget to support the continued delivery of Council endorsed strategies and plans, including the Climate and Energy Plan and Tree Strategy.

6.5 Stakeholder Engagement

- Community consultation on the Draft Annual Business Plan will occur between 29 April and 20 May 2024.
- Feedback from Community Consultation will be presented to a Council Workshop, scheduled for Monday 3 June 2024, prior to adoption of the Business Plan and Budget in June.

7. ANALYSIS OF OPTIONS

Option 1 –

1. The report be received.

2. The proposed list of net Operating Projects for 2024-25 of $1.69M (pages 34-37 of Attachment 1, Item 4.2, Council Meeting 22/04/2024) be endorsed for community consultation.

3. The proposed list of New Capital Projects for 2024-25 of $4.32M (pages 38-40 of Attachment 1, Item 4.2, Council Meeting 22/04/2024) be endorsed for community consultation.

4. The proposed Capital Renewal Program for 2024-25 of $12.31M (pages 42-45 of Attachment 1, Item 4.2, Council Meeting 22/04/2024) be endorsed for community consultation.

5. The proposed General Rate rise of 3.75% (before additional income from new developments and capital improvements), and operating surplus ratio of 4.3%, be endorsed for community consultation.

6. The Draft 2024-25 Annual Business Plan and Budget (Attachment 1, Item 4.2, Council Meeting 22/04/2024) (incorporating any consequential amendments from other items considered at the meeting of 22 April 2024) be endorsed for the purpose of community consultation, to be conducted between 29 April and 20 May 2024.

7. The Chief Executive Officer be authorised to make any necessary minor edits required for consistency or clarity to the Draft 2024-25 Annual Business Plan and Budget, if required.

This option would endorse the Draft 2024-25 Annual Business Plan and Budget for community consultation as presented with a proposed General Rate rise of 3.75% before additional income from new developments and capital improvements. This option is forecast to achieve an operating surplus ratio of 4.3%, noting that Council will consider the proposed general rate increase for 2024-25 prior to adoption of the 2024-25 Annual Business Plan and Budget in June with consideration to the following:

- Public consultation feedback on the Draft Annual Business Plan and Budget;
- Any proposed changes to the draft budget, noting the Administration is still seeking clarity on forecast costs for aspects of operational expenditure;
- Adelaide CPI for the March Quarter, due from the Australian Bureau of Statistics in late April 2024; and
- The latest property valuation data from the Valuer General, including details of the property valuation movements for 2024-25, and the estimated increase in general rate income from new developments and capital improvements to existing properties.

Option 2 –

1. The report be received.

2. The proposed list of net Operating Projects for 2024-25 of $1.69M (pages 34-37 of Attachment 1, Item 4.2, Council Meeting 22/04/2024) be endorsed for community consultation.

3. The proposed list of New Capital Projects for 2024-25 of $4.32M (pages 38-40 of Attachment 1, Item 4.2, Council Meeting 22/04/2024) be endorsed for community consultation.

4. The proposed Capital Renewal Program for 2024-25 of $12.31M (pages 42-45 of Attachment 1, Item 4.2, Council Meeting 22/04/2024) be endorsed for community consultation.

5. The proposed General Rate rise of 4.25% (before additional income from new developments and capital improvements), and operating surplus ratio of 4.65%, be endorsed for community consultation.

6. The Draft 2024-25 Annual Business Plan and Budget (Attachment 1, Item 4.2, Council Meeting 22/04/2024) be endorsed for the purpose of community consultation, to be conducted between 29 April and 20 May 2024 incorporating:

    6.1 amendments to reflect the increase in the proposed rate increase of 4.25% (before additional income from new developments and capital improvements); and

    6.2 any consequential amendments from other items considered at the Meeting of 22 April 2024)

7. The Chief Executive Officer be authorised to make any other necessary minor edits required for consistency or clarity to the Draft 2024-25 Annual Business Plan and Budget, if required.

The proposed Operating Projects total $1.69M which is $416K higher than the allocated funding in the existing Long-Term Financial Plan. This proposed increase in expenditure has reduced the forecast Operating Surplus Ratio from 5.0% to 4.3%.

Council may elect to increase general rates by a further 0.5% to achieve an operating surplus ratio closer to 5.0%.

This option would endorse the Draft 2024-25 Annual Business Plan and Budget for community consultation with a proposed General Rate rise of 4.25% before additional income from new developments and capital improvements.

This option is forecast to achieve an operating surplus ratio of 4.65%, noting that Council will consider the proposed general rate increase for 2024-25 prior to adoption of the 2024-25 Annual Business Plan and Budget in June.

This amendment to the Draft Annual Business Plan and Budget will not delay the commencement of community consultation on the Draft 2024-25 Annual Business Plan. However other amendments may require additional time to complete, and delay community consultation to be adjusted.

8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT CONSULTATION

The Draft 2024-25 Annual Business Plan and Budget has been developed in conjunction with Business Unit Managers and their respective divisional General Managers.

An Elected Member workshop has been held as part of the Annual Business Plan and Budget development process. A further workshop is proposed, following community consultation, and is scheduled for 3 June 2024.

10. REPORT AUTHORISERS

Name	Title
Nicola Tinning	General Manager, Business Support & Improvement



2024-25 ANNUAL BUSINESS PLAN & BUDGET

DRAFT FOR COMMUNITY CONSULTATION

THE CITY of Unley



KAURNA ACKNOWLEDGEMENT

We would like to acknowledge the City of Unley is part of the traditional lands for the Kaurna people and we respect their spiritual relationship with their country.

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

All images within this document are from the City of Unley portfolio of photos.

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COMMUNITY CONSULTATION

The Draft Annual Business Plan and Budget can be viewed online via yoursay.unley.sa.gov.au. Printed copies are available for viewing at the Civic Centre, Libraries and Community Centres.

Submissions

Public Consultation opens Monday 29 April 2024

You can make a submissions via:

Visiting ***Your Say Unley*** at:

yoursay.unley.sa.gov.au

Writing a submission and sending it to:

2023-24 Budget Consultation
City of Unley
PO Box 1
Unley SA 5061

Emailing a submission to:

pobox1@unley.sa.gov.au

To be received not later than 6pm Monday 20 May 2024.

Community Consultation Meetings

Two community consultation meetings will include an overview of the proposed 2024-25 Business Plan and Budget.

Tuesday 7 May 2024
City of Unley Council Chambers,
10-11am

Thursday 9 May 2024
City of Unley Council Chambers,
5:30 - 6:30pm

Consultation closes 6pm Monday 20 May 2024.

ELECTED MEMBERS

The Mayor and Elected Members are elected by the local community to represent **the interests and needs of the community.**

Elected Members provide community leadership and guidance and facilitate communication between the community and the Council.

They play an important policy-making role, requiring the identification of community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources.

There are 13 Elected Members on the Council of the City of Unley

MAYOR



Michael Hewitson AM

CLARENCE PARK Ward Councillors



Don Palmer



Rebekah Rogers

FULLARTON Ward Councillors



Jack Gaffey



Peter Hughes

GOODWOOD Ward Councillors



Chris Crabbe



Georgie Hart

PARKSIDE Ward Councillors



Jennifer Bonham



Luke Doyle

UNLEY Ward Councillors



Stephen Finos



Jane Russo

UNLEY PARK Ward Councillors



Monica Broniecki



Michael Rabbitt



CONTEXT OF THE ANNUAL BUSINESS PLAN

Background

Under Section 123 of the *Local Government Act 1999*, Council is required to have a budget for each financial year. The budget must be considered as part of the Council's Annual Business Plan.

Before a council adopts its Annual Business Plan it must prepare a draft Annual Business Plan and undertake a public consultation process. Consultation on this plan will be undertaken between 29 April and 20 May 2024.

All feedback collected during this period will be considered by the Elected Members of Council at a Budget Workshop in order to finalise Council's 2024-25 Annual Business Plan and Budget.

Purpose of the Plan

The purpose of the Annual Business Plan is to impart an understanding of:

- Annual objectives for the year in the context of Council's long-term objectives
- Overview of the activities and services provided by Council
- Key financial information relating to revenue and expenditure
- Proposed new initiatives and projects
- Rating context and impact of rates for 2024-25
- Council's Financial Planning Framework including Long-Term Financial Plan and Asset Management Plans



Strategic Planning Framework

Resourcing Strategy
- **Assets**
- **Long Term Financial Plan**
- **Other plans and strategies**

Vision

Community Plan 2017 - 2033

Four Year Plan 2021 - 2025

Annual Plans 2024 - 2025
- **Annual Business Plan & Budget**
- **Annual Operating Plan**

Action

Measuring Performance

Council measures its achievements and financial performance through the following processes:

- Regular financial reporting to Executive and Council
- Quarterly corporate performance report to Executive and Council
- Budget Reviews in accordance with legislation
- Annual review of the Long-Term Financial Plan
- Review and input from Council's Audit Committee
- Production of an Annual Report including audited financial statements
- Community Engagement

BUDGET OVERVIEW

Background

The Draft Business Plan and Budget for 2024-25 has been prepared in accordance with the priorities of Unley's Community Plan 2033 and the 4 Year Delivery Plan 2021-2025, with due consideration of its key financial indicators.

Forecast rate income is based on the following assumptions:

- **General Rate Increase** **3.75%**
- **Increase from new rateable properties and improvements** **0.5%**

The proposed increase in General Rates will be considered further by Council in late May following feedback from Community Consultation.

Please note the information in this draft budget excludes:

- *Council's equity accounted businesses, namely the Centennial Park Cemetery Authority, the Brown Hill Keswick Creek Stormwater Board and East Waste.*
- *Potential carry forwards for capital projects, noting the delivery timeframes of some 2023-24 projects have been impacted by supply issues.*

Key Financial Targets

Council has reviewed its Key Financial Targets after considering its draft Long Term Financial Plan. The Key Financial Targets are:

Financial Indicator	Adopted Target	Draft 2024-25 Budget
Operating Surplus Ratio (excl. equity accounted businesses)	Between 4% and 6% LTFP average of 5%	4.3%
Net Financial Liabilities Ratio	< 80%	12%
Asset Renewal Funding Ratio (Rolling 10 Year average)	≈ 100% LTFP average of 100%	100%
Asset Renewals to Depreciation (Rolling 10 year average)	≈ 100% LTFP average of 100%	101%

Further information regarding the financial indicators are included on pages 32-33.

RATES OVERVIEW

Council is proposing an **average** increase in General Rates income of 3.75%, plus an additional 0.5% representing the estimated increase in revenue from new developments and capital improvement to existing properties.

The rates assessment (rates payable) for a specific property will be dependent upon the 2024-25 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

The proposed increase in General Rates will be considered further by Council in May following feedback from Community Consultation.

Council rates from new developments, and capital improvements to existing properties, will be confirmed by the Valuer General in early June, and included in the Annual Business Plan and Budget presented to Council for adoption in June.

Valuation Method

The Council uses the capital value method of valuing properties. This method values the land and all improvements on the land. It is the most widely used method across South Australian councils.

Minimum Rate

The proposed minimum rate for 2024-25 is $991, an increase of 3.77% from 2023-24.

It is estimated there will be approximately 3,900 assessments paying the minimum rate in 2024-25.

Differential General Rates

Council will declare three differential General Rates according to the land use category, as outlined in the table below.

Category 1	Residential
Category 2	Commercial Shop Industrial Light Industry Other Vacant Land Other
Category 3	Commercial Office Commercial Other

The proposed average increase by Land Use Category is provided on page 27.

Separate Rate for Main Street Trader Associations

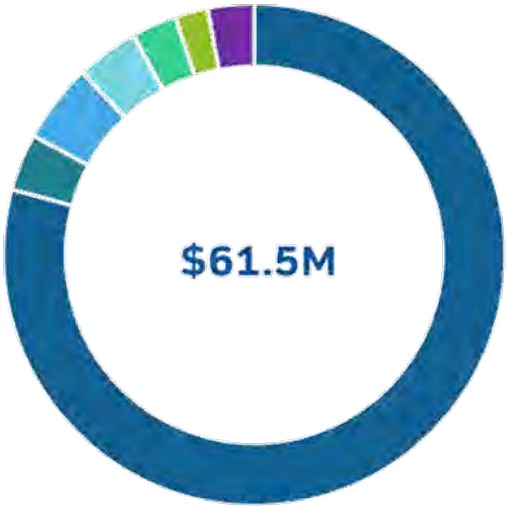
Council proposes to continue to raise a separate rate for the promotion of businesses and traders along major shopping strips (excluding Glen Osmond Road). Council collects the separate rate and contracts with the Main Street Trader Associations for the provision of marketing, street beautification and minor value-added infrastructure projects.

Further details regarding the Separate Rate for the Main Street Trader Associations are provided on page 28.

FINANCIAL SUMMARY

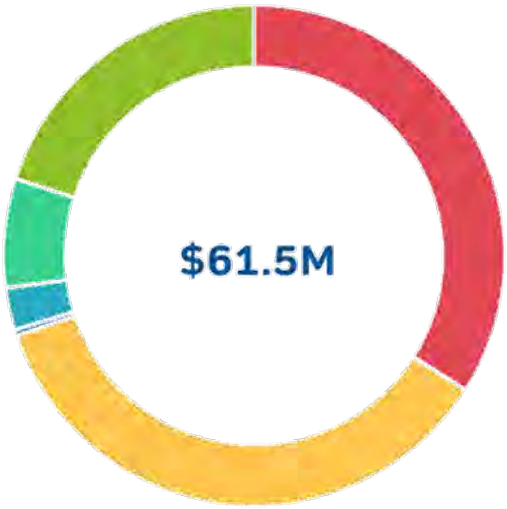
$'000	2023-24 Forecast	2024-25 Budget
Income		
General Rates Income	46,723	48,709
All Other Income	10,986	10,956
Total Income	**57,709**	**59,665**
Expenditure		
Employee Costs	20,647	20,926
Materials, Contracts & Other Expenses	20,679	22,009
Depreciation, Amortisation & Impairment	12,000	12,247
Finance Costs	90	231
Operating Projects	1,391	1,688
Total Expenditure	**54,807**	**57,102**
Operating Surplus/(Deficit)	**2,902**	**2,563**
Capital Renewal less income to be received	10,290	12,312
New Capital less funding to be received	2,159	4,320
Total Capital	**12,449**	**16,632**
Add back Depreciation	12,000	12,247
Operating Surplus/(Deficit) less capital expenditure	**2,453**	**(1,822)**
Principal Repayment of loans	277	288
Cash Surplus/(deficiency) after principal repayments	**2,176**	**(2,110)**
Fixed Term Borrowings	288	-
Cash Advance Debenture (CAD Borrowings)	2,117	**4,227**
Total Borrowings	**2,405**	**(1,822)**
Repayment of Fixed Term Borrowings	288	-
Repayment/(draw-down) of CAD	2,165	**(1,822)**
Net repayment/(draw down) of borrowings	**2,453**	**(1,822)**
Operating Surplus Ratio	5%	4.3%
Net Financial Liabilities Ratio	9%	12%
Asset Renewal Funding Ratio	115%	100%
Asset Renewal to depreciation	89%	101%

Where our funding comes from



General Rates	$48.7M	79.2%
Other Rates & Levies (includes Landscape Levy)	$2.3M	3.7%
Grants & Subsidies & Contributions	$3.1M	5.1%
User Fees	$2.5M	4.0%
Statutory Fees	$1.8M	2.9%
Other Income	$1.3M	2.1%
Draw down of Borrowings	$1.8M	3.0%

How we allocate our funding



Employee Costs	$21.0M	34.1%
Materials, Contracts & Other	$22.0M	35.8%
Finance Costs	$0.02M	0.4%
Operating Projects	$1.7M	2.8%
New Capital Projects (Net)	$4.3M	7.0%
Capital Renewal (Net)	$12.3M	20.0%

The draft Budgeted Financial Statements for the 2024-25 financial year exclude proposed Equity Account Businesses (Centennial Park Cemetery Authority, Brown Hill & Keswick Creek Stormwater Board and East Waste) for the purposes of public consultation.



PROJECT PRIORITIES & HIGHLIGHTS

Council's proposed project priorities for 2024-25 stem from the themes outlined in Council's Community and 4 Year Delivery Plan.

Council has undertaken a methodical and considered approach to determine its priorities for the upcoming financial year. These are the steps that were taken to determine the proposed projects for consultation:

- The Capital Works Program was guided by Council's Asset Management Plans
- Council proposed projects that aim to assist in achieving the Strategic Themes in Council's Community Plan and 4 Year Delivery Plan
- Elected Members submitted projects based on identified community need
- Projects were divided into three broad categories:
  - Operating Projects (including annual initiatives)
  - New Capital
  - Capital Renewal Program
- An Elected Member workshop was used to further prioritise, refine and finalise the proposed project list for community consultation.

Our Project Expenditure



Operating Projects	$1.7M
New Capital	$4.3M
Asset Renewal	$12.3M

Further information regarding the projects is included on pages 38-50.

OPERATING PROJECTS

Operating Projects are either one-off, short term projects or annual initiatives delivering environmental, cultural or economic benefits to our community.

These projects are funded by Council's rates income.

The full list and further details of each project are included on pages 38-41.

Key Highlights include

- Environmental Initiatives including
  - The establishment of a Community Renewables Program $115K
  - The expansion of tree canopy on public land $180K
  - Initiatives to reduce Council's carbon emissions $110K
  - Grant funding to support the Greening of City Verges $60K
- Delivery of an annual calendar of events $235K including the Events in Unley, the Double Shot Coffee Fiesta and a Stage Start for the Santos Tour Down Under
- The Business Precincts Improvement Plan to improve the appearance and amenity of mainstreets $120K
- A Local Area Traffic Management Plan for Fullarton and Myrtle Bank $75K.

NEW CAPITAL

New Capital projects are capital works to construct new or to significantly upgrade existing infrastructure and buildings.

These projects are expected to be funding from existing financial capacity without the need for further borrowings.

The full list and further details of each project are included on pages 42-44.

Key Highlights include

- Council's contribution to the continuation of the Brown Hill Keswick Creek project $840K
- Year 1 of the City Wide Flood Mitigation Plan Implementation $864K
- Continuing the implementation of Council's Walking & Cycling Plan $345K
- North Unley Park Upgrade including construction of a new central playground, toilet block, and picnic shelter $340K
- Installation of new Pathway Lighting and Furniture at Ridge Park $150K
- Unley Road Streetscape Upgrade (Stage 3) $200K.

CAPITAL RENEWAL

The Capital Renewal programs maintain an ongoing program of renewals for Council's $500M of infrastructure, buildings and assets. They are based on Council's Asset Management Plans that were endorsed by Council in December 2020.

This 2024-25 Renewal Programs include:

- Transport Infrastructure $6.9M including $1.75M for Unley Road Kerbing and Footpath Renewals
- Drainage and Stormwater $800K
- Reserves and Open Space $1.3M
- Property (incl. Swimming Centre) $1.2M

These projects are funded by Council's rates income. The full list and further details of each project are included on pages 46-50.

SERVICES PROVIDED TO THE COMMUNITY

The *Local Government Act 1999 (the Act)* prescribes a system of local government to enable councils to govern and manage areas at a local level.

All councils have basic responsibilities under the Act and other relevant legislation. These include:

- Regulatory activities, including voters' roll maintenance and Elected Members' support
- Determining longer-term strategic management plans, including a strategic plan, long term financial plan, infrastructure and asset management plans, and policies and procedures
- Setting rates, preparing an Annual Business Plan and Budget
- Management and maintenance of basic infrastructure including roads, footpaths, parks, public open space, playgrounds, street lighting and stormwater drainage
- Street cleaning and rubbish collection
- Development planning and control, including building safety assessment
- Provision of various environmental health services
- Management and maintenance of Councils urban forest in streets and parks, and
- Management and maintenance of Council owned Community Centres and other buildings.

A detailed list of Council's Operational Activities, including respective income and expenditure, is included on pages 34-37.

In response to community needs, Council also provides the following services and programs, over and above those listed above:

- Aged and Social Care
- Animal Management
- Arts & Cultural Development
- Community Centres
- Community Development
- Community Engagement
- Community Event Programs
- Community Services
- Community Transport
- Community Grants
- Corporate Services
- Economic Development
- Environmental Management
- Library Services
- Museum
- Open Space Management
- Parking Control
- Sport and Recreation
- Sustainable Landscapes
- Volunteers
- Urban Policy and Planning
- Youth Development

The Council also maintains a number of facilities and services on a fee for service basis, some of which are subsidised and include:

- Unley Swimming Centre
- Commonwealth Home Support Program (CHSP)
- Community Bus Service
- Halls for hire
- Ovals, courts, parks and reserves for hire.

INFLUENCES ON THE BUDGET

Significant Influences

Council is cognisant of the financial pressure many households and businesses are experiencing from high inflation and rising costs. While council is also experiencing increasing costs, especially in contractual services, it continues to carefully manage its budget and minimised increases in its expenditure budget while balancing it's long term financial sustainability.

Council is proposing an average general rate increase to 3.75%, while maintaining an operating surplus ratio of 4.3%.

The proposed operating projects and new capital expenditure for 2024-25 are driven by the continued implementation of Council's plans and strategies. These include, but are not limited to, the following:

- Climate and Energy Plan
- Tree Strategy
- Walking and Cycling Plan
- Local Area Traffic Management Plan
- Economic Growth Strategy
- Active Ageing

Council is also commitment to continue long-term major projects including the Brown Hill Keswick Creek Storm Water Management Project.

The proposed capital expenditure on new assets for 2024-25 is $4.3M. This includes the capital contribution towards the Brown Hill Keswick Creek Stormwater Project, and commencing the implementation of the Year 1 of the City Wide Flood Mitigation Plan.

Other Influences on the Budget

There are also other annual items that we consider when setting rates and deciding on council's program of works. These include:

- Local Government Price Index increases on relevant goods and services.
- Provision for Enterprise Bargaining Agreements which, for most staff, determine conditions of employment and provide for annual salary and wages increases
- Maintaining asset management (renewal) expenditure in-line with Council's recently endorsed Asset Management Plans
- Additional maintenance costs due to increased capital works, and the construction of new assets over recent years
- The Regional Landscape Levy, which Council collects and pays to the Green Adelaide Board.

Council has continued its review of service sustainability to minimise the burden on ratepayers.



COMMUNITY LIVING

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

Strategic Objectives

1.1 Our Community is active, healthy and feels safe

1.2 Our Community participates in community activities, learning opportunities and volunteering

1.3 Our City meets the needs of all generations

1.4 Our Community is proud to be part of our City

1.5 Our City is connected and accessible



Annual Objectives for 2024-25

Objective	Measure
Commence implementation of North Unley Park Master Plan with construction of a new central playground, toilet	Completion of Stage 1 Works
Deliver the "It's On in Unley" events program including the return of the Double Shot Coffee Fiesta and hosting	Delivery of the events program
Determine future directions for the Commonwealth Home Support Program.	Council decision on future approach
Continue implementation of Walking and Cycling Plan, including improvements to Railway Terrace South between Devon Street and Goodwood Road.	Completion of Year 2 design and construction works
Deliver Council's Active Ageing program including development of a senior's guide and introduction of the 'Retiring Men' initiative focused on improving mental	Delivery of the Active Ageing program.
Continuation of the Unley Museum Expansion project, with the completion of detailed design and identification of grant funding.	Grant funding identified and secured.



ENVIRONMENTAL STEWARDSHIP

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

Strategic Objectives

2.1 Unley's urban forest is maintained and improved

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

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

2.4 Efficient, effective & sustainable water management is ensured

2.5 The City's resilience to climate change is increased



Annual Objectives for 2024-25

Objective	Measure
Develop and Implement a Community Renewables Energy Program.	Program implemented
Install specialised dog waste bins in City's parks and reserves.	Complete Stage 1 of rollout
Continue the annual planting of trees to increase tree canopy cover on Council owned land as required by Council's Tree Strategy.	Trees planted within annual planting program
Develop a plan the rollout of a weekly organics waste bin and fortnightly general waste bin collection.	Develop a plan for a staged roll out subject to introduction of proposed legislation
Install solar panels at the Goodwood Community Centre.	Solar panels installed
Continue Council's City-Wide Greening Verges Program	Program delivered



ECONOMIC PROSPERITY

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

Strategic Objectives

3.1 Unley is recognised as an easy place to do business

3.2 Thriving main streets and other business activities operate across our City



Annual Objectives for 2024-25

Objective	Measure
Continue to deliver the Economic Development Growth Strategy and commence development of the 2026–2029 Economic Development Action Plan.	Objectives for 2024-25 delivered and new action plan progressed
Implement a program of Business Networking and Workshops.	Program implemented
Establish a Business Precinct Service Level Agreement for Goodwood Road Mainstreet.	Agreement developed
Develop the implementation of a Business Precinct Improvement Program to enhance the appearance and amenity of the City's Business Precincts.	Program is developed and Year 1 is implemented
Continue to provide event sponsorship for Mainstreet Associations	Sponsorship delivered



CIVIC LEADERSHIP

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

Strategic Objectives

4.1 We have strong leadership and governance

4.2 Council provides best value services to the community

4.3 Our business systems and solutions are effective and transparent



Annual Objectives for 2024-25

Objective	Measure
Development of the Community Plan and City Plan	Council endorsement of the Plans
Implement a community booking system to automate the booking of community facilities.	Implementation of the booking system
Develop a Policy/Procedure framework and review Council policies scheduled for review.	Establishment of the framework and completion of scheduled policy reviews.
Development of a strategic approach to Civic Property Assets.	Development of a plan to assess strategic opportunities
Support Council's long term financial sustainability, with a projected Operating Surplus Ratio of between 4% and 6%	Budget for a ratio between 4-6%, and achieve an operating surplus ratio of at least 4%



FUNDING THE BUSINESS PLAN

Over 80% of Council's funding is generated from rates with the balance largely relating to fees and charges set by Council or statutory fees.

In setting the rates for 2024-25 Council proposes to continue with its current method of rating, which involves three differential rates with the application of a minimum rate, applied against the capital improved value of properties. Council considers this to be a fair and equitable method of rating for the City of Unley.

Rates income is used to deliver services. Rates are a form of property taxation, and property values determine how much each property contributes. This system of taxation means that the rates paid may not directly relate to the services used by each ratepayer.

Rate Statistics

Council is estimating 19,470 assessments in 2024-25 including:

- 17,520 assessments within residential Category 1
- 915 assessments within non-residential Category 2 (including commercial shops, industrial, and vacant)
- 915 assessments within non-residential Category 3 (commercial offices and commercial – other)
- 200 non-rateable assessments.



2024-25 General Rates

Council is proposing an **average** increase in General Rates income of 3.75%, plus an additional 0.5% representing the estimated increase in revenue from new developments and capital improvement to existing properties.

The rates assessment (rates payable) for a specific property will be dependent upon the final 2024-25 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

The proposed increase in General Rates will be considered further by Council in May following feedback from Community Consultation.

Council rates from new developments, and capital improvements to existing properties, will be confirmed by the Valuer General in early June, and included in the Annual Business Plan and Budget presented to Council for adoption in June.

COUNCIL'S RATES

Valuation Method

The Council uses the **capital value** method of valuing properties. This method values the land and all improvements on the land. It is the most widely used method across South Australian councils.

Council considers this valuation method the most equitable method to spread the rates burden across the measure of wealth within the City. It equates to the taxation principle that people should contribute to community, social and physical infrastructure in accordance with their capacity to pay as measured by property wealth.

In determining how rates are applied, and in determining the rate in the dollar, Council uses the following options.

Minimum Rate

Council has decided that there will be a minimum rate on every rateable property. Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities and creating and maintaining the physical infrastructure that supports each property. The proposed minimum rate for 2024-25 is $991, an increase of 3.77% from 2023-24.

It is estimated there will be approximately 3,900 assessments paying the minimum rate in 2024-25.

Differential General Rates

Council will declare three differential General Rates according to the land use category. The land use categories provided in the table below.

Council considers the principle of rate stability when assessing the rates distribution across 3 categories. The change in capital value across the land use categories and the rates income provided by each category will also be considered.

Category 1 Income estimate $38.5M	Residential
Category 2 Income estimate $4.1M	Commercial Shop Industrial Light Industry Other Vacant Land Other
Category 3 Income estimate $6.1M	Commercial Office Commercial Other

General Rate Revenue

General Rate Revenue is forecast to increase from $46.7M to $48.7M ($46.8M to $48.8M before discretionary rebates). This represents an increase of 4.25% (inclusive of a 0.5% increase from new developments and capital improvements) compared to the 2023-24 financial year before estimated mandatory and discretionary rebates.

The average rates payable for each differential rate category, which are based on the land use categories, will increase as outlined in the following table.

Estimated rate increase by land use category

The following average increases are estimates only as the final property valuations will not be received from the Valuer General until early June.

Differential Rate Category/ Land Use Category	Average Rates Payable $		Estimated Increase	
	2023-24	2024-25 Estimate	$	%
Category 1				
Residential	2,100	2,179	79	3.75%
Category 2				
Commercial - Shop	3,536	3,669	133	3.75%
Industrial Light	4,125	4,280	155	3.75%
Industry Other	8,055	8,357	302	3.75%
Vacant Land	4,378	4,542	164	3.75%
Other	10,056	10,433	377	3.75%
Category 3				
Commercial - Office	6,739	6,992	253	3.75%
Commercial - Other	5,834	6,053	219	3.75%
Minimum Rate Payable	955	991	36	3.77%

The rates assessment (rates payable) for a specific property will be dependent upon the 2024-25 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

COUNCIL'S RATES

Separate Rate for Main Street Trader Associations

Council proposes to continue to raise a separate rate for the promotion of businesses and traders along major shopping strips (excluding Glen Osmond Road). Council collects the separate rate and contracts with the Main Street Trader Associations for the provision of marketing, street beautification and minor value-added infrastructure projects.

The revenue generated by the proposed separate rates for 2024-25 has been considered following consultation with the Main Street Trader Associations.

Unley Road

Currently there are approximately 465 ratepayers with a land use of Commercial Shop, Commercial Office and Commercial Other that pay the separate rate. The Unley Road Association has requested a 20.3% increase for 2024-25

King William Road

Currently there are approximately 130 ratepayers with a land use of Commercial Shop with addresses along King William Road between Greenhill Road and Commercial Road that pay the separate rate. The King William Road Traders Association has requested a 6.4% increase for 2024-25.

Goodwood Road

Currently there are approximately 95 ratepayers with a land use of Commercial Shop, Commercial Office and Commercial Other, with addresses along Goodwood Road between Leader Street / Parsons Street to the north and Mitchell Street / Arundel Avenue to the south that pay the separate rate. The Goodwood Road Business Association has requested a 6.0% increase for 2024-25.

Fullarton Road

Currently there are approximately 55 ratepayers with a land use of Commercial Shop, Commercial Office and Commercial Other, with addresses along Fullarton Road between Cross Road and Fisher Street that pay the separate rate.

Fullarton Road Traders pay a fixed amount. The Fullarton Road South Traders Association have requested no increase, with the fixed amount proposed to remail as $300 for 2024-25.

Main Street Trader Associations	Separate Rate raised in 2023-24	Requested Separate Rate 2024-25	% Increase (Decrease)
Unley Road	$121,706	$146,440	20.3%
King William Road	$150,350	$159,940	6.4%
Goodwood Road	$57,225	$60,658	6.0%
Fullarton Road	$16,500	$16,500	Nil

Discretionary Rebates

The Council may grant a discretionary rebate of rates under Section 166 of the *Local Government Act 1999.*

To ensure all ratepayers contribute an amount towards basic service provision, the maximum discretionary rebate is 75%.

Applicants seeking a discretionary rebate are required to submit an application form to the Council on or before 1 May prior to the rating year. When deciding an application for a Discretionary Rebate, Council considers whether the applicant:

- is not-for-profit
- provides services or activities that are aligned to Councils Community Plan and key strategies
- provides a direct benefit to the residents of the City of Unley
- allows access to the services or activities by the community and general public
- provides direct services to the community as distinct from administration or advocacy

Council's Rate Rebate Policy is available on the City of Unley website, www.unley.sa.gov.au.

Regional Landscape Levy

(Formerly the Natural Resources Management Levy)

The Green Adelaide Board has advised the collection amount for 2024-25 is $1.714M, and increase of 2.8%.

Council does not retain this revenue, nor determine how the revenue is spent.

Expected Impact on Rate Payers

To deliver the proposed outcomes of the Annual Business Plan for 2024-25, the total General Rates Income required is $48.7M inclusive after discretionary rebates. This equates to an average general rate increase of 3.75% plus 0.5% growth from new developments and capital improvements.

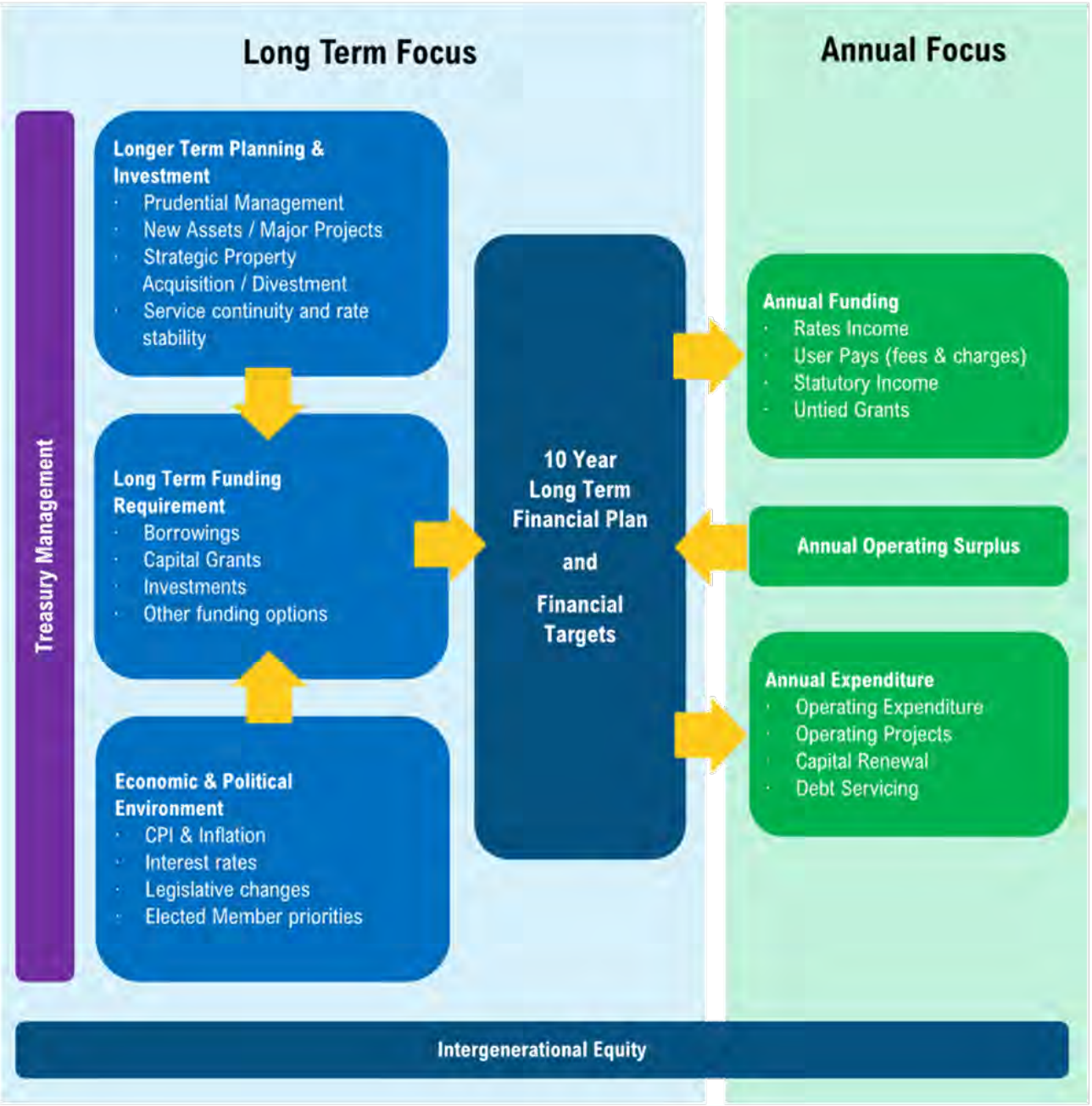
Council is cognisant of the financial pressure many households and businesses are experiencing from high inflation and rising costs. While council is also experiencing increasing costs, especially in contractual services, it continues to carefully manage its budget and minimised increases in its expenditure budget while balancing it's long term financial sustainability.

This approach has enabled Council to minimise the proposed average general rate increase to 3.75%, while maintaining an operating surplus ratio of 4.3%.

FINANCIAL SUSTAINABILITY

Council's Financial Sustainability is managed through its Financial Planning Framework and Long Term Financial Plan.

The following diagram illustrates the overall funding framework for the City of Unley and the use of the Annual Operating Surplus and longer-term funding sources including strategic property divestment.



Long-Term Financial Plan

Council uses a long-term financial plan (LTFP) to guide its financial decisions to ensure it is diligent in its financial management and considers a longer-term view. The LTFP has been reviewed and updated to reflect the most current information available.

The key components of the plan are:

- Assessment of Council's current financial position and achieving longer-term financial sustainability
- Ensuring the Financial Targets are considered
- Consideration of Council's appropriate role and responsibilities in service delivery
- Aligned with the Community Plan and 4 Year Delivery Plan and maintenance of high priority strategies
- Aligned with agreed service provision and delivery standards
- Consider Asset Management Plans and Maintenance Standards
- Supported with funding and treasury principles (rating stability, Treasury Policy, fees and charges, external funding and investments) as well as intergenerational equity.

Financial Ratios

Under the requirements of the *Local Government (Financial Management) Regulations 2011*, Council's LTFP, Budget and Annual Financial Statements must include the following ratios:

- Operating Surplus Ratio
- Net Financial Liabilities Ratio
- Asset Renewal Funding Ratio

These ratios are to be presented in a manner consistent with the Financial Indicators required in the Model Financial Statements.

The Asset Sustainability Ratio is also monitored to assess renewal expenditure relative to depreciation.

These targets have been reviewed by the Audit and Risk Committee as a part of the review of the draft LTFP, and considered by Council as part of approving the Draft 2024-25 to 2033-34 LTFP for Community Consultation.

Financial Indicator	Adopted Target
Operating Surplus Ratio *	**Between 4% and 6% with a LTFP average of 5%** of total operating income
Net Financial Liabilities Ratio	**Less than 80%** of total operating income
Asset Renewal Funding Ratio	**100%** of recommended spend in the Asset Management Plans over a rolling 10-year average
Asset Sustainability Ratio	**100%** of depreciation over a rolling 10-year average

FINANCIAL SUSTAINABILITY

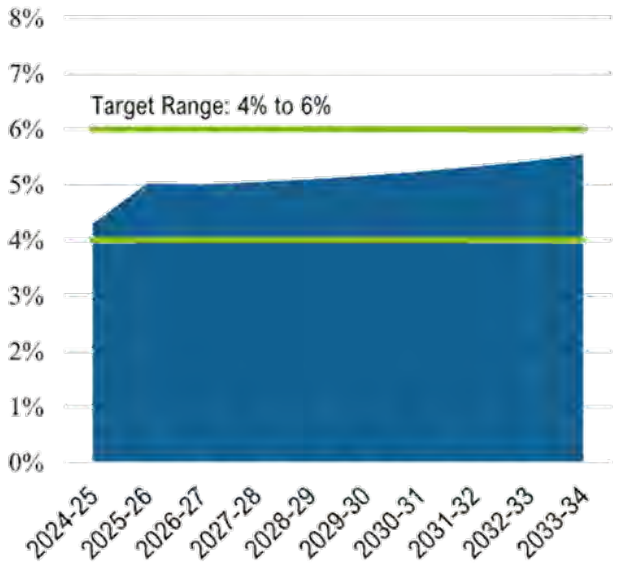
Operating Surplus Ratio

Operating surplus as a percentage of operating income.

The operating surplus ratio reflects Council's capacity to fund capital works (New Assets) and repay its borrowings.

Council is forecasting an operating surplus ratio of 4.3% for the 2024-25 Budget, which is within the target range of 4% to 6%. The LTFP across the life of the LTFP is 5.1%.

The lower forecast for 2024-25 is due to the proposed increase in funding for Operating Projects.



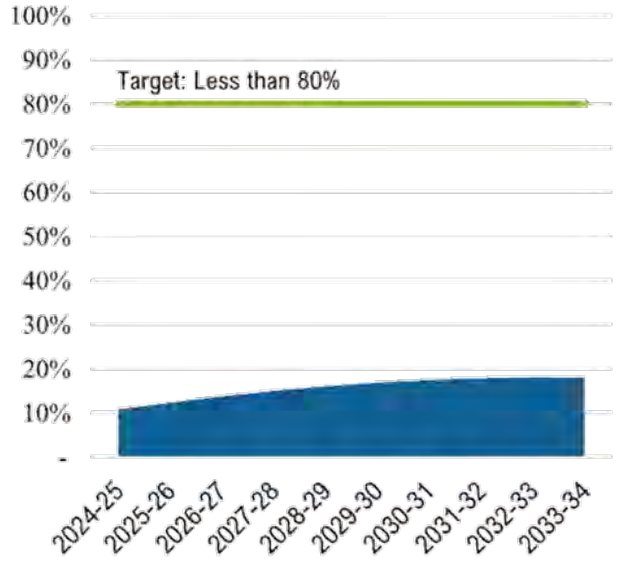
Net Financial Liabilities Ratio

Net financial liabilities as a percentage of operating surplus.

The net financial liabilities ratio measures Council's net debt relative to its operating income.

Council is forecasting a net financial liabilities ratio of 12% for the 2024-25 Budget, well within the target range of 80%.

Council is forecast to borrow an additional $1.8M in 2024-25 to support funding New Capital Projects of $4.3M. Council's total borrowings are forecast to be $4.2M at 30 June 2025.

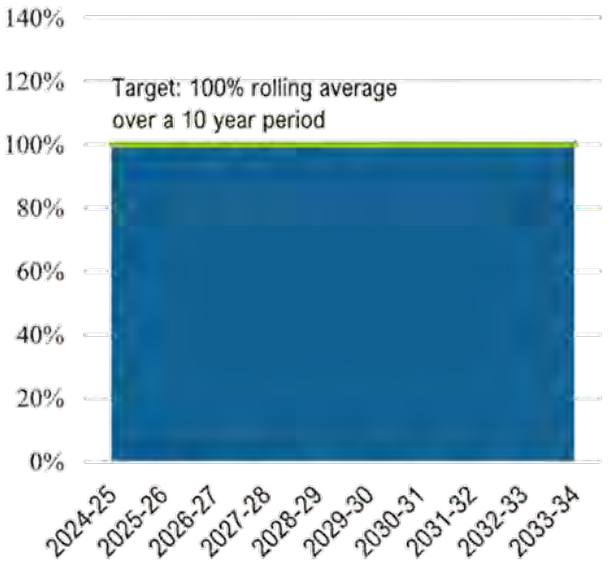


Asset Funding Renewal Ratio

Capital renewal expenditure as a percentage of recommended expenditure in the Asset Management Plans.

The Asset Funding Renewal Ratio represents the level of capital expenditure on the renewal of assets relative to the level of such expenditure identified as warranted in a council's asset management plans.

Council is forecasting an Asset Renewal Funding Ratio of 100%.



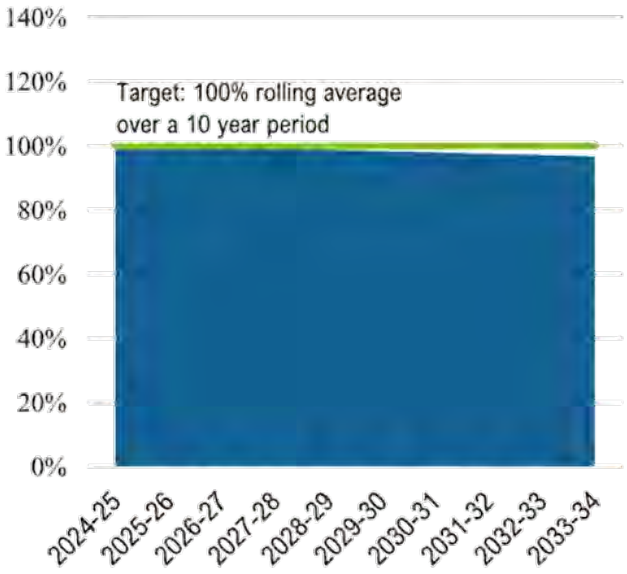
Asset Sustainability Ratio

Capital renewal expenditure as a percentage of depreciation.

This ratio compares capital renewal expenditure relative to the annual consumption of the asset lives.

Council is forecasting an Asset Sustainability Ratio of 101%.

Depreciation for the majority of Council's infrastructure has recently been reviewed as part of the asset condition audits and revaluations.



OPERATING BUDGET

Operating Programs	Income	Expenditure	Net Expenditure
		$'000	
Active Ageing Coordination, administration and support for community based services and projects aimed at facilitating independence and promoting social inclusion.	1,380	1,547	**167**
Animal Management Promote community safety through education, awareness and compliance with the legislation relating to the Dog and Cat Management Act and Local Government Act.	195	283	**88**
Arts & Cultural Development Provision of Art and Cultural Development programs to support a vibrant and active community.	-	177	**177**
Business Support & Improvement Provides general management, executive support and leadership to the services provided by Business Support & Improvement Division and supports Elected Members.	-	538	**538**
Business Systems & Solutions Manages and maintains Council's Information Communication Technology infrastructure, applications and supporting systems to provide high levels of secure service that support business operations and performance.	2	3,305	**3,303**
City Development Management Provides general management, executive support and leadership to the services provided by City Development and to Elected Members.	-	490	**490**
City Services Management Provide general management, executive support and leadership to the services and programs provided by City Services and to Elected Members.	-	526	**526**
Community Bus Program A community transport service within the City of Unley provided by fully trained and accredited volunteer drivers, aimed at improving mobility plus connection to more City Services.	9	138	**130**
Community Centres Management and provision of a thriving network of Community Centres that promote social inclusion, belonging and connection.	578	1,095	**518**
Community Development Provision of social planning and community development including the coordination of Age Friendly City, Welcoming City initiatives, responding to social issues (homelessness and suicide prevention).	-	173	**173**

Operating Programs continued	Income	Expenditure	Net Expenditure
		$'000	
Community Development & Wellbeing Management Provide management, support and leadership of the projects, programs and services provided by the Community Development & Wellbeing Team.	-	189	**189**
Community Events Efficient and effective coordination of Council-run community and cultural events and activities, as well as the successful facilitation and attraction of external events into the City of Unley to encourage place activation, cultural celebration and vibrancy.	-	221	**221**
Community Grants Funding for community organisations, groups and individuals to implement programs and initiatives that promote community connectivity, belonging, participation and cultural diversity.	-	141	**141**
Corporate Activities The accumulation of corporate costs including leave on-costs, treasury management, levy and taxes and insurances.	2,705	2,961	**256**
Culture & Business Capability This service supports the continuous improvement of overall business capability focused on the provision of 'best value' services to customers. Critical to improved business capability and customer experience is having the best organisational culture possible.	-	42	**42**
Customer Experience Coordinate and manage the City of Unley brand through customer service, provision of frontline customer service plus resolve customer enquiries and build goodwill within the City of Unley community.	1	691	**690**
Development Services Planning and building control within the City in accordance with the Development Act and Regulations and other legislative requirements.	564	2,059	**1,495**
Economic Development Manage the implementation, monitoring and evaluation of economic development activities and strategic initiatives within the City of Unley.	389	861	**472**
Environmental Initiatives Drive improved environmental sustainability through policies, strategies, programs and projects.	-	158	**158**
Finance & Procurement Delivers accounting, financial, procurement, risk management and treasury management services required to support Council's operations, including statutory and financial reporting obligations.	48,954	1,978	**46,976**
Governance Undertakes administration of legislative and corporate governance requirements.	-	369	**369**

Operating Programs continued	Income	Expenditure	Net Expenditure
		$'000	
Human Resources Provides support in recruitment, change management, employee relations, injury management, occupational health & safety and Welfare.	-	1,598	**1,598**
Library Services Provision of library services, programs and facilities to encourage literacy, lifelong learning and social inclusion and connection.	349	2,500	**2,151**
Marketing & Communications Coordinate and manage the City of Unley reputation and brand in digital and printed communications and media relations.	-	661	**661**
Office of the CEO Organise and manage the governance of the City of Unley, including support for Elected Members and Civic Functions.	386	1,585	**1,199**
Operational Services Provides maintenance services to Council's infrastructure, property, open space, street and park trees, plant and equipment assets.	967	16,809	**15,842**
Parking Enforcement Promote community safety through education, awareness and compliance with the legislation relating to the Road Traffic Act and Local Government Act and Council By Laws.	1,209	797	**412**
Property Services Provides sustainable strategic management of Council's building and property asset portfolio.	715	3,775	**3,060**
Public & Environmental Health Promote community health and safety through education, awareness and compliance with the legislation relating to the Environment and Protection Act and the Local Government Act.	51	462	**411**
Strategic Asset Management Provides sustainable strategic management of Council's asset portfolio.	-	724	**724**
Strategic Projects Facilitates delivery of major strategic initiatives from the 4 Year Delivery Plan and Community Plan.	30	177	**147**
Transportation & Traffic Provides coordination, administration and support to provide an effective, safe and equitable management of transport spaces for all modes, ratepayers and visitors to improve local accessibility and safety.	-	790	**790**
Unley Museum Provision of the Unley Museum to showcase the cultural heritage and history of the area through the provision of collection, exhibitions and programs.	6	204	**198**
Unley Swimming Centre Provision of a premier outdoor swimming facility, encouraging community health, wellbeing and water safety.	929	1,325	**395**

Operating Programs continued	Income	Expenditure	Net Expenditure
		$'000	
Urban Design (incorporating Recreation and Sport) Development and management of high quality public realm and open space. Coordination, administration and support to provide an effective, safe and equitable management of movement spaces for all modes, ratepayers and visitors to improve local accessibility and safety.	-	531	**531**
Volunteer Development Provide coordination, administration and support for community based volunteer services and projects.	-	109	**109**
Waste Management Collection and disposal of general waste, kerbside recycling, green waste and a hard rubbish collection service.	247	5,313	**5,066**
Youth Development Engage and empower young people in the community by identifying, developing and providing activities, programs and events.	-	113	**113**
Total Operating Programs	**59,665**	**55,414**	**4,251**
Operating Projects (as per the following pages)	-	1,688	1,688
Total Operations (including Operating Projects)	**59,665**	**57,102**	**2,563**



OPERATING PROJECTS & INITIATIVES

Operating Projects & Initiatives	Expenditure
Environmental Initiatives	
Council Operations Carbon Emission Reduction	110,000
Community Renewables Program Procurement	115,000
Carbon Accounting & Communications	25,000
Sustainability Project Officer (Year 3 of 3)	115,000
Dog Waste Bins	30,000
Tree Strategy	180,000
Increasing Tree Canopy in Private Car Parks	10,000
City Wide Greening Verges	60,000
Water Wells (Treenet Inlets) Program	50,000
	695,000
Events	
Events in Unley Program	100,000
Double Shot Coffee Fiesta	80,000
Tour Down Under Stage Start 2025	55,000
	235,000
Economic Development Initiatives	
City Master Plan 2050	180,000
Business Precincts Improvement Plan	120,000
Increase maintenance levels - Goodwood Road Mainstreet	30,000
Event Sponsorship for Mainstreet Associations	40,000
	60,000
Other Projects	
Active Ageing Strategy Program	20,000
Main Collector Roads 40kph Speed Limit Implementation	30,000
All Connections to Unley Art Prize	20,000
Clarence Park Community Centre - Toy Shed	15,000
ESCOSA Review	40,000
Local Area Traffic Management Plan - Fullarton and Myrtle Bank	75,000
Royal Adelaide Show Traffic Management	27,000
Unley Parking Management Plan Implementation	80,000
Assets & Operations Operating Budget Increase	81,000
	388,000
Total Operating Projects	**1,688,000**

Operating Projects & Initiatives	Expenditure
Environmental Initiatives	
Council Operations Carbon Emissions Reduction Reducing Council's operations carbon emissions in line with its Climate & Energy Plan with the follow initiatives of 2024-25: • The installation of solar panels at Goodwood Community Centre • The upgrade of lighting at the Civic Centre including LED lighting and a sensor/ automated management system to improve energy efficiency. Lighting accounts for approximately 30% of Council buildings energy consumption.	110,000
Community Renewables Program Procurement The establishment of a Community Renewables Energy Program which intends to provide support to interested Unley residents and business owners who wish to transition away from using fossil fuels to renewable energy and access reduced energy costs.	115,000
Sustainability Projects Officer (Year 3 of 3) Funding a fixed-term contract position which assists with the implementation and delivery of the actions of Council's key sustainability strategies including the Climate & Energy Plan, Tree Strategy, Environment & Sustainability Strategy and Waste Management & Resource Recovery Plan 2021-25.	115,000
Dog Waste Bins The introduction of specialised dog waste bins in the City's parks and reserves. This will provide the opportunity for Council to collect and recycle dog waste and turn it into compost.	30,000
Tree Strategy Expanding Canopy Target - Public Land One of the key objectives of Council's Tree Strategy is to increase canopy cover within the City on Council land. This project will see the planting of 440 additional trees throughout the City in 2024-25.	180,000
Increasing Tree Canopy in Private Car Parks Council will undertake a feasibility study to identify opportunities to work with commercial property owners to plant trees and develop a prospectus to use as a template to roll out with interested parties.	10,000
City Wide Greening Verges The conversion of Council verges from dolomite to loam which are then planted and maintained by residents. The program has enabled the conversion of over 516 verges and a total area of 9,293m2 across the City in the last 7 years.	60,000
Water Wells (Treenet Inlets) Program The continued delivery of Council's water wells initiative for 2024-25. The installation of inlets in Council verges across the City to assist with their greening and establishing new tree plantings by increasing moisture in the soil through capturing and retaining flows from the roadway.	50,000
Total Environmental Initiatives	**695,000**

NEW CAPITAL

New Capital Projects	Expenditure
Brown Hill Keswick Creek (BHKC) City of Unley Contribution	840,000
City Wide Flood Mitigation Plan Implementation 2024-25	864,000
TechnologyOne Property and Rating	780,000
North Unley Park Upgrade	340,000
Ridge Park Pathway Lighting and Furniture	150,000
Unley Road Streetscape (Stage 3)	200,000
Local Area Traffic Management (LATM) Plan Implementation	170,000
Walking & Cycling Plan Implementation (Year 2 of 5)	345,000
Fraser Reserve Accessibility Improvements	25,000
Fullarton Park Community Centre Digital Signage	60,000
Goodwood Oval Blue Tree	25,000
Water Fountains for Unley Sports Club	8,000
Howard Florey Reserve Improvements (Stage 1 of 2)	30,000
Sub-total	**3,927,000**
Overhead Allocation	392,700
Total New Capital Projects	**4,319,700**



New Capital Projects	Expenditure
Brown Hill Keswick Creek (BHKC) City of Unley Contribution The City of Unley together with the Cities of Burnside, Mitcham, West Torrens and the Corporation of the City of Adelaide have collaborated to develop a catchment based approach to mitigating flood risk and use of stormwater where feasible in the Brown Hill and Keswick Creek catchment. The City of Unley contributes 21% of the Boards capital costs as identified in its Stormwater Management Plan.	840,000
City Wide Flood Mitigation Plan Implementation To deliver the on-ground works for the Year 1 priority of the program as contained within the Plan. The Plan sets out a 10-year priority program for the delivery of new capital works to address local flood risks within the City. These designs will enable Council to apply for grant funding opportunities the proposed designs are: • Wattle Street design of scheme for delivery of works in 2025-26 and 2026-27 • Fisher Street design of scheme for delivery of works in 2027-31. • Joslin Street design of scheme for delivery of works in 2031-34. • Fullarton Road design of scheme for delivery of works in the long term. • Various design of various minor works isolated flooding issues for future years.	864,000
Property and Rating System Council has endorsed a recommendation from Administration to a new Property and Rating solution as it offers enhancements to services and performance, advanced privacy and security controls as well as improved performance and reliability. The project is expected to go live in the 2025-26 Financial Year.	780,000
North Unley Park Upgrade Council adopted the North Unley Park Master Plan in 2022 to provide a long-term vision for the enhancement of this much-loved Neighbourhood Park. This project will construct a new central playground, toilet block, picnic shelter and landscaped dry creek bed/nature play.	340,000
Ridge Park Pathway Lighting and Furniture Council adopted the Ridge Park Master Plan in 2022 which aims to enhance various key elements within the Park over a staged approach. This project will install new energy efficient and LED lighting along the new paths along with various new furniture which will ensure the park will be fit for purpose.	150,000
Unley Road Streetscape Upgrade (Stage 3) The continued delivery of Council's Unley Road Public Realm Streetscape Upgrade which for 2024-25 will be in the section that is between Greenhill Road the Park/Wattle Streets junction. The proposed Stage 3 streetscape works are: Renewal of footpath paving. Renewal of kerb and water table. New tree planting and landscaping. In addition to the streetscape upgrade works, renewal of footpaths and kerbing will also be undertaken and funded through Council's 2024-25 Capital Renewal Program.	200,000
Local Area Traffic Management (LATM) Implementation Continued implementation of recommendations and measures resulting from Local Area Traffic Management Plans developed, including: • Thomas Street and Mornington Road Intersection Improvements (LATM 1) • Haslop Reserve Walking and Cycling Improvements (LATM 2) • Sunrise Christian School Emu Crossing Upgrade (LATM 2).	170,000

New Capital Projects continued	Expenditure
Walking and Cycling Plan Implementation (Year 1 of 5) The continued implementation of priorities as endorsed by Council in its Walking & Cycling Plan 2022-2027. The proposed projects to be delivered in 2024-25 are: • Railway Terrace South (Devon Street to Goodwood Road) - (construction). • Wood-Weller Bikeway (Stage 4) King William Road between Simpson Parade and Mike Turtur Bikeway (Short Term Bicycle Improvements) - (construction). • Wood-Weller Bikeway (Stage 5) Wood Street to Cross Road Connection - (design). • Wilberforce Walk (Stage 4) Leah Street to Forestville Reserve - (consultation and design). • Young Street Neighbourhood Bicycle Route (Stages 2, 3 and 4) King William Road to Glen Osmond Road - (consultation). • Charles Walk Intersection Improvements - (concept design). • Wattle Street Neighbourhood Bicycle Route (Stage 3) Unley Road to Fullarton Road (concept design). • Bicycle End of Trip Facilities – (installation of up to five bicycle racks). • Permanent Bicycle Counter (installation of one permanent bicycle counter)	345,000
Fraser Reserve Accessibility Improvements This project will construct an accessible new walking path through the Reserve to provide improved pedestrian access between Glenrowan Avenue and Rowan Road.	25,000
Fullarton Park Community Centre Digital Signage Installation of a digital sign / noticeboard adjacent the Fullarton Park Community Centre to improve awareness of the public regarding community events and activities being held at the Centre and City-wide.	60,000
Goodwood Oval Blue Tree Installation of a metal blue tree to help spark difficult conversations and encourage people to speak up when experiencing mental health concerns.	25,000
Water Fountains for Unley Sports Club Installation of a water fountain in the grounds of the Unley Park Sports Club.	8,000
Howard Florey Reserve Improvements (Stage 1 of 2) This project will begin a staged implementation of proposals in the Improvement Plan, with the aim of improving the visual appeal and safety of the Reserve, allowing for increased use of the park by residents and visitors.	30,000
Community Booking Software The implementation of a community booking system will create a reliable, repeatable, and streamlined experience for the public when booking community facilities. It is expected that with enhanced searchability, an improved customer and staff experience, and subsequent efficiencies gained and reinvested into value-add activities, that Council will realise an increase in facility bookings and utilisation along with related revenue.	90,000
Capitalised Project Delivery Costs	383,700
Total New Capital Projects	**4,319,700**



INFRASTRUCTURE & ASSET MANAGEMENT PLANS

The City of Unley is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for City users. Asset Management Plans have been revised and are due to be adopted by Council in April 2024.

The development of the Asset Management Plans demonstrate Council's ongoing commitment to operate and maintain its asset portfolio efficiently to both meet strategic and legislative requirements, and to deliver the required levels of service for the community.

Asset management is driven from a service perspective. Council has implemented an agreed level of service for property, bridge, road and footpath asset classes.

The asset system collects real time data coupled with ongoing regular condition audits, to allow more accurate predictive modelling in regard to treatments and life expectancy of each asset class.

Over the next few years the management of assets will balance the target levels of service for each specific asset with the long -term costs.

The Asset Management Plans provide the basis for the Capital Renewal Program included in Council's LTFP and is refined as part of the Annual Business Plan and Budget process. In 2024-25 the Capital Renewal Program has a projected net expenditure of $12.3M.

Operating Projects & Initiatives continued	Expenditure
Events	
Events in Unley Program *It's On In Unley* will deliver a program of community events throughout *2024/25*, utilising a range of locations across the City. With an emphasis on fun, free and 'something for everyone' the program will be a mix of well-loved favourites coupled with something new and different.	100,000
Double Shot Coffee Fiesta Funding for the Double Shot Coffee Fiesta will be utilised to celebrate our thriving local coffee culture and talented baristas. The event will feature competitions, demonstrations, food, entertainment and all things café culture fostering community pride in our City.	80,000
2025 Tour Down Under Stage Start Funding to host a stage start of the 2025 Tour Down Under (TDU). The hosting of a TDU Stage is dependent on a stage being granted by SA Tourism Commission.	55,000
Total Events	**235,000**
Economic Development Initiatives	
City Master Plan 2050 The City Master Plan phase 2 will provide a spatial framework for the City for the next 30 years, that reflects the Community Plan and can form the basis of input to the Greater Adelaide Regional Plan (GARP).	180,000
Business Precincts Improvement Plan A framework designed to enhance and uplift a specific area dedicated to business activities, often within an urban setting. The plan focuses on revitalising, developing, and optimising various facets of the business precinct to promote economic growth, community engagement, and overall well-being.	120,000
Increase maintenance levels - Goodwood Road Mainstreet The Council will establish levels of service for identified business precincts within the Economic Development Growth Strategy, commencing with the Goodwood Road Precinct in 2024-25.	30,000
Event Sponsorship for Mainstreet Trader Associations The provision of financial support to Council's four Trader Associations to stage annual events in 2024-25. The intent of the funding is to attract visitation to the precincts and generate spending on the back of a significant event on each of the main streets.	40,000
Total Economic Development Initiatives	**370,000**

Operating Projects & Initiatives continued	Expenditure
Other Projects	
Active Ageing Strategy Program Initiatives have been developed in consultation with Council's Active Ageing Alliance. The project aims to realise Council's vision of the City of Unley to be celebrated as a great place to grow older. The program will include provision of an Active Ageing education, information and communication program, delivery of a project focussed on older men and their experiences of ageing and contribute to piloting GrandFriends 2.0, an intergenerational mental health program.	20,000
Main Collector Roads 40kph Speed Limit Implementation Funding to install signage and provide notification to residents regarding a reduction of the existing speed limit along local and major collector roads under the care, control and management of Council from 50kph to 40kph.	30,000
All Connections to Unley Art Prize Hosting the competition and awarding the prize in 2025, the artworks will be reproduced on street bin signage and displayed throughout the year.	20,000
Clarence Park Community Contribution - Toy Shed A funding contribution to Clarence Park Community Centre for the salary of the Shed Coordinator.	15,000
Royal Adelaide Show Traffic Management Council's financial contribution to the cost of traffic management to stage the 2023 Royal Adelaide Show.	27,000
ESCOSA Review The fee charged by the Essential Services Commission of South Australia (ESCOSA) for the legislated Local Government Advice Scheme review to be conducted in 2024-25.	40,000
Local Area Traffic Management Plan: Fullarton & Myrtle Bank Development of a Local Area Traffic Management (LATM) Plan for Fullarton & Myrtle Bank. The Plan will consider a holistic approach to identifying and addressing transport matters within the study area including vehicular volumes and speeds, on-street parking, walking and cycling and other safety matters.	75,000
Unley Parking Management Plan Implementation Funding to implement Year 1 of the action priorities contained within the Unley Parking Management Plan adopted by Council in 2024. The Plan provides a framework for Council to effectively and efficiently manage on-street parking City-wide for residents, businesses, shoppers and visitors.	80,000
Assets & Operations Operating Budget Increase Funding for the increase in service levels being provided by the Assets & Operations Department. Key service level increases include reserve, street tree and artwork maintenance, multi-unit developments waste management, and reserve trees management.	81,000
Total Other Projects	**388,000**
Total Operating Projects	**1,688,000**

CAPITAL RENEWAL

Capital Renewal Program	Income	Expenditure	Net
Buildings			
Property Program (includes swimming facilities)	-	1,170,000	1,170,000
	-	**1,170,000**	**1,170,000**
Open Space			
Reserves & Open Space Program	-	1,277,000	1,277,000
	-	**1,277,000**	**1,277,000**
Stormwater			
Drainage & Stormwater Program	-	800,000	800,000
	-	**800,000**	**800,000**
Transport			
Road Program	-	2,270,000	2,270,000
Kerb & Water Table Program	-	2,245,000	2,245,000
Footpath Program	-	362,000	362,000
Unley Road Kerb and Footpath Program		1,750,000	1,750,000
Lighting Renewal Program	-	50,000	50,000
Traffic Facility Renewal Program	-	60,000	60,000
Car Parks Program	-	100,000	100,000
	-	**6,837,000**	**6,837,000**
Plant, Fleet and Equipment			
Plant and Equipment	376,000	945,000	569,000
Light Fleet	70,000	134,000	74,000
	446,000	**1,079,000**	**643,000**
ICT Assets			
ICT Asset Renewal	-	563,000	563,000
	-	**752,000**	**752,000**
Sub-total	**446,000**	**11,726,000**	**11,280,000**
Capitalised Project Delivery Costs	-	1,039,660	1,039,600
Total	**446,000**	**12,756,600**	**12,319,600**

Capital Renewal Program

Property Program (includes swimming facilities)

Facility	Component Renewal	Scope
Civic Buildings		
	Unley Civic Centre	Ground Floor kitchen renewal
	Operations Depot	Renewal of amenities
Community Buildings		
	Unley Oval Public Toilet	Detailed design, preliminary works and pre-staging including public consultation (north-eastern end of Unley Oval)
	Unley Oval Jack Oatey Grandstand	Renewal of fire electrical services
	North Unley Playpark Public Toilet	Reconstruction of public toilet
	Unley Park Sports Club	Acoustic ceiling renewal Main hall flooring renewal
	Unley Swimming Pool	Supervisory Control and Data Acquisition (SCADA) system renewal and integration
	Goodwood Library	Replacement of Shelving and Furniture
	Goodwood Community Centre	Roofing renewal
Program Wide		
	Disability Access and Inclusion Plan DDA – Design Stage	
	Design of building renewals for 2025-26	

Open Space Renewal Program

Location	Scope
North Unley Playpark, Unley	Renewal of playground and park furniture
Goodwood Oval, Goodwood	Renewal of retaining wall (northern end of Goodwood Oval) Renewal of soakage trenches
Orphanage Park, Millswood	Renewal of retaining wall (garden bed)
Fraser Reserve, Myrtle Bank	Renewal of irrigation system
Unley Park Sports Club, Unley Park	Renewal of surface drainage pipe
Fullarton Park	Renewal of BBQ
Soutar Park, Goodwood	Renewal of basketball court surface
Page Park, Clarence Park	Renewal of tennis court surface and installation of root barriers – detailed design and investigation stage
Various	Renewal of park seats in various locations
	Renewal of art features in various locations
	Design of open space renewals for 25/26

Capital Renewal Program continued

Drainage & Stormwater Renewal Program

Location	Works
Sheffield Street, Malvern	Reconstruction of the failing box culvert at the intersection of Cambridge Terrace and Sheffield Street.
Winchester Street, Malvern	Reconstruction of three side entry pits adjacent Unley Road.
Side Entry Pit Renewals (Various)	Renewal of side entry pits in various locations which need to be replaced.
Stormwater Renewal Design	Allowance for the survey, design and service location for the construction of future stormwater renewals.

Road Renewal Program

Road Name, Suburb	To/From	Scope
Gladstone Street, Fullarton	Fullarton Road to Glen Osmond Road	Asphalt Resurface
Frederick Street, Clarence Park	George Street to Mills Street	Asphalt Resurface and Reshape
Victoria Avenue, Unley Park	Cross Road to Northgate Street	Pavement Reconstruction
East Avenue, Black Forest	Cross Road to Aroha Terrace	Pavement Reconstruction
Devon Street South, Goodwood	Victoria Street to Railway Terrace South	Asphalt Resurface and Reshape
Railway Terrace South, Goodwood	Devon Street South to Goodwood Road	Asphalt Resurface
Cleland Avenue, Unley	Mary Street to End	Asphalt Resurface
Overbury Drive, Clarence Park	Dixon Street to End	Permeable Asphalt Resurface
Various Locations		Pavement Patching
Various Locations		Pavement Design for 2025-26

Kerb & Water Table Renewal Program

Road Name, Suburb	To/From	Scope
Frederick Street, Clarence Park	George Street to Mills Street	Kerb Renewal
George Street, Clarence Park	Frederick Street to East Avenue	Kerb Renewal (northern side only)
Kelvin Avenue, Clarence Park	Frederick Street to East Avenue	Kerb Renewal
Victoria Avenue, Unley Park	Cross Road to Northgate Street	Kerb Renewal
Moresby Street, Wayville	Le Hunte Street to Laneway	Bluestone Kerb Renewal
Devon Street South, Goodwood	Victoria Street to Railway Terrace South	Bluestone Kerb Renewal
Railway Terrace South, Goodwood	Devon Street South to Goodwood Road	Kerb Renewal
Cambridge Terrace, Unley	Frederick Street to Marion Street	Kerb Renewal (eastern side only)
Cleland Avenue, Unley	Mary Street to End	Kerb Patching
Overbury Drive, Clarence Park	Dixon Street to End	Kerb Patching
Various Locations		Kerb Patching
Various Locations		Kerb Design for 2025-26

Capital Renewal Program continued

Footpath Renewal Program

Road Name, Suburb	To/From	Side, Scope
Frederick Street, Clarence Park	George Street to Mills Street	Pickup/Relay associated with kerb works
Victoria Avenue, Unley Park	Cross Road to Northgate Street	Pickup/Relay associated with kerb works
Kelvin Avenue, Clarence Park	Frederick Street to East Avenue	Pickup/Relay associated with kerb works
Moresby Street, Wayville	Le Hunte Street to End	Pickup/Relay associated with kerb works
Overbury Drive, Clarence Park	Dixon Street to End	Laneway and Pedestrian Ramp Renewal
Devon Street South, Goodwood	Victoria Street to Railway Terrace South	Pickup/Relay associated with kerb works
Railway Terrace South, Goodwood	Devon Street South to Goodwood Road	Pickup/Relay associated with kerb works
Hoxton Street, Goodwood	Parsons St to End	Renewal of rubble footpath with pavers
Cleland Avenue, Unley	Mary Street to End	Full Pickup/Relay
Various		Pedestrian Ramp Renewals



Capital Renewal Program continued

Unley Road Streetscape (Stage 1 & Stage 2)

The Unley Road Streetscape Project involves the renewal of all existing kerbing and footpaths along Unley Road as well as amenity enhancements through planting new trees and landscapes and installing new furniture. The Project will also include changes to the interface of side streets with Unley Road where possible.

Stage 1 of the Project related to the following sections of Unley Road:

- eastern side between Greenhill Road and Whittam Street; and
- western side between Greenhill Road and Park Lane.

Stage 2 of the Project related to the following sections of Unley Road:

- western side between Thomas Street and Park Street; and
- western side between Park Lane and Thomas Lane.

Lighting Renewal Program

Location	Scope
Shared Path Leader Street to Rose Street, Wayville	Renewal of electrical system to shared pathway lights in collaboration with Adelaide Showgrounds.

Traffic Facility Renewal Program

Location	Description
Young Street, Unley	Design for the renewal of three roundabouts along Young Street at its intersections with Roberts Street, Palmerston Street and Salisbury Street.
Traffic Signal Control Cabinets	Renewal and replacement of school crossing control boxes that have reached the end of their useful life.

Car Park Renewal Program

Location	Scope
King William Road On Street Car Parking Bays Stage One	Reconstruction of on street car parking bays including new concrete and mortar base

Plant, Fleet & Equipment

Plant & Equipment Renewal	Renewal of major and minor plant.
Light Fleet Renewal	Replacement of three vehicles scheduled for replacement.

ICT Assets

ICT Renewals Replacement of various ICT assets, including server room equipment, network hardware and user computing devices. Enhancement and replacement (where applicable) of Council corporate software applications to improve operational efficiencies. Implementation of new and expansion of existing cloud technology solutions.



DRAFT BUDGETED FINANCIAL STATEMENTS

Uniform Presentation of Finances

$'000s	2023-24 Forecast	2024-25 Draft Budget
Income	57,708	59,665
less Expenses	(54,807)	(57,102)
Subtotal	**2,901**	**2,563**
Equity Accounted Subsidiaries	(255)	-
Operating Surplus / (Deficit) before Capital Amounts	**2,646**	**2,563**
***less* Net Outlays on Existing Assets**		
Net Capital Expenditure on Renewal & Replacement of Existing Assets	(10,588)	(12,613)
less Depreciation, Amortisation and Impairment	12,000	12,247
less Amounts received specifically for Replacement of Existing Assets	-	-
less Proceeds from the Sale of Replaced Assets	298	301
Net Outlays on Existing Assets	**1,710**	**(65)**
***less* Net Outlays on New and Upgraded Assets**		
Net Capital Expenditure on New and Upgraded Assets	(2,944)	(4,320)
less Amounts received specifically for New and Upgraded Assets	785	-
less Proceeds from Sale of Assets	-	-
Net Outlays on New and Upgraded Assets	**(2,159)**	**(4,320)**
Net Lending / (Borrowing) for the Financial Year (inclusive of Equity Accounted Businesses (for 2023-24 Forecast)	**2,197**	**(1,822)**
less Equity Accounted Businesses	255	-
Net Lending / (Borrowing) for the Financial Year excluding Equity Accounted Businesses	**2,453**	**(1,822)**
Net Financial Liabilities at Beginning of Year	7,742	5,289
Decrease / (increase) in Other	-	-
Net Financial Liabilities at End of Year	**5,289**	**7,274**

The draft Budgeted Financial Statements for the 2024-25 financial year exclude proposed Equity Account Businesses (Centennial Park Cemetery Authority, Brown Hill & Keswick Creek Stormwater Board and East Waste) for the purposes of public consultation.

Statement of Comprehensive Income

$'000s	2023-24 Forecast	2024-25 Draft Budget
Income		
Rates	46,732	48,722
Statutory Charges	2,152	2,242
User Charges	1,852	1,792
Grants, Subsidies & Contributions	2,253	2,465
Asset Disposal	3,423	3,142
Investment Income	15	15
Reimbursements	202	217
Other Income	1,043	1,070
Operating Projects	36	-
Total Income	**57,709**	**59,665**
Expenditure		
Employee Costs	20,647	20,927
Materials, Contracts & Other Expenses	20,679	22,009
Depreciation, Amortisation & Impairment	12,000	12,247
Finance Costs	90	231
Operating Projects	1,391	1,688
Total Expenditure	**54,807**	**57,102**
Operating Surplus / (Deficit) inclusive of Equity Accounted Businesses	**2,902**	**2,563**
Asset Disposal & Fair Value Adjustments	298	446
Amounts received specifically for new, upgraded or replacement assets	3,519	-
Net Outlays on New and Upgraded Assets	**3,987**	**446**
Net Surplus / (Deficit)	**6,351**	**3,009**
Share of Other Comprehensive Income – Equity Accounted Council Businesses	1,050	-
Total Comprehensive Income	**7,401**	**3,009**

The draft Budgeted Financial Statements for the 2024-25 financial year exclude proposed Equity Account Businesses (Centennial Park Cemetery Authority, Brown Hill & Keswick Creek Stormwater Board and East Waste) for the purposes of public consultation.

DRAFT BUDGETED FINANCIAL STATEMENTS

Statement of Financial Position

$'000s	2023-24 Forecast	2024-25 Draft Budget
Assets		
Current Assets		
Cash & cash equivalents	1,655	1,655
Trade & other receivables	3,647	3,784
Other financial assets	-	-
Total Current Assets	**5,302**	**5,439**
Non-current Assets		
Financial Assets	-	-
Equity accounted investments in Council businesses	33,017	34,255
Infrastructure, Property, Plant & Equipment	714,171	745,336
Total Non-current Assets	**747,188**	**779,591**
Total Assets	**752,490**	**785,030**
Liabilities		
Current Liabilities		
Trade & Other Payables	3,709	3,848
Borrowings Fixed Term	288	-
Provisions	4,058	4,210
Total Liabilities Assets	**8,055**	**8,058**
Non-current liabilities		
Borrowings	2,117	4,226
Provisions	234	243
Total Non-current Liabilities	**2,351**	**4,468**
Total Liabilities	**10,406**	**12,527**
Net Assets	**742,084**	**772,503**
Equity		
Accumulated Surplus	181,895	184,904
Asset Revaluation Reserves	559,971	587,381
Other Reserves	217	217
Total Equity	**742,084**	**772,503**
Net Financial Liabilities	**5,104**	**7,088**

The draft Budgeted Financial Statements for the 2024-25 financial year exclude proposed Equity Account Businesses (Centennial Park Cemetery Authority, Brown Hill & Keswick Creek Stormwater Board and East Waste) for the purposes of public consultation.

Statement of Cash Flow

$'000s	2023-24 Forecast	2024-25 Draft Budget
Cash Flows from Operating Activities		
Receipts		
Operating Receipts	57,694	59,650
Investment Receipts	15	15
Payments		
Operating Payments to suppliers and employees	(42,717)	(44,625)
Finance Payments	(90)	(231)
Net Cash provided by (or used in) Operating Activities	**14,902**	**14,809**
Cash Flows from Investing Activities		
Receipts		
Amounts specifically for new or upgraded assets	835	-
Amounts received specifically for Replacement of Existing Assets	40	-
Proceeds from Sale of Surplus Assets	-	-
Sale of replaced assets	298	446
Repayments of loans by community groups	-	-
Payments		
Expenditure on renewal/placement of assets	(10,628)	(12,756)
Expenditure on new/upgraded assets	(2,994)	(4,321)
Net purchase of Investment Securities	-	-
Capital Contributed to Equity Accounted Council Businesses	-	-
Distributions Received from Equity Accounted Council Businesses (Loss)		
Net Cash provided by (or used in) Investing Activities	**(12,449)**	**(16,631)**
Cash Flows from Financing Activities		
Receipts		
Proceeds from borrowings	-	1,822
Payments		
Repayments of borrowings	(2,453)	
Net Cash provided by (or used in) Financing Activities	**(2,453)**	**1,822**
Net Increase/(Decrease) in cash held	-	-
Plus: Cash & cash equivalents at beginning of period	1,485	1,655
Cash & cash equivalents at end of period	**1,485**	**1,655**

The draft Budgeted Financial Statements for the 2024-25 financial year exclude proposed Equity Account Businesses (Centennial Park Cemetery Authority, Brown Hill & Keswick Creek Stormwater Board and East Waste) for the purposes of public consultation.

DRAFT BUDGETED FINANCIAL STATEMENTS

Statement of Equity

$'000s	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
2024-25 Draft Budget				
Balance at end of previous reporting period	**181,895**	**559,971**	**217**	**742,084**
Net Surplus/(Deficit) for Year	**3,009**	-	-	**2,774**
Other Comprehensive Income				
Gain/(loss) on revaluation of Infrastructure and Assets	-	27,410	-	-
Share of Other Comprehensive Income – Equity Accounted Council Businesses	-	-	-	-
Other Comprehensive Income	-	**27,410**	-	-
Total Comprehensive Income	**3,009**	**587,381**	-	**2,774**
Balance at end of period	**184,904**	**587,381**	**217**	**772,503**
2023-24 Forecast				
Balance at end of previous reporting period	**177,026**	**559,971**	**217**	**737,214**
Net Surplus/(Deficit) for Year	**3,820**	-	-	**3,820**
Other Comprehensive Income				
Gain/(loss) on revaluation of Infrastructure and Assets	-	-	-	-
Share of Other Comprehensive Income – Equity Accounted Council Businesses	1,050	-	-	1,050
Other Comprehensive Income	**1,050**	-	-	**1,050**
Total Comprehensive Income	**4,870**	-	-	**4,870**
Balance at end of period	**181,896**	**559,971**	**217**	**742,084**

The draft Budgeted Financial Statements for the 2024-25 financial year exclude proposed Equity Account Businesses (Centennial Park Cemetery Authority, Brown Hill & Keswick Creek Stormwater Board and East Waste) for the purposes of public consultation.

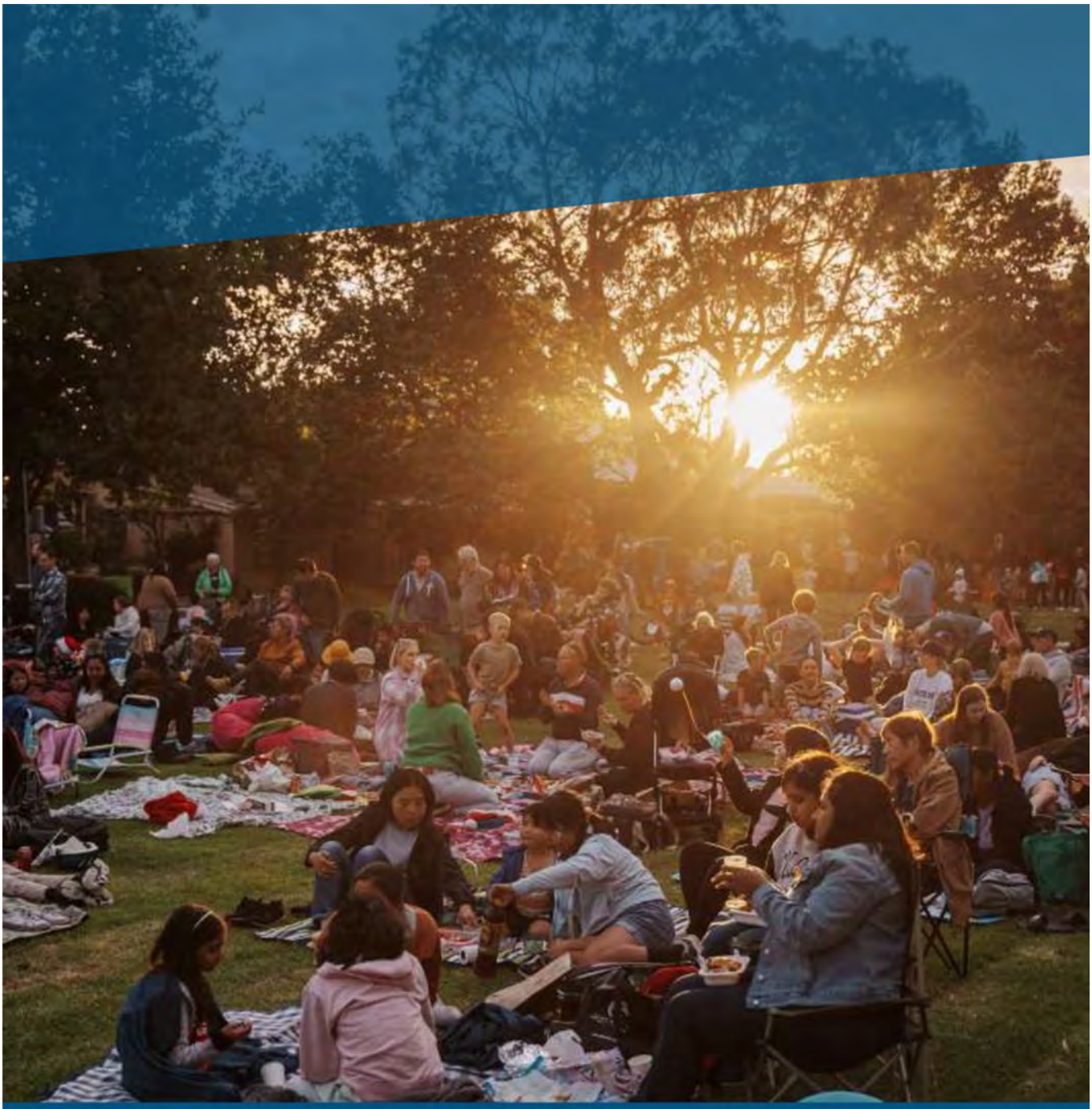

27,410
27,410

DRAFT LONG-TERM FINANCIAL PLAN

$'000	2023-24 Q2 Forecast	2024-25 Draft Budget	2025-26 LTFP Year 2
Income			
General Rates Income	46,732	48,722	50,549
Other Rates and Levies	2,153	2,242	2,315
Statutory Charges	1,852	1,792	1,850
User Charges	2,253	2,465	2,545
Grants, subsidies & contributions	3,423	3,142	3,250
Investment Income	15	15	15
Reimbursements	202	217	224
Other Income	1,043	1,070	1,105
Operating Projects	36	-	-
Total Income	**57,709**	**59,665**	**61,853**
Expenditure			
Employee Costs	20,647	20,927	21,649
Materials, Contracts & Other Expenses	20,679	22,009	22,724
Depreciation, Amortisation & Impairment	12,000	12,247	12,700
Finance Costs	90	231	301
Operating Projects	1,391	1,688	1,400
Total Expenditure	**54,807**	**57,102**	**58,774**
Operating Surplus/(Deficit)	**2,902**	**2,563**	**3,079**
Capital Renewal Expenditure (net)	10,290	12,312	12,712
New Capital Expenditure (net)	2,159	4,320	4,130
Total Capital Expenditure (net)	**12,449**	**16,632**	**16,842**
Add back Depreciation	12,000	12,247	12,700
Operating Surplus/(Deficit) less capital expenditure	**2,176**	**(1,822)**	**(1,063)**
Fixed Term Borrowings	**288**	-	-
Cash Advance Debenture (CAD Borrowings)	**2,117**	**4,227**	**5,290**
Total Borrowings	**2,405**	**4,227**	**5,290**
Repayment of Fixed Term Borrowings	**277**	**288**	
Repayment/(draw-down) of CAD	**2,176**	**(2,110)**	**(1,063)**
Net repayment/(draw down) of borrowings	**2,453**	**(1,822)**	**(1,063)**
Operating Surplus Ratio (Target 4-6%)	**5.0%**	**4.30%**	**5.0%**
Net Financial Liabilities Ratio (Target <80%)	**9%**	**12%**	**13%**
Asset Renewal Funding Ratio (Target 100% average over 10 years)	**114%**	**100%**	**100%**
Asset Sustainability Ratio (Target 100% average over 10 years)	**88%**	**101%**	**100%**

The draft Budgeted Financial Statements for the 2024-25 financial year exclude proposed Equity Account Businesses (Centennial Park Cemetery Authority, Brown Hill & Keswick Creek Stormwater Board and East Waste) for the purposes of public consultation.

2026-27 LTFP Year 3	2027-28 LTFP Year 4	2028-29 LTFP Year 5	2029-30 LTFP Year 6	2030-31 LTFP Year 7	2031-32 LTFP Year 8	2032-33 LTFP Year 9	2033-34 LTFP Year 10
52,318	53,888	55,504	57,170	58,885	60,651	62,471	64,345
2,380	2,440	2,496	2,559	2,619	2,685	2,747	2,816
1,906	1,953	2,002	2,052	2,104	2,156	2,210	2,265
2,621	2,687	2,754	2,823	2,894	2,966	3,040	3,116
3,145	3,224	3,305	3,387	3,472	3,559	3,648	3,739
15	15	15	15	15	15	15	15
231	237	242	249	255	261	268	274
1,138	1,166	1,196	1,225	1,256	1,287	1,320	1,353
-	-	-	-	-	-	-	-
63,754	**65,610**	**67,515**	**69,480**	**71,498**	**73,580**	**75,718**	**77,924**
22,298	22,967	23,656	24,366	25,097	25,850	26,625	27,424
23,406	23,991	24,591	25,206	25,836	26,482	27,144	27,822
13,138	13,524	13,922	14,331	14,752	15,185	15,630	16,089
346	405	459	508	551	586	614	632
1,400	1,435	1,471	1,508	1,545	1,584	1,624	1,664
60,588	**62,323**	**64,099**	**65,919**	**67,781**	**69,687**	**71,636**	**73,631**
3,166	**3,287**	**3,415**	**3,562**	**3,718**	**3,894**	**4,082**	**4,293**
13,094	13,421	13,756	14,100	14,453	14,814	15,184	15,564
4,254	4,360	4,469	4,581	4,696	4,813	4,933	5,057
17,347	**17,781**	**18,226**	**18,681**	**19,148**	**19,627**	**20,118**	**20,621**
13,138	13,524	13,922	14,331	14,752	15,185	15,630	16,089
(1,043)	**(970)**	**(888)**	**(788)**	**(679)**	**(548)**	**(405)**	**(239)**
-	-	-	-	-	-	-	-
6,334	**7,303**	**8,191**	**8,980**	**9,658**	**10,207**	**10,612**	**10,851**
6,334	**7,303**	**8,191**	**8,980**	**9,658**	**10,207**	**10,612**	**10,851**
-	-	-	-	-	-	-	-
(1,043)	**(970)**	**(888)**	**(788)**	**(679)**	**(548)**	**(405)**	**(239)**
(1,043)	**(970)**	**(888)**	**(788)**	**(679)**	**(548)**	**(405)**	**(239)**
5.0%	**5.0%**	**5.1%**	**5.1%**	**5.2%**	**5.3%**	**5.4%**	**5.5%**
15%	**16%**	**17%**	**18%**	**19%**	**19%**	**19%**	**19%**
100%	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**
100%	**99%**	**99%**	**98%**	**98%**	**98%**	**97%**	**97%**



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DECISION REPORT

REPORT TITLE:	DRAFT 2024-25 TO 2033-34 LONG-TERM FINANCIAL PLAN FOR COMMUNITY CONSULTATION
ITEM NUMBER:	4.3
DATE OF MEETING:	22 APRIL 2024
AUTHOR:	ALEX BROWN, MANAGER FINANCE AND PROCUREMENT
DIVISION:	BUSINESS SUPPORT AND IMPROVEMENT
ATTACHMENTS:	1. DRAFT 2024-25 TO 2033-34 LONG-TERM FINANCIAL PLAN

1. PURPOSE

This report presents the Draft 2024-25 to 2033-34 Long-Term Financial Plan (the Draft LTFP) which has been prepared for the purposes of community consultation.

2. RECOMMENDATION

That:

1. The report be received.

2. The Audit and Risk Committee's recommendation for the key financial targets, as set out below, for the Draft 2024-25 to 2033-34 Long-Term Financial Plan be noted.
   - The *Operating Surplus Ratio* target be an annual range of 4% to 6% with a 5% average over the life of the Plan (excluding equity accounted businesses).
   - The *Net Financial Liabilities Ratio* target be set at less than 80%
   - The *Asset Renewal Funding Ratio* target be set at equal to 100% year average over the life of the Plan.

3. The Audit and Risk Committee's recommendation that the Draft 2024-25 to 2033-34 Long-Term Financial Plan be endorsed for community consultation be noted.

4. The Draft 2024-25 to 2033-34 Long-Term Financial Plan, as set out in Attachment 1 to this report (Item 4.3, Council Meeting 22/04/2024), be endorsed for the purpose of community consultation.

5. The key financial targets, as set out below, for the Draft 2024-25 to 2033-34 Long-Term Financial Plan be endorsed.

- The *Operating Surplus Ratio* target be an annual range of 4% to 6% with a 5% average over the life of the Plan (excluding equity accounted businesses).
- The *Net Financial Liabilities Ratio* target be set at less than 80%.
- The *Asset Renewal Funding Ratio* target be set at equal to 100% year average over the life of the Plan

6. The Chief Executive Officer be authorised to make minor editorial and formatting changes as required to finalise the document for consultation.

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3. RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN

4. Civic Leadership
4.1 We have strong leadership and governance.
4.2 Council provides the best value services to the community.

4. BACKGROUND

Council is required to develop and adopt a Long-Term Financial Plan (LTFP) as a component of its suite of Strategic Management Plans to ensure its long-term financial sustainability. The LTFP also provides the financial parameters to guide the development of Council's Annual Business Plan and Budget, and consideration of multi-year plans or projects.

Requirements to prepare a Long-Term Financial Plan

Section 122 of the *Local Government Act 1999* (Act) requires a council to:

- Develop and adopt a long-term financial plan for a period of at least 10 years;
- Undertake a comprehensive review of the long-term financial plan within two years of a general election; and
- Undertake an annual review of the long-term financial plan incorporating the previous year's financial results.

The Act also provides that a council, in order to promote wider community engagement, is to undertake community consultation on a draft LTFP following a comprehensive review, prior to final consideration and adoption.

The Audit and Risk Committee's Review of the LTFP

Section 126(4)(b) of the Act requires the Audit and Risk Committee (Committee) to review the council's strategic management plans, which includes a council's LTFP.

Furthermore, the Committee's Terms of Reference requires the Committee to:

> *Review and make recommendations to the Council regarding the assumptions, financial indicators and targets in the Long Term Financial Plan, including financial sustainability of the Council and any risks in relation to the adoption of the Long Term Financial Plan and Annual Budget.*

The Draft 2024-25 to 2033-34 Long-Term Financial Plan (Draft LTFP) was presented to the Committee at their meeting on 13 February 2024. This followed a presentation of the key financial assumptions and proposed financial targets during the Committee's previous meeting on 14 November 2023.

As part of their review on the Draft LTFP, the Committee advised:

- They had reviewed the assumptions contained within the Plan and believe that they are reasonably based.
- The proposed LTFP for consultation indicates that the City of Unley will remain financially sustainable across the 10 years of the LTFP. In particular that:
    - Current service levels can be maintained with rate stability, and the minimum target operating surplus ratio will be achieved.
    - The Asset Management Plans are fully funded to undertake the asset renewals required by the Plans. Sufficient funding capacity has also been provided to progressively deliver new and upgraded infrastructure.
    - Council has the borrowing capacity to respond should unforeseen circumstances or opportunities arise.
    - Council should be mindful of generating operating surpluses over the life of the Plan without a strategic purpose.

The Committee recommended the following key financial targets to Council:

- The *Operating Surplus Ratio* target be an annual range of 4% to 6% with a 5% average over the life of the Plan (excluding equity accounted businesses);
- The *Net Financial Liabilities Ratio* target be set at less than 80%; and
- The *Asset Renewal Funding Ratio* target be set at equal to 100% year average over the life of the Plan.

These targets have been incorporated in the Draft LTFP for Council's consideration.

5. DISCUSSION

The proposed Draft 2024-25 to 2033-34 Long-Term Financial Plan (Draft LTFP) is presented in Attachment 1 to this report.

Attachment 1

The Draft LTFP has been prepared by Council's Administration based upon information available from a range of sources including:

- The City of Unley Community Plan 2033
- Council's 4 Delivery Year Plan 2021-2025
- Council's Asset Management Plans
- Current and future levels of service
- Projected rating strategies; and
- Economic forecasts.

In preparing the Draft LTFP, consideration has been given to:

- What services are to be provided
- The level of those services
- The rating impost to avoid unexpected rate shocks
- Income from other sources
- Potential new assets and service demands
- The level of funding required from borrowings; and
- The ability to service those borrowings.

The key assumptions forming the proposed Draft LTFP are detailed within the LTFP document (see Attachment 1) and have been reviewed by the Audit and Risk Committee. A full explanation of the assumptions are included in Appendix 1 of the Draft LTFP.

Attachment 1

A review of the Community Plan will be undertaken in 2024. Any changes arising from the review will be incorporated in the next iteration of the LTFP.

Financial Sustainability and Risks

The Draft LTFP is key to managing Council's financial sustainability and incorporates the CEO Statement of Financial Sustainability.

The three key principles that underly financial sustainability within local government: *program stability, rate stability,* and *intergenerational equity*, are explained and discussed within the Draft LTFP.

The Draft LTFP addresses Council's approach to maintaining financial sustainability, including:

- The principal policy positions

- Monitoring the economic and political environment
- Established policies and initiatives that support financial sustainability
- Key assumptions; and
- Risk management.

The Draft LTFP document explains the forecasts contained in the Plan have been developed based on the best available information and assumptions at the time. However, it highlights to readers that this information has a level of uncertainty the further out the forecast extends.

To assist in understanding the relative uncertainty and to manage expectations, the LTFP has been divided into three phases of time. These are relative to the level of confidence in future forecasts diminishes the future the forecast stretch:

- Years 1-3: 2024-25 to 2026-27 – Higher confidence in forecasts
- Years 4-6: 2027-28 to 2029-30 – Moderate confidence in forecasts
- Years 7-10: 2030-31 to 2033-34 – Lower level of confidence

A further explanation of these phases is contained within the Draft LTFP.

Proposed Targets

The following key financial targets are proposed for the Draft LTFP:

Indicator	**Existing Target**	**Target recommended by the Audit and Risk Committee**
Operating Surplus Ratio (excluding equity accounts businesses)	5%	Annual range between 4% and 6%. Average of 5% over the life of the LTFP.
Net Financial Liabilities Ratio	Less than 80%	Less than 80%
Asset Renewal Funding Ratio 10 Year average based on the Asset Management Plans	Equal to 100%	Equal to 100%

The proposed Operating Surplus Ratio, previously 5%, was revised, with the suggested range incorporating feedback from the Committee in November 2023.

Further explanation of the financial ratios and targets, and the basis of Council's financial sustainability, is contained within the Draft LTFP.

The Asset Sustainability Ratio, which measures capital renewal expenditure to depreciation, is also monitored, with a proposed target of 100%.

Long-Term Financial Plan Commentary

<u>Operating Surplus</u>

The 10 Year Financial Summary for the Draft LTFP, as contained in the introduction of the Draft LTFP (Attachment 1), indicates that Council will achieve an average operating surplus of $3.5 Million per annum, or ratio of 5.1%, over the life of the LTFP.

Council is forecast to achieve a 5.0% operating surplus ratio for Years 1-3 of the LTFP, steadily increasing to 5.5% in 2033-34.

Although the ratio is forecast to exceed the proposed target in the Years 9 and 10 of the LTFP, for the reasons explained in the Plan, it is more challenging to reliably forecast Years 7-10 of the LTFP. The ratio will be monitored, and assumptions for the LTFP reviewed as those years draw nearer.

Forecast General Rate Increase

The General Rate increase has been initially aligned to forecast Adelaide CPI from SA Treasury before returning to a longer term assumption of 2.5%. This has resulted in a forecast average General Rate increase of 2.7% per annum across the 10 years of the LTFP. In addition, Council will also attribute growth from new developments, and capital additions to existing properties, of 0.5% per annum. This results in a forecast average increase in General Rate revenue of 3.2% (2.5% + 0.5% for growth) per annum.

Capital Expenditure

Total net capital expenditure for all asset classes, including infrastructure, buildings, and major and minor plant and equipment, is forecast to total $139M for Capital Renewal, and $46M for New and Upgraded Assets, across the 10 Years of the LTFP.

The following items have been considered as part of the Plan:

- Capital contributions to the Brownhill Keswick Creek Stormwater Project
- The delivery of endorsed strategies such as the Climate and Energy Plan, and Walking and Cycling Plan
- The progressive delivery of upgraded infrastructure, including stormwater, as identified in the Draft Asset Management Plans; and
- A staged approach to the delivery of the existing Council endorsed Master Plans, including the Ridge Park Master Plan. However, any specific future redevelopments have not been included.

The Draft Asset Management Plans (Draft AMPs), which were presented to the Committee in November 2023 and approved by Council for community consultation in December 2023, have been incorporated within the Draft LTFP. The recommended expenditure in the Draft AMPs has been ‘smoothed’ to meet the asset renewal funding requirements, whilst considering associated risks and ensuring that the assets are managed in a sustainable manner and planned approach over the long term.

Infrastructure and Asset Sustainability

The Draft LTFP forecasts an Asset Renewal Funding Ratio (funding relative to the Draft AMPs) of 100% for the duration of the LTFP, as expenditure in the LTFP is in line with the proposed funding in the Asset Management Plans.

Capital Renewal Expenditure relative to depreciation, as measured by the Asset Sustainability Ratio, is forecast to average 99%. A proportion of Council's infrastructure assets have useful lives in excess of 50 years and are in good condition, and the Asset Management Plans do not require proposed capital renewal expenditure to match depreciation.

Forecast Borrowings and Net Financial Liabilities

All existing services, operational activities and the proposed capital renewal can be met from existing resources. Council will require additional borrowings to support the funding of New Capital Projects. Borrowings are forecast to increase to $10.9M by 2033-34. These borrowings are well within Council's capacity, and scope of existing debt facilities.

Council is forecasting an average net financial liabilities ratio of 17% for the LTFP, commencing at 12% and plateauing at 19%, which is well within the target range of less than 80%. The ratio will be monitored and assumptions for the LTFP will be reviewed as those years draw nearer.

This indicates that should the need arise to undertake a more extensive capital program, the Council has the capacity to do so.

Summary

The Draft LTFP indicates that the City of Unley will remain financially sustainable across the 10 years of the LTFP. In particular:

- Current service levels can be maintained with rate stability, and the minimum target operating surplus ratio will be achieved
- The Asset Management Plans are fully funded to undertake the asset renewals required by the Plans. Sufficient funding capacity has also been provided to progressively deliver new and upgraded infrastructure
- Council has the borrowing capacity to respond should unforeseen circumstances or opportunities arise.

The LTFP is reviewed regularly and updated to reflect the most current information available.

Community Consultation

Community consultation will be undertaken between 29 April and 20 May 2024 through Your Say Unley. Feedback from community consultation will be provided to Council in a workshop in early June 2024 prior to adoption of the final 2024-25 to 2033-34 Long-Term Financial Plan by Council.

6. POLICY IMPLICATIONS

Section 122 of the *Local Government Act 1999* requires a council to:

- Develop and adopt a long-term financial plan for a period of at least 10 years;
- Undertake a comprehensive review of the long-term financial plan within two years of a general election; and
- Undertake an annual review of the long-term financial plan on an annual basis.

The Act also provides that a council, in order to promote wider community engagement, is to undertake community consultation on a draft LTFP prior to final consideration and adoption.

6.1 Financial/budget implications

- As presented, the Draft LTFP concludes that the Council will remain financially sustainable over the 10 year period and has the capacity to continue to invest in its operational activities and meet its infrastructure requirements without unplanned increases in rates.
- The Draft LTFP forecasts the following:
    - An Operating Surplus Ratio average of 5.1%
    - Net Financial Liabilities Ratio average of 17%
    - Asset Renewal Funding Ratio of 100%

These are all within the proposed minimum targets of the Draft LTFP. All existing services, operational activities and the proposed capital renewal can be met from existing resources. Council will require additional borrowings to support the funding of New Capital Projects. Borrowings are forecast to increase to $10.9M by 2033-34. These borrowings are well within Council's capacity, and scope of existing debt facilities.

6.2 Risk Management

- Council will continue to be proactive in monitoring and managing its financial sustainability. The forecast ratios are continually monitored and reported quarterly, with the final results reported in the annual financial statements.
- The LTFP will be reviewed at least annually to ensure that the plan is timely and relevant to Council forecasts, and aligned to updates to Council's strategic plans and objectives, including updated iterations of the Asset Management Plans.

7. ANALYSIS OF OPTIONS

Option 1 – .

1. The report be received.

2. The Audit and Risk Committee's recommendation for the key financial targets, as set out below, for the Draft 2024-25 to 2033-34 Long-Term Financial Plan be noted.
   - The *Operating Surplus Ratio* target be an annual range of 4% to 6% with a 5% average over the life of the Plan (excluding equity accounted businesses).
   - The *Net Financial Liabilities Ratio* target be set at less than 80%
   - The *Asset Renewal Funding Ratio* target be set at equal to 100% year average over the life of the Plan.

3. The Audit and Risk Committee's recommendation that the Draft 2024-25 to 2033-34 Long-Term Financial Plan be endorsed for community consultation be noted.

4. The Draft 2024-25 to 2033-34 Long-Term Financial Plan, as set out in Attachment 1 to this report (Item 4.3, Council Meeting 22/04/2024), be endorsed for the purpose of community consultation.

5. The key financial targets, as set out below, for the Draft 2024-25 to 2033-34 Long-Term Financial Plan be endorsed.
   - The *Operating Surplus Ratio* target be an annual range of 4% to 6% with a 5% average over the life of the Plan (excluding equity accounted businesses).
   - The *Net Financial Liabilities Ratio* target be set at less than 80%.
   - The *Asset Renewal Funding Ratio* target be set at equal to 100% year average over the life of the Plan

6. The Chief Executive Officer be authorised to make minor editorial and formatting changes as required to finalise the document for consultation.

Under this option, the Council would endorse the Draft 2024-25 to 2033-34 Long-Term Financial Plan, as presented, for the purpose of community consultation. Community consultation will be undertaken from 29 April to 20 May 2024. A report, summarising community consultation feedback will be presented to Council for consideration prior to the endorsement of the final 2024-25 to 2033-34 Long-Term Financial Plan.

Option 2 –

1. The report be received.

1. The Audit and Risk Committee's recommendation for the key financial targets for the Draft 2024-25 to 2033-34 Long-Term Financial Plan are noted.

2. The key financial targets, as set out below, are endorsed:
   - The Operating Surplus Ratio target be ……. (excluding equity accounted businesses).
   - The Net Financial Liabilities Ratio target be …….
   - The Asset Renewal Funding Ratio target be …….

3. The Draft 2024-25 to 2033-34 Long-Term Financial Plan, as set out in Attachment 1 to this report (Item 4.3, Council Meeting, 22/04/2024) be endorsed with the amended financial targets for the purpose of community consultation.

4. The Chief Executive Officer be authorised to make minor editorial and formatting changes as required to finalise the document for community consultation.

Under this option, Council may wish to adopt financial targets different to those recommended by the Audit and Risk Committee. The Draft LTFP is still suitable for consultation with the targets, and associated commentary, revised.

Option 3 –

1. The report be received.

2. The Audit and Risk Committee's recommendation for the key financial targets for the Draft 2024-25 to 2033-34 Long-Term Financial Plan are noted.

3. The Draft 2024-25 to 2033-34 Long-Term Financial Plan, as set out in Attachment 1 to this report (Item 4.3, Council Meeting, 22/04/2024), be revised with the following amendments:

   - *Amendments to be determined by Council*

4. A further report be presented to Council with the revised Draft Long-Term Financial Plan prior to community consultation.

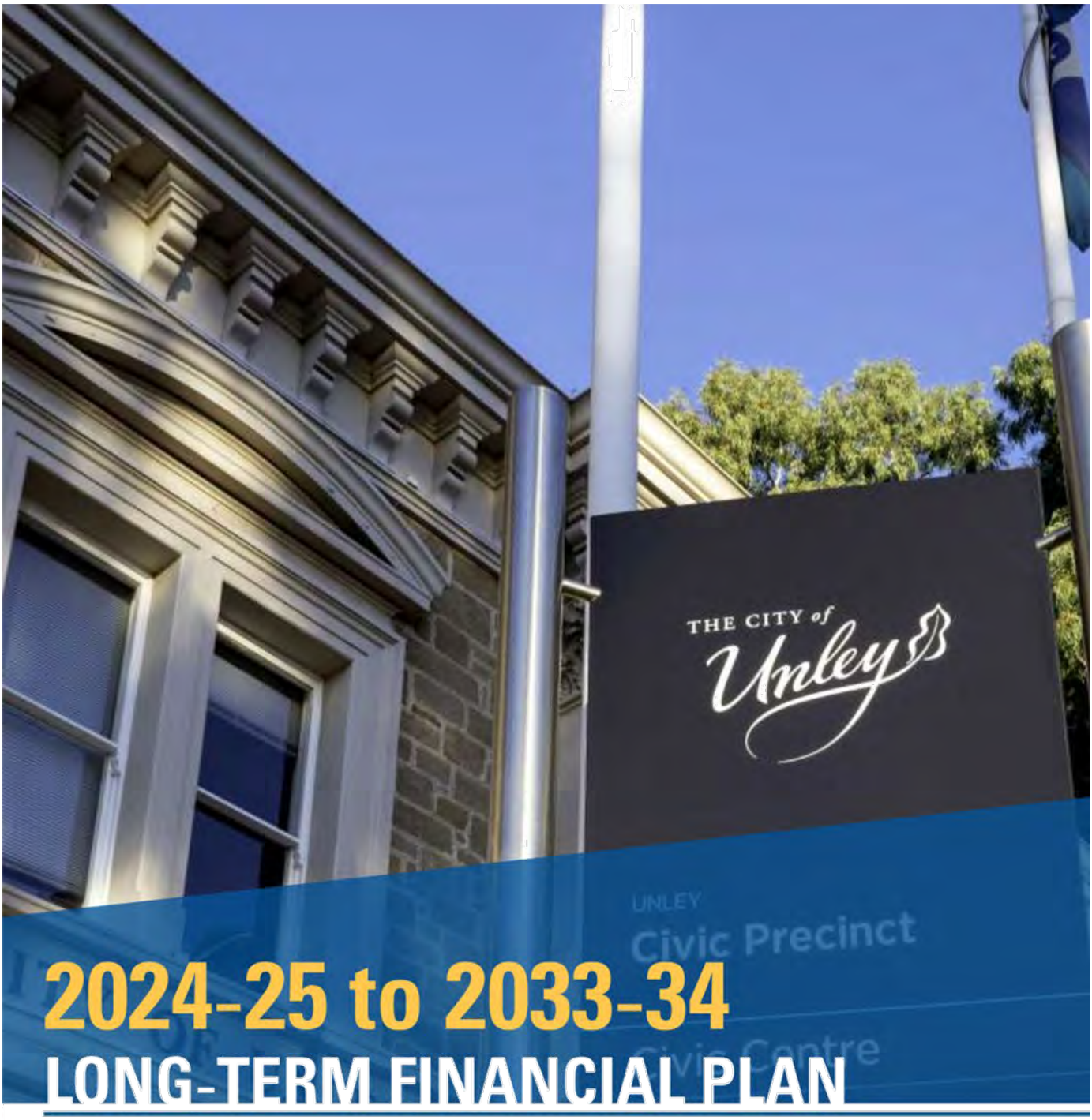
Should Council wish to make significant amendments to the Draft LTFP, the Administration will revise the Draft LTFP and prepare a further report to Council prior to community consultation.

8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Nicola Tinning	General Manager, Business Support & Improvement



2024-25 to 2033-34
LONG-TERM FINANCIAL PLAN

Draft for Community Consultation

THE CITY of Unley



KAURNA ACKNOWLEDGEMENT

We would like to acknowledge the City of Unley is part of the traditional lands for the Kaurna people and we respect their spiritual relationship with their country.

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

All images within this document are from the City of Unley portfolio of photos.

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Chief Executive Officer's Introduction

The City of Unley spans 14 square kilometres, has a population of nearly 40,000 and over 19,600 rateable properties. The City contains five vibrant shopping precincts nestled in character residential settings with infrastructure and assets worth in excess of $700M.

In accordance with Section 122(1)(a) of the *Local Government Act 1999*, (the Act), Council is required to develop and adopt a Long Term Financial Plan (LTFP) for a period of at least 10 years, which forms part of its suite of Strategic Management Plans.

Council uses the Long-Term Financial Plan (LTFP) to guide its financial decisions to ensure its financial sustainability.

The LTFP is underpinned by Council's Financial Planning Framework, Local Government financial sustainability principles, and Council's Treasury Management Policy.

The LTFP for 2024-25 to 2033-34 is based on a series of assumptions and the best information available at the time. These include:

- The City of Unley Community Plan 2033,
- Council's 4 Delivery Year Plan 2021-2025,
- Council's Asset Management Plans (AMP),
- current and future levels of service,
- projected rating strategies, and
- economic forecasts.



In preparing the LTFP, consideration has been given to:

- what services are to be provided,
- the level of those services,
- the rating impost to avoid unexpected rate shocks,
- income from other sources,
- potential new assets and service demands,
- the level of funding required from borrowings, and
- the ability to service those borrowings.

The LTFP has been divided into three phases relative to the level of confidence in future forecasts may diminish over the period of the Plan:

- Years 1-3: 2024-25 to 2026-27 – Higher confidence in forecasts
- Years 4-6: 2027-28 to 2029-30 – Moderate confidence in forecasts
- Years 7-10: 2030-31 to 2033-24 – Lower level of confidence.

A further explanation of these phases is contained within this Plan.

The following table provides a financial overview of the Long-term Financial Plan from 2024-25 to 2033-34, with a full summary of the LTFP on page 23.

Chief Executive Officer's Introduction

LTFP Averages over the life of the Plan	
General Rate Increase	2.7%
General Rates Growth	0.5%
Total Increase in Revenue from Rates	3.2%
General Rates	$56.5M
Other Operating Income	$12.2M
	$68.7M
less Operating Expenses	$65.2M
Net Operating Surplus	$3.5M
Operating Surplus Ratio	5.1%
Net Financial Liabilities Ratio	17%
Asset Renewal Funding Ratio (relative to IAMPs)	100%
Asset Sustainability Ratio (relative to depreciation)	99%
LTFP Totals	
General Rates	$565M
Other Operating Income	$122M
	$687M
less Operating Expenses	$652M
Net Operating Surplus	$35M
Net Capital Replacement Expenditure	$139M
Net New Capital Expenditure	$46M
Total Capital Expenditure	$185M
Depreciation	$142M
At Year 10 (2023-34)	
Total Borrowings	$10.9M

This LTFP has been prepared excluding the equity accounted businesses of Council, namely the Centennial Park Cemetery Authority, the Brown Hill Keswick Creek Stormwater Project, and Eastern Waste Management Authority.

In summary, the LTFP forecasts the City of Unley will remain financially sustainable.

Current service levels can be maintained with rate stability and the minimum target operating surplus ratio will be achieved.

The Asset Management Plans are fully funded to undertake the asset renewals required. Sufficient funding capacity has also been provided to progressively deliver new and upgraded infrastructure.

Council has the borrowing capacity to respond should unforeseen circumstances or opportunities arise.

The LTFP is reviewed regularly (at least annually) and updated to reflect the most current information available. Further explanation of the financial ratios and targets, and the basis of Council's financial sustainability, are contained within this Plan on pages 17 to 21.



Council's Community Plan 2023 and Long-Term Objectives

Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership. Our plans are broken into four key themes that describe the future for the City together with strategic directions and strategies required to deliver key outcomes. The themes are as follows:



Community Living

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



Environmental Stewardship

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



Economic Prosperity

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



Civic Leadership

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

Council is about to commence a review of its Community Plan. The next iteration of the LTFP will be updated to reflect this.

Council uses the LTFP to guide the development of its Annual Business Plan and Budget by setting the high level parameters and targets that will assist Council in maintaining the current level of services, without unplanned or significant increases to the rates paid by ratepayers or unplanned cuts to services. Council also aims to achieve 'intergenerational equity' as explained on the following page.

What is financial sustainability

The three key principles that underlie financial sustainability within local government are:

- Program Stability
- Rate Stability
- Intergenerational Equity

In simple terms, it means delivering consistent levels of service over the long term, avoiding unnecessary fluctuations in annual rate increases, and ensuring each generation "pays their way' for the services and assets they utilised.

Where a council records operating deficits, it means that future generations will be subsidising the current costs of services and will be responsible for addressing the issue of funding the replacement of worn out assets. On the flip side, where a council records significant operating surpluses, the current generation may be contributing more than required to fund the services they use, and the assets they consume.

Program stability

This relates to the provision of reliable quality services over time, and requires a stable and consistent set of actions, from the perspective of day-to-day operations and infrastructure management.

Rate stability

This relates to charging ratepayers reasonably to fund the services, underpinned by the program of works noted previously (program stability). Rates should be stable, noting that stable does not mean fixed, but rather the absence of large or unplanned year-on-year variances.

Intergenerational equity

This relates to fairly sharing services and the associated cost between current and future ratepayers. It requires adopting sound long-term financial management principles, particularly in relation to the balance between debt and cash in financing service delivery.

Considerations in preparing the Plan

In preparing the LTFP, consideration has been given to:

- what services are to be provided,
- the level of those services,
- the rating impost to avoid unexpected rate shocks,
- income from other sources,
- potential new assets and changes to service demands,
- the level of funding required from borrowings, and
- the ability to service those borrowings.

The key objective of Council's LTFP is to help ensure financial sustainability in the medium to long term, while still achieving the objectives detailed in the Council's Community Plan.

Council uses the LTFP to guide the development of its Annual Business Plan and Budget as a base by setting the high level parameters and targets that will assist Council in maintaining the current level of services, without unplanned or significant increases to the rates paid by ratepayers or unplanned cuts to services.

Growth in Rates

Additional general rate income from new developments and capital improvements to existing properties has been assumed to be 0.5% per annum.

When growth above 0.5% is received:

- a proportion of the additional rates income (0.35% of growth above 0.5%) is set aside for the future purchase of land for useable green open space in line with Council's Open Space Fund policy.
- a review of expenditure relating to programs is undertaken and adjusted where necessary; and
- Future infrastructure requirements, along the impact on the life of infrastructure assets, is considered and incorporated into future planning.

Equity Accounted Businesses

This LTFP has been prepared excluding the equity accounted businesses of Council, namely the Centennial Park Cemetery Authority, the Brown Hill Keswick Creek Stormwater Project, and Eastern Waste Management Authority. The financial management and long term sustainability of these businesses is monitored through reports to Council, and in the case of Centennial Park Cemetery Authority, their Owners Executive Committee and Audit and Risk Committee.

Chief Executive Officer's Report on Financial Sustainability

The City of Unley's Long-term Financial Plan indicates that the Council will maintain financial sustainability over the next 10 years, while balancing the principles of program stability, rate stability and intergenerational equity.

The LTFP is informed by the assumptions and objectives within Council's strategic plans: City of Unley Community Plan 2033, Council's 4 Year Plan 2021-2025, and Council's Strategic Infrastructure & Asset Management Plan (IAMP).

Program Stability and Rate Stability

The LTFP assumes existing service levels are maintained, and the existing capacity for operating projects and initiatives continues. General rate increases are in line with forecast CPI for the next three years (2024-25 to 2026-27), and a longer term forecast of 2.5% for 2027-28 onwards.

On this basis, the operating surplus ratio is forecast to range between 5.0% and 5.5%, from Year 2 of the LTFP, noting the Draft Budget for 2024-25 is forecasting a ratio of 4.3%. The average Operating Surplus Ratio is 5.1% across the life of the plan, in line with Council's current target of 5%. It is also consistent with the proposed range of 4% to 6%, and proposed average of 5% over the life of the LTFP. This indicates that Council's delivery of services are financially sustainable.

Asset Sustainability

The Draft Asset Management Plans have proposed a significant investment in capital renewal. Approximately $139M is proposed to be spent on capital renewal across the next 10 years, with the Asset Management Plans fully funded.

New/Upgraded Capital and Intergenerational Equity

Capacity has been provided for New Capital Projects, with approximately $46m allocated of the life of the LTFP. The new and significantly upgraded infrastructure includes:

- Capital contributions to the Brownhill Keswick Creek Stormwater Project;
- The delivery of endorsed strategies such as the Climate and Energy Plan and the Walking and Cycling Plan;
- The progressive delivery of upgraded infrastructure, including stormwater, as identified in the Draft Asset Management Plans; and
- a staged approach to the delivery of the existing, Council endorsed Master Plans.

Council will require additional borrowings to support the funding of New Capital Projects. Borrowings are forecast to increase to $10.9M by 2033-34. These borrowings are well within Council's capacity, and scope of existing debt facilities.

Should the Council decide to embark on major projects, or fast-track significant infrastructure upgrades, capacity exists to utilise further borrowings to ensure the cost of the investment is spread across the users of those assets over time.

Chief Executive Officer's Report on Financial Sustainability

Risks

The LTFP has been developed based on the best information and assumptions available at the time of development. However, users of this information should be aware that there is uncertainty associated with using forecasts of economic indicators such as CPI. While current demographics such as population growth and age can assist in modelling community need, these also have limitations. As with any forecast, the further out a forecast extends, the level of confidence in the forecast reduces.

To assist in understanding the relative level of uncertainty, and to manage expectations, the LTFP has been divided into three phases of time.

- Years 1-3: 2024-25 to 2026-27
- Years 4-6: 2027-28 to 2029-30
- Years 7-10: 2030-31 to 2033-34

These phases have been given a confidence rating of between 1 and 5, with 5 representing a high level of confidence, and 1 representing the lower level of confidence as demonstrated below:

Confidence Level	Highest				Lowest
Rating	5	4	3	2	1

The basis of the confidence levels for each phase of the LTFP is explained below:

Phases	Years 1-3 2024-25 to 2026-27	Years 4-6 2027-28 to 2029-30	Years 7-10 2030-31 to 2033-34
Confidence Level	4	3	2
Economic indicators	Based on published forecasts	Based on generic long term forecasts	
Operational income and expenditure	Based on existing service levels or known changes (where applicable), CPI forecasts and Enterprise agreements	Assumed services levels, noting forecast changes in community expectations and population demographics	Assumed services levels, noting changes in community expectations, population demographics and technology will shift over time
Operating Projects and New Capital	Based on **identified** priorities and endorsed strategies/plans	Based on a mixture of identified and anticipated priorities, strategies and plans	
		More confidence due to as strategies/plans extend 3-5 years out. Proposed developments and changing demographics inform medium term priorities.	Lower confidence as beyond most current detailed plans/strategies. Changes in community need, demographics and technology less known.
Capital Renewal Program	3 Year Program informed by Asset Management Plans	Forecasts based on Asset Management Plans utilising current condition and forecast renewal costs	

A high degree of confidence lies in the forecast for the first three years of the LTFP, 2024-25 to 2026-27. However, the economic environment, future needs of the community, and influence of technological change are more difficult to predict, especially in the outer years, Years 7-10, of the LTFP.

Council also recognises the increasing challenges in delivering services at a local level, and over time, changes in community expectations regarding service levels. To mitigate some this risk, the LTFP is reviewed at least annually.

Summary

The LTFP indicates the City of Unley will remain financially sustainable.

The current service levels can be maintained with rate stability and the target operating surplus ratio achieved;

The Asset Management Plans are fully funded to deliver the required levels of asset renewals, and sufficient capacity has also been provided to progressively deliver new and upgraded infrastructure; and

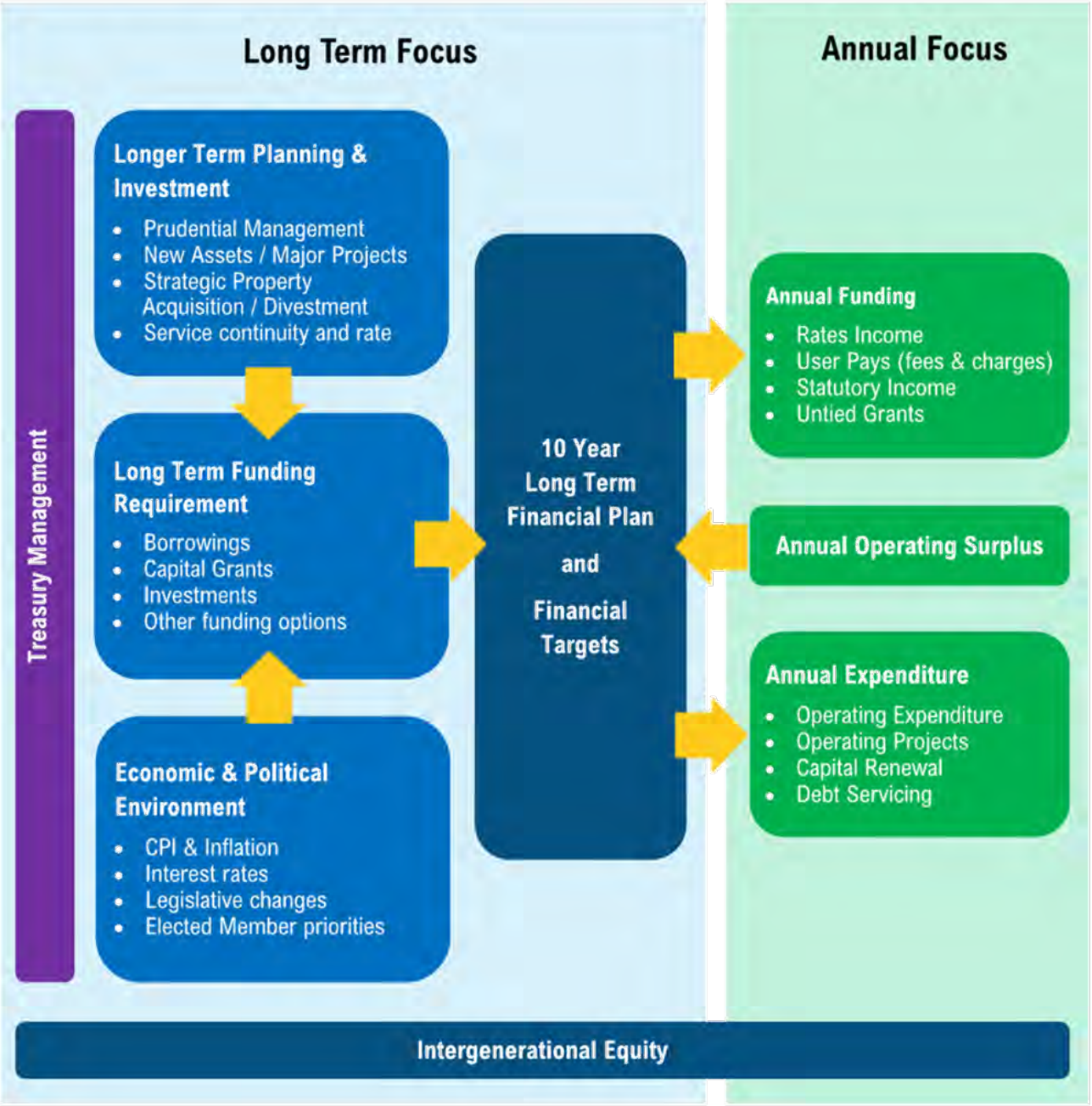
Council has the borrowing capacity to respond should unforeseen circumstances or opportunities arise.

Council will continue to be proactive in monitoring and managing its financial sustainability. The forecast ratios are continually monitored and reported quarterly (in the quarterly budget review reports), with the final results reported in the annual financial statements.

The LTFP will be reviewed at least annually to ensure the plan is timely and relevant to Council forecasts, and aligned to updates to Council's strategic plans and objectives, including updated iterations of

Financial Planning Framework

To ensure financial sustainability whilst delivering the of Council's Community Plan, a Financial Planning Framework has been developed. An overview is illustrated below.



Overall, the planning framework is guided by the principle of Intergenerational Equity, as explained earlier in this document (Page 8) and the Treasury Management Policy as adopted by Council.

Council's financial sustainability plans for the long-term investment in new assets and major projects, the potential of strategic property acquisitions while intentionally providing for service/ program and rating stability. Planning for such investment's consideration is given to the different funding mechanisms available to Council. This includes property divestment, borrowings, external grant opportunities or other funding opportunities like partnerships and alternative income generating initiatives.

Unfortunately, Council is not immune to the affects to changes in the economic and political environment, including shifts in CPI, interest rates and imposed changes through legislation. Combined, these inform the long term projections within the LTFP and financial targets within the plan.

Council uses the LTFP to inform the annual planning focus. Specifically, the LTFP guides the annual funding required, through rates, user pays charges and other sources, to fund the annual services/ programs delivered by Council. This includes operational expenditure, projects, capital renewal and the servicing cost of debt. Council uses the target Operating Surplus to first offset any additional funding for renewal capital and any remaining to offset future required borrowings. (Hence projected operating surpluses are fed back into the LTFP for future years)

Council's Treasury Management Policy is available on Council's website.

Approach to maintaining financial stability

Principal Policy Positions

The plan considers the following 'policy positions':

- Existing service levels are maintained,
- New services may only be introduced through a service review incorporated as part of the annual business planning process,
- New capital assets may only be considered if they form part of an adopted council strategy, and
- Capital renewal will be in accordance with Council's Asset Management Plans.

Monitoring the Economic and Political Environment

The plan considers economic data from the following sources:

- South Australian Government Department of Treasury and Finance,
- Reserve Bank of Australia,
- Local Government Finance Authority,
- Consumer Price Index (CPI), and
- Local Government Price Index (LGPI).

Policies and Initiatives to Support Financial Sustainability

Council has various mechanisms it uses to manage financial, asset and service sustainability. These include:

- Treasury Management Policy,
- Risk Management Policy and Framework,
- Prudential Management Policy,
- Enterprise Finance System,
- Project Management Framework,
- Enterprise Asset Management System and Geographic Information System,
- Service Improvement Reviews, and
- Shared Service and Fee for Service opportunities.

Key Assumptions

The following assumptions have been used as part of the framework to develop the LTFP:

- Consistency with Council's Strategic Plans,
- Consideration of Council's financial targets,
- No changes to recurrent service levels provided by Council,
- Stability and predictability in determining future rate increases,
- Allocation of funding for Operating Projects (based on Council's 4 Year Delivery Plan, endorsed strategies and Council decisions),
- Use of CPI forecasts,
- The use of borrowings to fund New Capital projects as necessary, and
- Consideration of legislative and regulated requirements of Council.
- Further information details of the assumptions informing the LTFP are included later in this document.

Risk Management

Council maintains and regularly reviews its Strategic Risk and Operational Risk Registers as part of its Risk Management Policy and Framework. Council also has a Business Continuity Plan to ensure the continuity of critical services and functions should unforeseen events arise.

Financial Ratios and Targets

Financial Ratios

The Local Government (Financial Management) Regulations 2011 requires the following three key financial ratios to be monitored:

- Operating Surplus Ratio
- Net Financial Liability Ratio
- Asset Funding Renewal Ratio

A fourth ratio, the Asset Sustainability Ratio, is also monitored.

These indicators are presented in a manner consistent with South Australia Model Financial Statements and Local Government Association's Financial Indicators Financial Sustainability Information Paper.

Key Financial Targets

Council proposes financial targets for the Operating Surplus Ratio, Net Financial Liabilities Ratio, and Asset Renewal Funding Ratio to guide the direction of the LTFP, while also monitoring the Asset Sustainability Ratio.

When assessing Council's financial sustainability, the financial ratios and targets should be considered together, rather than each in isolation.

Council monitors these ratios on a quarterly basis through its financial performance reporting.

Financial Indicator	Adopted Target	Proposed Target	LTFP Average
Operating Surplus Ratio	5.0%	Annual rate 4% - 6% 5% average over the life of the LTFP	5.1%
Net Financial Liabilities Ratio	< 80%	< 80%	17%
Asset Renewal Funding Ratio (10 Year average)	≈ 100%	≈ 100%	100%
Asset Sustainability Ratio (10 Year average)	≈ 100%	≈ 100%	99%

Operating Surplus Ratio

Operating surplus as a percentage of operating income.

This ratio measures the Council's ability to cover annual operational costs and have revenues available for capital funding, repayment of debt or the introduction of new services.

The operating surplus ratio reflects Council's capacity to fund capital works (New Assets) and repay its borrowings, of fund new services.

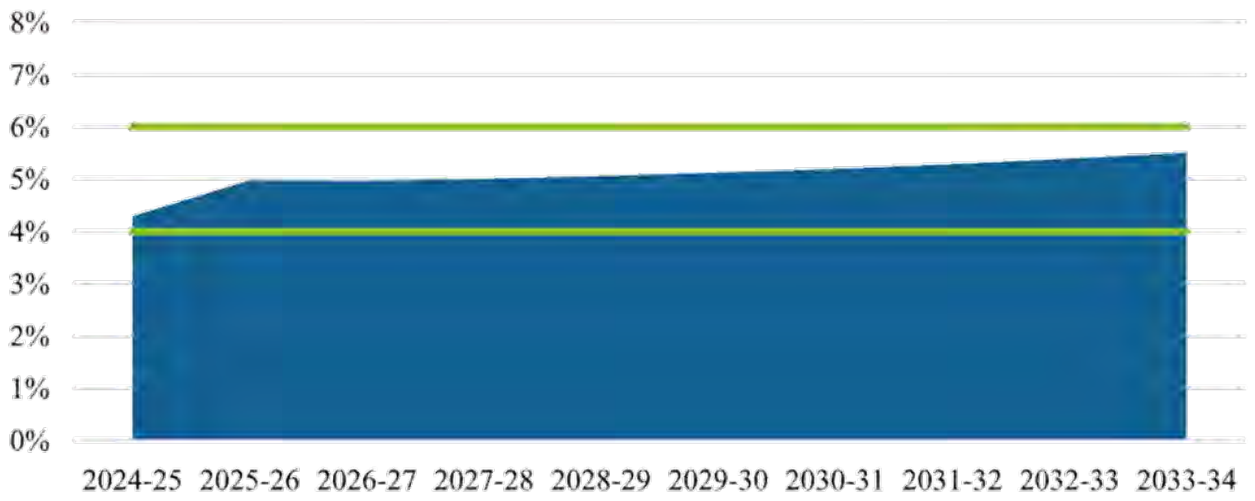
Council is forecasting an average operating surplus ratio range between 5.0% and 5.5% from Year 2 of the LTFP, noting the Draft Budget for 2024-25 is forecasting a ratio of 4.3%. The average Operating Surplus Ratio is 5.1% for the life of the LTFP, which is inline with the existing target of 5%. It is also consistent with the proposed range of 4-6%, and average of 5% over the life of the LTFP.

Although the ratio is forecast to increases in the outer years of the LTFP, for the reasons previously stated, it is more challenging to reliably forecast Years 7-10 of the LTFP. The ratio will be monitored and assumptions for the LTFP reviewed as those years draw closer.

How is it calculated:

$$\text{Operating Surplus Ratio} = \frac{\text{Operating Surplus}}{\text{Total Operating Income}}$$

Years 1-3			Years 4-6			Years 7-10			
2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
4.3%	5.0%	5.0%	5.0%	5.1%	5.1%	5.2%	5.3%	5.4%	5.5%



Net Financial Liabilities Ratio

Net financial liabilities as a percentage of operating surplus.

This ratio measures Council's net debt relative to its operating income, and Council's ability to repay what is owes (debt, creditors etc) at the end of a financial year compared with its income for the year.

An increase in this ratio indicates that Council requires more of its operating income to fund its financial obligations. A drop in this ratio indicates that Council's capacity to meet its financial obligations from operating income is strengthening.

Council is forecasting an average net financial liabilities ratio of 17% for the LTFP, commencing at 12% and plateauing at 19%, which is well within the target range of less than 80%. The ratio will be monitored and assumptions for the LTFP will be reviewed as those years draw nearer.

All existing services, operational activities and the proposed capital renewal can be met from existing resources. Council will require additional borrowings to support the funding of New Capital Projects. Borrowings are forecast to increase to $10.9M by 2033-34. These borrowings are well within Council's capacity, and scope of existing debt facilities which are cash advance debentures with the Local Government Financing Authority.

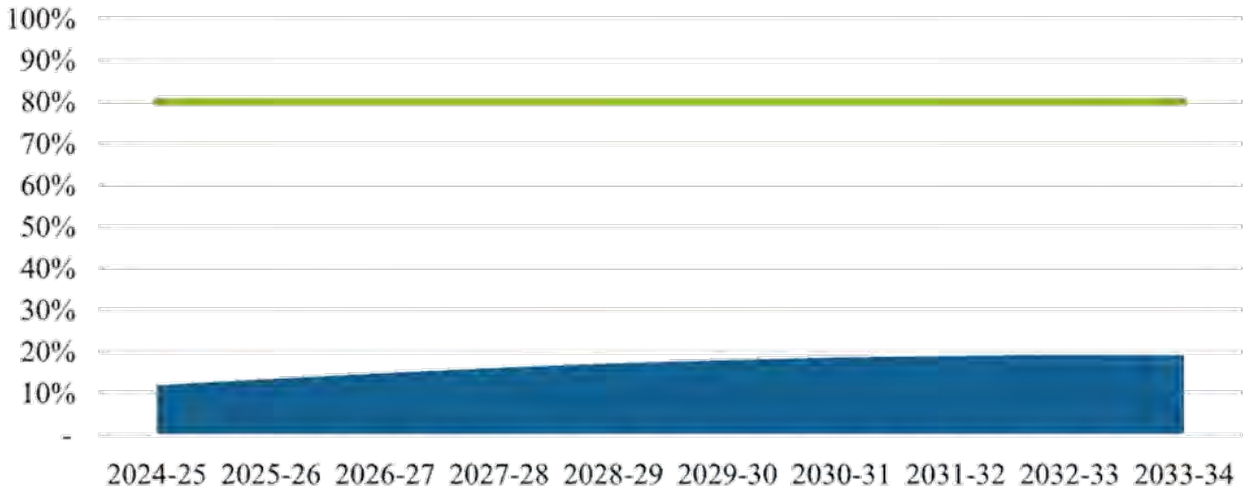
Council has borrowing capacity to respond should unforeseen circumstances or opportunities arise.

How is it calculated:

$$\text{Net Financial Liabilities Ratio} = \frac{\text{Net Financial Liabilities*}}{\text{Total Operating Income}}$$

* *Net Financial Liabilities = Total Liabilities less Current cash and cash equivalents, Current trade & other receivables, Current other financial assets, and Non-current financial assets (from Statement of Financial Position)*

Years 1-3			Years 4-6			Years 7-10			
2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
12%	13%	15%	16%	17%	18%	19%	19%	19%	19%



Asset Renewal Funding Ratio

Capital renewal expenditure as a percentage of recommended expenditure in the Asset Management Plans.

The Asset Renewal Funding Ratio represents the level of capital expenditure on the renewal of assets relative to the level of such expenditure identified as warranted in Council's Asset Management Plans.

The recommended expenditure by the Asset Management Plans has been 'smoothed' over the 10 years to assist in managing resources. Associated risks have been considered to ensure the assets are managed in a sustainable manner.

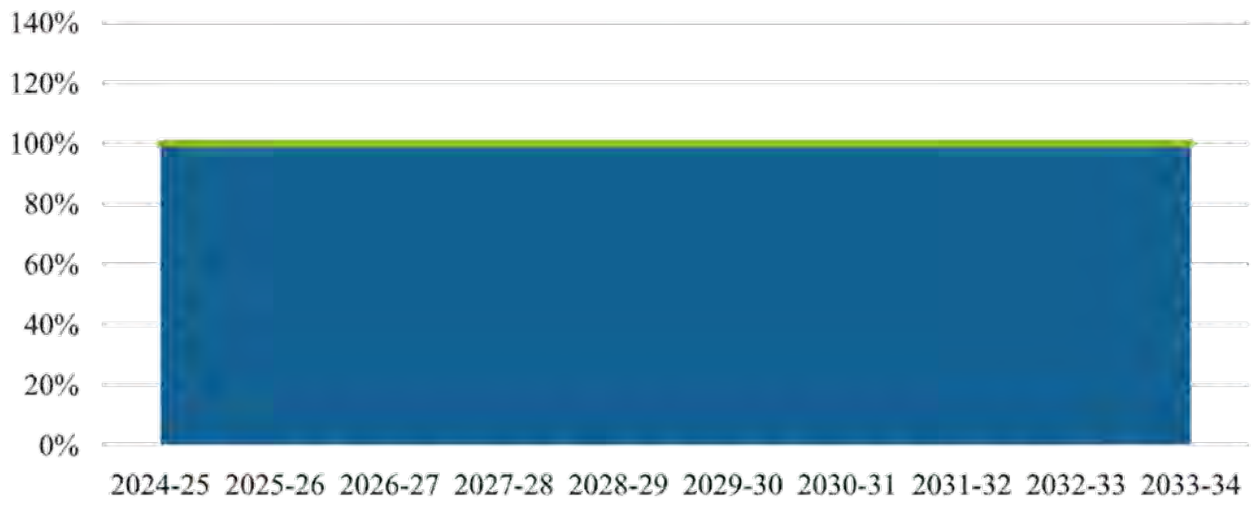
Council is forecasting an Asset Renewal Funding Ratio of 100% for the duration of the LTFP, as the expenditure in the LTFP is in line with the proposed funding required in the Asset Management Plans.

While the expenditure has been smoothed within the Asset Management Plans, condition inspections may impact the actual spend in each year over the 10 year life of the LTFP.

How is it calculated:

$$\text{Asset Renewal Funding Ratio} = \frac{\text{Capital Renewal Expenditure}}{\text{Asset Management Plan Expenditure}}$$

Years 1-3			Years 4-6			Years 7-10			
2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



Asset Sustainability Funding Ratio

Capital renewal expenditure as a percentage of depreciation.

This ratio compares capital renewal expenditure relative to the consumption of the asset over its life.

The Essential Services Commission of South Australia (ESCOSA) monitor the Asset Sustainability Ratio as council rates are used to fund depreciation.

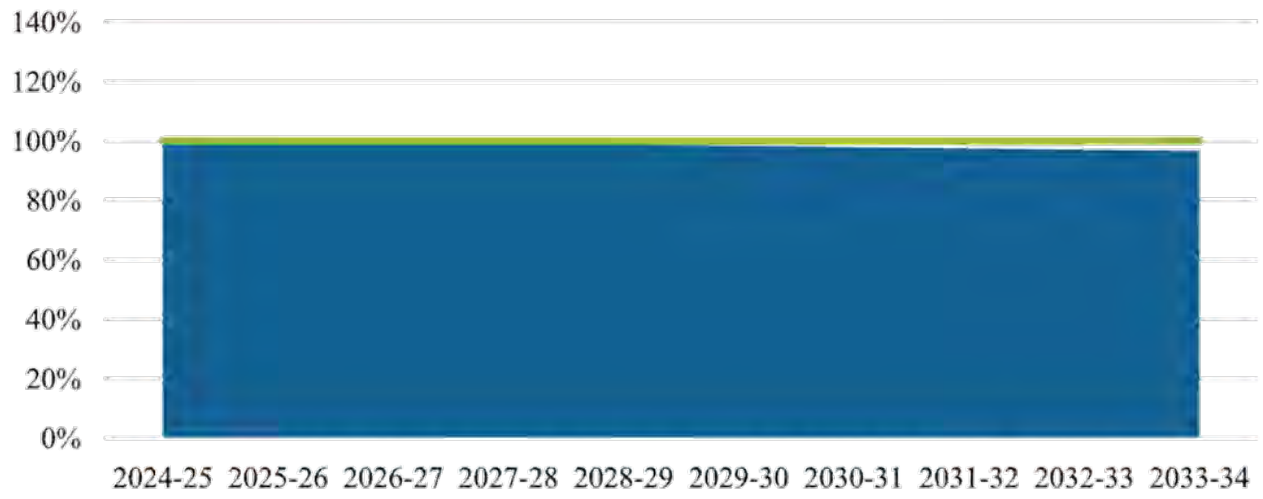
Council uses this ratio to monitor that the life of an asset is appropriate to its physical use.

Council is forecasting an average Asset Sustainability Ratio of 99%. A proportion of Council's infrastructure assets have useful lives in excess of 50 years, and are in good condition, the Asset Management Plans do not require proposed capital renewal expenditure to match depreciation over the life of this Plan.

How is it calculated:

$$\textit{Asset Sustainability Ratio} = \frac{\textit{Capital Renewal Expenditure}}{\textit{Total Depreciation}}$$

Years 1-3			Years 4-6			Years 7-10			
2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
101%	100%	100%	99%	99%	98%	98%	98%	97%	97%



Key Assumptions

The key assumptions are summarised in the table below:

$'000	2024-25 Year 1	2025-26 Year 2	2026-27 Year 3	2027-28 Year 4	2028-29 Year 5	2029-30 Year 6	2030-31 Year 7	2031-32 Year 8	2032-33 Year 9	2033-34 Year 10
Adelaide CPI Forecast (SA Treasury)*	3.75%	3.25%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rates Assumptions										
Rates Increase based on CPI	3.75%	3.25%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Increase in rates from new developments	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Total Increase in Rates Revenue	4.25%	3.75%	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Non-Rate Income Assumptions (based on CPI)	3.75%	3.25%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Costs (EBA/Ave Weekly Earnings)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Non-employee Expenditure (based on CPI)	3.75%	3.25%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest Rate Assumptions										
RBA interest rate assumption (NAB Forecast)	4.35%	3.10%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Interest Rates - Fixed (Existing)	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Interest Rates - Fixed (potential future borrowings)	6.58%	5.33%	5.23%	5.23%	5.23%	5.23%	5.23%	5.23%	5.23%	5.23%
Interest Rate - Variable	7.35%	6.10%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Interest Income	3.85%	2.60%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

* Forecast at 30 June of the preceding year used to inform Budget

Long-Term Financial Plan Summary

$'000	2024-25 Year 1	2025-26 Year 2	2026-27 Year 3	2027-28 Year 4	2028-29 Year 5	2029-30 Year 6	2030-31 Year 7	2031-32 Year 8	2032-33 Year 9	2033-34 Year 10
Income										
General Rates Income	48,722	50,549	52,318	53,888	55,504	57,170	58,885	60,651	62,471	64,345
Other Rates and Levies	2,242	2,315	2,380	2,440	2,496	2,559	2,619	2,685	2,747	2,816
Statutory Charges	1,792	1,850	1,906	1,953	2,002	2,052	2,104	2,156	2,210	2,265
User Charges	2,465	2,545	2,621	2,687	2,754	2,823	2,894	2,966	3,040	3,116
Grants, subsidies & contributions	3,142	3,250	3,145	3,224	3,305	3,387	3,472	3,559	3,648	3,739
Investment Income	15	15	15	15	15	15	15	15	15	15
Reimbursements	217	224	231	237	242	249	255	261	268	274
Other Income	1,070	1,105	1,138	1,166	1,196	1,225	1,256	1,287	1,320	1,353
Projects	-	-	-	-	-	-	-	-	-	-
Total Income	**59,665**	**61,853**	**63,754**	**65,610**	**67,515**	**69,480**	**71,498**	**73,580**	**75,718**	**77,924**
Expenditure										
Employee Costs	20,927	21,649	22,298	22,967	23,656	24,366	25,097	25,850	26,625	27,424
Materials, Contracts & Other Expenses	22,009	22,724	23,406	23,991	24,591	25,206	25,836	26,482	27,144	27,822
Depreciation, Amortisation & Impairment	12,247	12,700	13,138	13,524	13,922	14,331	14,752	15,185	15,630	16,089
Finance Costs	231	301	346	405	459	508	551	586	614	632
Operating Projects	1,688	1,400	1,400	1,435	1,471	1,508	1,545	1,584	1,624	1,664
Total Expenditure	**57,102**	**58,774**	**60,588**	**62,323**	**64,099**	**65,919**	**67,781**	**69,687**	**71,636**	**73,631**
Operating Surplus/(Deficit)	**2,563**	**3,079**	**3,166**	**3,287**	**3,415**	**3,562**	**3,718**	**3,894**	**4,082**	**4,293**
Principal Repayment of Borrowings	288	-	-	-	-	-	-	-	-	-
Cash surplus/(deficiency) after repayments	**2,275**	**3,079**	**3,166**	**3,287**	**3,415**	**3,562**	**3,718**	**3,894**	**4,082**	**4,293**
Capital Renewal Expenditure (net)	12,312	12,712	13,094	13,421	13,756	14,100	14,453	14,814	15,184	15,564
New Capital Expenditure (net)	4,320	4,130	4,254	4,360	4,469	4,581	4,696	4,813	4,933	5,057
Total Capital Expenditure (net)	**16,632**	**16,842**	**17,347**	**17,781**	**18,226**	**18,681**	**19,148**	**19,627**	**20,118**	**20,621**
Add back Depreciation	12,247	12,700	13,138	13,524	13,922	14,331	14,752	15,185	15,630	16,089
Operating Surplus/(Deficit) less capital expenditure	**(1,822)**	**(1,063)**	**(1,043)**	**(970)**	**(888)**	**(788)**	**(679)**	**(548)**	**(405)**	**(239)**
Fixed Term Borrowings	-	-	-	-	-	-	-	-	-	-
Cash Advance Debenture (CAD Borrowings)	**4,227**	**5,290**	**6,334**	**7,303**	**8,191**	**8,980**	**9,658**	**10,207**	**10,612**	**10,851**
Total Borrowings	**4,227**	**5,290**	**6,334**	**7,303**	**8,191**	**8,980**	**9,658**	**10,207**	**10,612**	**10,851**

Appendix 1: Explanation of Assumptions

Operating Revenue

General Rates

General Rate revenue is the Council's primary income source contributing about 85% of operating income.

When determining the level of rates, the current costs of service delivery is determined. Council will raise enough income to come its operating expenses.

Rating Method

Council intends to continue with three differential rates and the application of a minimum rate, applied against the capital improved value of properties. This is a fair and equitable method of rating.

Forecast General Rate Increase

The average general rate increase per annum are:

- in line with forecast CPI for the next three years (2024-25 to 2026-27), and
- a longer term forecast of 2.5% for 2027-28 onwards, in line with anticipated CPI.

Growth from New Developments & Capital Additions

The increase in general rate revenue from new developments and capital improvements has been assumed to be 0.5% for the duration of the LTFP.

Council has recently adopted an Open Space Fund Policy, where a third of any increased revenue from growth above 0.5% will be contributed to an Open Space Fund. For example, if growth is 0.8%, 0.1% (a third of the differential between 0.8% and 0.5%) of the rates will be allocated to the fund for the procurement of open usable space.

Potential Changes in rebates

Council has approximately 470 SA Housing Trust properties within its boundaries. No adjustment has been made for any transfer of these properties to housing associations. Future transfers will decrease rate revenue as they will attract a considerable rate rebate.

Other Rates and Levies

Separate Rates in the Dollar

Council proposes to continue to raise a separate rate for the promotion of businesses and traders for Unley Road, King William Road, Fullarton Road and Goodwood Road.

Council collects the separate rate and contracts with the Main Street Trader Associations for the provision of marketing, street beautification and minor value-added infrastructure projects.

Landscape Levy

Council collects the Landscape Levy on behalf of the Green Adelaide Board, and transfers the funds to the Board. Council does not retain this revenue, nor determine how the revenue is spent.

For the purposes of the LTFP, the Levy and corresponding payment to the Board is assumed to be in line with CPI.

Statutory Charges

Statutory charges, such as fees associated with services regulated under the Road Traffic Act 1961, the Planning, Development and Infrastructure Act 2016, the South Australian Public Health Act 2011, the Food Act 2001 and the Dog & Cat Management Act 1995, are specified by the respective statute and not

determined by Council. However an annual increase in line with CPI has been included.

From time to time, legislative reform can change the revenue received from statutory charges under a specific statute. The impact of any future reform will be reflected in future updates to the LTFP, if and when changes in service levels are confirmed, and the impact on statutory charges revenue is quantified.

User Charges

User charges are fees collected for the use of Council facilities or services in a fee for use type arrangement.

Council reviews its fees and charges annually in conjunction with the development of the Annual Business Plan and Budget to ensure the proposed fees:

- Reflect (or move progressively toward) the cost of the services given;
- Are comparable with market rates, where appropriate;
- Consider the benefit derived by users;
- Are consistent with Council directions;
- Achieve consistency across functional areas of Council.

Although there may be specific variations from year to year, for the purposes of the LTFP it is assumed the fees reflect CPI based on the assumption the fees reflect the cost of the services provide, and are comparable to market rates.

Grants, Subsidies and Contributions

Grants, Subsidies and Contributions have been based on identifiable and confirmed grants, including subsidies and contributions from all sources, but excludes amounts received specifically for new and upgraded assets.

The Grants includes the Financial Assistant Grants which include the General Purpose Grant and Identified Local Roads Grant.

Funding levels with a projected increase of CPI, where applicable.

Investment Income

In accordance with Council's Treasury Management Policy, Council funds that are not immediately required for operations and that cannot be applied to either reduce existing borrowings or avoid the arising of new borrowings, will be invested in one of the following ways:

- Deposits with the Local Government Finance Authority,
- Bank interest bearing deposits,
- Bank accepted/ endorsed bank bills,
- Bank negotiable Certificate Deposits, or
- State / Commonwealth Government Bonds.

Interest income is forecast based on the estimated cash held for the financial year multiplied by the forecast interest rate for deposits.

The forecast interest rate for cash deposit is 0.5% lower than the forecast Reserve Bank Cash Rate.

Reimbursements and Other Income

Reimbursements and other revenue increases have been assumed to increase in line with forecast CPI.

Appendix 1: Explanation of Assumptions

Operating Expenditure

Employee Costs

Employee costs include all labour related expenses such as wages and salaries, and on-costs such as allowances, leave entitlements and employer superannuation.

The base budget for employee costs is linked to the current Enterprise Bargaining Agreements. At the end of the agreements employee costs are based on predicted Average Weekly Earnings.

Actual increases will be dependent upon future enterprise agreement negotiations. New agreements will be reflected in the LTFP.

Increases in the Superannuation Guarantee are consistent with advice from the Australian Taxation Office.

Materials, Contractual & Other Expenses

Materials, Contractual Services and Other Expenses are generally expected to increase in line with forecast CPI. Where there are variations of a material value due to contractual commitments (eg. hard waste levy, electricity contract) or changes in service levels, an adjustment will be made to future updates to the LTFP as they are identified, quantified and agreed.

Depreciation

Depreciation recognises the use of assets across their useful life. All assets are depreciated on a straight line basis.

Forecast depreciation incorporates:

1. Annual indexation in line with forecast CPI to reflect an increase in valuation; and
2. An annual allowance for the construction of new and upgraded asset based on an average estimated useful life of 50 years.

The Asset Management Plans cost calculations are reviewed annually any material variations to be reflected in future updates of the LTFP.

Finance Costs

In accordance with Council's Treasury Management Policy, Council will generally only borrow funds to support long-term cash flow to fund new and upgraded assets (including strategic land purchases) identified in Council endorsed strategies.

Council has Cash Advance Debentures and a Credit Foncier Laon in place with the Local Government Financing Authority (LGFA). There are therefore two components to finance costs:

- Interest incurred when drawing down on Council's Cash Advance facilities; and
- Interest on existing credit foncier loans (fixed term and fixed repayment basis) and this is obtained from the current loan schedule.

The finance costs in the LTFP are based Council's forecast borrowing requirement (when not in a cash lending position), multiplied by the forecast weighted average interest rate. Any variable component of the weighted average interest rate is estimated to be 3.0% above the Reserve Bank's forecast cash rate.

Operating Projects / Initiatives

Operating Projects (and Initiatives) are:

- Projects or distinct one-off initiatives to deliver an outcome in line with Council's endorsed strategies;
- Discretionary expenditure that has been regularly budgeted in recent years (eg. events such as the Tour Down Under Stage Start); and
- Short-term increases to current services levels that are longer than one year.

The level of Operating Project Expenditure has been based on the 2023-24 allocation and indexed in line with forecast CPI. Additional funding has been allocated in 2026 and 2030 for the Local Government Elections.

New Capital Projects

New Capital Projects are capital works to create new infrastructure and assets, or significant upgrades to existing infrastructure and assets.

New Capital Projects include (but is not limited to) capital works associated with the following:

- Council's Asset Management Plans, such as new and upgraded stormwater infrastructure;
- Council endorsed strategies and plans, such as the Climate and Energy Plan, Walking and Cycling Plan, and Local Area Traffic Management Plan;
- Council's capital contribution to the Brown Hill Keswick Creek Stormwater Project (BHKC Project).

Council endorsed Master Plans may also incorporate significant components of new capital expenditure.

New Capital Expenditure

New capital expenditure forecast in the LTFP are based on two components:

1. An annual allocation to fund the Council's capital contributions to BHKC Project, Council endorsed strategies and plans, and council led projects/ capital works (including detailed design).
2. Specific funding, where required, for the delivery of major projects or significant new/upgraded infrastructure identified in the Asset Management Plans.

The forecasts in the LTFP for New Capital Expenditure will be reviewed annually in line with the review of the Asset Management Plans.

Grants and Contributions

Capital Grants and Contributions have been based on confirmed external agency funding levels. As a result, no capital grants have been assumed in the LTFP beyond those incorporated in the 2023-24 forecast.

Appendix 1: Explanation of Assumptions

Capital Renewal

Capital Renewal Programs are capital programs to renew Council's infrastructure and assets. The programs are based on Council's Asset Management Plans which are developed based on condition audits and agreed levels of service.

Capital Renewal Expenditure

Capital Renewal expenditure forecast in the LTFP is in line with the recommended expenditure from the Asset Management Plans.

The LTFP forecasts for Capital Renewal Expenditure will be reviewed annually as part of the annual review of the Asset Management Plans.

Capital Receipts

These are a combination of grants and amounts received for the sale of plant, fleet and equipment that are due to be replaced or surplus to current and future requirements. An estimate of trade-ins (disposed through auctions) have been incorporated in the net expenditure.

Loans & Borrowings

Council's borrowings are guided by its Treasury Management Policy.

Councill's primary source of debt are Cash Advance Debenture (CAD) Facilities with the Local Government Financing Authority. These will continue to be held until maturity to provide capacity to fund emerging priorities in line with Council's strategic objectives.

Interests in Other Entities

No provision for the effect of Council's interest in other entities have been made in the plan. Council has an equity interest in the following regional subsidiaries:

- Centennial Park Cemetery Authority,
- Brown Hill Keswick Creek Stormwater Project, and
- Eastern Region Waste Management.

Monitoring Assumptions

The key assumptions within the LTFP are reviewed at least annually to ensure they reflect the latest economic forecasts and are aligned to any updates to Council's strategic plans and objectives, including updated iterations of the Asset Management Plans.

The Audit Committee review the key assumptions and financial targets prior to the commencement of the budget process.



Forecast Uniform Presentation of Finances

$'000	2024-25 Year 1	2025-26 Year 2	2026-27 Year 3	2027-28 Year 4	2028-29 Year 5	2029-30 Year 6	2030-31 Year 7	2031-32 Year 8	2032-33 Year 9	2033-34 Year 10
Income										
General Rates Income	48,722	50,549	52,318	53,888	55,504	57,170	58,885	60,651	62,471	64,345
Other Rates and Levies	2,242	2,315	2,380	2,440	2,496	2,559	2,619	2,685	2,747	2,816
Statutory Charges	1,792	1,850	1,906	1,953	2,002	2,052	2,104	2,156	2,210	2,265
User Charges	2,465	2,545	2,621	2,687	2,754	2,823	2,894	2,966	3,040	3,116
Grants, subsidies & contributions	3,142	3,250	3,145	3,224	3,305	3,387	3,472	3,559	3,648	3,739
Investment Income	15	15	15	15	15	15	15	15	15	15
Reimbursements	217	224	231	237	242	249	255	261	268	274
Other Income	1,070	1,105	1,138	1,166	1,196	1,225	1,256	1,287	1,320	1,353
Projects	-	-	-	-	-	-	-	-	-	-
Total Income	**59,665**	**61,853**	**63,754**	**65,610**	**67,515**	**69,480**	**71,498**	**73,580**	**75,718**	**77,924**
Expenditure										
Employee Costs	20,927	21,649	22,298	22,967	23,656	24,366	25,097	25,850	26,625	27,424
Materials, Contracts & Other Expenses	22,009	22,724	23,406	23,991	24,591	25,206	25,836	26,482	27,144	27,822
Depreciation, Amortisation & Impairment	12,247	12,700	13,138	13,524	13,922	14,331	14,752	15,185	15,630	16,089
Finance Costs	231	301	346	405	459	508	551	586	614	632
Operating Projects	1,688	1,400	1,400	1,435	1,471	1,508	1,545	1,584	1,624	1,664
Total Expenditure	**57,102**	**58,774**	**60,588**	**62,323**	**64,099**	**65,919**	**67,781**	**69,687**	**71,636**	**73,631**
Operating Surplus / (Deficit) before Capital Amounts	**2,563**	**3,079**	**3,166**	**3,287**	**3,415**	**3,562**	**3,718**	**3,894**	**4,082**	**4,293**
less Net Outlays on Existing Assets										
Net Capital Expenditure on Renewal & Replacement of Existing Assets	(12,757)	(13,023)	(13,413)	(13,749)	(14,093)	(14,445)	(14,806)	(15,176)	(15,556)	(15,944)
less Depreciation, Amortisation and Impairment	12,247	12,700	13,138	13,524	13,922	14,331	14,752	15,185	15,630	16,089
less Amounts received specifically for Replacement of Existing Assets	-	-	-	-	-	-	-	-	-	-
less Proceeds from the Sale of Replaced Assets	446	311	320	328	336	345	353	362	371	380
Net Outlays on Existing Assets	**(64)**	**(12)**	**44**	**104**	**166**	**231**	**299**	**371**	**446**	**525**
less Net Outlays on New and Upgraded Assets										
Net Capital Expenditure on New and Upgraded Assets	(4,320)	(4,130)	(4,254)	(4,360)	(4,469)	(4,581)	(4,696)	(4,813)	(4,933)	(5,057)
less Amounts received specifically for New and Up-graded Assets	-	-	-	-	-	-	-	-	-	-
less Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-
Net Outlays on New and Upgraded Assets	**(4,320)**	**(4,130)**	**(4,254)**	**(4,360)**	**(4,469)**	**(4,581)**	**(4,696)**	**(4,813)**	**(4,933)**	**(5,057)**
Net Lending / (Borrowing) for the Financial Year	**(1,821)**	**(1,063)**	**(1,043)**	**(970)**	**(888)**	**(788)**	**(679)**	**(548)**	**(405)**	**(239)**
Net Financial Liabilities at Beginning of Year	5,104	7,088	8,298	9,481	10,571	11,582	12,496	13,304	13,985	14,527
Decrease / (increase) in Other	-	-	-	-	-	-	-	-	-	-
Net Financial Liabilities at End of Year	**7,088**	**8,298**	**9,481**	**10,571**	**11,582**	**12,496**	**13,304**	**13,985**	**14,527**	**14,905**

Forecast Statement of Financial Performance

$'000	2024-25 Year 1	2025-26 Year 2	2026-27 Year 3	2027-28 Year 4	2028-29 Year 5	2029-30 Year 6	2030-31 Year 7	2031-32 Year 8	2032-33 Year 9	2033-34 Year 10
Income										
Rates	48,722	50,549	52,318	53,888	55,504	57,170	58,885	60,651	62,471	64,345
Other Rates	2,242	2,315	2,380	2,440	2,496	2,559	2,619	2,685	2,747	2,816
Statutory Charges	1,792	1,850	1,906	1,953	2,002	2,052	2,104	2,156	2,210	2,265
User Charges	2,465	2,545	2,621	2,687	2,754	2,823	2,894	2,966	3,040	3,116
Grants, Subsidies & Contributions	3,142	3,250	3,145	3,224	3,305	3,387	3,472	3,559	3,648	3,739
Investment Income	15	15	15	15	15	15	15	15	15	15
Reimbursements	217	224	231	237	242	249	255	261	268	274
Other Income	1,070	1,105	1,138	1,166	1,196	1,225	1,256	1,287	1,320	1,353
Operating Projects	-	-	-	-	-	-	-	-	-	-
Total Income	**59,665**	**61,853**	**63,754**	**65,610**	**67,515**	**69,480**	**71,498**	**73,580**	**75,718**	**77,924**
Expenditure										
Employee Costs	20,927	21,649	22,298	22,967	23,656	24,366	25,097	25,850	26,625	27,424
Materials, Contracts & Other Expenses	22,009	22,724	23,406	23,991	24,591	25,206	25,836	26,482	27,144	27,822
Depreciation, Amortisation & Impairment	12,247	12,700	13,138	13,524	13,922	14,331	14,752	15,185	15,630	16,089
Finance Costs	231	301	346	405	459	508	551	586	614	632
Operating Projects	1,688	1,400	1,400	1,435	1,471	1,508	1,545	1,584	1,624	1,664
Total Expenditure	**57,102**	**58,774**	**60,588**	**62,323**	**64,099**	**65,919**	**67,781**	**69,687**	**71,636**	**73,631**
Operating Surplus / (Deficit)	**2,563**	**3,079**	**3,166**	**3,287**	**3,415**	**3,562**	**3,718**	**3,894**	**4,082**	**4,293**
Asset Disposal & Fair Value Adjustments	446	311	320	328	336	345	353	362	371	380
Amounts received specifically for new, upgraded or replacement assets	-	-	-	-	-	-	-	-	-	-
Net Outlays on New and Upgraded Assets	**446**	**311**	**320**	**328**	**336**	**345**	**353**	**362**	**371**	**380**
Net Surplus / (Deficit)	**3,009**	**3,390**	**3,486**	**3,615**	**3,752**	**3,906**	**4,071**	**4,256**	**4,453**	**4,673**
Share of Other Comprehensive Income – Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	**3,009**	**3,390**	**3,486**	**3,615**	**3,752**	**3,906**	**4,071**	**4,256**	**4,453**	**4,673**

Forecast Statement of Financial Position

$'000	2024-25 Year 1	2025-26 Year 2	2026-27 Year 3	2027-28 Year 4	2028-29 Year 5	2029-30 Year 6	2030-31 Year 7	2031-32 Year 8	2032-33 Year 9	2033-34 Year 10
Assets										
Current Assets										
Cash & cash equivalents	1,655	1,655	1,655	1,655	1,655	1,655	1,655	1,655	1,655	1,655
Trade & other receivables	3,784	3,907	4,024	4,125	4,228	4,333	4,442	4,553	4,667	4,783
Other financial assets	-	-	-	-	-	-	-	-	-	-
Total Current Assets	**5,439**	**5,562**	**5,679**	**5,780**	**5,883**	**5,988**	**6,097**	**6,208**	**6,322**	**6,438**
Non-current Assets										
Financial Assets	-	-	-	-	-	-	-	-	-	-
Equity accounted investments in Council businesses	34,255	35,368	36,429	37,340	38,274	39,231	40,211	41,217	42,247	43,303
Infrastructure, Property, Plant & Equipment	745,336	773,701	801,122	825,407	850,346	875,954	902,249	929,247	956,966	985,422
Total Non-current Assets	**779,591**	**809,070**	**837,552**	**862,747**	**888,619**	**915,185**	**942,461**	**970,464**	**999,213**	**1,028,725**
Total Assets	**785,030**	**814,632**	**843,231**	**868,527**	**894,502**	**921,173**	**948,557**	**976,672**	**1,005,534**	**1,035,163**
Liabilities										
Current Liabilities										
Trade & Other Payables	3,848	3,973	4,092	4,195	4,300	4,407	4,517	4,630	4,746	4,865
Borrowings Fixed Term	-	-	-	-	-	-	-	-	-	-
Provisions	4,210	4,347	4,477	4,589	4,704	4,822	4,942	5,066	5,192	5,322
Total Liabilities Assets	**8,058**	**8,320**	**8,570**	**8,784**	**9,004**	**9,229**	**9,459**	**9,696**	**9,938**	**10,187**
Non-current liabilities										
Borrowings	4,226	5,289	6,332	7,302	8,190	8,978	9,657	10,205	10,610	10,849
Provisions	243	251	258	265	271	278	285	292	299	307
Total Non-current Liabilities	**4,468**	**5,539**	**6,590**	**7,566**	**8,461**	**9,256**	**9,942**	**10,497**	**10,910**	**11,156**
Total Liabilities	**12,527**	**13,859**	**15,160**	**16,350**	**17,465**	**18,485**	**19,401**	**20,193**	**20,848**	**21,343**
Net Assets	**772,503**	**800,772**	**828,071**	**852,176**	**877,037**	**902,688**	**929,156**	**956,479**	**984,686**	**1,013,820**
Equity										
Accumulated Surplus	184,904	188,294	191,780	195,395	199,147	203,053	207,124	211,379	215,832	220,505
Asset Revaluation Reserves	587,381	612,261	636,073	656,563	677,673	699,418	721,815	744,882	768,636	793,097
Other Reserves	217	217	217	217	217	217	217	217	217	217
Total Equity	**772,503**	**800,772**	**828,071**	**852,176**	**877,037**	**902,688**	**929,156**	**956,479**	**984,686**	**1,013,820**
Net Financial Liabilities	**7,088**	**8,298**	**9,481**	**10,571**	**11,582**	**12,496**	**13,304**	**13,985**	**14,527**	**14,905**

Forecast Statement of Cash Flows

$'000	2024-25 Year 1	2025-26 Year 2	2026-27 Year 3	2027-28 Year 4	2028-29 Year 5	2029-30 Year 6	2030-31 Year 7	2031-32 Year 8	2032-33 Year 9	2033-34 Year 10
Cash Flows from Operating Activities										
Receipts										
Operating Receipts	59,650	61,838	63,739	65,595	67,500	69,465	71,483	73,565	75,703	77,909
Investment Receipts	15	15	15	15	15	15	15	15	15	15
Payments										
Operating Payments to suppliers and employees	(44,625)	(45,773)	(47,104)	(48,393)	(49,718)	(51,079)	(52,478)	(53,915)	(55,392)	(56,910)
Finance Payments	(231)	(301)	(346)	(405)	(459)	(508)	(551)	(586)	(614)	(632)
Net Cash provided by (or used in) Operating Activities	**14,809**	**15,779**	**16,304**	**16,811**	**17,338**	**17,893**	**18,470**	**19,079**	**19,712**	**20,382**
Cash Flows from Investing Activities										
Receipts										
Amounts specifically for new or upgraded assets	-	-	-	-	-	-	-	-	-	-
Amounts received specifically for Replacement of Existing Assets	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-
Sale of replaced assets	446	311	320	328	336	345	353	362	371	380
Repayments of loans by community groups	-	-	-	-	-	-	-	-	-	-
Payments										
Expenditure on renewal/placement of assets	(12,756)	(13,023)	(13,413)	(13,749)	(14,093)	(14,445)	(14,806)	(15,176)	(15,556)	(15,944)
Expenditure on new/upgraded assets	(4,321)	(4,130)	(4,254)	(4,360)	(4,469)	(4,581)	(4,696)	(4,813)	(4,933)	(5,057)
Net purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Capital Contributed to Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-
Distributions Received from Equity Accounted Council Businesses - Gain/(Loss)										
Net Cash provided by (or used in) Investing Activities	**(16,631)**	**(16,842)**	**(17,347)**	**(17,781)**	**(18,226)**	**(18,681)**	**(19,148)**	**(19,627)**	**(20,118)**	**(20,621)**
Cash Flows from Financing Activities										
Receipts										
Proceeds from borrowings	1,821	1,063	1,043	970	888	788	679	548	405	239
Payments										
Repayments of borrowings										
Net Cash provided by (or used in) Financing Activities	**1,822**	**1,063**	**1,043**	**970**	**888**	**788**	**679**	**548**	**405**	**239**
Net Increase/(Decrease) in cash held	-	-	-	-	-	-	-	-	-	-
Plus: Cash & cash equivalents at beginning of period	1,655	1,655	1,655	1,655	1,655	1,655	1,655	1,655	1,655	1,655
Cash & cash equivalents at end of period	**1,655**	**1,655**	**1,655**	**1,655**	**1,655**	**1,655**	**1,655**	**1,655**	**1,655**	**1,655**



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DECISION REPORT

REPORT TITLE:	EASTERN WASTE MANAGEMENT AUTHORITY DRAFT 2024-25 ANNUAL BUSINESS PLAN
ITEM NUMBER:	4.4
DATE OF MEETING:	22 APRIL 2024
AUTHOR:	AARON WOOD, MANAGER ASSETS AND OPERATIONS
DIVISION:	CITY DEVELOPMENT
ATTACHMENTS:	1. EAST WASTE DRAFT 2024-25 ANNUAL BUSINESS PLAN AND BUDGET

1. PURPOSE

This report presents to Council the Eastern Waste Management Authority (East Waste) Draft 2024-25 Annual Business Plan for endorsement.

2. RECOMMENDATION

That:

1. The report be received.

2. The Eastern Waste Management Authority (East Waste) be advised that pursuant to Clause 52 of its Charter, the City of Unley has considered and approves its Draft 2024-25 Annual Business Plan, as set out in Attachment 1 of this report (Item 4.4, Council Meeting 22/04/2024).

3. RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN

2. Environmental Stewardship
2.2 Excellence in waste management is achieved through avoidance, re-use and diversion.

4. BACKGROUND

East Waste is a Regional Subsidiary which has been established pursuant to Section 43 of the *Local Government Act 1999* (Act). The purpose of East Waste is to provide waste management services for its Constituent Members, comprising the City of Unley, Adelaide Hills Council and Cities

of Burnside, Campbelltown, Mitcham, Prospect, Norwood Payneham & St Peters, and Town of Walkerville.

Pursuant to Clause 51 of the East Waste Charter (Charter), East Waste must prepare an Annual Business Plan which informs and supports its Annual Budget. Upon completion of the Draft Annual Business Plan and Budget, pursuant to Clause 52 of the Charter, East Waste must provide the Draft Plan to its Constituent Members for the purposes of obtaining their approval on or before 31 May.

The Annual Business Plan will be adopted by the East Waste Board following receiving absolute majority approval of its Constituent Members, to deliver the required outcomes accordingly. East Waste's Draft 2024-25 Annual Business Plan and Budget are contained in Attachment 1.

Attachment 1

5. DISCUSSION

Financial Implications

As a Constituent Member of East Waste, there are financial implications for Council's budget which emanates from the East Waste Draft 2024-25 Annual Business Plan. Pursuant to the Charter, whilst Constituent Members are not required to approve East Waste's Draft Budget, by virtue of endorsing its Draft Annual Business Plan, the Constituent Members are ostensibly endorsing East Waste's Draft Budget.

East Waste's Draft Budget is based on a Common Fleet Costing methodology, with Common Fleet Costs which predominantly relate to collection costs, being charged to Constituent Members based on the cost to undertake the collection of each Constituent Member's waste streams. The allocation of the Common Fleet Costs is based on East Waste's GPS System. It should be noted that in accordance with East Waste's Budget Policy, the Common Fleet Costs includes an additional charge to incorporate a return on revenue, which is currently set at 1% of the Common Fleet Costing Charge.

In addition, where Constituent Members use East Waste for other services such as disposal services, waste bin maintenance, etc, these services are on-charged to the respective Constituent Member at cost.

The estimated Member Fee for Unley for 2024-25 is $3,315,357 compared with $3,271,269 for 2023-24. This is an increase of $44,088 or 1.35%. This is to accommodate an anticipated increase in the cost of collecting and disposing of various waste streams.

Key Performance Indicators Planned for 2024-25

East Waste's vision as contained in its 2030 Strategic Plan is "*To be the leading waste logistics company in Australia through the delivery of innovative collection and resource management services to our Member Council's and their communities*".

The East Waste 2030 Strategic Plan is based on the following:

- Deliver cost-effective and efficient services facilities.
- Maximise source separation and recycling.
- Provide leading and innovative behaviour change and education.
- Help develop a local circular economy.
- Provide leadership.

A summary of the key objectives of East Waste's Draft 2024-25 Annual Business Plan is provided as follows:

- ***Objective 1: Deliver cost-effective and efficient services / facilities*** ensuring East Waste remains true to its core function of providing high quality and fiscally efficient services to Constituent Members, while at the same time seeking external opportunities which add value to the East Waste model.
- **Objective 2: Maximise Source Separation and Recycling / Objective 3: Provide leading and innovative behaviour change and education** which re-centred on improving material efficiency, diversion from landfill and actively working towards the KPIs listed within the 2030 Strategic Plan. The actions are also designed to help East Waste as an entity, achieve the State Government 2025 diversions targets (specifically Municipal Solid Waste and Food). Within these targets are specific actions centred around improving food waste efficiency and the preliminary result undertaken through the 2023-24 weekly Food Organics and Garden Organics (FOGO) trials are very promising and warrant further exploration and expansion.
- ***Objective 4: Help drive a local circular economy*** recognising that East Waste has a role to play in assisting and supporting its Constituent Members to be more engaged and active within the local circular economy space.
- ***Objective 5: Provide leadership*** with actions assisting East Waste to continue to strengthen the integrity of internal systems, processes and framework and invest in our people, in order to reduce risk and improve our already high governance levels.

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- Council has allocated funding in the amount of $3,433,087 in its Draft 2024-25 Annual Business Plan and Budget specifically to meet its East Waste costs. In this respect, Council's draft budget provision is considered adequate at this time to accommodate the proposed increase by East Waste for 2024-25 to deliver its services for Unley.

- Council's total draft 2024-25 budget for waste management is $5,313,000 which comprises East Waste's cost, staff cost, contract cost for direct services provided, consultants, bin audits, education, and promotion.

6.2 Risk Management (identification and mitigation)

- Pursuant to Clause 51 of the Charter, East Waste is required to prepare an Annual Business Plan which informs and supports its Annual Budget.
- Upon completion of the Draft Annual Business Plan, pursuant to Clause 52 of the Charter, East Waste must provide the document to all its Constituent Members for the purpose of obtaining endorsement.

6.3 Staffing/Work Plans/Additional Resource Impact

- Service Level Agreements are proposed to be developed by East Waste by the end of June 2024. Any changes or amendments to resources for Council will need to be considered as part of finalising and formalising this agreement.

6.4 Climate/Environmental Impact

- East Waste's Draft 2024-25 Annual Business Plan has numerous KPIs and targets which are aimed at maximising source separation, recycling and assist in developing the local circular economy.

6.5 Social/Economic

- East Waste's Draft 2024-25 Annual Business Plan has numerous KPIs and targets which are aimed at delivering cost effective and efficient services for its Constituent Members and their communities.

7. ANALYSIS OF OPTIONS

Option 1 –

1. The report be received.
2. The Eastern Waste Management Authority (East Waste) be advised that pursuant to Clause 52 of its Charter, the City of Unley has considered and approves its Draft 2024-25 Annual Business Plan, as set out in Attachment 1 of this report (Item 4.4, Council Meeting 22/04/2024).

Under this option, Council would endorse East Waste's Draft 2024-25 Annual Business Plan as proposed. The Administration has reviewed the documentation that was submitted by East Waste and recommends to Council that it endorse the document.

1. The review which has been undertaken by the Administration has also included consideration of the proposed Member Fee for Unley to deliver the services expected of East Waste. Council's Draft 2024-25 Annual Business Plan and Budget can accommodate the estimated cost.

Option 2 –The report be received.

2. The Eastern Waste Management Authority (East Waste) be advised that the City of Unley has considered and does not approve its Draft 2024-25 Annual Business Plan, as set out in Attachment 1 of this report (Item 4.4, Council Meeting 22/04/2024).

3. The City of Unley requests that East Waste make the following amendments to its Draft 2024-25 Annual Business Plan:

   - *Amendments to be determined by Council*

4. A further report be presented to Council confirming the revised East Waste Draft 2024-25 Annual Business Plan, as resolved by Council, for its consideration and endorsement.

Under this option, Council would decide not to endorse East Waste's Draft 2024-25 Annual Business Plan as currently proposed. Should Council decide on this option, it will need to articulate the amendments as part of the resolution, that it wishes to be made to the Draft Annual Business Plan.

East Waste would be requested to consider the amendments and the matter would then be brought back to Council in a further report for its consideration and endorsement.

8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Claude Malak	General Manager, City Development

EastWaste



2024/25 Annual Plan

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VISION

The Destination

To be the leading waste logistics company in Australia through the delivery of innovative collection and resource management services.

MISSION

The Vehicle

Delivering leading-edge solutions and services for a cleaner and sustainable future.

East

20 STRATEGIC PLAN 30

Executive Summary

The FY24 year has been a year of evolution for East Waste with three weekly FOGO (Food Organics, Green Organics) trials rolled out across Member Councils. The initial success and momentum more broadly of this approach, is likely to see an extension of existing, and the rollout of further trials being a core focus of East Waste in the FY25 year. Albeit, a supportive legislative approach is required, which at the time of drafting the Annual Plan is under threat due to an announcement on new legislation which will impact on Local Government's ability to drive behaviour change and achieve diversion targets.

A preliminary review of the East Waste 2030 Strategic Plan has identified the need to undertake a comprehensive review of the document to raise the strategic nature and outlook of the document. This process is reflective of the evolving maturity of East Waste as an Organisation over the past decade and the trajectory we are currently on.

Other key focusses of the FY25 Annual Plan include an East Waste led co-mingled recycling, organics and landfill contracts being placed into the market throughout the FY24/25 year. Through these contracts East Waste will deliver aggregated savings to Member Councils wishing to participate and can kick start significant circular economy and higher use material resource benefits. With the benefit of experience and lessons learned from recent joint approaches to the market, East Waste can position for strong contemporary market approach and contract.

Background

East Waste is the trading name of Eastern Waste Management Authority, which was established in 1928. The Authority is a regional subsidiary of the Adelaide Hills Council, City of Burnside, Campbelltown City Council, City of Norwood Payneham & St Peters, City of Mitcham, City of Prospect, City of Unley and Town of Walkerville.

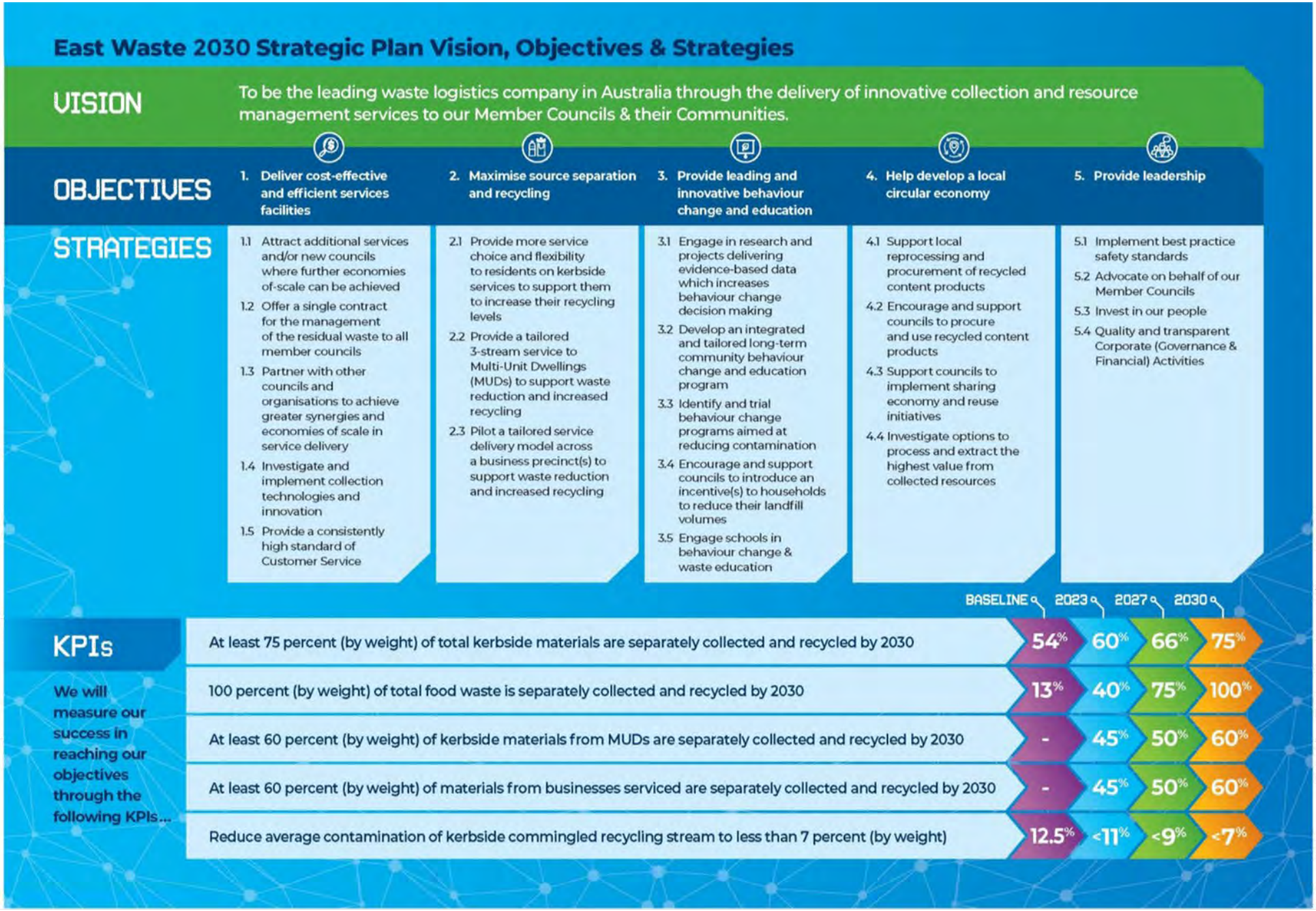
East Waste is governed by a Charter (the Charter) pursuant to *Section 43* of the *Local Government Act 1999* and administered by a Board, which includes a director appointed by each Council and an Independent Chair.

Clause 51 of the Charter requires the Authority each year to have an Annual Plan which supports and informs the budget. Specifically, it is to include an outline of East Waste's objectives, the activities intended to be pursued, and the measurement tools defined to assess performance. It must also assess and summarise the financial requirements of East Waste and set out the proposals to recover overheads and costs from the Member Councils.

Sitting above the Annual Plan is the *East Waste 2030 Strategic Plan* which sets out a series of bold and ambitious targets (Key Performance Indicators) which we aspire to meet through five Key Objectives and a series of Strategies. The *2030 Strategic Plan* is summarised on the following page.

For full context this Plan should be read in conjunction with East Waste's broader strategic planning framework including the *Strategic Plan 2030*, Long-Term Financial Plan, and Risk Management Planning Framework.

As a regional subsidiary, East Waste recognises that success from this Annual Plan is not possible without the continued support, integration and active working partnership of all our Member Councils and key Strategic Partners. East Waste is committed to developing and continuing partnerships which ultimately drive value back to the communities we serve. The value East Waste offers is unique, in that we are continually working with our Member Councils to drive down costs. East Waste have established a model where we are nimble and respond swiftly to external impacts and Member Council requests, in a far more timely manner than industry counterparts. East Waste takes much of the worry and pressures associated with waste away from the Member Councils, allowing them to focus on other key matters of importance to them and their communities.


East Waste 2030 Strategic Plan Vision, Objectives & Strategies
VISION
To be the leading waste logistics company in Australia through the delivery of innovative collection and resource management services to our Member Councils & their Communities.
OBJECTIVES
1. Deliver cost-effective and efficient services facilities
2. Maximise source separation and recycling
3. Provide leading and innovative behaviour change and education
4. Help develop a local circular economy
5. Provide leadership
STRATEGIES
1.1 Attract additional services and/or new councils where further economies of-scale can be achieved
1.2 Offer a single contract for the management of the residual waste to all member councils
1.3 Partner with other councils and organisations to achieve greater synergies and economies of scale in service delivery
1.4 Investigate and implement collection technologies and innovation
1.5 Provide a consistently high standard of Customer Service
2.1 Provide more service choice and flexibility to residents on kerbside services to support them to increase their recycling levels
2.2 Provide a tailored 3-stream service to Multi-Unit Dwellings (MUDs) to support waste reduction and increased recycling
2.3 Pilot a tailored service delivery model across a business precinct(s) to support waste reduction and increased recycling
3.1 Engage in research and projects delivering evidence-based data which increases behaviour change decision making
3.2 Develop an integrated and tailored long-term community behaviour change and education program
3.3 Identify and trial behaviour change programs aimed at reducing contamination
3.4 Encourage and support councils to introduce an incentive(s) to households to reduce their landfill volumes
3.5 Engage schools in behaviour change & waste education
4.1 Support local reprocessing and procurement of recycled content products
4.2 Encourage and support councils to procure and use recycled content products
4.3 Support councils to implement sharing economy and reuse initiatives
4.4 Investigate options to process and extract the highest value from collected resources
5.1 Implement best practice safety standards
5.2 Advocate on behalf of our Member Councils
5.3 Invest in our people
5.4 Quality and transparent Corporate (Governance & Financial) Activities
KPIs
We will measure our success in reaching our objectives through the following KPIs...
BASELINE
2023
2027
2030
At least 75 percent (by weight) of total kerbside materials are separately collected and recycled by 2030
54%
60%
66%
75%
100 percent (by weight) of total food waste is separately collected and recycled by 2030
13%
40%
75%
100%
At least 60 percent (by weight) of kerbside materials from MUDs are separately collected and recycled by 2030
-
45%
50%
60%
At least 60 percent (by weight) of materials from businesses serviced are separately collected and recycled by 2030
-
45%
50%
60%
Reduce average contamination of kerbside commingled recycling stream to less than 7 percent (by weight)
12.5%
<11%
<9%
<7%

2024/25 Focus

While the Strategic Plan undergoes a review, East Waste will still maintain a focus and pursue progression towards the Vision and objectives of the 2030 Strategic Plan. Regardless of the future direction settled upon, it is highly likely that the current objectives will, at the very least, underpin our thinking and operational aspirations into the future.

East Waste continues to pursue innovation and be at the forefront of service delivery changes for the betterment of our Councils and the Community. East Waste exists to create financial and efficiency savings, not to generate a profit to return to shareholders. This is an important and fundamental distinction of East Waste compared to the private sector and key benefit of being within the East Waste subsidiary.

The review of the Strategic Plan is likely to result in a new suite of KPIs (Key Performance Indicators), but for now the focus and agreed actions will work towards the existing agreed group of indicators. As a partnership Organisation, East Waste requires the support and engagement with our Member Councils and external Organisations in order to work closer to them.

Objective 1: Deliver cost-effective and efficient services & facilities ensure East Waste remains true to its core function of providing high quality and fiscally efficient services to Member Councils, while at the same time seeking external opportunities which add value to the East Waste model. In addition, ensuring that we continue to have contemporary modes of engagement and facilities to deliver services is paramount.

Objective 2: Maximise Source Separation and Recycling and *Objective 3: Provide leading and innovative behaviour change and education* are centred on improving material efficiency, diversion from landfill and actively working towards the Key Performance Indicators listed within the 2030 Strategic Plan. The actions are also designed to help East Waste as an entity, achieve the State Government 2025 diversions targets (specifically Municipal Solid Waste and Food). Within these targets are specific actions centred around improving food waste efficiency and the preliminary result undertaken through the FY24 weekly Food Organics and Garden Organics (FOGO) trails are very promising and warrant further exploration and expansion.

Objective 4: Help Drive a Local Circular Economy, recognises that East Waste has a role to play in assisting and supporting our Members to be more engaged and active within the local circular economy space.

Objective 5: Provide Leadership, actions assist East Waste to continue to strengthen the integrity of internal systems, processes and framework and invest in our people, in order to reduce risk and improve our already high Governance levels.

The actions are far from a prescriptive list, rather the key projects East Waste intends to undertake over the 2024/25 year and more detail on each is provided below. East Waste provides unique and valuable benefits back to our Member Councils far beyond financial savings which cannot be generated through traditional waste contracts. East Waste exists to create financial and efficiency savings, not to generate a profit to return to shareholders. And East Waste achieves this, whilst maintaining a high-level and high-quality service. This has been clearly

demonstrated through the weekly FOGO collection trails undertaken in the past 6 months, where the logistical approach and focus designed by East Waste, has generated a far greater uptake by the community and generated economic and environmental savings not previously realised in other trials implemented in metropolitan Adelaide. The short payback periods that East Waste have shown we can achieve are predominately driven by East Waste's focus to drive efficiency savings to our Member Councils, not profit to shareholders and to match household waste generation with the most appropriate waste collection regime.

The success of implementation of the East Waste-led FOGO trails, coupled with the preliminary results has generated significant interest and excitement amongst several other Member Councils. Recent announcements by the State Government regarding the potential implementation of legislation which will constrain Local Governments flexibility in this space has resulted in this positive advancement being placed in limbo. The advancement previously planned for in FY25 has now been contracted significantly.

East Waste led co-mingled recycling, organics and landfill contracts will be placed into the market throughout the FY24/25 year. Building on recent experiences in this space, East Waste will deliver an aggregated saving to Member Councils wishing to participate and can kick start significant circular economy and higher use material resource benefits.

It is an exciting time to be a part of East Waste with the operational shifts that are occurring, the collaboration being generated from within and interest from external parties to partner. The review of the Strategic Plan will undoubtedly reflect this through a higher-level, less operational focus than it has historically been. The evolution, maturity and growth of East Waste is set to continue throughout the FY25 financial year.

This Annual Plan is to be effective from 1 July 2024.

EastWaste

Annual Plan 2024/25 Delivery Schedule

NO.	ACTIVITY/PROJECT	OVERVIEW	OBJECTIVE	STRATEGY	MAIN KPI/TARGET	BUDGET
DELIVER COST EFFECTIVE AND EFFICIENT SERVICES AND FACILITIES						
1.	Continue & Expand Core services	East Waste optimisation will come from providing a full suite of services to Member Councils. Where this doesn't occur, East Waste will present detailed business cases for the Council's consideration in a bid to secure these services.	Deliver Cost Effective and efficient services and facilities	1.1	Vision Target	Recurrent
2.	Investigate opportunities outside of existing Member Councils.	When potential opportunities arise, East Waste will investigate service provision to non-member Councils and subsidiaries where the benefit and/or the fostering of partnerships can drive value to Member Councils.	Deliver Cost Effective and efficient services and facilities	1.1	Vision Target	Recurrent
3.	'Landfill' Bin Contract	Member Councils have historically held their own contracts for the disposal/processing of the red/blue bin. As a subsidiary focussed on aggregation, East Waste will investigate, and if feasible, pursue an East Waste-led red/blue bin processing contract.	Deliver Cost Effective and efficient services and facilities	1.2	At least 75% of kerbside material separately collected & recycled	Recurrent
4.	Increase Customer Engagement Opportunities	East Waste has implemented a number of customer service engagement systems in recent years and this work will continue with the consolidation of Customer Service Systems; ultimately creating an improved work management flow.	Deliver Cost Effective and efficient services and facilities	1.5	Vision Target	Recurrent + Service Initiative $0.075M

MAXIMISE SOURCE SEPARATION & RECYCLING						
5.	Advance trials and rollout of weekly organics collections	Through the success of current trials undertaken by East Waste and more broadly across metropolitan Adelaide, East Waste will pursue the design and implementation of at least one further weekly organics collection trial and a full Council rollout.	Maximise Source separation and recycling	2.1	• At least 75% of kerbside material separately collected & recycled • 100% of food waste separately collected and recycled.	Recurrent + Service Initiative $0.025k

• PROVIDE LEADING AND INNOVATIVE BEHAVIOUR CHANGE AND EDUCATION						
6.	Delivery of the "Why Waste It?" behaviour change program and associated social media.	Utilising the results of the reviews and biennial kerbside audits undertaken over the past 6 years, refine and deliver the ongoing successful "Why Waste It?" program, with a strong food waste separation focus.	Provide leading and innovative behaviour change and education	3.2	• Vision Target	Recurrent + Service Initiative $0.195M

HELP DRIVE A LOCAL CIRCULAR ECONOMY						
7.	Develop and Procure high value processing contracts.	East Waste on behalf of engaged Member Councils will procure new long-term organic and co-mingled recycling contracts with a focus on ensuring the collected material is processed in a manner which retains and utilises the material at its highest order and so far as possible, locally.	Help Drive a Local Circular Economy	4.4	Vision Target	Recurrent

PROVIDE LEADERSHIP						
8.	Fleet Replacement	In line with the Long-Term Financial Plan, undertake the replacement of five (5) collection vehicles.	Provide Leadership	5.4	Vision Target	Capital $2.200M
9.	WHS System Responsibility and Accountability	Continuation of ongoing Risk Management and Work Health & Safety systems and processes to provide a safe and healthy workplace for all employees and those which interact with us.	Provide Leadership	5.1	Implement best practice safety standards	Recurrent
10.	Develop Carbon Accounting	With a strong focus on emissions and carbon reporting, East Waste will undertake a project to identify the extent of its carbon emissions and future projects to target reduction. .	Provide Leadership	5.4	Quality, transparent Corporate Activities.	Recurrent + Service Initiative $0.025M


Why waste it?
Let's sort it.
AVOID
REDUCE
RE-USE
RECYCLE
COMPOST
EastWaste


EastWaste
CAUTION
FREQUENT STOPPING
DUAL CONTROL VEHICLE
90

Budget Management

East Waste operates its waste collection services on a Common Fleet Costing methodology, whereby each respective Member Council is charged directly according to the proportionate time it takes to undertake their respective collection services. This is achieved through the utilisation of a specialised, highly accurate and powerful cloud-based, real-time GPS based system, supported and cross-checked by detailed reporting capabilities. As a result of this, minor variations in the common fleet percentages (and therefore apportioning of Common Fleet costs) occur from year-to-year to account for realised efficiencies, changes in the number of collections undertaken and movement in collection operating costs (e.g. housing inf-fill and developments, Fire Ban days and events).

The Tables on the following page provide a detailed summary of the key business activities undertaken by East Waste on behalf of its Member Councils. Table 1 provides a summary of the operating and capital income and expenditure elements forecasted for waste collection activities for 2024/25. Unsurprisingly the most significant expenditure relates to the logistical requirements of serving the kerbside collections across eight Councils and over 25% of Adelaide's residential population. Fleet replacement, which occurs on a cyclical annual basis, is currently funded via external loan borrowings.

As can be seen from Tables 2 and 3, one of the significant benefits of being an East Waste member is that on top of the highly competitive prices received as a result of aggregated buying power, no administrative, handling or on-costs are charged in relation to resource processing contracts held by East Waste or bin maintenance services. All are charged at-cost.

Labour, fuel costs and fleet maintenance remain the largest operation costs associated with collections (accounting for almost 80% of the common fleet costs). The labour market has been challenging over past 18 months and particularly the last six, requiring East Waste to undertake a market reset in order to attract and retain appropriate staff to carry out our service each day. This has impacted upon higher than CPI year on year increase required for FY25. Fuel has stabilised somewhat over the past 6 months, however the threat of volatility in this market is ever present. Borrowings are based on the most recent Local Government Finance Authority (LGFA) forecasts.

The FY25 increase to Member Councils has been reduced in the FY25 year through a Board decision to not apply the 1% common Fleet Costing Surplus. While this provides relief to Member Council fees, it results in the FY26 budget process commencing in a deficit position (assuming all costs and income remain equal). The net result is an increase marginally higher than CPI, which is unusual for East Waste, however is 1.2% lower than the projected increase forecasted within the East Waste Long Term Financial Plan.

The budget to deliver this Annual Plan, along with all East Waste's Services and legislative requirements is detailed in the following proposed 2024/25 Financial Papers (refer Attachment 1 – 5).

Table 1: 2024/25 Budget Summary - Waste Collection Services

	Income $	Expenditure $	Net Surplus /Deficit $
Recurrent- Waste Collection	17,586,287	17,577,708	8,579
Recurrent - Corporate Administration	426,421	-	426,421
Service Initiatives	-	435,000	(435,000)
Capital Program	-	2,308,500	(2,308,500)
Total	**18,012,708**	**20,321,208**	**(2,308,500)**

Table 2: 2024/25 Budget Summary - Bin Maintenance Services

	Income $	Expenditure $	Net Surplus /Deficit $
Recurrent	1,543,605	1,543,605	-
Service Initiatives	-	-	-
Capital Program	-	-	-
Total	**1,543,605**	**1,543,605**	**-**

Table 3: 2024/25 Budget Summary - Waste Processing Services

	Income $	Expenditure $	Net Surplus /Deficit $
Recurrent	5,827,332	5,827,332	-
Service Initiatives	-	-	-
Capital Program	-	-	-
Total	**5,827,332**	**5,827,332**	**-**

Financial Statements

EAST WASTE

Projected Statement of Comprehensive Income (Budgeted)
for the Financial Year Ending 30 June 2025

FY2023 Audited Actuals		FY2024 Adopted Budget	FY2024 BR2	FY2025 Proposed Budget
$'000		$'000	$'000	$'000
	Income			
21,188	User Charges	22,747	22,747	23,704
46	Investment income	20	55	48
-	Grants, subsidies and contributions	50	50	-
1,078	Other	1,322	1,372	1,552
22,312	**Total**	**24,139**	**24,224**	**25,304**
	Expenses			
7,476	Employee Costs	7,675	7,885	8,865
12,184	Materials, contracts & other expenses	13,275	13,514	13,118
2,108	Depreciation, amortisation & impairment	2,657	2,566	2,707
354	Finance costs	384	430	694
22,122	**Total**	**23,991**	**24,395**	**25,384**
190	**Operating Surplus / (Deficit)**	**148**	**(171)**	**(80)**
143	Asset disposals & fair value adjustments	18	60	80
333	**Net Surplus / (Deficit)**	**166**	**(111)**	**-**
-	Other Comprehensive Income	-	-	-
333	**Total Comprehensive Income**	**166**	**(111)**	**-**

EAST WASTE

Projected Balance Sheet (Budgeted)
for the Financial Year Ending 30 June 2025

FY2023 Audited Actuals $'000		FY2024 Adopted Budget $'000	FY2024 BR2 $'000	FY2025 Proposed Budget $'000
	Assets			
	Current			
3,953	Cash & Cash Equivalents	3,001	2,100	2,508
746	Trade & Other Receivables	935	746	746
43	Inventory	50	43	43
4,742	**Total**	**3,986**	**2,889**	**3,297**
	Non-Current			
9,510	Infrastructure, Property, Plant & Equipment	10,490	11,066	13,721
9,510	**Total**	**10,490**	**11,066**	**13,721**
14,252	**Total Assets**	**14,476**	**13,955**	**17,018**
	Liabilities			
	Current			
1,266	Trade & Other Payables	1,311	1,216	1,227
2,306	Borrowings	2,200	2,355	2,285
871	Provisions	893	931	991
4,443	**Total**	**4,404**	**4,502**	**4,503**
	Non-Current			
8,490	Borrowings	8,402	8,185	11,187
136	Provisions	229	196	256
8,626	**Total**	**8,631**	**8,381**	**11,443**
13,069	**Total Liabilities**	**13,035**	**12,883**	**15,946**
1,183	**Net Assets**	**1,441**	**1,072**	**1,072**
	Equity			
1,183	Accumulated Surplus	1,441	1,072	1,072
1,183	**Total Equity**	**1,441**	**1,072**	**1,072**

EAST WASTE

Projected Statement of Cash Flows (Budgeted)
for the Financial Year Ending 30 June 2025

FY2023 Audited Actuals $'000		FY2024 Adopted Budget $'000	FY2024 BR2 $'000	FY2025 Proposed Budget $'000
	Cash Flows from Operating Activities			
	Receipts			
22,455	Operating Receipts	24,069	24,119	25,256
46	Investment Receipts	20	55	48
	Payments			
(7,361)	Employee costs	(7,565)	(7,765)	(8,745)
(12,397)	Materials, contracts & other expenses	(13,275)	(13,514)	(13,118)
(304)	Interest Payments	(384)	(433)	(683)
2,439	**Net Cash Flows from Operating Activities**	**2,865**	**2,462**	**2,758**
	Cash Flows from Investing Activities			
	Receipts			
145	Sale of Replaced Assets	50	92	80
	Payments			
(587)	Expenditure on Renewal/Replaced Assets	(2,115)	(4,111)	(2,249)
(2,484)	Expenditure of New/Upgraded Assets	(40)	(40)	(60)
(2,926)	**Net Cash Flows from Investing Activities**	**(2,105)**	**(4,059)**	**(2,229)**
	Cash Flow from Financing Activities			
	Receipts			
4,525	Proceeds from Borrowings	2,115	2,115	2,114
	Payments			
(271)	Repayment of Lease Liabilities	(285)	(285)	(170)
(1,815)	Repayment of Borrowings	(1,944)	(2,086)	(2,065)
2,439	**Net Cash Flow from Financing Activities**	**(114)**	**(256)**	**(122)**
1,952	**Net Increase (Decrease) in cash held**	**646**	**(1,853)**	**408**
2,001	**Cash & cash equivalents at beginning of period**	**2,355**	**3,953**	**2,100**
3,953	**Cash & cash equivalents at end of period**	**3,001**	**2,100**	**2,508**

EAST WASTE

Projected Statement of Changes in Equity (Budgeted)
for the Financial Year Ending 30 June 2025

FY2023 Audited Actuals $'000		FY2024 Adopted Budget $'000	FY2024 BR2 $'000	FY2025 Proposed Budget $'000
850	**Balance at Start of Period - 1 July**	1,275	1,183	1,072
333	Net Surplus / (Deficit) for Year	166	(111)	-
-	Contributed Equity	-	-	-
-	Distribution to Councils	-	-	-
1,183	**Balance at End of Period - 30 June**	**1,441**	**1,072**	**1,072**

EAST WASTE

Projected Uniform Presentation of Finances (Budgeted)
for the Financial Year Ending 30 June 2025

FY2023 Audited Actuals $'000		FY2024 Adopted Budget $'000	FY2024 BR2 $'000	FY2025 Proposed Budget $'000
	Income			
21,188	*User Charges*	22,747	22,747	23,704
46	*Investment income*	20	55	48
-	*Grants, subsidies and contributions*	50	50	-
1,078	*Other*	1,322	1,372	1,552
22,312		**24,139**	**24,224**	**25,304**
	Expenses			
7,476	*Employee Costs*	7,675	7,885	8,865
12,184	*Materials, contracts & other expenses*	13,275	13,514	13,118
2,108	*Depreciation, amortisation & impairment*	2,657	2,566	2,707
354	*Finance costs*	384	430	694
22,122		**23,991**	**24,395**	**25,384**
190	**Operating Surplus / (Deficit)**	**148**	**(171)**	**(80)**
	Net Outlays on Existing Assets			
(587)	*Capital Expenditure on Renewal and Replacement of Existing Assets*	(2,115)	(4,111)	(2,249)
2,108	*Depreciation, Amortisation and Impairment*	2,657	2,566	2,707
145	*Proceeds from Sale of Replaced Assets*	50	92	80
1,666		**592**	**(1,453)**	**538**
	Net Outlays on New and Upgraded Assets			
(2,484)	*Capital Expenditure on New and Upgraded Assets*	(40)	(40)	(60)
-	*Amounts Specifically for New and Upgraded Assets*	-	-	-
-	*Proceeds from Sale of Surplus Assets*	-	-	-
(2,484)		**(40)**	**(40)**	**(60)**
(628)	**Annual Net Impact to Financing Activities (Surplus/(Deficit))**	**700**	**(1,664)**	**398**

DECISION REPORT

REPORT TITLE:	ASSET MANAGEMENT PLANS
ITEM NUMBER:	4.5
DATE OF MEETING:	22 APRIL 2024
AUTHOR:	RUSSELL KING, SENIOR ASSETS & ENGINEERING LEAD
DIVISION:	CITY DEVELOPMENT
ATTACHMENTS:	1. TRANSPORT ASSET MANAGEMENT PLAN 2. OPEN SPACE ASSET MANAGEMENT PLAN 3. STORMWATER ASSET MANAGEMENT PLAN 4. BUILDINGS ASSET MANAGEMENT PLAN 5. ASSET MANAGEMENT SUMMARY DOCUMENT 2023 6. DRAFT ASSET MANAGEMENT PLANS CONSULTATION SUMMARY 7. DRAFT ASSET PLAN CONSULTATION DETAILED RESPONSES

1. PURPOSE

This report seeks Council's adoption of the final Asset Management Plans 2023, following community consultation regarding the draft Plans which were endorsed by Council for the purpose of engagement at its meeting held on 11 December 2023.

2. RECOMMENDATION

That:

1. The report be received.

2. The community consultation summary and detailed responses on the draft Asset Management Plans, as contained in Attachments 6 and 7 to this report, be noted.

3. The Asset Management Plans 2023, as contained in Attachments 1 to 4 to this report (Item 4.5, Council Meeting 22/04/24), be adopted.

4. The financial implications and projections, as contained in the adopted Asset Management Plans 2023, be incorporated within Council's Long Term Financial Plan.

5. The Chief Executive Officer be authorised to make minor editorial and formatting changes as part of the finalisation process for the adoption of the Asset Management Plans 2023.

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3. RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN

1. Community Living
1.3 Our City meets the needs of all generations.

4. BACKGROUND

The *Local Government Act 1999* (Act) 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 that time, the Administration has undertaken considerable work to improve the quality and level of confidence in Council's asset and condition data registers. In this respect, it is now timely for the previously endorsed AMPs to be updated to provide improved and informed funding forecasts to assist in the update of Council's LTFP.

AMPs were developed for each of Council's infrastructure asset groupings:

Transport which incorporates kerbing, pathways, roads, bridges, bus stops, car parks, street lighting and traffic control devices. The 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 Open Space Asset Management Plan is contained in Attachment 2.

Attachment 2

Stormwater which incorporates underground drainage network, creeks, stormwater management devices and recycled stormwater infrastructure. The 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 Buildings 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 Asset Management Plans Summary Document 2023 is contained in Attachment 5.

Attachment 5

Council Endorsement of Draft AMPs for Community Consultation

At its ordinary meeting held on 11 December 2023, Council considered the draft AMPs and resolved the following, 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.

Resolution No. C1184/23

Council's Audit and Risk Committee considered the draft AMPs in November 2023 and recommended to Council endorsement of the document for the purpose of undertaking community consultation.

The detail pertaining to the Committee's considerations of the draft documents, reviews undertaken for each of the AMPs, financial implications and summary of asset valuations and conditions were set out in extensive details in the report considered by Council at its meeting held on 11 December 2023. In this respect and for the purposes of this report, this information has not been reiterated with a focus rather on the details and results of the community consultation undertaken.

5. DISCUSSION

Undertaking Community Consultation on Draft AMPs

Community consultation regarding the draft AMPs was undertaken between 28 January 2024 and 20 February 2024.

Feedback was invited via a survey with the following questions:

1. Do you agree that the funding proposed for the renewal of assets in the draft Asset Management Plan is adequate?
2. Do you agree that the funding proposed for the maintenance of assets in the draft Asset Management Plan is adequate?
3. What asset groups are important to you and should be prioritised for funding?
4. Is there anything that you think we have missed?
5. Are there any areas you think Council could improve in the renewal and maintenance of assets?

In providing awareness of the draft AMPs and inviting feedback, the following measures were undertaken:

- A targeted email was sent to all contacts in Unley's 'Your Say' database which was approximately 2,700 email addresses,
- Videos and posts on Council's social media channels,
- Posters displayed at Council's libraries, the museum, and swimming centre,
- A link to the Your Say consultation page on Council's web page.

A total of 40 responses were received with 355 people engaging with Council's Your Say site, with 223 downloads of the documents, including 111 downloads of the draft AMP Summary Document.

The Your Say Summary Report outlining the feedback received is contained in Attachment 6.

Attachment 6

Analysis of Feedback Received

A summary of the feedback received is outlined as follows:

1. *Do you agree that the funding proposed for the renewal of assets in the draft Asset Management Plan is adequate?*

Of the total number of respondents, 87.5% (35 respondents) indicated either a neutral or positive response regarding the proposed funding for the renewal of assets. Negative responses typically indicated that spending should be increased above what is proposed.

2. *Do you agree that the funding proposed for the maintenance of assets in the draft Asset Management Plan is adequate?*

Of the total number of respondents, 87.5% (35 respondents) indicated either a neutral or positive response regarding the proposed funding and current expenditure on the maintenance of assets.

3. *What asset groups are important to you and should be prioritised for funding?*

Respondents to this question indicated a strong preference for funding to be prioritised on Transport and Stormwater assets.

It is worth noting that the feedback received regarding stormwater was generally related to new/upgrade of drainage systems to prevent flooding, rather than the renewal or maintenance of existing assets. As such, this feedback is more relevant to Council's recently adopted City-Wide Flood Mitigation Plan rather than the proposed AMP works. Open Space assets rated third most important based on the feedback received with Buildings rating least important.

Comments in favour of the importance of funding for Transport assets were predominantly related to footpaths and roads which is not surprising as these assets are well utilised by the wider community far more regularly than other assets.

4. *Is there anything that you think we have missed?*

The feedback received indicated that climate sustainability and a progressive approach regarding the way that assets are renewed is important. This has been included as an action item in each of the AMPs for future versions to include a more dedicated climate adaptation and asset resilience section for the planning and renewal of assets going forward.

5. *Are there any areas that you think Council could improve on in the renewal and maintenance of assets?*

Comments were varied regarding this question with feedback received indicating the need for more detailed plans for upcoming works and requesting the ability to provide input for improved open space assets.

The detailed responses to each of the five questions asked to prompt feedback, including comments, are contained in Attachment 7.

Attachment 7

Amendments Made to Draft AMPs

The Administration has considered the feedback which has been received regarding the draft AMPs.

It is important to note that the feedback received has indicated a general support for the principles and proposed strategies of the AMPs and in this respect, no changes have been made to the content of the documents.

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- The proposed 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 Ratio and Asset 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 Renewal Funding 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 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.

6.4 Climate/Environmental Impact

- The 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 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 community consultation summary and detailed responses on the draft Asset Management Plans, as contained in Attachments 6 and 7 to this report, be noted.

3. The Asset Management Plans 2023, as contained in Attachments 1 to 4 to this report (Item 4.5, Council Meeting 22/04/24), be adopted.

4. The financial implications and projections, as contained in the adopted Asset Management Plans 2023, be incorporated within Council's Long Term Financial Plan.

5. The Chief Executive Officer be authorised to make minor editorial and formatting changes as part of the finalisation process for the adoption of the Asset Management Plans 2023.

Under this option, the AMPs would be adopted by Council on a final basis as they are currently presented.

Option 2 –

1. The report be received.

2. The community consultation summary and detailed responses on the draft Asset Management Plans, as contained in Attachments 6 and 7 to this report, be noted.

3. The Asset Management Plans as contained in Attachment 1 to Attachment 4 to this report (Item 4.5, Council Meeting 22/04/24), be adopted and included within Council's Long Term Financial Plan, subject to the following amendments being made:

    - *Amendments to be determined by Council.*

4. The Chief Executive Officer be authorised to make minor editorial and formatting changes as part of the finalisation process for the adoption of the Asset Management Plans 2023.

Under this option, Council would decide to make changes to the AMPs and adopt these without the need to return to Council. Should Council decide on this option, the Administration will implement the requested amendments to the documents and consider them final.

Option 3 –

1. The report be received.

2. The community consultation summary and detailed responses on the draft Asset Management Plans, as contained in Attachments 6 and 7 to this report, be noted.

3. The Asset Management Plans as contained in Attachment 1 to Attachment 4 to this report are not recommended for the purpose of inclusion within Council's Long Term Financial Plan, and for the following amendments to be made:

   - *Amendments to be determined by Council.*

4. A further report be presented to Council outlining the amended Asset Management Plans, as resolved above.

Under this option, Council would decide not to adopt the AMPs as they are presented, and for amendments (as determined by Council) to be made and for the matter to be returned to Council for further consideration.

Should Council decide on this option, the Administration will amend the 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

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

TRANSPORT

ASSET MANAGEMENT PLAN

2023

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Issue	Date	Issue Details	Author	Checked	Approved
V.1	July 2020	Framework	SW	TY	JM
V.2	August 2020	Draft for Audit Committee	JM	AW	CM
V.3	October 2020	Draft for Community engagement	JM	AW	CM
V.4	November 2020	Final	JM	AW	CM
V.5	October 2023	Draft for Audit Committee	RK	AW	CM
V.6	March 2024	Final	RK	AW	CM

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%

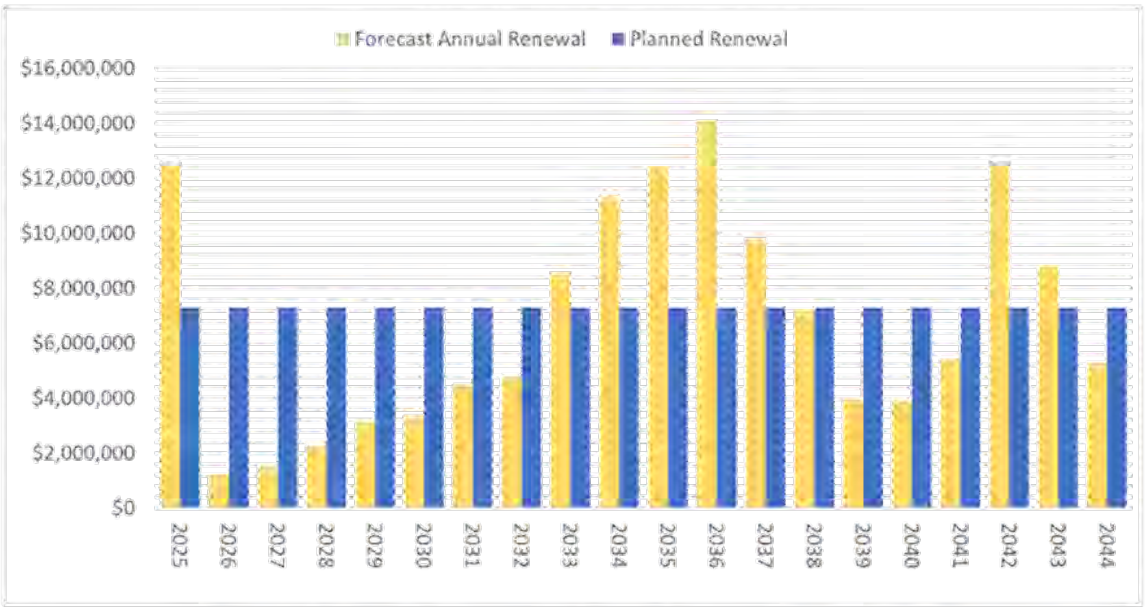


Figure 1.1 Transport twenty year forecast and planned renewal expenditure

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.

Key Stakeholders	Roles in Asset Management Plan
	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 Civil Works and Maintenance	Coordinate Council resources to deliver the maintenance program.
Civil Works and Maintenance 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 if 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

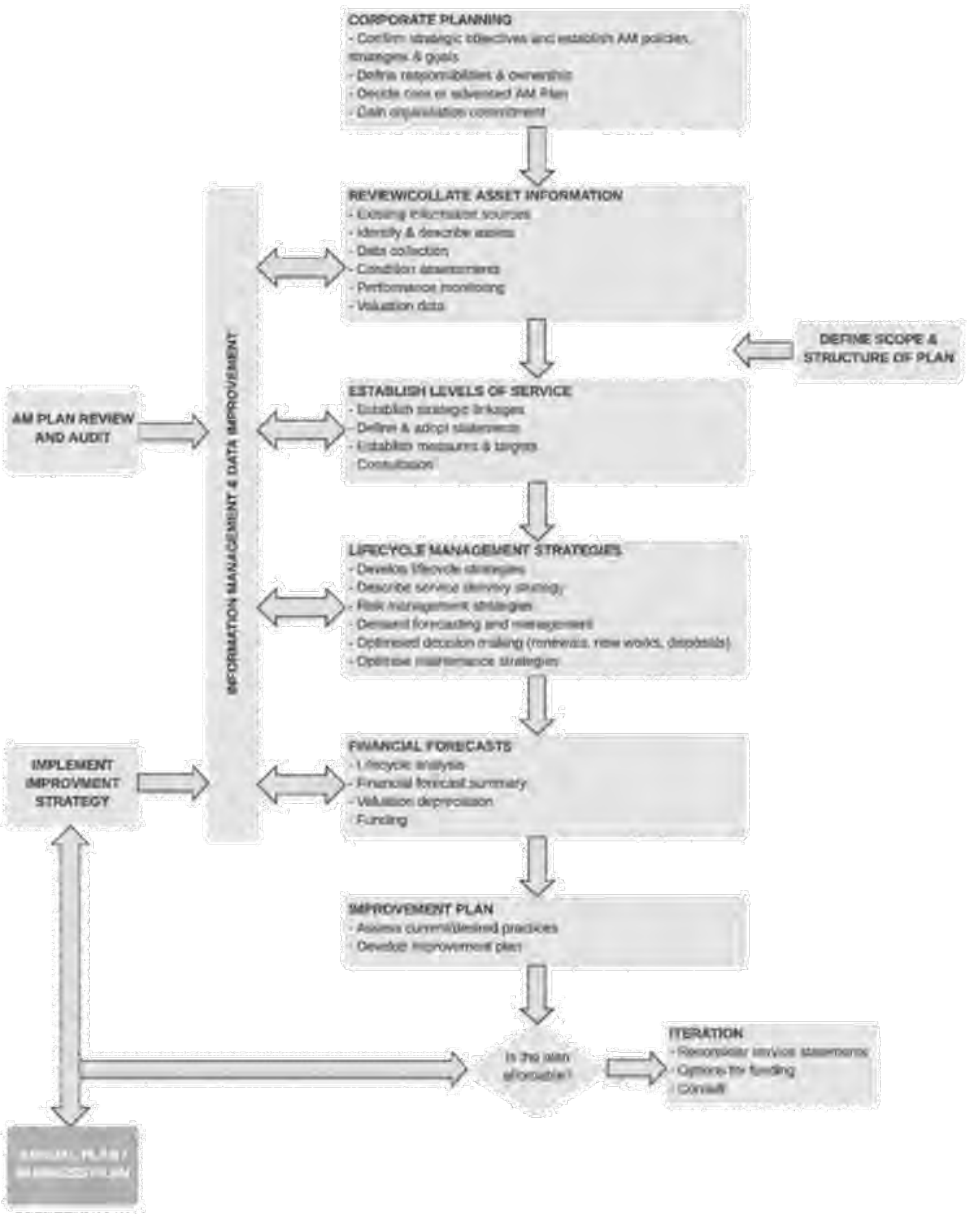


Figure 2-2: Road map for preparing an Asset Management Plan
Source: IPWEA, 2006, International Infrastructure Management Manual (IIMM) Fig 1.5.1, p 1.11

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	**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.**
Austroads 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

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	90% - 110%	139%
		Asset Funding Renewal Ratio		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	100% of bus stops to be DDA compliant	100%

			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
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 and use of transport assets. As streets have increased numbers, the demand will increase for traffic control, car parking and access for alternate forms of transport (cycling, public transport, walking).	Through Council's Community Plan Objective 1.5 – Our City is connected and accessible. Council has developed the Integrated Transport Strategy with the vision: 'Unley's transport system and people movement will be safe, accessible, sustainable and effective.' The strategy's focus areas include active transport, parking, public transport and shared transport, and traffic management and road safety. The strategy is actioned through the Walking and Cycling Plan and Local Area Traffic Management Studies.	Council's Walking and Cycling Plan and Local Area Traffic Management Study outcomes are delivered though the new capital budget. All transport asset renewals to be informed by modern standards and Council's integrated transport strategy. The addition of new transport assets and any increases in standards for renewals will have ongoing maintenance and operational costs.

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	Diverse demographics may create demand for improved accessibility and service demands through transport infrastructure. This includes: - High standards of footpaths condition and DDA requirements. - Cycling infrastructure. - Bus stop infrastructure. - Signage including wayfinding. - Traffic control to control traffic movements and integrate vehicles, cyclists and pedestrians.	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. The Disability Access and Inclusion plan outlines targets to improve accessibility in the footpath network to facilitate improved outcomes for all users	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. Action plan to improve kerb ramps for DDA compliance, and footpaths to ensure no obstructions and they meet minimum width requirements

Population and Demographics

Climate change

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Council and the community are increasingly aware of its impact to the environment and Council's role in environmental sustainability.	Council is committed to pursuing, supporting and creating an environment that will sustain current and future generations. This goal is shared by the community and is a primary objective of most governments across the world.	Council is committed to using fewer of precious resources, reducing its carbon footprint and looking for smarter ways to achieve this objective. Greater environmental sustainability requirements placed on the construction industry.	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. The Strategy's themes guide direction and inform priorities for environmental projects: - Green Unley - Waterwise Unley - Resilient Unley - Resourceful Unley - Energywise Unley Council has aligned with Resilient East provides opportunities for the Eastern Region to collaborate to increase resilience to climate change.	Council's Environmental Sustainability Strategy provides principals for the delivery of new and renewal of assets, these include: - LED lighting introduced to local and collector streets. - Natural and renewable materials to be used in the construction of transport assets (recycled roads, composite materials for boardwalks and bridges, permeable surfaces) Integration of transport assets with natural and stormwater assets to deliver: - An Increase tree population in the streets to absorb carbon dioxide from the air. - Water Sensitive Urban Design (WSUD) within Council streets. See Stormwater Asset Management Plan. Higher costs are associated with environmentally sustainable construction methods.

Population and Demographics				
Increase trend in severe weather events including heat, droughts, storms and storm surges.	Trend for a decrease in average annual rainfall and an increased awareness to minimise water usage. 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.	Assets not reaching their stated useful lives due to lack of consideration of climate change. Increasing management and maintenance demand associated with climate change adaptation.	Investigate the impact climate change on transport infrastructure with industry partners. Include climate change within the asset risk management plan. Council's Climate and Energy Plan 2023 identified actions to reduce corporate emissions for construction and operations	Condition is to be monitored for changes in asset performance within extreme climate conditions.
Technology				
Current position	**Demand forecast**	**Demand impact**	**Demand management plan**	**Impact on assets**
Global trend towards smart cities creating simplified services through smart technology.	Growing expectation to implement digital service improvements. Demand for increased technology provision/access.	Council must adapt to the changing way the community operates, thinks and plans. Smart technology can reduce operating and maintenance costs and assist in the prioritisation of renewal planning	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.	Smart poles provide energy efficient LED lighting with the capability for Wi-Fi signal points, sensors and public address system. Smart infrastructure and data collection provide opportunities for business improvement and management of transport infrastructure including carparking and travel times Maintenance and operating costs will be required for all smart systems.

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 5-2: Road network hierarchies

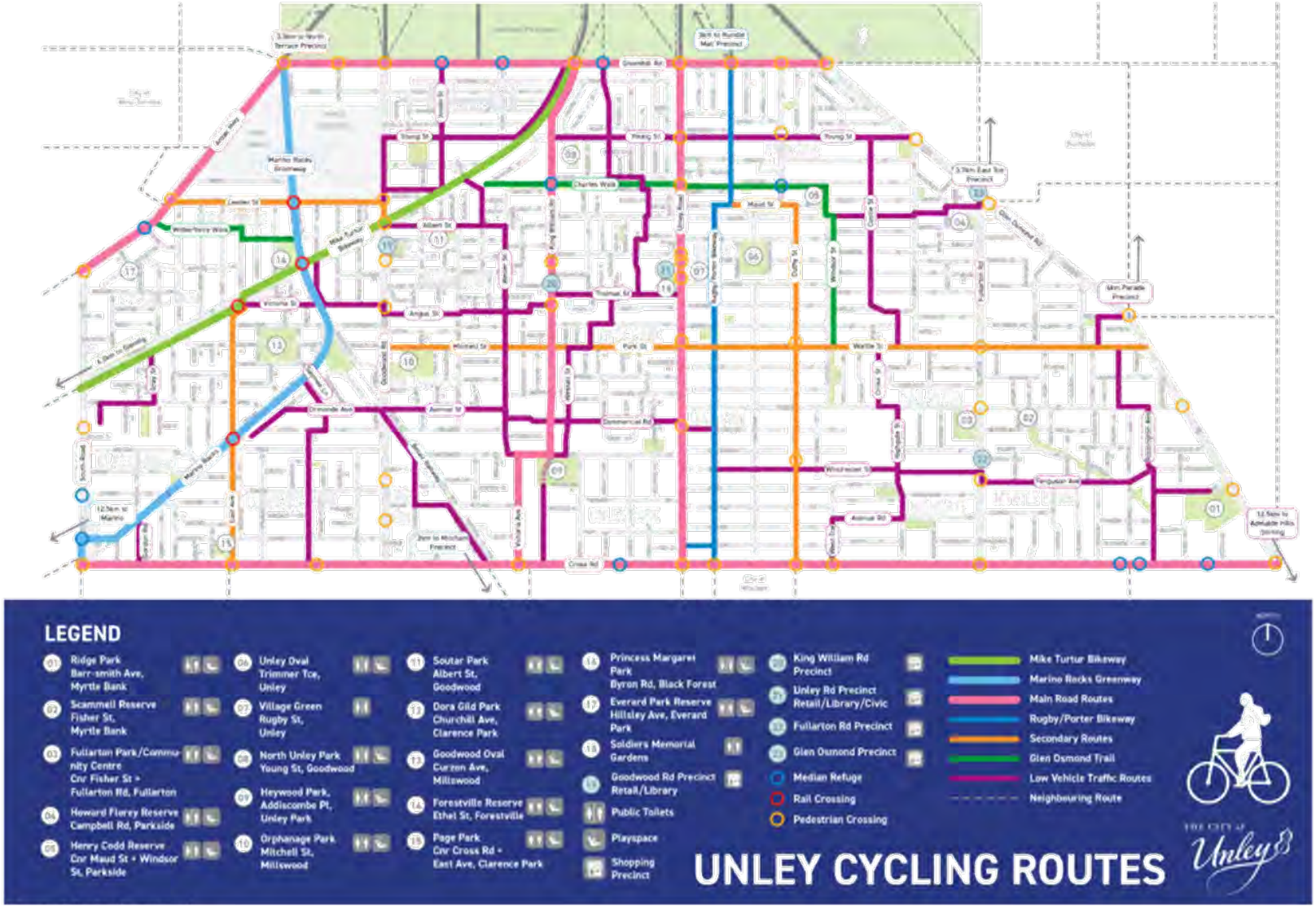


Figure 5-3: Cycle network

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^2
Footpaths	334 kilometres and 591,880m^2
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):

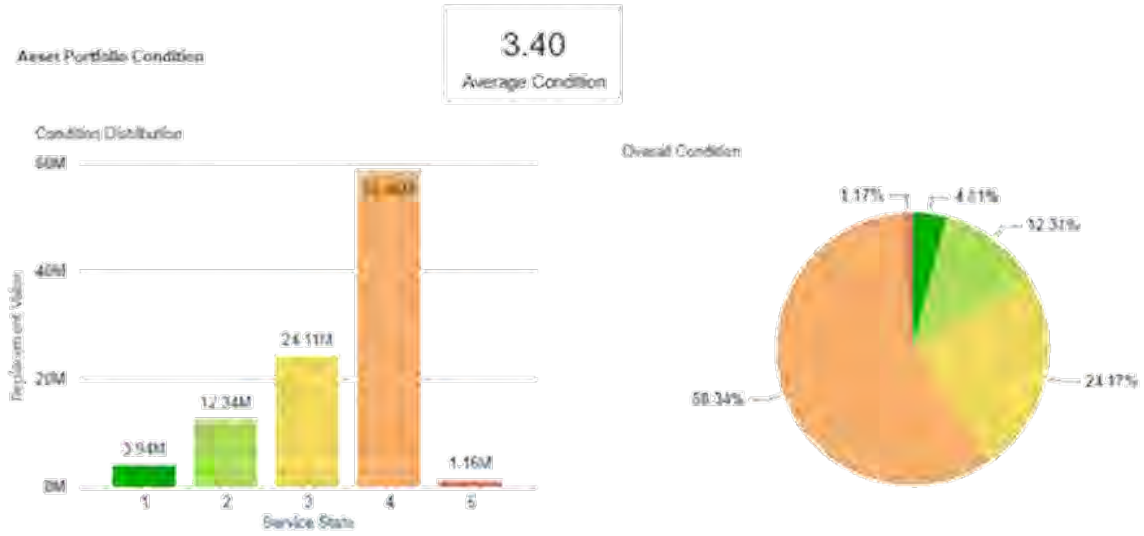


Figure 5-4: Kerb Condition Summary

Road Condition Summary

The road network is typically in good condition, and while the materials and construction techniques of early in the 20th century were not suitable for long lived kerb assets, by contract 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.

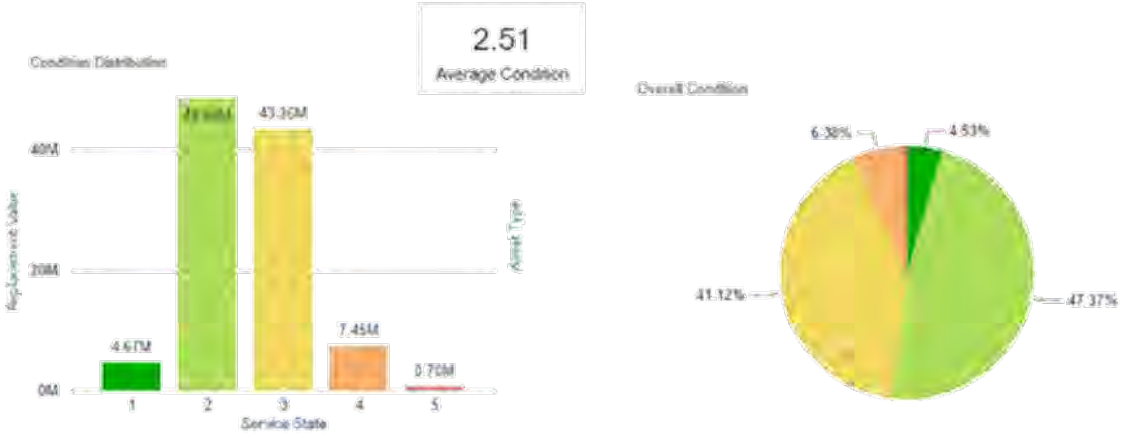


Figure 5-6: Footpath Condition Summary

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
TOTAL	**$387,544,384**	**$243,535,321**	**$5,247,113**

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 though routine customer enquiries and staff inspections until the next cycle of condition assessments.

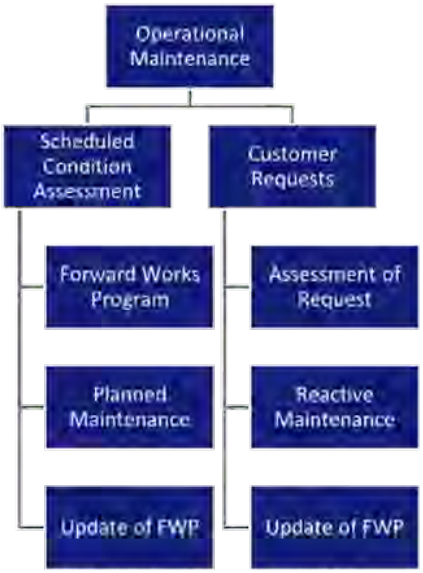


Figure 5-5: Asset maintenance process flowchart

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.

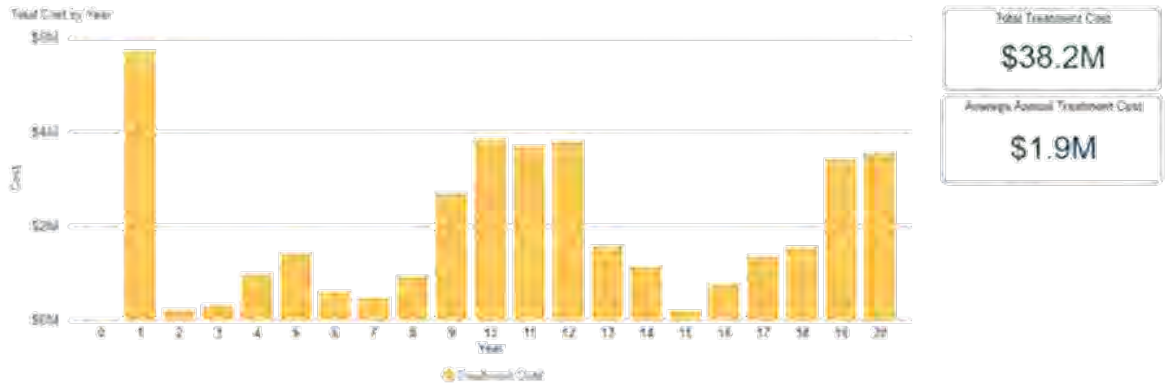


Figure 5-7: Roads twenty year renewal expenditure forecast

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.

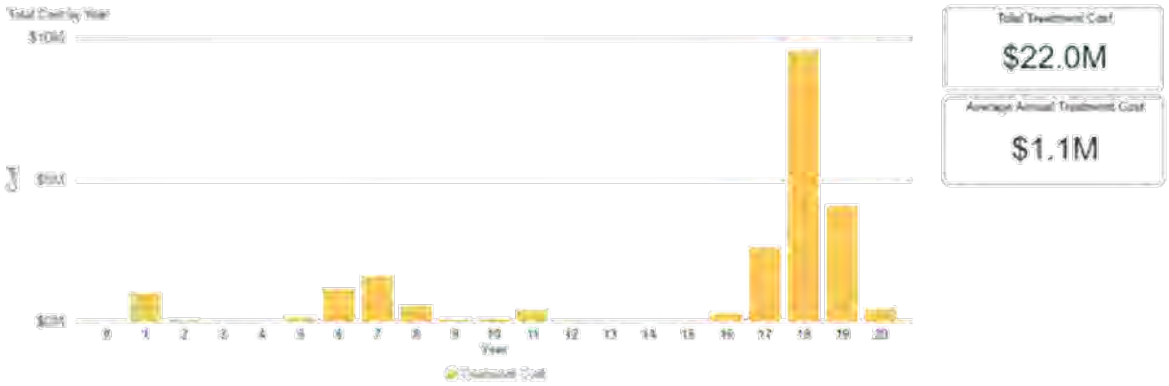


Figure 5-8: Footpaths twenty year renewal expenditure forecast

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:

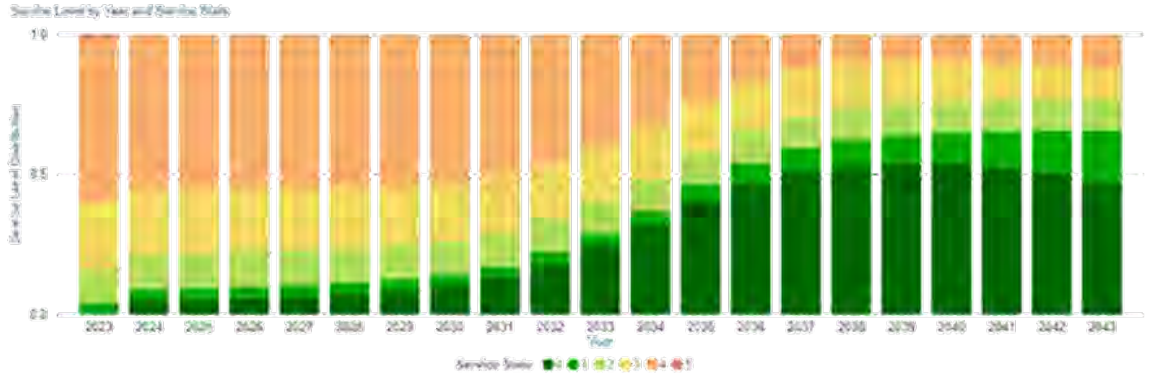


Figure 5-9: Kerb twenty year projected condition score forecast

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:

	Total (20 Years)	**Average (20 Years)**
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:

	Total Years 1 to 10	**Total Years 11 to 20**
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:

	Total (20 Years)	Average (20 Years)
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:

	Average (20 Years)
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.

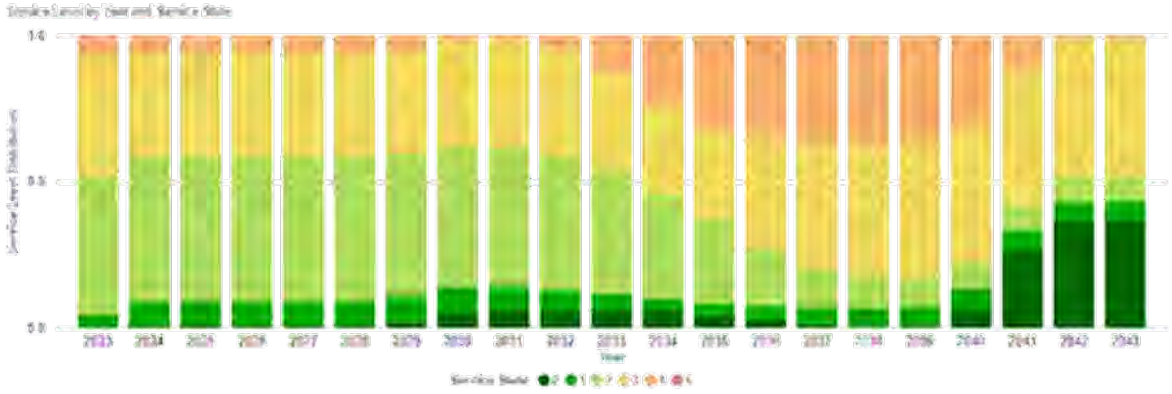


Figure 5-10: Footpath twenty year projected condition score forecast

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:

	Total (20 Years)	**Average (20 Years)**
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:

	Average Forecast Renewal Expenditure (per annum)	Planned Renewal Expenditure (per annum)
Kerbs	$3,213,931	$3,200,000
Roads	$1,909,579	$2,000,000
Footpath	$1,102,098	$1,500,000
Bridges	$127,000	$127,000
Bus Stops	$17,000	$17,000
Lighting	$170,000	$170,000
Traffic Control	$167,000	$167,000
Car Parks	$115,000	$115,000
Total	$6,936,608	$7,296,000

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.

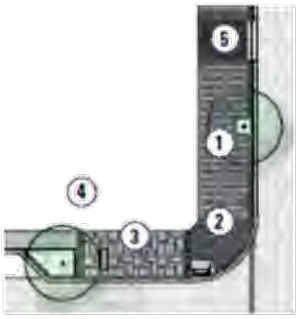
Walking and Cycling Plan

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.



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

Main Street Precinct Upgrades



URBAN PALETTE

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 *already* in place *(What existing controls are in place to prevent and/or manage the risk?)*	Are the Controls effective at managing the risk?	RESIDUAL RISK *Level of risk if existing controls are effective*			Is the Residual Risk Rating Tolerable?	Treatments/Additional Controls *(additional controls that can be implemented to further reduce the level of Risk)*	Treatment Owner & Timing *(**Who** is responsible for implementing the treatment and **When** it should be implemented/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.	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:

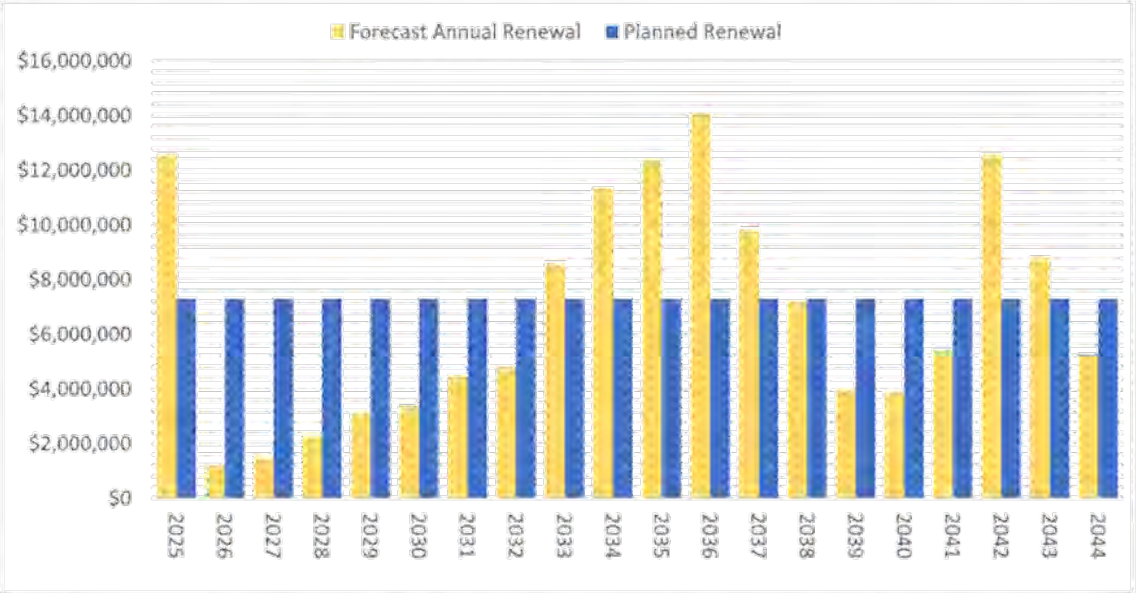


Figure 7-1 Transport twenty year forecast and planned renewal expenditure

7.3 Asset Renewal Funding and Sustainability Ratio

These ratios 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 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
5	Inclusion of a dedicated asset sustainability and resilience section for future Asset Management Plans outlining how the management of transport assets caters for climate change and carbon neutrality.	Senior Assets and Engineering Lead	Internal / External	Ongoing

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.

OPEN SPACE

ASSET MANAGEMENT PLAN

2023

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Issue	Date	Issue Details	Author	Checked	Approved
V.1	July 2020	Framework	SW	TY	JM
V.2	August 2020	Draft for Audit Committee	JM	AW	CM
V.3	October 2020	Draft for Community engagement	JM	AW	CM
V.4	November 2020	Final	JM	AW	CM
V.5	October 2023	Draft for Audit Committee	RK	AW	CM
V.6	March 2024	Final	RK	AW	CM

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%

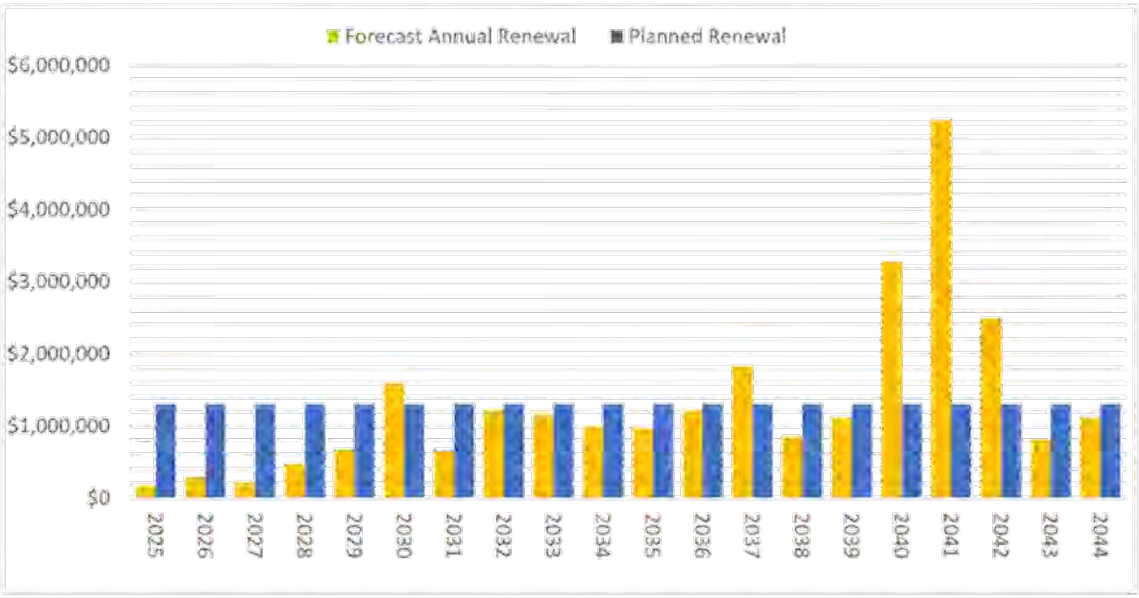


Figure 1-1: Forecast and Planned Renewal Expenditure over Twenty Year Period

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):

Plans, Strategies and Policies	
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

Disability Access and Inclusion Plan

Table 2--1: Plans, strategies and policies

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

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

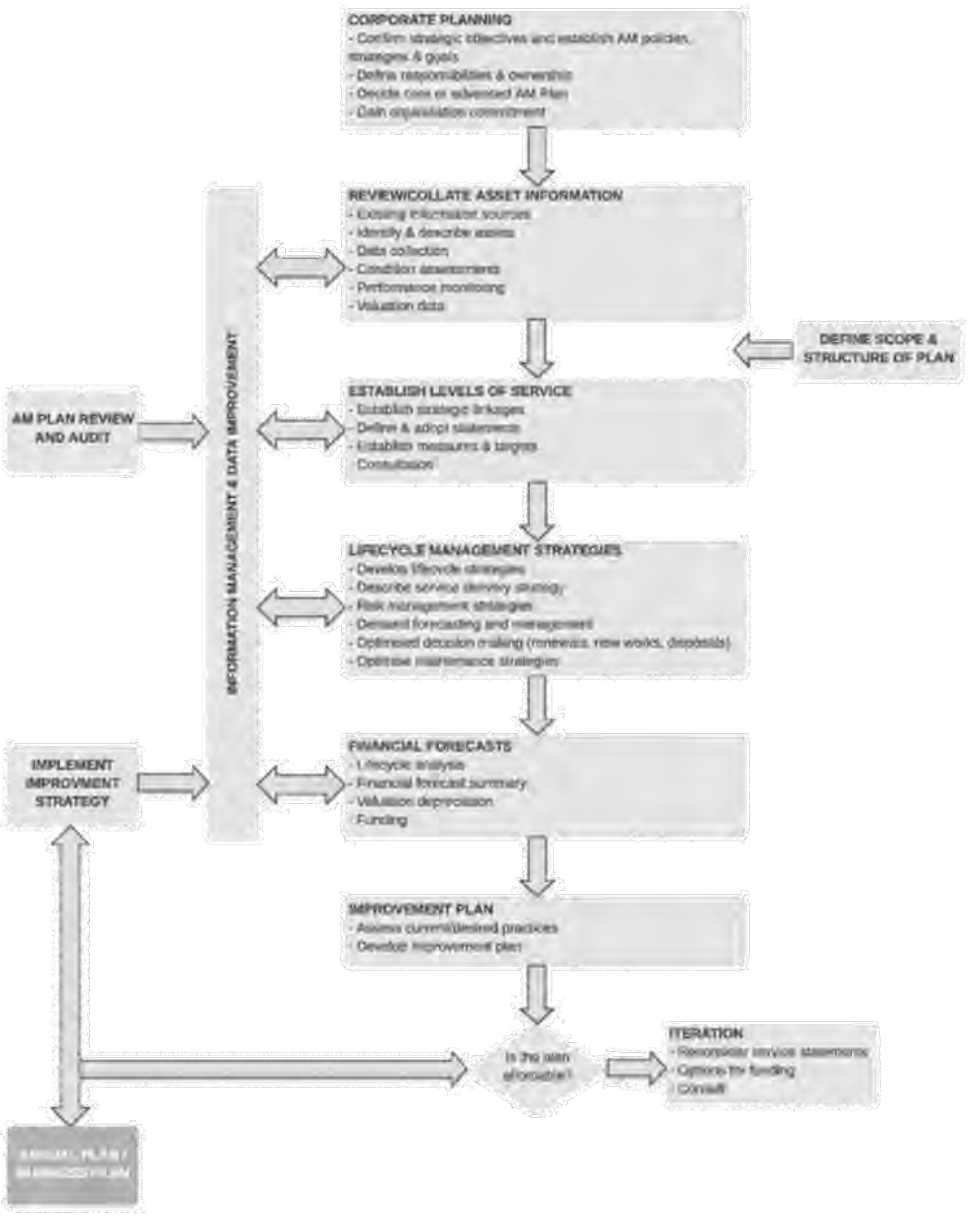


Figure 2-2: Road map for preparing an Asset Management Plan
Source: IPWEA, 2006, International Infrastructure Management Manual (IIMM) Fig 1.5.1, p 1.11

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.

Community Levels of Service

Performance Measure	Level of Service Objective	Performance Measure	KPI	Current Level of Service
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

Technical Levels of Service

Performance Measure	Level of Service Objective	Performance Measure	KPI	Current Level of Service
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 Asset Funding Renewal Ratio	90% - 110%	100% 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
Population: - Total estimated population 39,085 (ABS 2022).	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 Only 8m2 of open space per individual in the City, below the World Health Organisation's recommended target of 9m2 per individual	Additional demand on open space, public realm, facilities and services. Increased housing/development densities result in a reduction of private open space. Increase pressure on public spaces to accommodate more uses. Residents living in smaller homes in denser/elevated settings require access to quality open spaces for recreation and leisure to compensate for reduced private open space.	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. The Community Plan objective 1.1a is delivered thought the Living City Open Space Strategy. The strategy outlines the changing roles of open space including community demands, management demands and changing needs. The strategy outlines opportunities for the open space network and provides an implementation framework.	Tracking utilisation trends of open space will inform the long-term new capital investment. The 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. The Living City Open Space Strategy nominates key spaces and project opportunities. These project opportunities inform strategic and renewal projects. Increase in maintenance and watering to support the increase in open space area.
Changing demographics: - Nearly a quarter of the population (24.2%) are aged over 60, which was the fastest	Growth in aging population. Increasing accessibility considerations. Reduction in younger families and children in the area with lower than	Ensure Council is inclusive and accessible for people of all ages and capabilities. Open spaces will need to be designed to cater for changing age demographics with increased accessibility	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. The Living City Open Space Strategy outlines the changing roles of open space including community demands,	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. The Living City Open Space Strategy informs, coordinates and supports the

Population and Demographics

- growing age group in the area between 2016 to 2021 - Median age is 43 years old with the number of children 11 years old and under 12% lower than greater Adelaide - 78% of people work outside the Unley area	average number of children 11 years and under Increasing multiculturalism.	and areas to passively recreate	management demands and changing needs. The strategy outlines opportunities for the open space network and provides an implementation framework. The Community Plan objective 1.3 is delivered through - The Active Ageing. The Active Ageing Strategy 6: Parks, Garden and Open Space goal for outdoor spaces and buildings is to create an environment that is pleasant, safe and accessible. - The Disability Access and Inclusion Plan currently being developed by Council.	provision of services, programs and project planning in the context of the open space capital forecast. The Open Space Strategy nominates key spaces and project opportunities. These project opportunities inform strategic and renewal projects. The future objectives in the Active Ageing Strategy include: - Consider an active ageing focus to upgrades of park, event facilities and amenities. - Parklet program continued in mainstreet precincts to provide further opportunities for rest and relaxation.
Current demands for recreation from the population: - Sporting - Recreation/leisure	Higher participation activities for children include various organised cultural and recreation activities. Key recreation activities for people aged over 15 years are walking, fitness, yoga and Pilates, cycling, running and jogging. 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. Playground use is high, indicating the need for quality play opportunities throughout the city.	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. 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.	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	The Open Space implementation plan provides strategic direction and principles to inform renewal and new capital programs for open space with respect to recreation.

Climate change

Population and Demographics

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Council and the community are increasingly aware of our impact on the environment and Council's role in environmental sustainability.	Council is committed to pursuing, supporting and creating an environment that will sustain current and future generations. This goal is shared by our community and is a primary objective of most governments across the world.	Council is committed to using fewer precious resources, reducing its carbon footprint and looking for smarter ways to achieve this objective.	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. The Strategy's themes guide our direction and inform our priorities for environmental projects: - Green Unley - Waterwise Unley - Resilient Unley - Resourceful Unley - Energywise Unley 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. Council's Climate and Energy Plan 2023 identified actions to reduce corporate emissions for civil works and operations	The Environmental Strategy provides principals for the delivery of new and renewal of assets, these have included: - Energy efficient devices in Council's open spaces such as LED lighting. - Natural and renewable materials to be used in manufacturing our open space assets (furniture, structures, playgrounds) - Looking for opportunities to use renewable energy such as solar in our open spaces. - Increasing tree population to absorb carbon dioxide from the air and cool/shade our streets.

Population and Demographics				
Decrease in average annual rainfall	Trend for a decrease in average annual rainfall and an increased awareness to minimise our water usage. Higher watering costs to maintain green spaces through longer and hotter summer periods	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. 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	The Environmental Sustainability Strategy priority of Waterwise Unley promotes efficient, effective and sustainable water management.	The strategy is delivered through our open spaces and natural assets. Asset initiatives include: - WSUD in open space (for example diversions for watering street trees, bio swales, rain gardens). More information in the Stormwater Asset Management Plan. - Utilise the MAR (Managed Aquifer Recharge) and GAP (Glenelg Adelaide Pipeline) schemes, which collect and use recycled water to irrigate and green our reserves. - Identifying suitable trees and flora that will flourish in the changing conditions and require minimal watering. - Improved irrigation systems to efficiently and effectively water our reserves.

Population and Demographics

While South Australia's climate has always been variable, a strong warming has been observed since the 1970's, and according to the Bureau of Meteorology, average temperatures across the state have warmed by almost 1°C during the past century, with overall rainfall declining.	Hot and dry consecutive summer days on the rise. The number of days over 40°C in eastern Adelaide is projected to double by 2050, and the frequency and duration of heatwaves is projected to increase.	High importance will be placed on Council to find methods to cool and combat the city's urban heat.	The Environmental Sustainability Strategy Resilient Unley priority promotes the increasing resilience to changes in climate. 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.	Through the delivery and management of assets, Council looks to mitigate the increasing effects of temperature rises within our open spaces through: - Increase in shading within councils open space through natural shading (trees) or shade structures. - Introduction of drinking fountains and access to water for people and dogs. - Increase in trees within our open space in line with the Tree Strategy. - Create open spaces that are more resilient to extreme heat and reduced rainfall

Technology

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Global trend towards smart cities creating simplified services through smart technology.	Growing expectation to implement digital service improvements and use smart technology data to drive decisions and services	Council must adapt to the changing way the community operates, thinks and plans. Smart technology can reduce operating and maintenance costs while providing direct environmental benefits in terms of reduced water usage, electricity	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.	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. The introduction of sensors (such as environmental, toilet or waste bin sensors) can assist with council's decision-making

Population and Demographics		
	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.

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.

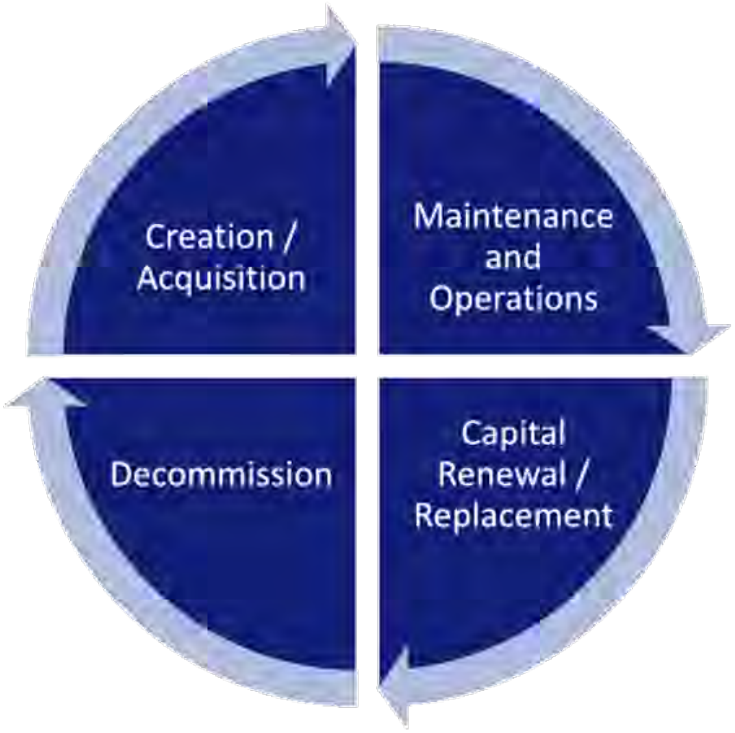


Figure 5-1: Asset lifecycle flowchart



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
TOTAL	**$32,623,781**	**$18,367,118**

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.

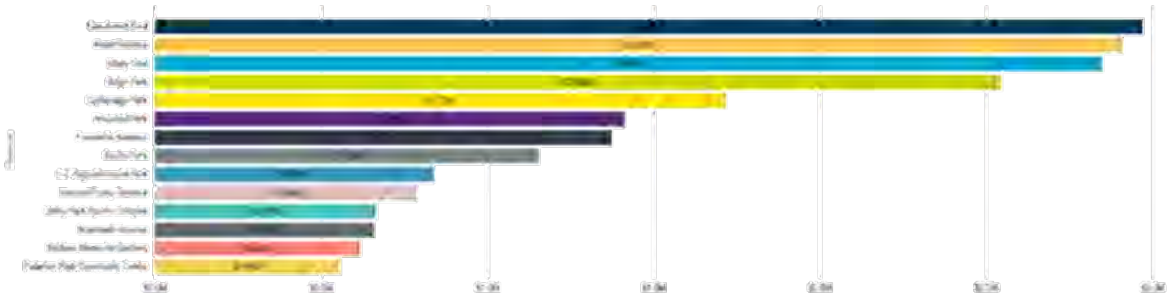


Figure 5-4: Open space value by location (in Millions $)

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.

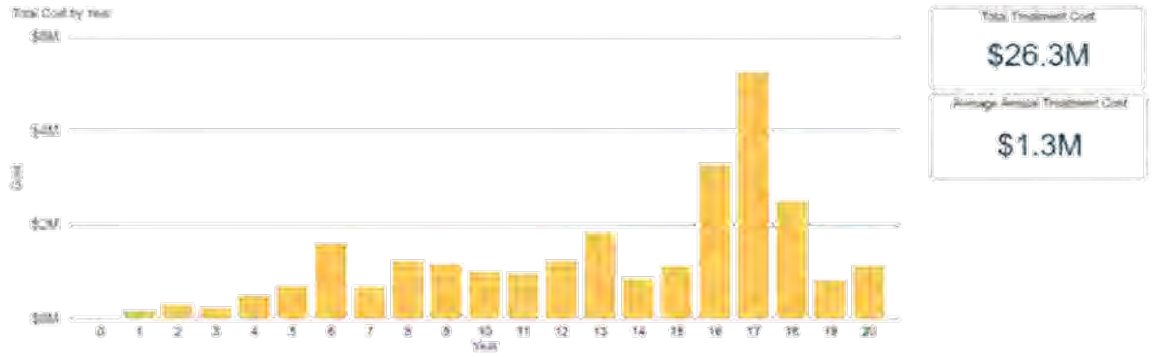


Figure 5-5: Open space twenty year renewal expenditure forecast

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.

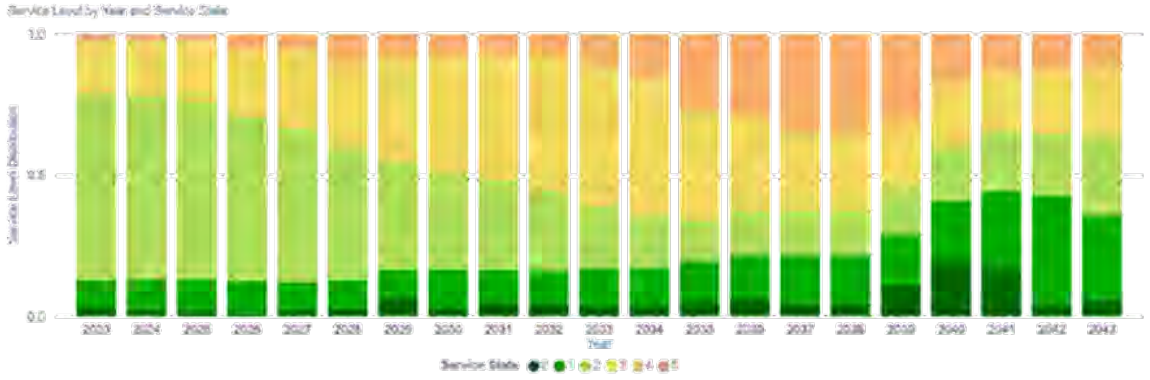


Figure 5-6: Open space twenty year condition score forecast

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:

	Total (20 Years)	Average (20 Years)
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:

	Total Years 1 to 10	Total Years 11 to 20
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 $8m^2$ per individual when compared to the recommended minimum of $9m^2$ 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 *already* in place *(What existing controls are in place to prevent and/or manage the risk?)*	Are the Controls effective at managing the risk?	**RESIDUAL RISK** *Level of risk if existing controls are effective*			Is the Residual Risk Rating Tolerable?	Treatments/Additional Controls *(additional controls that can be implemented to further reduce the level of Risk)*	Treatment Owner & Timing *(**Who** is responsible for implementing the treatment and **When** it should be implemented/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.	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 *already* in place *(What existing controls are in place to prevent and/or manage the risk?)*	Are the Controls effective at managing the risk?	**RESIDUAL RISK** *Level of risk if existing controls are effective*			Is the Residual Risk Rating Tolerable?	Treatments/Additional Controls *(additional controls that can be implemented to further reduce the level of Risk)*	Treatment Owner & Timing *(**Who** is responsible for implementing the treatment and **When** it should be implemented/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:

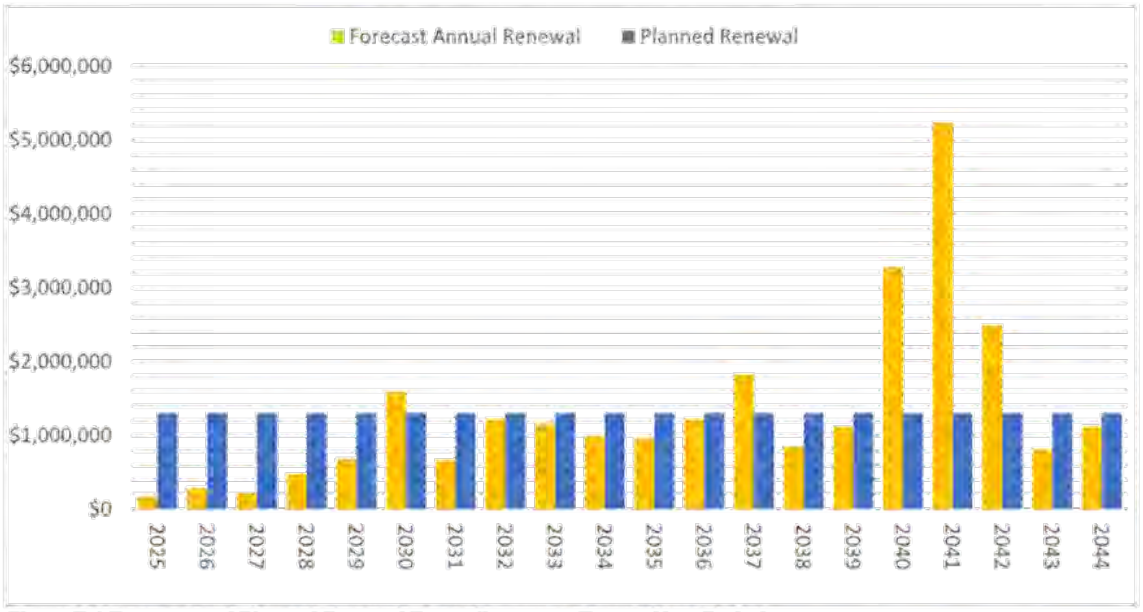


Figure 7-1 Forecast and Planned Renewal Expenditure over Twenty Year Period

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 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 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
5	Inclusion of a dedicated asset sustainability and resilience section for future Asset Management Plans outlining how the management of open space assets caters for climate change and carbon neutrality.	Senior Assets and Engineering Lead	Internal / External	Ongoing

Table 8-1: Improvement program

8.3 Monitoring and Review Procedure

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

8.4 Performance Measures

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

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

THE CITY of Unley

STORMWATER

ASSET MANAGEMENT PLAN

2023

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Issue	Date	Issue Details	Author	Checked	Approved
V.1	July 2020	Framework	SW	TY	JM
V.2	August 2020	Draft for Audit Committee	JM	AW	CM
V.3	October 2020	Draft for Community engagement	JM	AW	CM
V.4	November 2020	Final	JM	AW	CM
V.5	October 2023	Draft for Audit Committee	RK	AW	CM
V.6	March 2024	Final	RK	AW	CM

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%

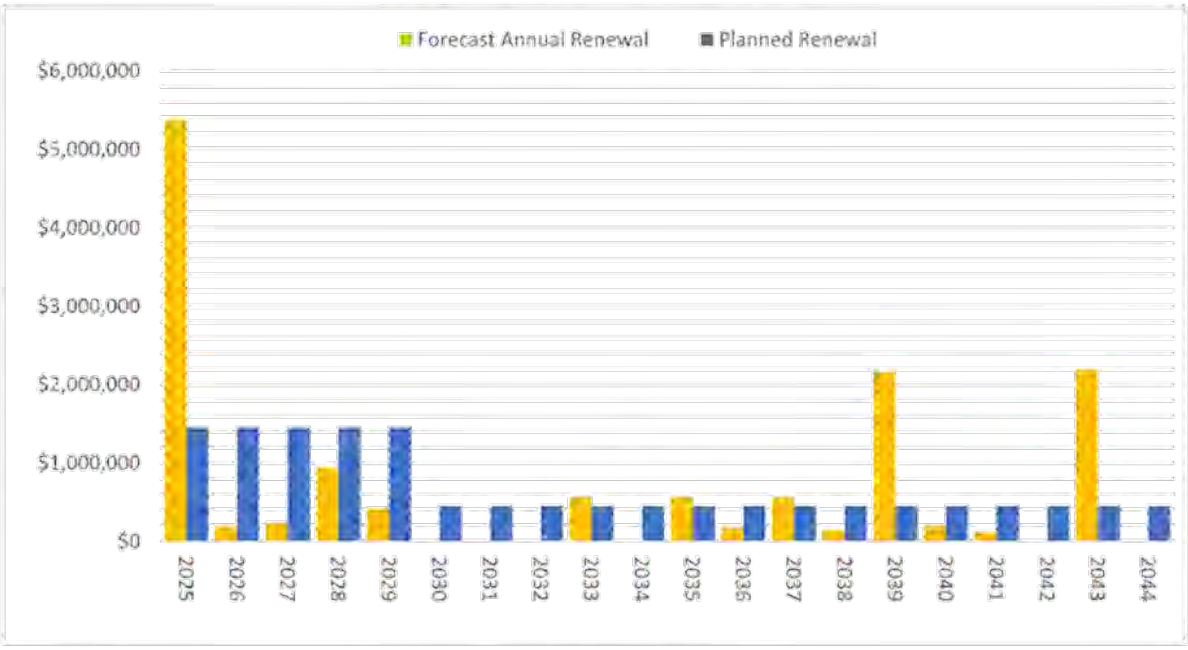


Figure 1-1: Forecast and Planned Renewal Expenditure over Twenty Year Period

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
City Wide Flood Mitigation Plan 2024	

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.

Key Stakeholders	Roles in Asset Management Plan
	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 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 if 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

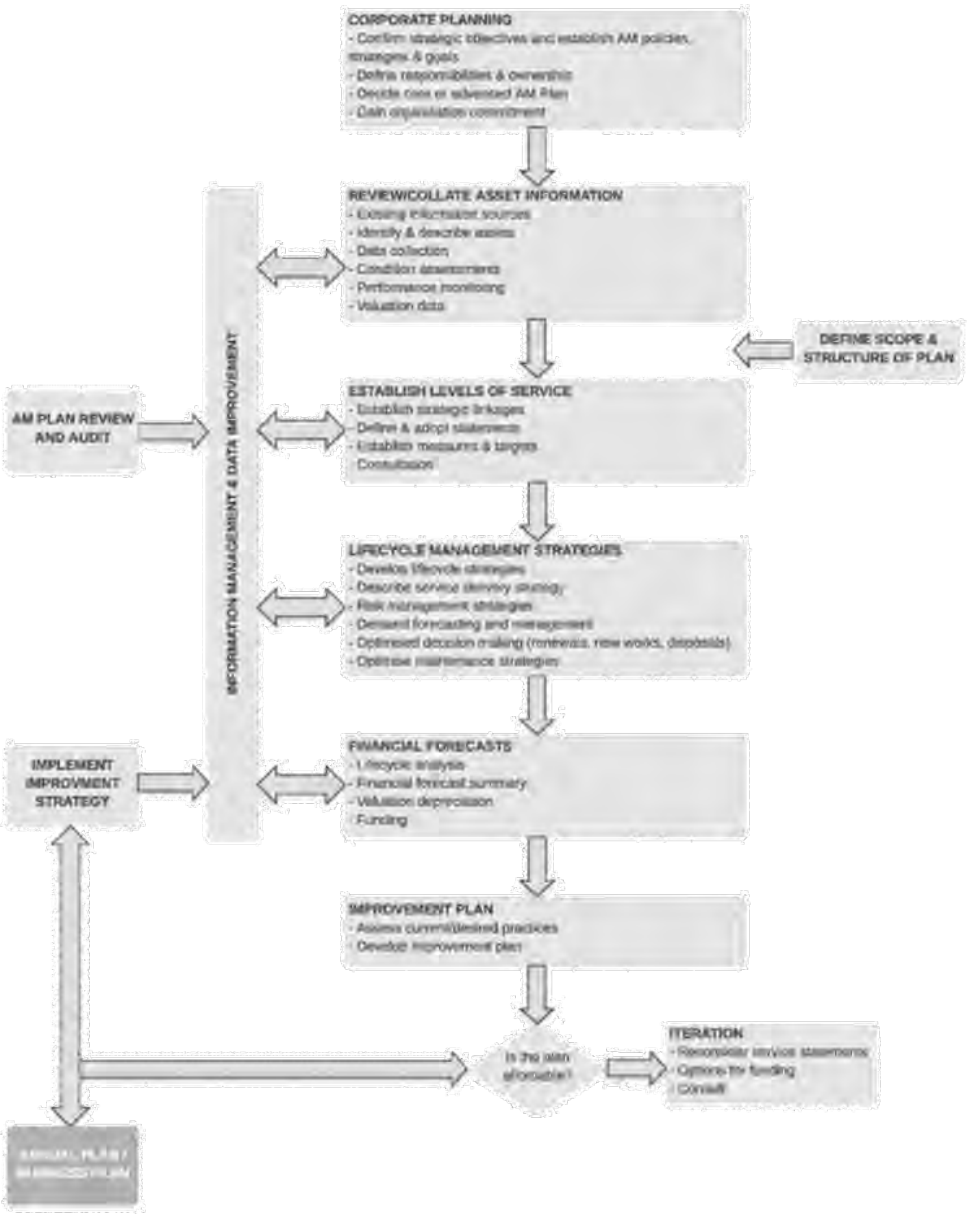


Figure 2-2: Road map for preparing an Asset Management Plan
Source: IPWEA, 2006, International Infrastructure Management Manual (IIMM) Fig 1.5.1, p 1.11

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	**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.**
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

Technical Levels of Service

Performance Measure	Level of Service Objective	Performance Measure	KPI	Current Level of Service
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	90% - 110%	58%
		Asset Funding Renewal Ratio		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 City Wide Flood Mitigation Plan 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
Council and the community are increasingly aware of our impact to the environment and Council's role in environmental sustainability.	Council is committed to pursuing, supporting and creating an environment that will sustain current and future generations. This goal is shared by our community and is a primary objective of most governments across the world.	We are committed to using fewer of our precious resources, reducing our carbon footprint and looking for smarter ways to achieve this objective.	The Environmental Sustainability Strategy 2016-2020 (currently under review) is the lead strategy implementing the Greening goals identified in the Community Plan 2033. The Environmental Sustainability Strategy's priority of Waterwise Unley promotes the efficient, effective and sustainable water management and increasing resilience to change in climate. The City of Unley have aligned with Resilient East provides opportunities for the eastern region to collaborate to increase our resilience to climate change.	The environmental strategy provides principals for the delivery of new and renewal of assets, these include: - Natural and renewable materials used in the construction and manufacture of stormwater assets. - Water Sensitive Urban Design (WSUD) principals to be implemented (for example, stormwater diversions for watering street trees, bio swales, rain gardens). - Optimisation of our recycled water (MAR) networks and the use of recycled water.
Increase of severe weather events including droughts, storms and storm surges.	Severe weather events continue to increase based on current trends.	More intense rainfall events are likely to place increased pressure on the drainage network to carry larger volumes of stormwater runoff.	Potential for design standard definitions change through the increase rainfall intensity. This will decrease the standard currently in place for our existing infrastructure. 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 "	In future larger pipes may be required to meet the same design standard. Upgrading current capacity of current systems may also be required.

Population and Demographics

Technology

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Testing new research and technologies being developed for stormwater management.	Looking for efficient and effective ways to improve stormwater management.	Taking advantage of opportunities through studies and grants to progress stormwater management technology.	Using new technologies to control stormwater flows within catchments to eliminate localised flooding. Using smart data from the Smart Plan to better understand local catchment hydrographs and flow volumes. 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.	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.

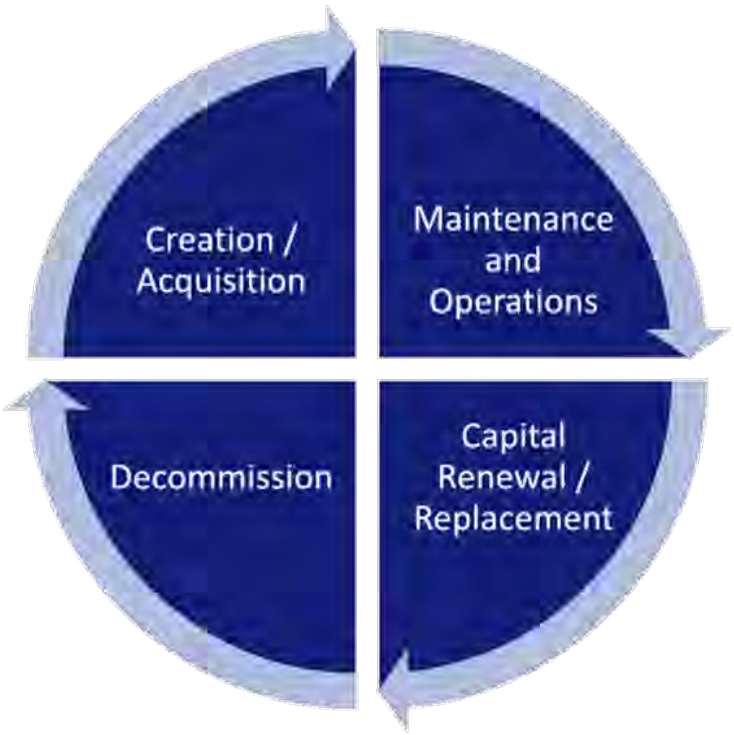


Figure 5-1: Asset lifecycle flowchart

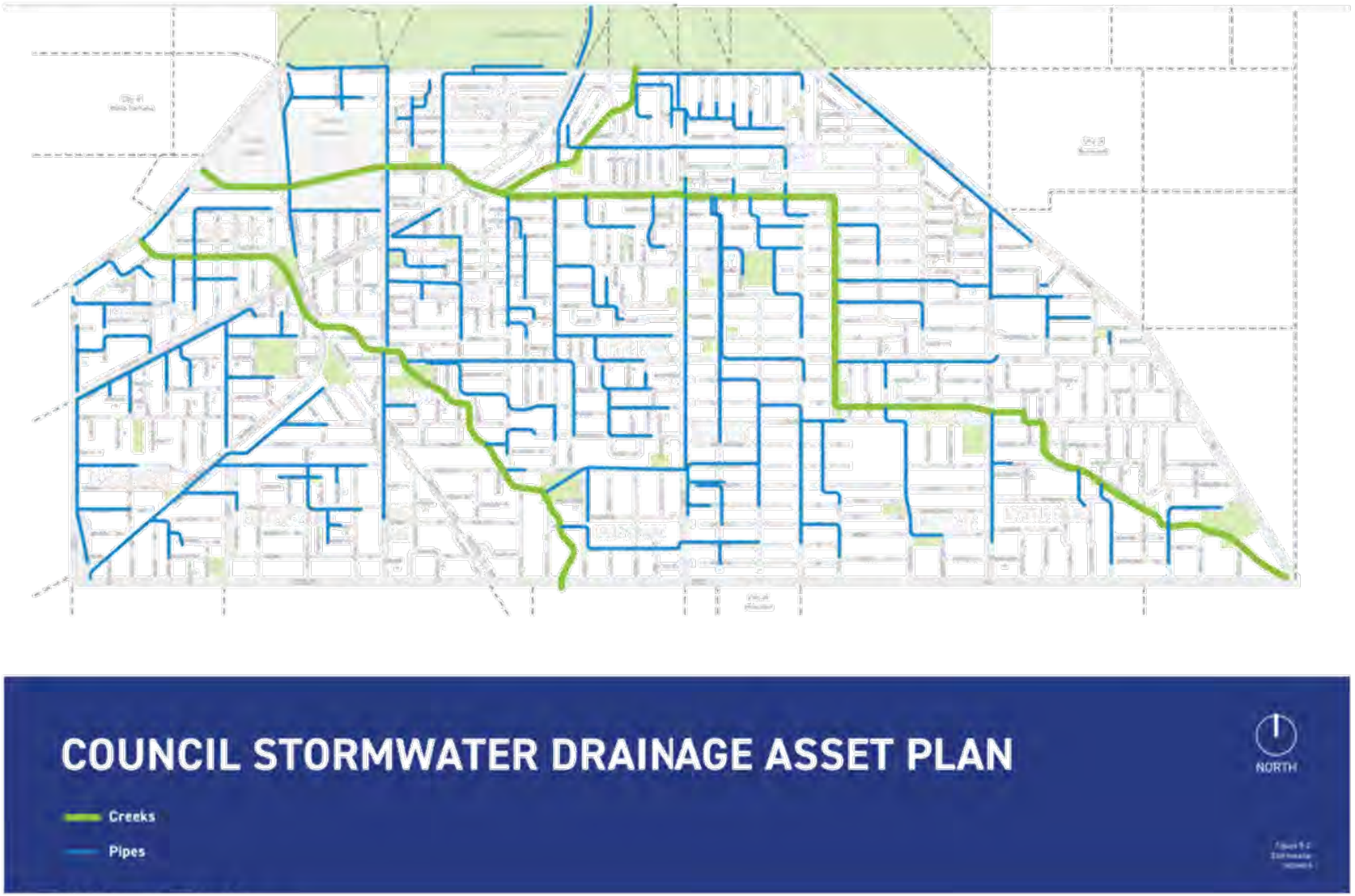


Figure 5-2: Stormwater network

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)

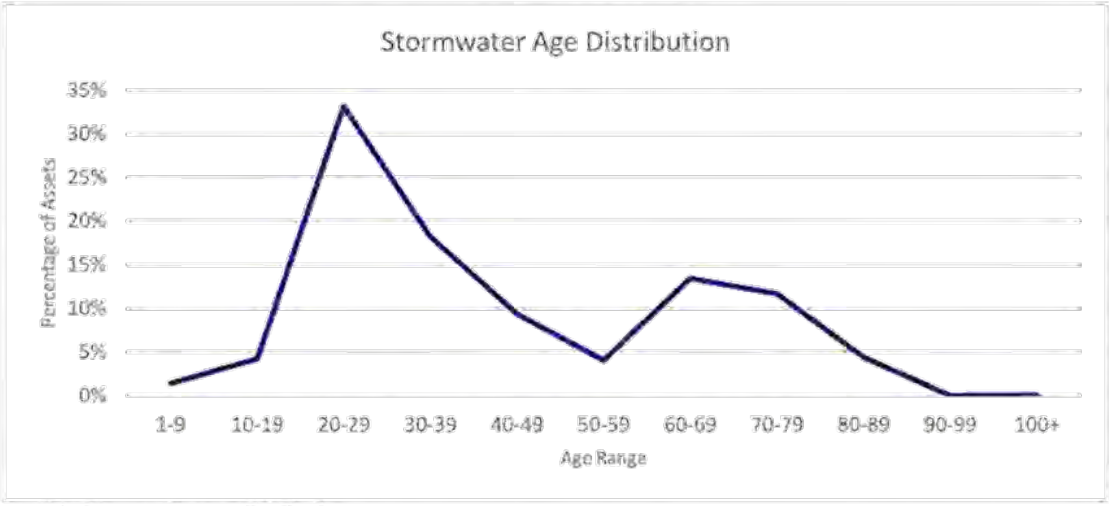


Figure 5-3: Stormwater age distribution

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 kilomtres 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.

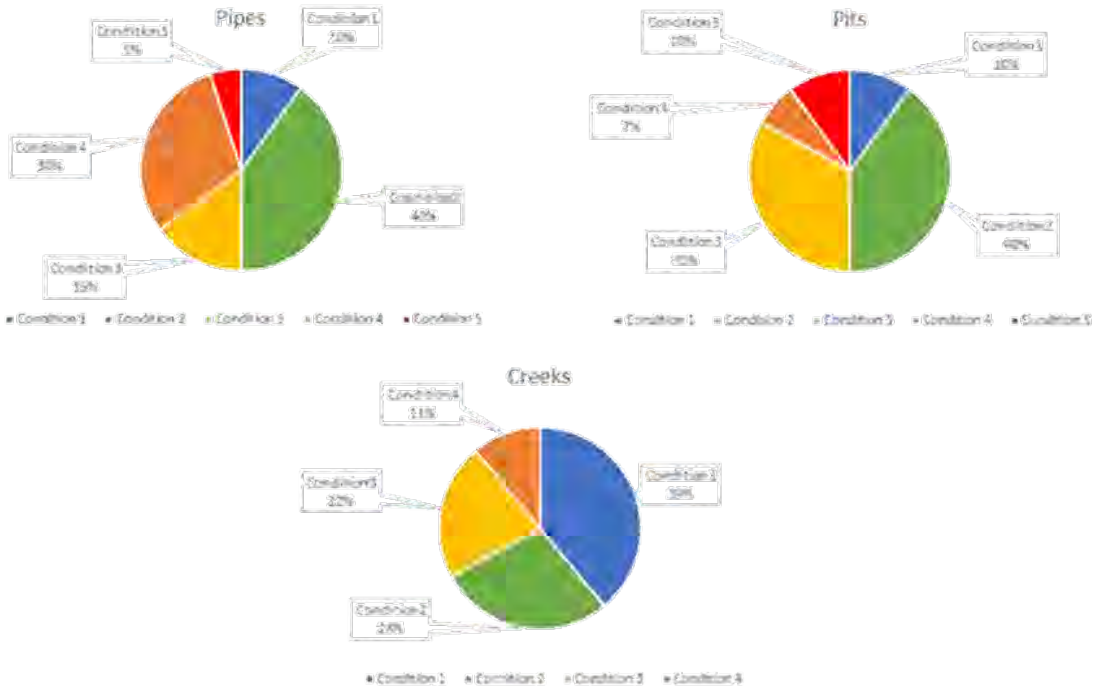


Figure 5-4: Stormwater asset condition

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
TOTAL	**$104,119,605**	**$59,637,817**

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 in 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.

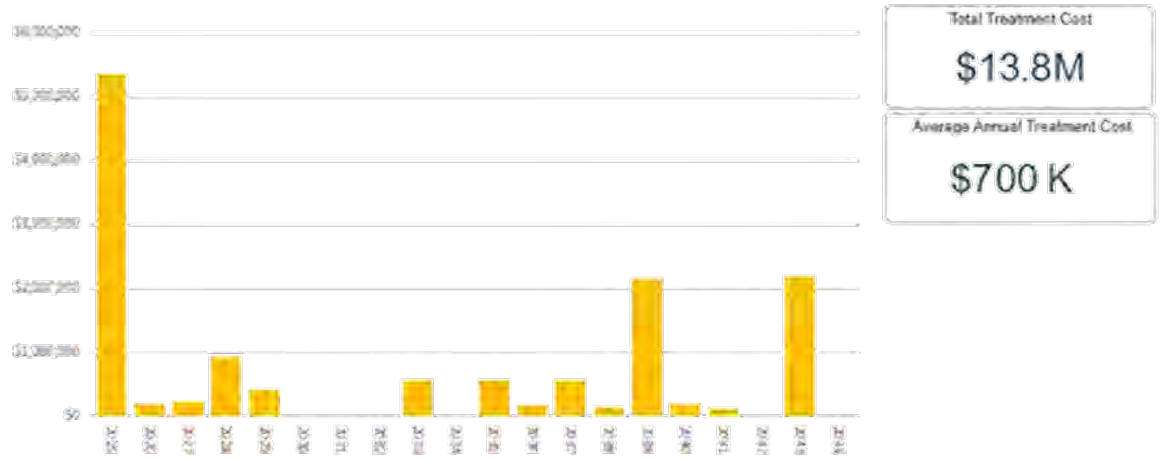


Figure 5-5: Stormwater twenty year renewal expenditure forecast

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.

	Total Years 1 to 5	**Total Years 11 to 20**
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 than 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's City Wide Flood Mitigation Plan, Stormwater Management Plans, and localized stormwater catchment investigations,
- 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

City Wide Flood Mitigation Plan

In February 2024 Council endorsed the City Wide Flood Mitigation Plan, a long term strategic plan for new stormwater assets that modelled the entire City's drainage system while considering future storm events due to infill development and climate change rainfall intensity. The project identified several major stormwater 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 endorsed plan proposed a ten year program to address high and medium priority flood risks and will be considered annually as part of Council's budget process.

Sturt River Urban Catchments Stormwater Management Plan

The Sturt River Urban Catchments Stormwater Management Plan (SMP) is complementary to the City Wide Flood Mitigation Plan and is focussed solely on the South Western corner of Unley as part of the broader 51km^2 catchment encompassing Mitcham, Marion, and West Torrens that discharges to the Sturt River channel. The project is in draft format as of 2024 and identifies a number of stormwater upgrades to reduce flood risk in this part of the City.

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 *already* in place *(What existing controls are in place to prevent and/or manage the risk?)*	Are the Controls effective at managing the risk?	**RESIDUAL RISK** *Level of risk if existing controls are effective*			Is the Residual Risk Rating Tolerable?	Treatments/Additional Controls *(additional controls that can be implemented to further reduce the level of Risk)*	Treatment Owner & Timing *(**Who** is responsible for implementing the treatment and **When** it should be implemented/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 *already* in place *(What existing controls are in place to prevent and/or manage the risk?)*	Are the Controls effective at managing the risk?	**RESIDUAL RISK** *Level of risk if existing controls are effective*			Is the Residual Risk Rating Tolerable?	Treatments/Additional Controls *(additional controls that can be implemented to further reduce the level of Risk)*	Treatment Owner & Timing *(**Who** is responsible for implementing the treatment and **When** it should be implemented/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:

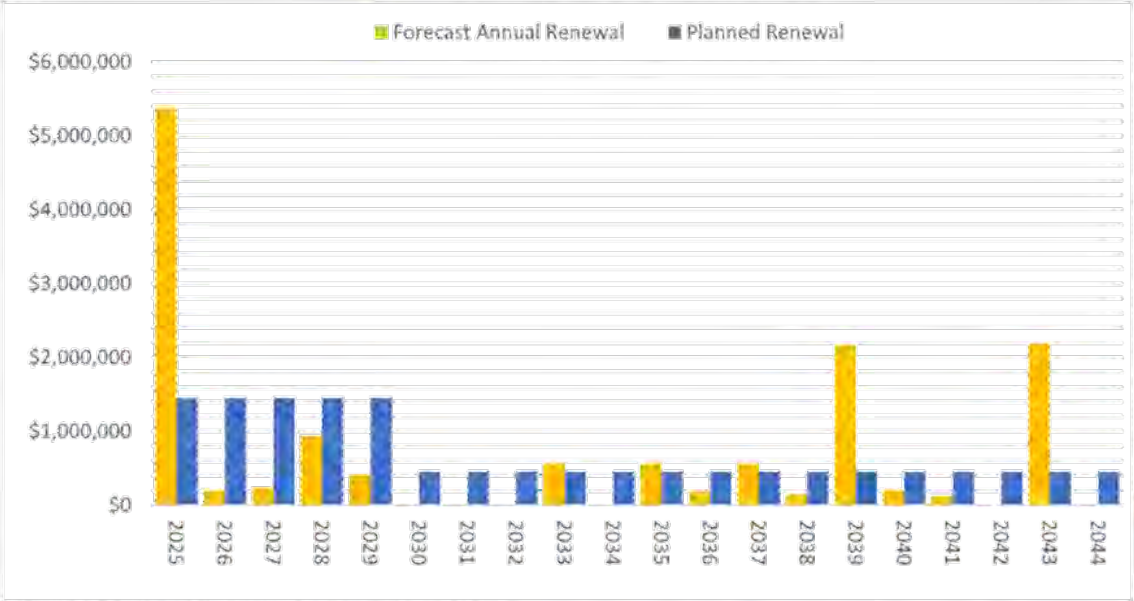


Figure 7-1 Stormwater ten year forecast expenditure

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 than 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

Task No.	Task	Responsible officer	Resource Required	Due Date
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 / Eternal	2024/25
8	Creek review – ownership and maintenance	Senior Assets and Engineering Lead	Internal	2025/26
9	Inclusion of a dedicated asset sustainability and resilience section for future Asset Management Plans outlining how the management of stormwater assets caters for climate change and carbon neutrality.	Senior Assets and Engineering Lead	Internal / External	Ongoing

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.

BUILDING

ASSET MANAGEMENT PLAN

2023

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Issue	Date	Issue Details	Author	Checked	Approved
V.1	July 2020	Framework	SW	TY	JM
V.2	August 2020	Draft for Audit Committee	JM	AW	CM
V.3	October 2020	Draft for Community engagement	JM	AW	CM
V.4	November 2020	Final	JM	AW	CM
V.5	October 2023	Draft for Audit Committee	RK	AW	CM
V.6	March 2024	Final	RK	AW	CM

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%

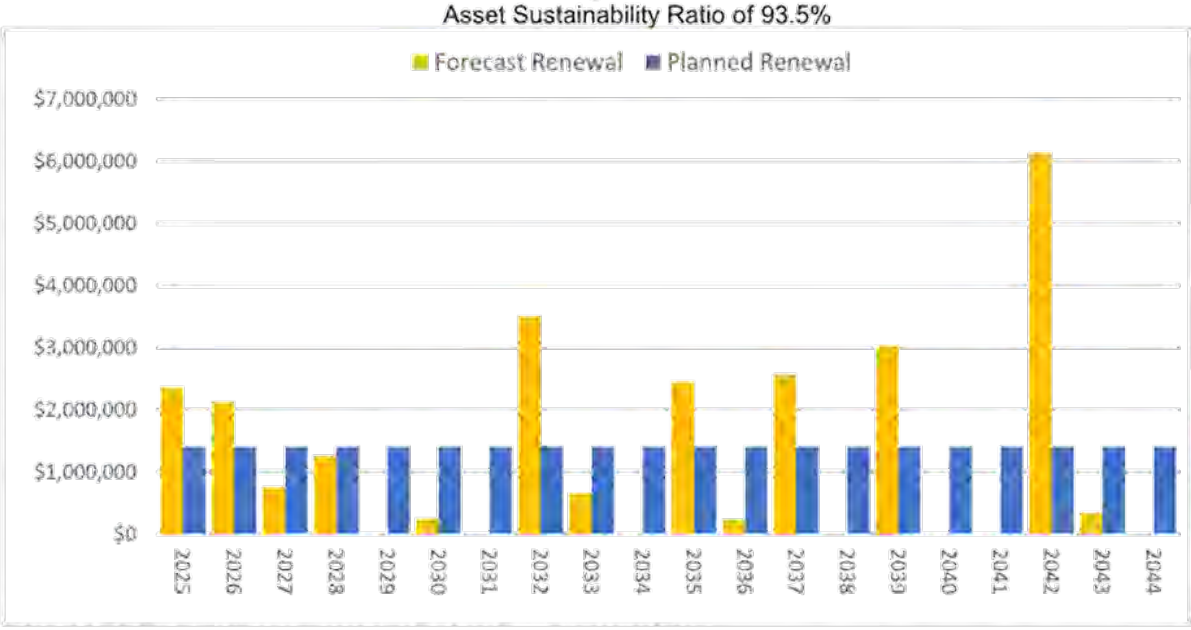


Figure 1.1 Building twenty year forecast and planned renewal expenditure.

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.

Key Stakeholders	Roles in Asset Management Plan
	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 if 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

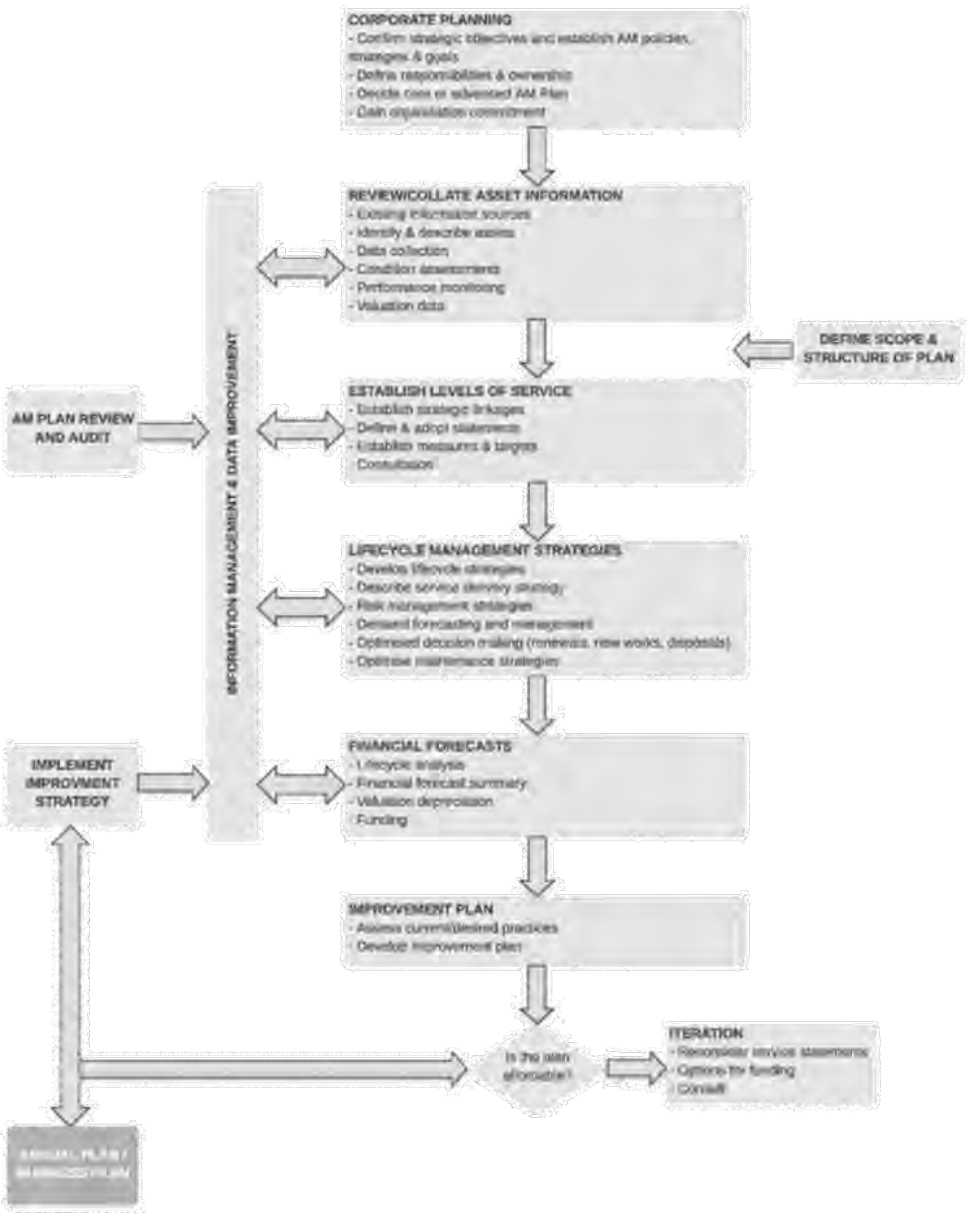


Figure 2-2: Road map for preparing an Asset Management Plan
Source: IPWEA, 2006, International Infrastructure Management Manual (IIMM) Fig 1.5.1, p 1.11

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	**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.**
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.

Community Levels of Service

Performance Measure	Level of Service Objective	Performance Measure	KPI	Current Level of Service
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

Technical Levels of Service

Performance Measure	Level of Service Objective	Performance Measure	KPI	Current Level of Service
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 Asset Funding Renewal Ratio	90% - 110%	93.5% 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
Council and the community are increasingly aware of our impact on the environment and Council's role in environmental sustainability.	Council is committed to pursuing, supporting and creating an environment that will sustain current and future generations. This goal is shared by our community and is a primary objective of most governments across the world.	Council is committed to using fewer precious resources, reducing it carbon footprint and looking for smarter ways to achieve this objective.	Upgrade sites to LED lighting. Introduction of solar to civic buildings and community leased facilities. Reduce emissions from high Co2 generating plant associated with buildings.	Renewal programs for facility lighting before end of useful life through an organisational LED upgrade program. Introduction of solar assets in the renewal and new capital program. Planning for more efficient pump operation at Unley Swimming Centre.
While South Australia's climate has always been variable, a strong warming have been observed since the 1970's, and according to the Bureau of Meteorology, average temperatures across the state has warmed by almost 1°C during the past century, with overall rainfall declining.	Hot and dry consecutive summer days on the rise. The number of days over 40°C in eastern Adelaide is projected to double by 2050, and the frequency and duration of heatwaves is projected to increase.	Increased operating (electricity) costs to the Council buildings.	Choosing more energy efficient products within the buildings to offset the increase in energy usage. These programs include: Upgrade all sites to LED lighting. Introduction of solar to civic buildings. Introduction of grants to facilitate the installation of solar panels to council's community leased facilities.	Renewal programs for facility lighting before end of useful life through an organisational LED upgrade program. Introduction of solar assets in the new capital program.

Population and Demographics

Technology

Current position	Demand forecast	Demand impact	Demand management plan	Impact on assets
Global trend towards smart cities creating simplified services through smart technology.	Growing expectation to implement digital service improvements. Demand for increased technology provision/access.	Council must adapt to the changing way the community operates, thinks and plans. 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	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.	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

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.

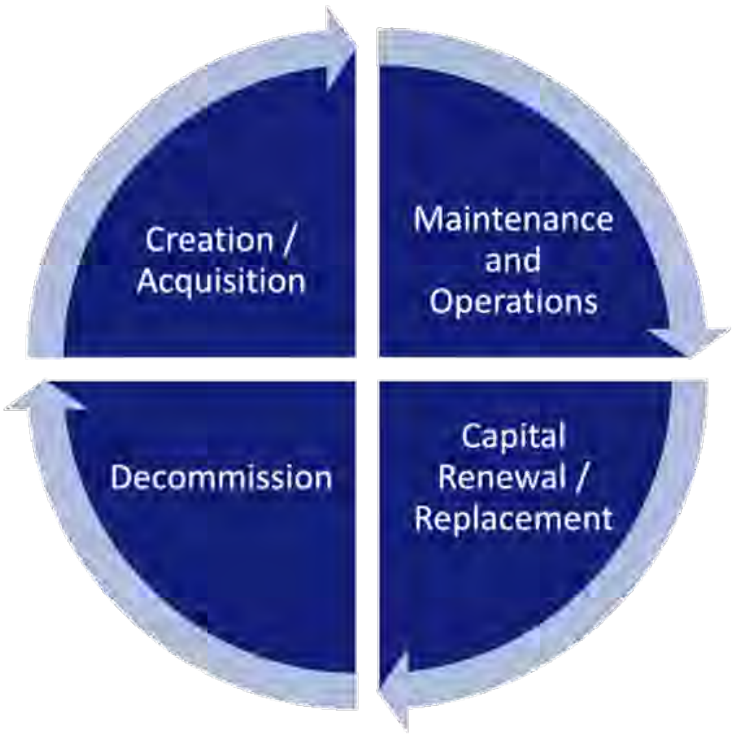


Figure 5-1: Asset lifecycle flowchart

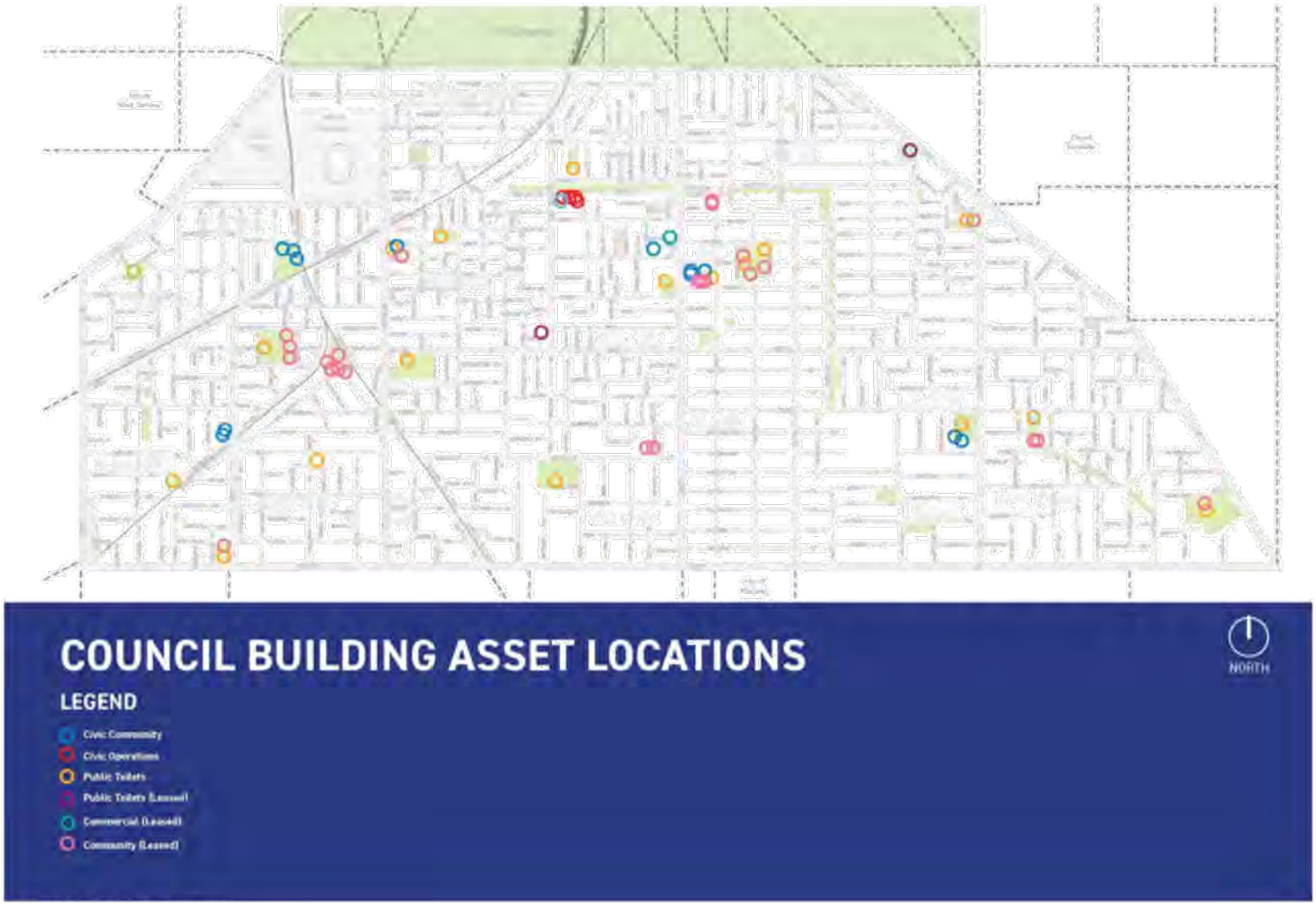


Figure 5-2: Building locations

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 in 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
TOTAL	**$94,231,120**	**$54,270,834**	**$1,497,709**

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
Respond 1 (Emergency response) ***During normal working hours – attendance within 1 hour.*** ***Outside normal working hours – attendance within 2 hours.***	• Risk of life or substantial damage to property. • Smell of gas. • Major water leak resulting in flood and immediate danger to the structure, services or fixtures/fittings. • Major loss of power. • Smell of burning (electrical). • Major structural damage, such as ceiling collapse. • Main drain blockage. • Total loss of heating in building - excludes student houses. • Lighting fault on staircases, landings and areas likely to be a Health and Safety Issue.
Respond 2 (Response within 48 hours) ***During normal hours where feasible***	• Lighting tube/bulb failures. • Partial loss of heating. • Loss of hot water. • Loss of drinking water. • Partial loss of power to room or area. • Overflow pipe discharging. • Blocked drains (excluding main drainage). • Fault on external doors and windows that may compromise security. • Faults on internal doors that may compromise security. • Water penetration into electrical fittings. • Major loss of water from faulty taps or shower heads.

Respond 3 (Respond and fix within 10 working days)	• Minor heating system leak. • Minor internal plumbing leak. • Minor loss of water from faulty taps or shower heads. • Flickering lights. • Loss of power to individual lights. • Major cooker, washing machine or fridge faults. • Internal lock faults. • Roof leaks. • Emergency light faults.
Respond 4 (Respond and fix within 20 working days)	• Broken WC seat. • Bathroom extractor fan faults. • Replace shower hose or head. • Minor joinery repairs. • Window faults not compromising security. • Minor fridge faults.
Respond 5 (Respond and fix within 30 working days)	• Replace sanitary fittings. • Making good holes in walls and ceilings or plaster repairs. • Minor joinery repairs nonurgent. • Repairs to room furniture.
Respond 6 (Programmed works – fixed by agreed date)	• Any work not fully in the above categories where completion date is pre-arranged with client. • Fixing of shelving, notice boards, white boards etc. • Manufacture of items for departments not regarded as maintenance related (subject to appropriate funding being available).

Table 5-9: Response 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.

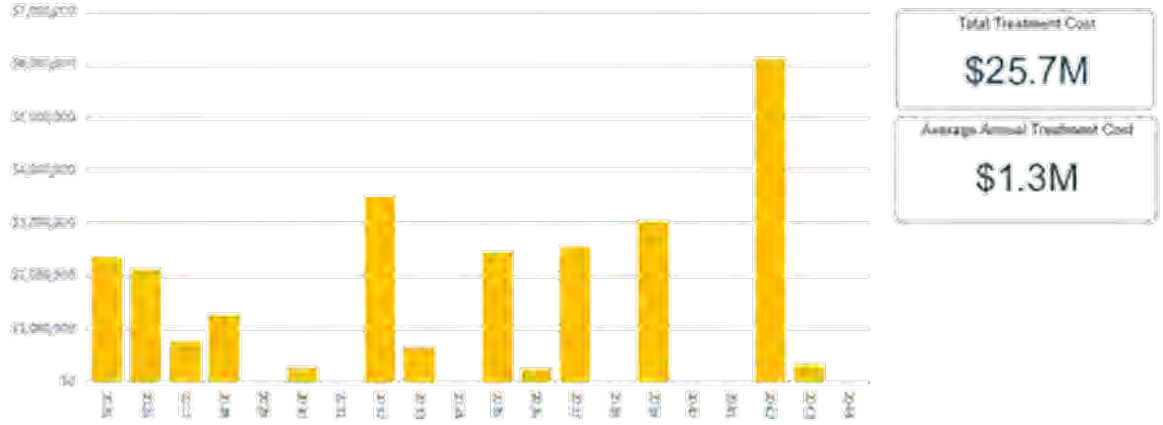


Figure 5-7: Building asset twenty year renewal expenditure forecast

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:

	Total (20 Years)	Average (20 Years)
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 *already* in place *(What existing controls are in place to prevent and/or manage the risk?)*	Are the Controls effective at managing the risk?	**RESIDUAL RISK** *Level of risk if existing controls are effective*			Is the Residual Risk Rating Tolerable?	Treatments/Additional Controls *(additional controls that can be implemented to further reduce the level of Risk)*	Treatment Owner & Timing *(**Who** is responsible for implementing the treatment and **When** it should be implemented/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	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 *already* in place *(What existing controls are in place to prevent and/or manage the risk?)*	Are the Controls effective at managing the risk?	**RESIDUAL RISK** *Level of risk if existing controls are effective*			Is the Residual Risk Rating Tolerable?	Treatments/Additional Controls *(additional controls that can be implemented to further reduce the level of Risk)*	Treatment Owner & Timing *(**Who** is responsible for implementing the treatment and **When** it should be implemented/completed)*	**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

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:

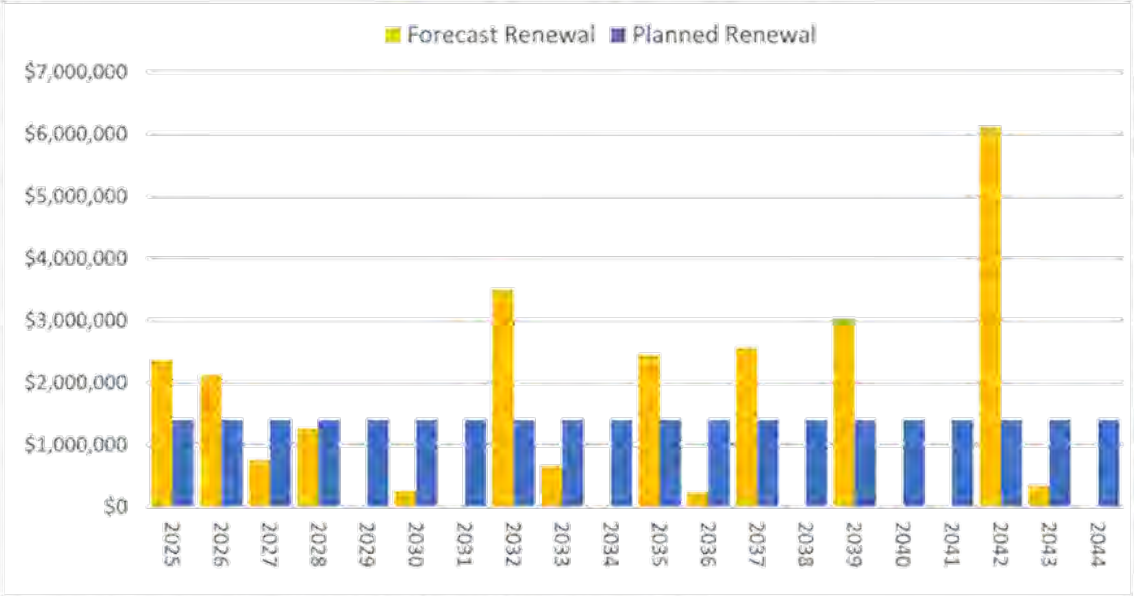


Figure 7-1 Building twenty year forecast and planned renewal expenditure

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 thorough 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
5	Inclusion of a dedicated asset sustainability and resilience section for future Asset Management Plans outlining how the management of building assets caters for climate change and carbon neutrality. This includes the standards for new construction of building assets.	Assets and Engineering Lead	Internal / External	Ongoing

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.

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^2, m^3, 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
TOTAL	**$618,518,890**	**$375,811,090**	**$9,232,136**

* *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.

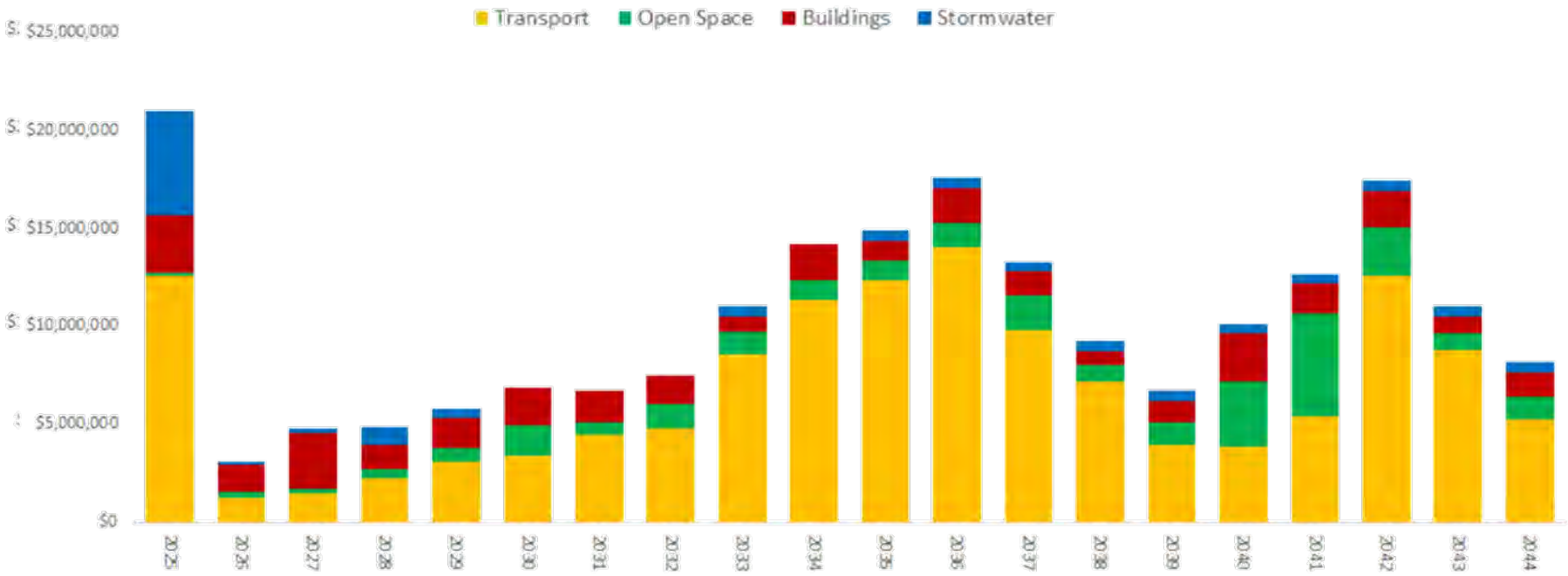
Asset Category	Asset Class	Average Condition
Transport	Road Surface	2.54
	Road Pavement	1.35
	Kerb	3.40
	Footpath	2.51
Open Space **only key classes shown*	Playgrounds & Softfall	2.12
	Furniture	2.08
	Sporting Equipment	2.00
	Irrigation	2.46
	Reserve Lighting	1.83
	Retaining Walls	2.38

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

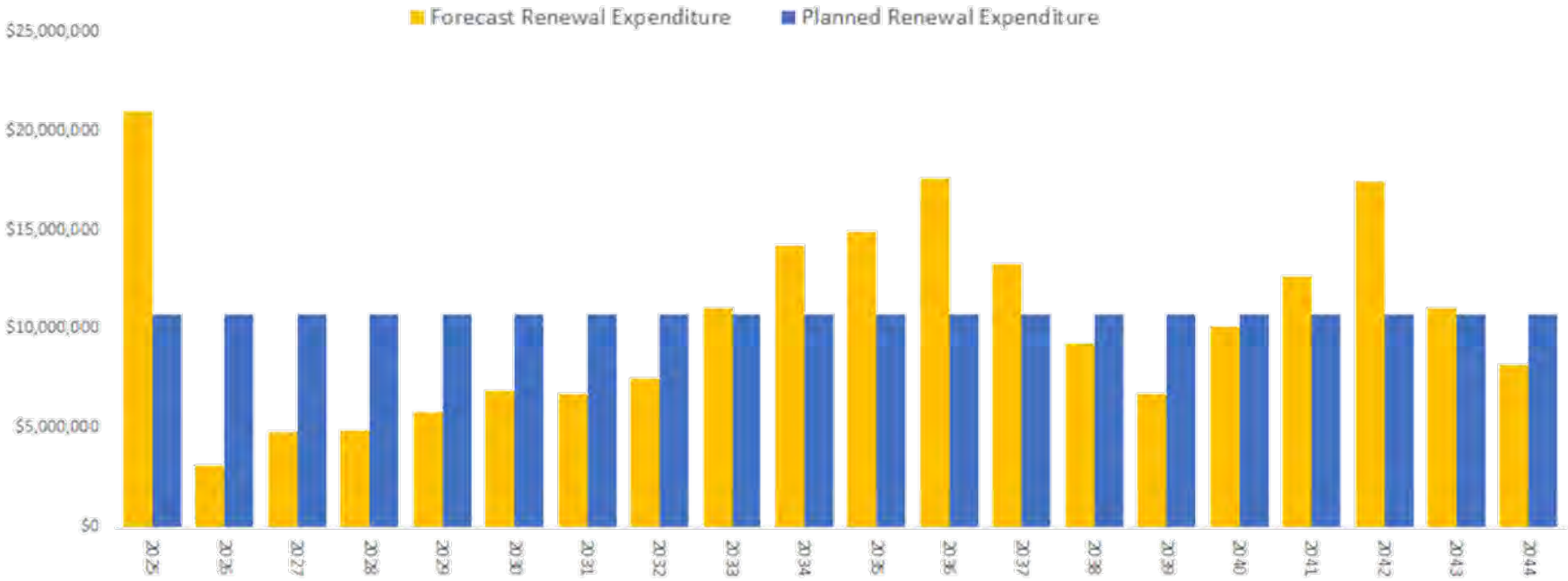
While there is initially a high cost in the first year to address assets in poor condition (predominantly in the kerb asset class), the forecast infrastructure spend shows relatively low expenditure required in the first ten years which is consistent with the condition of the infrastructure assets overall 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%

Summary Report

28 January 2024 - 20 February 2024

Your Say Unley

PROJECTS SELECTED: 1

Council assets - part of your everyday

FULL LIST AT THE END OF THE REPORT

BANG THE TABLE engagementHQ

Visitors Summary



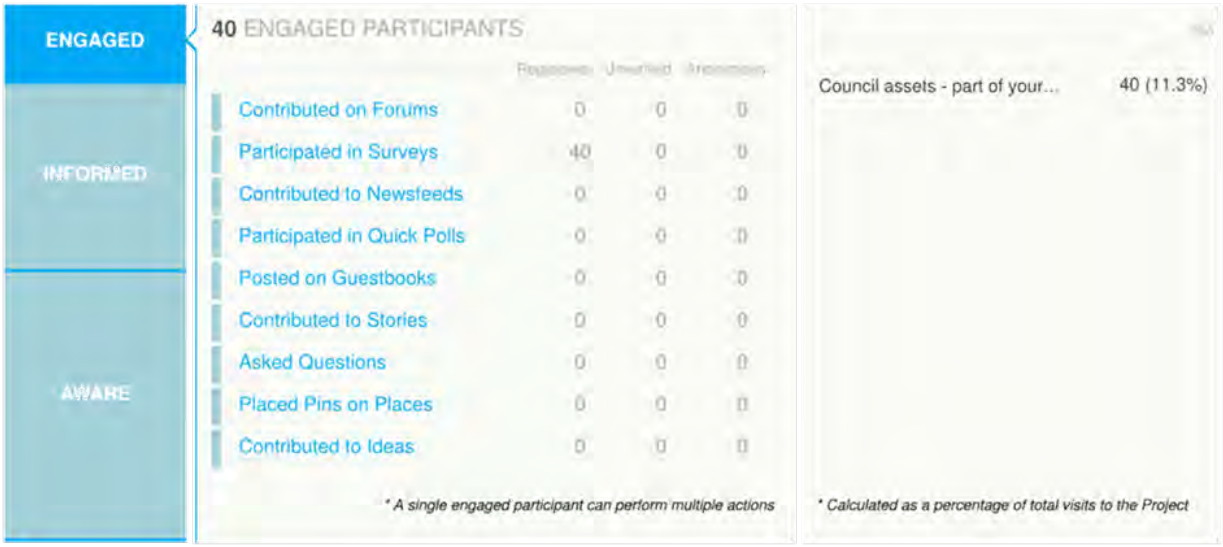
Highlights

TOTAL VISITS	MAX VISITORS PER DAY
410	182

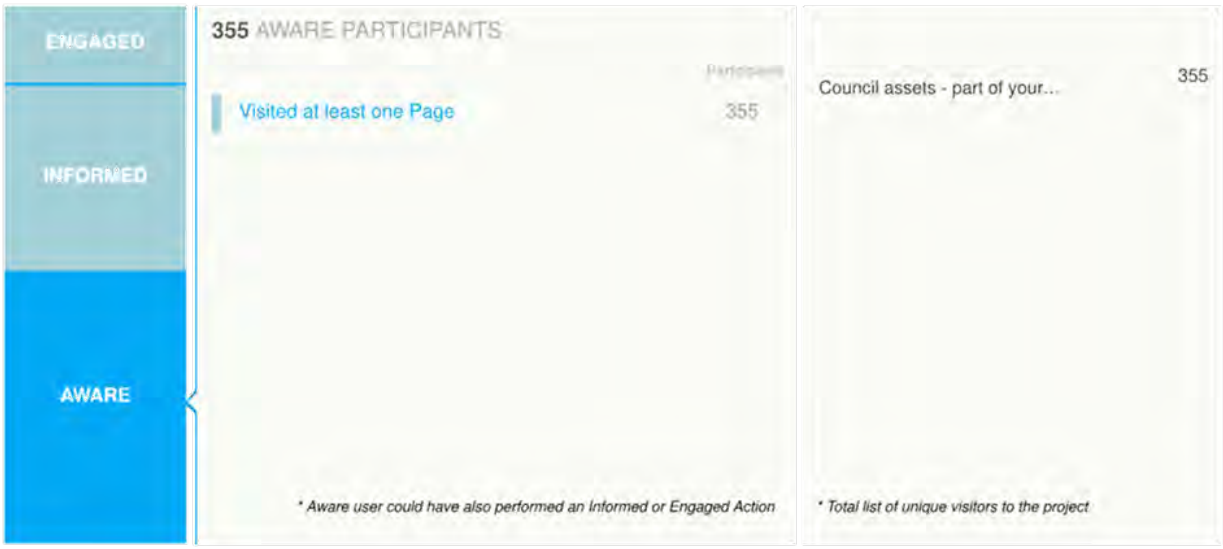
NEW REGISTRATIONS
0

ENGAGED VISITORS	INFORMED VISITORS	AWARE VISITORS
40	226	355

PARTICIPANT SUMMARY







ENGAGEMENT TOOLS SUMMARY



SURVEYS SUMMARY

1	Surveys
40	Contributors
40	Submissions

TOP 3 SURVEYS BASED ON CONTRIBUTORS

40
Contributors to
Asset Management Plan Survey

INFORMATION WIDGET SUMMARY



DOCUMENTS

5	Documents
155	Visitors
223	Downloads

TOP 3 DOCUMENTS BASED ON DOWNLOADS

111	39	32
Downloads	Downloads	Downloads
Summary Asset Management Plans	Draft Building Asset Management Plan.pdf	Draft Transport Asset Management Plan.pdf

VIDEOS

2	Videos
10	Visitors
14	Views

TOP 3 VIDEOS BASED ON VIEWS

7	7
Views	Views
Well-managed Council assets benefits all generations	Which Council assets play a vital role in your everyday?

FAQS

1	Faqs
2	Visitors
2	Views

TOP 3 FAQS BASED ON VIEWS

2
Views
Council assets - part of your everyday

KEY DATES

1	Key Dates
0	Visitors
0	Views

TOP 3 KEY DATES BASED ON VIEWS

0
Views
Council assets - part of your everyday

TRAFFIC SOURCES OVERVIEW

REFERRER URL	Visits
www.unley.sa.gov.au	23
android-app	12
www.google.com	5
www.bing.com	4
m.facebook.com	3
email.telstra.com	2
www.google.com.au	1
vpostoffice.fpg.com.au	1
l.facebook.com	1
baidu.com	1
lm.facebook.com	1
doref-mail.com	1

SELECTED PROJECTS - FULL LIST

PROJECT TITLE	AWARE	INFORMED	ENGAGED
Council assets - part of your everyday	355	226	40

Asset Management Plan Survey

SURVEY RESPONSE REPORT

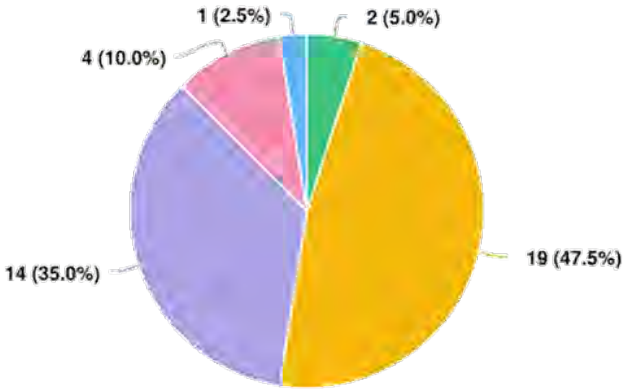
28 January 2024 - 20 February 2024

PROJECT NAME:
Council assets - part of your everyday

BANG THE TABLE engagementHQ

SURVEY QUESTIONS

Q1 Do you agree that the funding proposed for the renewal/replacement of assets in the draft Asset Management Plans is adequate?



Question options

Strongly agree Agree Neutral Disagree Strongly disagree

Mandatory Question (40 response(s))
Question type: Radio Button Question

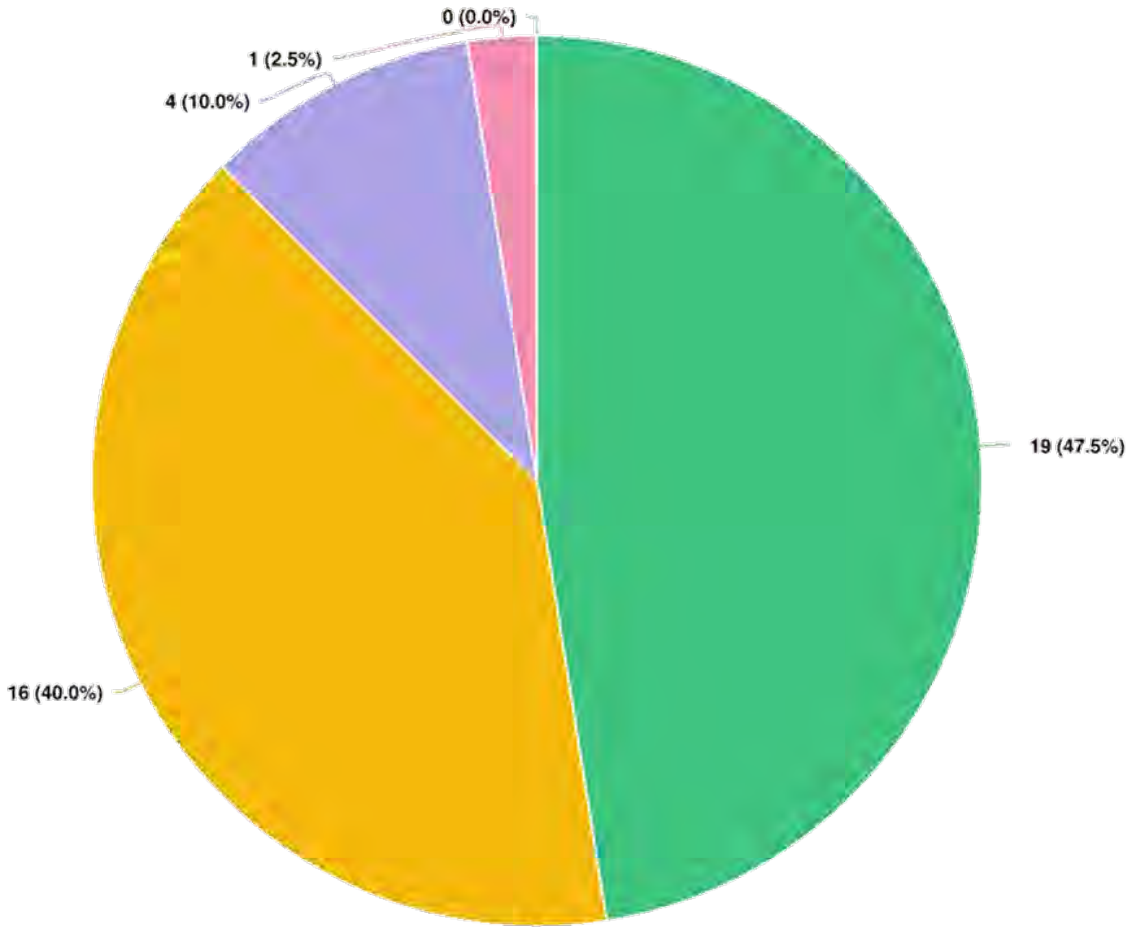
Please comment on your response.

Ari Wilko 1/30/2024 09:28 AM	based off the combined Forecast Renewal summed being less than your 10.7mil Planned spend per year
Andrew C 2/05/2024 02:55 PM	Please complete the Mike Turtur shared path bikeway through the Forestville and Goodwood areas.
Hongxia Liang 2/05/2024 03:07 PM	no familiar with these concerns and actions.
lucymeb 2/05/2024 03:15 PM	You coontinue to want more money from ratepayers. First it was about parking now this. No additional ratepayers money should be use for proposed renewal/replacement of assets. Council must budget better ie curb spending and make cutbacks to afford this and not rely on ratepayers to pay for this. Stop approaching us and ask us to increase our rates.
Waynelib 2/05/2024 03:20 PM	Spreading over time seems appropriate.
lovisatti 2/05/2024 03:35 PM	Need to look if assets needed first then decide cost
kennem 2/05/2024 04:31 PM	The funding for renovating the pool and fixing the kerbs both of which are over or nearly rated a 3 suggests there should be a bit more allocated to buildings. Also given climate change and the unseasonal downpours of late incl Unley Risd flooding on 25/1 and Goodwood inundated suggests that stormwater funding should be top priority
Jimbo 2/05/2024 05:09 PM	I like the fact that there will be approximately the same amount spent each year and whilst this will result in some renewals before the full lifecycle of an asset is competed I think it should aid forward planning and hopefully procurement efficiency
Don Connor 2/05/2024 05:49 PM	I am not sure how much money is adequate.
Jen	Critical buildings only.

2/06/2024 10:14 AM	
SFCumming 2/06/2024 11:47 AM	Not qualified to comment
PT 2/06/2024 12:01 PM	Where do you put the Smart City Assets? I noticed that there is no IT asset Management Plan.
Capnight 2/06/2024 06:34 PM	Imperative that council adequately funds renewal and the planned smoothing is sensible.
Deej Eszenyi 2/07/2024 08:11 AM	There is insufficient information given about what funds are available. In addition, I don't have the expertise to calculate the adequacy of funding.
AnnaTT 2/07/2024 12:42 PM	there are SO MANY things that need attention that I suggest that Unley Council is NOT doing enough.
Joe Candida 2/07/2024 02:21 PM	Funding allocations for storm water infrastructure and repair of footpaths is inadequate. This is an ageing network and many parts of streets are severely inadequate for safe foot traffic. Storm water pits are also inadequate as seen by recent heavy rain events where pathways and roads are flooded.
wil78au 2/08/2024 10:02 PM	I'm just looking at the forecasts and it looks like it! On the whole, my experience of the community is that our assets are in good condition. So I don't think we are underspending.
Clay8 2/09/2024 10:23 AM	If spending more now prevent /. reduces future spending it makes sense.
Frank & Margie Keukenmeester 2/17/2024 07:08 AM	-

Optional question (19 response(s), 21 skipped)
Question type: Essay Question

Q2 Do you agree that the funding proposed for maintenance of assets in the draft Asset Management Plans is adequate?



Mandatory Question (40 response(s))
Question type: Radio Button Question

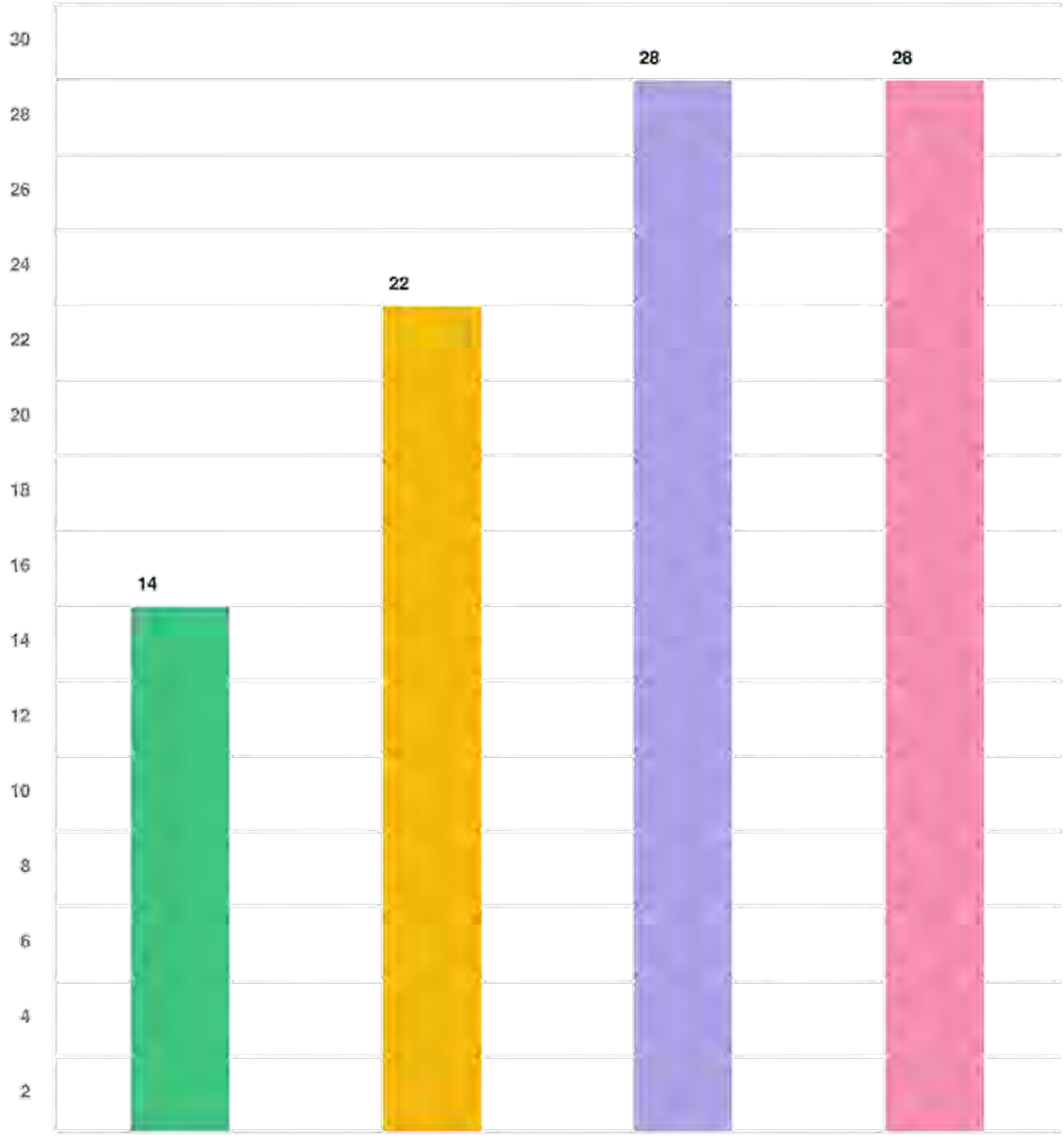
Please comment on your response.

Ari Wilko 1/30/2024 09:28 AM	Couldn't really see anything about Maintenace...seemed all about renewal
mattbartoon 2/05/2024 02:51 PM	Can always be more
Hongxia Liang 2/05/2024 03:07 PM	no familiar with these concerns and actions.
lucymeb 2/05/2024 03:15 PM	No additional rate payers money should be use for proposed maintenance. Council to curb spending and make cutbacks to afford this and not keep asking ratepayers to pay via increased rates.
lovisatti 2/05/2024 03:35 PM	Look at replacement cost rather than mainyence
kennem 2/05/2024 04:31 PM	See above comments re preventative maintenance of drainage systems
Jimbo 2/05/2024 09:09 PM	As it is s 10 year program it may be necessary to apply a little more flexibility and I assume that there will be gateway reviews to recalibrate the program and its priorities
Jen 2/06/2024 10:14 AM	Obviously risk management and critical buildings should be maintained.
SFCumming 2/06/2024 11:47 AM	Not qualified to comment
Capnight 2/06/2024 06:34 PM	Definitely adequate - however need to keep adjusting the spend and forecasting to ensure this remains so.
Deej Eszenyi 2/07/2024 08:11 AM	As above. This is not a sensible question.

Joe Candida 2/07/2024 02:21 PM	As above, proportions for storm water infrastructure and repair of footpaths are inadequate.
Clay8 2/09/2024 10:23 AM	Probably needs more funding. In my area the kerbs and footpaths are falling apart and Kerbs not smooth gradient due to damage from trees , cars etc. Trees overgrown and not maintained. The sweeping does not come down our small street Hinton ave (I have photo proof of last 2 street sweeps in our area). I have concerns if the Council wants more trees, will its maintenance budget increase to accommodate the maintenance etc of increased trees?
Frank & Margie Keukenmeester 2/17/2024 07:08 AM	-

Optional question (14 response(s), 26 skipped)
Question type: Essay Question

Q3 What Assets Groups are important to you and should be prioritised for renewal and maintenance funding? (Select all that apply)



Question options

- Buildings (eg sports grandstands and community centres)
- Open Space (eg playgrounds, benches and watering systems)
- Stormwater infrastructure (eg underground drainage systems and raingardens)
- Transport networks (eg footpaths, cycling paths and traffic control devices).

Mandatory Question (40 response(s))
Question type: Checkbox Question

Please comment on your response.

Ari Wilko 1/30/2024 09:28 AM	Without the truck infrastructure of the road network, the other Asset types can't be accessed & everything else (businesses, freight, transportation...mums & dads getting to work & getting kids to school etc. revolves around your road network being able to function safely.
mattbartoon 2/05/2024 02:51 PM	I manually water every fortnight during the summer - Everard Park. There has been discussions about upgrading the watering systems - which is yet to be allocated funding as far as I know. The recent downpour inearly january I saw the brownhill creek/Willawilla about to burst its banks along Wilberforce walk. More needs to be done to reduce the flow when these downpours occur.
Hongxia Liang 2/05/2024 03:07 PM	water pooling along Cemorne Street and other streets too, during periods of heavy rains. So adequate drainage is important to a genuine protection of life and assets.
lucymeb 2/05/2024 03:15 PM	Only essential renewal/maintenace funding should be taken out of rates already paid not to come from increase in rates.
Waynelib 2/05/2024 03:20 PM	They are all important for the community.
lovisatti 2/05/2024 03:35 PM	Foot paths that a level and bike free , seeing with have the oldest generation
Anna O'Connor 2/05/2024 03:59 PM	I use all of those facilities and it is important to the community they are maintained at an adequate level.
kennem 2/05/2024 04:31 PM	Drainage needs to be top oriority
Jimbo 2/05/2024 05:09 PM	I think they are all important however if we do not keep the critical infrastructure in good order then the rest could be damaged in any case

Don Connor 2/05/2024 05:49 PM	Unley lacks open space which is essential for people's mental and physical health. Every effort should be made to protect and look after what we have. The need will become greater as the population increases.
wendyed 2/05/2024 09:11 PM	Things that people actually use are more important
DamianandJacki 2/06/2024 09:42 AM	Need to address on-street parking that impacts key roads e.g. Arthur St. Restrict parking to one side of street and include speed humps (as in Albert St/Park St/Weller St,etc)
HMc0x 2/06/2024 09:44 AM	More raingardens would be fabulous (and could be used as a traffic calming device?) It would be fabulous to have raingardens feature on the road near Black Forest Primary School to help calm traffic around the children.
Jen 2/06/2024 10:14 AM	Don't agree in renewal of buildings unless building is unusable
SFCumming 2/06/2024 11:47 AM	I walk my dog in the Ridge park and Fraser Reserve area. I am keen to see the parks and surrounding footpaths maintained and the trees and wildlife protected.
PT 2/06/2024 12:01 PM	They are all important but the risk associated with failing storm water (refer flooding in Wayville) and adequate transport networks have a larger impact on our lives.
HKH 2/06/2024 12:34 PM	I use the community centres and libraries most. The streaming of Writers' Week is excellent.
Capnight 2/06/2024 06:34 PM	#1 priority is safety of people and property; the rest is important but not as much.
Deej Eszenyi 2/07/2024 08:11 AM	All of Council's infrastructure activities are important. The ones that most affect me are trees and green spaces and pedestrian infrastructure. On many of our roads the condition of the footpaths is so poor that it is less dangerous to walk on the road itself,particularly at night when the footpath hazards are not lit but the roads are.

Dan G 2/07/2024 08:38 AM	Please take the opportunity to reimagine transportation assets as they come up for renewal, ie reducing road widths, more green space etc.
AnnaTT 2/07/2024 12:42 PM	I would like Unley Council to STOP allowing developers to build over a whole site. I would like it law that a certain (higher) percentage of land must remain open for planting (not paving) where they divide a block in half and then build 2 homes over almost every square centimetre of the land. it is ruining Unley
Joe Candida 2/07/2024 02:21 PM	Many parts of streets are severely inadequate for safe foot traffic with lifted pavers and uneven paths. Storm water pits are also inadequate as seen by recent heavy rain events where pathways and roads are flooded.
Richard Peake 2/08/2024 02:14 PM	We have suffered 3 floods in 19 years so stormwater management needs to be a priority
wil78au 2/08/2024 10:02 PM	As weather extremes increase, I suspect our storm water systems will be put under more stress. And failures in these systems can cause large unexpected costs for home and business owners if there is flooding. I would support investing more in storm water at the expense of transport and buildings.
Clay8 2/09/2024 10:23 AM	As per my comment above re Building and Stormwater. The sports and open space are highly used by residents and needs to be maintained.
Paul53 2/13/2024 09:52 AM	At last a specific question!
Frank & Margie Keukenmeester 2/17/2024 07:08 AM	-

Optional question (27 response(s), 13 skipped)
Question type: Essay Question

Q4 Is there anything you think we have missed?

Ari Wilko 1/30/2024 09:28 AM	How can you have a sustainability ration of 116% ? (how can any percentage be >100% ? once it's at 100 it is full…? Is this consultant swank? (Is this all based off the combined Forecast Renewal summed being less than your 10.7mil Planned spend per year). Part of Brown Hill Creek (or Channel – not a creek…not much of it is really a creek, same for the channel under the show grounds… its RCBCs) is in the wrong spot…in 2013 DIT & The RAIL way updated it. Very broad level & every thing is doomed in 2042-43 (maybe your asset lives are all set as 1967 to 1970 & have 75 years life & 100 Yrs life for Buildings all built in 1942? Or the Pool due for replacement right then?...typical of a NAMS plus template?)
mattbartoon 2/05/2024 02:51 PM	no
Andrew C 2/05/2024 02:55 PM	Please complete the Mike Turtur shared path bikeway through the Forestville and Goodwood areas.
Hongxia Liang 2/05/2024 03:07 PM	Unley council should patrol the streets of schools more frequently like Burnside. There are too many persistent fringe of parking regulations during school pick -up ad drop-off periods. Carpaking fines can be used to fund these maintenance too.
lucymeb 2/05/2024 03:15 PM	Yes, please stop thinking of ways to increase our rates. Budget like residents do. At the end of the date each year we pay increased rates .. enough is enough!!
kennem 2/05/2024 04:31 PM	Is there adequate shady seating for parents/grandparents at all playgrounds?
Jimbo 2/05/2024 05:09 PM	I do not know how much innovation will be applied to the projects. I guess wetlands in Unley is problematic for drainage systems and I do think bicycle infrastructure and walking infrastructure should receive a high priority. I know the scores suggest that they are in good condition. I beg to differ as the number of tripping hazards in particular are frequent
wendyed 2/05/2024 09:11 PM	no

SFCumming 2/06/2024 11:47 AM	No
PT 2/06/2024 12:01 PM	The two items above although small do need to be considered especially if Unley is serious about smart city infrastructure. May prolong the expected life and thereby reduce the expenditure.
HKH 2/06/2024 12:34 PM	Purchase of areas to plant tocombat climate change
Capnight 2/06/2024 06:34 PM	Would have been nice to see trees mentioned in the open space brackets
Deej Eszenyi 2/07/2024 08:11 AM	There is a significant maintenance cost associated with large trucks negotiating small streets. They tear branches from trees. They break kerbs on corners. Can consideration be given whether they can be excluded from some areas to try and limit the damage? There are some examples in other areas and LGA may be able to offer some advice.
AnnaTT 2/07/2024 12:42 PM	yes - in the streets, especially near schools you should add in a few more benches for sitting - and from time to time you should purchase a whole block near shopping centres for a landscaped garden with a couple of benches for seating. It would also allow people on walks to find a little oasis to sit for a short break and for local employees to go to sit outside and have lunch. And please introduce the COMMUNITY BUS back to how it used to be - a RELIABLE FIXED ROUTE to make it easier for people to get on and off the bus and USE the bus regularly instead of your COMMUNIST STATE DEMANDS to state all our details before we can use/ book it. I should NOT have to book in advance. your current BOOKING system is OPPRESSIVE and you are doing it to DISCOURAGE people from using the community bus. I would use the community bus if it operated on a FIXED route and a FIXED timetable - visiting many shopping centres AND UNLEY POOL and UNLEY LIBRARY as it did before
peter.croft 2/08/2024 03:38 PM	Councils are responsible for the liveability of our community. That includes a variety of areas of expenditure. For assets, an important goal is to ensure that there is adaptation to climate change. There is a significant opportunity to help the community to adapt in the assets space by reducing the heat island effect through Unley eg: by planting more trees, replacing dolomite or asphalt verges with plantings of low shrubs etc which will reduce surface temperatures. In addition, it

	would be useful to conduct trials of street paving surfaces which are light coloured: there is considerable interest in this topic now.
wil78au 2/08/2024 10:02 PM	It wasn't clear to me if the renewal budgets will cover investments in increasing sustainability and lowering ongoing cost, such as solar panels and batteries. I support the council investing in these where there is a business case.
Paul53 2/13/2024 09:52 AM	Forestville Reserve and THAT unwanted bicycle track
Frank & Margie Keukenmeester 2/17/2024 07:08 AM	-

Optional question (18 response(s), 22 skipped)
Question type: Essay Question

Q5 Are there any areas you think Council could improve in the renewal and maintenance of our assets?

Ari Wilko 1/30/2024 09:28 AM	What are your replacement Priorities for each Asset Type? What is your future projects list ? You don't have to list every single asset, but some body of work on the main assets set to be replaced would be good. i.e. Based on your plans they go up to >2042, so are there civic buildings getting a major overhaul? A swimming pool at end of life? etc. Major street scape? i.e. King William Rd...when are all those pavers going to go kuput?
mattbartoon 2/05/2024 02:51 PM	I am happy to help improve our parks, in particular Everard Park with more materials to help the verges grow more plants, groundcovers.
Hongxia Liang 2/05/2024 03:07 PM	Unley council should patrol the streets of schools more frequently like Burnside. There are too many persistent fringe of parking regulations during school pick -up ad drop-off periods. Carpaking fines can be used to fund these maintenance too.
lucymeb 2/05/2024 03:15 PM	Surely you can think of ways to budget for renewal and maintenance of assets.

lovisatti 2/05/2024 03:35 PM	Monthly inspections and usage trends would indicate the way to go
Anna O'Connor 2/05/2024 03:59 PM	Verges! Many verges in Unley are a wasteland. Speak to Costa and/or Sophie from the ABC about creating bio diversity highways on our verges. They spoke about this at the Adelaide Show a few years ago and it was inspiring. Better yet, organise an event to have them speak at the town hall with hand outs about how we can create something similar on our own verges.
kennem 2/05/2024 04:31 PM	Get the pool up to scratch especially with the North Adelaide and probably Thebarton ones out of action from this winter. Risk analysis should suggest that improved drainage funding should be a top priority too!
Jimbo 2/05/2024 05:09 PM	I have lived in 4 council areas and without doubt Unley is the best - well done
wendyed 2/05/2024 09:11 PM	no
DamianandJacki 2/06/2024 09:42 AM	Need to address on-street parking that impacts key roads e.g. Arthur St. Restrict parking to one side of street and include speed humps (as in Albert St/Park St/Weller St,etc)
SFCumming 2/06/2024 11:47 AM	Footpaths in Ridge Park need maintenance.
PT 2/06/2024 12:01 PM	The obvious one is when other service providers, (Gas, Water) replace their assets and need to return the road and other impacted assets to an appropriate level. I will be watching the remediation work on Rose Terrace closely as the lottery of finding your way through to Greenhill Rd has been frustrating along with the temporary fixing of the trenchwork. Appreciate it is difficult but patching this is not a suitable outcome.
Capnight 2/06/2024 06:34 PM	Always but understand that resources are limited
Dan G 2/07/2024 09:38 AM	Yes, by having a design standard to which streets are upgraded to as they reach end of life.

Martin1 2/07/2024 11:28 AM	Based on past performance, better skilled horticulturist are required for tree selection. Jacaranda trees to cite one example are not appropriate. They don't provide habitat for native birds, they look nice for a couple of weeks and generate a lot of debris.
AnnaTT 2/07/2024 12:42 PM	put in more community barbeques and put in more ADULT exercise options - safe places with a hand rail to grab if required. places to do balance exercises. places to do boxing with a pear shaped thing at eye height - NOT a huge punching long log and some steps - up and down - but with a hand rail - and hold some sessions where local seniors can be invited to come along and be shown by an exercise physiologist how to make use of the fixed equipment. AND create a MENS SHED for woodwork projects IN UNLEY district
David Morrell 2/08/2024 02:30 PM	Goodwood underpass needs to be renewed. I'd say nothing significant has been done to the underpass for 30 plus years. To renew it back to the way it was in the early 20th century would be amazing! Just because it isn't a heritage building, doesn't mean it's not part of the heritage charm of the area. Also, the continuation of the Sturt St pathway to connect to the Mike Turtur bike way should be a priority, to help bring more people to the Unley precinct, and to encourage people to use other forms of transport other than cars.
peter.croft 2/08/2024 03:38 PM	Our verges and road surfaces as listed above
Clay8 2/09/2024 10:23 AM	Council seems to leave their gear behind after a repairs, eg there is still plastic covering on our footpath for over 6 months.
Paul53 2/13/2024 09:52 AM	Use a survey with specific contextual questions, unlike the rubbish questions 1,2,3 and 4.
Frank & Margie Keukenmeester 2/17/2024 07:08 AM	-

Optional question (21 response(s), 19 skipped)
Question type: Essay Question

DECISION REPORT

REPORT TITLE:	EASTERN REGIONAL ALLIANCE COUNCILS POWER PURCHASING AGREEMENT
ITEM NUMBER:	4.6
DATE OF MEETING:	22 APRIL 2024
AUTHOR:	AARON WOOD, MANAGER ASSETS AND OPERATIONS
DIVISION:	CITY DEVELOPMENT
ATTACHMENTS:	1. EXAMPLE PROCUREMENT PROCESS FOR POWER PURCHASING AGREEMENT (PPA)

1. PURPOSE

This report outlines the results of an investigation undertaken by the Eastern Regional Alliance councils, in partnership with the City of Tea Tree Gully, into options for the procurement of long-term electricity supply. Should this initiative be supported, Council's endorsement is sought for a group procurement process to enter a Power Purchasing Agreement (PPA).

2. RECOMMENDATION

That:

1. The report be received.

2. Council approves the Administration partnering with the Eastern Region Alliance councils and the City of Tea Tree Gully to form a buying group of councils to conduct a procurement process for a long-term renewable electricity Retail Power Purchasing Agreement (PPA).

3. Council approves the development and signing of a Memorandum of Understanding between the participating councils, documenting the group procurement process.

4. Council delegates authority to the Chief Executive Officer to sign a contractual agreement for a PPA, with the preferred supplier, following the group procurement process.

3. RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN

2. Environmental Stewardship
2.3 The energy efficiency of the City is increased and our carbon footprint reduced.

4. BACKGROUND

Council is committed to a climate-resilient, sustainable future and actively engaging in climate action. In 2021, Council endorsed its Climate & Energy Plan (Plan) which identifies a series of actions to reduce greenhouse gas emissions resulting from Council operations. A key action of the Plan is to consider a 100% renewable electricity bulk purchasing contract.

Council currently has numerous solar and battery installations city-wide to reduce the amount of electricity required to be purchased. However, these systems do not meet Council's total electricity demand and as such, purchasing electricity from the grid is required. This report presents the results of an investigation regarding the feasibility to procure a long-term renewable energy electricity contract for Council's operations (i.e. facilities and street lighting), at a significantly lower cost than our current contract.

Historically, Council has entered into electricity purchasing agreements through the Local Government Association procurement section (LGA Procurement) in partnership with all 68 councils across South Australia. In 2023, councils across the state renegotiated the most recent electricity supply contract. At that time, the electricity market was extremely volatile and electricity costs were extremely high resulting in councils paying record high electricity prices. In addition, through that procurement process, many councils were keen to purchase renewable electricity. However, due to the unprecedented electricity costs, most councils decided to defer the purchase of renewable energy which at that time came at a premium.

As a result of the unprecedented costs, the Eastern Region Alliance (ERA) councils, in partnership with the City of Tea Tree Gully (TTG), decided to explore alternative options for electricity procurement. The ERA councils comprise the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect, and Unley, and the Town of Walkerville.

The primary objective of this project was to explore opportunities to acquire cost-effective, renewable energy while mitigating price volatility. The City of Adelaide (CoA) was the first council in South Australia to secure 100% renewable energy through a Retail Power Purchasing Agreement (PPA). Reportedly, the CoA has achieved significant financial savings and substantially decreased its greenhouse gas emissions. Many other councils across Australia are now benefitting from PPAs for the purchase of electricity, mostly in regional areas.

In July 2023, the ERA councils and TTG engaged Presync to explore options for long-term electricity procurement from renewable sources. Presync is a sustainability consultancy that specialises in strategic work and project facilitation, including retail PPAs. Presync has facilitated approximately 50 retail PPAs, including for the Cairns Regional Council and over 30 councils in New South Wales.

Factors Affecting Electricity Prices

Electricity prices in South Australia have increased 160% since 2003 and 31% in the last two years, as demonstrated by data from the Australian Bureau of Statistics (ABS) in Figure 1.

South Australia has a high proportion of renewable generation, leading to typically lower electricity prices when these sources are generating strongly. Conversely, during periods of reduced output from renewables, reliance on gas generation, coupled with imports of electricity from Victoria (largely brown coal), tends to elevate prices. This trend was particularly notable during 2022, as the war in Ukraine exacerbated already high underlying international gas, oil, and coal prices, consequently driving up costs for gas and coal power stations. Such fluctuations underscore the vulnerability of an electricity system reliant on fossil fuels to international tensions and market instability.

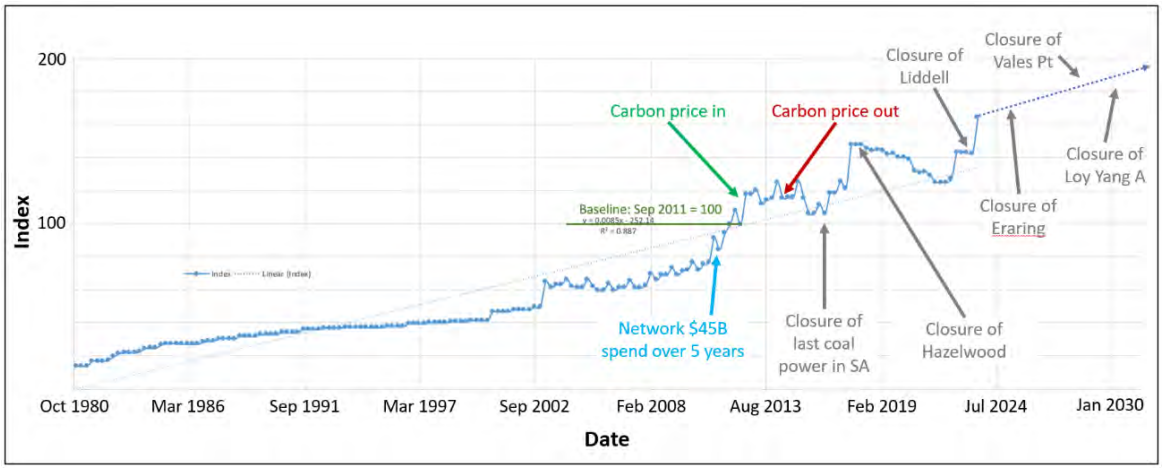


Figure 1: Adelaide's electricity price history (Source: ABS 6401.0 Consumer Price Index, Australia Table 9. CPI: Group, Sub-group and Expenditure Class, Index Numbers by Capital City).

South Australia faces additional exposure to the closure of coal-fired power stations in other states. The abrupt closure of the large Victorian brown coal plant, Hazelwood, in 2017 saw unprecedented price hikes, with prices slowly reducing for the next few years while new renewable generation gradually replaced the lost capacity and drove the prices down.

Ongoing price risks for electricity in South Australia include recent market announcements of early shutdowns of aging coal power stations, notably Origin's Eraring plant in New South Wales, the largest in Australia. These closures, largely driven by their inability to compete with inexpensive renewables, alongside the unreliability of ageing coal power stations, pose significant challenges. The removal of such substantial portions of supply in a delicately balanced market tends to exert upward pressure on prices.

The electricity system previously maintained predictable, stable prices until approximately 2010. However, it is currently undergoing a 'once-in-a-lifetime' fundamental transformation, from one predominantly reliant on coal and gas, to one dominated by renewables, marking a significant shift.

Once the transition to a highly renewable system is complete, it is anticipated that predictable, stable and low prices will be restored, akin to what the South Australian wholesale market is experiencing today during periods of high renewable generation.

Achieving this transition is expected to take at least a decade, with potential for challenges and volatility in prices anticipated during this transitional phase. Council is already paying record prices as it needed to purchase electricity during the market turmoil of 2022. The experience of 2022, with councils signing up for electricity at unprecedented prices, has forced councils to rethink how to purchase electricity. Clearly, the conventional practice of purchasing electricity in one to three year intervals will leave councils exposed to cost volatility over the next 10 years. Therefore, alternate options need to be considered.

Relative Cost of Renewable Generation

As recently as 2010, renewable energy generation in Australia was considered expensive compared to the relatively cheaper coal and gas options. However, the landscape has since transformed rapidly with the cost of renewable generation plummeting due to economies of scale. By around 2018, wind and solar energy became cheaper than any other source of generation, a trend further accentuated by recent hikes in coal and gas prices.

Engaging in long-term contracts for electricity supply from renewables has cost advantages. Renewables are not subject to input cost volatility, particularly fuel prices. Consequently, renewables offer greater certainty over future electricity prices and enable more accurate long-term financial planning. Councils may be able to avoid the risk of volatility in electricity procurement by aligning their energy consumption with the lowest-cost generation source being new renewables projects.

History of Councils Procuring Renewables through the Grid

This transition has only become possible since around 2017. The CoA has led the way with a long-term renewable PPA which started in July 2020. The CoA electricity cost is set by the fixed price of generation from Clements Gap wind farm in mid-north South Australia and two new solar farms on the Eyre Peninsula (Streaky Bay) and South East (Coonalpyn).

The City of Sydney entered into a similar agreement around the same period, while many councils in New South Wales and Victoria have since adopted Retail PPAs. In addition to reducing and stabilising electricity costs, Retail PPAs allow cost-effective emissions reduction and contribute to a fair transition to the low-carbon economy by creating new economic opportunities in the regions, increasing local energy independence and security.

Council groups have increasingly joined forces to collectively procure renewable PPAs in both New South Wales and Victoria since around 2020. Examples include the Victorian Energy Collaboration led by the Eastern Alliance for Greenhouse Action, a formal collaboration of 8 councils in Melbourne's east, and the Central NSW Joint Organisation's retail PPA procurement of 2022 for 16 councils.

Retail PPAs

A renewable Retail PPA is based on purchasing power from renewable electricity projects within the same state, ideally new projects, over a period of time sufficient to help make those projects financially viable. This arrangement not only provides essential support to new generators, but also contributes to transitioning the electricity market towards 100% renewables for all consumers as a co-benefit.

Within a Retail PPA framework, a retailer facilitates the connection between electricity customers and renewable projects. This arrangement enables the procurement of a mix of wind and solar that best aligns with how councils consume electricity (i.e. a mix of daytime and nighttime consumption).

Retail PPAs typically require commitment to a term of 7 to 12 years and are available in various commercial models, ranging from fully firm pricing fixed for up to 10 years, to those incorporating an element of wholesale price exposure.

Renewable Energy Certificates

Solar and wind farms not only provide inexpensive renewable electricity but also yield Renewable Energy Certificates (RECs). The RECs provide assurance that the electricity consumed by the council are matched by the generation of renewable electricity. Through its contract, the CoA purchases the RECs and can therefore assert that their electricity consumption has zero emissions.

To be able to make the claim of using “renewable" electricity and reducing electricity greenhouse gas emissions, councils need to purchase RECs for their consumption. Retail PPAs enable the purchasers to decide how many certificates they would like to buy. Three examples are provided below for clarity. In each example, electricity is purchased through a Retail PPA with a consistent and relatively low price. The three examples explain how the RECs may be purchased to provide assurance over renewables, in addition to the electricity:

Example 1. **Zero RECs** (purchase electricity with zero Renewable Energy Certificates): the electricity is purchased cannot be claimed as renewable.

Example 2. **50% RECs** (purchase electricity plus Renewable Energy Certificates for half the electricity consumed): the electricity purchased is 50% renewable. For this example, the 50% level is arbitrary; a council may decide to purchase any level of certificates (e.g. 25%, 80% or some other percentage).

Example 3. **100% RECs** (purchase electricity plus Renewable Energy Certificates for all the electricity consumed): all electricity purchased is zero emissions (i.e. 100% renewable).

In addition, Council may decide to increase the purchase of RECs over time. For example, Council may commence purchasing all of its electricity through a Retail PPA but initially with RECs for half the electricity consumed each year. Council could then move to 100% renewables to meet its Climate & Energy Plan target to be carbon neutral by 2030.

In this example, the electricity is always purchased through the PPA and only the percentage of RECs purchased has changed. While all these options are theoretically possible, the final options in any Retail PPA will be subject to contract negotiations (i.e. there may be some limitations on the flexibility of purchasing RECs, depending on the contract, and this flexibility will be part of the negotiations).

5. DISCUSSION

Work to date

During 2023, Presync was contracted to conduct a comprehensive analysis of electricity consumption and generate a forecast of future usage for the seven councils involved in this project. The forecasting process included a detailed analysis and discussions on electricity consumption history and predicted future consumption for councils, such as:

- New build or replacement sites
- LED upgrades, particularly for street and other outdoor lighting
- Solar installations
- Energy efficiency projects
- Electrification; and
- EV charging.

The load profile of the seven councils combined is shown in Figure 2, indicating that a significant proportion of their consumption occurs during night hours. This nocturnal load can be attributed to street lighting, in addition to the lack of solar generation, underscoring the necessity for grid renewable generation sources beyond solar to ensure a good real-time match with consumption patterns.

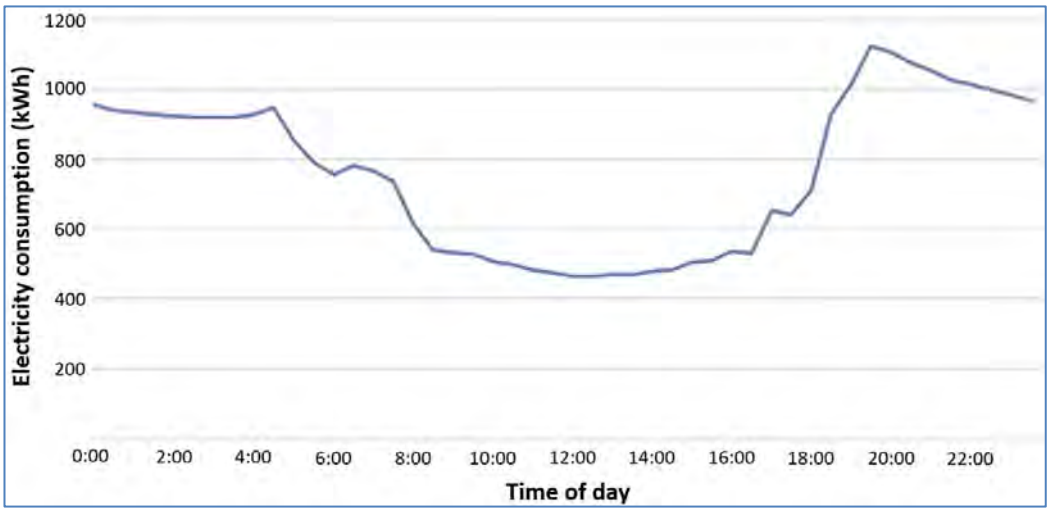


Figure 2: Average 24-hour load profile of the seven councils, aggregated. Electricity consumption is highest early in the morning and at night (i.e., the left and right ends of the graph), when street lights are operating. Electricity consumption is lower during the day, represented by the dip in the middle of the graph.

On behalf of the seven councils, in late October 2023, Presync approached PPA suppliers to gauge interest in supplying electricity to all seven councils. They sought indicative pricing for long-term Retail PPAs starting July 2025, based on the aggregated load for "a group of seven Adelaide councils". While several suppliers expressed interest, one provider was prepared to offer indicative pricing at this initial stage. Others declined, citing a busy period for retail procurement, but expressed interest in the opportunity should it come to market.

The respondent is experienced in delivering Retail PPAs for councils. They indicatively offered the following PPA commercial structure:

- **A 9.5-year wind and solar PPA** (July 2025 – December 2034), with the wind/solar mix optimised to best match the real-time consumption of the group of councils;
- **The proposal identified the specific wind and solar farms in South Australia** that would be linked to the PPA; and
- **A flat price for renewable electricity** over the whole term of the PPA with wholesale market firming. Thus, while most of the electricity needed by the councils will be provided by the solar and wind farms, some electricity from other sources would still be used through the grid. This arrangement helps keep the price down. Presync analysed the generation profiles of the nominated projects and optimised the mix of wind and solar to achieve a real-time match of at least 70% between the generation sources and consumption.
- **A flat price for RECs** over the whole term of the PPA, with councils able to purchase certificates to match up to 100% of their electricity consumption (i.e. councils could be up to 100% renewable).

Presync conducted techno-economic modelling of the proposed Retail PPA for the councils combined over ten financial years (2026 to 2035). The model compares the costs for retail electricity along with renewable electricity services. The model excludes regulated network, market, and environmental charges as these remain constant across different retail approaches (i.e. these fees are mandatory on all retail electricity contracts).

The results of the modelling show the price volatility associated with conventional electricity procurement. Current prices are three to four times higher than historic pricing levels. However, Presync advised that if councils had entered the market in late 2023, they could have secured prices much lower than existing contracts.

Figure 3 depicts the results of the pricing comparison. The indicative Retail PPA offer described above is compared to current pricing from the ASX Electricity Futures Market and expected future prices. The indicative Retail PPA pricing demonstrates clear cost advantages over current ASX Electricity Futures prices in 2026 and 2027, offering cost stability beyond those years until the middle of next decade. The modelling indicates that councils could achieve 100% renewable energy coverage with a long-term Retail PPA for much less than its current expenditure on conventional electricity.

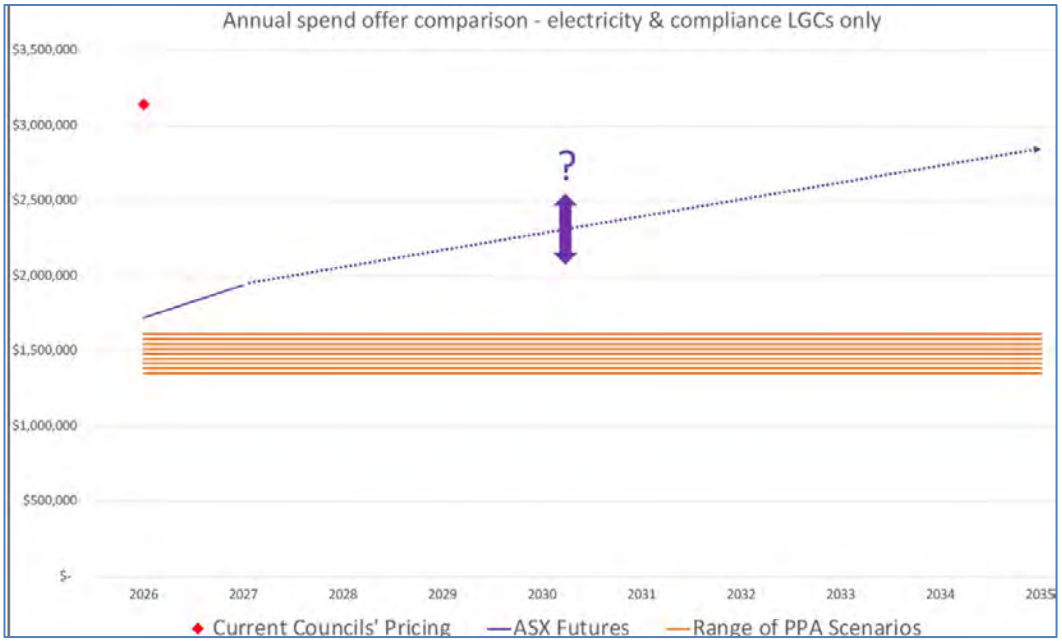


Figure 3: Annual cost of the retail electricity options for 7 councils (combined). The costs associated with the indicative Retail PPA are shown as several red lines; the topmost line depicts the worst-case price scenario and the bottom-most line the best case, depending on fluctuating prices for the portion of the contract open to wholesale pricing. The red diamond depicts the current price paid by most councils. The solid purple line depicts the ASX Electricity Futures Market price which is only available until 2027. The dotted purple line depicts expected future prices (estimated based on the discussion provided for Figure 1).

The indicative Retail PPA has compelling economics compared to current pricing and to the ASX Electricity Futures market. This particular option is associated with specific new wind and solar projects in SA, mirroring the structure of the CoA successful PPA. It offers both lower prices and long-term price stability for electricity, further strengthened by the steady, flat-price RECs, facilitating the achievement of renewable goals while maintaining expenditure below current levels.

The modelling and analysis presented in this report were conducted on the combined data of seven councils. The situation of individual councils were also examined. Based on the analysis, Presync has advised that the group of seven councils is a suitable size for a Retail PPA. The existing group has administrative advantages, having established collaborative arrangements through ERA and Resilient East. If some councils decide not to participate in the procurement process, a re-analysis of the situation may be required before a commitment to the project is finalised.

Next Steps

The work conducted by Presync demonstrates that procuring a retail PPA is feasible and should provide significant cost savings and environmental benefits for the seven councils.

The next step is for the councils to commit to be part of the procurement process and create a buying group to conduct a group procurement process for a long-term renewable electricity retail PPA. An example of how the procurement process could work is provided as Attachment 1.

Attachment 1

To guide the procurement process, a Memorandum of Understanding (MOU) will be developed between the participating councils, documenting the process, governance, procurement framework, cost-sharing arrangements, and opt-out thresholds. This is not a commitment to join a Retail PPA, but for the development of an MOU to explore joint procurement among participating councils.

To enable a Retail PPA to be developed, it will be necessary to initiate a group procurement project by June 2024. This timeline will allow a Retail PPA start date of July 2025, aligning with the participating councils' need for a new retail electricity agreement by then.

Should Council wish to pursue this initiative, it is important to delegate authority to the Chief Executive Officer to sign contractual agreements on Council's behalf. The delegation is important because the retail electricity market is volatile and contract offers typically have fast turn-around requirements (e.g., all parties may have only a few days to commit). This delegation will enable a quick turn-around on final approvals.

It is important to note that the approval process will be based on a lengthy and robust procurement process, ensuring that the final offer will only be presented for signing if it meets the requirements of the participating councils, based on detailed technical and financial analyses.

The procurement process will include costs of technical, procurement and legal advice. Based on previous Retail PPA procurement processes, these 'once-off' costs are anticipated to be below $90,000. However, it may be possible to reduce these costs below $50,000 with the work already completed as part of the investigation phase and because the councils involved are an established group accustomed to working together through ERA and Resilient East. With seven councils involved, that equates to between $7,000 and $13,000 per council which can be covered by the existing electricity operating budget.

Based on the pricing provided with the indicative Retail PPA, any procurement costs will be accounted for by savings within the first year of the contract, with substantial savings compared to current contracts.

Based on the pricing provided with the indicative Retail PPA, future ongoing costs could be as much as half of Council's current electricity costs. Council's current usage costs are in the order of $400,000 p.a. and in this respect, the indicative savings could be somewhere between $100,000 and $200,000 (25%-50%) of current expenditure. The usage costs do not include network, market and environmental charges as these remain constant on all electricity contracts. In addition, a Retail PPA can provide price stability that will support robust long-term financial planning.

If a long-term Retail PPA is created for the group of councils, part of the procurement process will be about the purchasing of RECs and the timing of purchasing 100% renewables, to meet any environmental objectives. Councils will not be bound to purchase RECs if they do not require them.

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- The group procurement process is estimated to cost between $7,000 and $13,000 per council. Should Council endorse pursuing this initiative, the cost will be covered within the existing electricity operating budget.
- Based on the pricing provided with the indicative Retail PPA during the investigation, any procurement costs will be accounted for by savings within the first year of the contract, with substantial savings compared to current contracts.
- Based on the pricing provided with the indicative Retail PPA, ongoing costs will be approximately half of current electricity costs (not including network, market, and environmental charges as these remain constant on all electricity contracts).

- A Retail PPA can provide price stability that will support robust long-term financial planning.
- Potential savings of up to $200,000 p.a. could be realised through entering a PPA. However, this will be subject to the market offerings following the procurement process.

6.2 Risk Management (identification and mitigation)

- As the buying group will consist of up to seven councils, each with their own procurement framework, an agreed procurement framework should be articulated as part of the MOU to ensure a transparent and robust process.
- The outcome of the procurement process may not be favourable to Council. As such, the MOU will contain opt-out options and thresholds.
- There is a likely risk that Council could pay higher electricity costs over the long term if at PPA is not pursued.

6.3 Staffing/Work Plans/Additional Resource Impact

- The estimated $7,000 to $13,000 required from each council would provide for the engagement of a third-party consultant to provide technical and commercial expertise regarding PPAs to support the procurement. An external probity advisor and legal support will also be sought.
- A staff member with expertise in electricity and procurement from each participating council will be nominated for membership on a working-level Project Steering Committee to work with the consultants.
- Project governance would be provided by an Advisory Committee consisting of senior managers from each participating council.

6.4 Climate/Environmental Impact

- If Council were to enter into a PPA to purchase renewable electricity plus the RECs for all the electricity consumed, all electricity purchased would have zero emissions.
- This would complete an action from Council's Climate & Energy Plan and reduce Council's total Greenhouse Gas Emissions by approximately 650 t/CO2e.

6.5 Social/Economic

- The potential reduction of expenditure and savings achieved through the PPA arrangement will help reduce rate rise pressures.

7. ANALYSIS OF OPTIONS

Option 1 –

1. The report be received.

2. Council approves the Administration partnering with the Eastern Region Alliance councils and the City of Tea Tree Gully to form a buying group of councils to conduct a procurement process for a long-term renewable electricity Retail Power Purchasing Agreement (PPA).

3. Council approves the development and signing of a Memorandum of Understanding between the participating councils, documenting the group procurement process.

4. Council delegates authority to the Chief Executive Officer to sign a contractual agreement for a PPA, with the preferred supplier, following the group procurement process.

Under this option, Council would decide to authorise the Administration to participate in the forming a buying group and developing an MOU with participating councils for the procurement of a long-term renewable electricity Retail PPA that would provide substantial savings compared to current contracts.

This option provides Council to delegate authority to the Chief Executive Officer to sign any contractual agreement on Council's behalf following the group procurement process. The delegation is important because the retail electricity market is volatile, and contract offers typically have fast turn-around requirements (e.g. all parties may have only a few days to commit). It is important to note that the approval process will be based on a lengthy and robust procurement process, ensuring that the final offer will only be presented for signing if it meets the requirements of the participating councils, based on detailed technical and financial analyses.

Option 2 –

1. The report be received.

Council may decide not to pursue this initiative or participate any further with the other councils. This option enables Council to simply note the report and not pursue this any further.

8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Claude Malak	General Manager, City Development

Example Procurement Process for PPA

Council requires a new electricity contract for its large sites and street lighting accounts, effective July 2025. If endorsed, Council has the opportunity to participate in a group procurement process led by the Eastern Region Alliance. This collective procurement process would initiate with a Memorandum of Understanding (MoU) between the participating councils, documenting the process, governance, cost-sharing arrangements and opt-out thresholds, subsequently followed by the engagement of a consultant to guide the process.

Best practice: What others have done

Similar Council Groups have gone about renewable PPA procurement in a variety of ways, as referenced in the report.

Due to the complex nature of group electricity procurement, the participating councils typically engage some or all of the following:

- a third-party consultant to provide technical and commercial expertise about PPAs and to support the procurement process,
- a probity advisor, and
- external legal support.

The features of a group procurement process have included the following.

Governance

- A working-level Project Steering Committee (PSC) to oversee the project, consisting of staff from participating councils with expertise in electricity and procurement, working with the consultant.
- Evaluation Panel: often the same as the PSC.
- Governance provided by an Advisory Committee consisting of the General Managers or other senior delegate from each participating council.

Process

- Procurement process to engage a consultant.
- Inception meeting and initial workshop.
- Project Steering Committee and consultant refine the objectives of the project.
- Consultant and Project Steering Committee develop the tender specification.
- Consultant and Project Steering Committee/Evaluation Panel develop the Evaluation Plan.
- Consultant liaise with member council staff to review and confirm the sites and consumption forecasts.
- Consultant provide advice on the best time to go to market to achieve optimal pricing.
- Conduct the procurement process in accordance with the specific requirements of the Local Government Act.
- Issue a joint tender.

- Consultant assist in responding to questions from respondents.
- Consultant analyse offers received and provide a report to PSC/Evaluation Panel nominating recommended retailer/s and offer/s, including a briefing to detail the outcome.
- Evaluation Panel finalise tender evaluation and preferred tenderer selection.
- PSC and consultant manage the negotiation of the contracts with each participating member Council - individual bilateral contracts with the preferred retailer.
- Consultant conduct quality checks during the changeover period to ensure all sites transfer with minimal delays.
- Consultant report on the estimated cost savings achieved.

Timeline

The group processes have typically taken 6 to 9 months after engagement of the consultant. An early start to this process will therefore be required to meet councils' requirement for a contract in place by July 2025.

INFORMATION REPORT

REPORT TITLE:	DISABILITY ACCESS AND INCLUSION PLAN 2022-2026 UPDATE
ITEM NUMBER:	4.7
DATE OF MEETING:	22 APRIL 2024
AUTHOR:	YELAINA EATON, TEAM LEADER COMMUNITY & CULTURAL DEVELOPMENT
DIVISION:	CITY SERVICES
ATTACHMENTS:	1. DAIP IMPLEMENTATION REGISTER AS AT MARCH 2024

1. PURPOSE

This report provides Council with an update of the State Disability Inclusion Plan 2019-23 (DAIP) review and implications for Council's Disability Access and Inclusion Plan and provides a progress report on the implementation of the City of Unley's Disability Access and Inclusion Plan 2022-2026.

2. RECOMMENDATION

That:

1. The report be received.

3. RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN

1. Community Living
1.5 Our City is connected and accessible.

4. BACKGROUND

The *Disability Inclusion Act 2018* (Act) prescribes that each State authority has a Disability Access and Inclusion Plan that aligns with the State Disability Inclusion Plan.

Council endorsed its Disability Access and Inclusion Plan (DAIP) at its Meeting on 28 March 2022.

The DAIP was developed in partnership with the community to provide a 4-year plan for improving access and inclusion, by identifying key objectives and priorities across several themes, to ensure that the City of Unley continues to develop as a highly liveable and welcoming place for everyone.

A full copy of the DAIP is available on Council's website:

https://www.unley.sa.gov.au/Community-services/Access-Inclusion

5. DISCUSSION

Update on the State Disability & Inclusion Plan

The inaugural State Disability Inclusion Plan – Inclusive SA concluded at the end of 2023.

The State Government has advised that a new State Disability Inclusion Plan will be released in 2025 and will:

- Build on the foundations set by Inclusive SA;
- Be consistent with the principles enshrined in the United Nations Convention on the Rights of Persons with Disabilities; and
- Be guided by South Australia's commitments under Australia's Disability Strategy.

When released, each State authority will be required to review and update its Plan to align with the revised State Disability Inclusion Plan.

This means that City of Unley will need to review and update its DAIP in 2025, even though the current endorsed plan spans the period 2022-2026. Council's future DAIP is anticipated to sit within a larger Social Development Strategy.

DAIP implementation update

The Act requires State authorities to periodically report progress on implementation of their DAIPs.

The City of Unley's DAIP has a total of 50 actions.

To date:

- 38 of 50 actions are complete or on track for completion;
- 4 actions in the early stages of commencement; and
- 8 are yet to be commenced.

A 2022-2024 DAIP Action and Implementation Status report is provided in the attached progress report (Attachment 1).

Attachment 1

Some of the highlights include:

- A Diversity, Inclusion and Belonging Plan has been developed and implemented, embedding the principles of inclusion into organisational culture.
- The continued delivery of free and low-cost programs, services, events, and activities across the City of Unley that consider the differing needs of people. Examples include the Community Bus Program and the programs delivered by Community Centres and Libraries.
- The upgrade of Millswood Croquet Club that included kitchen and clubroom upgrades, landscaping and accessible carparking. This project removed steps to provide smooth transitions from the carpark through to the club rooms for people with mobility issues.
- The creation of roles for three volunteers with lived experience of disability, and activities to further improve our volunteer management systems and processes to grow the inclusiveness of our volunteer programs.

Future priorities of focus in the next 12 months include:

- Delivering Disability Access and Inclusion training to staffing and investigating how this can be offered to local community groups and businesses.
- Upgrading Council's Customer Service Centre including DDA compliance to improve access and overall experience for people of all abilities.
- Reviewing the Volunteer Policy, specifically focusing on opportunities to improve inclusion.
- Trialling a themed round of Disability Access and Inclusion grants.
- Exploring alternative ways that people with lived experience of a disability can participate in community engagement and other decision-making processes.

The Department of Human Services requires Local Government Agencies to report each year on the progress of actions chosen by them from the State Disability Inclusion Plan. The chosen actions for this year were:

- Action 5: Develop Data Measures to track the percentage of people living with disability employed in SA Government and local councils.
- Action 9: Local council access and inclusion planning to consider consultation outcomes including: incorporating Universal Design principles in criteria for all new building and public projects and planning for programs, services, and events, developing Universal Design training Plans for staff and contractors, reviewing the availability for accessible car parks in identified areas.
- Action 10: Consider the installation of multi-media devices and inclusive signage at service outlets and at the front of public buildings to accommodate people with a disability.

- Action 27: State authorities to facilitate meaningful volunteering opportunities for people living with disability and to identify clear pathways to transition from volunteering to work placement.
- Action 33: Provide opportunities for active participation in decision-making for people living with disability, with particular focus on the identified priority groups: Aboriginal and Torres Strait Islander people, Culturally and Linguistically Diverse communities, women, children, and young people.

In line with this legislated reporting requirement, the Administration submitted a progress report to the Department in March 2024. While Action 10 has not yet been a focus for Council, progress was able to be reported against Actions 5, 9, 27 and 33.

6. REPORT AUTHORISERS

Name	Title
Bev O'Brien	Manager Community Connections
Megan Berghuis	General Manager, City Services

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
COMPLETE AND/OR ONGOING ACTIONS							
1.2 Promote inclusion for all attending organisational meetings	1.2.1 Meeting documents are provided in accessible formats	1	Business Support & Improvement, Office of the CEO	Medium term	All Council agendas are provided in accessible formats if requested	100%	Council agendas are provided in accessible formats as requested.
1.4 Programs provided by Council are accessible and inclusive for all	1.4.1 Engage with stakeholders and participants to audit current programs to determine if they meet diverse needs of participants	3	C&CD, Library, Community Centres	Medium term	Engagement via surveys with stakeholders and participants of events, programs and activities. Surveys to include specific questions regarding access and inclusion.	100%	Library and Community Centres regularly ask for feedback and provide a range of methods to provide feedback. For example the Community Centres have both a feedback box for any feedback during the year and an annual survey. Council also has a Volunteer Reference Group, Living Young Reference Group and an Active Aging Alliance which has members with lived experience of disability.
	1.4.2 Community programs respond to inclusion for the whole of community, including people with disability, families with a low income, and people from non-English speaking background	1	C&CD, Library, Community Centres	Medium term	Creation of new programs or current programs adapted to be inclusive of all. Opportunities identified and implemented to maximise inclusion and accessibility	100%	Most programs are free or very low cost with fee discounts in place. Physical limitations are taken into account when planning programs and are part of risk assessments for programs, events and activities delivered by Council.
	1.4.3 Continue to offer flexibility and a tailored approach for specific groups who may need to use the library, with consideration of their diverse needs.	1	C&CD, Library, Community Centres	Short term	Access and inclusion is embedded across programs at the libraries including responding to requests for specific access requirements	100%	Library staff have a structured approach to supporting NDIS clients and support workers. Volunteer positions have been modified to suit people with different needs.

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
1.5 Develop and deliver services that support people with disabilities and their families/carers to live independent lives	1.5.1 Further promote Council services including community bus service	1	Community Wellbeing	Ongoing	Community bus service maintains levels of usage	100%	Efforts have been made to promote the Community Bus through a variety of mechanisms and places. The service is currently under review.
	1.5.2 Explore opportunities to increase inclusion and participation in grant funded services provided through the Commonwealth Home Support Program (CHSP) and Active Ageing services and initiatives	1	Active Ageing Officer and Community Wellbeing	Ongoing	Adjustment of community service programs (where possible) to increase inclusion (noting CHSP eligibility requirements services available to people aged 65+ via referral)	100%	Successfully applied for grant funding to deliver an intergenerational program for young and old people with different accessibility needs.
2.1 People living with disability are supported to participate and make decisions within the community	2.1.2 Council's Active Ageing Alliance and Youth Reference Group encourage people with disability to join and participate	6	Active Ageing Officer and Youth Officer	Ongoing	Representation on the Active Ageing Alliance and Youth Reference Group of people with disability	100%	The Active Aging Alliance includes people with disability and people living with disability are encouraged to apply. The Living Young Reference Group includes representation of neurodiverse people, and work is planned for 2024 to increase representation of people with lived experience of disability.
	2.1.3 Ensure the Active Ageing Alliance continues to focus on access and inclusion as part of its priorities	6	Active Ageing Officer	Ongoing	Active Ageing Alliance continues access and inclusion focus for all projects and activities	100%	All Active Aging Alliance programs focus on access and inclusion.

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
2.2 Promote participation in Council elections	2.2.1 Ensure people of all abilities are provided the opportunity to nominate and vote in Council elections through improved promotion, communication methods and access	4	Office of the CEO	Long term	Council has implemented a communication strategy aimed to increase participation in Council elections, ensure that inclusivity is part of that campaign – for accessibility of message and opportunity to nominate and vote (note use LGA state-wide campaign materials).	100%	Implemented at the 2022 local government election.
2.3 Council is a leader in advocacy and advice	2.3.1 Provide a current list of advocacy services on the City of Unley website, including organisations providing support for carers	5	Communications	Medium term	Council website provides a current list of advocacy and services	100%	Website has been updated: https://www.unley.sa.gov.au/Community-services/Access-Inclusion
2.4 Council is an industry leader in access and inclusion	2.4.1 Recognise International Day of People with Disability in collaboration with the DAIP Reference Group	5	Communications	Medium term	International Day of People with Disability recognised every year	100%	Social media stories celebrating International Day of People with Disability are posted.

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
	2.4.3 Monitor growth industries that focus on access and inclusion and work collaboratively to achieve mutually agreeable outcomes for residents within the City of Unley (such as NDIS business tenants located in City of Unley)	5	C&CD, ED	Long term	Collaboration with relevant businesses and industry is achieved, with a focus on strategies and approaches that facilitate greater access and inclusion and other reported benefits to our residents. This collaboration may be achieved by the development of Memorandums of Understanding or similar agreements, with surveys sent to demonstrate effectiveness.	100%	A Council run business awards program will be launched in May 2024, and includes a category for "Inclusive Business". This will provide an opportunity for council to promote businesses who are providing inclusive services and programs. For example, one of our businesses, Arkaba Hotel have quiet dinner nights which is proving to be very successful. Nominations will be voted on by members of the general public and winners will receive a $1000 cash prize. Our Economic Development team offers local businesses learning opportunities. A recent example was how to best provide services to people living with Autism.
3.2 Ensuring online information meets accessibility standards	3.2.1 Review website including online forms to ensure it meets accessibility standards and promote the use of supporting apps	8	Communications	Medium term	Website complies with the WCAG 2.0AA Policy	100%	Website complies with the WCAG 2.0AA Policy.
	3.2.2 Social media posts and videos to have captions and descriptions of images	8	Communications	Medium term	Guidelines and processes implemented to ensure all social media posts include a description to accompany the image, videos have captions included	100%	Adopted as best practice and being actively encouraged with staff who create social media content.

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
3.3 Accessible Council buildings and facilities, car parks, reserves, footpaths (including community events) and infrastructure using Universal Design Principles	3.3.3 Ensure access compliant Council toilets are included on the National Public Toilet Map website	7	Assets (list) Communications (on website	Medium term	National Public Toilet Map website is up to date and linked to City of Unley website	100%	A public toilet condition audit has been undertaken with a prioritised list for upgrades to increase user experience and accessibility. For example, the Unley Oval toilet has been scheduled for re-development and will include fully compliant accessible toilets. The National Public Toilet Map is up to date and linked to the City of Unley website: https://www.unley.sa.gov.au/Community-services/Access-Inclusion
	3.3.4 Explore additional pedestrian safety counters at high use crossings and determine length of crossing time	7	City Development	Medium term	Reviews are undertaken annually and plan to install pedestrian safety counters is in place and implemented	100%	Review of pedestrian crossings has been completed and various additions and improvements made. Requests for additional crossings are considered on an ongoing basis.
3.5 Development Assessment is undertaken in accordance with the relevant Acts and Australian Standards and Universal Design Principles	3.5.1 Development Assessment ensures that building design meets DDA compliance	7	City Services	Ongoing	Assessment of Development Applications ensures developments comply with DDA principles	100%	All new buildings require DDA compliance and the Development Assessment team ensure developments comply with DDA principles.
	3.5.2 Advocate for "best practice" inclusive design principles to be included in all private developments	7	City Services	Ongoing	Private developments encouraged to consider best practice inclusive design principles	100%	The Planning and Design Code includes very little on inclusive design because it is covered by the Building Code of Australia. Local Government's Development Assessment role is to implement the Planning and Design Code consistently for all applications.

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
	3.5.3 Ensure that universal design principles are included and adherence to the Commonwealth Disability (Access to Premises-Building) Standard 2010 in all new Council buildings and renovations to existing buildings, including consideration of indoor and outdoor furniture and consider minimum two wheelchair parking spaces per building	7	City Services, City Development	Ongoing	All new Council buildings and renovations adhere to inclusive design principles	100%	The Unley Community Hub was designed with accessibility in mind, and this was successfully tested by Purple Orange in September 2023. Planned upgrades for the Civic Customer Service Centre (2023-24) include better accessibility for people using a wheelchair or with mobility impairments. The Millswood Croquet Club upgrade included kitchen and clubroom upgrades, landscaping, accessible carparking removing steps to provide smooth transition from the carpark to the club rooms.
4.1 Provide employment, volunteering and workplace opportunities across Council for people with disability	4.1.1 Review Council's 'Recruitment and Selection policy' to ensure access and inclusion principles are represented.	12	People and culture	Short term	Recruitment and Selection Policy is reviewed and updated as required	100%	Complete. Next review due September 2026.
	4.1.2 Review employee onboarding procedure and resources to ensure there are no barriers to inclusion in relevant CoU systems	12	People and culture	Medium term	Access and inclusion are embedded in the onboarding process at Council	100%	Complete. Next review due September 2026.
	4.1.3 Share all job vacancies (including Elected Member vacancies) with disability employment groups	12	People and Culture & Governance (Elected Member vacancies managed through the Electoral Commission of SA (ECSA)	Medium and ongoing	Vacancies are shared with disability employment groups	100%	Captured in Council's Recruitment and Selection Policy. Meetings have been held with disability employment providers to understand what sort of roles and the best methods for sharing vacancies.

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
	4.1.4 Ensure employee and volunteer position descriptions are checked for accessibility prior to the vacancy being promoted	12	People and Culture and Volunteer Coordinator	Long term and ongoing	Employee and volunteer position descriptions are provided in large format and easy to read format	100%	Advertising template has been updated to be more inclusive and can be provided in different formats if requested.
	4.1.5 Encourage job applications from people living with disability, including a statement of support for those who require adjustments to the recruitment process or workplace to assist with accessibility	12	People and Culture	Short term and ongoing	Statement added to all position descriptions and advertisements	100%	Statement is included on our website and all job advertisements.
	4.1.6 Investigate the potential for incorporating the functions of an "Inclusion Officer" into a role at Council in the future.	12	People and Culture	Medium term	Investigated and either pursued/not pursued	100%	Investigated and not pursued at this time. As part of the Diversity, Inclusion and Belonging Plan a Diversity, Inclusion and Belonging Group comprising staff across the organisation has been formed and undertakes activities within the organisation to promote and encourage a culture of diversity and inclusion.
	4.1.7 Include the DAIP in onboarding process for new Elected Members, employees and volunteers	12	Governance (Elected Members), People and Culture (staff), and Community and Cultural Development (volunteers)	Medium term	DAIP is included in all Elected Members, employees and volunteers onboarding process	100%	All new staff are advised of the Disability Access and Inclusion Plan and the Diversity, Inclusion and Belonging Group.

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
	4.1.9 Investigate possibility of a buddy program for existing volunteers to support new volunteers with disability	12	Volunteer Coordinator	Medium term	Investigate and cost volunteer buddy program and submit budget bid	100%	Council's Volunteer Development Officer has investigated a volunteer buddy program and is progressively reviewing and modifying volunteer positions and programs to be inclusive of people with different abilities. As a result of this three new volunteers have come on board with lived experience of disability.
	4.1.10 Assess all new vacancies to determine if a drivers licence should be an essential requirement of the role	12	People and Culture	Short term	Base line template for all roles will not ask for a driver's licence, all new vacancies are assessed, and drivers licence requirement included if essential	100%	Drivers license as essential has been removed from the Position Description template. All roles are individually assessed to establish if a drivers licence is required.
4.2 Promote workforce diversity	4.2.1 Develop a workforce Diversity, Inclusion and Belonging Plan	12	People and Culture	Short term	A workforce Diversity, Inclusion and Belonging Plan is developed	100%	City of Unley has a Diversity, Inclusion and Belonging Plan which is being implemented in the organisation with short, medium and long term actions.
ACTIONS IN PROGRESS & ON TRACK							

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
1.2 Promote inclusion for all attending organisational meetings	1.2.2 All Council owned public buildings fitted with the correct aids, equipment and accessible as required by the Building Code of Australia and AS1428	3	Facilities Manager	Medium term	Installation of appropriate accessible features to facilitate attendance at meetings	75%	The Unley Community Hub was designed with accessibility in mind, and this was successfully tested by Purple Orange in September 2023. Planned upgrades for the Civic Customer Service Centre (2023-24) include better accessibility for people using a wheelchair or with mobility impairments. The Millswood Croquet Club upgrade included kitchen and clubroom upgrades, landscaping, accessible carparking removing steps to provide smooth transition from the carpark to the club rooms. In addition to this, an asset management plan and associated budget has recently been approved by Council. This includes an accessibility audit of Council's community facilities to identify further improvements.
1.3 Council website and hard copy publications are provided in easy to read format to improve access to information	1.3.1 Review website and current suite of documents, provide key staff with Easy English training and acquire Easy English app for conversion of documents	2	Communications and C&CD	Medium term	Review of website and hard copy documents is undertaken.	50%	Website review has been completed.
					Updated style guide including accessibility section.	75%	Updated Style Guide is due for completion in June 2024, and will be followed by an implementation plan to support more accessible Communications.
					Documents are converted into easy read format.	50%	(refer 3.1.1 below)
					Relevant staff undertake Easy English training	25%	Training options have been investigated and this project will be delivered in financial year 24/25.

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
2.4 Council is an industry leader in access and inclusion	2.4.2 Review Council's Engagement Toolkit to incorporate Inclusive SA principles into all community consultation	5	Community Support & Wellbeing and Communications	Medium term	Review of Toolkit undertaken and updated as required including accessibility section, noting that State Government reforms on consultation will deliver a State-wide Consultation Charter for Local Government. Once this is released, Councils will update their consultation/engagement policies to reflect the charter	75%	Council recently endorsed a Community Engagement Strategy. In line with this, Council's Engagement Toolkit has been reviewed and updated. Changes to the Toolkit will involve making the document digital for display on council's website.
3.1 Information about Council services developed in alternative formats (plain English, adequate font size and colours, touch screens, braille, TTY and hearing loops)	3.1.1 All new plans and strategies are provided in easy read, plain English formats	9	Communications	Long term	All new plans developed are provided in alternative formats and follow Communications team style guide	50%	Staff have been advised to develop strategic plans in easy read formats. Quotes sought to convert documents to easy-read have been greater than what has been budgeted for. As a result, staff are currently reconsidering how to deliver this action within existing budgets which may include a plain English summary document and an opportunity to call a staff member to talk about the plan or strategy.

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
	3.1.2 Equipment is provided to assist hearing impaired people at the customer service centre	9	Facilities Manager	Long term	Equipment is operational at Customer Service and promoted.	50%	Customer service centre is scheduled for an upgrade in 2023/24. The upgrade has been planned in a way that achieves DDA compliance and improves the experience for people who have different abilities. Through the use of different technologies, customer service staff are able to communicate in different ways with people who have hearing impairment. Methods include written communication, website accessibility widgits and face-to-face communication.
	3.1.3 Install hearing loops in all Council owned venues	9	Facilities Manager	Long term	Hearing loops installed in all venues	50%	An investigation into hearing loops has shown that they are not the most practical or suitable option for Council's venues. Other options to improve audibility for people with hearing deficits are yet to be identified.
3.3 Accessible Council buildings and facilities, car parks, reserves, footpaths (including community events) and infrastructure using Universal Design Principles	3.3.1 Review Asset Management Plan, including a focus footpath maintenance program to determine extent of works, compliant with AS1428 and continue with program to address gaps	7	Strategic Assets	Short term	Asset Management Plans are updated. Compliance with AS 1428 is achieved	75%	Asset Management Plans with associated budget have been approved by Council. These include assessment of pedestrian ramps for compliance with accessibility standards including tactiles, design etc. Data has also been collected to develop a design guide for tight streets with footpaths to balance space constraints with the needs of users. This will contribute to improved access for people with different physical abilities.

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
	3.3.2 Audit existing playgrounds, fitness equipment and associated public amenities including toilets to ensure they meet appropriate design principles for both access and inclusion and follow Inclusive Play Guidelines ("Touched by Olivia") in the development of new and upgraded playgrounds and play spaces and include rest spots and accessible water fountains	7	City Development / Asset Management	Medium term	Audit is completed and included into update of Asset Management Plans, new and upgraded playgrounds and spaces are developed using Inclusive Play Guidelines	75%	Asset Management Plans includes play spaces. All new playgrounds are designed using the Inclusive Play Guidelines.
4.1 Provide employment, volunteering and workplace opportunities across Council for people with disability	4.1.8 Review Council Volunteer policy and procedures to reflect inclusion and access for all	12	Volunteer Coordinator	Short term	Volunteer policy and procedures are reviewed and updated	50%	The Volunteer Policy is currently being reviewed. This process includes engagement with Volunteering SA/NT, council's Volunteer Reference Group and benchmarking with other councils. The review will specifically focus on opportunities to improve inclusion for people with different abilities.
ACTIONS YET TO COMMENCE AND/OR BEHIND SCHEDULE							
1.1 Accessibility and Inclusion actions are embedded across the organisation	1.1.1 Establish a DAIP Reference Group to be run in a collaborative and sustainable way, undertake regular consultation, co-design and engagement, and deliver on annual reporting requirements. Group to comprise of community members, including people with lived experience of disability and carers.	2	C&CD	Short term	DAIP Reference Group is established and engaged with on relevant Council initiatives including progress of the DAIP.	25%	The City of Unley had committed to engage with the LGA Disability Access and Inclusion Reference Group for the purpose of this action. The group is no longer in operation. Council currently has an Active Ageing Alliance, Living Young Reference Group and volunteer Reference Group. Each includes people with lived experience of disability. Additional methods of engagement will be considered during 2024/25

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
	1.1.2 All Elected Members, employees and volunteers undertake Disability Awareness training	2	Governance (Elected Members), People and Culture (staff), and Community and Cultural Development (volunteers)	Medium term	All Elected Members, employees and volunteers receive training	25%	Disability Inclusion training is conducted annually and will continue. In 2023, 30 people attended (4 volunteers and 26 were staff). This training does not form part of Elected Members Mandatory Training and Development requirements as mandated by Section 80 A of the Local Government Act and Regulation 8AA of the Local Government (General) Regulations.
	1.1.3 Investigate offering Disability Access and Inclusion training to community organisations and businesses	2	C&CD, ED	Long term	Cost and viability are investigated, and budget bid submitted	0%	Not yet commenced. This project will be delivered in financial year 24/25 and 25/26.
1.4 Programs provided by Council are accessible and inclusive for all	1.4.4 Accessibility principles embedded in event permit application process, ensure event organisers consider disability parking at event sites	1	Events Coordinator	Short term	Event Toolkit updated and permit application process requests event organisers to consider and demonstrate how they will improve access and inclusivity at their event and show consideration of disability parking provisions	0%	Not yet commenced. This project will be scoped in financial year 24/25.
	1.1.4 All project scopes and budget bids include a section to describe how disability access and inclusion has been/will be addressed	2	Finance	Short term	Project scope and budget bid template documents include a new section detailing how disability access and inclusion has been/will be addressed	0%	Not yet commenced. This project will be delivered in financial year 24/25.

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
1.6 Community Grants support access and inclusion	1.6.1 Community Grant category for access and inclusion is trialled	1	C&CD	Short term	Number of applications received in trial category will determine how oftern to include in future rounds	25%	Decision to trial this was deferred until after the review of the Community Grant program (to be completed by June 2024)
2.1 People living with disability are supported to participate and make decisions within the community	2.1.1 Support people living with disability to actively participate in decision-making processes within Council or the community by providing co-design engagement opportunities online and in person	4	C&CD	Ongoing	People are provided with a platform to influence decision making process involving projects within the community through the use of online and in person opportunities. Establishment of DAIP Reference Group.	25%	The City of Unley previously utilised the Local Government Assosication's Disability & Inclusion Reference Group, however this group has now ceased. During 2024/25 staff will explore alternative options.
3.1 Information about Council services developed in alternative formats (plain English, adequate font size and colours, touch screens, braille, TTY and hearing loops)	3.1.4 Undertake a communication access audit	8	Communications	Long term	Communication access audit undertaken	0%	Not yet commenced. This project will be scoped in financial year 25/26.
3.3 Accessible Council buildings and facilities, car parks, reserves, footpaths (including community events) and infrastructure using Universal Design Principles	3.3.5 Conduct regular reviews of accessible on and off-street car parking	7	City Design	Ongoing	Reviews are undertaken biennially and parking strategy consulted with DAIP Reference Group and in place	25%	A condition audit of on and off street parking has been budgeted for 2023/24. The audit outcomes will determine a prioritised workplan to maintain and improve parking in the City of Unley.
	3.3.6 Continue to provide charging points for mobility devices across the City	7	Asset Management	Ongoing	Charging points maintained and included in new developments where possible	0%	Power and space for storing/ charging mobility devices is available at libraries and community centres. Other opportunities across the City are yet to be identified.

THEME	ACTION	STATE PLAN PRIORITY	RESPONSIBILITY	TIMEFRAME	MEASUREABLE TARGET	% implementation	Comment
	3.3.7 Undertake a risk assessment, and identify priorities to resolve risks caused by some types of street trees and their seeds, leaves and bark	7	City Development	Short term	Risk assessment undertaken and actions included in regular maintenance schedules.	0%	Not yet commenced. This project will be scoped during 2024/25.
3.4 Review and refresh the promotion of publicly accessible car parking and amenities within parks/reserves	3.4.1 Create a register of all accessible playgrounds, parking and public amenities and place on Council website. Investigate new technology options such as apps.	7	Open Spaces, Assets, Open Cities, Communications	Medium term	Accessible amenities are promoted via a map on Council website	0%	Not yet commenced. This project will be scoped during 2024/25.

DECISION REPORT

REPORT TITLE:	REQUEST TO FLY ITALIAN FLAG ON 2 JUNE 2024
ITEM NUMBER:	4.8
DATE OF MEETING:	22 APRIL 2024
AUTHOR:	MARK LABAZ, MANAGER GOVERNANCE
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	NIL

1. PURPOSE

Council has received a request from the President of the Committee of Italians Abroad, South Australia (Committee), *Com.It.Es South Australia*, to fly the Italian National Flag at the Unley Civic Centre on Italian National Day on 2 June 2024.

Under the conditions of Council's Flag Policy (Policy), a resolution of Council is needed to fly the flag of other nations on any Council flagpole. The Policy also requires that the protocols from the Department of Prime Minister and Cabinet (DPMC) are to be followed.

The request from the Italian community through this Committee meet the above requirements

2. RECOMMENDATION

That:

1. The report be received.

2. The request to fly the National Flag of Italy at the Unley Civic Centre in recognition of Italian National Day (2 June 2024), be approved with the flag to be raised in the morning on Friday 31 May 2024 and lowered in the morning on Monday 3 June 2024.

3. RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN

1. Community Living
   1.2 Our Community participates in community activities, learning opportunities and volunteering.
   1.4 Our Community is proud to be part of our City
   1.5 Our City is connected and accessible
4. Civic Leadership
   4.1 We have strong leadership and governance

4. BACKGROUND

The Italian community through the Committee of Italians Abroad, South Australia (Committee), *Com.It.Es South Australia* is extremely active in promoting Italian culture within South Australia.

Based on 2021 Census data, the City of Unley along with several other metropolitan councils, cover the areas of Adelaide with the greatest presence of Italian migrants, or people who claim Italian heritage.

A similar request was received from the Committee last year and was approved by the Chief Executive Officer (CEO) and Mayor in accordance with the Policy, as there was insufficient time for a Council resolution, without holding a special meeting of Council.

There are five flag poles at the Civic Centre on Unley Road. Council's Policy provides that the standard flag display at the City of Unley Civic Centre will comprise:

- The Australian National Flag;
- The South Australian Flag;
- The Aboriginal Flag;
- The Torres Strait Islander Flag; and
- The City of Unley Ensign (bearing the City of Unley logo).

Subject to Council approval, other flags may be flown in a symbolic gesture of inclusiveness and multiculturalism.

When requests to fly flags are approved by Council, the City of Unley Ensign would be the flag that is removed to accommodate the approved flag.

5. DISCUSSION

A request has been received from the President of the Committee of Italians Abroad, South Australia (Committee),*Com.It.Es South Australia*, to fly the Italian National Flag at the Unley Civic Centre on Italian National Day, *Festa della Repubblica*, on 2 June 2024.

On 2 June 1946, Italy held a referendum to choose between a Republic and Constitutional Monarchy. The Republican institutional form was chosen. It was also the first time that universal suffrage was implemented in the sense that Italian women were eligible to vote.

As 2 June is a Sunday this year, the flag will be raised in the morning on Friday 31 May 2024 and lowered in the morning on Monday 3 June 2024.

Council's Policy specifies that a resolution of Council is needed to fly the flag of other nations on any Council flagpole and if there is insufficient time for a Council resolution, without holding a special meeting of Council, the CEO in consultation with the Mayor may approve or refuse a request.

The Policy also specifies that the protocols from the DPMC are to be followed. Advice has previously been sought from the Commonwealth Flag Officer at the DPMC to confirm that Italy is a country officially recognised by the Australian Government. Diplomatic protocols therefore allow for the Italian National flag to be flown from Government buildings (which includes local government premises).

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- Nil.

6.2 Risk Management (identification and mitigation)

- Not applicable.

6.3 Staffing/Work Plans/Additional Resource Impact

- Given that the request to raise the Italian National Flag is on a Sunday the recommendation stipulates that the flag will be raised on Friday 31 May 2024 and will be lowered on Monday 3 June 2024.

6.4 Climate/Environmental Impact

- Not applicable.

6.5 Social/Economic

- Council's strategic objective of "Our Community is proud to be part of our City", seeks to preserve and celebrate our City's history, heritage and local character.
- Approval of this request supports cultural diversity and recognition.
- Council along with several other metropolitan councils cover the areas of Adelaide with the greatest presence of Italian migrants, or people who claim Italian heritage.
- If Council was to decide not to raise the Italian National Flag this could lead to disappointment for members of the Italian community.

7. ANALYSIS OF OPTIONS

Option 1 –

1. The report be received.

2. The request to fly the National Flag of Italy at the Unley Civic Centre in recognition of Italian National Day (2 June 2024), be approved with the flag to be raised in the morning on Friday 31 May 2024 and lowered in the morning on Monday 3 June 2024.

The request to fly the Italian National Flag on Italian National Day falls within the allowed protocols of DPMC and Council's Policy.

The City of Unley has been identified as one of several Adelaide municipalities with the greatest presence of Italian migrants or people who claim Italian heritage and approval of this request supports cultural diversity and recognition.

The flag will be provided by the Committee of Italians Abroad, South Australia. It will be displayed in the protocol order from the DPMC "Australian Flags" booklet, that is, between the Australian National flag and the State flag.

In order to fly the Italian National Flag, a flag will need to be lowered to accommodate this request. The City of Unley Ensign (bearing the City of Unley logo) will be lowered unless Council specifies an alternative flag to be lowered to accommodate the Italian Flag.

This option allows the Italian Flag to be flown over a longer period of time due to the weekend which occurred last year and is the expectation of the Committee.

Option 2 –

1. The report be received.

2. The request to fly the National Flag of Italy at the Unley Civic Centre in recognition of Italian National Day (2 June 2024), is not approved.

It is at Council's discretion to determine if the flag will be flown.

Not approving the request to fly the Italian National Flag is inconsistent with Council's strategic objective of "Our Community is proud to be part of our City", which seeks to preserve and celebrate our City's history, heritage, cultural diversity and local character.

Council, through the CEO and Mayor, has previously supported the same request in 2023. Not supporting the request this year may lead to disappointment for members of the Italian community given that they are requesting their Country's flag be raised and flown in commemoration of their National Day.

8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer

DECISION REPORT

REPORT TITLE:	CODE OF PRACTICE - ACCESS TO COUNCIL AND COMMITTEE MEETINGS AND DOCUMENTS - REVIEW FOR PUBLIC CONSULTATION
ITEM NUMBER:	4.9
DATE OF MEETING:	22 APRIL 2024
AUTHOR:	MARK LABAZ, MANAGER GOVERNANCE
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	1. CURRENT CODE OF PRACTICE FOR ACCESS TO COUNCIL MEETINGS AND DOCUMENTS 2. DRAFT REVISED CODE OF PRACTICE - ACCESS TO COUNCIL AND COMMITTEE MEETINGS AND DOCUMENTS

1. PURPOSE

This report seeks Council's endorsement of the revised *Code of Practice – Access to Council and Committee Meetings and Documents* (Code) for public consultation as mandated by Section 92(5) of the *Local Government Act 1999* (Act).

2. RECOMMENDATION

That:

1. The report be received.

2. The revised Code of Practice – Access to Council and Committee Meetings and Documents as set out in Attachment 2 to this Report (Item 4.9, Council Meeting 22/04/2024), be endorsed for public consultation pursuant to Section 92(5) of the Local Government Act 1999.

3. The Chief Executive Officer be authorised to make amendments of a minor editorial, formatting and/or technical nature to the revised Code of Practice – Access to Council and Committee Meetings and Documents prior to release for public consultation.

3. RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN

4. Civic Leadership
4.1 We have strong leadership and governance.
4.3 Our business systems are effective and transparent.

4. BACKGROUND

Council policies, procedures and codes set the strategic tone of Council on matters that significantly impact the community in some way. Once adopted, these policies, procedures and codes require periodical review, and in some instances, public consultation as part of the review process, after which they are presented to Council for consideration and adoption.

The current Code of Practice for Access to Council Meetings and Documents (Code), provided as Attachment 1, captures the principles of open, transparent, and informed decision making of Council meetings or those of Council Committees (Committees) which have been established under Section 41 of the *Local Government Act 1999* (Act), and encourages community participation at these meetings and access to such meeting documents.

Attachment 1

This is a mandatory Code pursuant to Section 92(1) of the Act which requires that Council must prepare and adopt a code of practice relating to the principles, policies, procedures and practices that Council will apply for the purposes of public access to Council and Committee meetings and minutes of Council and Committee meetings and release of documents.

This Code has been reviewed as part of Council's ongoing policy and procedure review process with amendments made to accord with changes to the Act since the last review and to align with the current Local Government Association of South Australia (LGASA) Access to Council and Committee Meetings and Documents Model Code of Practice (LGASA Code).

The Code has also been transcribed into Council's recently updated policy and procedure template.

5. DISCUSSION

Section 92(1) of the Act requires Council to prepare and adopt a Code of Practice for Access to Meetings and Documents.

Public access to Council and Committee meetings and documents is one of the primary means by which the community can gain access to information about the business of Council and Committees.

This Code includes information relating to:

- Access to the agenda for meetings.
- Public access to meetings.
- Process to exclude the public from meetings.
- Matters for which the Council or Committee can order that the public be excluded.
- How Council will approach the use of the confidentiality provisions of the Act.
- Public access to documents, including minutes.
- Accountability and reporting to the community and the availability of the Code.
- Grievances about the use of the Code by Council.

The Code has been reviewed taking into consideration the mandatory requirements of the Act noting that updates within the Code have also considered the current LGASA Code.

The revised Code is provided as Attachment 2.

Attachment 2

Material amendments to the revised Code are summarised as follows:

Code Title

The Code title has been updated to reflect and acknowledge that the Code also applies to Committees of Council created under Section 41 of the Act.

Related Policies and Procedures

This section of the Code has been updated to reflect Council's current related policies, procedures and codes, and that of the LGASA.

Community Plan Link

The current and relevant Four-Year Delivery Plan strategies have been incorporated into the Code replacing the redundant Community Goals.

Scope

A scope section has now been included to articulate the application of the Code in its entirety.

Code Purpose/Objectives

The purpose and objectives of the Code have been updated to reflect revised Code content and to align with the requirements of the current LGASA Code.

Appendix A of the Code has been reviewed and updated to accurately reflect the circumstance in which a Council or Committee may order the public to be excluded from a meeting in relation to Section 90(3) of the Act to receive, discuss, or consider matters in confidence.

Definitions

The definitions section has been updated and consolidated in the Code to reflect the new format of the recently updated policy and procedure template.

A definition of Council staff/employee has been included. Due to the amendment of the Act, the term and definition of ‘informal gathering’ has been replaced with the current term and definition, being information and briefing sessions.

Process to Exclude the Public from a Meeting

A new section of the Code in relation to the exclusion of the public from a meeting has been included to accord with amendments made to the Act and to align with the current LGASA Code.

Information and Briefing Sessions

Amendments to the Act removed the term and descriptors in relation to informal gatherings. New Section 90A of the Act dealing with information and briefing sessions is now reflected in the revised Code with a new clause added to describe these requirements.

Review of Confidentiality Orders

Whilst a requirement under the Act, this matter was not included in the current version of the Code. A new section specifically dealing with the review of confidentiality orders has now been inserted into the revised Code which aligns with the current LGASA Code.

Public Access to Documents

This section of the Code has been rewritten to align with the terminology and wording used in the current LGASA Code. A new Appendix B has been included in the revised Code providing a list of Council documents that must be publicly available and/or available for purchase.

Public Access to Minutes

Minutes of a meeting of Council or a Committee must be made available for access to the public through Council’s website. This requirement was not detailed in the current version of the Code.

Accountability and Reporting to the Community

This requirement was not clearly articulated in the current Code. These accountability and reporting requirements are now included in the revised Code in detail and in accordance with wording used in the current LGASA Code.

Next Steps

Following Council's endorsement of this revised Code, it will be released for public consultation purposes which is a mandated requirement pursuant to Section 92(5) of the Act.

At the conclusion of the public consultation process, feedback will be considered by the Administration and any material changes to the revised Code will be incorporated therein.

A final revised Code, incorporating material changes from feedback provided during the public consultation process, will then be presented at a Full Council Meeting for adoption.

Following adoption, the Code will be placed on Council's website for information and reference.

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- The review and release of the Code is being delivered within existing resources.
- There are no additional financial implications with the recommendation.

6.2 Risk Management (identification and mitigation)

- Updates to the Code meet the relevant legislation and there are no foreseeable risks associated with the proposed amendments.
- Once adopted by Council the Code will be placed on Council's website for information.

6.3 Staffing/Work Plans/Additional Resource Impact

- The Code is administered under current resourcing and does not require additional resources to deliver.

6.4 Climate/Environmental Impact

- Nil.

6.5 Social/Economic

- Nil.

7. ANALYSIS OF OPTIONS

Option 1 –

1. The report be received.

2. The revised Code of Practice – Access to Council and Committee Meetings and Documents as set out in Attachment 2 to this Report (Item 4.9, Council Meeting 22/04/2024), be endorsed for public consultation pursuant to Section 92(5) of the Local Government Act 1999.

3. The Chief Executive Officer be authorised to make amendments of a minor editorial, formatting and/or technical nature to the revised Code of Practice – Access to Council and Committee Meetings and Documents prior to release for public consultation.

This option ensures that Council has undertaken a transparent process to release the revised Code for public consultation and feedback pursuant to the requirements of the Act prior to finalising and endorsing the revised Code for adoption, taking into consideration any material amendments required following the public consultation process.

Option 2 –

1. The report be received.

2. The revised Code of Practice – Access to Council and Committee Meetings and Documents as set out in Attachment 2 to this Report (Item 4.9, Council Meeting 22/04/2024), be endorsed for public consultation pursuant to Section 92(5) of the Local Government Act 1999 with the following amendments:

   - *Amendments to be determined by Council*

3. The Chief Executive Officer be authorised to make amendments of a minor editorial, formatting and/or technical nature to the revised Code of Practice – Access to Council and Committee Meetings and Documents prior to release for public consultation.

Council may wish to make amendments to the Code prior to release for public consultation. If this is the case, amendments should be articulated as part of the resolution.

8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer

Code of Practice for Access to Council Meetings and Documents

Policy Type:	Council Policy
Responsible Department:	Office of the Chief Executive Officer
Responsible Officer:	Chief Executive Officer
Related Policies and Procedures	• Code of Practice Procedures at Meetings. • Review of a Council Decision Procedure
Date Adopted:	C184; 26 November 2007
Last reviewed:	C195; 27 July 2015
Next review date:	Within 12 months of each periodic election (ie. By November 2019)
ECM Doc Set I.D.	1732000

1. POLICY STATEMENT

This code captures the principles of open, transparent and informed decision making of Council meetings or those of Council Committees which have been established under Section 41 of the Local Government Act 1999 (the Act) and encourages community participation and access to such documents.

2. COMMUNITY GOAL

O5.3; Good governance & legislative framework.

3. PRINCIPLES

The Unley Council is fully committed to the principle of open government, whilst recognising that on some occasions it may be necessary in the broader community interest to restrict public access to discussion or documents in accordance with the Act.

4. POLICY OBJECTIVES

The objectives of the Code of Practice for Access to Meetings and Documents (the code) are to ensure that there are clear guidelines for the public in relation to:

- Public access to agendas
- Public access to meetings
- Matters for which the public can be excluded from meetings
- Use of the confidentiality provisions
- Public access to documents
- Accountability and reporting to the community, including the availability of the code, and grievances about the use of the code by Council.

Appendix A to the code details the grounds under Section 90(3) of the Local Government Act 1999 which allow Council or a Council Committee to order that the public be excluded from attendance at a meeting.

5. DEFINITIONS

Clear days – means that the time between the giving of the notice for the meeting and the meeting is to be determined by excluding both the day on which the notice was given and the day of the meeting. For example, notice is given on a Thursday for a following Monday meeting, the clear days being Friday, Saturday and Sunday.

For the purposes of the calculation of "clear days" under Regulation 3(2) of the Local Government (Procedures at Meetings) Regulations 2013, if a notice is given after 5 p.m. on a day, the notice will be taken to have been given on the next day.

Council Committee for purposes of this code means those Committees established by Council under Section 41 of the Local Government Act 1999.

Informal gatherings – It is not unlawful for members of council, a committee and staff to participate in informal gatherings or discussion provided that a matter which would ordinarily form part of the agenda for a formal meeting is not dealt with in such a way as to obtain, or effectively obtain, a decision outside of a formally constituted meeting of council or committee. The following are examples:

- Planning sessions associated with the development of policies and strategies.
- Briefing or training sessions.
- Workshops.
- Social gatherings to encourage informal communication between members or between members and staff.

6. REFERENCES

City of Unley Policy – Code of Practice Procedures at Meetings.
Local Government Association – Model Code of Practice for Access to Meetings and Documents.

7. PROCEDURES

7.1 Public Access to Agendas

(a) At least three clear days before a Council or Council Committee meeting (with the exception of special meetings of the Council) the Chief Executive Officer (CEO) must give written notice of the meeting to all Council or Council Committee members setting out the date, time and place of the meeting and the notice must contain or be accompanied by the agenda for the meeting.

(b) The notice and agenda are also to be placed on public display at the principal office of the Council at the same time as they are forwarded to Council members.

(c) The CEO must publish the notice and the agenda for a meeting on the Council's website.

(d) The notice and agenda must be kept on public display, and continue to be published on the website until the completion of the relevant meeting.

(e) As allowed for in Section 88(7) of the Act, where a committee is not performing a regulatory activity these procedures may be varied (ie. they may be given in a form decided by the committee) and need not be given for each meeting separately. Public notice may be given at a place determined by the CEO taking into account the nature and purpose of the committee.

7.2 Public Access to Meetings

(a) Council (and Council Committee) meetings are open to the public – and attendance is encouraged except where the Council (or the Council Committee) believes it necessary in the broader community interest to exclude the public from the discussion of a particular matter.

(b) The public will only be excluded when considered absolutely necessary and if the circumstances meet the provisions of Sections 90 and 91 of the Act.

(c) These requirements for public access to meetings do not apply to informal gatherings or discussions pursuant to Section 90(8) of the Act.

7.3 Use of the Confidentiality Provisions

(a) Distribution of agenda papers to Members of Council may include advice from the CEO, after consultation with the Mayor and relevant Council Committee Presiding Member, that a document or report on a particular matter may be considered in confidence, with the public to be excluded. Where this occurs, the CEO must specify the basis for keeping the matter confidential in terms of Section 90(3) of the Act.

(b) At the Council or Council Committee meeting, Members will then consider if excluding the public is necessary and appropriate in accordance with the tests contained in Sections 90(3) and 90(4) and 91(8) of the Act.

(c) Before a meeting excludes the public from discussion of a particular matter, the meeting must, in public, formally determine if this is necessary, and then pass a resolution to exclude the public. If a decision to exclude the public is taken, the grounds for this are to be communicated to the public, both in the meeting at the time of the request to leave, and in the minutes.

(d) When discussion of the matter is concluded, the meeting will then consider if it is necessary to make an order that a document associated with the agenda item, is to remain confidential. In determining this, the meeting shall have regard to the provisions of Section 91 of the Act.

(e) Once discussion on the confidential matter is concluded, the public will be permitted to re-enter the meeting. Once members of the public have returned, the decision of the meeting in relation to the confidential matter should be made publicly known unless there has been a formal resolution ordering that some information is to remain confidential.

(f) All details pertaining to any order by the Council or a Council Committee to keep information or a document confidential in accordance with Sections 90 and 91 of the Act, are also to be made known. These are to be recorded in the minutes, which are to be available within five days after the meeting. The intention is that the information will be made publicly available at the earliest possible opportunity.

(g) For the convenience of the public present at a meeting, where it is resolved to consider a matter in confidence, the matter may be deferred until all other business has been dealt with.

7.4 Public Access to Documents

(a) Once a matter has been dealt with, the Council or Council Committee may order that a document relating to the confidential matter is to be kept confidential, in accordance with Section 91(7) and (9) and Section 90(3) of the Act. Where this is considered absolutely necessary, a resolution to this effect is required. The resolution is to include the

grounds for confidentiality and the duration of the order, or circumstances in which the order will cease to apply, or when the order must be reviewed. The resolution is to include whether any delegation of authority is assigned to an officer to revoke the order and, if relevant, any conditions associated with this delegation. Section 91(8) imposes limits on the Council's power to keep documents confidential. The reader is referred to sub-Sections 91(8)(a) to (c) and 91(9) of the Act.

(b) The Council must ensure that a note is made in the minutes recording the making of the order for confidentiality, the grounds and the decision of the Council in relation to the duration of the order.

(c) It should be noted that under Section 91 of the Act there are provisions for access to Council documents. Enquiries regarding access to documents held by the Council are to be directed to the Council's Freedom of Information Officer.

(d) The Council's minutes, reports, recommendations and financial statements are available for inspection without payment. Access to a document which is subject to a current confidentiality order of the Council in accordance with Section 91(7) of the Act is governed by the provisions of the Freedom of Information Act 1991.

7.5 Accountability and Reporting

Council will include details on the use of the confidentiality provisions in the Annual Report.

7.6 Availability of the Code

A copy of this code is available to the public at the Civic Centre, and via the Council's web site. A copy of the code will be supplied if requested, in accordance with the Council's Schedule of Fees and Charges.

7.7 Review

The implementation of this code will be reviewed in accordance with Section 92(2) of the Act (i.e. within 12 months of a periodic election) to ensure that the principle of open government sought in the legislation is being strictly observed. Any amendments to this policy will be made in accordance with the consultation requirements of Section 92(5)(a) and (b) of the Act.

7.8 Grievances

(a) Section 270 of the Act governs the process in relation to a formal Review of a Council Decision. Council's Review of a Council Decision Procedure should be referred to for the principles and procedures regarding grievances about the Council's use of confidentiality provisions.

(b) It is the spirit of this code of practice, that all grievances should be resolved with the Council. If resolution has not been reached, the

Freedom of Information Officer will provide details to assist a complainant to contact the Ombudsman if required.

8. LEGISLATION

This is a mandatory code under Section 92 of the Act. The code must be reviewed within 12 months of the conclusion of each periodic election.

Other relevant legislation includes;

Local Government (Procedures at Meetings) Regulations 2013
Freedom of Information Act 1991.

9. DELEGATIONS

Information about the sub-delegated powers relevant to this code can be found in the Council's Delegations Register.

10. DOCUMENT HISTORY

Date	Council/Committee/Internal	Comment
26 Nov 2007	C 184	Policy no. 042
19 April 2010	CSP 306	
16 May 2011	CSP 31	
23 May 2011	C 135	
14 May 2012	CSP 108	
28 May 2012	C 420	
24 March 2014	C 1086	Was policy no. COU6
27 July 2015	C 195	Mandatory post-election review

Appendix A – Matters for which a Council or Committee can order that the public be excluded.

Council, or a Council Committee, may order that the public be excluded in the following circumstances in accordance with Section 90(3) of the Local Government Act 1999:

a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

b) information the disclosure of which -

   (i) could reasonably be expected to confer a commercial advantage on a person with whom the Council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the Council; and

   (ii) would, on balance, be contrary to the public interest;

c) information the disclosure of which would reveal a trade secret;

d) commercial information of a confidential nature (not being a trade secret) the disclosure of which -

   (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and

   (ii) would, on balance, be contrary to the public interest.

e) matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person;

f) information the disclosure of which could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial;

g) matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;

h) legal advice;

i) information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council;

j) information the disclosure of which -

   (i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and

   (ii) would, on balance, be contrary to the public interest;

k) tenders for supply of goods, the provision of services or the carrying out of works;

l) (22/5/2003; sub-section deleted from Local Government Act 1999)

m) information relating to a proposed amendment to a Development Plan under the Development Act 1993 before a Development Plan

Amendment proposal relating to the amendment is released for public consultation under that Act; or

n) information relevant to the review of a determination of a council under the Freedom of Information Act 1991.

For the purposes of Section 90(9) of the Local Government Act 1999:

The definition of "personal affairs" of a person includes –

(a) that person's -
  (i) financial affairs;
  (ii) criminal records;
  (iii) marital or other personal relationships;
  (iv) personal qualities, attributes or health status;

(b) that person's employment records, employment performance or suitability for a particular position, or other personnel matters relating to the person,

but does not include the personal affairs of a body corporate.

CODE OF PRACTICE - ACCESS TO COUNCIL AND COMMITTEE MEETINGS AND DOCUMENTS

Code Type:	Council
Responsible Department:	Office of the CEO
Responsible Officer:	Manager Governance
Related Policies and Procedures	• Code of Practice – Procedures at Meetings • Internal Review of a Council Decision Procedure • Local Government Association of South Australia Access to Council and Committee Meetings and Documents Model Code of Practice
Community Plan Link	4. Civic Leadership 4.1 We have strong leadership and governance 4.3 Our business systems are effective and transparent
Date Originally Adopted	26 November 2007: C184
Last review date	*To be inserted once adopted*
Next review date	May 2027
ECM Document No.	*To be inserted once adopted*

1. PREAMBLE

1.1. This Code of Practice for Access to Council and Committee Meetings and Documents (Code), captures the principles of open, transparent and informed decision making of Council meetings or those of Council Committees (Committees) which have been established under Section 41 of the *Local Government Act 1999* (Act) and encourages community participation and access to such documents. Section 92 of the Act requires Council to prepare and adopt a Code of Practice for Access to Meetings and Documents.

1.2. The City of Unley (Council) is fully committed to the principle of open government, whilst recognising that on some occasions it may be necessary in the broader community interest to restrict public access to discussion or documents in accordance with the Act.

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2. SCOPE

2.1. This Code applies in its entirety to:

- Council;
- Council Members; and
- Committees of Council established under Section 41 of the Act

3. CODE PURPOSE/OBJECTIVES

3.1. The purpose and objectives of the Code are to ensure that there are clear guidelines for the public in relation to:

- access to the agenda for meetings;
- public access to meetings;
- the process to exclude the public from meetings;
- information and briefing sessions;
- review of confidentiality orders;
- how the Council will the use of the confidentiality provisions in the Act;
- public access to documents, including minutes;
- accountability and reporting to the community, including the availability of the Code;
- review of the Code; and
- grievances about the use of the Code by Council.

3.2 The circumstances in which a Council or Committee may order the public to be excluded are detailed in Section 90(3) of the Act and are included as Appendix A. The minutes of the meeting will record the reason for going into confidence and must explain why it is in the public interest to exclude the public.

4. DEFINITIONS

Term	Definition
Chief Executive Officer (CEO)	Means the appointed CEO or Acting CEO. For the purposes of this Code, the City of Unley.
Clear days	Means that the time between the giving of the notice for the meeting and the meeting is to be determined by excluding both the day on which the notice was given and the day of the meeting. For example, notice is given on a Thursday for a following Monday meeting, the clear days being Friday, Saturday and Sunday. For the purposes of the calculation of "clear days" under Regulation 3(2)(3) of the *Local Government (Procedures at Meetings) Regulations 2013* (Regulations), if a notice is given after 5 p.m. on a day, the notice will be taken to have been given on the next day.
Council	Means a council constituted under the *Local Government Act 1999* (Act)

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Council Committee	Means those Committees established by Council under Section 41 of the Act.
Council Member	Means an Elected Member of the City of Unley.
Council staff/employee	Means any person that is employed full-time, part time, or casually by the Council who received remuneration for their work.
Information and briefing sessions	It is not unlawful for members of Council, a Council Committee (Committee) and Council staff to participate in information and briefing sessions provided that a matter which would ordinarily form part of the agenda for a formal meeting is not dealt with in such a way as to obtain, or effectively obtain, a decision outside of a formally constituted meeting of Council or Committee. The following are examples: ▪ Planning sessions associated with the development of policies and strategies. ▪ Briefing, information or training sessions. ▪ Workshops. ▪

5. CODE STATEMENT/PROCEDURES

5.1. Public Access to Agendas for Meetings

5.1.1. At least three (3) clear days before a Council or Committee meeting (with the exception of special meetings of the Council) the CEO must give written notice of the meeting to all Council or Committee members setting out the date, time and place of the meeting and the notice must contain or be accompanied by the agenda for the meeting. Items listed on the agenda will be decsribed accurately and in reasonable detail.

5.1.2. The notice of the meeting and agenda will be placed on public display at the principal office of the Council at the same time as they are forwarded to Council Members.

5.1.3. The CEO must publish the notice and the agenda for a meeting on the Council's website.

5.1.4. The notice of the meeting and agenda will be kept on public display, and continue to be published on the website until the completion of the relevant Council or Committee meeting.

5.1.5. As allowed for in Section 88(7) of the Act and Part 3 Regulation 24 of the Regulations, where a Committee is not performing a regulatory activity, these procedures may be varied ie. they may be given in a form decided by the Committee and need not be given for each meeting separately. Public notice may be given at a place determined by the CEO taking into account the nature and purpose of the Committee.

5.1.6. Members of the public may obtain a copy of the agenda and any particular reports on payment of a fee (if any) fixed by the Council.

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5.2. Public Access to Meetings

5.2.1. Council and Committee meetings are open to the public and attendance is encouraged except where the Council or the Committee believes it is necessary in the broader community interest to exclude the public from the discussion, and if necessary, a decsison of a particular matter.

5.2.2. The public will only be excluded when considered absolutely necessary ie. the need for confidentiality outweighs the principle of open decision making.

5.3. Process to Exclude the Public from a Meeting

5.3.1. Before a meeting orders that the public be excluded to enable the receipt, discussion and consideration of a particular matter, the meeting must in public, formally determine if this is necessary and appropriate, and then pass a resolution to exclude the public while dealing with that particular matter. If this occurs then the public must leave the room. This means that all members of the public (including Council staff), unless exempted by being named in the resolution as entitled to remain, are required to leave the room. For the operation of Section 90(2) of the Act a member of the public does not include a Council Member.

5.3.2. Once Council, or a Committee has made the order, it is an offence for a person, who knowing that an order is in force, enters or remains in a room in which such a meeting is being held. Should a member of the public refuse to leave the room whilst an order is in place, Council will adjourn the meeting and reconvene once the member of the public has left, or conduct the meeting at an alternative location. It is lawful for Council to engage the services of the Police or a Security Guard to enforce the requirement to leave the room whilst an order is in place.

5.3.3. Council, or a Committee, can by inclusion within the resolution permit a particular person or persons to remain in the meeting. An example would be allowing a ratepayer who is suffering personal hardship to remain in the meeting when their circumstances concerning the payment of rates is being discussed.

5.3.4. Once discussion on that particular matter is concluded, the public are then permitted to re-enter the meeting. If there is a further matter that needs to be considered in confidence it is necessary to again undertake the formal determination process and to resolve to exclude the public as above.

5.4. Information and Briefing Sessions

5.4.1. Council or the CEO are permitted to facilitate an 'information or briefing session' where more than one member of the Council or Committee is invited.

5.4.2. A matter must not be dealt with at an information or briefing session in such a way so as to obtain, or effectively obtain, a decision outside of a formally constituted meeting of Council or Committee.

5.4.3. An information or briefing session on a matter that will be included on a council agenda must be open to the public. However, the Council or the CEO may order that the information or briefing session be closed to the public if the

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matter listed for discussion falls within the confidentiality provisions listed in Section 90(3) of the Act.

5.4.4. Whether or not an information or briefing session has been open to the public, the following information must be published as soon as practicable after the holding of the session:

- the place, date and time of the session;
- the matter discussed at the session; and
- whether or not the session was open to the public.

5.5. Use of the Confidentiality Provisions

5.5.1. Distribution of agenda papers to Council Members may include advice from the CEO, after consultation with the Mayor and relevant Committee Presiding Member, that a document or report on a particular matter may be considered in confidence, with the public to be excluded. Where this occurs, the CEO must specify the basis for keeping the matter confidential in terms of Section 90(3) of the Act.

5.5.2. At the Council or Committee meeting, Members will then consider if excluding the public is necessary and appropriate in accordance with Sections 90(3) and 90(4) and 91(8) of the Act.

5.5.3. Before a meeting excludes the public from discussion of a particular matter, the meeting must, in public, formally determine if this is necessary, and then pass a resolution to exclude the public. If a decision to exclude the public is taken, the grounds for this are to be communicated to the public, both in the meeting at the time of the request to leave, and in the minutes.

5.5.4. Once discussion of the matter is concluded, the meeting will then consider if it is necessary to make an order that document(s) (or parts of the document(s)) associated with the agenda item, including minutes, are to remain confidential.

5.5.5. If the meeting determines that it is necessary to keep a document(s) (or parts of document(s)) confidential, then a resolution for an order to this effect is required in accordance with Section 91(7) of the Act.

5.5.6. The Council or the Committee can only resolve to keep minutes and/or documents confidential under Section 91(7) of the Act if they were considered in confidence at a Council or Committee Meeting pursuant to Sections 90(2) and 90(3) of the Act.

5.5.7. The Council will not consider a number of agenda items "in confidence" together i.e. en bloc. It will determine each item separately and consider the exemptions relevant to each item.

5.5.8. All details pertaining to any order by the Council or a Committee to keep information or a document confidential in accordance with Sections 90 and 91 of the Act, are also to be made known. These are to be recorded in the minutes, which are to be available within five (5) days after the meeting. The intention is that the information will be made publicly available at the earliest possible opportunity.

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5.5.9. For the convenience of the public present at a meeting, where it is resolved to consider a matter in confidence, the matter may be deferred until all other business has been dealt with.

5.6. Review of Confidentiality Orders

5.6.1. A confidentiality order made under section 91(7) of the Act must specify the duration of the order or the circumstances in which the order will cease to apply, or a period after which the order must be reviewed. In any event, any order that operates for a period exceeding twelve (12) months must be reviewed at least once in every year.

5.6.2. An order will automatically lapse if the time or event specified has been reached or carried out. There is no need for Council to resolve for the confidentiality order to be lifted. Once the order expires or ceases to apply, the minutes and/or documents automatically become public. At this point in time, Council will make this information publicly available by publishing it on Council's website.

5.6.3. Orders that exceed twelve (12) months must be reviewed annually and the Council must assess whether the grounds for non-disclosure are still relevant and, if so, provide the relevant grounds and reasons for the minutes and/or documents remaining confidential. The conduct of the annual review can be delegated to the CEO and sub-delegated to a Council employee if appropriate. If there are any items that require a fresh confidentiality order because the original order is about to expire, then the reviewer will prepare a report to Council making recommendations with respect to each item to be retained in confidence. Each item must be addressed separately and assessed against section 90(3) and section 91(7) of the Act. While a Council may delegate the power to undertake an annual review, the Council cannot delegate the power to apply sections 90(3) and 91(7) of the Act.

5.6.4. Council may resolve to exclude the public from a meeting to discuss and undertake consideration of the recommendations arising from the annual review in confidence, subject to the application of the relevant ground under section 90(3) of the Act. Section 90(3) of the Act must be applied separately to each item within the scope of the review and not en bloc.

5.6.5. Council or a Committee may delegate to a Council employee the power to revoke an order made in accordance with Section 91(7) of the Act. Such delegation may be subject to conditions.

5.7. Public Access to Documents

5.7.1. Section 132 of the Act provides for various documents to be made available for inspection and purchase by the public for a fee set annually by Council. Additionally Section 9 of the *Freedom of Information Act 1991* requires Council to publish an Information Statement. The purpose of this statement is to provide details around how to access information held by Council, what information Council can provide and how this information is managed by Council.

5.7.2. Council may also make a document available in electronic form and place it on the internet for public access. Schedule 5 of the Act (included as Appendix B)

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lists all documents which must be publicly available and/or available for purchase.

5.7.3. In accordance with Section 91(8) of the Act the Council or Council Committee must not make an order to prevent:

- the disclosure of the remuneration or conditions of service of an employee of the Council after the remuneration or conditions have been set or determined; or
- the disclosure of the identity of a successful tenderer for the supply of goods or the provision of services (including the carrying out of works), or of any reasons adopted by the Council as to why a successful tenderer has been selected; or
- the disclosure of the amount or amounts payable by the Council under a contract for supply of goods or the provision of services (including carrying out of works) to, or for the benefit of, the council after the contract has been entered into by all parties to the contract; or
- the disclosure of the identity of land that has been acquired or disposed of by the Council, or of any reasons adopted by the Council as to why land has been acquired or disposed of by the Council.

5.8. Public Access to Minutes

5.8.1. Minutes of a meeting of Council or a Committee must be made available, on the Council's website www.unley.sa.gov.au

5.9. Accountability and Reporting to the Community

5.9.1. A report on the use of Sections 90(2) and 91(7) of the Act by Council and Committees must be included in the annual report of Council as required by Schedule 4 of the Act. This supports commitment to the principle of accountability to the community. The reporting should include the following information, separately identified for both Council and Committees:

5.9.1.1. Number of occasions each of the provisions of Sections 90(2) and 90(3) were utilised;

5.9.1.2. Number of occasions each of the provisions of Sections 90(2) and 90(3) and Section 91(7) of the Act were utilised, expressed as a percentage of total agenda items considered;

5.9.1.3. An indication of any particular issues that contributed to the use of confidentiality provisions on more than one occasion e.g. a proposal to acquire a parcel of land was considered on three (3) separate occasions;

5.9.1.4. Number of occasions that information originally declared confidential has subsequently been made publicly available; and

5.9.1.5. Number of occasions that information declared confidential has not been made publicly available and the reason for this in each case.

5.10. Review

5.10.1. This Code will be reviewed once in a term of Council within twelve (12) months after the conclusion of each periodic election.

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5.11. Grievances

5.11.1. Council has established an Internal Review of Council Decision Procedure (Procedure) for the review of decisions under Section 270 of the Act for:

- Council and its Committees;
- Council employees; and
- Other persons acting on behalf of Council.

5.11.2. Should a person be aggrieved about public access to either a meeting or a document they can lodge an application for review of that decsison under this Procedure. The Procedure is available from the Councils website www.unley.sa.gov.au

6. DELEGATIONS

Nil.

7. LEGISLATION

- *Freedom of Information Act 1991*
- *Local Government Act 1999*
- *Local Government (Procedures at Meetings) Regulations 2013*

8. AVAILABILITY OF THE CODE

8.1. The Code is available for public inspection during normal office hours at:

The Civic Centre,

181 Unley Road, Unley SA 5061.

A copy may be purchased for a fee as determined annually by Council.

It is also available for viewing, download and printing free of charge from the Council's website www.unley.sa.gov.au.

9. DOCUMENT HISTORY

Date	Version No.	Comment
26 November 2007	1	C184
23 May 2011	2	C135
28 May 2012	3	C420
24 March 2014	4	C1086
27 July 2015	5	C195
	6	*To be populated once adopted*

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Refer 3.2: *Appendix A – Matters for which a Council or Committee can order that the public be excluded from attendance at a meeting*

The following information and matters are listed for the purposes of section 90(2) of the Act:

Section 90(3)(a) – *information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);*

Section 90(3)(b)(i) – *could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*

Section 90(3)(b)(ii) – *information the disclosure of which would reveal a trade secret;*

Section 90(3)(c) – *Trade Secrets*

Section 90(3)(d) – *commercial information of a confidential nature (not being a trade secret) the disclosure of which—*

> Section 90(3)(d)(i) – *could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
>
> Section 90(3)(d)(ii) – *would, on balance be contrary to the public interest;*

Section 90(3)(e) – *matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person;*

Section 90(3)(f) – *information the disclosure of which could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial;*

Section 90(3)(g) – *matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;*

Section 90(3)(h) – *Legal advice*

> Section 90(3)(h)(i) - *relating to actual litigation, or litigation on reasonable grounds will take place*

Section 90(3)(i) – *information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council;*

> Section 90(3)(j)(i) - *would divulge information provided on a confidential basis to a Minister of the Crown or another public authority or official*

Section 90(3)(j) – *information provided on a confidential basis by or to a public authority or official*

> Section 90(3)(j)(ii) - *would on balance be contrary to the public interest*

Section 90(3)(k) – *tenders for the supply of goods, the provision of services or the carrying out of works;*

Section 90(3)(m) – *information relating to a proposal to prepare or amend a designated instrument under Part 5 Division 2 of the Planning, Development and Infrastructure Act 2016 before the draft instrument or amendment is released for public consultation under that Act;*

Section 90(3)(n) – *information relevant to the review of a determination of a council under the Freedom of Information Act 1991.*

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Section 90(3)(o) - *information relating to a proposed award recipient before the presentation of the award.*

For the purposes of Section 90(9) of the Act:

The definition of "personal affairs" of a person includes –

(a) that person's -
  (i) financial affairs;
  (ii) criminal records;
  (iii) marital or other personal relationships;
  (iv) personal qualities, attributes or health status;

(b) that person's employment records, employment performance or suitability for a particular position, or other personnel matters relating to the person,

but does not include the personal affairs of a body corporate.

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Refer 5.7.2: Appendix B – Documents to be made available by Councils

Reviews of council constitution, wards and boundaries

Representation options papers and reports on reviews of council composition or ward structure (Chapter 3 Part 1 Division 2 of the *Local Government Act 1999*)

Registers and Returns

Registers required under the *Local Government Act 1999* or the *Local Government (Elections) Act 1999*, other than the Register of Interests kept for the purposes of Chapter 7 Part 4 Division 2 Campaign donations returns under the *Local Government (Elections) Act 1999*

Codes

Codes of conduct or codes of practice under the *Local Government Act 1999* or the *Local Government (Elections) Act 1999*

Meeting papers

Notice and agenda for meetings of the council, council committees and electors

Minutes of meetings

Documents and reports to the council or a council committee that are able to be supplied to members of the public

Recommendations adopted by resolution of the council

Policy and administrative documents

Record of delegations under the *Local Government Act 1999* (other than delegations made by the Minister)

Contract and tenders policies

Policy for the reimbursement of members' expenses

Strategic management plans

Annual business plan (after adoption by council) and summary required under the *Local Government Act 1999*

Annual budget (after adoption by council)

Audited financial statements

Annual report

Extracts from the council's assessment record

List of fees and charges

Public consultation policies

Management plans for community land

Policy on the making of orders Procedures for the review of council decisions (Chapter 13 Part 2) and any report under section 270(8) of the *Local Government Act 1999*

Charter for subsidiaries established by the council or for which the council is a constituent council

The most recent information statement of the council under the *Freedom of Information Act 1991*

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Any policy document of the council within the meaning of the *Freedom of Information Act 1991* (if not already referred to above)

By-laws

By-laws made by the Council

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COUNCIL ACTION REPORT

REPORT TITLE:	COUNCIL ACTION RECORDS
ITEM NUMBER:	4.10
DATE OF MEETING:	22 APRIL 2024
AUTHOR:	LARA GREGORY, EXECUTIVE ASSISTANT TO THE CEO AND MAYOR
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	1. COUNCIL ACTION REPORT - APRIL 2024

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 APRIL 2024					
Meeting Date	**Item #**	**Subject and Council Resolution**	**Responsible Exec.**	**Status/Progress**	**Expected Completion Date**
24/10/22	5.1.2	**NOTICE OF MOTION FROM COUNCILLOR K. ANASTASSIADIS RE: INVESTIGATE OPTIONS FOR HARD TO RECYCLE MATERIAL INCLUDING MEDICATION BLISTER PACKS** 1. Administration investigate options for recycling hard to recycle materials by: a. considering the results of the RecycleSmart scheme currently being trialled by the City of West Torrens and the merits of adopting this program; b. exploring options for recycling medication plastic foil blister packs and other significant hard to recycle items not covered by the RecycleSmart scheme; and 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.	GM City Development	The Administration will present a report for Council's consideration at its meeting to be held in June 2024. This report can now be prepared as all current priorities have been considered by Council regarding implementing the Waste Management and Resource Recovery Plan 2021 2025.	June 2024
		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.		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
		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.		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
27/03/23	7.5	**MANAGEMENT OF GOODWOOD COMMUNITY CENTRE** 4. A review of the Goodwood Community Centre operations in terms of hours of service and programs offered be undertaken in 2023/24.	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.	December 2024
22/05/23	4.7	**RAILWAY TERRACE SOUTH COMMUNITY CONSULTATION OUTCOMES AND NEXT STEPS** 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.	General Manager City Development	Endorsed by Council at its meeting in May 2023.	Completed
		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.		The Agreement has been finalised by the Department of Infrastructure and Planning (DIT) and provided to Council for endorsement.	Completed
		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.		The Administration will present a report to Council for its consideration at its meeting to be held in June 2024.	June 2024
25/09/23	5.1.1	**NOTICE OF MOTION FROM COUNCILLOR R ROGERS RE: COMMUNITY CONSULTATION FOR AUSTRALIA DAY 2025** 1. Council commits to consulting with its community regarding Australia Day events in 2025 (26 January 2025).	General Manager Business Support & Improvement	Briefing held February 2024.	Completed
		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.		With feedback received at the Briefing, consultation is now likely occur in August 2024.	August 2024

COUNCIL ACTION REPORTS - ACTIONS TO APRIL 2024					
Meeting Date	**Item #**	**Subject and Council Resolution**	**Responsible Exec.**	**Status/Progress**	**Expected Completion Date**
11/12/23	4.2	**ELECTRIC VEHICLE CHARGING STATIONS** 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. A maximum of six EV stations (each station charging 1-2 cars) to be installed on Council owned land from the nominated sites as contained in Attachment 1, with Howard Florey Reserve included as a possible site, and as part of the Request for Tenders process, the tenderers be requested to nominate their preferred sites. 6. 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.	General Manager City Development	Request for Tender is currently out and will close on 2 March 2024. Noted Noted Noted Tenders have been received and are currently being assessed by the Administration. A confidential Elected Member briefing was held on 15 April 2024 regrding this matter. A report will be presented to Council for consideration at its meeting to be held in June 2024.	Completed Noted Noted Noted Completed
29/01/24	5.1.2	**NOTICE OF MOTION FROM COUNCILLOR C CRABBE RE: DIFFERENTIAL RATE FOR SHORT TERM ACCOMMODATION RENTALS** 1. Administration facilitates an Elected Member Workshop, to take place in April 2024, exploring options to address concerns surrounding the availability of long-term rental residential stock, specifically: (a) the future management/regulation of short-term rental residential accommodation in the City of Unley; and (b) the future management/regulation of long-term vacant residential properties in the City of Unley.	Group Manager Business Support & Improvement	Briefing scheduled for April 2024.	April 2024
26/02/24	14.3	**COMMUNITY RENEWABLE ENERGY PROGRAM** 5. Council authorises the Chief Executive Officer to seek legal advice to confirm or otherwise its ability to proceed with adopting the process undertaken by the City of Mitcham and a report be presented to Council once legal advice has been received. 6. In the event that the legal advice sought confirms that Council is unable to adopt the City of Mitcham model and must undertake its own due diligence process, the Administration presents a further report to Council to confirm the way forward regarding this matter.	General Manager City Development	The Administration has developed a brief to seek legal advice regarding this matter, as resolved by Council. Report will be presented to Council for its consideration at its meeting to be held in May 2024.	May 2024
25/03/24	5.1.1	**NOTICE OF MOTION FROM COUNCILLOR J BONHAM RE: GOODWOOD STATION OVERPASS** 1. Council restates its support for an overpass at Goodwood Station that facilitates Disability Discrimination Act 1992 (DDA) compliant access to the station platforms and east-west movement across the rail lines for pedestrians and cyclists. 2. Council expresses its disappointment with the decision to cancel the overpass. 3. Council urges the Minister for Transport to advise the Department for Infrastructure and Transport to continue investigating design options to meet the objectives and statutory compliance requirements of the overpass and commit funds to construct the overpass. 4. Council write to the Minister for Transport, the Member for Badcoe, and the Department for Infrastructure and Transport notifying them of this motion and its outcome.	General Manager City Development	Letters have been sent to the Minister for Transport, Member for Badcoe and the Department of Infrastructure and Transport, as resolved by Council. Copies of the letters have been provided to Elected Members.	Completed

Document Set ID 3075117

COUNCIL ACTION REPORTS - ACTIONS TO APRIL 2024					
Meeting Date	**Item #**	**Subject and Council Resolution**	**Responsible Exec.**	**Status/Progress**	**Expected Completion Date**
25/03/24	4.1	**UNLEY PARKING MANAGEMENT IMPLEMENTATION PLAN 2023-2033** 1 The report be received. 2 The Unley Parking Management Implementation Plan, as set out in Attachment 1 to this report (Item 4.1, Council Meeting, 25/03/2024), be endorsed. 3 Delivery of the actions contained within the Implementation Plan for Focus Areas 4, 5 and 6, which relate to legacy parking time-limit control and permit matters, will be via notifying impacted residents, property owners and/or business operators. 4 The Chief Executive Officer be authorised to make minor editorial changes to finalise Council's endorsement of the Implementation Plan.	General Manager City Development	The Administration has submited a budget bid as part of the 2024-25 Draft Annual Business Plan and Budget consideration process to implement the action priorities of the Plan as resolved by Council.	Completed

MOTION OF WHICH NOTICE HAS BEEN GIVEN

REPORT TITLE:	NOTICE OF MOTION FROM COUNCILLOR L DOYLE RE: CAT MANAGEMENT INVESTIGATION
ITEM NUMBER:	5.1.1
DATE OF MEETING:	22 APRIL 2024
ATTACHMENTS:	NIL

Councillor L Doyle has given notice of intention to move the following motion at the Council meeting to be held on 22 April 2024 .

MOTION

That:

1. Administration facilitates an Elected Member Workshop, to take place within 3 months' time, which investigates the issue of cat management by local government including:
    a. Reviewing the various cat by-laws implemented by South Australian councils.
    b. The process required to be undertaken by Council in order to enact and implement a cat by-law.
    c. The cost involved with introducing a cat by-law (excluding implementation costs such as education, enforcement).
    d. Issues relating to enforcement; how this varies depending on whether the by-law includes all cats or is restricted to cats born or registered after the by-law start date.
    e. Costs of enforcement; comparative annual enforcement figures obtained from other SA councils with cat by-laws in place.
    f. Lessons learnt from SA councils relating to introducing and implementing cat by-laws.

Background

In South Australia, there are many councils that have taken the step of introducing cat by-laws to control the unwanted impacts of domestic cats on wildlife, and nuisance to neighbouring residents.

Currently, cat owners are mandated by law to have their cats microchipped and de-sexed. All cat owners must register the microchip and owner details in Dogs and Cats Online (DACO).

While it is a statutory requirement under the Act to have dogs under effective control at all times (dog containment), there are no such requirements for cat owners in the City of Unley as cat management is left to councils.

In addition to the requirements for dog owners under the Act, Unley Council introduced a Dogs By-law (2022) with the intent to limit the number of dogs kept on premises and for the management and control of dogs in the Council's area. However, Unley currently has no such by-law governing cat management.

Cat by-laws can cover various aspects including: cat containment or curfews, maximum number of cats permitted per household, and banning cats altogether from biodiversity hotspots or other sensitive areas.

Currently, in the City of Unley, anyone can own an unlimited number of cats although they cannot cause a nuisance under the *Local Nuisance and Litter Act (2016)* by way of noise or odour.

Australian National University wildlife ecologist Sarah Legge estimates that pet cats killed over 340 million native animals a year. "Pet cats kill wildlife but a lot of pet owners aren't aware of that because they don't see their pet cats hunting. Your cat will only bring back on average 20 per cent of what it kills. So for every bird you find on your doormat, there's another four lying somewhere under the bushes on average."[1]

Dr Brad Smith, the acting chief executive of the Nature Conservation Council of NSW, says: "In Victoria, about half of the local councils have implemented cat containment, while the ACT has introduced territory-wide cat containment. When legislated, this has led to a dramatic reduction in the number of native birds, reptiles and marsupials that are killed each night by pet cats. We support cat containment across the country, as one of the most effective measures to protect Australian wildlife," Smith says.[2]

Cat containment is beneficial for both native wildlife and cat health. "Cats that are kept at home have lower vet bills, don't get run over, don't get injured at the same rate, and live for up to 10 years longer than free-roaming cats. And they don't go out and kill our birds, mammals, frogs and reptiles."[2]

The issue of cat management is complex and multifactorial. However, it is an important issue that many SA councils have approached proactively by passing and implementing cat by laws.

[1] Councils ramp up pressure on state governments to overhaul Australian cat laws - ABC News
[2] 'Keep your cat indoors': why conservationists are pushing for pet containment in Australia | Australia news | The Guardian

Campbelltown Council introduced a comprehensive cat by-law in Jan 2024 which stipulates that: *As of 1 January 2024, all domestic cats need to be kept at home at all times unless they are leaving the property in which case they must be under effective control. The By-Law generally limits the number of cats owned to two per property, however permission for additional cats may be obtained by contacting Council.*

Marion Council introduced a cat by-law on 1 January 2023 which stipulates that: *the owner or person responsible for the control of a cat must ensure that the cat is confined at all times to the premises occupied by that person between the hours of 8pm and 7am daily, unless the cat is under effective control by means of physical restraint.*

While I understand that Council is planning to review its Animal Management Plan 2021-2026 in the 2024/25 financial year, conducting a comprehensive briefing on the topic of cat management in the next 3 months will provide Elected Members with a good grounding on this complex topic, and prepare Council for the upcoming review process.

Administration Comments

An Elected Member Workshop on cat management, outlining the requested information and any other relevant considerations in introducing a cat by-law, will be facilitated by the end of July 2024.

MOTION OF WHICH NOTICE HAS BEEN GIVEN

REPORT TITLE:	NOTICE OF MOTION FROM COUNCILLOR J BONHAM RE: PARKING MANAGEMENT PLAN AMENDMENT
ITEM NUMBER:	5.1.2
DATE OF MEETING:	22 APRIL 2024
ATTACHMENTS:	NIL

Councillor J Bonham has given notice of intention to move the following motion at the Council meeting to be held on 22 April 2024.

MOTION

That:

1. Section 10 of the Unley Parking Management Plan 2023-2033 be amended as follows:
    - Resident Only Parking Permits are only issued to residents who do not have off-street parking AND who currently hold a Resident Only Parking Permit.
    - Resident Only Parking Permits are not issued to current residents who do not have off-street parking AND who do not hold a Resident Only Parking Permit.
    - Resident Only Parking Permits are not issued to new residents who move into properties without off-street parking.

Background

This motion aligns with seven City of Unley strategies and plans including the *Unley Integrated Transport Strategy (ITS).* According to the ITS, a key objective of Parking arrangements in the City of Unley should be that:

- Equitable and convenient parking options are delivered throughout the City.

The ITS identified four Key Programs to meet Unley's Parking objectives and these led to the development of the Unley Parking Management Plan.

In developing the Plan, Resident Only Parking Permit zones were identified as an issue (see photo). These parking zones withdraw parking spaces from the general parking supply and are underutilised.

As noted in the Parking Management Plan:

- 'The Resident Only Parking Permit zone(s) significantly restricts parking access for neighbouring residents and other community users.' (Pp. 40)

Council's Draft Parking Management Plan sought to address this equity issue by retiring these zones and permits. This approach raised concerns from Elected Members and drew a mixed response from residents, some in favour and some against the zones and related permits.

At its February 2024 meeting, Council carried a Motion to adopt the Parking Management Plan subject to the amendment to maintain Resident Only Parking zones and continue providing permits to residents who do not have off-street parking.

The Unley Parking Management Plan 2023-2033 as set out in Attachment 1 to this report (Item 4.1, Council Meeting, 26/02/2024) be adopted subject to the following amendments:

- *Section 10 - Resident Only Parking Permit content be amended as follows:*
    - *Access to Resident Only Parking Permit zones not be permitted to residents/property owners whose properties have off-street parking, Page 5 of the Council Meeting Minutes 26 February 2024*
    - *Allow Resident Only Parking Permit zones adjacent residential properties with no off-street parking, and where time limit controls exist or are installed along the street (or street section) to manage day-time parking congestion; and*
    - *Resident Only Parking Permit zones apply on a full-time basis (i.e. 24/7).*

It is understandable that residents without off-street who have long had a 'designated' parking space outside their home would be upset by changes to the parking arrangements. This motion seeks to ensure residents who have a Residents Only Parking Permit AND do not have off-street parking can continue to renew the Permit and park in the Residents Only Parking zone. However, it seeks to ensure these permits only apply to current permit holders and will not be issued to:

- Current residents who do not have off-street parking AND do not have a Residents Only Parking Permit.

- Future residents moving into homes without off-street parking.

In streets with Timed Parking, residents without off-street parking may still apply for a parking permit exempting them to the time limits. However, they will not have a designated parking space outside their property. Overtime, all Resident Only Parking Permit zones will be removed thereby increasing the general supply of parking available to the entire community.



Opey Avenue 3:30pm Wednesday 3 April 2024

Administration Comments

Should the proposed amendment to the Unley Parking Management Plan 2023-2033 (Plan) be endorsed by Council, it will mean that no new applications for *Resident Only Parking* permits will be considered or approved by Council. In this respect, only renewals by existing permit holders who have an existing permit associated with a property that has no access to off-street parking will be permitted. New residents will only have the ability to apply for a *Time-Limit Exemption* parking permit.

The proposed amendment is consistent with the Plan's 'Parking Management Decision-Making Principle P2' which states *Councils' role is to service the entire community not just individual needs,* and accordingly *no one should have exclusive rights to public on-street parking spaces.*

Should Council endorse the proposed amendment then in the long-term, it will result in all exclusive 24/7 *Resident Only Parking* permit zones being removed across the City. Exclusive 24/7 parking will only be available if a resident has a genuine accessibility issue and is issued with a permit for a *Mobility Access* zone in accordance with the Plan.

Currently, there are 73 residents across the City who own or rent a property which has no off-street parking and as such, have access to a 24/7 permit zone. For these residents, their current situation will remain unchanged whilst they live in their properties. However, the proposed amendment will mean that when one of these residents sells or vacates their current property, if the incoming new owner or tenant applies for a new *Resident Only Parking* permit, their application will be denied.

The proposed amendment is definitive. However, real estate agents may not correctly and/or accurately inform prospective buyers or tenants that the 24/7 permit zone adjacent the property will not be made available to them. It is more than likely that this will be a matter that Council will have to contend with once the new residents have moved in and have had their permit application denied.

The removal of existing on-street permit zones will be determined by an audit of the permit renewal list following every 2-year permit cycle. In locations where permits have not been renewed, on-street parking zones will be progressively reduced in size or removed to suit properties directly impacted and replaced with a time-limit control.

Should Council endorse the proposed amendment, communication regarding the *Resident Only Parking* permits, both within the Plan itself and on Council's website will need to be very clear with no exceptions made despite any concern or objections raised when residents are advised their applications are denied.
If the Motion is endorsed by Council, the Administration will update Section 10 of the Plan and the associated operational directions for *Resident Only Parking* permits accordingly.

MOTION OF WHICH NOTICE HAS BEEN GIVEN

REPORT TITLE:	NOTICE OF MOTION FROM COUNCILLOR J RUSSO RE: INVESTIGATION OF A PERMANENT FENCE WITH PUBLIC ACCESS FOR UNLEY OVAL
ITEM NUMBER:	5.1.3
DATE OF MEETING:	22 APRIL 2024
ATTACHMENTS:	NIL

Councillor J Russo has given notice of intention to move the following motion at the Council meeting to be held on 22 April 2024.

MOTION

That:

1. The Administration develop a concept design and confirm cost for the installation of a permanent perimeter fence with appropriate public access for Unley Oval for Council's consideration.

2. The concept design to be developed is to be undertaken as part of the proposed redevelopment of the existing public toilet facilities located at Unley Oval, on the corner Frederick Street and Langham Terrace.

3. Elected Member briefings are to be held for the purpose of:
   - Confirming the scope of the concept design to be developed.
   - Presenting the draft concept design and costs once known.
   - Confirming community engagement on the draft concept design.

4. The final concept design is to be decided and endorsed by Council.

Background

The time is now for Council to consider the installation of permanent fencing around Unley Oval. This has been considered controversial because there are varied views on having a permanent fence as there is a perception that a fence will shut out the community and those who will benefit from having this are the Sturt Football Club. Oval users include Sturt Bowling Club, Sturt Lawn Tennis Club, Sturt Cricket Club and Sturt Football Club and other users in the Unley community, not just those who border the Oval.

Currently, the Sturt Football Club pays for the installation of temporary fencing for match days (as part of their licence fee for use of the Oval) which is erected and dismantled by a contractor for every home game.

Unley Oval is closed to the public for no more than 20 days annually (between 8.30am and 6pm depending on the finish time of the game and it is open to the public straight after). This includes:

- 10 SANFL Sturt Home Games
- Max. 5 SANFL Women Games (often played on the same day as the Men's game)
- 1- 3 AFLW Games

Benefits of considering a permanent fence with public access include:

- Enhancing and complementing the surrounding area, appearing as open as possible when closed.
- Enabling the Council to hold ticketed events, which is often a requirement if trying to attract the holding of such events.
- Improving the safety of those using the Oval, providing protection from surrounding road traffic.
- Providing a heightened level of security.
- Assisting in protecting the longevity of our community assets.

The intention of the permanent fence is not to shut the community out but rather to continue having an open space for all to access. The continued cost of the temporary fencing, which is ugly, is not sustainable nor a long-term solution.

Already scheduled in the 2024-25 Budget for Community facilities

Council has a draft budget for the 2024-2025 financial year. There is already consideration of possible future works at the Oval, with the redevelopment of the public toilet facilities located on the corner of Frederick Street and Langham Terrace. When existing assets have come to the end of their useful lives, as is the case for the existing toilet facilities, funding for needed works is subject to an annual budget consideration process by Council.

From an asset renewal point of view, Council is considering the existing toilet facilities located on the north-eastern corner of the Oval site. A concept design has been developed for the renewal of this facility and the Administration has requested funding in the draft 2024-25 Annual Business Plan to proceed to detailed design.

The allocation of the funding requested is subject to the annual budget consideration process, including community consultation. If the project is supported by Council, it will be delivered over approximately 2-years to undertake the detailed design, contractor engagement, and on ground delivery of works. Council will consider as part of its deliberations, the extent and nature of community engagement regarding this project.

It is a great opportunity for Council, as part of the proposed design works for the replacement of the existing toilet facilities, to incorporate a concept design for a permanent perimeter fence at the Oval.

Funding to date for Unley Oval

Council has invested significantly at the Oval site in partnership with the Sturt Football Club. There have been numerous projects undertaken at the Oval over recent years. These include two stages of the grandstand redevelopment, lighting upgrades, and the Oval surface works.

In this respect, the total contribution by Council has been $4,312,049 whilst the Sturt Football Club's contribution has been $1,812,184. It should be noted that this does not include the cost of the new Electronic Scoreboard, and the existing picket fence which were funded by the Sturt Football Club. The Club is not only one of the City of Unley's biggest community sporting organisations but is a significant contributor to the management and investment into the Unley Oval and its facilities.

The consideration of a permanent perimeter fence, as part of the redevelopment of the public facilities on the corner Frederick Street and Langham Terrace, is considered to be the final finishing touches needed for the Unley Oval to finally look complete.

Administration Comments

Council has allocated funding in the amount of $100,000 in its draft 2024/25 Annual Business Plan and Budget for the redevelopment of the existing public toilet facilities located at Unley Oval.

A concept plan has recently been completed for these works, and it is intended to commence the detailed design of the upgrade, being the next step in the delivery of the project, in the 2024-25 financial year. The scope of these works could expand to incorporate the development of a concept plan for the provision of a permanent perimeter fence at Unley Oval.

It is understood that the permanent perimeter fence would be required to extend between the existing grandstand building on Trimmer Terrace, along Frederick Street, and connect to the lawn tennis facilities on Langham Terrace. The concept design would therefore consider the existing cricket nets, arbor structure, playgrounds, and mounding, as well as the distribution of seating, tables, barbecues, and other amenities.

It will be necessary for the Administration to hold an initial briefing with Elected Members to confirm the scope of the draft concept design to be developed. A further briefing with Members will also be required once the draft concept design has been developed, to present this and discuss the anticipated costs to implement these works. At that time, a community consultation strategy can also be confirmed.

The Administration will then present a report to Council to seek formal endorsement of the draft concept design for community consultation. The feedback to be received will be considered by Council in its adoption of a final concept design, should Council decide to pursue this matter.

MAYOR'S REPORT

REPORT TITLE:	MAYOR'S REPORT FOR MONTH OF APRIL 2024
ITEM NUMBER:	6.1.1
DATE OF MEETING:	22 APRIL 2024
ATTACHMENTS:	NIL

1. RECOMMENDATION

That:

1. The report be received.

Some functions attended (20/03/24 to 16/04/24)

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
21/03/24	Coffee Catch Up – Mayor Kris Hanna (Marion Council) and Mayor Heather Holmes-Ross (Mitcham Council) – La Scala Cafe	Mayor
21/03/24	Opening Night Reception Alliance Francaise Film Festival, The Three Muskateers – Palace Nova	Mayor
22/03/24	Meeting Nadia Clancy and CEO	Mayor
22/03/24	Fern Avenue Community Garden – Pizza Night	Mayor
22/03/24	Chairman's Match Day Cocktail Function, Adelaide V Geelong – Chairman's Room, Riverbank Centre	Guest
24/03/24	Julia Farr Centre – Farewell to Highgate	Mayor
25/03/24	Meeting Deputy Mayor	Mayor
25/03/24	Meeting CEO	Mayor
25/03/24	Funeral Ex Councillor Mike Hudson	Attendee
25/03/24	Council Meeting	Mayor
28/03/24	Centennial Park Owners Executive Council Meeting	Mayor
28/03/24	Meet The Mayor	Host
28/03/24	Pre-Match Event Norwood V Sturt – Norwood Oval	Guest

Date	Function/Event Description	Type
02/04/24	Teams Meeting – Future Living Code Amendment Briefing, Dept Infrastructure & Transport	Attendee
05/04/24	ERA Mayors Breakfast – Luigi Delicatessen	Mayor
06/04/24	Pre-Match Event SANFL V VFL – Glenelg Football Club	Guest
08/04/24	Deputy Mayor Meeting	Mayor
08/04/24	EM Briefing – Stage 5 Wood-Weller Bikeway Consultation Summary / Walking & Cycling Plan Bikeway Proposals (update) / Main Collector Roads 40km/hr Speed Limit Reduction	Attendee
11/04/24	Citizenship Ceremony (1) – Home Affairs, Adelaide	Mayor
11/04/24	Citizenship Ceremony (2) – Home Affairs, Adelaide	Mayor
11/04/24	Mayor Heather Holmes-Ross Meeting	Mayor
11/04/24	Interview with Cabra College Students Re. Climate Change	Mayor
11/04/24	Future Caretaker Artificial Intelligence – Unley Town Hall	Attendee
15/04/24	CEO Meeting	Mayor
15/04/24	Deputy Mayor Meeting	Mayor
15/04/24	Goodwood Ward Councillors Catch Up	Mayor
15/04/24	Clarence Park Ward Councillors Catch Up	Mayor
15/04/24	EM Briefing - Community Land Management Plans - for consultation / Outcome of EV Charging Station (confidential)	Attendee
Date	**Radio Interview**	
21/04/24	ABC Radio	

DEPUTY MAYOR'S REPORT

REPORT TITLE:	DEPUTY MAYOR'S REPORT FOR MONTH OF APRIL 2024
ITEM NUMBER:	6.2.1
DATE OF MEETING:	22 APRIL 2024
ATTACHMENTS:	NIL

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1. RECOMMENDATION

That:

1. The report be received.

Functions attended (20/03/24 to 16/04/24)

Date	Function/Event Description
20/03/2024	Meeting with General Manager City Development, Manager Assets & Operations, and Councillor Rabbitt re Greer Street
22/03/2024	Fern Avenue Community Garden Night
24/03/2024	Julia Farr Farewell
25/03/2024	Meeting with the Mayor
25/03/2024	Council meeting
26/03/2024	Unley Community Centre Ride
26/03/2024	Meeting re sale of 259-269 Unley Road Malvern Shopping Centre
28/03/2024	Meet the Mayor
2/04/2024	Unley Community Centre Ride
2/04/2024	Future Living Code Amendment
8/04/2024	Meeting with the Mayor
8/04/2024	Council Briefing: Stage 5 Wood Weller Bikeway, Walking & Cycling Plan Bikeway Proposals, Collector Road Speed Limits
9/4/2024	Unley Community Centre Ride
10/04/2024	Unley Bicycle User Group meeting
11/04/2024	Active Travel Group meeting
15/04/2024	Council Briefing: Community Land Management Plans - for consultation / Outcome of EV Charging Station (confidential)
16/4/2024	Unley Community Centre Ride

REPORTS OF MEMBERS

REPORT TITLE:	REPORTS OF MEMBERS FOR APRIL 2024
ITEM NUMBER:	6.3.1
DATE OF MEETING:	22 APRIL 2024
ATTACHMENTS:	1. COUNCILLOR D PALMER

Council to note attached reports from Members:

1. Councillor D Palmer

REPORTS OF MEMBERS

REPORT TITLE: REPORT FROM COUNCILLOR D PALMER

Functions attended (20/03/24 to 16/04/24)

Date	Function/Event Description
25 March	Funeral. Mike Hudson
	Full Council meeting
26 March	SANFL 2024 Season Launch (on behalf of the Mayor)
27 March	Clarence Park Board of Management meeting
28 March	Let's talk about peace- Harmony Week. Attended the commencement only
2 April	Future Living Code amendment briefing (via Teams)
5 April	Buddies Breakfast
8 April	Council briefing
15 April	CEO Performance Review Committee Meeting
	Mayoral Ward Briefing
	Council Briefing

CORRESPONDENCE

REPORT TITLE:	CORRESPONDENCE
ITEM NUMBER:	6.4.1
DATE OF MEETING:	22 APRIL 2024
ATTACHMENTS:	1. JACK BATTY MP, MEMBER FOR BRAGG
	2. MAYOR MICHAEL HEWITSON TO THE HON TOM KOUTSANTONIS MP MINSTER FOR INFRASTRUCTURE & TRANSPORT
	3. MAYOR MICHAEL HEWITSON TO JAYNE STINSON, MEMBER FOR BADCOE
	4. MAYOR MICHAEL HEWITSON TO JON WHELAN, CHIEF EXECUTIVE OFFICER, DEPARTMENT FOR INSTRASTRUCTURE & TRANSPORT

The correspondence from:

- Jack Batty MP Member for Bragg – Re. Support for City of Burnside for the Truro Bypass Project and Progressing the Greater Adelaide Freight Bypass (GAFB) Project
- Mayor Michael Hewitson to the Hon Tom Koutsantonis MP Minister for Infrastructure & Transport – Re. Support for Goodwood Station Overpass
- Mayor Michael Hewitson to Jayne Stinson, Member for Badcoe – Re. Support for Goodwood Station Overpass
- Mayor Michael Hewitson to Jon Whelan, Chief Executive Officer, Department for Infrastructure & Transport – Re. Support for Goodwood Station Overpass

be noted.



20 March 2024

Ref: PB200324

Michael Hewitson AM
The City of Unley
PO Box 1
UNLEY SA 5061

Dear Mayor, Michael,

Thank you for your letter of support for the Truro Bypass project and Greater Adelaide Freight Bypass.

I see the Truro Freight Route as an important first step in a Greater Adelaide Freight Bypass to get trucks off our local roads in the eastern suburbs. I was very disappointed in the project being scrapped and will continue to fight for the Greater Adelaide Freight Bypass.

Your support is very much appreciated. Please do not hesitate to get in touch if I can ever assist you or Council.

Kind regards

JACK BATTY MP
Member for Bragg

Michael, this remains a key priority for me - thanks for your support.

357 Greenhill Road, Toorak Gardens SA 5065 (08) 8332 4799 bragg@parliament.sa.gov.au

MAYOR'S OFFICE

THE CITY of Unley

28 March 2024

Hon Tom Koutsantonis MP
Minister for Infrastructure and Transport
Via email: minister.koutsantonis@sa.gov.au

Dear Minister Tom

At its meeting on Monday 25 March 2024, Council resolved the following:

ITEM 5.1.1
NOTICE OF MOTION FROM COUNCILLOR J BONHAM RE: GOODWOOD STATION OVERPASS
That:

1. Council restates its support for an overpass at Goodwood Station that facilitates *Disability Discrimination Act 1992* (DDA) compliant access to the station platforms and east-west movement across the rail lines for pedestrians and cyclists.

2. Council expresses its disappointment with the decision to cancel the overpass.

3. Council urges the Minister for Transport to advise the Department for Infrastructure and Transport to continue investigating design options to meet the objectives and statutory compliance requirements of the overpass and commit funds to construct the overpass.

4. Council write to the Minister for Transport, the Member for Badcoe, and the Department for Infrastructure and Transport notifying them of this motion and its outcome.

CARRIED

Resolution No. C1232/24

I reiterate the Council's concern with the decision to cancel the Goodwood Station Overpass project.

An overpass is vital in allowing the safe passage of commuters, whether cycling or walking, to Goodwood Primary School and to connect with Goodwood Railway Station.

CITY of VILLAGES

Civic Centre 181 Unley Road
Unley, South Australia 5061
Postal PO Box 1
Unley, South Australia 5061

Telephone (08) 8372 5111
Facsimile (08) 8271 4886
pobox1@unley.sa.gov.au
unley.sa.gov.au

We urge you to continue investigating options for an overpass which is necessary for the safety of residents who choose to commute on foot or by bicycle.

Thank you for taking this matter into consideration, I look forward to your response.

With my best wishes



Michael Hewitson AM
Mayor
City of Unley

MAYOR'S OFFICE

Michael Hewitson AM

12 April 2024

Jayne Stinson MP
Member for Badcoe
Via email badcoe@parliament.sa.gov.au

Dear Jayne

At its meeting on Monday 25 March 2024, Council resolved the following:

ITEM 5.1.1

NOTICE OF MOTION FROM COUNCILLOR J BONHAM RE: GOODWOOD STATION OVERPASS

That:

1. *Council restates its support for an overpass at Goodwood Station that facilitates Disability Discrimination Act 1992 (DDA) compliant access to the station platforms and east-west movement across the rail lines for pedestrians and cyclists.*

2. *Council expresses its disappointment with the decision to cancel the overpass.*

3. *Council urges the Minister for Transport to advise the Department for Infrastructure and Transport to continue investigating design options to meet the objectives and statutory compliance requirements of the overpass and commit funds to construct the overpass.*

4. *Council write to the Minister for Transport, the Member for Badcoe, and the Department for Infrastructure and Transport notifying them of this motion and its outcome.*

Resolution No. C1232/24

We have written to the Minister for Infrastructure and Transport reiterating our concerns with the decision to cancel the Goodwood Station Overpass project.

As Member for Badcoe, thank you for your continued interest, and we urge you to continue advocating for the project.

Yours sincerely

Michael Hewitson AM
Mayor

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unley.sa.gov.au

12 April 2024

Jon Whelan
Chief Executive Officer
Department for Infrastructure & Transport
Via email: jon.whelan@sa.gov.au

Dear Jon

At its meeting on Monday 25 March 2024, Council resolved the following:

ITEM 5.1.1

NOTICE OF MOTION FROM COUNCILLOR J BONHAM RE: GOODWOOD STATION OVERPASS

That:

1. *Council restates its support for an overpass at Goodwood Station that facilitates Disability Discrimination Act 1992 (DDA) compliant access to the station platforms and east-west movement across the rail lines for pedestrians and cyclists.*
2. *Council expresses its disappointment with the decision to cancel the overpass.*
3. *Council urges the Minister for Transport to advise the Department for Infrastructure and Transport to continue investigating design options to meet the objectives and statutory compliance requirements of the overpass and commit funds to construct the overpass.*
4. *Council write to the Minister for Transport, the Member for Badcoe, and the Department for Infrastructure and Transport notifying them of this motion and its outcome.*

Resolution No. C1232/24

We have written to the Minister for Infrastructure and Transport reiterating our concerns with the decision to cancel the Goodwood Station Overpass project.

We seek your support and advocacy in this matter.

Yours sincerely

Megan Berghuis
A/Chief Executive Officer

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unley.sa.gov.au

DECISION REPORT

REPORT TITLE:	CONFIDENTIALITY MOTION - UNLEY CENTRAL - REVISED DEVELOPMENT PROPOSAL
ITEM NUMBER:	7.1
DATE OF MEETING:	22 APRIL 2024
AUTHOR:	DON DONALDSON, TEAM LEADER PLANNING
DIVISION:	CITY SERVICES

1. RECOMMENDATION

That:

1. Pursuant to section 90(2) and (3)(d)(i) and (d)(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 item7.2 , 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
   - Danielle Edwards, Principal Governance & Policy Officer
   - Don Donaldson, Team Leader Planning

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

ITEM 7.2

Confidential – removed from the public agenda – pages 449 - 478

DECISION REPORT

REPORT TITLE:	CONFIDENTIALITY MOTION TO REMAIN IN CONFIDENCE - UNLEY CENTRAL - REVISED DEVELOPMENT PROPOSAL
ITEM NUMBER:	7.3
DATE OF MEETING:	22 APRIL 2024
AUTHOR:	DON DONALDSON, TEAM LEADER PLANNING
DIVISION:	CITY SERVICES

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 Unley Central - Revised Development Proposal, 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) and (d)(ii) .

   ☒ Minutes

   ☒ Report

   ☒ Attachment

   - 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

2. This order shall operate:

   - Until the application is made publicly available by the State Commission Assessment Panel (SCAP).

   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 (or insert other officer title) the power to revoke this order in whole or in part.